# Table of Contents

## CHAPTER I  
**Guidelines on the Use of Armed Security Services from Private Security Companies**  
Annex A: Statement of Works  
Annex B: Model Contract

## CHAPTER II  
**United Nations Fire Safety Guidelines**  
Annex I: Record of Fire Safety Risk Assessment  
Annex II: Fire Safety Inspection Form  
Annex III: Fire Safety Plan Template  
Annex IV: Evacuation Plan Template  
Annex V: Fire Prevention Inspection Checklist  
Annex VI: Evacuation Drill Report Template  
Annex VII: Technical Fire Investigations  
Annex VIII: Fire Codes and Standards

## CHAPTER III  
**Guidelines on First Responder Programme**

## CHAPTER IV  
**Guidelines on Hostage Incident Management**  
Annex I: Risk Assessment  
Annex II: Surviving as a Hostage  
Annex III: First Response  
Annex IV: Liaison Officer Responsibilities  
Annex V: Support Teams  
Annex VI: Responsibilities of the Hostage Incident Management Team Members  
Annex VII: Equipment Requirements: DSS Hostage Incident Management Team  
Annex VIII: Media Management in Hostage Incidents  
Appendix A: Media Log  
Appendix B: Media Aspects of Post- Release Support for Former Hostages  
Appendix C: Letter to former hostages on media interaction  
Annex IX: Considerations Related to the Victim’s Family  
Annex X: Family Liaison Coordinator  
Annex XI: Family Focal Point  
Annex XII: Hostage Incident Management – Reception Plan  
Annex XIII: Actions to be Taken on the Safe Release of a Hostage  
Annex XIV: Hostage Incident - Worst Case Scenario Plan

## CHAPTER V  
**Guidelines on Locally Cost-Shared Security Budget**  
Annex A: Overview of Resources Funded by the Jointly Financed Activities  
Annex B: Standard Template for the LCSSB  
Annex C: Role of the Administering Agency of the LCSSB  
Annex D: Census/Headcount of field staff and non-staff personnel for the cost-sharing of the LCSSB  
Annex E: Calculating shares for participating UNSMS organizations when one or more contribute items in-kind  
Annex F: Negotiating disagreements  
Annex G: Checklist for Desk Officers

4  
17  
26  
89  
180  
184  
195  
216  
229  
234  
236  
239  
240  
254  
261  
263  
265  
274  
275  
277  
279  
280  
286  
287  
291  
294  
295  
296  
298  
301  
302  
304  
310  
311  
317  
319  
321  
322  
323
Table of Contents

CHAPTER VI Guidelines on Management of Safety and Security Crisis Situations
Annex A: Management of Safety and Security Crisis Explained
Annex B: Aide Mémoire

CHAPTER VII Guidelines on the Management of HIV Post-Exposure Prophylaxis (PEP) Kits
Appendix 1: United Nations PEP Management and Responsibility Chart
Appendix 2: Distribution of Post-Exposure Prophylactic Kits in [Country]
Appendix 3: Recommended Medical Centers with Expertise in Handling HIV-Related Cases
Appendix 4: PEP Use Reporting Form (Submit Within 24 Hours of Use of Kit)

CHAPTER VIII Residential Security Measures (RSMs) Guidelines
Annex 1: Residential Security Survey
Annex 2: Residential Security Self-evaluation Worksheet

CHAPTER IX Security Arrangements for Special Events Organized or Sponsored by United Nations Security Management System Organizations
Annex A: Template for Notification by Responsible UNSMS Organization of a special event
Annex B: Template for Security Requirement Estimate
Annex C: Template for Event Security Plan
Annex D: Request for Deployment of SSS Officers

Annex: Common Premises Security Management Matrix

CHAPTER XI Guidelines on the Use of Unarmed Private Security Service

CHAPTER XII Guidelines on Security Plans

CHAPTER XIII Guidelines on Safe and Secure Approaches in Field Environments (SSAFE) programme

CHAPTER XIV Operational Considerations for Exposure to Toxic Chemical Weapon
UNSMS


Chapter I

GUIDELINES ON THE USE OF ARMED PRIVATE SECURITY COMPANIES (PSCS)

Promulgation Date: 8 November 2012
A. Introduction

1. The primary responsibility for the security and protection of United Nations personnel, their eligible family members, and the premises and property of United Nations Security Management System organizations rests with the host Government. In ensuring such safety and security, certain circumstances may arise where armed security services become necessary. When the host Government is unwilling or unable to provide such protection, as determined by the United Nations in consultation with the relevant authorities, armed security services will normally be provided by alternate member States or the appropriate security entity within the United Nations system.

2. On an exceptional basis to meet its obligations, the United Nations Security Management System may use private companies to provide armed security services when the threat conditions and programme needs warrant it.

3. The fundamental principle in guiding when to use armed security services from a private security company is that these may be considered only when there is no possible provision of adequate and appropriate armed security from the host Government, alternate member State(s), or internal United Nations system resources such as the Security and Safety Services or security officers recruited directly by a mission or through another United Nations Security Management System organization.

4. These guidelines should be read in conjunction with Security Policy Manual, Chapter IV, Section I, “Armed Private Security Companies”.

B. Aim

5. In circumstances where a United Nations Security Management System organization determines that armed security services from a private security company are required, the engagement and use of such services will be governed by a clear accountability and responsibility framework and clear operational standards and oversight.

6. These guidelines provide further details and descriptions of the requirements and processes outlined in the Policy on Armed Private Security Companies.

C. Services which may be contracted from an Armed Private Security Company

7. The objective of armed security services from a private security company is to provide a visible deterrent to potential attackers and an armed response to repel any attack in manner consistent with the United Nations “Use of Force Policy”, the respective host country legislation and international law.
8. Armed security service from a private security company may not be contracted, except on an exceptional basis for the following purposes:

   a. To protect United Nations personnel, premises and property.

   b. To provide mobile protection for United Nations personnel and property.

Static Protection of United Nations Personnel, Premises and Property

9. Armed personnel employed by a private security company contracted by the United Nations for the static protection of personnel, premises and property can provide the following basic functions:

   a. Conduct access control of vehicles and pedestrians to the designated premises or area
      i. Use of electronic body and package search equipment
      ii. Personnel searches
      iii. Vehicle searches
      iv. Building searches for suspected explosive devices
      v. Visitor control systems
      vi. Badge issuance and control
      vii. Mail screening

   b. Patrol the designated premises or area
      i. Identify and report suspicious persons or objects which may cause a security concern
      ii. Subsequently contain or remove suspicious persons or objects which may cause a security concern

   c. Monitor and respond to intrusion and safety alarms

   d. Maintain guard post records and logs and preparation of incident reports

   e. Provide First Aid to United Nations personnel in the event of incidents

10. Armed response during the course of delivering basic functions:

   a. Protect United Nations personnel, premises and property within the designated premises or area in accordance with the Use of Force Policy developed by the private security company, developed according to the provisions of paragraph 34 of these guidelines.
Mobile Protection of United Nations Personnel and Property

11. Armed personnel employed by a private security company contracted by the United Nations for the mobile protection of personnel and property can provide the following basic functions:

   a. Plan and monitor road movements by United Nations personnel in the respective location/Mission area requiring armed support

   b. Present a visible deterrent to deter hostile elements from interrupting the movement of a convoy and:

      i. Use vehicle driving techniques to maintain convoy progression
      ii. Prevent additional vehicles from intercepting the convoy
      iii. Extract convoy from ambush sites

   c. Conduct a reconnaissance of route options for the convoy movement and:

      i. Identify possible ambush sites and escape routes
      ii. Identify possible safe havens en route

   d. Advance and clear the route for the convoy movement

   e. Operate, monitor and maintain communications platform for convoy vehicles and personnel

   f. Preparation of incident reports

   g. Provide First Aid to United Nations personnel in the event of an incident

12. Armed response during the course of delivering basic functions:

   a. Protect United Nations personnel and vehicles of the convoy in accordance with the Use of Force Policy developed by the private security company, developed according to the provisions of paragraph 34 of these guidelines.

13. When approved, these armed security services from a private security company may be considered for use by specific members of the United Nations Security Management System (UNSMS), or as a shared resource for such members.
D. Criteria for the Designated Official and Security Management Team

Assessment

14. To enable the Designated Official (DO) and Security Management Team (SMT) to make a recommendation with regard to the need for armed security personnel, the senior-most United Nations security professionals advising the DO\(^1\) must first conduct a Security Risk Assessment (SRA). This must determine the threats and the level of risk faced by the United Nations system (personnel, premises and operations) at the respective location and what measures are required to lower these risks. A menu of risk management options should be developed to include armed security personnel, starting with the lowest number and lowest calibre of approved firearms possible and gradually increasing until the needs of the system designed to protect the United Nations system are achieved.


16. The use of armed security personnel is a security risk management measure that provides two main functions: a visible deterrent to potential attackers (raising their perceived risk from targeting the protected target) and as an armed response to repel any attack not deterred. To provide these two functions, armed security personnel must be properly trained, equipped (including with the appropriate firearms), supervised and integrated into the wider security system.

17. Where the SRA indicates that armed security personnel are required to mitigate the risks posed by the identified threats to acceptable levels, the DO, SMT and Security Advisor will review and assess the capacity of the Host Country to provide United Nations system personnel, premises and operations with the required standard of armed protection; the primary responsibility for the security and protection of the United Nations rests with the Host Country.

18. In the absence of a Host Country capacity to provide the necessary level of armed protection, alternate provisions from Member States or through employing United Nations system recruited Security Officials must first be explored and discussed by the DO, SMT and Security Advisor.

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\(^1\)For the purposes of this policy, this is usually the Chief Security Advisor (CSA), Security Advisor (SA), Chief of Security and Safety Services, or their respective officer-in-charge *ad interim*. 

Guidelines on the Use of Armed Security Services from Private Security Companies
19. Where the DO and SMT identify strong reasons, which are to be recorded in the SRA, as to why the delivery of armed protection by the Host Country, an alternate Member State or States, or by United Nations system recruited Security Officials is not preferable or feasible, the option to use an armed private security company may also be evaluated where the following criteria are met.

Security Risk Management criteria to be met before armed security services by a private security company can be considered

a. The level of programme criticality for the activity which is being considered to be supported by the use of armed personnel from a private security company must warrant this usage.

b. In addition to the Security Risk Assessment, the responsible senior-most security official identified by the Under-Secretary-General for Safety and Security, usually the Designated Official supported by the Security Management Team must evaluate any potential negative impacts the contracting of armed security services from a private security company could have on the United Nations system and its programmes. The analysis of the potential negative impacts should encompass, inter alia, the prevailing usage of private security companies in the area of operations as well as globally, host country and local community acceptance of armed security services of private security companies and the local history of negative impact of incidents involving private security companies and their armed security services.

c. The DO and SMT must further recommend whether a local private security company or international private security company is better placed to provide armed protection to the necessary standard. This recommendation will then be reviewed by the relevant procurement division of the contracting organization, and necessary approvals have to be obtained in case international competition is to be limited or excluded.

E. Decision Making Framework

20. When the DO and SMT agree that the use of armed personnel from a private security company is justified, a request for approval must be submitted to the Under-Secretary-General for Safety and Security for consideration. The Executive Heads of the affected agencies, funds and programmes or the head of Department for Secretariat led field operations must be copied on this request.

21. The approval request will include the related Security Risk Assessment, explanations of why armed security services cannot or should not be provided by the host country, other member states or internal United Nations Security Management System resources and details of the assessment of the potential negative impacts of engaging armed security services from a private security company.

Guidelines on the Use of Armed Security Services from Private Security Companies

For examples of the humanitarian considerations in this analysis, reference should be made to IASC Guidelines on the Use of Armed Escorts for Humanitarian Convoys, found at: [web link to be provided].
22. The Under-Secretary-General for Safety and Security shall reply in writing as to whether he/she approves the request for the use of armed security services provided by private security companies, and shall notify all Agencies, Funds Programmes and Organizations of the United Nations system within 48 hours of the decision.

23. Once approval has been obtained in writing from the Under-Secretary-General for Safety and Security, the UNSMS organization in question can contract a private security company, which meets the criteria outlined below.

24. In cases where approval for the use of armed security services provided by private security companies is granted, at each contract renewal the full approval process must be implemented, including a new assessment of the primary options of host Government, alternate member State or internal United Nations system resources for such provision.

F. Selection and management of armed Private Security Companies (APSC), including selection of company personnel

Pre-eligibility and selection

25. Mandatory requirements for possible selection:

a. The APSC must be a member company to the International Code of Conduct for Private Security Service Providers\(^3\) (the “Code”)

b. The APSC must have been in the business of providing armed security services for at least five years prior to submission of its proposal

c. The APSC must have valid and current licences to provide armed security services in their Home State as defined by the Montreux Document (the State where the APSC is registered or incorporated)

d. The APSC must have valid and current licences to provide armed security services and import, carry and use firearms and ammunition in the Territorial State, as defined by the Montreux Document (the States on whose territory the APSC will operate)

e. The APSC must have started the registration process to become a registered United Nations Procurement Division vendor and will only be eligible for contract award subject to the successful completion of registration at the appropriate level

f. The APSC must be able to substantially comply with the Scope of Work

26. The selection of the APSC shall be undertaken in accordance with the United Nations Financial Regulations and Rules.

\(^3\) See [http://www.icoc-psp.org/](http://www.icoc-psp.org/)
Screening of Contracted Personnel

27. The APSC must conduct the below-outlined screening of all personnel who are to be employed by the APSC to provide the armed security services to the UNSMS organization in question.

28. The APSC must undertake all reasonable steps, to the satisfaction of the UNSMS organization in question, to verify with the relevant national authorities that any potential personnel (i) has not been convicted of any national criminal offences including by a military tribunal, or found by a national or international authority to have breached international criminal or humanitarian law in any jurisdiction, and (ii) is not subject to any ongoing judicial proceedings, including military, in respect of such offences or violations. This screening process will include the following:

a. a criminal background record check with the national police and military services of the person’s current country of residence, the country of current employment and the country(ies) of nationality; and

b. a verification of the person’s place of employment for the past five years including where relevant, a background check with all military or law enforcement employers

The Screening Process

29. The APSC shall confirm to the UNSMS organization in question, in writing, that the above-outlined Screening Process has been conducted and that only personnel who meet the above-mentioned requirements are to be engaged to provide armed security services.

30. In circumstances where the nation state of the personnel to be screened does not have the necessary mechanisms in place to determine the extent of criminal background or employment, the APSC is required to either employ alternate personnel or develop and submit alternate and equivalent screening certification to include the use of an independent third party screening company.

31. The APSC shall promptly inform the UNSMS organization in question of any material change in information obtained under the above-outlined Screening Process during the provision of services by the personnel. When so requested by the UNSMS organization in question, the APSC shall immediately replace any such personnel at no cost to such organization.

32. The APSC will provide a complete and accurate name list of the personnel to be employed on the specific contract to the Contracting Officer.

33. The UNSMS organization in question shall review the list of personnel to be employed by the APSC to provide services against relevant resolutions of the Security Council, which impose sanctions against individuals and against any other internal sources of information.
G. Use of Force, Weapons Manual and Standard Operating Procedures

34. In accordance with the United Nations Policy on Armed Private Security Companies, the APSC is required to develop and implement its own Use of Force Policy consistent with the applicable national laws of the State in which the services are to be provided and, to the extent consistent with the applicable national law, with the United Nations “Use of Force Policy” as found in Security Policy Manual, Chapter IV, Section H (which shall be made available to the private security company for reference). However, the Use of Force Policy of the private security company must be as or more restrictive than the “United Nations Use of Force Policy”. The private security company’s Use of Force Policy shall not be less restrictive than the “United Nations Use of Force Policy”. In addition, the private security company’s Use of Force Policy shall be consistent with the International Code of Conduct for Private Security Service Providers.

35. In accordance with the United Nations Policy on Armed Private Security Companies, the APSC is required to develop and implement its own firearms management procedures and “Weapons Manual” consistent with the applicable national laws of the State in which the services are to be provided and, to the extent consistent with the applicable national law, with the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms” (which shall be made available to the private security company for reference). However, the private security company’s Weapons Manual must be as or more restrictive than the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms”. The private security company’s Weapons Manual shall not be less restrictive than the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms”. In addition, the private security company’s firearms management procedures and Weapons Manual should also be consistent with the International Code of Conduct for Private Security Service Providers.

36. In accordance with the United Nations Policy on Armed Private Security Companies, the APSC is required to develop and implement, in consultation with the UNSMS organization in question, the necessary standard operating procedures for the implementation of the contract with the organization (“Standard Operating Procedures”).

37. All Standard Operating Procedures may be reviewed by the UNSMS organization in question. The UNSMS organization in question has the authority to direct the APSC to change the Standing Operating Procedures.

H. Training Standards

38. The APSC is required to engage personnel with the requisite skills and experience to perform the services in accordance with the contract and the Standard Operating Procedures implemented by the APSC.
39. Prior to commencing services under the contract, the APSC will provide the following training to each of its personnel on the International Code of Conduct, the APSC Use of Force Policy and the APSC Weapons Manual and also the following:

   a. firearms handling
   b. radio communications
   c. premises access control of the UNSMS organization in question
   d. counter-terrorist search
   e. First Responder medical training
   f. training on the use of specific equipment to be utilized
   g. hostile surveillance and reconnaissance detection training
   h. convoy escort/protection if applicable
   i. supervisory and management skills
   j. cultural sensitivity training
   k. Human Rights Law and application
   l. Use of Force training
   m. management of workplace conflict resolution
   n. integrity and ethical awareness
   o. preventing sexual harassment
   p. an overview of the United Nations security management system relevant to their duties

40. The APSC must certify to the UNSMS organization in question that each personnel has undergone the above training and demonstrated the necessary level of skill before commencing the provision of services for the organization.

41. The APSC must demonstrate to the UNSMS organization in question that a programme of refresher training is implemented for each personnel.
I. Management and Oversight of the Armed Private Security Companies

42. The United Nations will maintain an oversight of the delivery of the contract by the APSC. The day-to-day management of the contract is the function of the requisitioner and a Contracting Officer from the requisitioning office of the UNSMS organization in question must be assigned. The Contracting Officer will ensure that the terms of the contract are being adhered to. Contract administration such as amendments, contract extensions and termination and any changes to the contractual document will be executed by the Procurement Division, United Nations Headquarters.

43. The performance quality of the APSC shall also be regularly overseen and reviewed by the applicable United Nations security professional. This oversight must be integrated with the performance review performed by the Contracting Officer.

44. The performance review of the APSC shall be undertaken at least by the two following mechanisms:

a. Daily Operations Review

b. Monthly Review

Daily Operations Review

45. The United Nations shall conduct a daily on site inspection of the APSC.

46. In circumstances where the APSC is hired for use by common United Nations facilities and/or common United Nations operations in the country/region, it is the responsibility of the DSS Chief Security Adviser/Security Adviser to ensure that the Daily Operations Review is completed. The inspection may be delegated to members of the Security Cell, but the DSS Chief Security Adviser/Security Adviser will remain accountable for its completion and content.

47. In circumstances where the APSC is hired for use by a specific United Nations Agency, Fund or Programme, it is the responsibility of that United Nations entity to appoint an officer responsible for the Daily Operations Review of the APSC. The United Nations entity’s Field Security Officer (FSO) would normally perform this task.

48. In the event that the United Nations agency concerned does not employ a dedicated FSO for its operations in the country/region of operation of the selected APSC, then the Country Representative of the UNSMS organization in question may assign an alternate, in-country Agency Security Focal Point or make a request to DSS that an officer be assigned.

49. The Daily Operations Review of the performance of the APSC should include, as a minimum, an inspection of the following:

a. safe handling and storage of firearms and ammunition
b. required equipment is being carried  

c. equipment is functional  

d. physical condition of security posts / stations  

e. personal appearance and condition of the security force  

f. continuity of APSC personnel  

g. availability of all required personnel  

h. that the conduct and demeanor of APSC personnel reflects United Nations requirements  

i. quality of response to spot test training questions and readiness drills  

j. quality of response to actual situations arising during the day / shift  

k. review of the security log as maintained by the on-duty APSC security supervisor for accuracy and completeness  

l. explore concerns raised by the recipients of the services of the APSC  

50. The person responsible for the Daily Operations review must keep a written record of the review.

**Monthly Review**

51. DSS shall conduct a monthly review of the APSC, which will combine both a review of records and an on site inspection.

52. In all circumstances, the DSS Chief Security Adviser/Security Adviser is responsible for ensuring that the Monthly Review of the performance of the APSC is completed. The Monthly Review may be delegated to members of the Security Cell, but the DSS Chief Security Adviser/Security Adviser will remain accountable for its completion and content.

53. The Monthly Review of the performance of the APSC should include, as a minimum, an assessment of the following:

a. all incident reports submitted during the assessed period  

b. all reports on use of force (armed or non-lethal) by the APSC  

c. all convoy protection reports to the areas with High Risk and above environment  

d. selected daily SITREPs on protection of the premises and staff in question
e. operation support documents (Threat Assessments, Risk Analysis, etc)
f. current year training programme and records on personnel training attendance
g. selected individual personnel performance reports
h. compliance with the terms of the contract between the APSC and the UNSMS organization in question

54. A written report of the findings and recommendations from the Monthly Review must be submitted by the DSS Security Advisor to the Designated Official in all circumstances and, if the APSC is contracted for use by a specific United Nations Agency, Fund or Programme, the Country Representative as applicable.

55. Copies of the written reports will be provided to the DSS Regional Desk (NY HQ) and the Agency Security Focal Point at the Agency Headquarters quarterly.

Performance Issues

56. The senior-most security professional directly supporting the Designated Official and the Contracting Official of the UNSMS organization in question must immediately submit a joint report of any performance issues or concerns identified, along with recommended remedial action, to the Designated Official and the Country Representative of the organization concerned for approval.

J. Conclusion

57. These guidelines provide further detail in support of the policy provisions for the use of APSCs. A model statement of work and model contract are also attached which are to be used by the UNSMS organization in question when developing their contract with a Private Security Company for the provision of armed security officers, when so approved to do so.

Annexes
A Model Statement of Work
B Model Contract
ANNEX A

Statement of Works for the Use of Armed Private Security Companies

Provision of Armed Security Officers

General

1. The United Nations has a requirement for the provision of armed security officers to secure the property and premises of the United Nations and to provide mobile protection as outlined in this Statement of Works.

Definitions

Static Protection of United Nations Personnel, Premises and Property

Objective

2. Provide a visible deterrent to potential attackers and an armed response to repel any attack in accordance with the Use of Force Policy developed by the Contractor, in accordance with the requirements of this Statement of Works.

Basic Functions

3. Conduct access control of vehicles and pedestrians to the designated premises or area
   a. Use of electronic body and package search equipment
   b. Personnel searches for non-United Nations personnel
   c. Vehicle searches
   d. Building searches for suspected explosive devices
   e. Visitor control systems
   f. Badge issuance and control
   g. Mail screening

4. Patrol the designated premises or area
   a. Identify and report suspicious persons or objects which may cause a security concern
   b. Subsequently contain or remove suspicious persons or objects which may cause a security concern.
5. Monitor and respond to intrusion and safety alarms

6. Maintain guard post records and logs and preparation of incident reports

7. Provide First Aid to United Nations personnel in the event of incidents

Armed response during the course of delivering basic functions

8. Protect United Nations personnel, premises and property within the designated area in accordance with the Use of Force Policy developed by the Contractor, in accordance with the requirements of this Statement of Works.

Mobile Protection of United Nations Personnel and Property

Objective

9. Provide a visible deterrent to potential attackers and an armed response to repel any attack in accordance with the Use of Force Policy developed by the Contractor, in accordance with the requirements of this Statement of Works.

Basic Functions

10. Plan and monitor all road movements by United Nations personnel in the respective location/Mission area requiring armed support

11. Present a visible deterrent to deter hostile elements from interrupting the movement of a convoy and:
   a. Use vehicle driving techniques to maintain convoy progression
   b. Prevent additional vehicles from intercepting the convoy
   c. Extract convoy from ambush sites

12. Conduct a reconnaissance of route options for the convoy movement and:
   a. Identify possible ambush sites and escape routes
   b. Identify possible safe havens en route

13. Advance and clear the route for the convoy movement

14. Operate, monitor and maintain communications platform for convoy vehicles and personnel
15. Preparation of incident reports

16. Provide First Aid to United Nations personnel in the event of an incident

_Armed response during the course of delivering basic functions_

17. Protect United Nations personnel and vehicles of the convoy in accordance with the Use of Force Policy developed by the Contractor, in accordance with the requirements of this Statement of Works.

**What should be in the Contractor’s Proposal**

**Technical Proposal**

18. Company Profile – brief history explaining the number of years the Contractor has been in the business of providing security services, a history of any company name changes, corporate restructuring and previous companies and affiliates, the number of the Contractor’s personnel across all departments and information to show evidence of the financial and technical capacity of the company to provide the required services. The Contractor must have been in the business of offering security services for at least five years prior to the submission of the proposal.

19. Comprehensive Technical Proposal – explaining the scope and coverage of the Contractor’s proposed services, the Contractor’s proposed methods and practices and such other information that can provide evidence that the Contractor services substantially meet the requirements stated in this SOW.

20. Business Permit – authorizing the Contractor to offer security services in the country where their business is located and in the location where the services will be provided. This is a mandatory requirement.

21. Firearms permits – authorizing the Contractor to import, carry and use firearms and the appropriate ammunition in pursuance of their contracted duties in the location for each guard assigned to the location where the services will be provided. This is a mandatory requirement.

22. List of clients – this should include clients to which services have been offered in the last five years, to demonstrate that the Contractor has extensive experience in this kind of service, with a description of the services performed and the aggregate value of the contract awards.

23. Evidence that the Contractor’s personnel have successfully completed training suitable to the services to be provided, with details of the training programme of instruction and has a...
programme of refresher training. Suitable training will include such fields as: firearms, medical response, Use of Force, situational response i.e. crowds and demonstrations, incident response i.e. suicide borne attacks and armed assault, access control and screening techniques, standards of conduct, sexual exploitation and abuse.

24. Evidence that the Contractor’s personnel have been screened, to include a criminal background record check with the national police services and the police services of the location of current residence or country of origin, and verified to ensure no evidence or suspicion of previous criminal offences or human rights violations, or an ongoing investigation in respect of such offenses, pending criminal legal actions, or other indications of conduct that could adversely reflect on the United Nations or is incompatible with the aims and objectives of the Organization. The Contractor will commit in writing to provide certification that the described background checks have been conducted and not to deploy such personnel at the service of the United Nations. Where evidence comes to light that an employee of the contractor falls under the provision above either for actions engaged into prior to deployment or during deployment, the contractor commits itself to immediately replace any such personnel, without prejudice, and at no cost for the United Nations.

25. Evidence that the Contractor has an effective management and oversight system which will enable the identification of any action or activity undertaken by their staff which could be deemed incompatible with the United Nations Standards of Conduct for the International Civil Service and other applicable legal norms and standards. Such a management and oversight system will include, among others: a human resources management framework and policies, an ethics office and policy on whistleblower protection, an investigative capacity, a code of conduct, training on standards of conduct, and a policy on disciplinary processes and measures.

26. A written commitment from the Contractor that it will immediately remove and replace, at its cost, any guard whose performance or conduct is identified as failing to meet the standards of conduct expected, or is considered unsatisfactory by the United Nations. Such decision is within the United Nations sole discretion and replacement shall be at no cost to the United Nations.

27. Notwithstanding the verification process outlined in paragraphs 24-25, the United Nations reserves the right to refuse deployment or demand immediate replacement of any personnel selected by the Contractor who are identified as failing to meet the specified requirements. The Contractor commits itself to hold its employees accountable for any violations of the United Nations standards of conduct and to ensure referral for criminal prosecution of any actions which constitute criminal offences under the laws of the host country.
28. The above mentioned requirements will be explicitly stated in the contract and each individual employee will be required to sign a statement/undertaking to this effect, including their understanding of the conditions under which they are being deployed, waiving any responsibility on the part of the United Nations for any actions related to the organization’s request that the services of the employee be terminated and the employee repatriated under the terms described in the preceding paragraphs.

Financial Proposal

29. Provision of supervision, labour, materials and supplies as well as all tools and equipment necessary for the complete and satisfactory completion of the Contractor’s proposed services.

30. Provision of transport and all other travel related expenditures, taking into account all sites where the Contractor’s services are required.

31. The Contractor must provide evidence that they hold and will maintain for the duration of the contract: Public and employers liability insurance; Personal accident, medical expenses hospitalization and repatriation insurance.

32. Other than what is expressly described in the Contractor’s financial proposal the United Nations shall not be responsible to pay the Contractor for any other fees and charges including miscellaneous and incidental expenses than the ones quoted in the financial proposal as per the instructions set forth in Annex C.

Specific Requirements

Equipment

33. The Contractor will provide all necessary equipment for their personnel to complete the duties as described in this scope of works. This includes but is not limited to, firearms, ammunition, radios and base station, ballistic armour, vehicles (soft skin and armoured) if and when required, medical and electronic screening equipment.

Subcontracting

34. The Contractor is not permitted to subcontract substantive security duties, i.e. for any of the basic or armed services outlined under ‘definitions’. Subcontracting may only be used for auxiliary issues such as life support to the Contractor’s personnel. In such cases where the contractor, subcontracts such services, the contractor remains bound by the provisions contained in this agreement.
Contact Person

35. The Contractor will provide the United Nations with a designated point of contact at the management level who will attend periodic meetings with the United Nations security in order to review performance and discuss significant security incidents and trends.

Communications

36. The Contractor will ensure that each post has a VHF radio communications with a 24 hour operations centre that is appropriately staffed, equipped and trained to coordinate a response in the event of a security incident at the United Nations premises or during mobile escort duties.

37. The Contractor will conduct radio checks at the beginning of each shift and periodically during each shift to ensure that equipment is functioning correctly and guards are alert and monitoring their radios.

Log keeping and Reporting

38. The Contractor will maintain a register of security officers on duty to be signed by each officer and to be provided to United Nations security on request.

39. The Contractor will ensure that any officer absent for whatever reason is immediately replaced in order to maintain 24 hour coverage of all posts.

40. The Contractor will immediately replace any guard whose performance is considered unsatisfactory by United Nations security. Such decision is within the United Nations sole discretion and replacement shall be at no additional cost to the United Nations.

41. The Contractor will provide immediate verbal notification and prompt written reports of security related incidents.

Shift Handover

42. Conduct a thorough shift handover at each shift change ensuring that information and instructions are passed on to the next supervisor and a detailed inventory is conducted of all weapons, ammunition, radios, keys and other equipment provided.

Use of Force

43. The Contractor is required to develop and implement its own Use of Force Policy consistent with the International Code of Conduct for Private Security Service Providers.1

1See http://www.icoc-psp.org/
and applicable national laws of the Territorial State. In addition, to the extent consistent with the applicable national law, the private security company’s Use of Force Policy shall also be consistent with the United Nations “Use of Force Policy” as found in Security Policy Manual, Chapter IV, Section H (which shall be made available to the private security company for reference). However, the Use of Force Policy of the private security company must be as or more restrictive than the United Nations Use of Force Policy. The private security company’s Use of Force Policy shall not be less restrictive than the United Nations Use of Force Policy.

**Firearms Management**

44. The Contractor is required to develop and implement its own firearms management procedures and “Weapons Manual” consistent with the International Code of Conduct for Private Security Service Providers and applicable national laws of the Territorial State. In addition, to the extent consistent with the applicable national law, the private security company’s firearms management procedures and Weapons Manual should also be consistent with the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms” (which shall be made available to the private security company for reference). However, the private security company’s Weapons Manual must be as or more restrictive than the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms”. The private security company’s Weapons Manual shall not be less restrictive than the “United Nations Department of Safety and Security Manual of Instruction on Use of Force Equipment, including Firearms”.

**Training and Rehearsals**

45. All supervisors and security officers provided by the Contractor must have received appropriate security training including weapons handling, radio communications, access control, counter terrorist search. The Contractor will provide refresher training such that each security officer and supervisor receives this no later than every 12 months. All personnel of the contractor, including those that may have been subcontracted, must have received training, prior to deployment, on the United Nations Standards of Conduct for the International Civil Service and zero tolerance policy on sexual exploitation and abuse. The contractor shall be required to provide a certification to this effect prior to deployment for each individual employee.

46. The Contractor will maintain training records for each security officer and supervisor including failures and subsequent remedial training and requalification. These records will be made available to the United Nations designated representative upon request.
47. The United Nations designated representative or delegate has the authority to monitor, evaluate and audit all training delivered by the Contractor.

48. The supervisors will arrange for weekly rehearsals of actions to be taken by the personnel of the Contractor in the event of incident, designed around scenario based situations.

**Uniform and IDs**

49. All personnel provided by the Contractor are to be provided with Company identification and must dress in a clearly recognizable uniform provided by the contractor and clearly displaying the company’s logo.

50. Whilst the uniform will be functional and permit the delivery of the designated services in the threat environment faced, the United Nations has the authority to direct the Contractor to use a uniform in keeping with the programmatic delivery of the Organization represented at no additional cost. The uniform will be appropriate to the climatic conditions.

**Contractors Performance Evaluation**

51. Immediately after contract signature, the United Nations and the Contractor will hold a project start up meeting to review the implementation plan of the Contractor. Implementation will be within one month of contract signature. Thereafter, monthly Contractor’s performance reviews will be held by the United Nations and the Contractor to appraise the Contractor’s Performance, discuss performance issues as well as other operational concerns. Performance evaluation shall include a certification that the contractor and its employees have conducted themselves in accordance with the expected standards of conduct.

52. The Contractor will be subject to periodic performance assessment and review by the United Nations.

53. The Contractor’s performance will be reviewed based on, but not limited to, the following performance indicators:

54. Quality of service:
   a. Compliance with the Contract requirements and attainment of the objectives of security
   b. Accuracy of records
   c. Effectiveness of contract personnel and personnel management
   d. Technical excellence
e. Highest standards of integrity, competence and performance in line with internationally accepted human rights standards and principles.

55. Cost Performance:
   a. Timely accurate and complete invoicing
   b. Cost control system
   c. Other cost related factors

56. Timeliness:
   a. Reliability of Contactor’s Services
   b. Adherence to agreed schedule

57. Business Relations
   a. Effective management of operations
   b. Liaison and Client relations
   c. Effective resolution of problems issues or concerns
   d. Effective management of employees performance and conduct
   e. Contractor’s flexibility
   f. Contractor’s initiative
ANNEX B

[NOTE: The document set forth below is intended to be a generic model contract for the provision of security services by armed private security companies. The particular terms, conditions and circumstances of the procurement of such company may require the addition, deletion or modification of certain provisions of this document.]

[CONTRACT NO. _______________]

between

[THE UNITED NATIONS/]

UN SECURITY MANAGEMENT SYSTEM ORGANIZATIONS]¹

and

[INSERT FULL COMPANY NAME]

FOR THE PROVISION OF ARMED SECURITY SERVICES

This Contract is entered into by and between the [United Nations, an international intergovernmental organization founded by its Member States pursuant to the Charter of the United Nations, signed on 26 June 1945, and having its headquarters in New York, New York, 10017, USA](the “[United Nations]” or the “[UN]”), and [INSERT FULL COMPANY NAME], an entity incorporated under the laws of [INSERT COUNTRY], and having its headquarters at [INSERT ADDRESS](the “Contractor”). The [United Nations] and the Contractor are collectively referred to herein as the “Parties”, and each individually as a “Party”.

WITNESSETH

WHEREAS, the [UN] requires the provision of armed security services to (i) protect [UN] property and personnel, and (ii) provide mobile protection for [UN] property and personnel as further set out in the Statement of Works and other Contract Documents, and the UN wishes to engage the Contractor to provide such services in accordance with the terms and conditions set forth in this Contract;

WHEREAS, the Contractor represents that it possesses the necessary equipment, facilities, qualified personnel, financing and infrastructure to perform such services, and is ready, willing and able to accept this engagement with the [UN] and provide such services in accordance with the terms and conditions hereinafter provided;

WHEREAS, [INSERT ANY OTHER RELEVANT BACKGROUND INFORMATION FOR PUTTING THE CONTRACT IN PROPER CONTEXT];] and

NOW, THEREFORE, in consideration of the mutual promises contained herein and other good and valuable consideration, the receipt and efficiency of which is hereby acknowledged, and intending to be legally bound hereby, the Parties agree as follows:

¹ NOTE: All references to “UN” or “United Nations” in this document will need to be replaced with the name of the relevant UN Security Management System organization should this document be used by such organization.
ARTICLE 1. Definitions; Contract Documents and Non-exclusivity

Definitions

1.1 For the purpose of this Contract, the words and expressions below shall have the meanings as follows:

“Area of [UN] Operations” means the areas and regions in which [UN] is operating in [INSERT THE COUNTRY(S) WHERE [UN] IS PRESENT AND WHERE CONTRACTOR IS TO PROVIDE SERVICES].

“Applicable International, National and Local Laws” shall mean all international law, treaties, conventions and custom, and all national and local statutes, laws, ordinances, decrees, rules, regulations and by-laws, which are applicable to the performance of the Services, including but not limited to the following (i) international humanitarian law; (ii) international human rights law; (iii) international criminal law; and (iv) national tax, employment and criminal laws in the Area of [UN] Operations and in the jurisdiction in which the Contractor is incorporated.

“Code” shall have the meaning set forth in Article 4.7.

“Contract” shall have the meaning set forth in Article 1.2.
“Contractor” shall mean the entity identified in the first paragraph of this Contract.

“Contractor’s Representative” shall have the meaning set forth in Article 7.1.

“Contractor’s Use of Force Policy” shall mean the document attached hereto as Annex E.

“Contractor’s Weapons Manual” shall mean the document attached hereto as Annex F.

“day” means a calendar day.

“Effective Date” shall have the meaning set forth in Article 2.1.

“Extended Term” shall have the meaning set forth in Article 2.3.

[“General Conditions” shall mean the United Nations General Conditions of Contract for the Provision of Services (Revision September 2011)]² attached hereto as Annex A.

² NOTE: Relevant General Conditions of Contract of UN Security Management System organization to be used, if available, or UN General Conditions of Contract to be reviewed and included, as appropriate.
[“General Release From Liability in Connection with Travel on UN-Provided Aircraft” shall mean the document attached hereto as Annex G.][TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE SUCH SERVICES]

[“General Release From Liability on Account of Provision of UN-Emergency Medical Care” shall mean the document attached hereto as Annex G.][TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE SUCH SERVICES]

[“General Release From Liability on Account of Use of UN-Provided Transport other than Aircraft” shall mean the document attached hereto as Annex G.][TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE SUCH SERVICES]

“Governmental Body” means any nation or government, any state or other political subdivision thereof and any agency, authority, instrumentality, regulatory body, court, central bank or other entity exercising executive, legislative, judicial, taxing, regulatory or administrative powers or functions of or pertaining to government and their relevant departments or offices.

“Initial Term” shall have the meaning set forth in Article 2.2.
“Issuer” shall have the meaning set forth in Article 15.6.

“Issues” shall have the meaning set forth in Article 20.1.

“List of Personnel” shall mean the list of Personnel in Annex C hereto, which lists the job category and obligations of all Personnel, as further detailed in the Statement of Works, which are to be engaged by the Contractor to provide the Services.

“Management Meetings” shall have the meaning set forth in Article 14.2.

“Parties” or “Party” shall have the meaning set forth in the first paragraph of this Contract.

“Personnel” shall have the meaning set forth in Article 9.1.

“Performance Security” shall have the meaning set forth in Article 15.1.

“Premises” shall mean the premises of the [UN] in the Area of [UN] Operations.
“Pricing Table” shall mean the document attached hereto as Annex C.

“Screening Process” shall have the meaning set forth in Article 4.15.

“Security Plan” shall have the meaning set forth in Article 11.4.

“Services” shall have the meaning set forth in Article 4.1.

“Standard Operating Procedures” shall have the meaning set forth in Article 14.1.

“Statement of Works” shall mean the document attached hereto as Annex B.

“Transition-out Plan” shall have the meaning set forth in Article 19.2.

“[UN]” or “[United Nations]”/[UN SECURITY MANAGEMENT SYSTEM ORGANIZATION][INSERT ALPHABETICALLY] shall mean the entity identified in the first paragraph of this Contract.
“[UN] Equipment List” shall have the meaning set forth in Article 10.5.

“UN MORSS” shall mean the United Nations Minimum Operating Residential Security Standards.

“UN MOSS” shall mean the United Nations Minimum Operating Security Standards.

“[UN’s] Representative” shall have the meaning set forth in Article 7.2.

**Contract Documents**

1.2 This document, together with the following Annexes, all of which are incorporated herein by reference (“Contract Documents”), constitute the entire contract between the Parties (the “Contract”):

Annex A: [General Conditions];

Annex B: Statement of Works, dated [INSERT DATE](the “Statement of Works”);

Annex C: List of Personnel and Pricing Table;

Annex D: Form of Performance Security;

Annex E: Contractor’s Use of Force Policy;

Annex F: Contractor’s Weapons Manual; and
[Annex G: General Release From Liability in Connection with Travel on UN-Provided Aircraft; General Release From Liability on Account of Provision of UN-Emergency Medical Care; General Release From Liability on Account of Use of UN-Provided Transport other than Aircraft.][TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE SUCH SERVICES]

1.3 The Contract Documents are complementary of one another, but in case of ambiguities, discrepancies or inconsistencies among them, the following order of priority shall apply:

1.3.1 first, this document;
1.3.2 second, the Annexes to this document in the descending order of priority set out in Article 1.2 above.

1.4 [In addition to the Contract Documents, the following documents are referred to only as aids to interpreting the rights and obligations of the Parties under the Contract but shall not be construed, for any purposes or under any circumstances, as creating any such rights or obligations:

1.4.1 [UN’s] request for proposal [INSERT NUMBER], dated [INSERT DATE]; and
1.4.2 Contractor’s proposal, dated [INSERT DATE], in response to the UN’s request for proposal.][ARTICLE 1.4 MAY BE DELETED IF RELEVANT WAIVER FROM COMPETITIVE SOLICITATION HAS BEEN OBTAINED IN ACCORDANCE WITH RELEVANT RULES AND REGULATIONS OF THE UN OR THE UN SECURITY MANAGEMENT SYSTEM ORGANIZATION]

1.5 This Contract embodies the entire agreement of the Parties with regard to the subject matter hereof and supersedes all prior representations, agreements, contracts and proposals, if any, whether written or oral, by and between the Parties on this subject. No promises, understandings, obligations or agreements, oral or otherwise, relating to the subject matter hereof exist between the Parties except as herein expressly set forth.

1.6 Any document issued in connection with this Contract shall be consistent with the terms and conditions of this Contract and, in case of any inconsistency, the terms and conditions of this Contract shall prevail.

Non-exclusivity

1.7 The Parties acknowledge and agree that the provision of Services and any other related services by the Contractor under this Contract is strictly on a non-exclusive basis. The [UN] shall have the right, at its sole discretion and at any time, to procure or otherwise obtain any of the Services, in whole or in part, or similar services from any other sources other than the Contractor during the Initial Term or Extended Term.
ARTICLE 2. Term of Contract

2.1 This Contract shall come into effect (i) on the date of signature, if this Contract is signed by the Parties on the same date; or (ii) on the latest date of signature, if this Contract is signed by the Parties on different dates (the “Effective Date”).

2.2 This Contract shall remain in effect for an initial term of [INSERT NUMBER OF MONTHS IN WORDS AND NUMBERS] month[s] from the Effective Date, unless the Contract is earlier terminated in accordance with the terms of this Contract (“Initial Term”).

2.3 The [UN] shall have the right, at its sole option, to extend the Initial Term on the same terms and conditions as set forth in the Contract, for a maximum of [INSERT PERIOD IN WORDS AND NUMBERS] additional period[s] of up to [INSERT PERIOD IN WORDS AND NUMBERS] each (the “Extended Term”), provided that the [UN] provides the Contractor with written notice of its intent to exercise the option to extend the Contract at least [INSERT PERIOD IN WORDS AND NUMBERS] day[s] prior to the expiration of the Initial Term.

ARTICLE 3. Contractor’s Representations and Warranties

3.1 The Contractor acknowledges and agrees that:

3.1.1 the [UN] does not warrant the size and distribution of the [UN] presence in the Area of [UN] Operations, the nature of the [UN] operations or its pattern of deployment;

3.1.2 the data and information provided in the Statement of Works, including, but not limited to, the size and distribution of the [UN] presence in the Area of [UN] Operations, the nature of the [UN] operations, the number and pattern of the deployed [UN] personnel or current and prospective levels of Services, which have been provided to the Contractor for its convenience only and the Contractor acknowledges and agrees the [UN] does not warrant, and shall not be responsible for, the accuracy, correctness and completeness of any such data and information;

3.1.3 the Contractor has satisfied itself as to the correctness and sufficiency of the data and information provided by the [UN], including, but not limited to, the data and information specified in Article 3.1.2, in order for the Contractor to perform the Services and meet its obligations under this Contract;
3.1.4 the Contractor shall be able to perform the Services in accordance with the terms and conditions of this Contract;

3.1.5 the [UN] shall not be liable to the Contractor for any direct, indirect or consequential losses (including, but not limited to, lost profits or other losses) resulting from the Contractor’s reliance on the data and information provided by the [UN], including, but not limited to, the information and data specified in Article 3.1.2; and

3.1.6 [INSERT ANY OTHER APPLICABLE ACKNOWLEDGEMENTS FOR PUTTING THE CONTRACT IN PROPER CONTEXT]

3.2 The Contractor represents and warrants that:

3.2.1 all of the information it has provided concerning the Services to be performed pursuant to this Contract, including all information concerning any Personnel or equipment to be used in the performance of such Services, is true, correct, accurate and not misleading and that all Services shall conform to the specifications set forth in the Statement of Works and all other terms and conditions of the Contract;

3.2.2 it is financially solvent, and is experienced in and qualified to perform the Services and that it possesses all the necessary qualified and experienced Personnel, equipment, facilities, resources and infrastructure for the timely and competent performance of its obligations under this Contract;

3.2.3 it is knowledgeable of all Applicable International, National and Local Laws and that any Personnel performing the Services under this Contract shall also be knowledgeable of such laws;

3.2.4 it has all necessary permits, authorizations and approvals required under all Applicable International, National and Local Laws, including the laws of its own jurisdiction and the Area of [UN] Operations to fully perform all of its obligations under this Contract;

3.2.5 it has all necessary permits, authorizations and approvals required under all Applicable International, National and Local Laws of its own jurisdiction to perform the Services set out in this Contract;

3.2.6 it has all necessary permits, authorizations and approvals necessary to carry relevant weapons and ammunition required to perform the Services in the Area of [UN] Operations, and that any Personnel performing the Services under the Contract shall also have such permits, authorizations and approvals;
3.2.7 it has all necessary permits, authorizations and approvals required under all Applicable International, National and Local Laws, including the laws of the Area of [UN] Operations, for the import and export of all relevant materials, supplies and equipment (such as weapons, ammunitions, explosives and personal protective equipment) required for the provision of Services hereunder; and

3.2.8 [INSERT ANY OTHER APPLICABLE WARRANTIES FOR PUTTING THE CONTRACT IN PROPER CONTEXT]

ARTICLE 4. General Responsibilities of the Contractor

4.1 The Contractor shall provide all personnel, materials, equipment, supplies, facilities, transportation, training and related services required to perform the provision of armed private security services, as further described in the Statement of Works (the “Services”) in accordance with the terms and conditions of this Contract, except for that specifically identified in this Contract as [UN] furnished.

4.2 The Contractor shall take full and unequivocal responsibility for the provision of the Services and means and methods of providing such Services, unless stated otherwise in this Contract. All operations necessary for the performance of the Services shall, so far as compliance with the requirements of the Contract permits, be carried on so as not to interfere unnecessarily or improperly with the public order.

Standards of Conduct

4.3 The Contractor shall perform the Services in accordance with the terms of this Contract and in accordance with the highest degree of skill, care and diligence exercised by other nationally and/or internationally recognized contractors performing similar services of similar scope and shall ensure that all Personnel, exercise such similar skill, care and diligence.

4.4 The Contractor shall perform the Services in compliance with all Applicable International, National and Local Laws (including any changes thereto during the Initial or Extended Term) and shall regularly liaise with the Governmental Bodies to ensure timely compliance with all Applicable International, National and Local Laws bearing upon the performance of the Contractor’s obligations under this Contract. The Contractor shall cooperate with all Governmental Bodies and liaise with the [UN] during provision of Services so as to ensure harmonious relations with the host country. The Contractor’s interactions with relevant Governmental Bodies shall be in accordance with strict instructions given by the [UN].

4.5 The Contractor shall implement its own use of force policy, a copy of which is annexed hereto as the Contractor’s Use of Force Policy in Annex E.
4.6 The Contractor shall implement its own firearms management procedures, a copy of which is annexed hereto as the Contractor’s Weapons Manual in Annex F.

4.7 The Contractor shall comply with all aspects of the International Code of Conduct for Private Security Providers, dated 9 November 2010, regardless of whether the Contractor is a Signatory Company to the Code, including certification thereunder (“the Code”) and shall require any Personnel performing the Services under the Contract to comply with the Code, including certification thereunder.

4.8 The Contractor shall comply with current UN MOSS and MORSS requirements as well as any UN security plan in the Area of [UN] Operations and shall require any Personnel performing Services under the Contract to comply with UN MOSS and MORSS requirements as well as any UN security plan in the Area of [UN] Operations.

**Licenses, Permits and Authorizations**

4.9 The Contractor shall be responsible for obtaining, at its sole cost and expense, all licenses, permits, authorizations and approvals from Governmental Bodies and other authorities necessary for the performance of the Services, including for the importation and exportation of relevant materials, supplies and equipment (such as weapons, ammunitions, explosives and personal protective equipment) into and out of the Area of [UN] Operations, and shall maintain such licenses, permits, authorizations and approvals current and in good standing for the Initial and Extended Terms of this Contract, as the case may be. Without prejudice to the generality of the foregoing, the Contractor shall be responsible for obtaining, at its sole cost and expense, all entry and exit visas and work permits for Personnel and customs clearances for materials, supplies and equipment provided by or used by the Contractor for the performance of the Services and providing all relevant notices in accordance with Applicable International, National and Local Laws. Upon request, the Contractor shall provide to the [UN] a copy of all such licenses, permits, authorizations and approvals from Governmental Bodies or other authorities necessary for the performance of the Services, including for the importation and exportation of relevant materials, supplies and equipment.

**Conditions of Service**

4.10 Prior to commencing the Services, the Contractor shall have:

4.10.1 completed an inspection and examination of the Premises, relevant areas of the Area of [UN] Operations and other areas where the Services are to be performed and have satisfied itself as to all matters required to perform the Services in such areas, the means of access to the Premises and, in general, all necessary information as to risks, contingencies, and any other circumstances which may
influence or affect the Contractor’s performance of the Services at the Premises and other areas where the Services are to be performed; and

4.10.2 investigated, determined and verified all Applicable International, National and Local Laws that are to be complied with for the performance of the Services.

4.11 The Contractor waives any and all claims against the [UN] arising from or relating to such risks, contingencies and circumstances that are reasonably inferable from the Contract and the nature of the Services, in light of the required pre-contract review, the Premises and Area of [UN] Operations inspection and the Contractor’s expertise in the provision of private armed security services.

4.12 The Contractor expressly acknowledges that it is aware of the hazardous, harsh and hostile conditions that may prevail in the Area of [UN] Operations and that such conditions may include armed conflict and civil unrest. The Contractor assumes all risks arising from the performance of the Services under this Contract, whether relating to such conditions or otherwise, including, but not limited to, all risks in respect of the death, injury or illness of Personnel, the loss or damage of any property, equipment or supplies belonging to, in the custody of, or under the control of the Contractor or Personnel. The foregoing shall apply equally in respect of property, equipment and supplies provided by the [UN] to the Contractor, and in respect of warehouses and other premises occupied or used by the Contractor. The Contractor acknowledges and agrees that the [UN] will not compensate or indemnify the Contractor, or any Personnel, against any risk or claim whatsoever, arising from or related to the performance of the Services or any conditions in which the Services are to be performed.

4.13 The Contractor agrees that the Contractor’s failure to perform any Services, or any delay in the performance of any Services, caused by events arising out of or in connection with hazardous, harsh and hostile conditions in the Area of [UN] Operations, including armed conflict and civil unrest, shall not, in and of itself, constitute *force majeure* under this Contract and the Contractor shall be obliged to implement alternative means of performing the Services in accordance with the Contract.

4.14 The Contractor shall take all necessary measures to protect against illness, injuries, death or disability of [UN] personnel and third parties and also damage to [UN] property or third party property arising from or in connection with the performance of the Services. The Contractor shall at all times safeguard the personnel and property of the [UN] from loss or damage in connection with the performance of the Services and shall replace, make good, or remedy any such loss or damage at its sole expense to the extent that such loss or damage is due to acts or omissions of the Contractor or its Personnel.
Screening of Personnel

4.15 The Contractor shall undertake all reasonable steps, to the [UN’s] satisfaction, to verify with relevant Government Bodies that any potential Personnel (i) has not been convicted of any national criminal offences including by a military tribunal, or found by a national or international authority to have breached international criminal law or humanitarian law in any jurisdiction, and (ii) is not subject to any ongoing judicial proceedings, including military, in respect of such offences or violations. The screening process shall include the following:

4.15.1 a criminal background record check with the national police and military services of the potential Personnel’s current country of residence, the country of current employment and the country(ies) of nationality; and

4.15.2 a verification of the potential Personnel’s place of employment for the past five (5) years including, where relevant, a background check with all military or law enforcement employers,

(“Screening Process”).

4.16 The Contractor shall confirm in writing to the [UN] that the Screening Process has been conducted and that only Personnel who meet the above-mentioned requirements are to be engaged to provide the Services.

4.17 The Contractor shall promptly inform the [UN] of any material change in the information it has obtained under the Screening Process for Personnel (other than minor traffic offenses committed by Personnel).

4.18 The Contractor shall provide the [UN] with a complete and accurate list of the Personnel to be employed to provide the Services.

Training, weapons and protective gear

4.19 The Contractor shall require each Personnel to successfully conclude training on the Code, the Contractor’s Use of Force Policy and the Contractor’s Weapons Manual and the below listed training prior to commencing the provision of Services hereunder, and the Contractor shall provide the [UN] with certification that the Personnel has concluded such training prior the provision of Services:

(i) firearms handling;
(ii) radio communications, including use of [UN] equipment;
(iii) access control of the Premises;
(iv) counter-terrorist search;
(v) “first responder” medical training;
(vi) training on the use of specific equipment to be utilized;
(vii) hostile surveillance and reconnaissance detection training; and
(viii) convoy escort/protection, if applicable.

4.20 The Contractor shall require all supervisors of Personnel to have additional relevant experience and training in the supervision of personnel for the provision of the Services under similar circumstances.

4.21 Without limiting Article 4.1, the Contractor shall, at its sole cost, provide its Personnel with all necessary (i) weapons, firearms and ammunitions, and (ii) protective clothing, helmets, goggles, or other gear designed to protect the wearer’s body or clothing from injury or infection, for job-related occupational safety and health purposes, as may be required by Personnel for the performance of the Services.

[INSERT ANY OTHER RELEVANT TRAINING REQUIREMENTS FOR PUTTING THE CONTRACT IN PROPER CONTEXT]

**Use of Premises**

4.22 At any time during which the Contractor has access and use of the Premises, the Contractor shall keep the Premises free of accumulation of waste materials or rubbish caused by the operations of the Contractor. At the completion of the Services, the Contractor shall, at its sole cost, remove all waste materials, rubbish, tools, equipment, machinery and surplus materials from and around the Premises. If the Contractor has failed to clean up the Premises upon completion of the Services, the [UN] may do so and the Contractor shall be liable for the costs thereof. The Contractor shall obtain, at its own risk and cost, any additional facilities outside the Premises which it may require for the purposes of carrying out the Services.

4.23 The Contractor acknowledges and agrees that it shall provide the [UN] with all information necessary for the [UN] to account for the presence of the Contractor and its Personnel while on the Premises and that it shall take all reasonable measures to ensure that its Personnel conform to and abide by all written or oral UN rules and regulations, policies or directives regarding access to, and safety and security on the Premises within which Contractor or its Personnel may be required to enter upon in order to perform any of the Services in accordance with this Contract.

**ARTICLE 5. Specific Responsibilities of the Contractor**

[THIS ARTICLE NEEDS TO BE MODIFIED AS NECESSARY TO REFLECT SPECIFIC RESPONSIBILITIES RELEVANT TO THIS CONTRACT]

5.1 [FOR THE GUARDING OF [[UN]] PREMISES][The Contractor shall provide Services
relating to the guarding of [UN] personnel and property, as further described in the Statement of Works, at the following locations [on the Premises//in the Area of [UN] Operations], by the following number and type of Personnel and during the following dates and times:

(i) __________________________
(ii) __________________________
(iii) __________________________
(iv) __________________________
(v) __________________________

[TO BE COMPLETED, IF APPLICABLE]

5.2 [FOR THE PROVISION OF MOBILE PROTECTION OF [UN] PROPERTY AND PERSONNEL][The Contractor shall provide mobile protection of [UN] property and personnel, as further described in the Statement of Works, at the following locations in the Area of [UN] Operations, by the following number and type of Personnel and during the following dates and times:

(i) __________________________
(ii) __________________________
(iii) __________________________
(iv) __________________________
(v) __________________________

[TO BE COMPLETED, IF APPLICABLE]

ARTICLE 6. Responsibilities of the [UN]

6.1 The [UN] shall cooperate with the Contractor in a reasonable manner during the Initial and Extended Term of the Contract to facilitate the Contractor’s provision of Services hereunder.

6.2 The [UN] may, at its sole discretion, provide reasonable assistance to the Contractor in the Contractor’s applications for any permits, licenses, authorizations or approvals required by Governmental Bodies and Applicable International, National and Local Laws. The Parties agree that the [UN’s] assistance herein shall not relieve the Contractor from its sole responsibility in relation to any permits, licenses authorizations or approvals from Governmental Bodies or other authorities necessary for the performance of the Services as outlined in Article 4.9.

6.3 [[The [UN] shall provide the following facilities, materials, equipment and supplies to the Contractor solely for the purpose of performing Services under the Contract:

(i) __________________________]
(ii) __________________________
(iii) __________________________
(iv) __________________________
(v) __________________________

[TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE FACILITIES, MATERIALS, EQUIPMENT OR SUPPLIES TO CONTRACTOR]]

6.4 [[The [UN] shall provide the following services to the Contractor on a [[cost-reimbursable//no cost basis]]]:

(i) [e.g. access to cafeterias or PX facilities on [[UN]] premises]
(ii) __________________________
(iii) __________________________
(iv) __________________________
(v) __________________________

[TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE ANY SERVICES TO CONTRACTOR]]

ARTICLE 7. Parties’ Designated Representatives

7.1 Within [INSERT PERIOD IN WORDS AND NUMBERS] of the Effective Date, the Contractor shall notify the [UN] in writing of the name of the Contractor’s designated representative in the Area of [UN] Operations (“Contractor’s Representative”). The Contractor may replace its Designated Representative from time to time upon the submittal of written notice to the [UN].

7.2 Within [INSERT PERIOD IN WORDS AND NUMBERS] of the Effective Date, the [UN] shall notify the Contractor in writing of the name of the [UN’s] Representative in the Area of [UN] Operations (“[UN’s] Representative”). The [UN] may replace its Representative from time to time upon the submittal of written notice to the Contractor.

7.3 The Contractor’s Representative and the [UN’s] Representative shall be the relevant points of contact for the Parties for all matters concerning the execution and performance of this Contract, including the Contractor’s performance review, security and the day-to-day administration of the Contract.

ARTICLE 8. Contract Price; Payment

8.1 [DEPENDING ON COMMERCIAL TERMS OF THE CONTRACT, THIS ARTICLE MAY NEED TO BE MODIFIED ACCORDINGLY][In full consideration of the complete and satisfactory performance of the Services under the Contract, the [UN] shall make payments to the Contractor in accordance with the pricing structure set forth in the
Pricing Table. The Contractor acknowledges and agrees that the prices listed in the Pricing Table shall remain fixed and firm throughout the Initial Term, or Extended Term, as the case may be, unless explicitly stated otherwise. The Contractor acknowledges that the prices listed in the Pricing Table are inclusive of all equipment, supplies, tools, wages (including overtime and severance payments), leave (including annual leave, sick leave, parental leave and leave without pay), training, insurance, Personnel benefits, transportations costs and any other costs, expenses, charges or fees that the Contractor may incur in connection with the performance of the Services. Without prejudice to or limiting the provisions of Article 20 of the General Conditions, the prices listed in the Pricing Table also include any taxes, duties, levies and other charges of any nature imposed by any authority or entity that are applicable to the [UN].

8.2 The Contractor shall submit its invoices for all Services provided to the [UN] in accordance with this Contract, together with all supporting documentation as the [UN] may require, within [INSERT PERIOD IN WORDS AND NUMBERS] of the end of each month in [INSERT COPIES REQUIRED IN WORDS AND NUMBERS] copies to the following [UN] staff member and office:

Attn. _____________________

_____________________

_____________________

_____________________

_____________________

Facsimile: _________________

8.3 The Contractor’s invoice shall specify at a minimum, the Contract number, a description of the Services, the unit prices, as applicable, and the total price for the invoice.

8.4 The [UN] shall pay the Contractor within [INSERT PERIOD IN WORDS AND NUMBERS] from the [UN’s] receipt of the Contractor’s invoices and supporting documentation in accordance with this Contract and the [UN’s] certification that the Contractor has provided Services represented by the invoice in accordance with the terms and conditions of the Contract, unless the [UN] disputes the invoice or a portion thereof.

8.5 All payments due to the Contractor under this Contract shall be made by electronic funds transfer to the Contractor’s bank account, the details of which have been notified by the Contractor, as follows:

Name of Bank: ______________________________

Bank Address: ______________________________ (Street Address)

____________________________ (City)
8.6 Payments made in accordance with this Article 8 shall constitute a complete discharge of the [UN’s] obligations with respect to the relevant invoices or portions thereof submitted by the Contractor in payment for performance of the Services.

8.7 Payments effected by the [UN] to the Contractor shall not relieve the Contractor of its obligations under this Contract and shall not be deemed to be acceptance by the [UN] of the Contractor’s performance.

8.8 The Contractor acknowledges and agrees that the [UN] may withhold payment of the disputed portions, in whole or in part, of any invoice in the event that, in the opinion of the [UN], the Contractor has not performed its obligations in accordance with the terms and conditions of this Contract, or if the Contractor has not provided sufficient documentation in support of the invoice.
8.9 If the [UN] disputes any invoice or a portion thereof, the [UN] shall notify the Contractor in writing accordingly, giving its reasons for disputing the invoice or portion thereof. With respect to disputes regarding only a portion of the invoice, the [UN] shall pay the Contractor the amount of the undisputed portion of the invoice. The [UN] and the Contractor shall consult in good faith to resolve outstanding issues with respect to any disputed invoice. Once a dispute regarding an invoice or a portion thereof has been resolved, the [UN] shall pay the Contractor the relevant amount, if any, as soon as practicable but in no event later than [INSERT PERIOD IN WORDS AND NUMBERS] from the resolution of such dispute.

8.10 In addition to any other rights and remedies available to it, the [UN] shall have the right to set off any payment, indebtedness or other claim, including, without limitation, any overpayment made by the [UN] to the Contractor, owing by the Contractor to the [UN] hereunder, against any amounts which have become due and payable hereunder to the Contractor.

8.11 Subject to Article 18.2 of the General Conditions, the Contractor shall not be entitled to interest on any late payment or any sums payable under this Contract nor any accrued interest on payments withheld by the [UN] that are subject to dispute.
ARTICLE 9. Contractor’s Personnel

9.1 The Contractor shall be responsible for providing all necessary personnel further outlined in the List of Personnel to ensure the satisfactory performance of its obligations under this Contract (“Personnel”). For the purposes of this Contract, the term “Personnel” shall include all Contractor’s officials, employees, servants, agents and representatives of the Contractor and their officials, employees, servants, agents and representatives, performing Services under this Contract. Such Personnel shall be suitably qualified and competent as described in the Statement of Works and shall possess the requisite licenses in accordance with Applicable International, National and Local Laws to perform the Services.

9.2 The Contractor shall supervise and be fully responsible and liable for all Services performed by Personnel and for their compliance with the terms and conditions of this Contract. Without prejudice to the generality of the foregoing, the Contractor shall ensure that all Personnel performing Services under this Contract are (i) qualified, reliable, competent, properly trained and fully licensed and certified, as required by this Contract, and that they maintain such licenses and certifications current and in good standing; (ii) medically fit to perform the Services; and (iii) adequately covered by insurance for any service-related illness, injury, death or disability. The Contractor shall submit proof of such licenses, training, certifications, medical fitness and insurance satisfactory to the [UN] before commencing any Services under this Contract.

9.3 The Contractor shall maintain a register of time and attendance records for each individual Personnel which show all hours and locations worked, as further described in detail in the Statement of Works.

9.4 The [UN] may, at any time, require the withdrawal or replacement of any of the Personnel, and such withdrawal shall be carried out at the Contractor’s sole cost. Any Personnel removed from the provision of Services shall be replaced without delay by a substitute person approved by the [UN].

9.5 Any Personnel assigned by the Contractor to the provision of Services, as further outlined in the List of Personnel, shall not be withdrawn or replaced (except on occurrence of their death, disability or resignation) without the prior written consent of the [UN]. There shall be no absences of Personnel in the provision of Services and the Contractor shall not be entitled to payment for Services in the event of any absences. The Contractor shall submit a written request to the [UN] in the event that the Contractor requires the replacement, withdrawal or reassignment of individuals listed in the List of Personnel and the Contractor shall submit, for [UN’s] approval, a replacement individual. Such replacement individual shall have completed all the relevant training, be fully licensed and certified, and hold all the relevant qualifications and competencies, as required by this Contract. The Contractor shall bear all costs of recruitment, certification, training...
and travel of the replacement individual.

9.6 All withdrawal or replacement of Personnel shall be affected as quickly as possible and in a manner that will not adversely affect the performance of the Services or the [UN’s] operations. The Contractor shall take all reasonable measures, at its sole cost and expense, to minimise the disruption of any Services due to such withdrawal or replacement. The [UN] shall not be liable for any delay in the performance of the Services due to any withdrawal or replacement of Personnel hereunder.

9.7 Without limiting and further to Articles 3 and 7 of the General Conditions, the Contractor shall be fully responsible and liable for, and the [UN] shall not be liable for (i) any act, omission, negligence or misconduct of the Personnel; (ii) any costs, expenses, or claims associated with any illness, injury, death or disability of Personnel; or (iii) any illness, injuries, death or disability of [UN] personnel and third parties or damage to [UN] property or third party property. The Contractor shall provide appropriate reparation to any third party for any illness, injuries, death or disability of third parties or damage to third party property arising from or in connection with the acts or omissions of its Personnel. The obligations under this Article 9.7 shall survive the expiration or termination of this Contract.

9.8 Without prejudice to Article 13 of the General Conditions, the Contractor shall require all Personnel to sign confidentiality agreements with the Contractor providing that the Personnel may not disclose Information (as defined in the General Conditions) to any third party without the explicit written consent of the [UN].

9.9 [The Contractor shall ensure that all Personnel are fluent in written and spoken English.][MODIFY AS RELEVANT]

9.10 The Contractor shall require Personnel to obey all Applicable International, National and Local Laws.

9.11 The Contractor shall enforce strict discipline and good order among Personnel and shall at all times take reasonable precautions to prevent any unlawful, riotous or disorderly conduct by or among Personnel and to preserve peace and protection of persons and property on or near the Premises. The Contractor shall not permit Personnel to consume alcoholic drinks or use illegal drugs on or near the Premises, while on duty or [INSERT PERIOD IN WORDS AND NUMBERS] hours before duty.

9.12 The Contractor shall be fully responsible for the sustainment, accommodation and transportation of its Personnel. Such sustainment shall include the provision of emergency supplies of water, rations and medical equipment. Any services, goods or supplies provided by the [UN] for the sustainment, accommodation and transportation of Personnel shall be at the sole discretion of the [UN] and on a fully reimbursable basis.
The [UN] shall be entitled to deduct the cost of such services, goods or supplies, if any, from any payments due to the Contractor in accordance with Article 8.10.

9.13 The Contractor acknowledges that it shall be solely responsible for all matters relating to pay and benefits of the Personnel. The Contractor acknowledges that the amounts to be paid by the [UN] to the Contractor outlined in the Pricing Table are correct and sufficient for the provision of the Services in accordance with the terms of the Contract.

9.14 Notwithstanding any other provision in this Contract, the Contractor acknowledges and agrees that the [UN] shall have no obligation to evacuate Personnel from the Area of [UN] Operations in cases of medical emergency or due to security developments. The Contractor shall be responsible for evacuating all Personnel in the cases of a medical emergency or due to security developments, including undertaking the necessary post-mortem arrangements and movements of Personnel within and from the Area of [UN] Operations.

9.15 [The [UN] may, in its sole discretion, allow Personnel to travel on [UN] provided transport, providing there is space available and strictly for the following reasons: (i) emergency related medical conditions, excluding post-mortem movement; (ii) Personnel traveling with a convoy in a [UN] vehicle for the purposes of this Contract; (iii) scheduled UN air transportation for purposes of this Contract; or (iv) Personnel traveling within the Area of [UN] Operations for the purposes of this Contract. The Contractor shall be responsible, at its sole cost, for providing transportation for its Personnel for all other purposes, including routine travel to and from the Premises and all “off-duty” transportation. Should [UN] provided transport other than that described in (i) to (iv) be requested by the Contractor and approved by the [UN] at its sole discretion, the Contractor shall be charged on a cost reimbursable basis of the [UN’s] actual cost plus an administrative fee of [INSERT RELEVANT [UN MISSION] FEE AS A PERCENTAGE IN WORDS AND NUMBERS] of the cost to be paid by the Contractor. Reimbursement of such amounts shall be deducted from payments to be made to the Contractor pursuant to Article 8.10. In consideration of such Personnel being permitted to travel on [UN] provided transport, prior to any such travel, each of such Personnel shall sign releases from liability in the form(s) attached in Annex G (General Release From Liability in Connection with Travel on UN-Provided Aircraft; General Release From Liability on Account of Provision of UN-Emergency Medical Care; General Release From Liability on Account of Use of UN-Provided Transport other than Aircraft), as applicable.)[TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE SUCH SERVICES]
9.16 [In the event that any Personnel require emergency medical treatment, the [UN] may, in its sole discretion, allow such Personnel access to [UN] medical facilities in the Area of [UN] Operations on a cost reimbursable basis of the [UN’s] actual cost plus an administrative fee of [INSERT RELEVANT FEE OF [UN MISSION] AS A PERCENTAGE IN WORDS AND NUMBERS] of the cost to be paid by the Contractor. In consideration of such Personnel being permitted to utilize [UN] medical facilities in the Area of [UN] Operations, each of such Personnel shall sign a release from liability in the form(s) attached in Annex G (General Release From Liability on Account of Provision of UN-Emergency Medical Care), prior to their using any such medical facilities. The [UN] does not warrant opinions given by medical personnel on the medical condition of the Personnel, or the medical treatment provided, and the [UN] shall not be held liable therefor.] [TO BE INCLUDED IN THE EVENT THE [UN] IS TO PROVIDE SUCH SERVICES]

9.17 Save as expressly provided in Article 11, the Contractor shall be solely responsible for the safety and security of Personnel and their property. The Contractor shall inform all Personnel prior to their deployment of hazardous, harsh and hostile conditions that may prevail in the Area of [UN] Operations and that such conditions may include the possibility of armed conflict and civil unrest and shall ensure that Personnel abide by all applicable [UN] directives and regulations, including all [UN] security rules, regulations, policies and procedures as further specified in Article 11 hereof.

9.18 The Contractor shall take all necessary measures to protect against illness, injuries, death or disability of its Personnel and also damage to Personnel property arising from or in connection with the performance of the Services. The Contractor shall at all times safeguard the property of the Personnel from loss or damage in connection with the performance of the Services and shall replace, make good, or remedy any such loss or damage at its sole expense to the extent that such loss or damage due to acts or omissions of the Contractor and other Personnel.

9.19 Prior to the commencement of Services by any Personnel, the Contractor shall ensure that each Personnel signs an undertaking which includes acknowledgements that: (i) the [UN] may request the Contractor to terminate the provision of Services by that individual in accordance with the terms of this Contract, including the Statement of Works; and (ii) the [UN] shall bear no responsibility for any costs of termination or repatriation of that individual in accordance with the terms of this Contract, including the Statement of Works.

ARTICLE 10. Materials, Equipment and Supplies

10.1 The Contractor shall be responsible for providing necessary materials, equipment and supplies required to perform the Services and as further described in the Statement of Works, except for that specifically indentified in this Contract as [UN] furnished. All
materials, equipment and supplies provided by the Contractor for the provision of Services shall be of the respective kinds and standards described in the Statement of Works.

10.2 The Contractor shall be fully responsible for the lawful purchase and importation of materials, equipment and supplies required under the Contract and for the transportation of all equipment, materials and supplies required for the performance of the Services to and from the Premises, including the packing, loading, unloading and receiving of such equipment, materials and supplies. [Without prejudice to the generality of the foregoing:

10.2.1 the Contractor shall inform the [UN] in writing [INSERT PERIOD IN WORDS AND NUMBERS] prior to the arrival of any equipment, materials or supplies purchased pursuant to the Contract (in particular weapons, ammunition, explosives and personal protective equipment) and, if requested by the [UN], allow the [UN] to inspect the equipment, materials or supplies prior to their deployment at the Premises;

10.2.2 the Contractor shall give the [UN] not less than [INSERT PERIOD IN WORDS AND NUMBERS] notice of the date on which any major item of equipment, materials or supplies will be delivered to the Premises; and

10.2.3 the Contractor shall not remove any major items of equipment, materials and supplies from the Premises without the prior written consent of the [UN]. Such consent shall not be required for vehicles transporting materials, equipment, supplies or Personnel off the Premises.][AMEND ACCORDING TO OPERATIONAL REQUIREMENTS]

10.3 The Contractor shall, at its sole cost, make all necessary arrangement in obtaining customs clearance of the materials, equipment, vehicles and supplies, required for performance under the Contact. If required, the [UN] may provide assistance at its sole discretion.

10.4 The Contractor shall pay all port dues including, but not limited to, wharfage dues, pilotage fees, anchorage, berthing and mooring fees, quarantine dues, loading portage and overtime for materials, equipment, vehicles and supplies for use directly in connection with the provision of the Services brought into and dispatched from the Area of [UN] Operations by the Contractor. The Contractor shall pay all fees, charges and other expenses in connection with the landing and shipment of all materials, equipment, vehicles and supplies and other things of whatsoever nature brought into or dispatched from the Area of [UN] Operations for the purpose of the Contract.

[UN] furnished materials, equipment and supplies

10.5 At [UN’s] option, the [UN] may furnish to the Contractor, materials, equipment and
supplies for use by the Contractor for performance of the Services under the Contract. The duly authorized representatives of the Contractor and the [UN] shall sign the list of the [UN] provided equipment, materials and supplies, confirming their agreement as to its content and the condition of the equipment, materials and supplies referred to therein (the “[UN] Equipment List”). If the Contractor fails to participate in the inspection of the [UN] equipment, materials and supplies after being given a reasonable opportunity to do so, the Contractor shall be deemed to have accepted the list provided by the [UN]. The Contractor and the [UN] may update and revise the [UN] Equipment List from time to time, upon mutual agreement, without amending this Contract.

10.6 The Contractor acknowledges and agrees that the [UN] does not warrant that any materials, equipment or supplies provided by the [UN] to the Contractor are in good working condition, or otherwise fit for their intended purpose. The Contractor shall satisfy itself as to the working condition and fitness for purpose of all materials, equipment and supplies provided by the [UN] and as to their suitability for the performance of the Contractor’s obligations under the Contract.

10.7 Title to all materials, equipment and supplies provided by the [UN] shall rest with the [UN].

10.8 The Contractor shall be responsible and accountable for all materials, equipment and supplies provided by the [UN], for use by the Contractor in the performance of Services under this Contract. Without prejudice to the generality of the foregoing:

10.8.1 the Contractor shall be solely responsible for safeguarding all materials, equipment and supplies and shall take all measures necessary to preserve such materials, equipment and supplies against loss, theft, destruction or damage;

10.8.2 the Contractor shall ensure that such materials, equipment and supplies are properly secured and safely stored;

10.8.3 the Contractor shall ensure that such materials, equipment and supplies are operated and used in a safe manner and by suitably qualified Personnel;

10.8.4 the Contractor shall immediately report any significant damage and loss of materials, equipment and supplies provided by the [UN] to the Contractor for the provision of Services; and

10.8.5 the [UN] and its authorized agents or representatives shall have access at all reasonable times to any premises in which such materials, equipment or supplies are located for the purpose of inspection and or inventory, even if such premises are not located on the Premises.

10.9 Wherever applicable, all operations of the Contractor, including without limitation,
storage of equipment, materials and supplies within the Premises shall be confined to areas authorized and/or approved by the [UN]. The Contractor and its Personnel shall not store or dispose of any equipment, materials and supplies in any areas of the Premises without appropriate [UN] authorization.

10.10 No later than [INSERT PERIOD IN WORDS AND NUMBERS] prior to the expiration or termination of this Contract, or at any time when any materials, equipment or supplies provided by the [UN], or purchased pursuant to the Contract, are no longer required by the Contractor for the performance of Services under this Contract, the duly authorized representatives of the [UN] and the Contractor shall conduct a joint inspection of such materials, equipment or supplies to determine their quantity, working order and condition. In the case of materials, equipment or supplies provided by the [UN], the Contractor shall hand over such materials, equipment and any unused supplies to the [UN] in the condition in which they were provided to the Contractor, fair wear and tear excepted. In the event that the Contractor has lost or damaged any equipment, materials or supplies provided by the [UN], the Contractor shall be required to compensate the [UN] for such damage or loss at the latest within [INSERT PERIOD IN WORDS AND NUMBERS] of the expiration or termination of the Contract. The [UN] shall be entitled to set-off amounts for such damage or loss from payments due to the Contractor hereunder.

ARTICLE 11. Security

11.1 The Contractor shall be fully responsible for the safety and security of the Personnel and for the safekeeping of all equipment, material and supplies, including those listed on the [UN] Equipment List, and required for the performance of the Services in either the custody of the Contractor or Personnel or on the Premises.

11.2 The Contractor shall be responsible for requiring all Personnel, when within the Premises, to display [UN] issued identification as may be required and furnished by the [UN]. Upon the withdrawal or replacement of any such Personnel or upon termination or completion of this Contract, the Contractor shall ensure that all Personnel immediately return any such identification to the Contractor for return to the [UN].

11.3 The Contractor shall ensure that the Personnel abide by all security rules, regulations, policies, directives and procedures of the [UN] applicable to its performance under this Contract. The [UN] shall inform and, to the extent necessary, update the Contractor with prevailing [UN] security rules, regulations, policies, and procedures from time to time.

11.4 The Contractor shall develop a security plan in consultation with the [UN], to cover the safety and security of Personnel, including their evacuation, the safeguarding of all equipment, materials and supplies in the custody of the Contractor or Personnel, including [UN] provided equipment, materials and supplies, if any, and all necessary
measures for the prevention of sabotage, damage and destruction of [UN] property and personnel which the Contractor is required to safeguard and protect (“Security Plan”). The Contractor shall submit a draft Security Plan to the [UN] within [INSERT PERIOD IN WORDS AND NUMBERS] of the Effective Date, with a final Security Plan to be delivered within [INSERT PERIOD IN WORDS AND NUMBERS] of the Effective Date. The [UN] may, at its sole discretion, review the procedures, methods and facilities used by the Contractor to provide such security. The Contractor shall give due consideration to any adjustments to such procedures or facilities as may be recommended by the [UN]. The Contractor shall be entitled to no additional compensation in respect of its development, implementation and execution of the Security Plan.

11.5 The [UN] may, at its sole discretion, consent to the inclusion of Personnel in the [UN] security plan to the extent that it applies within the Area of [UN] Operations on the same terms that are offered to implementing partners of [UN] agencies, funds and programs. Notwithstanding this provision, the Contractor acknowledges and agrees that the [UN] shall have no obligation to evacuate Personnel from the Area of [UN] Operations in case of emergency, natural disasters or due to security concerns.

11.6 The [UN] shall have no liability to the Contractor or its Personnel in connection with the provision or failure to provide any assistance under Articles 11.4 and 11.5.
ARTICLE 12. Accidents and Incidents

12.1 If any accident, failure or other incident occurs due to any cause whatsoever, or in connection with the Services, or any part thereof, either during or outside of the execution of the Services, the Contractor shall [INSERT PERIOD IN WORDS AND NUMBERS [[hours//days]]] report the accident, failure or incident to the [UN’s] Representative, and unless otherwise directed by the [UN’s] Representative, the Contractor shall conduct a full investigation into the said accident, failure or incident in order to determine the cause or reason for the accident, failure or incident and submit a report thereon to the [UN’s] Representative, together with the Contractor’s proposals for improvement in the provision of Services, if applicable.

12.2 Without prejudice to or limiting the provisions of Article 12.1, the Contractor shall report to the [UN]: (i) all accidents, failure and incidents involving Personnel, including the death, serious injury or illness of Personnel and the death, serious injury or illness of any other person (whether [UN] personnel or third party), or the loss or damage to such person’s property; (ii) the loss or significant damage to any equipment, material or supplies under the custody of the Contractor, Personnel, the [UN] or any third party, directly as a result of the Contractor’s performance of the Services; and (iii) any other accidents or security incidents of a similar nature. The Contractor shall report the incidents described above in Article 12.2 (i), (ii) and (iii) within [INSERT PERIOD IN WORDS AND NUMBERS [[hours//days]]] of the incident’s occurrence.

12.3 Without prejudice to or limiting the provisions of Article 12.1, the Contractor shall report to the [UN] all incidents in which its Personnel violate the Contractor’s Use of Force Policy, Contractor’s Weapons Manual or Applicable International, National and Local Laws (other than minor traffic offenses) during the performance of Services. The Contractor shall report the incidents described in this Article 12.3 within [INSERT PERIOD IN WORDS AND NUMBERS [[hours//days]]] of the incident’s occurrence.

12.4 The Contractor shall cooperate with all investigations into any accidents, failures or incidents that may be instituted by the [UN] or Governmental Bodies.

ARTICLE 13. Change in Scope

13.1 In order to maintain performance of Services in a manner applicable to the [UN], the [UN] shall have the right to update and change the Statement of Works any time during the Initial Term or Extended Term of the Contract, as the case may be. Any change in the Statement of Works from those set forth in Annex B shall be effected in an appropriate amendment to the Contract.
ARTICLE 14. Governance

14.1 Promptly after the execution of this Contract, the Contractor and the [UN] shall prepare and finalize such procedures and operational instructions that the Parties deem necessary or desirable for the efficient administration of this Contract and the Parties’ performance hereunder, whereby such procedures and operational instructions shall not contravene the Contractor’s Use of Force Policy or Contractor’s Weapons Manual (the “Standard Operating Procedures”). The Contractor and the [UN] may update and revise the Standard Operating Procedures from time to time, upon mutual agreement, without amending this Contract. A draft version of the Standing Operating Procedures shall be completed within [INSERT PERIOD IN WORDS AND NUMBERS] of the Effective Date and a final version of the Standard Operating Procedures replacing the draft version shall be completed as soon as practicable but in no event more than [INSERT PERIOD IN WORDS AND NUMBERS] after the Effective Date.

14.2 The [UN’s] Representative and the Contractor’s Representative shall meet as often as required, and in any event, not less than [INSERT PERIOD IN WORDS AND NUMBERS] to discuss performance or any difficulties that may arise in connection with the performance of the Services under this Contract (“Management Meetings”). Written minutes of each Management Meeting shall be prepared by the [UN] and signed by both the [UN’s] Representative and the Contractor’s Representative. The minutes of the Management Meeting shall document with specificity the performance of the Services, any accidents, failures or incidents and any differences or disputes between the Parties that may have arisen or remain unresolved, including any proposals that the [UN’s] Representative and the Contractor’s Representative may have for the resolution of such differences.

ARTICLE 15. Performance Security

15.1 No later than [INSERT PERIOD IN WORDS AND NUMBERS] following the Effective Date of the Contract, the Contractor shall provide to the [UN], at the Contractor’s sole cost and expense, a first demand guarantee in accordance with the form set forth in Annex D hereto, or a similar instrument acceptable to the [UN] in its sole discretion, in the amount of US$[INSERT AMOUNT] (the “Performance Security”).

15.2 The Performance Security shall serve to secure the performance by the Contractor of its obligations in accordance with the terms and conditions of this Contract, and to provide a source of compensation for the [UN] for any failure by the Contractor to perform such obligations. If the Contractor fails to deliver the Performance Security to the [UN] within the time limit specified herein, the [UN] shall, without prejudice to and in addition to any other rights or remedies under this Contract or otherwise, be entitled to withhold payment from any one or more invoices submitted by the Contractor up to the required amount of the Performance Security.
15.3 The Performance Security shall require the Issuer (as defined below) to deliver the money required by the [UN] immediately upon first written demand by the [UN] in accordance with the requirements of the Performance Security, without having to prove the liability of the Contractor. The Performance Security shall be enforceable without the need to have recourse to any judicial or arbitral proceedings, without any objection, opposition or recourse by the Issuer and without it being necessary to provide evidence to the Issuer of any shortcoming of or any default by the Contractor.

15.4 The Performance Security shall remain valid and in force until [INSERT DATE 60 TO 180 DAYS FROM THE END OF THE INITIAL TERM], subject to extension if so provided in this Contract or the Performance Security. The Performance Security shall not be subjected to any form of suspension by interim relief, whether by arbitral order or otherwise.

15.5 Upon written request of the [UN], the Contractor shall obtain, at its own cost and expense, an extension of the Performance Security and any confirmation thereof. The Contractor shall obtain such extension within thirty (30) days after the date of such request, or, if the Performance Security and confirmation, if any, would expire sooner than thirty (30) days after such date, prior to such expiration. If the Contractor fails or refuses to obtain such extension, the [UN] shall be entitled, at its option, and without prejudice to and in addition to any other rights or remedies under this Contract or otherwise, to enforce the Performance Security and/or immediately terminate this Contract.

15.6 The Performance Security shall be issued by a prime commercial and accredited bank acceptable to the [UN] in its sole discretion (the “Issuer”). If the Issuer of the Performance Security files for bankruptcy or is declared bankrupt, becomes insolvent or is liquidated or its right to do business is suspended or terminated, the Contractor shall within five (5) days thereafter provide another Performance Security, which shall be issued by an Issuer and in a form acceptable to the [UN]. The Contractor shall have an obligation to promptly notify the [UN] in writing in the event that any of the foregoing has occurred or is likely to occur. The foregoing provisions shall also apply mutatis mutandis in respect of an institution confirming the Performance Security. If the Contractor fails or refuses to comply with the foregoing obligations, the [UN] shall be entitled, at its option, and without prejudice to and in addition to any other rights or remedies under this Contract or otherwise, to enforce the Performance Security and/or immediately terminate this Contract.

ARTICLE 16. Insurance

16.1 Obligation to Obtain Insurance Coverage. The Contractor shall obtain and shall, for the
term of this Contract and any extension thereof, maintain policies of insurance, with reputable insurance companies in good financial standing and rated in Best’s Insurance Guide as having AM Best’s rating of A- VII, or Standard & Poor’s rating of A or higher, or similar rating by an equivalent rating agency, which insurance coverage shall provide for the following coverage and, to the extent set forth below, with the following minimum limits of liability.

16.2 Professional Liability Insurance, with a minimum five Million US Dollars (USD $5,000,000) per occurrence limit.

16.3 Fidelity Bonding with a limit of not less than one Million US Dollars (USD $1,000,000) per occurrence with loss payable endorsement to the UN. The UN should be named as loss payee.

16.4 Contractor's Equipment and Property. The Contractor shall obtain and shall maintain insurance coverage for "all risks" in respect of any and all equipment and property provided and used by the Contractor in connection with the provision of any services under this Contract. Such insurance coverage shall be in an amount of coverage sufficient to replace such equipment or property in the event of any loss.

16.5 Worker Compensation and employer liability Coverage. The Contractor shall obtain and shall maintain all appropriate worker compensation and employer liability insurance coverage or equivalent, per applicable legislative requirements, with respect to any personnel, employees, agents, servants, officials, sub-contractors or representatives of the Contractor who provide any services under this Contract. Such insurance coverage shall be in an amount sufficient to cover any and all claims for personal injury, death and disability, by any such personnel, employees, agents, servants, officials, sub-contractors or representatives of the Contractor who provide any services under this Contract.

16.6 Comprehensive Automobile Liability Coverage. The Contractor shall obtain and shall maintain comprehensive automobile liability insurance coverage with a minimum of one million US dollars (US $1,000,000) combined single limit for each and every occurrence in respect of death or bodily injury, or loss of or damage to property arising from the operation of any vehicles owned, hired, rented, leased or used by the Contractor, or any personnel, employees, agents, servants, officials, subcontractors or representatives of the Contractor, in connection with the performance of any services under this Contract.

16.7 Claims Arising from Services. The Contractor shall obtain and shall maintain insurance coverage(s), with respect, at a minimum, to the following risks and in the following limits of liability in order to cover claims for death or personal or bodily injury, for loss of, or loss of use of, or damage to property of any kind, products and completed operations, personal and advertising injury, and for any other damage or harm including, without limitation, noise or other environmental pollution, harm or damage, mitigation, clean-up
and cost of defending claims (collectively "Claims"), arising in connection with the provision of any services under this Contract:

(a) In the minimum amount of liability coverage of five Million US dollars (US$5,000,000) for each and every occurrence and in the aggregate giving rise to Claims, which may arise out of any:

(i) occurrence in or about any premises, locations, facilities, land, buildings or other improvements at which Contractor provides any services under this Contract,

(ii) occurrence elsewhere, in the course of any work or the performance of any services carried out by the Contractor under this Contract, and which may be caused by any act or omission of the Contractor or any personnel, employees, agents, servants, officials, sub-contractors or representatives of the Contractor engaged in performing services under this Contract or by any defect in any premises, products, ways, works, machinery or plant used by the Contractor in performing services under this Contract.

(b) In the minimum amount of liability coverage of five Million (US$5,000,000) per occurrence and in the aggregate in respect of any Claim, which may arise out of the possession, use, consumption, or handling of any goods or products manufactured, constructed, altered, repaired, serviced, treated, sold, supplied, or distributed by the Contractor or any of its Personnel [As defined in the Contract] engaged in performing services under the Contract.

16.8 The contractor’s policies shall cover any subcontractors. In addition, the contractor shall cause any subcontractors to maintain insurance coverage in line with provisions of section 16 hereof in adequate limits.

16.9 Essential Term: It is agreed and understood by the Parties that the obligations of the Contractor to obtain and maintain insurance set forth in section 16 hereof are an essential term of this Contract and that the UN relies on the Contractor to perform such obligation.

16.10 Minimum Policy Requirements All insurance policies providing the minimum insurance coverage required under section 9 hereof shall:

16.10.1 Name the United Nations as an additional insured except worker compensation/employer liability, property, professional liability and fidelity bonding policies. In addition, vehicle and general liability policies shall contain cross liability clause.

16.10.2 Include a waiver of subrogation of the contractor's insurers' rights against the United Nations.
16.10.3 Provide that the United Nations shall receive thirty (30) days' written notice from the insurance carrier, underwriter or provider prior to any cancellation or change of insurance coverage provided under the insurance policy or policies concerned.

16.10.4 Include provision for response on a primary and non contributing basis with respect to any other insurance that may be available to the UN.

16.10.5 Contractor shall be responsible to fund all amounts within any policy deductible or retention.

16.11 Evidence of Insurance. Prior to commencement of any services under the contract the Contractor shall provide satisfactory evidence of any insurance required under this Contract. The contractor shall provide certificates of insurance x weeks prior to commencement of services and shall provide copies of all relevant policies upon the UN’ request, Any failure by the UN to elect to request copies of policies or any failure by the Contractor to provide satisfactory evidence of insurance shall not relieve the Contractor of its essential obligation to obtain and maintain the insurance coverage set forth in section 16 hereof.

ARTICLE 17. Indemnifications

17.1 Without prejudice to or limiting the provisions of Article 7 of the General Conditions, the Contractor shall indemnify, defend, hold and save harmless the [UN] and its officials, employees and agents in the following additional circumstances outlined in this Article 17. The indemnifications provided by the Contractor hereunder are without prejudice to any other rights or remedies of the [UN] under this Contract.

17.2 The Contractor acknowledges and agrees that the [UN] shall not be liable to the Contractor, or its Personnel, in connection with the provision, or failure to provide, any security assistance, and the Contractor shall indemnify, defend, hold and save harmless the [UN] and its officials, employees and agents from and against any claim or liability of any nature, including without limitation, all litigation costs, attorneys’ fees, settlement payments, damages and all other related costs and expenses, arising in respect of any security or security related incident, including without limitation, the death, injury or illness of any Personnel, or the loss, damage, destruction, sabotage or theft of any equipment, material or supplies in the custody of the Contractor or its Personnel.

17.3 In the event the Contractor fails to deliver to the [UN] the signed release forms, in accordance with Articles 9.15 and 9.16 above, or in the event that any claims are asserted against or liability is incurred by the [UN] notwithstanding such release forms, the
Contractor shall indemnify, defend and hold harmless the [UN] and its officials, employees and agents from and against any claim or liability of any nature, including without limitation, all litigation costs, attorneys’ fees, settlement payments, damages and all other related costs and expenses, arising in connection with such travel and/or use of [UN] medical facilities.

**ARTICLE 18. Performance Review and Improper Performance**

18.1 The [UN] reserves the right to review all Services performed by the Contractor at all reasonable places and times, as further outlined in the Statement of Works, during the Initial Term or Extended Term, as the case may be. The Contractor shall cooperate with such performance reviews at no cost or expense to the [UN]. The Parties agree that the [UN] shall have the right to update applicable performance standards for the Services as set out in the Statement of Works, throughout the Initial and Extended Term of the Contract.

18.2 If the Services performed by the Contractor do not materially conform to the requirements of the Contract, without prejudice to and in addition to any other rights and remedies available under the Contract or otherwise, the [UN] shall have the following options, to be exercised in its sole discretion:

   (i) require the Contractor to reimburse the [UN] for any and all damage caused to the [UN] due to such failure to conform to the requirements; and/or

   (ii) terminate this Contract for cause in accordance with Article 15.1 of the General Conditions.

18.3 Notwithstanding any provision to the contrary contained in the Contract, the Contractor shall provide, at its sole cost and expense, any service required to rectify errors, arising from or relating to any acts or omissions on the part of the Contractor or Personnel.

**ARTICLE 19. Transition**

*Transition into the Contract*

19.1 The Contractor shall ensure orderly, timely and efficient commencement of the Services. To that end, the Contractor shall take all necessary measures to ensure a seamless transition of operations from the immediate predecessor, if any, to the Contractor and to provide for uninterrupted Services. The Contractor shall coordinate and cooperate with the [UN] and the current contractor, if any, to effect a smooth and seamless transition into the Contract.

*Transition out of the Contract*
19.2 Within [INSERT PERIOD IN WORDS AND NUMBERS] of the Effective Date, the Contractor shall submit a detailed transition-out plan for approval by [INSERT TITLE OF RELEVANT AUTHORIZED [UN] STAFF MEMBER] (“Transition-out Plan”). The purpose of the Transition-out Plan is to ensure a seamless transition of operations from the Contractor to the successor contractor or to the [UN], as the case may be, at the time of expiration or earlier termination of this Contract and to provide for uninterrupted Services.

19.3 Upon expiration of the Initial or Extended Term, as applicable, or the effective date of termination of this Contract, the Contractor shall, upon the request of the [UN], continue to perform Services under this Contract as may be so requested by the [UN] for a period of up to [INSERT PERIOD IN WORDS AND NUMBERS], in which case the Contractor shall be entitled to payment for the performance of such Services in accordance with the terms and conditions of this Contract.

19.4 Upon expiration or earlier termination of this Contract, the Contractor shall provide the [UN] such information and take such actions as may be reasonably requested by the [UN] for the preservation and protection of any and all equipment, materials and supplies provided by the [UN].

19.5 The provisions of this Article 19 are without prejudice to any other rights or remedies that the [UN] may have under this Contract or otherwise and shall survive any termination of this Contract.

ARTICLE 20. Issues Management and Escalation Procedures

[DEPENDING ON OPERATIONAL NEEDS OF THE CONTRACT, THIS ARTICLE MAY NEED TO BE MODIFIED ACCORDINGLY]

20.1 Any initial attempts at resolving any disputes, controversies, or claims (for purposes of this Article 20, “Issues”) under this Contract, and prior to any resolution pursuant to Article 19 of the General Conditions, shall be resolved in accordance with the following procedures:

(i) At any relevant operational or administrative level, one Party’s Representative shall inform the other Party’s Representative in writing regarding any such Issue; and

(ii) Within [INSERT PERIOD IN WORDS AND NUMBERS] following notice of an Issue, the receiving Party’s Representative will propose, by written notice to the other Party’s Representative, a plan of action for resolving the Issue or for escalating the Issue. In any plan for resolving the Issue, the Representative shall propose a timeframe for the resolution of the Issue, which the Parties shall agree
20.2 The Contractor and [UN’s] Representatives shall attempt to resolve the following Issues in accordance with this Article 20, or any other Issues which are a potential dispute, controversy or claim between the Parties:

(i) items which may or have a significant impact on any Services provided under this Contract or the overall performance of this Contract;
(ii) items which may or have resulted in additional cost to the [UN];
(iii) items which may or have resulted in a claim for any damages by either Party or a third party;
(iv) items which may or have caused the Services provided under this Contract to become delayed or a deliverable missed;
(v) items which may or have been unresolved for over [INSERT PERIOD IN WORDS AND NUMBERS]; or
(vi) items which require additional parties to resolve.

20.3 Unless otherwise agreed by the Parties, the Parties shall use reasonable efforts to ensure that any Issues that are escalated to each Party’s Representatives will be resolved within [INSERT PERIOD IN WORDS AND NUMBERS].

20.4 The Contractor and [UN’s] Representatives shall escalate any Issue or any plans for the resolution of any Issue upon which they cannot agree to appropriate superiors within each of the Parties for resolution. To the greatest extent possible, Issues should be resolved within the various local levels of the [UN] in the Area of [UN] Operations and Contractor management prior to escalating any Issue to or contacting the [UN headquarters in New York] and Contractor’s headquarters in [INSERT CITY AND COUNTRY].

20.5 The Parties acknowledge and agree that nothing in the Issues management and escalation procedures set forth in this Article 20 is intended to limit either Party’s ability to seek any remedies and that, accordingly, subject to the terms and conditions of this Contract, the rights and remedies set forth in this Article 20 shall be non-exclusive and shall be in addition to all other remedies available to the Parties, whether under this Contract or otherwise.
ARTICLE 21. Termination

21.1 If any material default shall occur on the part of the Contractor under the terms and conditions of this Contract, which default is not cured within [INSERT PERIOD IN NUMBERS AND WORDS] days after the receipt of written notice thereof from the [UN], then the [UN] may terminate this Contract upon [INSERT PERIOD IN NUMBERS AND WORDS] days written notice to the Contractor, and the [UN] shall have all rights and remedies available to the [UN], all of which shall survive termination.

21.2 Without limiting the generality of the foregoing, in the event of the Contractor’s breach of any of the representations and warranties provided in Article 3.2, the [UN] may terminate this Contract upon [INSERT PERIOD IN NUMBERS AND WORDS] days written notice to the Contractor, if such breach is not cured within [INSERT PERIOD IN NUMBERS AND WORDS] days after the receipt of written notice thereof from the [UN].

ARTICLE 22. Publicity and use of the name, emblem, flag or official seal of the [UN]

22.1 Notwithstanding the provisions of Article 12 of the General Conditions, and for the sole purpose of facilitating the protection and freedom of movement of Personnel, equipment, materials and supplies used in the performance of Services under this Contract, the [UN], at its sole discretion, may request or permit the Contractor to attach to equipment, materials and supplies, including vehicles, used for the exclusive purpose of performing Services under this Contract, special signs indicating that the Contractor is performing Services for the [UN].

ARTICLE 23. Notices

23.1 Except as otherwise specified in this Contract, all notices and other communications between the Parties required or contemplated under this Contract shall be in writing and shall be delivered either by: (i) personal delivery; (ii) recognized overnight delivery service; (iii) postage prepaid, return receipt requested, certified mail; or (iv) facsimile, in each case to the appropriate addresses and facsimile numbers set forth below (or to such other addresses and facsimile numbers as a Party may designate by notice to the Party).

If to the Contractor:

__________________________
__________________________
__________________________
__________________________
Attn: ____________________
Fax: ____________________

If to the [UN]:
____________________
____________________
____________________
Attn: __________________
Fax: __________________

23.2 Notice by recognized overnight delivery service, postage prepaid, return receipt requested or certified mail shall be effective on the date it is officially recorded as delivered to the intended recipient by return receipt or equivalent. All notices and other communications required or contemplated by this Contract delivered in person or by facsimile shall be deemed to have been given when delivered in person or by courier service, or upon receipt of an acknowledgment by the sender from the recipient’s facsimile machine.

ARTICLE 24. Miscellaneous

24.1 No terms or provisions of this Contract shall be deemed waived and no breach excused, unless such waiver or excuse shall be in writing and signed by the Party giving the waiver or excuse. No consent to, or excuse or waiver of, a breach of this Contract shall constitute a consent to, or excuse or waiver of, any other subsequent breach.

24.2 If any provision of this Contract shall be held to be invalid, illegal or unenforceable (in whole or in part), the validity, legality and enforceability of the remaining provisions shall not in any way be affected or impaired.

24.3 Headings and titles used in this Contract are for reference purposes only and shall not be deemed a part of this Contract for any purpose whatsoever. Unless the context otherwise clearly indicates, all references to the singular herein shall include the plural and vice versa. In addition, for the purposes of this Contract words and abbreviations which have recognized technical or trade meanings shall have such recognized meanings.

24.4 This Contract shall be executed in two (2) counterparts, each of which shall be deemed an original and all of which taken together shall be deemed to constitute one and the same instrument.

24.5 This Contract and everything herein contained shall inure to the benefit of, and be binding upon, the Parties and their respective successors and permitted assigns.

IN WITNESS WHEREOF, the Parties hereto have caused their duly authorized officers to execute this Contract as of the date written below.
For and on behalf of  

[INSERT FULL COMPANY NAME]:  

For and on behalf of  

THE [UNITED NATIONS]:  

Signature: ________________________  
Name: ________________________  
Title: ________________________  
Date: ________________________  

Signature: ________________________  
Name: ________________________  
Title: ________________________  
Date: ________________________
ANNEX A

GENERAL CONDITIONS

1. **LEGAL STATUS OF THE PARTIES:** The United Nations and the Contractor shall also each be referred to as a “Party” hereunder, and:

   1.1 Pursuant, *inter alia*, to the Charter of the United Nations and the Convention on the Privileges and Immunities of the United Nations, the United Nations, including its subsidiary organs, has full juridical personality and enjoys such privileges and immunities as are necessary for the independent fulfillment of its purposes.

   1.2 The Contractor shall have the legal status of an independent contractor *vis-à-vis* the United Nations, and nothing contained in or relating to the Contract shall be construed as establishing or creating between the Parties the relationship of employer and employee or of principal and agent. The officials, representatives, employees, or subcontractors of each of the Parties shall not be considered in any respect as being the employees or agents of the other Party, and each Party shall be solely responsible for all claims arising out of or relating to its engagement of such persons or entities.

2. **SOURCE OF INSTRUCTIONS:** The Contractor shall neither seek nor accept instructions from any authority external to the United Nations in connection with the performance of its obligations under the Contract. Should any authority external to the United Nations seek to impose any instructions concerning or restrictions on the Contractor’s performance under the Contract, the Contractor shall promptly notify the United Nations and provide all reasonable assistance required by the United Nations. The Contractor shall not take any action in respect of the performance of its obligations under the Contract that may adversely affect the interests of the United Nations, and the Contractor shall perform its obligations under the Contract with the fullest regard to the interests of the United Nations.

3. **RESPONSIBILITY FOR EMPLOYEES:** To the extent that the Contract involves the provision of any services to the United Nations by the Contractor’s officials, employees, agents, servants, subcontractors and other representatives (collectively, the Contractor’s “personnel”), the following provisions shall apply:

   3.1 The Contractor shall be responsible for the professional and technical competence of the personnel it assigns to perform work under the Contract and will select reliable and competent individuals who will be able to effectively perform the obligations under the Contract and who, while doing so, will respect the local laws and customs and conform to a high standard of moral and ethical conduct.

   3.2 Such Contractor personnel shall be professionally qualified and, if required to work with officials or staff of the United Nations, shall be able to do so effectively. The qualifications of any personnel whom the Contractor may assign or may propose to assign to perform any obligations under the Contract shall be substantially the same,
or better, as the qualifications of any personnel originally proposed by the Contractor.

3.3 At the option of and in the sole discretion of the United Nations:

3.3.1 the qualifications of personnel proposed by the Contractor (e.g., a curriculum vitae) may be reviewed by the United Nations prior to such personnel’s performing any obligations under the Contract;

3.3.2 any personnel proposed by the Contractor to perform obligations under the Contract may be interviewed by qualified staff or officials of the United Nations prior to such personnel’s performing any obligations under the Contract; and,

3.3.3 in cases in which, pursuant to Article 3.2.1 or 3.2.2, above, the United Nations has reviewed the qualifications of such Contractor’s personnel, the United Nations may reasonably refuse to accept any such personnel.

3.4 Requirements specified in the Contract regarding the number or qualifications of the Contractor’s personnel may change during the course of performance of the Contract. Any such change shall be made only following written notice of such proposed change and upon written agreement between the Parties regarding such change, subject to the following:

3.4.1 The United Nations may, at any time, request, in writing, the withdrawal or replacement of any of the Contractor’s personnel, and such request shall not be unreasonably refused by the Contractor.

3.4.2 Any of the Contractor’s personnel assigned to perform obligations under the Contract shall not be withdrawn or replaced without the prior written consent of the United Nations, which shall not be unreasonably withheld.

3.4.3 The withdrawal or replacement of the Contractor’s personnel shall be carried out as quickly as possible and in a manner that will not adversely affect the performance of obligations under the Contract.

3.4.4 All expenses related to the withdrawal or replacement of the Contractor’s personnel shall, in all cases, be borne exclusively by the Contractor.

3.4.5 Any request by the United Nations for the withdrawal or replacement of the Contractor’s personnel shall not be considered to be a termination, in whole or in part, of the Contract, and the United Nations shall not bear any liability in respect of such withdrawn or replaced personnel.

3.4.6 If a request for the withdrawal or replacement of the Contractor’s personnel is not based upon a default by or failure on the part of the Contractor to perform its obligations in accordance with the Contract, the misconduct of the personnel, or the inability of such personnel to reasonably work...
together with United Nations officials and staff, then the Contractor shall not be liable by reason of any such request for the withdrawal or replacement of the Contractor’s personnel for any delay in the performance by the Contractor of its obligations under the Contract that is substantially the result of such personnel’s being withdrawn or replaced.

3.5 Nothing in Articles 3.2, 3.3 and 3.4, above, shall be construed to create any obligations on the part of the United Nations with respect to the Contractor’s personnel assigned to perform work under the Contract, and such personnel shall remain the sole responsibility of the Contractor.

3.6 The Contractor shall be responsible for requiring that all personnel assigned by it to perform any obligations under the Contract and who may have access to any premises or other property of the United Nations shall:

3.6.1 undergo or comply with security screening requirements made known to the Contractor by the United Nations, including but not limited to, a review of any criminal history;

3.6.2 when within United Nations premises or on United Nations property, display such identification as may be approved and furnished by the United Nations security officials, and that upon the withdrawal or replacement of any such personnel or upon termination or completion of the Contract, such personnel shall immediately return any such identification to the United Nations for cancellation.

3.7 Within one working day after learning that any of Contractor’s personnel who have access to any United Nations premises have been charged by law enforcement authorities with an offense other than a minor traffic offense, the Contractor shall provide written notice to inform the United Nations about the particulars of the charges then known and shall continue to inform the United Nations concerning all substantial developments regarding the disposition of such charges.

3.8 All operations of the Contractor, including without limitation, storage of equipment, materials, supplies and parts, within United Nations premises or on United Nations property shall be confined to areas authorized or approved by the United Nations. The Contractor’s personnel shall not enter or pass through and shall not store or dispose of any of its equipment or materials in any areas within United Nations premises or on United Nations property without appropriate authorization from the United Nations.

4. ASSIGNMENT:

4.1 Except as provided in Article 4.2, below, the Contractor may not assign, transfer, pledge or make any other disposition of the Contract, of any part of the Contract, or of any of the rights, claims or obligations under the Contract except with the prior
written authorization of the UN. Any such unauthorized assignment, transfer, pledge or other disposition, or any attempt to do so, shall not be binding on the United Nations. Except as permitted with respect to any approved subcontractors, the Contractor shall not delegate any of its obligations under this Contract, except with the prior written consent of the UN. Any such unauthorized delegation, or attempt to do so, shall not be binding on the United Nations.

4.2 The Contractor may assign or otherwise transfer the Contract to the surviving entity resulting from a reorganization of the Contractor’s operations, provided that:

4.2.1 such reorganization is not the result of any bankruptcy, receivership or other similar proceedings; and,

4.2.2 such reorganization arises from a sale, merger, or acquisition of all or substantially all of the Contractor’s assets or ownership interests; and,

4.2.3 the Contractor promptly notifies the United Nations about such assignment or transfer at the earliest opportunity; and,

4.2.4 the assignee or transferee agrees in writing to be bound by all of the terms and conditions of the Contract, and such writing is promptly provided to the United Nations following the assignment or transfer.

5. **SUBCONTRACTING:** In the event that the Contractor requires the services of subcontractors to perform any obligations under the Contract, the Contractor shall obtain the prior written approval of the United Nations. The United Nations shall be entitled, in its sole discretion, to review the qualifications of any subcontractors and to reject any proposed subcontractor that the United Nations reasonably considers is not qualified to perform obligations under the Contract. The United Nations shall have the right to require any subcontractor’s removal from United Nations premises without having to give any justification therefor. Any such rejection or request for removal shall not, in and of itself, entitle the Contractor to claim any delays in the performance, or to assert any excuses for the non-performance, of any of its obligations under the Contract, and the Contractor shall be solely responsible for all services and obligations performed by its subcontractors. The terms of any subcontract shall be subject to, and shall be construed in a manner that is fully in accordance with, all of the terms and conditions of the Contract.

6. **OFFICIALS NOT TO BENEFIT:** The Contractor warrants that its has not and shall not offer any direct or indirect benefit arising from or related to the performance of the Contract or the award thereof to any representative, official, employee, or other agent of the United Nations. The Contractor acknowledges and agrees that any breach of this provision is a breach of an essential term of the Contract.

7. **INDEMNIFICATION:**

7.1 The Contractor shall indemnify, defend, and hold and save harmless, the United Nations, and its officials, agents and employees, from and against all suits,
proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against the United Nations, including, but not limited to, all litigation costs and expenses, attorney’s fees, settlement payments and damages, based on, arising from, or relating to:

7.1.1 allegations or claims that the possession of or use by the United Nations of any patented device, any copyrighted material, or any other goods, property or services provided or licensed to the United Nations under the terms of the Contract, in whole or in part, separately or in a combination contemplated by the Contractor’s published specifications therefor, or otherwise specifically approved by the Contractor, constitutes an infringement of any patent, copyright, trademark, or other intellectual property right of any third party; or,

7.1.2 any acts or omissions of the Contractor, or of any subcontractor or anyone directly or indirectly employed by them in the performance of the Contract, which give rise to legal liability to anyone not a party to the Contract, including, without limitation, claims and liability in the nature of a claim for workers’ compensation.

7.2 The indemnity set forth in Article 7.1.1, above, shall not apply to:

7.2.1 A claim of infringement resulting from the Contractor’s compliance with specific written instructions by the United Nations directing a change in the specifications for the goods, property, materials, equipment or supplies to be or used, or directing a manner of performance of the Contract or requiring the use of specifications not normally used by the Contractor; or

7.2.2 A claim of infringement resulting from additions to or changes in any goods, property, materials equipment, supplies or any components thereof furnished under the Contract if the United Nations or another party acting under the direction of the United Nations made such changes.

7.3 In addition to the indemnity obligations set forth in this Article 7, the Contractor shall be obligated, at its sole expense, to defend the United Nations and its officials, agents and employees, pursuant to this Article 7, regardless of whether the suits, proceedings, claims and demands in question actually give rise to or otherwise result in any loss or liability.

7.4 The United Nations shall advise the Contractor about any such suits, proceedings, claims, demands, losses or liability within a reasonable period of time after having received actual notice thereof. The Contractor shall have sole control of the defense of any such suit, proceeding, claim or demand and of all negotiations in connection with the settlement or compromise thereof, except with respect to the assertion or defense of the privileges and immunities of the United Nations or any matter relating thereto, for which only the United Nations itself is authorized to assert and maintain.
The United Nations shall have the right, at its own expense, to be represented in any such suit, proceeding, claim or demand by independent counsel of its own choosing.

7.5 In the event the use by the United Nations of any goods, property or services provided or licensed to the United Nations by the Contractor, in whole or in part, in any suit or proceeding, is for any reason enjoined, temporarily or permanently, or is found to infringe any patent, copyright, trademark or other intellectual property right, or in the event of a settlement, is enjoined, limited or otherwise interfered with, then the Contractor, at its sole cost and expense, shall, promptly, either:

7.5.1 procure for the United Nations the unrestricted right to continue using such goods or services provided to the United Nations;

7.5.2 replace or modify the goods or services provided to the United Nations, or part thereof, with the equivalent or better goods or services, or part thereof, that is non-infringing; or,

7.5.3 refund to the United Nations the full price paid by the United Nations for the right to have or use such goods, property or services, or part thereof.

8. INSURANCE AND LIABILITY:

8.1 The Contractor shall pay the United Nations promptly for all loss, destruction, or damage to the property of the United Nations caused by the Contractor’s personnel or by any of its subcontractors or anyone else directly or indirectly employed by the Contractor or any of its subcontractors in the performance of the Contract.

8.2 Unless otherwise provided in the Contract, prior to commencement of performance of any other obligations under the Contract, and subject to any limits set forth in the Contract, the Contractor shall take out and shall maintain for the entire term of the Contract, for any extension thereof, and for a period following any termination of the Contract reasonably adequate to deal with losses:

8.2.1 insurance against all risks in respect of its property and any equipment used for the performance of the Contract;

8.2.2 workers’ compensation insurance, or its equivalent, or employer’s liability insurance, or its equivalent, with respect to the Contractor’s personnel sufficient to cover all claims for injury, death and disability, or any other benefits required to be paid by law, in connection with the performance of the Contract;

8.2.3 liability insurance in an adequate amount to cover all claims, including, but not limited to, claims for death and bodily injury, products and completed operations liability, loss of or damage to property, and personal and advertising injury, arising from or in connection with the Contractor’s performance under the Contract, including, but not limited to, liability
arising out of or in connection with the acts or omissions of the Contractor, its personnel, agents, or invitees, or the use, during the performance of the Contract, of any vehicles, boats, airplanes or other transportation vehicles and equipment, whether or not owned by the Contractor; and,

8.2.4 such other insurance as may be agreed upon in writing between the United Nations and the Contractor.

8.3 The Contractor’s liability policies shall also cover subcontractors and all defense costs and shall contain a standard “cross liability” clause.

8.4 The Contractor acknowledges and agrees that the United Nations accepts no responsibility for providing life, health, accident, travel or any other insurance coverage which may be necessary or desirable in respect of any personnel performing services for the Contractor in connection with the Contract.

8.5 Except for the workers’ compensation insurance or any self-insurance program maintained by the Contractor and approved by the United Nations, in its sole discretion, for purposes of fulfilling the Contractor’s requirements for providing insurance under the Contract, the insurance policies required under the Contract shall:

8.5.1 name the United Nations as an additional insured under the liability policies, including, if required, as a separate endorsement under the policy;

8.5.2 include a waiver of subrogation of the Contractor’s insurance carrier’s rights against the United Nations;

8.5.3 provide that the United Nations shall receive written notice from the Contractor’s insurance carrier not less than thirty (30) days prior to any cancellation or material change of coverage; and,

8.5.4 include a provision for response on a primary and non-contributing basis with respect to any other insurance that may be available to the United Nations.

8.6 The Contractor shall be responsible to fund all amounts within any policy deductible or retention.

8.7 Except for any self-insurance program maintained by the Contractor and approved by the United Nations for purposes of fulfilling the Contractor’s requirements for maintaining insurance under the Contract, the Contractor shall maintain the insurance taken out under the Contract with reputable insurers that are in good financial standing and that are acceptable to the United Nations. Prior to the commencement of any obligations under the Contract, the Contractor shall provide the United Nations with evidence, in the form of certificate of insurance or such other form as the United Nations may reasonably require, that demonstrates that the
Contractor has taken out insurance in accordance with the requirements of the Contract. The United Nations reserves the right, upon written notice to the Contractor, to obtain copies of any insurance policies or insurance program descriptions required to be maintained by the Contractor under the Contract. Notwithstanding the provisions of Article 8.5.3, above, the Contractor shall promptly notify the United Nations concerning any cancellation or material change of insurance coverage required under the Contract.

8.8 The Contractor acknowledges and agrees that neither the requirement for taking out and maintaining insurance as set forth in the Contract nor the amount of any such insurance, including, but not limited to, any deductible or retention relating thereto, shall in any way be construed as limiting the Contractor’s liability arising under or relating to the Contract.

9. **ENCUMBRANCES AND LIENS:** The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the United Nations against any monies due to the Contractor or that may become due for any work done or against any goods supplied or materials furnished under the Contract, or by reason of any other claim or demand against the Contractor or the United Nations.

10. **EQUIPMENT FURNISHED BY THE UNITED NATIONS TO THE CONTRACTOR:** Title to any equipment and supplies that may be furnished by the United Nations to the Contractor for the performance of any obligations under the Contract shall rest with the United Nations, and any such equipment shall be returned to the United Nations at the conclusion of the Contract or when no longer needed by the Contractor. Such equipment, when returned to the United Nations, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear, and the Contractor shall be liable to compensate the United Nations for the actual costs of any loss of, damage to, or degradation of the equipment that is beyond normal wear and tear.

11. **COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:**

   11.1 Except as is otherwise expressly provided in writing in the Contract, the United Nations shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the United Nations under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract. The Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the United Nations.

   11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-
existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the United Nations does not and shall not claim any ownership interest thereto, and the Contractor grants to the United Nations a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

11.3 At the request of the United Nations, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the United Nations in compliance with the requirements of the applicable law and of the Contract.

11.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the United Nations, shall be made available for use or inspection by the United Nations at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to United Nations authorized officials on completion of work under the Contract.

12. **PUBLICITY, AND USE OF THE NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS:** The Contractor shall not advertise or otherwise make public for purposes of commercial advantage or goodwill that it has a contractual relationship with the United Nations, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of the United Nations, or any abbreviation of the name of the United Nations in connection with its business or otherwise without the written permission the United Nations.

13. **CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:** Information and data that is considered proprietary by either Party or that is delivered or disclosed by one Party (“Discloser”) to the other Party (“Recipient”) during the course of performance of the Contract, and that is designated as confidential (“Information”), shall be held in confidence by that Party and shall be handled as follows:

13.1 The Recipient shall:

13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser’s Information as it uses with its own similar Information that it does not wish to disclose, publish or disseminate; and,

13.1.2 use the Discloser’s Information solely for the purpose for which it was disclosed.

13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:
13.2.1 any other party with the Discloser’s prior written consent; and,

13.2.2 the Recipient’s employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls, controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

13.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,

13.2.2.2 any entity over which the Party exercises effective managerial control; or,

13.2.2.3 for the United Nations, a principal or subsidiary organ of the United Nations established in accordance with the Charter of the United Nations.

13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the United Nations sufficient prior notice of a request for the disclosure of Information in order to allow the United Nations to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

13.4 The United Nations may disclose Information to the extent as required pursuant to the Charter of the United Nations, or pursuant to resolutions or regulations of the General Assembly or rules promulgated thereunder.

13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14. **FORCE MAJEURE; OTHER CHANGES IN CONDITIONS:**

14.1 In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, the affected Party shall give notice and full particulars in writing to
the other Party, of such occurrence or cause if the affected Party is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The affected Party shall also notify the other Party of any other changes in condition or the occurrence of any event which interferes or threatens to interfere with its performance of the Contract. Not more than fifteen (15) days following the provision of such notice of force majeure or other changes in condition or occurrence, the affected Party shall also submit a statement to the other Party of estimated expenditures that will likely be incurred for the duration of the change in condition or the event of force majeure. On receipt of the notice or notices required hereunder, the Party not affected by the occurrence of a cause constituting force majeure shall take such action as it reasonably considers to be appropriate or necessary in the circumstances, including the granting to the affected Party of a reasonable extension of time in which to perform any obligations under the Contract.

14.2 If the Contractor is rendered unable, wholly or in part, by reason of force majeure to perform its obligations and meet its responsibilities under the Contract, the United Nations shall have the right to suspend or terminate the Contract on the same terms and conditions as are provided for in Article 15, “Termination,” except that the period of notice shall be seven (7) days instead of thirty (30) days. In any case, the United Nations shall be entitled to consider the Contractor permanently unable to perform its obligations under the Contract in case the Contractor is unable to perform its obligations, wholly or in part, by reason of force majeure for any period in excess of ninety (90) days.

14.3 Force majeure as used herein means any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, provided that such acts arise from causes beyond the control and without the fault or negligence of the Contractor. The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in areas in which the United Nations is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas, or to any incidents of civil unrest occurring in such areas, shall not, in and of itself, constitute force majeure under the Contract.

15. TERMINATION:

15.1 Either Party may terminate the Contract for cause, in whole or in part, upon thirty (30) day’s notice, in writing, to the other Party. The initiation of conciliation or arbitral proceedings in accordance with Article 18 “Settlement of Disputes,” below, shall not be deemed to be a “cause” for or otherwise to be in itself a termination of the Contract.
15.2 The United Nations may terminate the Contract at any time by providing written notice to the Contractor in any case in which the mandate of the United Nations applicable to the performance of the Contract or the funding of the United Nations applicable to the Contract is curtailed or terminated, whether in whole or in part. In addition, unless otherwise provided by the Contract, upon sixty (60) day’s advance written notice to the Contractor, the United Nations may terminate the Contract without having to provide any justification therefor.

15.3 In the event of any termination of the Contract, upon receipt of notice of termination that has been issued by the United Nations, the Contractor shall, except as may be directed by the United Nations in the notice of termination or otherwise in writing:

15.3.1 take immediate steps to bring the performance of any obligations under the Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum;

15.3.2 refrain from undertaking any further or additional commitments under the Contract as of and following the date of receipt of such notice;

15.3.3 place no further subcontracts or orders for materials, services, or facilities, except as the United Nations and the Contractor agree in writing are necessary to complete any portion of the Contract that is not terminated;

15.3.4 terminate all subcontracts or orders to the extent they relate to the portion of the Contract terminated;

15.3.5 transfer title and deliver to the United Nations the fabricated or unfabricated parts, work in process, completed work, supplies, and other material produced or acquired for the portion of the Contract terminated;

15.3.6 deliver all completed or partially completed plans, drawings, information, and other property that, if the Contract had been completed, would be required to be furnished to the United Nations thereunder;

15.3.7 complete performance of the work not terminated; and,

15.3.8 take any other action that may be necessary, or that the United Nations may direct in writing, for the minimization of losses and for the protection and preservation of any property, whether tangible or intangible, related to the Contract that is in the possession of the Contractor and in which the United Nations has or may be reasonably expected to acquire an interest.

15.4 In the event of any termination of the Contract, the United Nations shall be entitled to obtain reasonable written accountings from the Contractor concerning all obligations performed or pending in accordance with the Contract. In addition, the United Nations shall not be liable to pay the Contractor except for those goods
delivered and services provided to the United Nations in accordance with the requirements of the Contract, but only if such goods or services were ordered, requested or otherwise provided prior to the Contractor’s receipt of notice of termination from the United Nations or prior to the Contractor’s tendering of notice of termination to the United Nations.

15.5 The United Nations may, without prejudice to any other right or remedy available to it, terminate the Contract forthwith in the event that:

15.5.1 the Contractor is adjudged bankrupt, or is liquidated, or becomes insolvent, or applies for a moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent;

15.5.2 the Contractor is granted a moratorium or a stay, or is declared insolvent;

15.5.3 the Contractor makes an assignment for the benefit of one or more of its creditors;

15.5.4 a Receiver is appointed on account of the insolvency of the Contractor;

15.5.5 the Contractor offers a settlement in lieu of bankruptcy or receivership; or,

15.5.6 the United Nations reasonably determines that the Contractor has become subject to a materially adverse change in its financial condition that threatens to substantially affect the ability of the Contractor to perform any of its obligations under the Contract.

15.6 Except as prohibited by law, the Contractor shall be bound to compensate the United Nations for all damages and costs, including, but not limited to, all costs incurred by the United Nations in any legal or non-legal proceedings, as a result of any of the events specified in Article 15.5, above, and resulting from or relating to a termination of the Contract, even if the Contractor is adjudged bankrupt, or is granted a moratorium or stay or is declared insolvent. The Contractor shall immediately inform the United Nations of the occurrence of any of the events specified in Article 15.5, above, and shall provide the United Nations with any information pertinent thereto.

15.7 The provisions of this Article 15 are without prejudice to any other rights or remedies of the United Nations under the Contract or otherwise.

16. NON-WAIVER OF RIGHTS: The failure by either Party to exercise any rights available to it, whether under the Contract or otherwise, shall not be deemed for any purposes to constitute a waiver by the other Party of any such right or any remedy associated therewith, and shall not relieve the Parties of any of their obligations under the Contract.

17. NON-EXCLUSIVITY: Unless otherwise specified in the Contract, the United Nations shall have no obligation to purchase any minimum quantities of goods or services from the Contractor, and the United Nations shall have no limitation on its right to obtain goods or
services of the same kind, quality and quantity described in the Contract, from any other source at any time.

18. SETTLEMENT OF DISPUTES:

18.1 AMICABLE SETTLEMENT: The Parties shall use their best efforts to amicably settle any dispute, controversy, or claim arising out of the Contract or the breach, termination, or invalidity thereof. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law (“UNCITRAL”), or according to such other procedure as may be agreed between the Parties in writing.

18.2 ARBITRATION: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 18.1, above, within sixty (60) days after receipt by one Party of the other Party’s written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 (“Interim measures”) and Article 34 (“Form and effect of the award”) of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate (“LIBOR”) then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

19. PRIVILEGES AND IMMUNITIES: Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

20. TAX EXEMPTION:

20.1 Article II, Section 7, of the Convention on the Privileges and Immunities of the United Nations provides, interalia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in
respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the exemptions of the United Nations from such taxes, restrictions, duties, or charges, the Contractor shall immediately consult with the United Nations to determine a mutually acceptable procedure.

20.2 The Contractor authorizes the United Nations to deduct from the Contractor’s invoices any amount representing such taxes, duties or charges, unless the Contractor has consulted with the United Nations before the payment thereof and the United Nations has, in each instance, specifically authorized the Contractor to pay such taxes, duties, or charges under written protest. In that event, the Contractor shall provide the United Nations with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized, and the United Nations shall reimburse the Contractor for any such taxes, duties, or charges so authorized by the United Nations and paid by the Contractor under written protest.

21. OBSERVANCE OF THE LAW: The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the Contract. In addition, the Contractor shall maintain compliance with all obligations relating to its registration as a qualified vendor of goods or services to the United Nations, as such obligations are set forth in the United Nations vendor registration procedures.

22. MODIFICATIONS:

22.1 Pursuant to the Financial Regulations and Rules of the United Nations, only the Chief of the United Nations Procurement Division, or such other Contracting authority as the United Nations has made known to the Contractor in writing, possesses the authority to agree on behalf of the United Nations to any modification of or change in the Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in the Contract shall be valid and enforceable against the United Nations unless provided by a valid written amendment to the Contract signed by the Contractor and the Chief of the United Nations Procurement Division or such other contracting authority.

22.2 If the Contract shall be extended for additional periods in accordance with the terms and conditions of the Contract, the terms and conditions applicable to any such extended term of the Contract shall be the same terms and conditions as set forth in the Contract, unless the Parties shall have agreed otherwise pursuant to a valid amendment concluded in accordance with Article 22.1, above.

22.3 The terms or conditions of any supplemental undertakings, licenses, or other forms of agreement concerning any goods or services provided under the Contract shall not be valid and enforceable against the United Nations nor in any way shall constitute an agreement by the United Nations thereto unless any such
undertakings, licenses or other forms are the subject of a valid amendment concluded in accordance with Article 22.1, above.

23. AUDITS AND INVESTIGATIONS:

23.1 Each invoice paid by the United Nations shall be subject to a post-payment audit by auditors, whether internal or external, of the United Nations or by other authorized and qualified agents of the United Nations at any time during the term of the Contract and for a period of two (2) years following the expiration or prior termination of the Contract. The United Nations shall be entitled to a refund from the Contractor for any amounts shown by such audits to have been paid by the United Nations other than in accordance with the terms and conditions of the Contract.

23.2 The Contractor acknowledges and agrees that, from time to time, the United Nations may conduct investigations relating to any aspect of the Contract or the award thereof, the obligations performed under the Contract, and the operations of the Contractor generally relating to performance of the Contract. The right of the United Nations to conduct an investigation 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 relevant documentation for such purposes at reasonable times and on reasonable conditions and to grant to the United Nations access to the Contractor’s premises at reasonable times and on reasonable conditions in connection with such access to the Contractor’s personnel and relevant documentation. 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 the United Nations hereunder.

24. LIMITATION ON ACTIONS:

24.1 Except with respect to any indemnification obligations in Article 7, above, or as are otherwise set forth in the Contract, any arbitral proceedings in accordance with Article 18.2, above, arising out of the Contract must be commenced within three years after the cause of action has accrued.

24.2 The Parties further acknowledge and agree that, for these purposes, a cause of action shall accrue when the breach actually occurs, or, in the case of latent defects, when the injured Party knew or should have known all of the essential elements of the cause of action, or in the case of a breach of warranty, when tender of delivery is made, except that, if a warranty extends to future performance of the goods or any process or system and the discovery of the breach consequently must await the
time when such goods or other process or system is ready to perform in accordance with the requirements of the Contract, the cause of action accrues when such time of future performance actually begins.

25. **CHILD LABOR**: The Contractor represents and warrants that neither it, its parent entities (if any), nor any of the Contractor’s subsidiary or affiliated entities (if any) is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, *inter alia*, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child’s education, or to be harmful to the child’s health or physical, mental, spiritual, moral, or social development. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle the United Nations to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

26. **MINES**: The Contractor warrants and represents that neither it, its parent entities (if any), nor any of the Contractor’s subsidiaries or affiliated entities (if any) is engaged in the sale or manufacture of anti-personnel mines or components utilized in the manufacture of anti-personnel mines. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle the United Nations to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

27. **SEXUAL EXPLOITATION**:

27.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by its employees or any other persons engaged and controlled by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all reasonable and appropriate measures to prohibit its employees or other persons engaged and controlled by it from exchanging any money, goods, services, or other things of value, for sexual favors or activities, or from engaging any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of these provisions shall entitle the United Nations to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

27.2 The United Nations shall not apply the foregoing standard relating to age in any case in which the Contractor’s personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred.
and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor’s personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

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ANNEX C

LIST OF PERSONNEL AND PRICING TABLE

<table>
<thead>
<tr>
<th>Type of Personnel</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
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ANNEX D

FORM OF PERFORMANCE SECURITY

[Bank Stationery]

[Date]

[Procurement Division]
[United Nations]
[380 Madison Avenue]
[New York, NY 10017]
[USA]
[Attn: Mr. Dmitri Dovgopoly, Director]
[Fax: +1-212-963-5309]

“Beneficiary”

[Name of Contractor]
[Address of Contractor]

“Principal”

Reference: Our Guarantee No. ………………
For ……………………………………………

Dear Sirs and Madams:

1. At the request of [insert full Contractor name], we, as Guarantor, hereby undertake to pay to you or your accredited representative on first written demand the sum of [insert sum] or such lesser sum of money as you may by such written demand require to be paid accompanied by your written statement that the Principal identified in paragraph 2 of this Guarantee is in breach of its obligations under the contract identified in paragraph 2, without the need to specify the respect in which the Principal is in breach. Such statement shall be conclusive evidence of your entitlement to payment in the amount demanded, up to the amount of this Guarantee.

2. The amount of this guarantee is [insert sum].

3. This Guarantee shall remain valid from [insert Effective Date] until [Insert date 60 to 180 days from the end of the Initial Term of the Contract]. It is understood that written demand for payment under this Guarantee must be received by the Issuer not later than [Insert date 60 to 180 days from the end of the Initial Term of the Contract].
4. Subject to paragraph 5, below, this Guarantee is governed by the Uniform Rules for Demand Guarantees, ICC Publication No. 758. The supporting statement under Article 15(a) thereof is excluded.

[5. Nothing herein or related hereto: (i) shall be deemed a waiver or any agreement to waive any of the privileges and immunities of the United Nations, or (ii) shall be interpreted or applied in a manner inconsistent with such privileges and immunities.]\(^3\)

Yours faithfully,

For and on behalf of [insert name of issuer bank]  
{Bank’s Official Seal}

____________________________________  
Name, Title

\(^3\)NOTE: This paragraph may need to be amended in accordance with the requirements of the relevant UN Security Management System organization should this document be used by such organization.
ANNEX E

CONTRACTOR’S USE OF FORCE POLICY

Enclose the Contractor’s Use of Force Policy developed by the Contractor.

[REVIEW TO BE COMPLETED ON A [UN MISSION-BY-MISSION] BASIS TO DETERMINE APPLICABLE USE OF FORCE POLICY]
ANNEX F

CONTRACTOR’S WEAPONS MANUAL

Enclose the Contractor’s Weapons Manual developed by the Contractor.

[REVIEW TO BE COMPLETED ON A [UN MISSION-BY-MISSION] BASIS TO DETERMINE APPLICABLE WEAPONS HANDLING PROCEDURES]
Chapter II
UNited Nations Fire Safety Guidelines

Promulgation Date: 28 June 2012
# Contents

I: Fire safety risk assessments ................................................................. 6  
   A. Introduction .................................................................................... 6  
   B. Fire Safety Risk Assessment .......................................................... 6  
   C. Conducting a Fire Safety Risk Assessment ....................................... 7  
      a. Step 1: Identify the hazards within the premises ....................... 9  
      b. Step 2: Identify people at risk ...................................................... 9  
      c. Step 3: Evaluate existing fire safety measures and assess the risk 9  
      d. Step 4: Recommend mitigation measures ................................ 10  
      e. Step 5: Review ........................................................................ 10  

II: Fire safety planning ............................................................................. 11  
   A. Fire Safety Plan ............................................................................. 11  
      a. Purpose ..................................................................................... 11  
      b. Distribution of the Fire Safety Plan .............................................. 11  
      c. Preparing a Fire Safety Plan ....................................................... 11  
   B. Content of the Fire Safety Plan ....................................................... 13  
      a. Section 1: Introduction ............................................................... 13  
      b. Section 2: Definitions ................................................................. 13  
      c. Section 3: General information .................................................. 13  
         i. Building information ............................................................... 13  
         ii. Fire Department information .................................................. 13  
         iii. Fire Safety Unit ................................................................. 14  
         iv. Fire drills ............................................................................. 14  
         v. Training ............................................................................... 14  
      d. Section 4: Control of fire hazards .............................................. 14  
         i. Major fire hazards, maintenance and housekeeping procedures 14  
         ii. Electrical fire hazards ............................................................ 15  
         iii. Protection from lightning ...................................................... 15  
         iv. Portable heaters ................................................................. 16  
         v. Office fire hazards ............................................................... 16  
         vi. Cutting, welding, open flame work and cooking facilities .... 16  
         vii. Flammable and combustible materials ................................. 17  
         viii. Smoking ........................................................................... 19  
         ix. Hazard monitoring and maintenance .................................... 19  
      e. Section 5: Fire safety systems and equipment management and maintenance .. 19  
      f. Section 6: Emergency response and evacuation .......................... 20  
         i. Fire Emergency Organization ................................................. 20  
         ii. Fire Safety Focal Point ............................................................ 20  
         iii. Deputy Fire Safety Focal Point .............................................. 22  
         iv. Fire Wardens and Deputy Fire Wardens ................................. 22  
         v. Building Fire Wardens ........................................................... 22  
         vi. Procedure for reporting fire or other emergency ................... 23  
         vii. Evacuation procedures ........................................................ 23
### Fire Safety and Fire Prevention

#### A. Introduction

#### B. Objectives

#### C. Key fire safety elements

#### D. Fire and Building Codes

#### E. Housekeeping

#### F. Fire prevention inspections and tests

- a. Inspection and testing
- b. Periodic inspections, testing and maintenance by a service contractor

#### G. Training

#### H. Emergency evacuation drills

#### I. Planning

#### J. Participation by occupants

#### K. Unannounced/announced fire drills

#### L. Unobstructed/obstructed means of egress

#### M. Drill utilizing simulation aids and props

#### N. Time and location

#### O. Pre-drill and post-drill notifications

#### P. Fire drills in buildings/facilities not equipped with a fire detection/alarm system

#### Q. Fire drill evaluation

#### R. Violations

#### S. Reporting

#### T. Variances

### Fire Safety Violations and Investigations

#### A. Introduction

#### B. Fire safety violations

- a. Minor
- b. Moderate
- c. Serious

#### C. Fire investigation

### Fire Safety Standards

#### A. Introduction

#### B. Fire Codes

#### C. Variances

#### D. Unsafe buildings or structures

#### E. Standards
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>F.</td>
<td>Risk Assessments</td>
</tr>
<tr>
<td>G.</td>
<td>Fire safety plans and evacuation plans</td>
</tr>
<tr>
<td>H.</td>
<td>Fire Prevention</td>
</tr>
<tr>
<td>I.</td>
<td>Fire Detection and Alarms</td>
</tr>
<tr>
<td>J.</td>
<td>Emergency voice communications</td>
</tr>
<tr>
<td>K.</td>
<td>Fire fighting systems</td>
</tr>
<tr>
<td>L.</td>
<td>Fire blankets</td>
</tr>
<tr>
<td>M.</td>
<td>Portable fire extinguishers</td>
</tr>
<tr>
<td>N.</td>
<td>Use of portable fire extinguishers</td>
</tr>
<tr>
<td>O.</td>
<td>Sprinkler systems</td>
</tr>
<tr>
<td>P.</td>
<td>Standpipe Systems</td>
</tr>
<tr>
<td>Q.</td>
<td>Protection for areas requiring fixed fire suppression systems</td>
</tr>
<tr>
<td>R.</td>
<td>Water</td>
</tr>
<tr>
<td>S.</td>
<td>Fire Protection</td>
</tr>
<tr>
<td>T.</td>
<td>Elevators</td>
</tr>
<tr>
<td>U.</td>
<td>Evacuation – means of egress / escape</td>
</tr>
<tr>
<td>V.</td>
<td>Emergency/Standby Power</td>
</tr>
<tr>
<td>W.</td>
<td>Provisions for physically challenged staff</td>
</tr>
<tr>
<td>X.</td>
<td>Hot-works</td>
</tr>
<tr>
<td>Y.</td>
<td>Fire watches</td>
</tr>
<tr>
<td>Z.</td>
<td>Hazardous material</td>
</tr>
<tr>
<td>AA.</td>
<td>Fire response options</td>
</tr>
<tr>
<td>BB.</td>
<td>Access for fire and rescue equipment</td>
</tr>
<tr>
<td>CC.</td>
<td>Signage</td>
</tr>
<tr>
<td>DD.</td>
<td>Provision of emergency lighting</td>
</tr>
<tr>
<td>EE.</td>
<td>Lightning Protection</td>
</tr>
<tr>
<td>FF.</td>
<td>Occupancy load</td>
</tr>
<tr>
<td>GG.</td>
<td>Camp facilities</td>
</tr>
<tr>
<td>HH.</td>
<td>Tent facilities</td>
</tr>
<tr>
<td>II.</td>
<td>Living accommodation</td>
</tr>
<tr>
<td>JJ.</td>
<td>Clubs, messes and bars</td>
</tr>
<tr>
<td>KK.</td>
<td>Cooking and eating Facilities</td>
</tr>
<tr>
<td>LL.</td>
<td>Workshops and repair garages</td>
</tr>
<tr>
<td>MM.</td>
<td>Storage buildings and facilities</td>
</tr>
<tr>
<td>NN.</td>
<td>Storage of liquid fuels and lubricants and fuel dispensing facilities</td>
</tr>
<tr>
<td>a.</td>
<td>General</td>
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<tr>
<td>b.</td>
<td>Fire prevention for liquid fuels and lubricants</td>
</tr>
<tr>
<td>c.</td>
<td>Selection and location of fire extinguishers</td>
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<tr>
<td>d.</td>
<td>Protection of the environment</td>
</tr>
<tr>
<td>e.</td>
<td>Flammable compressed gases</td>
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</table>
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I. Fire safety risk assessments

A. Introduction

1. For a fire to start, three things are needed:
   a) Heat/energy (hot surfaces, electrical equipment, static electricity, smoking, open flame, friction or abrasion);
   b) Fuel (flammable gases, flammable liquids, flammable solids); and
   c) Oxygen (always present in the air, additional sources from oxidizing substances).

2. If any one of these elements is missing, a fire cannot start. Taking measures to prevent the three elements from coming together will therefore reduce the chances of a fire occurring. Fire can be extinguished by removing, limiting or interrupting one or more of these elements or corrupting the chemical process of combustion.

3. Fire and the smoke containing toxic gases generated by a fire are a significant risk to life. Good management of fire safety is essential to ensure that fires are unlikely to occur; if they do occur that they are detected forthwith, likely to be controlled or contained quickly, effectively and safely; or, if a fire does occur and grow, that everyone in the premises is able to escape to a place of total safety quickly and easily in a controlled and organized manner.

B. Fire Safety Risk Assessment

4. A Fire Safety Risk Assessment must be completed by, or under the direction of, the Fire Safety Focal Point (FSFP) for each site to help ensure that fire safety procedures, fire prevention measures and fire precautions (plans, systems and equipment) are all in place and working properly at all times. The risk assessment should identify any issues that need attention. Although all issues should be addressed, resource constraints usually do not allow this to happen all at once. Risk assessments are used to establish priorities so that the most dangerous situations are addressed first. A template for recording the Fire Safety Risk Assessment is provided at annex I.

5. A Fire safety risk assessment is a methodical look at the premises, the activities carried out there (including materials, substances and machinery) and the likelihood that a fire could start and cause harm to those in and around the premises. The aims of a Fire Safety Risk Assessment are:
   a) To identify potential and actual fire hazards;
   b) To reduce the risk of those hazards causing harm to as low a level as reasonably practicable;
c) To decide what physical fire precautions and management arrangements are necessary to ensure the safety of persons in the premises and the protection of high value assets if a fire does occur.

6. A **hazard** is anything that has the potential to cause harm. Hazards are evaluated in terms of the likelihood that a problem may occur and the damage it might cause. A **risk** is the chance of that harm occurring. From this evaluation a risk level is established using a risk analysis table (see figure 2 below).¹

**Figure 2**

<table>
<thead>
<tr>
<th>Risk analysis table</th>
<th>Negligible</th>
<th>Minor</th>
<th>Moderate</th>
<th>Severe</th>
<th>Critical</th>
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</thead>
<tbody>
<tr>
<td>Likelihood</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Very likely/ imminent</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>Very High</td>
<td>Un-acceptable</td>
</tr>
<tr>
<td>Likely</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>Very High</td>
</tr>
<tr>
<td>Moderately likely</td>
<td>Very low</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Very low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Very unlikely</td>
<td>Very low</td>
<td>Very low</td>
<td>Very low</td>
<td>Low</td>
<td>Low</td>
</tr>
</tbody>
</table>

**Likelihood**: The likelihood of a fire occurring taking into consideration the hazards identified during the review.

**Impact**: The probable impact if there is a fire.

**C. Conducting a Fire Safety Risk Assessment**

7. Every site and premises occupied by a United Nations organization is required to have an up-to-date written Fire Safety Risk Assessment. The FSFP in each organization is responsible for conducting the assessment or ensuring that it is completed by a competent person. Figure 3 below shows the five steps that need to be taken to complete a fire risk assessment.

### FIRE SAFETY RISK ASSESSMENT OUTLINE

#### 1 Identify the fire hazards:
- Sources of heat (sources of ignition)
- Sources of fuel
- Sources of oxygen

#### 2 Identify people and significant assets at risk:
- People in and around the premises
- People that are particularly at risk
- High value assets

#### 3 Evaluate existing fire safety measures and assess the risk
- Escape routes
- Lighting and signage
- Fire containment
- Lightning protection
- Detection and warning
- Fire fighting equipment
- Staff training and fire drills
- Management and fire safety policy
- Cooperation and coordination with building owners
- Fire fighting capacity

Assess the risk of a fire occurring

#### 4 Recommend mitigation measures
Recommend and implement mitigation measures in order of priority
- Inform and instruct relevant people; cooperate and coordinate with others
- Provide training
- Prepare/update fire safety and evacuation plans

#### 5 Review
Keep assessment under review
- Revise when necessary
- Inspect and review at least annually

Remember to keep your fire safety risk assessment under review

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8. A Fire Safety Risk Assessment will help to determine the likelihood of a fire starting in a location and the dangers from fire faced by people at the location or in the immediate vicinity.

9. Information for the assessment will come from employees, colleagues and representatives, from people who have responsibility for other parts of the building and from structural and building related documentation (permits, certificates etc).
For leased premises, the input and support of the building owner or manager is essential. An inspection of the premises will be necessary to provide the required details. The “Fire Safety Inspection Form” (see template at annex II) should be used to gather and record detailed information for the assessment.

10. It is important to carry out a fire safety inspection in a practical and systematic way and to allocate enough time to do the task properly. The whole premises should be taken into account, including outdoor locations and any rooms and areas that are rarely used. Small premises may easily be assessed as a whole. For larger premises it may be helpful to divide the location into a series of assessment areas using natural boundaries.

11. Once the fire safety inspection has been completed and information recorded on the “Fire Safety Inspection Form” (annex II) the assessment should be completed using the “Record of Fire Safety Risk Assessment” (annex I) and the following steps:

a. **Step 1: Identify the hazards within the premises**

12. Identify sources of:

   a) Ignition, such as open flames, heaters, hot works, power-driven machinery developing high temperatures and/or emitting sparks, or some commercial processes;

   b) Fuel, such as built-up waste, display materials, textiles or overstocked products, storage and utilization of materials/substances, stored items including potentially hazardous materials and substances;

   c) Oxygen, such as air conditioning or medicinal or commercial oxygen supplies, oxidizing agents and substances/materials contributing to combustion.

b. **Step 2: Identify people at risk**

13. Identify people who may be especially at risk such as:

   a) People working close to potential hazards and performing processes involving potentially hazardous materials/substances, tools and machinery;

   b) People working alone or in isolated areas (such as in roof spaces or storerooms);

   c) Children or parents with babies, the elderly or infirm and people who are physically or mentally challenged and all individuals not familiar with the premises and emergency procedures.

c. **Step 3: Evaluate existing fire safety measures and assess the risk**

14. Evaluate the level of risk for the premises. To effectively evaluate the risk it will be necessary to assess the adequacy of existing fire safety measures including:

   a) Escape routes;
b) Lighting and signage;

c) Fire containment measures;

d) Lightning protection;

e) Detection and warning equipment;

f) Fire fighting equipment;

g) Staff training and fire drills;

h) Management and fire safety policy;

i) Cooperation and coordination with building owners;

j) Fire fighting capacity.

15. Assess the risk of a fire by considering the likelihood that a fire will occur and the impact a fire would have in terms of human, operational and financial costs to the organization.

**d. Step 4: Recommend mitigation measures**

16. Those hazards which pose the highest level of risk should be mitigated first; however other risks should be mitigated concurrently if the means and resources are available. Fire hazards should be removed or reduced and fire mitigation measures enhanced in order to reduce the identified risk. After introducing mitigation measures to reduce the risk as far as possible, the risk that is left (residual risk) should be assessed to determine whether it is acceptable or whether there are any further measures that should be taken to provide an adequate level of fire safety.

**e. Step 5: Review**

17. The risk assessment should be reviewed and updated as changes that may affect the assessment occur. In any event, a full inspection and review of the assessment should be conducted annually.
II. Fire safety planning

A. Fire Safety Plan

a. Purpose

1. A Fire Safety Plan covers designated actions that must be taken by those with key responsibilities, staff and visitors in the event of a fire. As a comprehensive management tool, the Fire Safety Plan will identify the types and locations of fire protection, alarm systems and suppression equipment; detail staff appointments and responsibilities; indicate training needs; graphically display fire escape routes, emergency exits and safe assembly areas; indicate emergency alarms, evacuation drills, telephone numbers and other essential means of communication; and identify general procedures to be followed.

2. The main objective of the Fire Safety Plan is to provide a safe environment for the occupants of the facility by:
   a) Controlling fire hazards at the facility;
   b) Ensuring that fire protection systems (especially monitored fire detection and alarm systems) and firefighting equipment are maintained, fully operational and effective and sufficient organizational means to react to fire incidents are in place;
   c) Ensuring safe, timely and effective evacuation from the premises and/or hazardous areas in the event of a fire or emergency;
   d) Establishing fire safety regulations binding for all staff and other personnel within the premises.

b. Distribution of the Fire Safety Plan

3. Full copies of the Fire Safety Plan should be distributed to the facility owner/manager, Organization Country Representative, Security Focal Point, Chief Security Adviser (CSA), Security Adviser (SA) and all organizational units/sections that have a role to play in emergency response. Subject to local circumstances and security considerations, a copy of the Plan may be provided to the local Fire Department.

4. Extracts from the Plan, such as related policies and procedures, access limitations and staff obligations must be distributed to all staff upon assuming duties and refresher briefings should be held at least annually.

c. Preparing a Fire Safety Plan

5. This section outlines what should be included in a Fire Safety Plan. This is a guide and may be adapted and rearranged to meet the specific situation at the facility to which the Plan applies. Annex III provides a sample template which may be used as
a guide in preparing a Plan, but the template plan must be adapted so that it is specific and relevant to the site/organization.

6. A Fire Safety Plan is a mandatory requirement for all United Nations premises.

7. Fire Safety Plans should include the information indicated in the headings in Figure 4 below:

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**Figure 4**

<table>
<thead>
<tr>
<th>1</th>
<th>Introduction</th>
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<tbody>
<tr>
<td></td>
<td>- Objectives</td>
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<tr>
<th>2</th>
<th>Definitions</th>
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<tr>
<th>3</th>
<th>General information</th>
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<td></td>
<td>- Facility information</td>
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<td></td>
<td>- Fire service information</td>
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<td>- Emergency contacts (extensions, call signs, etc.)</td>
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<td></td>
<td>- UN fire safety unit information (if applicable)</td>
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<td>- Fire drills</td>
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<td>- Training requirements</td>
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<tr>
<th>4</th>
<th>Control of fire hazards</th>
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<tr>
<td></td>
<td>- Major hazards, maintenance and housekeeping</td>
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<td></td>
<td>- Hazard monitoring and control</td>
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<td>- Fire safety policies and procedures</td>
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<tr>
<th>5</th>
<th>Monitoring and maintenance of fire protection systems</th>
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<tr>
<td></td>
<td>- Fire safety systems and equipment maintenance and inspection/certification</td>
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<th>6</th>
<th>Emergency response</th>
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<tr>
<td></td>
<td>- Overview</td>
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<td></td>
<td>- Fire and Emergency Organization (FEO)</td>
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<td></td>
<td>- Procedure for reporting fire or other emergency</td>
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<td>- Evacuation procedures</td>
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<tr>
<td></td>
<td>- Site plans</td>
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<td>- Floor plans</td>
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<th>7</th>
<th>Annexes</th>
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<td></td>
<td>- Site plans</td>
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<td>- Floor plans</td>
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<td></td>
<td>- “In Case of Fire”</td>
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<tr>
<td></td>
<td>- Fire Protection Plans indicating all detection, alarm and suppression-related systems and their components</td>
</tr>
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</table>
B. Content of the Fire Safety Plan
   
   a. Section 1: Introduction

   8. This section provides an introduction to the Fire Safety Plan and the objectives of the Plan and may provide an overview of the emergency evacuation procedures applicable to the facility.

   b. Section 2: Definitions

   9. Provide definitions of key terms used in the Fire Safety Plan to ensure readers have a clear understanding of what the Plan is referring to. In providing definitions it is essential to use terms and definitions applicable to the location of the facility. For example in defining classes of fire (Class A, B, C, etc) there are regional variations in definitions. Apply the definition used by the host country fire code or in the region of the host country if there is no country fire code. Also take into consideration the design and description on existing fire extinguishers (to avoid potentially dangerous misinterpretation of fire classes).

   c. Section 3: General information

   i. Building information

   10. This section should contain a general description of the building and should include as much information as possible, such as access to the building, building height, distance from other buildings, type of ownership and control (leased, owned), age of building, major occupancy types (office, residential, commercial), construction type/structure (timber, steel, brick, concrete block, poured concrete), type of roof, building protection from lightning, stairs and corridors (width), core hours for the facility, overview of fire safety features (automatic sprinklers, fire alarm system, emergency power, compartmentalization, lighting, elevators for fire fighters, smoke/flame/heat detector controls, gas detection systems, etc.), refuge areas, areas requiring access restrictions (e.g. flammable liquid storage, electrical system main-boards, etc.), and the number of employees.

   ii. Fire Department information

   11. Provide details of the local fire service that will respond to calls in an emergency. It is in the interest of the organization for the FSFP to liaise closely with the fire service to ensure an effective response in an emergency. The Plan should detail any local fire service requirements, which may include some of the requirements discussed below.

   12. In some locations the local fire code may provide the fire service with the authority to review and approve Fire Safety Plans. The fire service may require or recommend changes to procedures, organization and systems, and may have the authority to determine the method of evacuation (total, voice-controlled, etc).

   13. In most locations, in the event of an alarm, the responding fire service is in charge of
fire suppression and post-event safety measures and only the officer-in-charge of the fire service can authorize the fire alarm system to be reset and declare the facility/area clear and safe for the occupants to re-enter. This section should cover this point, and if authority does not lie with the head of the fire service should clearly indicate where the authority does lie.

14. Make sure to properly specify the location where the Fire Department will be met by assigned personnel (carrying communication tools, required keys, etc.) on arrival at the facility in the event of an emergency and any obstacles which may impede access. The Plan must make provision for unobstructed access to the premises and unobstructed routes through the premises for fire appliances and other emergency response vehicles.

iii. Fire Safety Unit

15. If the facility has a dedicated Fire Safety Unit, provide details of the officer-in-charge, the mandate and the fire-fighting capacity of the unit.

iv. Fire drills

16. Detail the required minimum fire drills per year. At least two fire drills are required. Generally all occupants should participate in fire drills unless specifically exempted. Fire drills should be pre-planned. This section should outline who must be given advance notice of fire drills and who should participate in planning (e.g. building owners, fire department). Also include when a “lessons learned” debrief session will be held following drills. Fire and safety drills and briefings are to be documented.

v. Training

17. Specify the frequency at which all occupants will be reminded of their responsibility in case of a fire, as well as how frequently the fire emergency organization (fire wardens, security personnel, etc) will meet. The minimum in both cases is annually.

18. In some occupancy assembly settings where occupants are unfamiliar with the building, the Fire Safety Plan should make provisions for fire safety briefings at the commencement of assembly sessions. Provision should be made for audible evacuation announcements in the event of alarm activation (the evacuation message should be at least in the local language and English). Information about emergency procedures, escape routes and fire exits should also be accessible and visible on wall map information panels. Staff/personnel familiar with the site are to be assigned evacuation warden functions.

d. Section 4: Control of fire hazards

i. Major fire hazards, maintenance and housekeeping procedures

19. Provide details of the fire hazards relevant to the facility and the applicable general housekeeping procedures for the maintenance and control of these hazards.
20. The following paragraphs address the major workplace fire hazards common to many facilities. Hazards specific to the facility should also be included together with relevant control measures.

*ii. Electrical fire hazards*

21. Electrical system failures and the misuse/unauthorized manipulation of electrical installations and equipment are leading causes of workplace fires and accidents. Fires can result from loose or corrupted ground connections and/or cabling, wiring with frayed insulation, or overloaded fuses, circuits, motors or outlets, as well as from exposure of these to the environment (direct sunlight, dust, rain).

22. To prevent electrical fires, employees shall:

   a) Make sure that worn wires are replaced;

   b) Use only appropriately rated fuses;

   c) Never use extension cords as substitutes for wiring improvements;

   d) Use only approved extension cords, e.g. list the approved extension cords labels applicable to the country;

   e) Check wiring in hazardous locations where the risk of fire is especially high;

   f) Check electrical equipment to ensure that it is either properly grounded or double insulated;

   g) Ensure adequate spacing while performing maintenance;

   h) Refrain from using any electrical devices or components that have not been provided by the organization or approved by the electrical engineer and the FSFP;

   i) Refrain from manipulating/tampering with any electrical device.

*iii. Protection from lightning*

23. Lightning associated with thunderstorms and bad weather generates a variety of fire hazards. The massive power of lightning’s electrical charge and intense heat can induce destructive power surges through building electrical systems, burn holes in gas piping, explode brick and roofing materials, ignite combustible/flammable substances and cause building fires.

24. To ensure adequate protection from lightning:

   a) Lightning protection systems are to be professionally installed;

   b) Ensure that all persons designing, installing, testing, modifying, repairing or maintaining lightning protection system are licensed/certified;
c) Ensure that lightning protection systems are regularly inspected, maintained and tested. Special attention must be paid to the grounding connection;

d) Occupants should not tamper with, cover, obstruct or alter professionally installed lightning protection systems;

e) Any damage must be promptly reported.

iv. Portable heaters

25. All portable heaters shall be approved by a designated person/unit (preferably an electrician and the FSFP). Portable electric heaters should have tip-over protection that automatically shuts off the unit when it is tipped over. There must be adequate distance between the heater and combustible furnishings or other materials at all times.

v. Office fire hazards

26. Fire hazards are common in office space due to the frequency of use of electrical items and the prevalence of combustible materials.

27. Some measures to prevent office fires include:

   a) Use only approved appliances and devices;

   b) Avoid overloading circuits with office equipment;

   c) Turn off non-essential electrical equipment at the end of each workday;

   d) Keep storage areas clear of rubbish;

   e) Ensure that extension cords are not placed under carpets;

   f) Ensure that trash and paper set aside for recycling is not allowed to accumulate.

vi. Cutting, welding, open flame work and cooking facilities

28. Effective management of hazards related to cutting, welding, open flame work and cooking should be assigned to a responsible person who will ensure:

   a) All necessary hot work permits have been obtained prior to work beginning;

   b) Cutting and welding are done by authorized personnel in designated cutting and welding areas whenever possible;

   c) Adequate ventilation is provided;

   d) Torches, regulators, pressure-reducing valves and manifolds are UL\textsuperscript{2} listed or

\textsuperscript{2} See www.ul.com.
FM\textsuperscript{3} approved;

e) Oxygen-fuel gas systems are equipped with listed and/or approved backflow valves and pressure-relief devices;

f) Cutters, welders and helpers are wearing eye protection and protective clothing as appropriate;

g) Cutting or welding is prohibited in areas covered by a sprinkler system while sprinkler protection is out of service;

h) Cutting or welding is prohibited in areas where explosive atmospheres of gases, vapours or dusts could develop from residues or accumulations in confined spaces;

i) Cutting or welding is prohibited on metal walls, ceilings or roofs built of combustible sandwich-type panel construction or having combustible covering;

j) Confined spaces such as tanks are tested to ensure that the atmosphere is not over 10 per cent of the lower flammable limit before cutting or welding in or on the tank;

k) Small tanks, piping or containers that cannot be entered are cleaned, purged, and tested before cutting or welding on them begins;

l) A fire watch has been established;

m) Special care should be taken if heat is used in conjunction with flammable materials in cooking, such as gas, oils and fats;

n) Ducts serving food grinders, cookers and ovens should be kept clean to avoid a build-up of grease.

\textit{vii. Flammable and combustible materials}

29. Certain types of substances can ignite at relatively low temperatures and/or pose a risk of catastrophic explosion if ignited. Such substances obviously require special care and handling. A qualified/certified person should be designated to regularly evaluate the presence of combustible materials and ensure that effective control measures as listed below are in place.

\textbf{Class A combustibles}

30. These include common solid combustible materials (wood, paper, cloth, rubber and plastics) that can act as fuel and are found in non-specialized areas such as offices. To handle Class A combustibles safely:

a) Dispose of waste daily;

\textsuperscript{3} See www.fmglobal.com.
b) Keep trash in metal-lined receptacles with tight-fitting covers (metal wastebaskets that are emptied every day do not need to be covered);

c) Keep work areas and movement areas clean and free of fuel paths that could allow a fire to spread;

d) Keep combustibles away from ignition sources, such as hot plates, soldering irons, heaters, heat-emitting electrical appliances or other heat or spark producing devices;

e) Store paper stock in closed metal cabinets;

f) Store rags in metal bins with self-closing lids;

g) Do not order/store excessive amounts of combustibles;

h) Make frequent inspections to anticipate fires before they start.

31. Water, multi-purpose dry chemical (ABC), foam and carbon dioxide are approved fire extinguishing agents for Class A combustibles.

**Class B combustibles**

32. These include flammable and combustible liquids (oils, greases, tars, oil-based paints and lacquers), flammable gases, and flammable aerosols. To handle Class B combustibles safely:

a) Use only approved pumps, taking suction from the top, to dispense liquids from tanks, drums, barrels or similar containers (or use approved self-closing valves or faucets);

b) Do not dispense Class B flammable liquids into containers unless the nozzle and container are electrically interconnected by contact or by a bonding wire. Either the tank or container must be grounded;

c) Store, handle and use Class B combustibles only in approved locations where vapours are prevented from accumulating and reaching ignition sources such as heating or electric equipment, open flames or mechanical or electric sparks;

d) Do not use a flammable liquid as a cleaning agent inside a building (the only exception is in a closed machine approved for cleaning with flammable liquids and in conformity with manufacturers’ safety instructions);

e) Do not use, handle or store Class B combustibles near exits, stairs or any other areas normally used as exits;

f) Do not weld, cut, grind or use unclassified electrical appliances or equipment

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4 These items are listed as Class B combustibles under North American standards. European Union standards list them under Class C.
near Class B combustibles;

g) Do not generate heat or allow an open flame or smoking near Class B combustibles;

h) Know the location of and how to use the nearest portable fire extinguisher rated for Class B fires.

33. Water should not be used to extinguish Class B fires caused by flammable liquids. Water can cause the burning liquid to spread, making the fire worse. To extinguish a fire caused by flammable liquids, remove the air from around the burning liquid.

34. The following fire-extinguishing agents are approved for Class B combustibles:

a) Carbon dioxide;

b) Multi-purpose dry chemical (ABC, BC);

c) Foam (AB).

viii. Smoking

35. Smoking is prohibited in all United Nations buildings. Certain outdoor areas may also be designated as no smoking areas.

a) The areas in which smoking is prohibited outdoors are identified by NO SMOKING signs;

b) Sufficient and suitably placed ashtrays or bins are to be provided in smoking areas and should be emptied regularly. Ashtrays and bins should not be emptied into containers which can be easily ignited or with general rubbish;

c) Authorized open smoking areas should be inspected at regular intervals to ensure that safety measures are not breached.

ix. Hazard monitoring and maintenance

36. Fire hazards are identified in the Plan because they pose a risk and require control measures. A table in the Fire Safety Plan identifies personnel responsible for specific maintenance, inspection, testing and housekeeping activities for controlling fuel and other fire safety hazards.

e. Section 5: Fire safety systems and equipment management and maintenance

37. This section provides a list of all fire prevention, life safety and fire control systems including make and model (where applicable) and provides the name and contact details of the entity responsible for maintenance. Where possible the daily, weekly, monthly, semi-annual and annual requirements for various equipment, inspection, testing and maintenance should be provided.
38. The list should include fire/smoke/flame detection, alarm systems, extinguishers, fixed extinguishing systems, fire hoses, hydrants, fire fighting appliances, personal protection equipment, signage, exits, emergency power systems, intercommunication systems, electromagnetic locking devices, elevators, smoke/heat venting equipment, smoke control measures, fire pumps, water tanks and any other relevant equipment.

**f. Section 6: Emergency response and evacuation**

39. This section sets out the emergency response and evacuation procedures established under the Evacuation Plan including:

   a) The Fire Emergency Organization (FEO);
   b) Procedure for reporting fire or other emergency;
   c) Evacuation procedures;
   d) Site plan showing escape routes, exits, assembly point(s), fire suppression devices and installations, hydrants, etc., and routes/spaces for fire service and emergency responders;
   e) Floor plans showing exits, evacuation routes, safe rooms, fire compartments, extinguishers and blankets, fire hoses and manual alarm boxes.

**i. Fire Emergency Organization**

40. In this section, detail the organizational structure for responding to a fire emergency at the facility. This section should include the name and contact information for key positions, which will include the FSFP, Building Fire Warden/s and Fire Wardens. If the Fire Emergency Organization has other key positions, the above information should also be recorded for each position.

41. A procedure should be established for the selection and appointment of Fire Wardens and Building Fire Wardens. This procedure may be included in the Fire Safety Plan.

42. Include a description of the duties, responsibility and authority for the key functions including the FSFP, Fire Wardens and Deputy Fire Wardens and Building Fire Wardens. The generic description of duties is provided below.

**ii. Fire Safety Focal Point**

43. The FSFP is responsible for coordinating fire safety for the organization in-country including:

   a) Coordinating fire safety issues with facilities managers/owners, host country authorities and organization management.
   b) Coordinating fire safety inspections, fire safety risk assessments and recommending remedial fire safety measures.
c) Preparing the Fire Safety Plan and Emergency Evacuation Plan.

d) Nominating and training fire wardens as part of the Fire Safety Plan.

e) Ensuring that a competent certified entity conducts periodic maintenance of fire safety and fire fighting systems, where available.

f) Rehearsing the building evacuation plans through regular drills as required by United Nations Minimum Operating Security Standards.

g) Briefing and training personnel on fire safety.

h) Monitoring adherence to fire safety policy.

i) Advising management on all aspects of fire safety.

j) In the event of a fire or an emergency evacuation, providing supervision and coordination in accordance with the Fire Safety Plan and Emergency Evacuation Plan.

44. In the event of a fire and/or emergency evacuation, providing qualified supervision and coordination in accordance with the fire Safety Plan and Emergency Evacuation Plan as outlined below:

a) Ensuring that the fire department/fire unit has been notified of the fire/fire alarm/emergency and that responders are en route;

b) Maintaining a presence at the designated fire control centre or (if qualified and equipped with personal protection equipment) at the scene;

c) Coordinating response activities (if internal and external responders are engaged);

d) Coordinating evacuation in accordance with the Evacuation Plan;

e) Providing to the fire department/fire unit a situation report (SITREP) and guidance on arrival.

45. After an evacuation:

a) Receiving a report from the Building Fire Warden once the building has been evacuated;

b) When the fire department or other authorized unit has cleared the facility and authorized occupants to return, the FSFP performs or initiates a final safety inspection, gives the “all clear” and authorizes the return to the facility or portions that have been cleared.
iii. Deputy Fire Safety Focal Point

46. The Deputy FSFP is subordinate to the FSFP and performs the duties of the FSFP in his/her absence and supports the FSFP as required.

iv. Fire Wardens and Deputy Fire Wardens

47. Each floor/designated area shall be under the direction of a team of Fire Wardens that have responsibility for the evacuation of occupants in the event of fire or other emergencies. Fire Wardens have the following responsibilities:

a) Each Fire Warden shall be familiar with the Fire Safety Plan, the location of exits and the location and operation of manually operated fire alarm devices;

b) When an alarm sounds, the Wardens shall put on their red cap/helmet (or item of clothing issued to identify them as wardens);

c) Begin to direct occupants to the nearest emergency exits, inform them of the location of the Assembly Point and direct them go there once they have vacated the premises;

d) If the Fire Safety Plan has provisions for partial evacuation, then evacuation from other floors shall be carried out when instructions are received from the FSFP (or delegate as provided for in the Evacuation Plan) or when conditions dictate such action;

e) The Fire Wardens shall be the last persons to evacuate their area making a quick check of rest rooms and closing doors as they proceed to the exits;

f) In the event of an occupant’s refusal to evacuate, the Fire Wardens should not attempt to remove anyone forcibly. The Fire Wardens shall report this to the Building Fire Warden;

g) Fire Wardens shall have available details of occupants on their floor with disabilities that cannot use fire stairs unaided. When evacuating the floor, arrangements must be made to assist persons with disabilities to evacuate the premises/scene to a safe area;

h) Once clear of the building, the Fire Warden must report to the Building Fire Warden at the assembly point stating that the floor is clear, or provide details of any persons refusing to evacuate.

v. Building Fire Wardens

48. The Building Fire Warden shall be fully conversant with the Fire Safety Plan and has the following responsibilities:

a) When an alarm sounds, the Building Fire Warden shall put on a white cap/helmet (or item of clothing issued to identify him/her as the Building Fire Warden),
evacuate the building and move to the assembly area;

b) The Building Fire Warden shall receive and note reports from successive Fire Wardens as they arrive at the assembly area;

c) Once all floors/areas have been accounted for the Building Fire Warden shall report those findings to the FSFP, except for situations requiring immediate action (such as refusal to evacuate), which must be communicated forthwith.

vi. Procedure for reporting fire or other emergency

49. This subsection covers alert and notification requirements including

a) Action on discovery of a fire;

b) Sounding the alarm;

c) Notifying the fire unit/department and/or other relevant response units.

50. A list of all relevant emergency contact numbers should be provided.

vii. Evacuation procedures

51. This section covers the facility Evacuation Plan which includes:

a) Description of emergency alarm/voice communication system and instructions to occupants on procedures to be followed when the alarm sounds;

b) Emergency egress or escape routes and whether full or partial facility evacuation is required;

c) Location of designated assembly areas;

d) Instructions and special provisions for persons requiring assistance;

e) Location of “safe rooms”;

f) Procedures for the use of elevators during evacuation;

g) Confining, controlling and extinguishing the fire. Instructions that occupants are only to attempt to extinguish a fire if they are experienced with fire extinguisher use, the fire is still small, they are not putting themselves at risk, extinguishers are readily available and safe escape is guaranteed;

h) Procedures for verifying that all staff have been evacuated and accounted for;

i) Instructions on when and how the “all clear” will be given.

g. Section 7: Site plans
52. Site plans for the facility should include:

a) An up-to-date plan of the facility as a whole, and for all structures and levels thereof, designated areas for the storage and use of potentially hazardous materials/substances, and potentially hazardous areas and installations (main electricity switchboards/panels, gas-pipes, etc.);

b) Occupancy assembly point;

c) Locations of fire hydrants and fire extinguishers;

d) Access routes and designated areas for fire department and other emergency response vehicles.

h. Section 8: Floor plans

53. Floor plans should identify the locations of the following:

a) Exits/emergency exits;

b) Horizontal and vertical escape (corridors, stairs, evacuation fire lifts, ramps);

c) Primary evacuation routes;

d) Secondary evacuation routes;

e) Accessible egress routes;

f) Areas of refuge;

g) Manual fire alarm boxes and emergency communication devices;

h) Portable fire extinguishers;

i) Occupant-use hose stations;

j) Fire alarm annunciators and controls;

k) Areas and installations classified as potentially hazardous;

l) First aid equipment and evacuation aids (evac-chairs, stretchers, etc.).

C. Emergency Evacuation Plan

a. Purpose

54. The purpose of an Evacuation Plan is to establish a systematic method for evacuating a building in the event of a fire or other emergency. No plan, or a poorly prepared plan, may lead to a disorganized evacuation in an emergency and the resulting confusion could result in injury, loss of life and property damage. It is of utmost
importance that the Plan is tested at least twice annually and shortcomings are rectified.

b. Objective

55. The Evacuation Plan aims to increase the preparedness of staff to ensure a rapid and safe evacuation to the designated assembly in a safe location. The Evacuation Plan provides information for occupants on:

a) Location of exits and emergency exits;

b) Location of the door/window keys;

c) Location of primary and secondary evacuation routes;

d) Location of assembly areas;

e) Clear and direct procedures for evacuation;

f) Responsibility of the Fire and Emergency Organization members and the staff.

56. To ensure the Plan is effective:

a) The Plan should be disseminated to all staff;

b) Staff should be trained and briefed on evacuation procedures;

c) Every new staff member should be provided a copy of the Plan, briefed on the evacuation procedures, provided a guided tour of the escape routes and assembly areas and introduced to his/her fire wardens;

d) Visitors attending conferences and meetings or present for other reasons should be briefed on the location of escape routes and doors since they may need to participate in an evacuation at any time;

e) Occupants and staff with Fire and Emergency Organization functions should be aware of their responsibilities and participate in refresher training/briefings regularly and upon changes to the Plan;

f) Regular emergency evacuation drills should be held.

c. Designated staff authorized to order evacuation

57. In the case of a fire where an alarm is activated, evacuation will normally be an automatic response to a fire alarm, unless alternative measures are in place for the facility. In other emergencies requiring a decision to evacuate, a designated staff member should be delegated authority to order an evacuation. (This may be the Security Focal Point, Head of Agency, FSFP, Commander of the Fire Unit, etc).

d. Outline of evacuation procedures
58. An outline of the general evacuation procedure and the means of notification of evacuation should be included in the Plan. The evacuation message should be communicated in such a way that all the personnel present in the premises can hear it, e.g., activation of a fire alarm system, use of the public address system, loud hailers, shouting, etc. The message should be clear and repeated several times; it should state the requirement for evacuation, areas to be evacuated and the location of the assembly area(s).

59. The key elements which should be included in the Evacuation Plan are detailed in figure 5.

**Figure 5**

**EVACUATION PLAN OUTLINE**

<table>
<thead>
<tr>
<th>1</th>
<th>Introduction</th>
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<tr>
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<td>- Objectives</td>
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<td>- Emergencies which may require evacuation</td>
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<tr>
<th>2</th>
<th>Evacuation Procedure</th>
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<td>- General building evacuation procedure</td>
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<td>- Evacuation instructions</td>
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<td>- Procedure for persons needing assistance</td>
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<td>- Safe rooms</td>
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<td>- Assembly area</td>
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<th>3</th>
<th>Responsibilities – Fire Emergency Organization</th>
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<td>- Staff</td>
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<td>- Fire Safety Focal Point</td>
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<td>- Fire Wardens</td>
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<td>- Building Fire Warden</td>
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<td>- Other (Security etc)</td>
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<th>Site Information</th>
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<td>- Assembly areas</td>
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<td>- Safe rooms</td>
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<td>- Fire Safety Focal Point and Deputy FSFP</td>
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<td>- Fire Wardens and Deputy Fire Wardens</td>
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<th>5</th>
<th>Annexes:</th>
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<td></td>
<td>- Site plan showing assembly areas.</td>
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<td>- Floor plans showing escape routes, emergency exits etc.</td>
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<td>- “IN CASE OF FIRE or EMERGENCY”</td>
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</table>

60. An evacuation plan template is provided in annex IV as a guide to assist in the preparation of an Emergency Evacuation Plan. This is a generic template and must be adapted to the facility.
e. Persons needing assistance

61. Provision must be made in the Evacuation Plan for persons needing assistance. Depending on the nature of the facility, it may be necessary to designate fire “safe rooms” on each floor. These, unless otherwise specified, are rooms designed to withstand fire and its side effects (heat and smoke) for at least 90 minutes, that are easily accessible to individuals with limited mobility, have closeable fire doors, are equipped with reliable and redundant means of communication, have windows of appropriate size to the outside which can be easily opened, and will be checked by Fire Wardens.

f. Conclusion and summary

62. Having effective Fire Safety and Emergency Evacuation Plans is essential to ensure effective management of fire safety and provide safe procedures for evacuation in an emergency. Keeping plans simple, maintaining staff awareness and training and regular fire drills are key elements for emergency preparedness. Plans must be evaluated for their effectiveness during drills and updated regularly.
III. Fire safety and fire prevention

A. Introduction

1. Fire safety refers to precautions that are taken to prevent or reduce the likelihood of a fire that may result in death, injury, property damage or hinder programme delivery, alert those in a structure to the presence of a fire in the event one occurs, better enable those threatened by a fire to safely evacuate and reduce the damage caused by a fire. Fire safety measures include those that are planned during the construction of a building or implemented in structures that are already standing, and those that are taught to occupants of the building.

2. Threats to safety caused by fire are referred to as “fire hazards”. A fire hazard may include any situation that increases the likelihood that a fire may start or may impede escape in the event a fire occurs. As discussed in part I, the risk assessment identifies fire hazards and recommends mitigation measures to reduce the fire hazards. The Fire Safety Plan details the required actions to control fire hazards, in order to reduce the impact should a fire occur and enable those threatened by fire to safely evacuate or escape.

B. Objectives

3. The objectives of fire safety and fire prevention are first, protecting lives, second, preventing property damage, and third, protecting United Nations operations by preventing fires and limiting damage or loss.

C. Key fire safety elements

4. Some key elements of an effective fire safety programme include:
   a) Compliance with applicable fire and building codes;
   b) Effective housekeeping;
   c) Inspections and testing;
   d) Training of staff;
   e) Regular evacuation drills;
   f) Acting on fire safety violations;
   g) Continuous monitoring, evaluation and improvement.

D. Fire and building codes

5. Building construction and maintenance should be compliant with the local building
and fire codes.\(^5\) Building and fire codes provide detailed standards which must be complied with and provide measures aimed at preventing fires and reducing the impact if a fire occurs.

6. A typical fire safety code includes administrative sections about the rule-making and enforcement process, and substantive sections dealing with fire suppression equipment, particular hazards such as containers and transportation for combustible materials, and specific rules for hazardous occupancies, industrial processes and exhibitions.

7. Sections of the fire safety code may establish requirements for obtaining permits and specific precautions required to remain in compliance with a permit. Once a permit is issued, the same authority (or another delegated authority) may inspect the site and monitor safety during work, with the power to halt operations when unapproved practices are observed or when unforeseen hazards arise.

8. Where a local fire code exists it is the responsibility of the FSFP to liaise with host country fire safety officials to ensure that code provisions are complied with.

9. In the absence of a national fire code and/or building codes specifying fire safety standards, the FSFP may be guided by the base level standards contained in these Guidelines. More detailed guidance may be found in fire codes which have international recognition. It should be noted that there is no single internationally recognized fire code. In most cases geographical location will assist in determining which code may be most applicable. A list of some internationally recognized fire codes is contained in annex VIII (See also chapter V, “Fire codes”).

10. The local fire code may contain provisions relating to some of the fire safety elements below which must be complied with, e.g., the code may specify the requirement for fire evacuation drills, system/device inspection and testing more frequently than the minimum standard as set by these guidelines. Where this is the case, the local fire code provisions must be complied with.

E. Housekeeping

11. Recognition and prompt correction of general hazards that can be addressed through thorough housekeeping is essential to fire safety efforts. An area or site-specific checklist, targeting known or anticipated housekeeping issues and fire hazards should be developed for each department, section and unit. Housekeeping inspections should be documented and corrective action taken on all discrepancies noted.

12. Non-essential combustible materials must be identified and removed from the workplace to reduce the potential for fire (limit quantities to those required for average daily use).

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\(^5\) Where local codes do not provide an acceptable level of fire safety they shall be exceeded by application of minimum standards as contained in these Guidelines and (where necessary) the application of an internationally acceptable code (see Annex H).
13. Designated smoking areas with ample ashtrays should be established and located away from flammable and/or combustible materials.

14. All stock should be stored on or in safely anchored non-combustible storage racks. Stock should be at least four inches off the floor (to minimize potential water damage) and clear of any heating, electrical and fire protection equipment (except for any required detection devices).

15. Adequate aisle space should be maintained to provide staff members and fire department personnel with easy access to the facility, all buildings and all parts of buildings. There should be ample floor drains, free of obstructions, to carry water away from stock and equipment.

16. In order to contain hazardous materials (HAZMAT) and fuel spills, there must be adequate spill basins of a capacity sufficient to hold the maximum volumetric capacity plus additional 50% of stored materials (extinguishing agent, water) reliably and over extended periods.

F. Fire prevention inspections and tests

a. Inspection and testing

17. As noted in part I, a full and detailed site inspection should be conducted in conjunction with the Fire Safety Risk Assessment and when reviewing the risk assessment, using the fire safety inspection form. Periodic fire safety inspections should also be conducted on a regular basis. Such inspections and testing are necessary to:

   a) Ensure fire hazards are being managed and controlled;

   b) Ensure evacuation routes and systems are accessible and functional;

   c) Ensure fire prevention, detection and suppression systems and equipment are appropriately maintained and functional.

18. A schedule for fire inspections and systems testing should be established for each facility. The frequency may vary according to the nature of the facility, however in general daily, weekly and monthly inspections and testing are recommended under the direction of the FSFP. These inspections do not replace the Fire Safety Risk Assessment and annual review of the risk assessment but constitute an integral part of the fire safety programme.

19. It is important to correct deficiencies immediately. Inspection reports should be maintained for recordkeeping purposes. Department managers and supervisors are responsible for ensuring that work areas are maintained according to fire safety policies and procedures.

20. The FSFP shall ensure that all tests of fire systems are fully communicated to staff prior to such test being conducted and FSFP shall also ensure that whenever any part
of the fire system is being tested or is off-line, a fire-watch consisting of the appropriate amount of personnel is posted in the affected area to initiate a response in the event of a fire.

21. All inspections should be documented using an inspection checklist. A generic fire prevention inspection checklist is attached at annex V. This checklist should be modified as necessary to ensure that each point is site specific and inspection frequency should be adjusted as required to meet local conditions.

**b. Periodic inspections, testing and maintenance by a service contractor**

22. Inspections, testing and maintenance shall be conducted by a competent and certified service contractor on fire safety systems and equipment in accordance with the guide below or more frequently if required under the manufacturer’s guidelines or warranty standards.

23. A table detailing the inspection maintenance frequency and name and contact details of the service contractors shall be kept up to date in the Fire Safety Plan.

**G. Training**

24. The policy on fire safety management requires all United Nations personnel to practice fire safety measures at the individual level. All building and facility users play a key role in fire safety and fire prevention; therefore it is essential that they receive initial training and regular ongoing training to raise their level of awareness and ability to react in the event of a fire or other emergency.

25. General fire safety briefings for all staff should include fire safety awareness, fire prevention, use of fire extinguishers and evacuation procedures.

26. More specialized training is required for those assigned to monitor and control hazards and systems or play any key role in the Fire Emergency Organization. Fire Wardens, Building Fire Wardens and security staff must be trained in the fire and safety emergency procedures described in the Fire Safety Plan before they are given any responsibility for fire safety.

27. The training should include:

   a) Instructions on the detection, alarm and suppression system and public address system in use in their area of responsibility;

   b) Procedures for the use of elevators and for evacuation of staff members and other occupants, especially those in need of assistance;

   c) Procedures established to facilitate access to the premises and all locations therein by fire department and other emergency response entities;

   d) Use of fire extinguishers and rescue equipment (if any) in use at the facility;
e) Procedures during and after a building evacuation, a fire or any other emergency.

28. Awareness and knowledge may be enhanced by the dissemination of brochures explaining emergency procedures, display of “In case of fire” notices, and providing copies of the Fire Safety Plan to all staff.

29. Evacuation, fire and other emergency response drills shall be used to provide additional training for staff members and occupants, to allow them to become fully familiar with the use of building’s safety systems. Drills provide Fire Wardens and Building Fire Wardens the opportunity to practise, so that they can carry out their assigned functions safely in the event of a real emergency.

H. Emergency evacuation drills

30. An evacuation drill is a method of practising the evacuation of a building for a fire or other emergency. Generally, the emergency notification system (usually an alarm signal or announcement) is activated and the building is evacuated as though a real emergency has occurred. Usually, the time it takes to evacuate is measured to ensure that it occurs within a reasonable length of time, and the evacuation is evaluated to determine whether improvements need to or can be made to the Evacuation Plan.

I. Planning

31. Fire and safety drills should be planned in advance. Consideration may be given to involving the local fire and safety services as well as other response entities (e.g. police, ambulance) in the drill. The fire service should, in any event, be advised of the intended drill if there is any likelihood that they will be contacted during the drill by concerned staff, neighbours or witnesses to the drill. Ideally, the fire service will be invited to participate in the drill actively (under a scenario) or as observers.

32. In facilities where critical services, operations or functions are performed it will be important to liaise with key stakeholders to minimize disruption.

33. The host country services (police, security) responsible for the security and safety of the facility should be notified.

34. The procedure for conducting fire drills must be included in the Fire Safety Plan. When developing the fire drill procedures, consider the following factors to ensure the fire drills are relevant:

   a) The building use and associated fire hazards;

   b) The safety features provided in the building;

   c) The desirable degree of participation of staff members, other occupants and security wardens;

   d) The measurable benefit of such drills.
J. Participation by occupants

35. Total evacuation drills should be undertaken for United Nations facilities. All building occupants are required to participate in evacuation drills, unless there is a critical function which must be maintained during the drill. In these cases only those performing the critical function may be excluded, however the Fire Warden responsible for the area must report the continued presence of those remaining in the building to perform critical functions when reporting to the Building Fire Warden.

36. Total evacuation drills ensure prompt, safe, coordinated evacuation of everyone during a real emergency. A total evacuation drill affords the greatest opportunity to assess the emergency responses of Fire Emergency Organization personnel, security personnel, staff members and other occupants.

37. Occupants evacuated during a drill or other emergency response may require protection from the weather and external temperatures. If this is the likelihood, then an alternate assembly point with suitable shelter, if available, should be included in the Fire Safety Plan and the Evacuation Plan.

K. Unannounced/announced fire drills

38. Fire drills should be unannounced. There is merit in informing occupants that a fire drill will be held within a given period without advising a specific time and date e.g., within the following week, and having them review the Evacuation Plan.

L. Unobstructed/obstructed means of egress

39. An unobstructed fire drill assumes that all exits and evacuation routes from the building are open and available for use. Staff members and occupants participating in unobstructed drills use the primary evacuation route from the room or area occupied at the time the drill was initiated.

40. Obstructed drills involve blocking one or more exits or evacuation routes to simulate that fire conditions have obstructed their use. In this type of drill, where primary evacuation routes are obstructed occupants use alternate evacuation route(s) under the direction of the Fire Warden(s).

M. Drill utilizing simulation aids and props

41. Props and other aids may be used to simulate fire, endangered persons, HAZMAT release or other possible circumstances. In advance of the fire drill, participants must be aware of the prop’s purpose and potential presence, particularly when the purpose of the prop is not visually obvious. For example, the use of a certain type of light, traffic cone or other object to simulate a fire may not mean anything if people have not been instructed about the prop’s purpose in advance of the drill.

42. Smoke generators should not be used during fire drills. The use of smoke could cause panic or other unforeseen reactions resulting in harm to occupants.
N. Time and location

43. To ensure uniform abilities and responses of all staff members and occupants, emergency evacuation drills need to be scheduled at various times to assess responses on other people before, during and after regular hours.

44. Adding a simulated fire location for the drill provides the opportunity to practise using what may be a realistic fire scenario. Consider that risks, hazards and responses will vary in different locations in the facility/building. When planning a drill exercise, consider whether a simulated fire scenario and emergency response expectation is relevant to the location, time and circumstances. A fire or other emergency scenario that is relevant and could realistically occur is more likely to be taken seriously by staff, occupants, wardens and other participants (local emergency responders).

O. Pre-drill and post-drill notifications

45. If applicable, appropriate pre-drill and post-drill notification procedures with the fire services, other emergency response entities and the occupants/management of neighbouring facilities should be developed. The fire services and building services may want to test the monitoring service’s (if any) response to an alarm signal. To do this, the monitoring service will not be notified in advance of the drill.

P. Fire drills in buildings/facilities not equipped with a fire detection and alarm system

46. In facilities not equipped with continuously monitored detection and alarm systems, the method established under the Fire Safety Plan to alert occupants of an emergency situation will be used. In these cases, Fire Wardens must be trained to verbally or otherwise instruct staff members and occupants to evacuate the building and/or facility using the nearest or alternate emergency exit, and shall have quick access to the designated means of communication (e.g. bullhorns, etc.).

Q. Fire drill evaluation

47. An evaluation should be conducted for each emergency evacuation drill. The evaluation of the response during such drills will assist the FSFP in identifying areas that require improvement in the plan as well as training and briefing needs.

48. Depending on the size of the facility, it will likely be desirable and necessary to have more than one person involved with the emergency evacuation drill evaluation. Observers participating in the evaluation must be conversant with the emergency response and evacuation procedures.

49. The following may be considered in the evaluation:
   a) Action on discovering a fire or other emergency;
   b) Alarm activation and emergency communication;
c) Alarm effectiveness and response by occupants, first responders and wardens;

d) Notifying the fire department/fire response unit;

e) Response to the fire alarm signal and code voice messages;

f) Evacuating individuals in imminent danger;

g) Confining, controlling and/or extinguishing the fire;

h) Voice communication or paging systems;

i) Smoke control equipment, fixed fire extinguishing system or other specialized fire or HAZMAT protection devices;

j) Fire elevators, passenger elevators, escalators and their emergency operation and control;

k) Designated equipment or machinery that must be shut down, automatically or manually;

l) Electromagnetic locking and door release or hold open devices(s);

m) Emergency power system transfer where applicable;

n) Fire detection and alarm system and other equipment or systems that require resetting.

50. A written record should be made of the fire drill for use in the evaluation. The evacuation drill report (annex VI) may be used by those conducting the evaluation. As with other documents provided in the annexes the report form should be modified, if necessary, to match the situation in the organization/site it is being used for.

51. All staff members and occupants with specific responsibilities as part of the Fire Emergency Organization should attend a short debriefing meeting after every fire drill. This meeting provides valuable input from key participants, other staff and external observers and assists in evaluating procedures and response. During the debriefing, challenging areas can be identified and solutions can be discussed and implemented.

52. Where the evaluation identifies needed improvements these should be specified and corrective action should be taken within an acceptable period of time.

R. Violations

53. Violations detected during inspections should be corrected as soon as reasonably practical considering potential hazards/risks. Minor violations should be recorded with the inspection report. Serious violations should be reported by the FSFP with recommended remedial actions. More detail on fire safety violations is contained in
S. Reporting

54. Clear and concise reporting lines and reporting procedures are essential to ensure that issues identified during inspections, testing or as a result of violations are remedied. Reporting lines will vary by organization, however the FSFP is responsible for maintaining records and initiating reporting of fire safety issues that require further attention. The FSFP shall establish standardized reporting formats for the duty station to ensure that all relevant reports and documents related to the following are maintained in an appropriate manner:

a) Inspections;
b) Tests;
c) Incidents;
d) Violations;
e) Fire safety requests, queries, inquiries and actions.

55. Fire incident and emergency incident reports shall be written in a clear, concise and factual manner in accordance with the standardized format and copies shall be kept for a minimum of two years or for a longer period as determined by organizational or administrative requirements.

T. Continuous monitoring, evaluation and improvement

56. Ongoing and effective housekeeping, regular inspections, testing and maintenance of systems, training of staff, evacuation drills and early action on fire safety violations contribute to an effective fire safety and fire prevention programme. Continuously monitoring and evaluation of existing measures enables early identification of problem areas and, when appropriately addressed, improvements in fire safety arrangements.
IV: Fire safety violations and investigations

A. Introduction

1. This chapter addresses the follow-up action to be taken on fire safety violations and investigations following a fire.

B. Fire safety violations

2. A fire safety violation is defined as an act or omission that compromises or may compromise fire safety at United Nations premises. Fire safety violations may arise when any person, department, unit or agency erects, constructs, enlarges, alters, moves, converts, demolishes, equips, uses, occupies or maintains any building or structure in contravention of applicable host country fire safety codes or standards where applicable or the provisions of these Guidelines.

3. Fire safety violations may occur as a result of lack of awareness, carelessness, negligence or a deliberate action by a person, department, unit or organization. When a violation is identified action must be initiated to correct the violation as soon as possible.

4. The FSFP should monitor fire safety violations, as they may indicate a need for additional or improved fire safety installations, equipment and training for staff.

5. Depending on the nature of the violation and the time frame for correction, a follow-up inspection will be necessary to ensure that corrective action has been taken, or if the action will take some time to implement, a regular review of progress should be made and interim mitigation implemented until the remedial action is completed. In cases where the violation is not serious, a record should be maintained of the violation and remedial action taken and a record retained on file.

6. In cases where the fire safety violation is serious, corrective action should be taken as soon as possible and a report submitted detailing all of the facts of the matter, in accordance with the United Nations organization’s internal procedures for administrative action.

7. The following are some examples of minor, moderate and serious violations:

a. Minor

   a) Electrical outlets do not have an intact cover;

   b) Extinguisher height (handle) not between 80 and 120 cm;

   c) Non adherence to the non-smoking policy;

b. Moderate
a) Temporary heating appliances left unattended;

b) Fire extinguishers not having annual inspection by qualified entity;

c) Fire alarm, fire extinguishing and sprinkler system failing to have routine servicing/testing by a qualified entity;

d) Lightning protection system not having annual inspection and servicing by a qualified entity;

e) Extension cords used as a substitute for permanent wiring and cords used in the path of travel (cords can be damaged by walking on them);

c. Serious

a) Cutting, welding, grinding or the use of candles and other open flames, oil lamps or incense without proper authorization;

b) Escape routes not clear - blocked aisles, blocked/locked doors, and fire doors chocked open;

c) Sprinklers blocked by storage;

d) Serious accumulation of combustible waste;

e) No, or incomplete/outdated Fire Safety Plan or Evacuation Plan;

f) Power cables being overloaded or electrical work being done by unprofessional or unqualified persons;

g) Hindered access for fire appliances and/or other emergency vehicles;

h) Blocked electrical circuit breaker panels, or such panels not protected from tampering by unauthorized persons;

i) Defective electrical fixtures (broken or missing outlets or switch plate covers and electrical light fixtures);

j) Improper storage of combustibles (outside designated areas) and unauthorized/improper storage and use of flammable liquids/hazardous materials;

k) Inoperative exit signs and emergency lighting due to burned out bulbs and bad batteries for back up in case of electrical power failure;

l) Tampering with smoke detectors or other components of the fire detection and alarm system and/or with fire suppression installation and devices;

m) Unauthorized access to areas restricted for fire and safety reasons (HAZMAT stores, fuel stores, workshops, technical areas, etc.);
n) Performing potentially hazardous work without adequate qualification / certification and / or without using personal protection equipment;

o) Failing to remove excessive combustible vegetation from protection zone around the facility.

C. Fire investigation

8. All fire incidents involving United Nations facilities should be reported immediately to the organization’s FSFP, who will inform the country level representative of the organization and the UNDSS CSA or SA. The FSFP should ensure that the fire scene is contained and access strictly controlled pending an investigation.

9. A preliminary written report should be prepared as soon as reasonably practicable covering:

a) Time, date and location of the fire;

b) Summary of the circumstances;

c) How and when the fire was detected;

d) Who was alerted, when and by whom;

e) How, when and by whom the fire was extinguished;

f) Suspected cause of the fire;

g) Losses sustained (casualties, injuries, material losses);

h) Statements from personnel involved;

i) Any other relevant information.

10. An investigation will be required to determine the cause of the fire and the relevant associated facts. The person/unit assigned to conduct the investigation may need the assistance of a trained and certified technical fire investigator. In many cases the attending fire service will be able to conduct a technical fire investigation to determine the cause and origin of the fire. The Technical Fire Investigations Checklist (see annex VII) may be used for recording findings for the investigation file.

11. The technical investigation will involve inspecting and evaluating the scene to determine the area or point of origin, source of ignition, materials ignited, the act or activation that brought ignition source and materials together and assessing the subsequent progression, extinguishing and containment of the fire. To accomplish this the technical fire investigator will need to:

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6 The reporting line may vary depending on the organization, e.g. in an organization with a Security and Safety Section, the fire incident would normally be reported directly to the Chief of Security or equivalent.
a) Conduct an exterior survey;

b) Conduct an interior survey;

c) Interpret and correlate burn patterns;

d) Examine and remove fire debris and reconstruct the area of origin;

e) Inspect the performance of building systems such as HVAC, fire protection systems, utilities and special equipment;

f) Document the scene by photos, field notes and diagrams;

g) Locate, collect and package evidence as required;

h) Maintain chain of custody for all evidence;

i) Compile complete investigative report of all documents including photos, interviews, evidence and other related items.

12. In the event that the host country does not have trained technical fire investigators, the CSA/SA should find out whether such capacity exists within any other United Nations organizations in the country. If no such capacity exists, the CSA/SA should coordinate through the DSS/DRO desk with DHSSSS for assistance from United Nations resources.

13. Photographic documentation is required for the general information about the site, and at each step of the technical investigation. This is necessary as the physical investigation may require moving objects and disturbing the debris, leading to destruction of the evidence.

14. Interviewing parties/witnesses and recording their statements provides important information and should be done as soon as possible because the reliability of this type of information decreases over time after the incident. Interviews and recording of statements is normally done by the investigator assigned to conduct the investigation, not the technical fire investigator; however the technical investigator should be provided access to anyone who can assist with additional information for the technical aspect of the investigation.
V. Fire safety standards

A. Introduction

1. United Nations system organizations confront many challenges in achieving adequate and acceptable fire safety coverage. Major obstacles include the following:

   a) United Nations organizations are often located in space which poses fire safety hazards and over which the United Nations has no proprietary right to enforce or make significant structural changes;

   b) Limited or non-existent fire safety regulations resulting in buildings available to United Nations having minimal fire safety features;

   c) Inadequate infrastructure to support fire safety systems and provide the necessary resources to fight fires.

2. There are three key elements to overcoming these challenges:

   a) Using risk management principles, United Nations system organizations shall combine fire prevention and mitigation strategies and measures to protect United Nations personnel and facilities;

   b) Make adequate provision within each relevant budget for fire safety requirements;

   c) Collaborate with host country authorities, including local fire services and, wherever possible, building owners.

B. Fire codes

3. This chapter establishes basic fire safety standards applicable to United Nations facilities where no specific national fire code provides such standards. If a local fire/building code provides adequate fire safety standards then that code should be followed.

4. In the absence of a host country fire code or where code provisions are limited and more comprehensive guidance is required than is contained in these Guidelines, reference should be made to a fire code that is the most applicable to the geographical location. A list of some fire codes that have some degree of international application is provided in annex VIII. It must be understood that fire codes are not standalone documents and are linked to other codes and standards. Thus European fire codes also tie into European building, electrical and other codes. In the United States of America, the National Fire Protection Association (NFPA) codes tie into other NFPA codes, standards and guides. To avoid variations in standards, the same set of codes should be used throughout the organization in the country. It would be problematic, for example, for one part of the organization to
apply European electrical codes while another part is applying North American fire codes.

5. In determining which fire code may be the most applicable, the following may be considered:

a) Building, electrical and related codes and standards most commonly used in the host country;

b) Which codes, if any, have been applied by other large United Nations organizations or other international organizations present in the same country;

c) Whether the country is aligned to a more developed country on which it bases fire safety, building, electrical and other standards. For example, countries belonging to the Commonwealth may be influenced by British standards, whereas Francophone countries may be more strongly influenced by European standards;


C. Variances

6. When there are practical difficulties involved in applying the provisions of these Guidelines or any other applicable codes or standards, the FSFP, with the approval of the country level representative of the United Nations organization and after consultation with the SA, the relevant facilities management section, the building owner (where necessary) and, if relevant, host country authorities, may grant variances for individual cases, as long as the intent and purpose of the fire safety regulations are maintained and stipulations are adhered to. Variances will not be approved where fire-safety requirements or the structural integrity of any building may be diminished by so doing, and/or where the health and/or life of individuals may be in jeopardy.

7. Approved variances are to be thoroughly substantiated and recorded in the Fire Safety Plan.

D. Unsafe buildings or structures

8. Any building or structure or portion thereof deemed to be structurally unsafe, not provided with adequate egress or having any other feature that constitutes a fire hazard or that can be identified as dangerous to human health and/or life is prohibited for use or occupancy.

E. Standards

9. The standards set out in this section provide base level standards only. Because of
the varied nature and location of United Nations organizations, prescribing global standards is a challenge. To provide direction in terms of minimum standards which need to be applied, the following terms are used:

a) MUST means mandatory, i.e., organizations are required to abide by this standard;

b) SHOULD means mandatory except where current local circumstances mean that it is not possible. Alternative measures must be implemented to mitigate risks;

c) RECOMMENDED means highly desirable in accordance with best practice, but not mandatory.

F. Risk assessments

10. Before any premises are considered for tenancy or occupation by a United Nations organization the following requirements apply:

a) When United Nations offices are to be accommodated in a newly constructed building, the fire safety measures must be incorporated at the design stage. Consultation must be undertaken with local fire authorities to ensure compliance with host country building and fire regulations. Where local fire authorities, building codes and fire codes are limited or non-existent, a qualified and certified engineer should be engaged to advise on fire safety measures. Any fire safety measures incorporated into the design must have sufficient infrastructure, internal and/or external, to support them.

b) For existing facilities, the building owner should guarantee in writing that the building and its offices systems fully comply with host country building and fire codes, and that an inspection of the building has been conducted by a qualified and certified host country engineer who has certified it as having met host country statutory fire safety and occupancy requirements.

c) For existing facilities a Fire Safety Risk Assessment must also be completed by a United Nations FSFP or United Nations appointed certified fire safety consultant/contractor to assess the suitability of the premises from a fire safety perspective. This is particularly important when the host country has inadequate or no fire safety code. An effective assessment will assist decision makers in the cost/benefits evaluation of the premises, particularly where expensive upgrading will be required to ensure the facility has adequate fire safety measures.

11. A Fire Safety Risk Assessment must be conducted for all United Nations occupied premises at least annually and additionally when there is any occupancy change. The Risk Assessment must be reviewed and approved by the representative of the United Nations organization at the country level who authorizes implementation of recommended mitigation measures.

12. A copy of the Fire Safety Risk Assessment must be provided to the CSA/SA/Country Security Focal Point as applicable.
G. Fire safety plans and evacuation plans


14. Every building within a facility must have a current, written Emergency Evacuation Plan in place. The Emergency Evacuation Plan must be specific to the facility and should contain information as set out in chapter II, Fire Safety Planning, (see figure 5).

15. Fire Safety and Emergency Evacuation Plans must be reviewed and updated annually or as necessitated by changes in staff assignments, occupancy or the physical composition of the building.

16. Fire Safety and Evacuation Plans should be available in the workplace for reference and review by staff members.

17. Signs detailing action required on discovering a fire and action required on hearing a fire alarm must be posted in visible locations on each floor, work area and other area as determined by the nature of the facility.

18. Emergency Evacuation Plans must be fully tested at least twice yearly through emergency evacuation drills.

19. An evaluation should be conducted for each emergency evacuation drill and where necessary modifications made to improve the effectiveness of the Emergency Evacuation Plan.

H. Fire prevention

20. The following standards should be applied as general precautions to prevent fires in United Nations facilities:

   a) Combustible waste material creating a fire hazard must not be allowed to accumulate in buildings or structures or upon premises;

   b) Clearance between any devices or material capable of igniting a fire (ignition source) must be maintained in an approved manner;

   c) Care must be taken to avoid negligently setting fire to combustible material in such a manner that it endangers the safety of persons or property;

   d) The open burning of material and recreational fires is prohibited on United Nations premises unless authorized by the FSFP, conducted under the provisions of local law and the capacity exists to immediately extinguish the fire;

   e) Open flames are prohibited in all United Nations offices unless authorized by the FSFP and used in a manner consistent with local law;
f) Where authorized, open flames such as from candles, lanterns, kerosene heaters and gas-fired heaters must not be located on or near decorative material or similar combustible materials;

g) The use of candles should not be permitted in areas where occupants stand, or in an aisle or exit. The use of candles may be approved by the FSFP on a case-by-case basis but, where permitted, must be in an approved container;

h) Torches and other devices, machines or processes liable to start or cause fire must not be operated or used in or upon hazardous fire areas, except when authorized by the FSFP and when appropriate means of extinguishing any fire which may occur are available;

i) Smoking is prohibited in all United Nations buildings and offices. In areas of any United Nations facility where smoking is permitted, the FSFP must institute fire safety measures consistent with local laws, including the provision of non-combustible ashtrays and match receptacles;

j) A lighted match, cigar or cigarette or other flaming or glowing substance or object must not be dropped, thrown or placed on any surface or receptacle where it can cause an unwanted fire;

k) Where the United Nations organization maintains vacant premises, all efforts must be taken to:

(i) Maintain fire protection systems;

(ii) Remove combustible materials;

(iii) Remove hazardous materials;

l) Indoor displays consisting of highly combustible goods must not be permitted;

m) Storage of combustible material or other potentially hazardous material in buildings must be orderly. Material stored shall be separated from heaters and heating devices by distance or shielding so that ignition cannot occur. Substances/materials falling under the HAZMAT category must be stored as set forth in their accompanying Material Safety Data Sheet (MSDS) and applicable safety regulations;

n) Combustible material must not be stored in exits or exit enclosures;

o) Grass, weeds and other growth near the facility capable of being ignited and endangering the facility should be cleared and controlled.

I. Fire detection and alarms

21. Buildings in which United Nations organizations have offices, workplaces or sleeping accommodation must have adequate means of detecting fire and alerting
occupants.

22. There are many types of fire alarm systems each suited to different building types and applications. A fire alarm system can vary significantly in both price and complexity, from a manual system comprising hand bells, gongs, etc., to a single panel with a detector and sounder in a small agency office, to an addressable fire alarm system in a multi-level building. The type of system selected for a United Nations facility will be determined by various factors including location, function and size of the facility, occupancy, infrastructure, relevant fire and building codes if available and the Fire Safety Risk Assessment.

23. Basic manual systems comprising hand bells, gongs or similar items may be a sufficient and effective means of alerting occupants in the event of a fire in the workplace. Where sleeping accommodation is provided in a United Nations facility, a means of automatic fire/smoke detection must be provided. At the most basic level this may consist of battery powered smoke alarms installed in each room; however these should only be considered as a temporary measure and regular checks must be made to replace depleted batteries.

24. At the more advanced, and more effective, level, an automatic fire detection and alarm system is designed to detect the unwanted presence of fire by monitoring environmental changes associated with combustion. In general, a fire alarm system is classified as either automatically activated, manually activated, or both. Automatic fire detection and alarm systems are intended to notify the building occupants to evacuate in the event of a fire or other emergency, report the event to a central monitoring station in order to initiate a response by fire services, and to prepare the structure and associated systems to control the spread of fire and smoke.

25. Where an automatic fire detection and alarm system is installed in United Nations facilities the system should also incorporate manual activation capability.

26. Automatic fire detection alarm systems with manual activation capacity should be installed in United Nations facilities, except where this would not be a practical option due to:

a) The small size/occupancy of the facility;

b) The nature of the facility;

c) Insufficient infrastructure;

d) A combination of the above.

27. All high-rise buildings used by United Nations organizations must be covered by an automatic fire detection and alarm system with manual activation capacity. For the purpose of these standards a high-rise building is a multi-storey building more than 23 metres (75 feet) in height which is horizontally divided at regular intervals into useable levels.
28. Fire detection and alarm systems installed in United Nations facilities must be designed by a licensed engineer, approved by the FSFP and installed and maintained by a competent entity. Installation and maintenance must be in accordance with manufacturers’ specifications and applicable fire safety standards.

29. The following types of devices may be used:
   a) Smoke detectors;
   b) Heat detectors;
   c) Flame detectors;
   d) Duct smoke detectors;
   e) Air sampling devices;
   f) Manually activated pull or “break glass” alarm stations;
   g) Direct phone lines to local fire service (or United Nations fire unit or Security and Safety Section, if applicable).

30. Alarms are an important part of the detection system because they provide notification to occupants of a building or facility that an emergency (fire) is in progress.

31. Alarms/fire warning systems should be audible, where the sound is transmitted by means of an annunciator, (e.g. siren, bells, whistle, etc.) and visual (e.g. strobe lights, for the hearing impaired or in environments where noise may be a factor).

32. When staff members discover a fire, they should immediately raise an alarm by activating the manual fire alarm point, if installed, or in accordance with procedures established under the Fire Safety Plan, to initiate building evacuation. The calling of emergency numbers for reporting fires (security, local fire department), should be initiated once the alarm has been raised and evacuation commenced.

33. The FSFP should ensure that fire detection and alarm system and other hazard detection/alarm systems are tested at least every 6 months and any defects reported immediately for repair.

34. Fire detectors and alarms should be calibrated so that they are unaffected by ambient environmental levels (e.g. heat, noise, light). The FSFP, in consultation with the building management, shall determine the best type of protection the premises. In special use occupancies, one or a combination of the various types may be employed to provide optimal coverage.

35. Automatic fire detection and alarm systems and safety systems (e.g. gas detection) must be tested after installation and serviced in accordance with manufacturers’ specifications and applicable legislation on a regular basis by an authorized entity.
36. Fire detection and alarm systems should be operable at all times (full redundancy). Defects must be repaired as soon as reasonably practicable. If a system or part of the system is not operational, alternate means of detecting fires and warning occupants (e.g. a fire watch) must be implemented.

J. Emergency voice communications

37. An emergency voice communications system comprises a public address system and/or inter-communications system, integrated with an automatic fire alarm system. The system is used to provide pre-recorded and manual voice messaging to building occupants and provide alerts to occupants in the event of a fire or other emergency. Trained emergency personnel are able to broadcast a variety of specific messages to the occupants to relay emergency evacuation requirements. Such a system should provide the ability to communicate with Fire Wardens in each evacuation zone/floor in the building via intercom.

38. Key elements of the system include:

a) A master emergency control panel;

b) Additional emergency control panels if necessary;

c) A distribution system to transmit warning signals/messages to each evacuation zone;

d) A Fire Warden inter-communication point located on each floor or in each evacuation zone (where required);

e) Integration with the automatic fire detection and alarm system, except for facilities protected by a supervised fire detection and alarm system and continuously available response capacity (fire unit).

39. Emergency voice communications should be installed and integrated with the fire alarm system where an automatic fire alarm system is installed except in situations as noted in 38. e) above.

40. Where an emergency voice communications system is installed emergency response personnel, including the Building Fire Warden and Fire Wardens, must be trained in the use of the system and use the system during emergency evacuation drills. The system should be used for emergency purposes only.

K. Fire fighting systems

41. Fire fighting equipment, as well as safety and rescue equipment, devices and substances must be installed in all United Nations facilities and vehicles in accordance with applicable legislation and regulations and manufacturers’ recommendations and must be accessible at all times.

42. Fixed fire fighting systems installed in United Nations facilities must be designed by
a licensed engineer, approved by the FSFP and installed and maintained by a competent entity. Installation and maintenance must be in accordance with manufacturers’ specifications and applicable fire code standards.

43. Fire fighting systems installed in United Nations facilities must be appropriate to the location and resources available. For example, sprinkler systems, which may be highly effective and mandatory in some locations, would not be appropriate in locations where water supplies are inadequate and unreliable.

L. Fire blankets

44. Fire blankets must be installed and readily available in kitchens, kitchenettes and workplaces where their utilization in case of a fire may be of benefit.

M. Portable fire extinguishers

45. All United Nations offices must be equipped with portable fire extinguishers, and a system of inspecting, maintaining, recharging and testing them should be in place.

46. Portable fire extinguishers are classified and labelled according to their ability to handle specific classes and sizes of fires. There are regional differences in fire classification as illustrated in the table below (figure 6). It is essential that the FSFP has a clear understanding of the fire classification and symbols on extinguishers applicable to the host country (see figure 7), and that this be reflected in the Fire Safety Plan and training of staff.

Figure 6 - Fire classification table (for illustrative purposes only)

<table>
<thead>
<tr>
<th>Fuel</th>
<th>North American</th>
<th>European</th>
<th>Australian</th>
<th>Type of extinguisher used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combustible solids (wood, cloth, paper, plastic)</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>Water Foam Dry chemical</td>
</tr>
<tr>
<td>Flammable liquids (alcohol, gasoline, paint) (Melting solids – Europe)</td>
<td>B</td>
<td>B</td>
<td>B</td>
<td>Foam Dry chemical Carbon dioxide</td>
</tr>
<tr>
<td>Flammable gases (natural gas, hydrogen, butane)</td>
<td>B</td>
<td>C</td>
<td>C</td>
<td>Carbon dioxide Dry chemical</td>
</tr>
<tr>
<td>Electrical energized objects</td>
<td>C</td>
<td>Not classified</td>
<td>E</td>
<td>Carbon dioxide Dry chemical</td>
</tr>
<tr>
<td>Combustible metals (magnesium, sodium, potassium)</td>
<td>D</td>
<td>D</td>
<td>D</td>
<td>Dry powder Metal or sand</td>
</tr>
<tr>
<td>Cooking oil and fat</td>
<td>K</td>
<td>F</td>
<td>F</td>
<td>Wet chemical</td>
</tr>
</tbody>
</table>

* In Europe plastic is listed under flammable liquids as a “melting solid”.

Fire Safety Guidelines
Figure 7 - Examples of symbols used to represent fire classifications

<table>
<thead>
<tr>
<th>Fire classification</th>
<th>Symbols</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combustible solids (wood, cloth, paper, plastic)</td>
<td><img src="image1" alt="Symbol" /> <img src="image2" alt="Symbol" /> <img src="image3" alt="Symbol" /></td>
</tr>
<tr>
<td>Flammable liquids (alcohol, gasoline, paint) (Melting solids – Europe)</td>
<td><img src="image4" alt="Symbol" /> <img src="image5" alt="Symbol" /> <img src="image6" alt="Symbol" /></td>
</tr>
<tr>
<td>Flammable gases (natural gas, hydrogen, butane)</td>
<td><img src="image7" alt="Symbol" /> <img src="image8" alt="Symbol" /> <img src="image9" alt="Symbol" /></td>
</tr>
<tr>
<td>Electrical energized objects</td>
<td><img src="image10" alt="Symbol" /> <img src="image11" alt="Symbol" /></td>
</tr>
<tr>
<td>Combustible metals (magnesium, sodium, potassium)</td>
<td><img src="image12" alt="Symbol" /> <img src="image13" alt="Symbol" /> <img src="image14" alt="Symbol" /></td>
</tr>
<tr>
<td>Cooking oil and fat</td>
<td><img src="image15" alt="Symbol" /> <img src="image16" alt="Symbol" /></td>
</tr>
</tbody>
</table>

47. Fire extinguishers should be selected and distributed based on the classes of anticipated workplace fires and on the size and degree of hazard which would affect their use. Where fire extinguishers supplement other fixed fire fighting systems (e.g. sprinklers, fixed hose, standpipe system), distribution may be less than specified.

48. Extinguishers must be conspicuously located, readily accessible and unobstructed. They should not be located in positions where access could present a hazard to the potential user. Where practicable, they should be located along normal paths of travel, along escape routes and near exits.

49. As a guide, fire extinguishers should be mounted 800 mm to 1,200 mm from the floor to the top of the extinguisher and no less than 100 mm from the floor to the bottom of the extinguisher.

50. A red rectangular sign with white legend (words and/or symbols) and enclosure
should indicate the presence of an extinguisher and should be positioned directly above the extinguisher, the bottom edge of which is not less than 2 m above the floor.

51. Extinguishers for Class A fires should be distributed throughout the site so that the travel distance to any extinguisher will be 23 m or less. This general requirement does not apply to large assembly areas.

52. Portable fire extinguishers for use on other classes of fires should be distributed so that the travel distance from the hazard area to any extinguisher appropriate for the hazard is 15 m or less.

53. Portable fire extinguishers must be inspected and maintained by a certified entity at least annually. Each extinguisher must be fitted with a tag/label with the date of the last maintenance recorded and the date (month/year) of the next inspection.

54. A visual inspection of fire extinguishers must be conducted at least monthly by the FSFP or delegate to ensure the extinguishers are fully charged and serviceable. If the extinguisher is damaged or needs recharging, it must be replaced immediately. The inspection should ensure:

a) The extinguisher is not blocked by equipment, coats or other objects that could interfere with access in an emergency;

b) The pressure is at the recommended level. On extinguishers equipped with a gauge, that means the needle should be in the green zone - not too high and not too low;

c) Hose, nozzle and/or other parts are uncorrupted and not obstructed. The pin and tamper seal (if it has one) are intact;

d) There are no dents, leaks, rust, chemical deposits or other signs of abuse or wear. Wipe off any corrosive chemicals, oil, gunk etc. that may have landed on the extinguisher;

e) The inspection label (preferably self-adhesive and, if taken off self-destroying) or tag is intact and valid.

N. Use of portable fire extinguishers

55. United Nations personnel should be trained in the use of portable fire extinguishers to put out small incipient fires (i.e. small fires in the beginning stage). The following should be included in the training provided to staff:

a) The first and paramount objective is to prevent injury to personnel;

b) Raise the alarm to initiate building evacuation and qualified response;

c) Assist/rescue and/or evacuate others in need;
d) When attempting to extinguish or control the fire, ensure that an escape route and exit are available;

e) Stay low, away from heat and smoke;

f) Aim and discharge extinguisher at the base of the fire.

56. Portable extinguisher operation (pressurized) follows the PASS principle:

a) Pull the pin;

b) Aim extinguisher nozzle at the base of the fire;

c) Squeeze the operating lever;

d) Sweep the nozzle from side to side at the front base of the fire until it is out, the extinguisher is depleted or the situation becomes unsafe.

O. Sprinkler systems

57. This section provides a basic description of sprinkler systems. Where retroactive fitting of a fire sprinkler system is being considered, the system must be designed by a licensed engineer, approved by the FSFP and installed and maintained by a competent entity. Installation and maintenance must be in accordance with manufacturers’ specifications and fire code standards.

58. Automatic sprinklers provide continuous coverage for protected areas and, where required by host country fire regulations, must be installed as a component of the fire prevention and suppression systems in buildings occupied by United Nations organizations.

59. In areas where host country fire regulations do not require the installation of automatic sprinkler systems, such systems should be considered during the design phase for all new office buildings based on the following criteria:

a) 375 m² (4,000 ft²) or more in floor area;

b) Three or more stories in height;

c) 11 m (36 ft) or more in height.

60. Sprinkler systems installed in United Nations facilities should be automatic and fully integrated with the fire detection and alarm system.

P. Standpipe systems

61. This section provides a basic description of standpipe and fixed hydrant systems. Where retroactive fitting of these systems is being considered, the systems must be designed by a licensed engineer, approved by the FSFP and installed and maintained by a competent contractor. Installation and maintenance must be in accordance with
manufacturers’ specifications and applicable fire safety standards.

62. Standpipe systems are fixed piping systems with associated equipment that transports water from a reliable water supply to designated areas of buildings where hoses can be deployed for fire-fighting. Such systems are typically provided in high-rise and large-area buildings. Standpipe systems significantly improve the efficiency of manual fire-fighting operations by providing access to a water supply within a building and eliminating the need to run hoses from a fire appliance to the fire. Even in buildings protected by automatic sprinkler systems, standpipe systems can serve as a backup and complements the sprinklers. All standpipe systems are designed to deliver water for manual fire-fighting although the designs used to accomplish this may vary.

63. Standpipe and fire hose systems are strongly recommended in all United Nations facilities.

64. Standpipe and fire hose systems should be provided in United Nations facilities where the following conditions exist:

a) More than three stories above ground level;

b) More than 15 m (50ft) above ground level and containing intermediate floors or balconies;

c) More than one floor below ground level;

d) More than 6.1 m (20ft) below ground level.

65. There are two main categories of standpipe systems:

a) Wet standpipes (also referred to as “wet risers”), which are extinguisher water pipelines that are continually kept full of water and pressurized for manual or automatic fire fighting systems;

b) Dry standpipes (also referred to as “dry risers”) are pipelines which are kept empty of water and to which water is supplied by a designated on-site pump and/or fire services engines when it is required.

66. Normally the standpipe system will be installed in the building stairwell or fire resistant shaft.

67. Standpipe systems can be either wet or dry and can be stand-alone systems or connected to the sprinkler system. Stand-alone systems are recommended as the flow rate and output of water is different - connected systems may interfere with each other.

68. Adequate water supplies for sprinkler and standpipe systems must exist separately from other water supplies within the building. In environments where freezing is possible, a dry standpipe system should be used.
69. Standpipes and hose cabinets must also be clearly visible, readily identifiable and used only for fire equipment.

70. Couplings provided on standpipe systems and hydrant systems for attaching fire service hoses must be compatible with the hose fittings used by local fire services or adaptors must be readily available.

71. Each cabinet containing pre-connected hoses must be conspicuously identified (see Fire Point Signs below). Signs must be permanently marked and weatherproof. Each reel/rack should be provided with a label which includes the wording “Fire hose for use in emergency only” and clear operating instructions.

72. Fire hoses and nozzles that are pre-connected to a standpipe system must be inspected regularly for deterioration and wear.

73. Standpipe systems must be inspected and maintained by a certified person or entity at least annually, and more frequently if specified by the manufacturer.

Q. Protection for areas requiring fixed fire suppression systems

74. Computer server rooms and other areas with valuable equipment or documentation should be protected by a fixed suppression system, with an extinguishing agent that will not harm the sensitive equipment and material if activated, or constitute a serious health hazard to individuals.

75. Automated fire suppression systems must provide for sufficient evacuation time between the triggering of the alarm and the release of the agent itself.

76. Areas protected by fixed extinguishing systems that use extinguishing agents in concentrations known to be hazardous to worker safety and health must be posted with appropriate hazard warning or caution signage and warning devices, audible and visible, at the exterior entrance and interior of the location.

77. Fixed fire suppression systems installed in United Nations facilities must be designed by a licensed engineer, approved by the FSFP and installed and maintained by a competent entity. Installation and maintenance must be in accordance with manufacturers’ specifications and applicable fire safety standards.

R. Water

78. Water is a critical resource for fire fighting; thus a reliable and sufficient source of water must be available for protection of United Nations facilities in the event of a fire. If local water supplies are inadequate for fire fighting a water reserve must be established and stored at the facility. The reserve water must be specifically for fire fighting purposes and this fact clearly communicated with signage.

S. Fire protection

79. In the event of a fire, staff must be protected from the effects of the products of
combustion as they evacuate the building. The type of material used in building
construction, office furniture, furnishings and interior space design may provide fire
protection. Appropriate fire rated materials and fire resistant materials should be
used for building construction, interior floor and wall coverings and furnishings.

80. Open floors should be compartmentalized to prevent the spread of fire.

81. Interior stairways which serve as an escape route leading from one floor to another
must be enclosed to prevent transfer of heat, smoke and gases from one floor to
another.

82. Doors to offices should remain closed when not occupied after hours, or immediately
closed when a fire is discovered.

83. Doors to exit stairs must be self closing and remain closed at all times.

84. Corridors leading to exits should be protected by fire rated partitions.

85. Evacuation routes are to remain clear at all times, with no obstructions.

86. Assembly areas should be located a safe and reasonable distance away from
structures, in an area that is not expected to be affected by potential hazards
associated with a fire (smoke, debris, heat, etc.) or emergency response traffic.

87. Personnel who operate equipment that may accelerate the rate of fire propagation or
increase the spread of smoke and gases must be trained in emergency shutdown
procedures for such equipment. Training in emergency shutdown procedures is to be
provided at regular intervals and such training is to be documented.

88. Vegetation capable of being ignited and endangering property must be cut down and
removed.

T. Elevators

89. Elevators provide a rapid form of travel from the upper floors of buildings to
building exits. The following are important for staff safety during a fire:

a) Elevators must not be used during a fire emergency for evacuation.

b) Where elevators are installed in a facility a sign must be placed in every elevator
lobby indicating “IN CASE OF FIRE DO NOT USE ELEVATORS. USE
STAIRS ONLY”. This sign should also be displayed in Braille;

c) Smoke detectors should be placed in elevator lobbies;

d) Elevators should be taken out of service during fires and recalled to the lobby;

e) Elevators should be placed on standby for fire department response, provided
they meet specific safety requirements.
U. Evacuation: means of egress and escape

90. Means of egress from a building are considered to be the most important factor in protecting life in the event of a fire, together with an automated and monitored fire detection and alarm system.

91. The means of egress is a continuous and unobstructed way of travel from any point in a building or structure to a public way or open area outside the building or structure. The means of egress consists of three distinct parts; first, the exit access (escape route), second, the exit and third, the exit discharge.

ea. Exit access

92. Included below are key requirements for exit access paths:

a) Exit paths must be clearly identifiable and clearly marked with visible signs (see signage section below);

b) Emergency lights must be available to illuminate emergency exit paths and emergency stairs. All emergency lighting must be maintained and tested frequently;

c) Exit paths should not be routed through boiler rooms or other high risk areas;

d) Exit paths, including emergency stairways, must be kept free of obstructions;

e) Emergency stairways must be constructed of and fitted out with fire resistance rated material;

f) Exit path doorways must open in the direction of travel;

g) Stairwell doors locked from the stairwell side primarily for security reasons must be equipped with panic hardware on the inside, so they can be opened at all times and must be clearly marked as exit doors.

b. Exit

93. Included below are the requirements for the exit:

a) Exit doors must be marked with illuminated signs which must be clearly visible;

b) Revolving, sliding and overhead doors must not serve as emergency exit doors. Such doors will not allow adequate and safe discharge from a building (except for sliding doors meeting safety requirements, as they may be pushed open in the direction of exit travel);

c) Exit doors must be equipped with panic hardware and open and swing in the direction of exit travel, and staff members must be able to open the door without any special knowledge or hardware such as keys;
d) As a minimum requirement, two emergency exits at opposite sides must be provided for each room bigger than 200 m² and an occupancy of more than 20 persons. The same applies to all rooms or areas in structures of more than 500 m²;

e) Minimum width of exits must be 0.8 m for occupancy of up to 20 persons, 0.9 m for up to 40 persons, 1.0 m for up to 60 persons and 1.2 m for up to 120 persons. For occupancy of more than 120 persons, the width of the exits must be increased by 0.1 m per 10 additional persons. The minimum height of such exits is 2.10 m;

f) Special consideration must be given during construction and repair to ensure that a sufficient number of emergency exits are available for occupants;

g) Exit doors must have signage posted on the outside, indicating their function and the requirement to keep them unobstructed at all times;

h) All staff members must know how to safely evacuate from their work areas during emergencies;

i) Staff members must be aware of alarm signals, primary and secondary exit routes and assembly areas.

c. Exit discharge

94. The requirements for exit discharge include:

a) Exit doors discharging to streets or other areas where vehicles or other hazards are or may be present must be posted to alert staff members of hazard;

b) Physical barriers should be installed to protect occupants discharging into areas where hazards are or may be present;

c) Emergency lighting must be provided in the exit discharge area.

d. Access controlled exit doors

95. Where electronic locking is provided on exit doors as part of an electronic access control system the following should be applied:

a) Loss of power to the part of the system that controls the doors should automatically unlock the doors;

b) Activation of the fire alarm system should automatically unlock the doors;

c) A manual unlocking device shall be located within 1.5 m of the doors. The device should be readily accessible and be identified by a sign that reads “Push to Exit”;

d) A sensor may be provided on the egress side to automatically detect an occupant
approaching and unlock the doors. Where a sensor is used a manual unlocking device must also be located near the doors as specified above.

96. In cases where, for security reasons, it is desirable that exit doors with electronic locking as part of the access control system remain secure during a power outage or fire alarm activation, the following should be applied:

a) When there is a loss of power to the part of the system that controls the doors, or a fire alarm activation, the door will be configured to remain locked;

b) A break-glass emergency door release device must be installed within 1.5 m of the doors to enable unlocking of the door and egress in an emergency. Where a break-glass emergency door release device is installed it must be clearly visible and be identified by a sign that reads “Emergency Door Release”;

c) Provision must be made for manual release of all internal doors that are electronically controlled to enable egress from the controlled area.

V. Emergency/standby power

97. Every building in which the United Nations organizations have workspace must maintain an on-site source of emergency and standby power.

98. Emergency power for power and illumination to areas essential for life safety of building occupants should operate within 10 seconds after failure of normal electrical service to the building. Essential life safety systems covered by the emergency power supply include:

a) Emergency voice communications / public address system;

b) Exit signs;

c) Means of egress lighting;

d) Fire detection and alarms systems and essential safety systems;

e) Fire pumps and designated fire elevators.

99. All the above shall be equipped with adequate uninterruptible power supply (UPS) (batteries, accumulators, etc.) to ensure no interruptions in service, i.e., full redundancy is a requirement.

100. Standby power for power to systems that would create a hazard or adverse effect on fire fighting or rescue operations if lost should operate within 60 seconds after failure of normal electrical service. Such systems include:

a) Communications;

b) Ventilation or smoke removal (ventilation is normally shut down to reduce oxygen supply; de-ventilation for safety locks to or from emergency stairwells
must be continuously available).

101. Emergency and standby power systems can be powered by devices such as a storage battery or group of batteries, a fuel operated generator or a UPS. Where a fuel operated generator is maintained, an on-site fuel supply sufficient for not less than 6 hours full demand must be provided.

W. Provisions for physically challenged staff

102. During a fire physically challenged staff members have a potentially high risk from the effects the fire. The FSFP must implement the following to ensure the safe evacuation of physically challenged staff:

a) Include provisions for physically challenged staff in the Fire Safety and Evacuation plans;

b) Assign one, or preferably more, staff members with specific responsibility for assisting in the evacuation of such staff;

c) Where feasible, provide necessary equipment to facilitate their evacuation, e.g. specialized chairs or transport devices to move physically challenged persons into and down an emergency stairway;

d) Ensure that points of access and egress are able to accommodate physically challenged staff and any equipment used to transport them;

e) Install panic hardware or other emergency devices able to be operated by physically challenged persons;

f) Ensure physically challenged persons, fire wardens, security personnel and the local fire or rescue services are aware of the provisions made for evacuation of physically challenged persons.

X. Hot work

103. Ensuring fire safety in the performance of hot work (welding, cutting and brazing) operations during demolition, construction, renovation or maintenance activities is a critical component of fire prevention.

104. A procedure must be established for the issuance of hot-work permits by a competent person within the organization.

105. Hot-work permits should not be issued unless the individuals in charge of the performance of such works are capable of performing such works safely.

106. Hot work must not be conducted in the following areas unless approval has been obtained from the FSFP:

a) Areas where the sprinkler system is impaired;
b) Areas where there exists the potential of an explosive atmosphere, such as locations where flammable gases, liquids or vapors are present;

c) Areas with readily ignitable materials, such as storage of large quantities of bulk sulfur, baled paper, cotton, lint, dust or loose combustible materials;

d) At other locations as specified by the FSFP.

107. Hot-work areas should not contain combustibles or if combustibles are present must be provided with appropriate shielding to prevent sparks, slag or heat from igniting exposed combustibles, and adequate ventilation must be available.

108. Where hot-work has been approved the following should be implemented:

a) Inspection of the area where work is to be done to see how close combustible materials are to the work area;

b) Floors are to be kept clean and clear of debris;

c) Openings should be protected;

d) Establish fire watches, if hazards warrant. A fire watch should stay on duty following the shut-down of all spark-producing equipment (recommended time is from 30 to 60 minutes);

e) Provide fire extinguishing equipment, usually manned by a standby employee;

f) Communicate with and coordinate the activities of all departments concerned with fire protection;

g) Isolate combustible materials from sources of ignition;

h) Limit unauthorized use of flame or spark-producing equipment;

i) Special precautions, such as using fire-resistant tarps, to cover areas/equipment that cannot be removed from the hot-work area;

j) Provide fire extinguishing equipment suitable for potential hazards at the site for immediate use;

k) Brief workers on fire safety measures, especially on the requirement to alert designated staff in case of fire, on extinguishers which have been made readily available, on escape routes and exits, etc;

l) Ensure workers are equipped with and utilizing adequate personal protection equipment.

Y. Fire watches

109. During the performance of hot works or when fire safety measures are temporarily or
permanently disabled, the FSFP must ensure that a qualified person (building employee, staff member or contract employee) is detailed to serve as a fire watch in at-risk areas. Fire watches will be provided with a means of communication to initiate emergency action during the period that hot works are being performed or until fire safety measures are restored.

110. Fire watch should also be instituted in United Nations organizations by the FSFP during special events or assemblies when it is in the interests of public safety.

Z. Hazardous material

111. The handling and storage of hazardous materials on United Nations premises must be done in accordance with host country regulatory requirements (where such exist) and United Nations policies and procedures.

112. When hazardous material is located on any United Nations premises, the FSFP must ensure that a hazardous material management plan is included in the Fire Safety Plan and that staff handling the material are appropriately trained.

113. The following are some of the factors to be considered when developing a plan for the safe handling and storage of hazardous material:

a) All hazardous materials must be properly labeled including their exact contents, hazardous properties, date of receipt and, if appropriate, date of expiration;

b) The physical and health-hazard properties of hazardous materials on site shall be known and shall be made readily available to staff members. Information should be recorded on a Material Safety Data Sheet (MSDS). As different terminology may be used by host country authorities the following is a descriptions of an MSDS:

(i) An MSDS is a form with data regarding the properties of a particular substance. It is intended to provide workers and emergency personnel with procedures for handling or working with that substance in a safe manner, and includes information such as physical data (melting point, boiling point, flash point, etc.), toxicity, health effects, first aid, reactivity, storage, disposal, protective equipment and spill-handling procedures. MSDS information must include instructions for the safe use and potential hazards of the material;

(ii) MSDS formats can vary from source to source within a country depending on national requirements. MSDS meeting international standards shall be required upon or before the purchase of potentially hazardous materials/substances;

(iii) In some jurisdictions the MSDS is required to state the risks, safety and effect on the environment of the chemical. MSDS shall include “R” and “S” (risk and safety) phrases and “H” (hazard) phrases;
(iv) The specific MSDS must apply to the same supplier and international standards as the product;

c) There are stringent requirements for the storage of potentially hazardous substances (toxic, explosive, highly and extremely flammable, carcinogen, etc.), especially with respect to access to such substances and areas where they are used. Hazardous substances should be stored in the original packaging from the manufacturing plant or in containers constructed to withstand the effects of the product over the maximum storage time. Since transport containments are not commonly used for storage by end-users as they are not designed for this purpose, an MSDS will provide appropriate guidance concerning adequate containment, areas and rooms. Safeguards must also be provided to minimize the risk of an unintentional reaction or release that could endanger people or property. In addition, the signing and posting are different from those for transportation.;

d) United Nations personnel working with any potentially hazardous materials must receive Hazard Communication Training (HCT). HCT should teach staff how to identify hazardous materials, read labels, use an MSDS and identify hazards by category. HCT also covers how a chemical can enter the body and the difference between acute and chronic health problems. It teaches safe work practices when handling hazardous materials and how to store them properly. Proper emergency response procedures are also covered in the HCT training course;

e) A plan of action must be established to effectively handle hazardous chemical spills. Spill containment systems or means to render a spill harmless to people or property must be provided and included in the Fire Safety Plan;

f) Written procedures must be provided for exposure to, contact with or ingestion of hazardous materials;

g) Written procedures must be provided for disposal of hazardous materials;

h) Operators must be provided with adequate personal protection equipment and means of first aid in accordance with an MSDS on substance characteristics, “S” phrases and other applicable regulations;

i) Written procedures must be provided for disposal of hazardous materials, which must be documented and in accordance with host country legal requirements.

AA. Fire response options

114. It is the responsibility of the FSFP to establish procedures to handle fires and related emergencies and document these in the Fire Safety Plan. Options for fire response will depend on:

a) Size and physical characteristics of the facility;

b) Type of routine and potentially hazardous operations on the premises;
c) Authorized funding;

d) Number of trained security personnel available for fire protection and suppression duties;

e) Type, extent and capacity of fire protection equipment available.

115. Options for fire response include:

a) All staff members or selected staff members are trained to utilize fire extinguishers for incipient fires. An incipient fire is one that is in the initial stage and can be controlled or extinguished with portable fire extinguishers. Initial training should be conducted when the employee commences duty and refresher training provided annually. This alternative provides the opportunity to prevent a small incipient fire from becoming a larger one. Staff members must clearly understand their limits when this option is selected and the decision-making process to be applied prior to engaging in active fire suppression;

b) An organized fire unit to fight incipient stage fires only. If this is the choice, the following are required:

(i) Specific procedures, training and leadership structure;

(ii) All necessary protective clothing and fire fighting equipment;

(iii) Training and education on special hazards;

(iv) Training in standard operating procedures, tactics and use of equipment;

(v) A higher, specialized level of training for the fire unit leaders and instructors.

c) An organized fire unit to fight both incipient stage and interior structural fires. This option is the equivalent of a professional fire service within the organization and is particularly suitable for large mission facilities where there are limited host country fire fighting resources. If it is decided that the fire unit should fight both incipient stage and interior structural fires, the unit must be satisfy all the requirements in subparagraph (b) above and members must be equipped and trained accordance with the United Nations Guidelines for Fire Units.

116. Where a duty station has a fire unit established to fight incipient and interior structural fires and it is deemed appropriate by the FSFP, members of the brigade should be organized and trained to support orderly and efficient evacuation, make the best use of the fire protection equipment available and operate it effectively during an emergency. Where the host country has an operational fire service it would be appropriate for the organization’s fire unit to perform training exercises

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8An incipient fire is one that is in the initial stage and can be controlled or extinguished with portable fire extinguishers.

9 Detailed guidance for fire units, including training requirements and essential equipment, is provided in the United Nations Guidelines for Fire Units.
with the host country fire service and establish a joint fire-response plan to ensure the most effective response in an emergency.

**BB. Access for fire and rescue equipment**

117. Emergency access routes for fire and rescue equipment must be maintained. The FSFP should work closely with sections responsible for facilities management to ensure that clear routes are maintained and proper signs posted.

**CC. Signage**

118. Fire safety signage standards vary from location to location. All fire safety signs should be consistent in colour, size, design and positioning. Every sign shall have plainly legible letters and preferably combine a pictograph with explanatory text. Text should be in the host country official language(s) and English.

119. Signs under subparagraph (c) below for which illumination is not required must be photo luminescent. Guidance is provided below on appropriate signage and colour coding standards. Avoid using a wide range of sizes and designs. A general standard of colour coding relating to fire safety is detailed below and is recommended for United Nations facilities.

   a) Red indicates fire equipment. A red circle with a diagonal line indicates something which is not allowed, e.g. no smoking;

   b) Yellow warns to proceed with caution or indicates specific hazards, e.g. high voltage;

   c) Green is the colour of safety and used for means of egress signage, exit doors, assembly areas, first-aid equipment locations, etc. In some locations, however, other colours (such as red) may be used to indicate an exit;

   d) Blue is a cautionary colour which indicates mandatory action required to ensure safety.

120. The most important fire safety signs are escape signs directing people along escape routes to the fire exits and assembly points.

121. Exits, emergency and exit access doors must be marked by signage readily visible from any direction of egress travel. Egress routes leading to exits must be marked by fire safety signs indicating the path of egress travel where the exit or path of egress is not readily visible to occupants. Exit signs (illuminated and redundant) should be installed above each and every exit.

122. All fire safety signs marking escape routes must feature a pictograph. This is the “running man” sign. Pictographs may be used on their own or with additional explanatory text. A combination of pictograph and text is recommended.

123. Signs for escape routes may include directional arrows, but arrows on their own are
not acceptable. Care should be taken not to obscure any fire safety signs, for example with stored equipment or temporary signs and notices.

124. Figure 8 illustrates signage appropriate for fire escape routes, fire exits and assembly points.

**Figure 8 - Escape route signs**

![Escape route signs](image)

125. Fire exit signs should follow the same convention:

a) A pictogram plus the words FIRE EXIT or EMERGENCY EXIT indicate a specific fire/emergency exit route to be used during an evacuation (see figure 9).

b) The pictogram plus the single word EXIT is only used to indicate the conventional route out of the building (see figure 9).

**Figure 9 - Exit signs**

![Exit signs](image)

126. For fire exit doors fitted with panic bars, the door just above the bar should be fitted with a sign saying “Push Bar To Open” (see figure 10). This is in addition to the “Fire Exit” sign.

**Figure 10 - Panic bar door opening signs**

![Panic bar door opening signs](image)

127. Assembly points located on the site of the facility should be indicated with signs. Where the assembly point is off-site then signs indicating the direction of the Assembly Point should be posted near exits. Suitable signage is indicated in figure 11.
128. The adequacy of escape route signage can be checked by walking along escape routes relying on the signs to provide direction to the exit. At each direction sign, the next sign should be visible.

**a. Mounting of emergency egress signage**

129. Fire safety egress signs mounted on walls should be located between 1.7 m and 2.0 m from floor level.

130. Fire/emergency exit signs for doors should be located above the door rather than on the door itself; however, where exit doors are limited to emergency use only, a sign should also be placed on the door indicating “Exit for emergency use only”. If the door is armed as part of the security alarm system this should also be indicated (see figure 12).

**Figure 12 - Exit for emergency use only signs**

131. Fire safety signs mounted above doors should be located between 2.0 m and 2.5m from floor level.

132. To improve visibility of signs when smoke is present, all exit signs should be mounted both close to the floor and at eye level (see figure 13 below). The floor level sign should be mounted between 150 mm and 455 mm from the floor. For exit doors the sign may be mounted on the door or adjacent to the door with the nearest edge of the sign within 100 mm of the door frame.

133. All exit signs posted above doors must be illuminated in all buildings. This can be done by external lighting positioned to light the sign, but the best method is to use signs which have internal illumination (the sign itself lights up).
134. Where refuge points have been established for occupants with disabilities, these should be clearly identified (see figure 14).

**Figure 14 - Refuge point signs**

![Refuge point signs](image)

**b. Fire door signs**

135. Fire doors are normally fire-resistant doors which are used as a passive fire protection measure to reduce the spread of fire and smoke between areas and to enable safe egress from a building. Blue fire door signs featuring a blue background with white graphics should be posted on all fire doors. They indicate the actions which must be taken to minimize the risk in the event of a fire, such as, “Fire door keep shut” (see figure 15).
136. All fire doors should have signage affixed reminding staff to comply with the instructions displayed. Signage must be displayed on both sides of the door. Fire doors on storage areas and cupboards should have signs reading “Fire Door Keep Locked”.

c. **Fire action signs**

137. Fire action signs should be displayed in United Nations facilities and are required in larger facilities, particularly conference buildings or premises with a lot of visitors or members of the public. Fire action signs give brief instructions on the action to take on discovering a fire. A template design is included in annex III, (Fire Safety Plan Template, annex A, “In Case of Fire”). Various designs are also available commercially and on the Internet and can be adapted to suit the site. Two examples of signs commercially available are shown in figure 16.

**Figure 16 - Fire action signs**

138. Fire point signs indicate the presence of a manual fire alarm activation point, fire
fighting equipment, fire phone, etc. Where any of these items are present fire point signs must be displayed and be readily visible to occupants. Fire point signs are red with white symbols and wording. Examples are provided in figure 17.

**Figure 17 - Fire point equipment signs**

DD. Provision of emergency lighting

139. Emergency escape routes and exits must be provided with emergency lighting of adequate intensity in the case of failure of normal lighting.

140. The emergency lighting system is to be either continuously in operation and able to remain in operation in the event of a general power failure or capable of repeated automatic operation without manual operation. The power source for emergency lighting may be provided by a generator or reliable rechargeable batteries, providing a minimum uninterrupted power supply for 60 minutes.

141. The main purpose of emergency lighting systems is to illuminate escape routes in the event of a power failure, so that everyone can still find their way safely out of the building. When doing a Fire Safety Risk Assessment and during routine fire safety inspections, escape routes must be checked to ensure that sufficient emergency lighting is provided and that it is functional.

142. Emergency lighting systems will need to cover the following areas:

   a) Every exit;
b) All exit access;

c) All exit discharge;

d) Lift lobbies;

e) Break-glass call points;

f) Any safety equipment or machinery that would need to be closed down in an emergency;

g) Outside each exit from the building.

EE. Lightning protection

143. In regions where the incidence of lightning strikes is moderate to high, the hazards associated with lightning must be considered during the Fire Safety Risk Assessment and mitigation measures implemented. Specialist guidance must be sought from an engineer qualified to advise on lighting mitigation.

144. Some structures are inherently more at risk of being struck by lightning. The risk for a structure is a function of the size (area) of a structure, the height and the number of lightning strikes per year per square mile for the region. For example, a small building will be less likely to be struck than a large one, and a building in an area with a high density of lightning strikes will be more likely to be struck than one in an area with a low density of lightning strikes.

145. A lightning protection system is designed to protect a structure from damage due to lightning strikes by intercepting such strikes and safely passing their extremely high voltage currents to “ground”, thereby mitigating the fire hazard. Most lightning protection systems include a network of lightning rods, metal conductors and ground electrodes designed to provide a low resistance path to ground for potential strikes.

146. Lighting protection installed at United Nations facilities must be designed by a licensed engineer, approved by the FSFP and installed and maintained by a competent contractor. Installation and maintenance must be in accordance with manufacturers’ specifications and fire code standards.

FF. Occupancy load

147. United Nations organizations must establish safe occupancy loads for their facilities. The occupant load of a building affects the number and capacity of its means of egress and has an impact on the structure's occupancy classification, its plumbing fixtures and its ventilation rates. Therefore, it is essential that a proper occupant load calculation be performed when a new building is designed or an existing one assessed. The occupancy load must be established prior to occupancy and adhered to during the period of occupancy.

148. Occupancy load refers to the safe number of people permitted in a building at one
time based on the building’s floor space, load-bearing capacity and function. Building codes apply different requirements for different types of occupancies. Therefore a conference building is required to meet different requirements than an office building, living accommodation or storage facility. Occupancy load calculations are based on the estimated space an individual occupies, which varies depending on the venue and event type. Tables that provide these numbers are usually found in building codes so may vary by location.

149. Where the occupancy load has not been established, the FSFP should initiate the process through the United Nations organization’s administrative structure to ensure that occupancy loads are established and documented by a certified engineer.

150. Occupancy loads are an important component of fire safety and must not be exceeded. Occupancy loads should be monitored during routine fire safety inspections, particularly for assembly areas and any other areas where there might be a tendency to exceed the approved occupancy.

GG. Camp facilities

151. Camp facilities, which may include a variety of temporary and fixed structures within a defined and controlled perimeter, are established to support field missions such as peacekeeping operations and relief and humanitarian missions. Fire safety must be incorporated into the design of camp facilities and a fire safety specialist should be part of the project planning team.

152. Camp facilities typically involve a large number of low-level structures spread over a large site and may incorporate a broad range of operational functions with associated fire hazards. Space planning is particularly important in such facilities to ensure that fires are contained and that fire fighting appliances have ready access in the event of a fire.

HH. Tent facilities

153. Tent facilities are used as temporary structures in support of a number of United Nations activities including field missions, as annexes for external conferences under the control of a United Nations organization and to supplement permanent United Nations structures. Where tent facilities are used, fire safety must be factored into the planning, design and layout to ensure appropriate fire mitigation measures provided. The standards set out in this section should be applied for tent facilities, canopies and membrane structures of a similar nature.

154. For the purposes of this section the term ‘tents” includes tents, canopies and membrane structures.

155. All tent fabrics and floorings must be treated with flame retardant and certified as such by an accredited third party agency institution or underwriter.

156. Tents must have a permanently affixed label identifying the size and fabric or material type.
157. Combustible materials such as hay, straw, shavings or similar materials must not be located within any tent used as assembly area (i.e., an area where people will gather to meet, eat, drink or similar activities). The areas within and adjacent to the tent must be maintained clear of all combustible materials or vegetation that could create a fire hazard within 6 m of the structure. Combustible rubbish must be removed from the structure at least once a day.

158. Open flame or other devices emitting a flame, fire or heat or any flammable or combustible liquids, gas, charcoal or other cooking device shall not be permitted inside or located within a tent or within 6 m of a tent unless approved by the FSFP.

159. Operations such as food preparation and cooking that use solid flammables, butane or other similar devices which do not pose an ignition hazard may be approved by the FSFP. A separation distance of 5 m must be maintained between food preparation and cooking facilities and mess tents used for eating.

160. Mess tents and other facility tents with separate wings that form one central core should be configured to allow the safe dismantling of these wings in the event that an adjacent wing catches fire.

161. Assembly tents and facility tents such as maintenance, messing, supply and recreation tents must be arranged so as to provide sufficient exits for safe evacuation, with a maximum travel distance to an exit not exceeding 23 m. The following is a guide for the minimum number of exits based on occupancy:

- a) 10-199 2 exits at 1.8 m each;
- b) 200-499 3 exits at 1.8 m each;
- c) 500-999 4 exits at 2.4 m each;
- d) 1000-1999 5 exits at 3.0 m each.

162. Distances of not less than 15 m must be maintained between all facility tents and sleeping accommodation.

163. For other than military or formed police units in field missions, distance of not less than 6 m must be maintained between individual tents and 10 m between rows of tents used for sleeping. Spacing must be sufficient to provide an unobstructed fire break passage way not less than 3.6 m wide free from guy ropes or other obstructions on all sides of tents. For camps used by military and formed police units, distances may be adjusted based on available land size; however, every effort should be made to achieve the above distances and where reduced distances are applied, adequate fire mitigation measures must be implemented.

164. Smoking must not be permitted in tents. "No Smoking" signs shall be posted in conspicuous locations.

165. Generators, heaters and other equipment using fuel should be kept a distance of not
less than 3 m from any tent.

166. Travel distance to an exit in tents for sleeping accommodation, including modular joint units, should not exceed 15 m.

167. Portable fire extinguishers must be provided in visible locations and distributed so that the travel distance to the nearest fire extinguisher is not more than 23 m.

168. Fire hose lines, water supplies and other auxiliary fire equipment should be maintained at the site in such numbers and sizes as required by the FSFP.

169. Adequate, unobstructed and safe access for fire-fighting services and their withdrawal, free of pegs, ropes and cables, must be maintained.

170. Tents should not be sited among vegetation prone to fire, and proper clearing should be provided. Combustible vegetation must be removed from the area occupied by a tent and from areas within 10 m of such structures.

171. The floor surface inside tents and within a 10 m perimeter shall be kept clear of combustible materials and waste, which shall be stored in approved containers until removed from the premises.

II. Living accommodation

172. Living accommodation presents higher risks to occupants because of high occupancy loads and because people may be asleep when a fire breaks out. The provision of living accommodation by United Nations entities or missions tends to be in less developed areas where automated fire fighting systems (i.e., sprinklers) are not an option due to lack of infrastructure and the temporary nature of accommodation.

173. Fire protection measures must be sufficient to mitigate the risk to an acceptable level.

174. Fire safety/prevention measures for living accommodation should include:

   a) Smoking inside the buildings must not be permitted. Smoking must be restricted to designated areas;

   b) Cooking should not be permitted in living accommodation other than in designated areas;

   c) Portable heaters are a fire hazard and their use should be minimized. Where used, the manufacturer’s instructions should be followed, particularly regarding flue pipes and refueling. Safe distances to combustible items must be maintained at all times;

   d) Hanging clothing above fuel-fired or electrical heaters should not be allowed;

   e) Bedding, curtains and furnishing fabrics should be resistant to ignition and flame retarded and be certified as such by a reputable (accredited) entity;
f) Portable fire extinguishers should be located:

   (i) So that they are easily identified and accessible;

   (ii) So that the travel distance from any point in the building to an extinguisher does not exceed 23 meters, and;

   (iii) At least one extinguisher should be located near each entrance and exit door;

g) Smoke alarms should be installed in each sleeping room and in corridors of a single-storey building. Two or more storey buildings should be equipped with at least a system of interconnected smoke alarms and preferably with a monitored fire detection and alarm system;

h) At least two exits must be provided on each floor. The exits must be remote from each other to provide alternative means of escape, and:

   (i) The travel distance from a door of a room to an exit from the building (along the corridor) should not be more than 30 m;

   (ii) Any dead-end corridor should be no longer than 10 m;

i) Single storey prefabricated units should be spaced at least 6 m from each other;\(^{10}\)

j) Two-storey storey prefabricated units should be spaced at least 10 m from each other;

k) Stores of flammable liquids and gases, rubber, and ammunition and explosives must be located at safe distances from living accommodation. The safe distance should be established based on the amount of the stored material and guidelines for this type of storage.

175. Additional provisions must be made for accommodation which is provided for persons requiring assistance to evacuate (e.g. patients in health-care facilities) or persons whose movement is restricted (e.g. detained persons). These provisions must involve emergency procedures for staff actions and assistance. Large facilities of this type, such as hospitals, need to be designed, equipped and maintained according to building and fire codes; alternative solutions may be acceptable if substantiated by a performance-based design performed by reputable experts and approved by a reputable certified fire safety entity and the FSFP.

176. Measures must also be taken to limit the probability that more than one building is lost in case of fire. This can be achieved by adequate spatial separation and keeping spaces between buildings free of combustibles. Large buildings shall be divided into fire compartments by means of certified fire-walls and fire doors.

\(^{10}\) Where individual containers are combined they may be categorized as a single unit.
JJ. Clubs, messes and bars

177. Clubs, messes and bars can pose higher risk levels because of periods when a large number of people are present, alcohol is being consumed and there are potential ignition sources due to smoking and special lighting. Fire may develop rapidly if there are combustible decorations or finishes and they catch fire. Exposed foamed plastic, including decorations, have been proven to be a fire hazard in this type of premises. A large number of people trying to exit at the same time may choke the exits and prevent people from avoiding the fire.

178. The risks associated with such facilities should be controlled by the following measures:

a) The limit for the number of persons permitted to be present must be established and enforced. Where the host country does not establish maximum occupancy levels, the maximum occupancy level should be determined by allowing for 1.5 m² of floor area per person, provided that sufficient fire exits are available;

b) Smoking should be prohibited within the facility and designated smoking areas established outside the premises;

c) In typical premises, at least two exits, located remotely from each other, should be provided. One exit may be sufficient in exceptionally small premises, with a low occupancy level subject to approval by the FSFP;

d) Exit doors should be at least 1.1 m wide;

e) The exits must be indicated by signs clearly visible from every location in the room and signs must be illuminated;

f) The exits must not be blocked or obstructed by any objects;

g) No exit may be locked while people are present on the premises;

h) Combustible decorations attached to or suspended below the ceiling must not exceed 10 per cent of the ceiling area, and must not be hung above the exit or along walkways, passages or escape routes;

i) Combustible decorations must be kept at least 0.5 m from light fixtures;

j) Emergency lighting should be provided. As a minimum a battery powered torch must be available to staff and other emergency lighting which is connected to the power grid for automatic re-charging and automatic actuation upon power interruption must be mounted next to each exit;

k) Class A (water) fire extinguishers should be located at every exit, and Class B (CO²) fire extinguishers should be readily available for the use by staff;

l) Fire action notices should be posted in prominent locations. Staff must have
m) The premises should be inspected regularly during hours of operation and be closed if found unsafe.

KK. Cooking and eating facilities

179. Cooking is potentially a fire hazard and should not be permitted outside designated cooking/kitchen areas. It is particularly important that cooking does not take place in warehouses, workshops or in living accommodation outside designated areas.

180. Kitchen appliances should be installed and maintained in accordance with the manufacturers’ instructions.

181. Kitchens should be equipped with an appropriate fire extinguisher suitable for cooking oils and fats (United States Class K or European/Australian Class F classification). Further, extinguishing blankets of appropriate size are to be installed in sufficient numbers (e.g. 1 per stove/broiler);

182. Combined cooking and eating facilities must be designed, equipped and maintained to control a significant fire risk coming from the potential fire sources.

183. Smoke alarms or smoke detectors of an automatic alarm system should be located far enough away from the cooking area so that smoke or steam generated from cooking does not result in repeated alarm activations, or rate-of-rise heat detectors should be used.

184. Eating areas should have exits of sufficient capacity and number, corresponding to the anticipated number of people present. Except for very small facilities, at least two separately located exits should be provided, none of them leading through a kitchen.

LL. Workshops and repair garages

185. Workshops and repair garages pose significant fire risks because of the presence of ignition sources and combustible and flammable materials.

186. Work involving ignition sources such as hot works and machine tools producing heat and sparks, should be limited to specified areas equipped with fire extinguishers and other fire protection equipment.

187. Smoking in or near workshops and repair garages should not be permitted except in designated areas.

188. Electrical wiring and outlet boxes must not be tampered with. Only qualified electricians should be allowed to modify the electrical distribution system. Use of extension cables should be minimized, and cables should be protected from damage. The electrical equipment should be disconnected from the power supply when not in use.
189. Paints, solvents and other flammable liquids should not be stored on site in quantities larger than required for the immediate use. Small amounts of those liquids may be kept on site, if in proper containers and in dedicated cabinets.

190. Waste motor oil should be stored in closed containers suitable for oil storage and disposed of regularly and properly. Care must be taken to avoid contamination of the ground and the environment in general with the oil. Garage floor drains should be equipped with oil separators or traps. The separators and traps should be emptied regularly to prevent the contaminants from being carried into the sewer.

191. Oily rags and waste should be stored in closed metal containers and disposed of regularly and properly.

192. The use of acetylene requires particular attention to fire safety. Acetylene cylinders must be stored and used in a vertical position and be physically protected from toppling over as well as from any severe mechanical impact. Any disturbed cylinder should be left unused for at least 24 hours during which its temperature is to be monitored. Any cylinder exposed to and/or emitting high temperature should be treated as potentially explosive. Only those persons who have been trained and certified in the use and safe handling of acetylene shall be permitted to use it. The quantity of acetylene kept inside any structure must be kept to the absolute minimum required and adequate ventilation is to be provided.

**MM. Storage buildings and facilities**

193. Properly designed general storage facilities do not pose a high risk to people working there due to relatively low occupant load, but are prone to material losses. The risk to life increases if the storage is combined with other uses, such as offices or workshops. Common in warehouses are mezzanines used as office space. In such an arrangement, it is critical that the occupants of the mezzanine are aware of fire safety hazards associated with the storage space, and the occupants are provided with sufficient exit facilities with short travel distances. The travel distance from a mezzanine to an emergency exit must not exceed 20 m, provided no potentially hazardous materials or substances are kept in store (then the maximum distance shall not exceed 10 m). In some instances this may necessitate the provision of a direct emergency exit from a mezzanine to the outside of the building.

194. Maximum travel distances should be established considering occupant density in particular areas and ease of access to the exits (evacuation routes). In the general storage area, with wide and unobstructed aisles (minimum width equal to the width of the largest goods stored and/or the maximum width of lifting/transporting devices plus 50 cm at each side (100 cm total), this can be as much as 40 meters. Areas of higher population, such as offices, lunch rooms or packaging areas, should be located so that the travel distance is not more than 20 m.

195. Staff should be provided with fire safety training. Effective housekeeping and compliance with smoking regulations must be strictly complied with.

196. Fire protection features depend on the size and the structure of the warehouse, as
well as on the type (risk classification/fire load) of the stored goods. Normally facilities up to 250 m² should be fitted with a monitored fire detection and alarm system. Larger facilities should have an automatic fire extinguishing system, or combination of fire detection/control and smoke control systems installed (e.g. fire doors closing off compartments upon activation of the fire detection and alarm system). Some of these measures may be difficult or impractical to maintain in field environments. If this is the case, a decision on alternative mitigation measures must be based on the Fire Safety Risk Assessment on the basis of consequences of the potential loss of the assets, the impact of loss on operations, and the cost and resources needed to mitigate such loss.

197. One solution that may be used to mitigate risks is having a number of smaller warehouses, separated spatially or by firewalls, rather than one large warehouse.

198. In the risk analysis, the fire-fighting capabilities of the office or mission must be taken into account. Spatial separations given by building and fire codes are based on certain assumptions with respect to fire-fighting capabilities, in terms of the response time and the “extinguishing power”. The separating distances have to be increased substantially if an effective fire fighting effort cannot be commenced within 15 minutes of discovering a fire.

199. Regardless of the warehouse size, it should be equipped with the basic, first line of defence fire protection equipment such as fire extinguishers, fire blankets and other items that may be required for the specific hazards present in the warehouse. Class A extinguishers should be located near the exit doors and in other locations (e.g. on columns), so that the travel distance from any point within the warehouse does not exceed 23 m. In locations where there is a hazard of possible spill of liquid fuel or other flammable liquid, a Class B handheld extinguisher should be located not more than 9 m, or a wheeled extinguisher not more than 15 m away.

200. Attention should be paid to the potential damage to the environment due to fire or fire fighting actions. A fire in a warehouse storing hazardous materials may release toxic or otherwise harmful substances due to damage caused by the fire; these substances may also be spread with the effluents of contaminated fire fighting water if spill basins and dedicated drainage do not meet requirements. Large amounts of harmful effluents may be generated by fire in storage of rubber tires. It is important to limit the size of individual piles, so that a fire can be isolated and prevented from involving large quantities of the tires.

201. Outdoor storage facilities of ordinary goods do not pose a direct fire risk to loss of life or injury, but a fire may threaten adjacent assets and cause environmental damage. It is important to limit the size of stacks of combustible material and separate the stacks to provide access for fire fighting activities.

202. Storage areas of waste and disposed equipment and material carry significant fire and environmental risks. Those areas may contain large quantities of used motor oil, plastics and other materials that are highly combustible and which, when involved in a fire, release substances harmful to people and the environment. Potentially
hazardous or harmful materials and substances are to be stored in qualified dedicated areas meeting the same requirements as those areas recommended by, for example, an MSDS for storage of unused materials/substances of the same kind and nature. It is critical that the size of piles and other groupings are limited, with ample separation and access for fire fighting activities.

NN. Storage of liquid fuels and lubricants and fuel dispensing facilities

a. General

203. Large storage facilities for liquid fuels and lubricants and fuel dispensing facilities must be designed, built and equipped following building and fire codes. The following section is provided as a general guide. For detailed guidance refer to the DPKO/DFS Fuel Operations Manual, “Fuel Operations for Peacekeeping Missions”, Section 5, UN Constructed Field Sites.¹¹

204. Liquid fuels are a serious fire hazard because of their proliferation and ease of ignition. They also characteristically produce very high temperatures and harmful gases and particles when burning.

205. Liquid fuels do not burn as liquids; it is their vapours that burn. For a liquid fuel to burn, it has to be converted to vapour (by temperature) and the vapour has to mix with air to build a combustive mixture ratio. An ignition source must usually be present in the form of a spark or flame. The combustible mixture may ignite spontaneously (without an ignition source) if the temperature of the mixture is high enough as, for example, in a diesel engine.

206. The ability of a liquid fuel to convert to vapour and to create the combustible mixture with air varies widely among fuels and lubricants. That ability is characterized by the “flash point” or the temperature at which, in a standard apparatus, the vapours above the liquid can be ignited by a small ignition source. Based on the flash point, liquid fuels and lubricants are classified in the following three classes indicating their fire hazard with respect to their safe storage:

a) Europe

(i) Class A: flammable liquids which themselves and/or their burning components cannot be mixed with water at a temperature of 15°C. These are divided into different sub-classifications:

- Hazard Class A I: liquids with a flash point below 21°C
- Hazard Class A II: liquids with a flash point between 21°C and 55°C
- Hazard Class A III: liquids with a flash point between 55°C and 100°C

(ii) Class B: combustible liquids which themselves and/or the burning components of which can be mixed with water at a temperature of 15°C. These are divided into different sub-classifications:

- Hazard class B I: liquids with a flash point below 21°C
- Hazard class B II: liquids with a flash point between 21°C and 55°C

b) North America

(i) Flammable Liquids: Any liquid having a flashpoint below 100°F except a mixture having components with flashpoints of 100°F, or higher, the total of which make up 99 per cent or more of the total volume of the mixture. Flammable liquids are divided into three classes as follows:

- Class IA includes liquids having flashpoints below 73°F and having a boiling point below 100°F
- Class IB includes liquids having flashpoints below 73°F and having boiling points at or above 100°F
- Class IC includes liquids having flashpoints at or above 73°F and having boiling points below 100°F

(ii) Combustible liquids: Any liquid having a flashpoint at or above 100°F. Combustibles are divided into two classes as follows:

- Class II liquids include those with flashpoints at or above 100°F and below 140°F or higher, except any mixture having components with flashpoints of 200°F or higher, the volume of which make up 99 per cent or more of the total volume of the mixture
- Class III (A) liquids include those with flashpoints at or above 140°F and below 200°F, except any mixture having components with flashpoints of 200°F or higher, the total volume of which make up 99 per cent or more of the total volume of the mixture
- Class III (B) liquids include those with flashpoints at or above 200°F

As indicated in the classification, there are important distinctions between the classes themselves and their accessory hazard classes.

208. Hazard Class I liquids (e.g. gasoline) create enough vapours to form a combustible or explosive mixture with air at ambient temperatures and under regular pressure, so their storage and handling require special attention.

209. Hazard Class II liquids (kerosene) do not create enough vapours to form a combustible or explosive mixture with air at moderate ambient temperatures and under regular pressure, however in a hot climate they may do so.
210. Hazard Class III liquids (diesel and other heavier oils) are not very easily ignitable, but they may contribute to the amount of heat produced when involved in a fire.

**b. Fire prevention for liquid fuels and lubricants**

211. Precautions must be taken to prevent the emission, accumulation and ignition of flammable vapours produced by the stored flammable and/or combustible liquids. The following are the most likely sources of ignition:

a) Smoking must not be permitted in or near the storage site and access to the site must be limited to authorized qualified personnel;

b) Static electricity - all metallic equipment such as tanks, machinery and piping where the potential exists for an ignitable mixture to be present must be bonded and grounded. All components of storage containments, as well as means of transportation (pipes, valves, pumps), must meet explosion protection classification. The same applies to all energized appliances in the close vicinity, including electrical wiring, lights and sockets. Electrically isolated sections of piping and other equipment should be grounded and bonded together. Non-metallic components and containers should be certified as safe for their intended use;

c) Electric sparks - these are likely to be produced by faulty or non explosion-proof equipment;

d) Hot works - welding, cutting and applying waterproofing membranes using open flame are obvious ignition sources that must be stringently controlled;

e) Frictional heat or sparks may be produced by grinding, or by seized bearings or other malfunction of mechanical devices;

f) Bushfire control has to be enforced in and around the storage and dispensing facilities. The controlled area for low vegetation (grass) should be within at least 20 m off the perimeter, tanks and equipment. Taller bushes may need to be cleared at far longer distances;

g) Lightning protection must be provided.

**c. Selection and location of fire extinguishers**

212. Fire extinguishers for Class B fires involving flammable liquids of an appropriate size (e.g. min. 50 kg dry powder, 50 l foam, 25 kg CO₂) should be selected for the areas where a spill of liquid fuel or other combustible liquids may happen. As fire extinguishers are intended to combat an incipient fire, at its earliest stage when the fire is small, they may prove ineffective against a fire which has developed and which involves significant amounts of combustible or flammable liquids.

213. The rating of extinguishers for protection of certain area depends on the estimated size of a potential spill. For example, an extinguisher rated 40-B is meant to handle
a 40 ft² (approximately 3.5 m²) spill of combustible liquid.

214. Where a spill of a flammable liquid (e.g. gasoline) may happen, the required rating should be doubled.

215. The fire extinguishers should be located near the location of the potential spill, at a travel distance allowing for their quick utilization but, at the same time, at a safe distance (minimum 10 m) from the central hazard area.

d. Protection of the environment

216. Where fuel is stored at United Nations facilities, provision must be made for protection of the environment during normal use of the facilities and in the event of a fuel spill or fire.

217. Bund walls should be installed around storage tanks, where applicable, to contain spillage of liquid fuels, either due to damage to the tanks or piping, or run-off of the contaminated fire fighting water. “Bunding” or “bund walls” are terms used to describe liquid containment walls surrounding storage tanks. One of the most common designs for large tanks is a concrete or masonry wall around the tank with a concrete floor designed to withstand the liquid (special coating) to prevent contamination of the soil. The outside of the wall may be reinforced with an earth berm. Large tanks should have proper bunding, capable of containing at least 110 per cent of the tank’s maximum volumetric capacity. Depending on the liquids’ vapour pressure (at a temperature of 20° C, in accordance with MSDS), it may be advisable not to fill the tanks to the maximum.

218. Attention must be paid to the integrity of the bund walls as quite often these are penetrated during modifications of the connecting piping and the openings are left unprotected.

e. Flammable compressed gases

i. General

219. Flammable compressed gases, such as propane or butane for cooking or heating, pose a fire hazard because of the ease of ignition and ability to create an explosive mixture with air. Precautions must be taken when these gases are transported, stored and used. Particular attention must be paid to locally supplied cylinders that may be damaged or of lower standard for maintenance and inspection. Any questionable cylinders must be rejected.

ii. Transportation of flammable compressed gases

220. Flammable gases are transported in pressurized cylinders and any damage could result in a leak with disastrous results. The risk should be reduced by:

a) Securing all cylinders being transported;
b) Transporting all cylinders in an upright position;

c) Ensuring that protective caps are in place and secure;

d) Ensuring that the vehicles are properly marked to identify the materials being transported;

e) Ensuring that enclosed vehicles are vented to the exterior to allow the dissipation of escaping vapours;

f) Equipping the vehicles with an appropriate serviceable fire extinguisher;

g) Not carrying combustible materials with flammable gases on the same vehicle.

iii. Storage of flammable compressed gases

221. During many field deployments, satisfactory holding areas, as prescribed in fire and building codes, may not be feasible. However, the following guidelines should be followed:

a) Locate the storage area for flammable gases a minimum of 7.5 m from any tent or structure or behind a solid wall, and at least 3 m from any designated pedestrian or vehicular route;

b) Liquid Petroleum Gases (LPG), such as propane or butane, are heavier than air and any leaked gas tends to flow into a low place. Anticipate where the leaked gas may flow and avoid locations from which the gas would migrate under a building, into below-ground installations, tents, containers, sheds, or towards an ignition source;

c) Locate storage areas down from the prevailing wind from structures and ignition sources;

d) Select a firm, level area for a steadier base for cylinders;

e) Shade cylinders from direct sunlight to avoid pressure increase;

f) Secure cylinders firmly to ensure they remain upright;

g) Ensure flammable liquids are stored a minimum of 6 m from flammable gases and a fire-resistant separator is installed in between;

h) Cylinder valves should be closed and protective caps in place;

i) Cylinders should not be disguised by painting or altering their appearance in any way;

j) Different types of compressed gases must be kept at least 6 m apart from each other;
k) Flammable compressed gases must be protected from unauthorized access by adequate mechanical/structural means and both access and manipulation restrictions together with smoking/open light prohibition signage must to be posted.

iv. Use of flammable compressed gases

222. Using flammable gases for cooking and heating combines an ignition source with the potential for an accidental release of gas, which could result in an explosion or intense fire. The following are a few rules that reduce the risk:

a) Cylinders should be installed outside, not less than 3 m from any tent or structure, or separated from them by a solid wall.

b) Cylinders should be protected against damage by traffic or other causes.

c) The gas line connecting the cylinder with the appliance should be protected against damage by traffic, environmental effects and/or other causes, including contact with the walls and partitions through which the line is passing;

d) Cylinders should be not less than 3 m from any auxiliary equipment or other ignition source;

e) Cylinders must be secured in an upright position by strapping in a rack or by securing to a sturdy object.

f) Damaged cylinders should be immediately removed from service;

g) Hydrostatic tests and life span of cylinders must be respected;

h) For kitchen use, the maximum number of cylinders at or below 45 kg capacity should be restricted to 2 per appliance (1 connected and 1 spare);

i) Only approved appliances may be used indoors or under cover;

j) Flammable gases should be transferred to the appliance by flexible hose, certified for that purpose and the hose should not be buried or concealed;

k) All flammable gas cylinders exceeding 9 kg capacity should be equipped with an excess flow valve;

l) All flammable gas installations in a tent should have an in-line shut-off valve inside the tent that is quickly accessible by tent occupants and is independent of the cooking appliance;

m) Flammable gas appliances must not be located in a path of egress;

n) All personnel who operate flammable gas systems must be familiar with the appropriate fire safety and emergency procedures.
OO. Magazines for ammunition and explosives

223. Magazines for storage of explosives and large quantities of ammunition are most commonly found within United Nations peacekeeping missions. The FSFP in these missions must liaise closely with the person within the mission with overall command and control of these storage facilities to ensure appropriate fire mitigation measures are in place.

224. Even a small fire involving ammunition or explosives may quickly lead to an explosion. There are three main causes of injury, death or property damage from an explosion. The most common cause is a pressure wave expanding from an explosion. Another hazard is flying fragments of the exploding products and the surrounding structure. The third source of damage is thermal radiation from the fireball. Any of those hazards can start another explosion and/or fire by affecting adjacent other explosives, fuel tanks, vehicles or other objects.

225. The Fire Safety Plan should specifically deal with procedures in the event of fire affecting ammunition and explosives magazines, including evacuation and safe distances for evacuation.

226. The common characteristic of explosion hazards is that the effect of them decreases with distance, thus establishing safe distances in locating magazines is important. Because the safe distance requirements increase as the quantity of the ammunition explosive increases, the designers of the storage facilities should establish the maximum storage capacity for each facility.

227. The magazine storage facility for ammunition and explosives must be equipped with fire extinguishers and other fire protection equipment, if necessary, depending on the circumstances (e.g. means for fighting grass fire).

228. In the event of a fire threatening a magazine for ammunition or explosives the fire fighting response should be vigorous, using all the immediately available resources. However, as soon as a fire presents an imminent threat of an explosion all personnel must be withdrawn to a safe area. Explosive safety standards provide safe distances for withdrawal depending on the amount and classification of the explosives. These must be specified in the Fire Safety Plan and standard operating procedures. When precise information is not available during the fire emergency, but it is known that there is a substantial amount of explosives stored, withdrawal to a distance of 1 km is recommended in a location with flat terrain. The distance can be much shorter if there are natural protective features of the terrain or suitable man-made shelters.

229. Because of the need to ensure effective fire fighting capacity in the vicinity of a magazine, redundancy with respect to the available fire extinguishers is recommended. Having more than one extinguisher of each required type will mean that if one extinguisher malfunctions or is depleted, there should be another one ready to be used. The number and capacity of fire extinguishers depends on the size of the magazine, but a substantial magazine should be equipped with not less than two wheeled and four hand extinguishers, of the type and capacity appropriate for
the hazards in and near the magazine.

230. Other components of fire safety of storage facilities for ammunition and explosives are:

   a) Comprehensive standard operating procedures;

   b) Fire prevention training;

   c) Frequent inspections.

231. The following mitigation measures should be applied:

   a) Strictly regulate and control smoking in areas where ammunition and/or explosives are kept. If smoking can be regulated safely, designate specific locations approved by the officer in charge of the facility and the FSFP and equip these areas with proper receptacles for butts or smoking residue. Do not allow smoking in vehicles passing through these areas;

   b) Locate the smoking area at least 15 m from the area containing ammunition and explosives. Ensure that at least one serviceable fire extinguisher is placed in the area;

   c) Do not permit use of matches or other flame, heat or spark producing devices in or around any magazine area or field storage facility. The only exceptions will be by written authority of the commander of the facility or the FSFP;

   d) The highest possible level of housekeeping must be maintained in ammunition and explosives storage areas;

   e) All non-essential electrical equipment/lighting must be switched off when buildings are not occupied;

   f) Use only flashlights or storage battery lamps approved by a recognized authority in structures that contain ammunition or explosives;

   g) Locate overhead transmission and power lines no closer to the storage location than the height of the pole or 15 m, whichever is greater;

   h) Locate parking areas no closer than 30 m away from storage areas. Control these areas to reduce fire hazards and provide easy access to firefighters;

   i) Check areas on a daily basis for combustible materials left over from operations. Stack and/or properly dispose of these materials;

   j) Control vegetation or undergrowth within 15 m with weed killers or by mowing or plowing. Remove all cut vegetation and undergrowth;

   k) Carefully consider controlled burning to eliminate vegetation and undergrowth. Allow no burns within 60 m of any explosive location. Fire watch with fire-
fighting equipment should be standing by during these operations;

l) Ensure that clearly written fire instructions are given to the personnel;

m) Ensure that the personnel understand the importance of quick action to extinguish a fire and rapid withdrawal if the action proves unsuccessful.

PP. Aviation fire safety

232. United Nations missions operate civilian and military aircraft in an array of challenging environments, which often lack the infrastructure required in support of international standards and recommended practices. Subject to specific local limitations United Nations organizations conducting aviation operations should apply International Civil Aviation Organization Standards and Recommended Practices (ICAO SARPS) specific to fire to mitigate fire safety risks associated with their aviation operations. See also DPKO and DFS Policy - Aviation Safety (2009) \(^\text{12}\) and Aviation Standards for Peacekeeping operations and Humanitarian Air Transport Operations (2003). \(^\text{13}\)

233. In some field locations it may be impossible to apply regular fire safety measures, as they are required by the ICAO SARPS and/or building and fire codes thus other mitigation must be provided. For example, in many instances, in established permanent aircraft facilities fixed foam fire suppression system is used as a typical basic measure. However, in the field deployment such a measure may not be feasible or practical. Alternative solutions, such as a properly equipped fire truck standing by during hazardous operations, may have to be developed to provide acceptable levels of fire safety.

QQ. Aircraft hangars

234. A hangar is a building with a space where one or more aircraft may be parked, and any adjacent area not separated from that space by a rated fire separation. That adjacent area may be used for servicing or repair or any other associated use.

235. The fire risks within an aircraft hangar are a function of hangar operation. Activities in the hangar during the normal work routine have historically resulted in the greatest incidence of fires or potential fire situations. During working hours having personnel effectively trained in initial fire fighting response enables rapid initial action to bring any fire outbreak under control. The risk of an accidental fire outbreak is low during stand-down hours, but the damage risk is increased considerably because of the delay in detection and suppression.

236. The greatest potential fire risk within a hangar is a large fuel spill, which if ignited could rapidly engulf an aircraft. Sabotage or arson can be equally devastating and appropriate security measures should be incorporated during the design stage of any hangar facility.


237. Hangars housing aircraft containing fuel require far more stringent fire safety measures than those housing de-fuelled aircraft. Hangars housing more than one aircraft that contain fuel should have fire containment separations between each aircraft. Ideally, such hangars should be equipped with a fixed fire suppression system. Because of the complexity of the fixed fire suppression systems and their operational requirements, using separate hangars or dividing a large one with firewalls, may be a more practical option.

238. There should be an adequate floor drainage system provided to reduce spilled fuel pool and potential size of the fire. The drainage system should be equipped with flame arrestors. A flame arrestor functions by forcing a flame front through channels too narrow to permit the continuance of a flame.

239. Parked aircraft (de-fuelled) should be separated by a distance permitting extraction of a burning aircraft and limiting the damage by radiant heat to the adjacent aircraft. The separating distances should be established based on the size of the aircraft and other factors, but generally they should be not less than four meters.

240. Exits from aircraft areas should be provided along the perimeter of the hangar at distances not more than 60 meters. Those distances may have to be shortened in the case of a very wide hangar to provide access to exit with a travel distance not more than 40 meters.

241. Early fire detection is critical and an automatic fire alarm system should be installed. The fastest type of fire detector used in such systems is a flame detector, which has an advantage over a smoke detector of fewer false alarms caused by fumes released by repair works. Heat detectors are usually the slowest and may not be suitable for this purpose.

242. In the absence of a fixed fire suppression system, fire points equipped with hand held and wheeled fire extinguishers, located in critical areas are essential. Usually they are located on the walls, close (within 4 meters) to the exits. In locations where there is a hazard of possible spill of liquid fuel or other flammable liquid, Class B hand held extinguisher should be located not more than 9 meters, or a wheeled extinguisher not more than 15 meters away.

243. A high standard of housekeeping is essential in the overall hangar fire protection measures. Typical housekeeping measures include:

a) Minimizing the storage of flammable and combustible goods in the hangar;

b) Maintaining clear egress paths to exits;

c) Ensuring fire equipment is correctly maintained;

d) Maintaining aircraft separation distances;

e) Ensuring that only approved electrical equipment is used in the hazardous areas.
RR. Health Care Facilities

244. Health care facilities may be provided by some United Nations organizations. Fire safety in these facilities must be carefully assessed in order to provide adequate safeguards for life safety because of the high occupant load and the characteristics of the occupants. The occupants or patients, undergoing medical treatment generally need physical assistance to evacuate the building a fire emergency. That, and the ratio of occupants to staff, requires earliest possible warning in the event of a fire and ample exit facilities to provide enough time for evacuation.

245. Early warning is best provided by an automatic fire detection and alarm system. Smoke detectors should be used as the initiating devices in these areas, with the exception of areas where they may cause false alarms (e.g. cooking and steam generating activities). In those areas rate of rise heat detectors should be used.

246. Emergency voice communications systems should be installed in all facilities except very small ones. Discreet tones or coded messages may be used instead of the standard tones.

247. Smoke and heat are the most serious hazards in these facilities and smoke / heat management should be carefully evaluated.

248. Large facilities should be equipped with an automatic sprinkler system, with fast response residential sprinklers used for the protection of people rather than the material assets.

249. Interior walls and ceilings should be finished with fire resistant materials. Exposed foamed plastic should not be permitted.

250. Egress facilities should be adequate for the actual number of occupants and assisting staff, taking into consideration the requirement to accommodate wheeled stretchers, wheelchairs, evacuation chairs and other means of in-house transportation. Fire extinguishers should be located near every exit, staff work area and along corridors so that the travel distance to an extinguisher is not more than 23 meters.

SS. Bushfire mitigation

251. Bushfire, also called wildfire, is an uncontrolled fire burning in grassland or other vegetation. Controlling the risk of a bushfire depends on the reduction of fuel available to the fire, measures to eliminate the ignition sources, and having the resources ready to fight the fire.

252. Reduction of fuel requires cutting and removing excessive vegetation within a protection zone surrounding the facility. The width of the protection zone depends on the type of vegetation, local climatic conditions, type of the protected asset and may vary from 3 m for grass near tents to 100 m for high bush and forest in bushfire prone areas. Since the protection zone may extend beyond the area managed by the UN organization, cooperation and support of host country authorities may be necessary to ensure that a suitable fire break is established around the perimeter.
253. Typical ignition sources for bushfires, other than natural causes such as lightning strike, are sparks from vehicles and other machinery, careless disposal of smoking materials, burning trash and disposing of other combustibles in open fires, and solar ignition due to discarded glass. Hence preventive measures include:

a) Ensuring that vehicles, generators and other machinery powered by combustion engine do not emit sparks, and where necessary, are equipped with proper spark arrestors;

b) Enforcing the rules for smoking;

c) Not permitting unauthorized fires;

d) Good housekeeping, including proper disposal of glass.

254. Fighting a bushfire requires large manpower resources and special, even though often rather simple equipment. Since a bushfire may develop quickly, planning for the action and mobilizing the resources have to be done ahead of the dry season.

255. Cooperation with the local authorities and fire services is often necessary because the bushfire hazard may be outside the facility’s perimeter but pose a threat to United Nations staff, facilities and operations.

256. Where bushfires pose a threat to United Nations facilities, mitigation must be provided for in the Fire Safety Plan.
# Annex I

## Record of Fire Safety Risk Assessment

<table>
<thead>
<tr>
<th>Organization:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Site location:</td>
<td></td>
</tr>
<tr>
<td>Name of Fire Safety Focal Point who completed the assessment:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date of assessment</th>
</tr>
</thead>
</table>

### Step 1 Identify fire hazards

Note: All action required should be recorded at step 4

<table>
<thead>
<tr>
<th>Fire hazards</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sources of ignition</td>
<td></td>
</tr>
<tr>
<td>Sources of fuel</td>
<td></td>
</tr>
<tr>
<td>Sources of oxygen</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action required (please tick)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>If yes, record action required at step 4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Step 2 Identify people at risk

List all persons potentially at risk from fire, including employees, residents, visitors and contractors
### Step 3  Evaluate adequacy of existing fire safety measures and risk

Note: All action required should be recorded at step 4

<table>
<thead>
<tr>
<th>Provision and protection of escape routes and emergency exits</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting and signage</td>
<td></td>
</tr>
<tr>
<td>Lightning protection</td>
<td></td>
</tr>
<tr>
<td>Fire detection and fire warning</td>
<td></td>
</tr>
<tr>
<td>Fire fighting equipment</td>
<td></td>
</tr>
<tr>
<td>Staff training and fire drills</td>
<td></td>
</tr>
<tr>
<td>Management and fire safety policy</td>
<td></td>
</tr>
<tr>
<td>Cooperation and coordination with building owners/other occupiers</td>
<td></td>
</tr>
<tr>
<td>Fire fighting capacity – internal (including fire and emergency services access, material support [water, extinguishing agents etc])</td>
<td></td>
</tr>
<tr>
<td>Fire fighting capacity – external (host country) including alarm communications and response time</td>
<td></td>
</tr>
</tbody>
</table>

| Risk analysis |
| --- | --- | --- |
| Likelihood, consequences and risk of fire starting |  |
| Action required (please tick) If yes, record action required at step 4 | Yes | No |

---

**Fire Safety Guidelines**

181
Mitigation measures are to be prioritized following the ratings below based on the level of risk.

**Note:** Where implementation of recommendations will be unavoidably delayed (e.g. owing to procurement delays), alternative interim mitigations measures should be implemented.

**Priority ratings**

<table>
<thead>
<tr>
<th>Low – within 6 months</th>
<th>Medium – within three months</th>
<th>High – as soon as possible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Should be actioned as soon as possible but within 6 months.</td>
<td>Should be actioned as soon as possible but within 3 months.</td>
<td>Must be actioned forthwith to reduce risk</td>
</tr>
</tbody>
</table>

**Step 4**  
**Recommended mitigation measures**

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Priority</th>
<th>Person responsible</th>
<th>Date for completion</th>
</tr>
</thead>
</table>
Review the risk assessment if it is out of date, there have been significant changes at the location that indicate a review is necessary or at least every 12 months

<table>
<thead>
<tr>
<th>Step 5</th>
<th>Assessment review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review date</td>
<td>Reviewed by</td>
</tr>
<tr>
<td>Reason for review</td>
<td></td>
</tr>
<tr>
<td>Results of review</td>
<td></td>
</tr>
</tbody>
</table>
### Annex II

#### Fire Safety Inspection Form

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Date of inspection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure location / address</td>
<td>Name of inspector</td>
</tr>
<tr>
<td>Country</td>
<td>Job title</td>
</tr>
<tr>
<td>Structure name / designation</td>
<td>Maximum occupancy</td>
</tr>
<tr>
<td>Number of levels or estimated height</td>
<td>Structure area in square metres</td>
</tr>
<tr>
<td>Underground areas? (basement, etc.) Yes/No</td>
<td>Number of underground areas</td>
</tr>
</tbody>
</table>

Describe the area where the structure is located:

**Comments:**

<table>
<thead>
<tr>
<th>Construction type</th>
<th>Open area covered (specify material):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforced concrete</td>
<td>Heavy timber</td>
</tr>
<tr>
<td>Stone/masonry/brick</td>
<td>Mud and straw / thatch</td>
</tr>
<tr>
<td>Wood frame</td>
<td>Open area uncovered</td>
</tr>
<tr>
<td>Metal frame</td>
<td>Other (specify):</td>
</tr>
</tbody>
</table>

Main activities carried out within the building / structure:

<table>
<thead>
<tr>
<th>Office</th>
<th>Residential</th>
<th>Garage (parking)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public assembly</td>
<td>Assembly (not open to public)</td>
<td>Workshop (specify):</td>
</tr>
<tr>
<td>Warehouse / storage</td>
<td>Food preparation</td>
<td>Other (specify):</td>
</tr>
</tbody>
</table>

Sources of ignition

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Electrical</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the electrical system safety shut off / governed by circuit breakers or fuses?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there a back-up generator connected to the electrical system?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are extension cords and multi-plug power strips used in a single outlet in lieu of necessary number of outlets?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are extension cords and multi-plug power strips unplugged at the end of each working day?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are extension cords and other temporary wiring run under carpeting?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are extensions that are run over flooring properly covered with ramps that are affixed to the floor?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Are all electrical appliances and equipment plugged in with approved plugs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are transformers being used to power any equipment or appliances?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all electrical appliances and devices (coffee pots etc.) utilized on non-combustible surfaces?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Heating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the facility heated by a central heating plant or system?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the heater inspected annually by a reputable technician and are the results of the inspection documented?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the heating unit kept in a separate structure or outdoors?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the heating unit kept in a fire resistant room (boiler room) with a fire resistant door?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On what floor of the building is the heating unit/boiler room located? (ground floor shall be considered the floor at grade level)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are NO other items kept in the boiler room?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there a fire extinguisher mounted on the wall at the entrance to the boiler room?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If central heating is not used is some other form of heating used? (If yes, state type.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Electric heaters (yes/no)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are combustible materials kept an adequate distance from electric heaters?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the heaters equipped with safety devices (overload and overheating protection)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the heaters inspected and cleaned at regular intervals?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do electrical accessories (cabling/wiring, connections, safety fuses) meet requirements as per manufacturer?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gas fired burner (yes/no)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Methane (natural / city gas) , LPG , LNG</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the volume of tanks (if applicable)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Where are gas cylinders located?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have both burners and cylinders been inspected prior to use and are they inspected regularly by an authorized entity?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do tubes run from the heater unit to the gas supply? (If yes, state type)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are rubber tubes checked every 6 months for leaks with soapy water?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are they replaced with approved hoses every 3 years?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the air circulation rate in the room sufficient to allow for gas fired burners?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the heaters inspected and cleaned at regular intervals?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Oil fired burner (yes/no)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rubber , copper</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

*Fire Safety Guidelines*  
185
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the volume of the tank? (in cubic metres or litres)</td>
<td></td>
</tr>
<tr>
<td>Where is the tank kept?</td>
<td></td>
</tr>
<tr>
<td>Have both burners and tanks been inspected prior to use and are they inspected regularly by an authorized entity?</td>
<td></td>
</tr>
<tr>
<td>Is the air circulation rate in the room sufficient to allow for oil fired burners?</td>
<td></td>
</tr>
<tr>
<td>Are the heaters inspected and cleaned at regular intervals?</td>
<td></td>
</tr>
<tr>
<td>Coal fired burner (yes/no)</td>
<td></td>
</tr>
<tr>
<td>Pellet fired burner (yes/no)</td>
<td></td>
</tr>
<tr>
<td>Wood stoves / fire places (yes/no)</td>
<td></td>
</tr>
<tr>
<td>Are the stoves kept on a non-combustible surface?</td>
<td></td>
</tr>
<tr>
<td>Is the wood stored a good distance from the stoves/fireplaces and is the quantity limited to that required for daily use?</td>
<td></td>
</tr>
<tr>
<td>Are the areas in front of and around the stoves/fireplaces free and clear of all combustible materials, including carpets?</td>
<td></td>
</tr>
<tr>
<td>Do fireplaces have spark screens?</td>
<td></td>
</tr>
<tr>
<td>Are all fires put out before leaving the premises at the end of the day?</td>
<td></td>
</tr>
<tr>
<td>Are the chimneys and flues inspected and cleaned at least annually?</td>
<td></td>
</tr>
<tr>
<td>Other heating Describe.</td>
<td></td>
</tr>
<tr>
<td>Open flame (yes/no)</td>
<td></td>
</tr>
<tr>
<td>Are all uses of open flame (welding, cooking, heating, etc.) confined to an approved area with no combustible material in the vicinity?</td>
<td></td>
</tr>
<tr>
<td>While open flame is in use (including while cooking), is someone physically present at all times?</td>
<td></td>
</tr>
<tr>
<td>Where applicable is a hot works permit and fire safety briefing required prior to commencing work?</td>
<td></td>
</tr>
<tr>
<td>Are there adequate fire extinguishers and personal protection equipment present while open flame is being used?</td>
<td></td>
</tr>
<tr>
<td>Are hoods and ducts over stoves cleaned regularly in food preparation areas?</td>
<td></td>
</tr>
<tr>
<td>Does the organization have a no smoking policy applicable to the structure?</td>
<td></td>
</tr>
<tr>
<td>If a no smoking policy is in place, is it complied with and enforced?</td>
<td></td>
</tr>
<tr>
<td>Are safety instructions regulating the use of candles, incendiaries, etc. in place?</td>
<td></td>
</tr>
<tr>
<td>Lightning</td>
<td></td>
</tr>
<tr>
<td>Is the structure protected against lightning?</td>
<td></td>
</tr>
<tr>
<td>General</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Response</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Are archive and record rooms free of all heat producing devices, including electric heaters?</td>
<td></td>
</tr>
<tr>
<td>Is there a minimum distance of 45cm from the ceiling of all materials kept in archives and storerooms?</td>
<td></td>
</tr>
<tr>
<td>Were other sources of ignition identified during the inspection? (If yes, list and comment)</td>
<td></td>
</tr>
</tbody>
</table>

### Sources of fuel

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there any fuel kept on the premises?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What type of fuel is being stored?</td>
<td>(Check all that apply): Gasoline/petrol, diesel, kerosene, LPG, LNG, wood, coal, other</td>
<td></td>
</tr>
<tr>
<td>What is the quantity of fuel being stored?</td>
<td>In litres, cubic metres or kilograms:</td>
<td></td>
</tr>
<tr>
<td>Is the fuel being stored in appropriate containers?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are appropriate fire extinguishers present in the immediate vicinity of the fuel storage?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Where is the fuel being stored?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the fuel being stored in an area protected from direct sunlight and well ventilated?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the no smoking regulation strictly enforced in the area of fuel storage and are red and white pictogram signs in evidence to note the regulation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are storerooms and “hidden” areas that tend to become ad hoc storage areas kept neat and orderly and are combustible materials kept to a strict minimum?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Garages / parking

<table>
<thead>
<tr>
<th>Question</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the no smoking regulation strictly enforced in garage areas and are red and white pictogram signs in evidence to note the regulation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the garage have an automatic sprinkler system?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the garage have fire detection and alarm coverage?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there an adequate number of fire extinguishers provided throughout the garage area?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If parking garage is at grade level and above, is it open to the outside at ground level around the perimeter of the garage?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are garage areas used exclusively for parking motor vehicles?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If garage is attached directly to areas used for other type occupancies, are the access points equipped with self closing fire doors?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there any areas designated as garages that are below grade level?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Response</td>
<td>Action required / comments</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>If yes, are there strict controls forbidding the entry of vehicles that run on LPG and are there red and white pictogram signs in place at the entrance of the garage noting the regulation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are below grade garage facilities equipped with a CO2 detection and alarm system?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Were other sources of fuel identified during the inspection? (If yes, list and comment)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sources of oxygen**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can the heating, ventilation and air conditioning system be entirely or partially shut down at short notice in case of emergency?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the system controlled by an automatic system to compartmentalize the system in case of an emergency?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there automatic self-closing dampers on any vents opening into stairwells?</td>
<td></td>
<td>Doors activated by (check all that apply): smoke detectors _____, heat detectors _____, fire alarm _____</td>
</tr>
<tr>
<td>Are the structure and areas such as places of public assembly, stairwells, kitchens, boiler rooms, attached garages etc., compartmentalized with self closing fire doors?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Were other sources of oxygen identified during the inspection? (oxidizing agents, medical oxygen etc)? If yes, list and comment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Evacuation / escape**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many exits to the outside of the structure are there?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do all exit doors open in the direction of egress (outwards)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are the widths of the exits?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire exit doors in good working order?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can all fire exit doors be opened easily and immediately if there is an emergency?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all paths to exits and exits themselves kept clear of obstacles?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all floor surfaces and stairs on escape routes free from tripping and slipping hazards?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do escape paths provide adequately for the needs of disabled people?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all paths for fire exits adequate with respect to width, height and fire resistance?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting and signage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Response</td>
<td>Action required / comments</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Are all exit paths and exit doors illuminated with emergency lighting?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does emergency lighting provide sufficient light to safely use exit paths and emergency exits?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does emergency lighting have back-up power supplies (min 2 hours)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is emergency lighting fully functional and properly maintained?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all exit doors indicated by green and white pictogram signs above the doors?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all paths to exits indicated by green and white pictogram signs indicating the direction to the exit?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the locations of fire fighting equipment indicated by red and white pictogram signs that are clearly visible?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are notices posted on emergency exit door providing instructions on how to open the doors and directing that the doors must be kept shut?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are notices reading “EMERGENCY EXIT – KEEP CLEAR” posted on the outside of such doors?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are red and white no smoking pictogram signs displayed in fuel storage areas and other areas containing inflammable substances?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are elevators marked with red and white pictogram signs indicating “Do Not Use In Case of Fire”?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Fire detection and fire warning

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the facility have technical equipment to detect fire installed throughout the site?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the facility have the means to warn people if a fire is detected?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the facility have smoke detectors installed throughout the site?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are smoke detectors hard-wired or battery operated?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What warning system does the smoke detectors generate?</td>
<td></td>
<td>Local alarm ____, alarm signal at security / control centre ____, alarm signal at local fire service ____.</td>
</tr>
<tr>
<td>Does the activation of a smoke detector activate any self closing fire doors, duct flaps, deventilation flaps etc?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the facility have manual fire alarm pull or break-glass stations?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can the alarm warning system be clearly heard and understood by everyone throughout the facility when initiated from a single point?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If not, are there provisions for people or locations where the alarm cannot be heard?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If the fire detection and warning system is electronically powered does it have a back-up power supply with minimum redundancy – 6 hours?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the fire alarm and warning system tested on a weekly basis?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the fire alarm system, including detectors and connected fire safety device, tested and inspected on a regular basis by a reputable certified entity?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Fire Extinguishers

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the facility have fire extinguishers situated at suitable locations throughout the site?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all fire extinguishers serviced at least annually by a reputable certified entity?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is inspection documented on extinguishers with a service tag or label?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers and extinguishing blankets physically inspected by a qualified person at least once per week?</td>
<td>ABC dry chemical powder ____, CO2 foam (specify type) ____, pressurized water ____, buckets of sand ____, buckets of water ____</td>
<td></td>
</tr>
<tr>
<td>What type of extinguishers are used?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are extinguishers of the correct type for the fire risk identified?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers located in every corridor?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers located in every vehicle?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the locations of the above clearly marked and the access routes free of obstruction?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Fire Fighting Equipment

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there any fire fighting equipment on hand at this facility?</td>
<td>Number of hoses ____, length ____, diameter in mm ____</td>
<td></td>
</tr>
<tr>
<td>Hoses?</td>
<td>Size in mm (diameter) ____ , type and number of each: Straight stream ____ , adjustable fog ____</td>
<td></td>
</tr>
<tr>
<td>Nozzles?</td>
<td>Quantity and type of each (check all that apply): Vehicle mounted ____ , fixed ____ , centrifugal ____ , diaphragm ____ , rotary gear ____</td>
<td></td>
</tr>
<tr>
<td>Pumps?</td>
<td>Quantity, type and length:</td>
<td></td>
</tr>
<tr>
<td>Ladders?</td>
<td>Quantity (in litres) ____ , Type: Protein, ____ , AFFF ____ , high expansion ____ , Percentage of concentrate: ____</td>
<td></td>
</tr>
<tr>
<td>Fire fighting foam?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Self-contained breathing apparatus (SCBA) including masks?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Fire helmets including lamps?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Fire coats / pants?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Fire gloves?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Fire boots?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Crash axes?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Fixed line rescue devices?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Forcible entry tools?</td>
<td>Quantity:</td>
<td></td>
</tr>
<tr>
<td>Fire apparatus? What type?</td>
<td>Engine (capacity of pump):</td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>---------------------------</td>
<td></td>
</tr>
<tr>
<td>Fire suppression systems</td>
<td>Tanker (capacity of tank and pump):</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rescue vehicle: aerial ladder / platform</td>
<td></td>
</tr>
<tr>
<td>Other? (specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Fire suppression systems**

- Does the facility have any fire suppression systems? (If yes, indicate all systems that the facility has)
- Do all such systems emitting potentially harmful agents provide for safe evacuation prior to release (also when activated manually [push button])?
- Are the systems monitored and supervised centrally, connected to the fire detection and alarm system and tested/inspected at regular intervals?

**Automatic sprinkler system**

- Is it a wet or dry system?
- Does the system have its own water reservoir and pump?
- If so, what is the capacity of the tank in litres?
- How is the pump generated (diesel, electric, etc.)?
- Is the pump engaged automatically?
- Is there a back-up pump?
- If so, how is the back-up pump run?

**Standpipe system (yes/no)**

- Is it a wet or dry system?
- Are there hoses and nozzles on each floor?
- Does the system have its own water reservoir and pump?
- If so, what is the capacity of the tank in litres?
- How is the pump generated (diesel, electric, etc.)?
- Is the pump engaged automatically?
- Is there a back-up pump?
- If so, how is the back-up pump run?
- Are the pumps (incl. backup) tested at regular intervals?
- Are standpipes, hoses and nozzles physically inspected by a qualified person at least once per week?
- Are the locations of the above clearly marked and the access routes free of obstruction?

**Hydrant system (yes/no)**

- Is it a local / private system or part of the public system?
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>If local / private, is it the property / responsibility of the United Nations organization?</td>
<td></td>
</tr>
<tr>
<td>Is it a ring or a line system and what is its volumetric capacity (diameter)?</td>
<td></td>
</tr>
<tr>
<td>Does the system have its own water reservoir and pump?</td>
<td></td>
</tr>
<tr>
<td>If so, what is the capacity of the tank in litres?</td>
<td></td>
</tr>
<tr>
<td>How is the pump generated (diesel, electric, etc.)?</td>
<td></td>
</tr>
<tr>
<td>Is the pump engaged automatically?</td>
<td></td>
</tr>
<tr>
<td>Is there a back-up pump?</td>
<td></td>
</tr>
<tr>
<td>If so, how is the back-up pump run?</td>
<td></td>
</tr>
<tr>
<td>Are the pumps (incl. backup) tested at regular intervals?</td>
<td></td>
</tr>
<tr>
<td>Is the system subject to regular physical inspection and testing?</td>
<td></td>
</tr>
<tr>
<td>Are fire hose connections compatible with local fire services / UN Fire Unit connections?</td>
<td></td>
</tr>
</tbody>
</table>

**Dry chemical powder system (yes/no)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the system activated automatically?</td>
<td></td>
</tr>
<tr>
<td>Is the system serviced at least annually by a certified entity?</td>
<td></td>
</tr>
<tr>
<td>Is the servicing documented with a tag / label on the system cylinders and main board as well as by detailed inspection report signed by the entity</td>
<td></td>
</tr>
</tbody>
</table>

**Inert gas suppression system (yes/no)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the system activated automatically?</td>
<td></td>
</tr>
<tr>
<td>If yes, does the system have an early warning system prior to discharge?</td>
<td></td>
</tr>
<tr>
<td>Does the system have a manual override?</td>
<td></td>
</tr>
</tbody>
</table>

**CO2 system (yes/no)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the system activated automatically?</td>
<td></td>
</tr>
<tr>
<td>Does the system provide for safe evacuation (visible and audible alarm and a pre-determined time frame) prior to release?</td>
<td></td>
</tr>
<tr>
<td>Is the system serviced at least annually by a reputable fire systems company?</td>
<td></td>
</tr>
<tr>
<td>Is the servicing documented with a tag/label on the system cylinders and main board, as well as by a detailed inspection report signed by the entity?</td>
<td></td>
</tr>
</tbody>
</table>

**Foam system (yes/no)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the system activated automatically?</td>
<td></td>
</tr>
<tr>
<td>Is the system serviced at least annually by a reputable fire systems company?</td>
<td></td>
</tr>
<tr>
<td>Is the servicing documented with a tag/label on the system cylinders and main board, as well as by a detailed inspection report signed by the entity?</td>
<td></td>
</tr>
</tbody>
</table>
### Staff training and fire drills

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have staff received fire safety training?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire wardens provided proper training and annual refresher training?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If potentially hazardous items including explosive substances are stored at the facility, have staff received appropriate training?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are staff aware of the required action in the event of a fire?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire drills conducted at least every six months?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are combined fire drills conducted for multi-occupied buildings?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are assembly points easily accessible, clearly marked and known to all staff?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have secondary assembly points been identified to remove staff and visitors from the vicinity in the event of a bomb threat or other hazard.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are emergency drills conducted with external responders (fire service, ambulance, etc.) annually?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Management and fire safety plans

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the organization have a Fire Safety Focal Point?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire wardens appointed on each floor?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are names of wardens posted on each floor and clearly visible to staff?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the organization have a Fire Safety Plan for the facility?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there an Evacuation Plan for the facility?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are copies of the fire evacuation plan posted throughout the facility?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there satisfactory procedures in place to prevent the accumulation of combustible materials, such as excessive quantities of waste paper in photocopying rooms, overflow of stationery from stores and desks piled up with files that should be in cabinets?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Cooperation and coordination with building owners / other occupiers

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a clear understanding of what are the building owner’s responsibilities for fire safety and maintenance of equipment and systems and what are the United Nations organization’s responsibilities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is this understanding/agreement documented in written form as part of or attachment to the lease contract?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Are fire safety issues resolved with building owners in a timely manner?  
Are fire safety arrangements coordinated with other building occupants? If yes, are those documented and agreed upon by all parties?

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are staff trained to use fire extinguishers and extinguishing blankets?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the organization have a specialized fire safety unit with fire fighting skills? (If yes, state how many officers, type of skills, etc)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there adequate fire and emergency services access?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Action required / comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are there a local fire service that can be called to respond in the event of an emergency? Type?</td>
<td>Check all that apply: Public _____, private _____, professional _____, volunteer _____, industrial _____, marine/port _____, airport _____, military _____</td>
<td></td>
</tr>
<tr>
<td>Does the fire service have ladder capacity sufficient to reach the highest floor of the facility?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the fire service have sufficient pump and hose capacity to reach the highest floor of the facility with water?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For cold areas – does the fire services have heated garages for fire trucks to prevent freezing of water storage?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does this service appear to be well trained and equipped?</td>
<td></td>
<td></td>
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<tr>
<td>Do the fire fighters have proper uniforms and personal protection equipment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the estimated response time?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are procedures and response plans thoroughly known to and accepted/adhered to by them?</td>
<td></td>
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</tbody>
</table>
Annex III

Fire Safety Plan Template

FIRE SAFETY PLAN
Fire Safety Plan
Approval

Fire Safety Plan for:

<table>
<thead>
<tr>
<th>Organization:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Name:</td>
</tr>
<tr>
<td>Address:</td>
</tr>
</tbody>
</table>

Approval

<table>
<thead>
<tr>
<th>Action</th>
<th>Name</th>
<th>Position</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepared by:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved by:</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Plan Annual Review

<table>
<thead>
<tr>
<th>Review by:</th>
<th>Date of Review</th>
<th>Changes made?</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
1. INTRODUCTION

1.1 Objectives

The Fire Safety Plan is designed to minimize the possibility of fires through effective fire prevention practices and utilization of fire safety features of the facility and, in the event of a fire, provides the most effective means of ensuring occupant safety.

This will be achieved through:

- Control of fire hazards
- Monitoring and maintenance of fire protection systems
- Emergency response and evacuation

1.2 Control of fire hazards

Fire hazards identified during a fire safety risk assessment and routine fire safety inspections are controlled through administrative procedures, physical controls, routine maintenance, inspection and monitoring as outlined in this Plan.

1.3 Monitoring and maintenance of fire protection systems

Fire protection systems installed at this facility are essential to ensure early detection if a fire occurs and minimize the impact in the event of a fire. This Plan details the fire protection systems installed at the site and the individuals responsible for inspection, maintenance and testing of these vital systems.

1.4 Emergency response and evacuation

Trained staff can be of great value in directing and assisting the orderly movement of people in the event of a fire, and performing fire control until the fire department/fire fighting unit and other responders arrive.

Evacuation procedures are kept simple. However all staff, and especially those with specific responsibilities under this Plan, require continuous training and frequent drills and must be conversant with the Fire Safety Plan and the Evacuation Plan.

During an emergency, an alarm will sound, and all occupants will exit the building via a safe exit. All occupants will move to the assembly area.

The plan includes procedures for persons with disabilities who are unable to use stairs without assistance.

The instructions for occupants “In Case of Fire or Emergency”, and plans showing evacuation routes and assembly areas, are posted prominently on each floor area, providing information that can be read quickly on procedures to follow in the event of a fire. Use of this concept should
ensure a systematic method of safe and orderly evacuation of the building in the event of fire or other emergency requiring evacuation.

2. DEFINITIONS

*Delete any definitions not applicable to the facility / add definitions for any items not included but which apply to the facility.*  
**NOTE:** ensure that the definitions used apply to the host country – terms used by the host country may be different to those listed below.

**Automatic heat tape**

Electric wire is wrapped around water-filled piping located in unheated areas. The wire is generally located underneath an insulating layer of fibreglass, and automatically keeps the water in the pipe from freezing.

**Class A fire**

A fire involving solid combustible materials such as wood, cloth and paper.

**Class B fire**

A fire involving flammable or combustible liquids, fat or grease.

**Fire closure**

A device or assembly for adequately closing an opening through a fire separation (such as a door), and includes all components such as hardware, closing devices, frames and anchors.

**Combustible liquid**

Any liquid, commonly referred to as flammable and/or highly flammable liquid, having a flash point at or above:

- $21^\circ$ C and below $100^\circ$ C and a vapour pressure of not more than 3 bar at $50^\circ$ C (EU).
- $37.8^\circ$ C and below $93.3^\circ$ C (US and UK).

**Dry automatic sprinkler system**

A fire sprinkler system which has sprinkler supply piping containing air. Such a system can be installed in areas subjected to freezing conditions as water does not enter the sprinkler piping until a sprinkler activates.

**Emergency exit**
That part of a means of egress that leads from the floor area it serves, including any doorway leading directly from a floor area, to an open public thoroughfare or to an exterior open space protected from fire exposure from the building and having access to an open public thoroughfare.

**Fire Safety Plan**

A plan which provides information to occupants on control of fire hazards, maintenance of fire protection systems and evacuation procedures for the building/facility.

**Fire protection systems**

A general term which includes sprinkler and fire alarm systems, hose stations, portable fire extinguishers, fire dampers, emergency lights, exit signs, fire doors, smoke control equipment and voice communication systems.

**Fire stop flap**

A device intended for use in horizontal and/or vertical assemblies required to have a fire resistance rating and incorporating protective ceiling membranes, which operates to close off a duct opening through the membrane in the event of a fire.

**Flammable liquid**

Any liquid, commonly referred to as “extremely flammable liquid”, having a flash point below:

- 21° C (EU)
- 37.8 ° C and having a vapour pressure not exceeding 275.8 kPa (absolute) at 37.8 ° C. (US and UK)

**Flash point**

The lowest temperature at which vapours of a volatile combustible substance form a combustible mixture and ignite in air when exposed to energy (flames, sparks, friction, etc).

**Flue**

An enclosed passageway for conveying flue gases.

**Flue pipe**

The pipe connecting the flue collar of an appliance to a chimney.

**Fire dampers**
A device intended for use in horizontal assemblies required to have a fire-resistance rating and incorporating protective ceiling membranes, which operates to close off a duct opening through the membrane in the event of a fire.

Means of egress

A continuous path of travel provided by a doorway, hallway, corridor, exterior passageway, balcony, lobby, stair, ramp or other egress facility or combination thereof, for the escape of persons from any point in a building, room or contained open space to a public thoroughfare or other acceptable open space (means of egress includes exits and access to exits).

Qualified contractor

A specific service agency, trained industrial safety personnel or maintenance personnel. Generally any trained and certified person with proper equipment.

Smoke alarm

A combined smoke detector and audible alarm device designed to sound an alarm within the room or suite in which it is located upon the detection of smoke within the room or suite.

Standpipe system

An arrangement of piping, valves, hose connections and allied equipment installed in a building with the hose connections located in such a manner that water can be discharged in streams or spray patterns through attached hoses and nozzles, for the purpose of extinguishing a fire and so protecting a building and its contents in addition to protecting occupants. This is accomplished by connections to water supply systems or by pumps, and other equipment necessary to provide an adequate supply of water to the hose connections.

Supervisory staff

Those occupants of a building who have been appointed to take responsibility for some aspect of the Fire Safety Plan (Fire Safety Focal Point, Fire Wardens and Building Fire Wardens, Medical staff).

Wet sprinkler system

A fire sprinkler system which has sprinkler supply piping containing water under pressure. Such a system cannot be installed in areas subject to freezing conditions as water is always in the sprinkler piping.
3. GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Building Information</th>
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<tbody>
<tr>
<td>Building Name:</td>
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<td>Building Address:</td>
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</table>

<table>
<thead>
<tr>
<th>Building Owner:</th>
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</thead>
<tbody>
<tr>
<td>Owner Address:</td>
</tr>
<tr>
<td>Owner Phone Number:</td>
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<tr>
<td>Email:</td>
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</table>

<table>
<thead>
<tr>
<th>Building Managers:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
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<tr>
<td>Phone Number:</td>
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<tr>
<td>Email:</td>
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</table>

<table>
<thead>
<tr>
<th>Facility description</th>
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<tbody>
<tr>
<td>Building height and approximate size (number of floors, how many square meters);</td>
</tr>
<tr>
<td>Construction type (steel, brick, concrete block, reinforcement concrete, timber, etc);</td>
</tr>
<tr>
<td>Type of roof, protection from lightning, fire/smoke protection doors, Fire protection closures (in walls or lift shafts), compartmentation, means of venting basements;</td>
</tr>
<tr>
<td>Type of occupancy (office, warehouse, residential, etc).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Describe occupation type</th>
</tr>
</thead>
<tbody>
<tr>
<td>List all occupation types applicable for the facility (e.g. office, residential, warehouse, accommodation, workshops, etc).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Facility core hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the core hours? Include any parts of the facility that operate outside core hours, their hours of operation etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fire protection equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>List the fire protection equipment installed at the facility e.g.:</td>
</tr>
<tr>
<td>Fire detection and alarm system</td>
</tr>
<tr>
<td>Smoke/flame/heat detectors</td>
</tr>
<tr>
<td>Sprinkler system</td>
</tr>
<tr>
<td>Fixed fire suppression systems</td>
</tr>
</tbody>
</table>
| Fire fighting equipment | List the fire fighting equipment at the facility e.g.:
- Standpipe and hose cabinets
- Fire extinguishers (water, CO2, powder, foam)
- Fire blankets |

| Evacuation equipment | List all equipment / fittings at the site for safe evacuation e.g.:
- Emergency lighting
- Exit signs
- Voice communication systems
- Public address system (include location)
- Megaphones (include location/s)
- Traffic control signs, vests and flashlights
- Maps and floor plans
- Fire warden equipment (hard hats/caps/vests)
- First aid kits
- Wheelchair, evac-chairs, etc. |

3.1 Fire department

*Department name, address, contact phone number/emergency number, other means of alarm, communication/transmission.*
*Name and contact details of officer(s) in charge.*
*Estimated time to respond to fire (verified/tested under various conditions).*
*Location where the fire department is to be met on arrival and required devices are to be handed over (keys, plans, etc.).*
*Any requirements under local fire codes.*

3.2 United Nations Fire Safety Unit

*Officer in Charge - Name and contact details.*
*Staffing, hours of operation, type of equipment and capacity to fight fires and respond to other emergencies.*

3.3 Emergency evacuation drills

*List the frequency and type (a minimum of two emergency evacuation drills should be held each year, preferably unannounced).*

*Who should be notified during pre-planning of drills? List those who must be notified (e.g. Fire Department, Security Focal Point, Organization Representative, building owners/managers, etc.)*

3.4 Training requirements
(a) Occupant training

*State the minimum training and information which must be provided to all occupants e.g.:*

New arrivals are to receive training on the following during induction/checking in, then annually, covering:

- The procedure to follow in an emergency
- The location of emergency exits
- The paths of safe travel to exits
- The location of fire fighting and first aid equipment
- The method of raising the alarm if smoke alarms do not activate or are not installed
- The location of the assembly area
- All internal emergency contact numbers/call signs, etc.

(b) Fire/Building Fire Warden Training

*List the mandatory training to be provided to Building Fire Wardens and Fire Wardens.*

4. Control of fire hazards

4.1 Major hazards, maintenance and housekeeping

*List the major hazards applicable to the site including measures to manage and control the hazards. The list below is generic only and may be adapted if applicable.*

General

In reality, smoke and toxic gases are the main causes of fatalities during fire. Smoke moves fast obscuring all light and can become so thick that orientation, even in familiar surroundings, becomes impossible. Combustion-generated and emitted vapours, gases and floating particles can be toxic, corrosive, harmful and/or irritating. Carbon-monoxide (generated during insufficient combustion) is odorless and invisible but highly toxic.

Staff should be aware of major fire hazards in the workplace and that combustible items near potential fire sources are serious hazards.

The following sections address the major workplace fire hazards at (Facility name/location) and the procedures for controlling the hazards.

**Electrical fire hazards**

Electrical system failures and the misuse and manipulation of electrical equipment are leading causes of workplace fires. Fires can result from loose ground connections, wiring with frayed insulation, or overloaded fuses, circuits, motors, or outlets. Only authorized employees or contractors may work on electrical wiring or electrical equipment.
To prevent electrical fires, employees shall:

(a) Make sure that worn wires and cabling are replaced;
(b) Use only appropriately rated fuses and refrain from overloading circuits and/or sub-circuits by attaching too many devices;
(c) Never use extension cords as substitutes for wiring improvements;
(d) Use only approved extension cords. This also applies to sockets, plugs and cords accommodating multiple outlets;
(e) Check wiring in hazardous locations where the risk of fire is especially high;
(f) Check electrical equipment to ensure that it is either properly grounded or double insulated;
(g) Ensure adequate spacing while performing maintenance;
(h) Refrain from tampering with and/or opening any electrically powered device;
(i) Only use approved devices and appliances;
(j) Use such devices in strict conformity with the manufacturers’ instructions;
(k) Initiate the installation of adequate cable ducts (for walls, floors and desks);
(l) Report any unsafe condition and/or request qualified assistance if not sure about electrical safety.

Protection from lightning

Lightning associated with thunderstorms and bad weather generates a variety of fire hazards. The massive power of lightning’s electrical charge and intense heat can induce destructive power surges through building electrical systems, burn holes in gas piping, explode brick and roofing materials and ignite combustible/flammable substances and cause building fires.

[Responsible Person] will ensure that:

(a) Lightning protection systems are professionally installed;
(b) All persons designing, installing, testing, modifying, repairing or maintaining lightning protection system are licensed;
(c) Lightning protection systems are regularly inspected and maintained and tested.

To prevent electrical fires from lightning, occupants shall:

(a) Not tamper with, cover, obstruct, or alter professionally installed lightning protection systems;
(b) Promptly report any damage to lightning protection systems to [Responsible Person].

Portable heaters

All portable heaters shall be approved by [Responsible Person]. Portable electric heaters shall have tip-over protection that automatically shuts off the unit when it is tipped over. There shall be adequate clearance between the heater and combustible furnishings or other materials at all times.
Office fire hazards

To prevent office fires, occupants shall:

(a) Avoid overloading circuits with office equipment;
(b) Turn off non-essential electrical equipment at the end of each workday;
(c) Keep storage areas clear of rubbish;
(d) Ensure that extension cords are not placed under carpets;
(e) Ensure that trash and paper set aside for recycling is not allowed to accumulate.

Cutting, welding and open flame work

[Responsible Person] will ensure the following:

(a) All necessary hot work permits have been obtained prior to work beginning;
(b) Cutting and welding are done by authorized personnel in designated cutting and welding areas whenever possible;
(c) Adequate ventilation is provided;
(d) Torches, regulators, pressure-reducing valves and manifolds are UL listed or FM approved;
(e) Oxygen-fuel gas systems are equipped with listed and/or approved backflow valves and pressure-relief devices;
(f) Cutters, welders and helpers are wearing eye protection and protective clothing as appropriate;
(g) Cutting or welding is prohibited in areas covered by sprinklers while sprinkler protection is out of service;
(h) Cutting or welding is prohibited in areas where explosive atmospheres of gases, vapors or dusts could develop from residues or accumulations in confined spaces;
(i) Cutting or welding is prohibited on metal walls, ceilings or roofs built of combustible sandwich-type panel construction or having combustible covering;
(j) Confined spaces such as tanks are tested to ensure that the atmosphere is not over 10 per cent of the lower flammable limit before cutting or welding in or on the tank;
(k) Small tanks, piping or containers that cannot be entered are cleaned, purged and tested before cutting or welding on them begins;
(l) Fire watch has been established.

Flammable and combustible materials

[Responsible Person] shall regularly evaluate the presence of combustible materials. Certain types of substances can ignite at relatively low temperatures or pose a risk of catastrophic explosion if ignited. Such substances obviously require special care and handling.

Class A combustibles
These include common combustible materials (wood, paper, cloth, rubber and plastics - North America), (solid, non-melting combustible substances - EU) that can act as fuel and are found in non-specialized areas such as offices.

To handle Class A combustibles safely:

(a) Dispose of waste daily;
(b) Keep trash in metal-lined receptacles with tight-fitting covers (metal wastebaskets that are emptied every day do not need to be covered);
(c) Keep work areas clean and free of fuel paths that could allow a fire to spread;
(d) Keep combustibles away from accidental ignition sources, such as hot plates, soldering irons or other heat- or spark-producing devices;
(e) Store paper stock in metal cabinets;
(f) Store rags in metal bins with self-closing lids;
(g) Do not order excessive amounts of combustibles;
(h) Make frequent inspections to anticipate fires before they start.

Water, multi-purpose dry chemical (ABC) and foam (AFFF) are approved fire extinguishing agents for Class A combustibles.

Class B combustibles

These include flammable and combustible liquids (oils, greases, tars, oil-based paints, and lacquers – EU), and additionally flammable gases and flammable aerosols (North America).

To handle Class B combustibles safely:

(a) Use only approved pumps, taking suction from the top, to dispense liquids from tanks, drums, barrels, or similar containers (or use approved self-closing valves or faucets);
(b) Do not dispense Class B flammable liquids into containers unless the nozzle and container are electrically interconnected by contact or by a bonding wire. Either the tank or the container must be grounded;
(c) Store, handle and use Class B combustibles only in approved locations where vapours are prevented from reaching ignition sources such as heating or electric equipment, open flames, or mechanical or electric sparks;
(d) Do not use a flammable liquid as a cleaning agent inside a building (the only exception is in a closed machine approved for cleaning with flammable liquids);
(e) Do not use, handle or store Class B combustibles near exits, stairs or any other areas normally used as exits;
(f) Do not weld, cut, grind or use unsafe electrical appliances or equipment near Class B combustibles;
(g) Do not generate heat, allow an open flame or smoke near Class B combustibles.
(h) Know the location of and how to use the nearest portable fire extinguisher rated for Class B fires.
Water should not be used to extinguish Class B fires caused by flammable liquids. Water can cause the burning liquid to spread, making the fire worse. To extinguish a fire caused by flammable liquids, exclude the air around the burning liquid.

Carbon dioxide, multi-purpose dry chemical (ABC) and foam extinguishers are approved for Class B combustibles.

(NOTE: Halon may still be in use in some locations. Halon has been determined to be an ozone-depleting substance and is no longer being manufactured. Existing systems using Halon may remain in service until the next release or as per host country legislation).

Smoking

Smoking is prohibited in all United Nations organization buildings. Certain outdoor areas may also be designated as no smoking areas:

(a) The areas in which smoking is prohibited outdoors are identified by NO SMOKING signs;
(b) Sufficient and suitably placed ashtrays or bins are to be provided in smoking areas and emptied regularly. Ashtrays and bins should not be emptied into containers which can be easily ignited or with general rubbish;
(c) Authorized open smoking areas should be inspected at regular intervals to ensure that safety measures are not breached.

4.2 Hazard monitoring and maintenance

List each of the hazards and who is responsible for the monitoring and control of those hazards.

<table>
<thead>
<tr>
<th>Hazard management</th>
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<tbody>
<tr>
<td>Hazard</td>
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</table>

5. Monitoring and maintenance of fire protection systems

5.1 Fire safety systems and equipment maintenance
List all fire prevention, life safety and fire control systems including make and model (where applicable) and provide the name of the person or company responsible for maintenance and contact details.

<table>
<thead>
<tr>
<th>System / equipment</th>
<th>Inspection frequency</th>
<th>Service firm/person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire alarm system</td>
<td></td>
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<tr>
<td>Smoke detectors</td>
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<tr>
<td>Fire hydrant and hose reel system</td>
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<td></td>
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<tr>
<td>Fire sprinkler system</td>
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<tr>
<td>Emergency warning and evacuation system</td>
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<tr>
<td>Emergency warning intercom system</td>
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<tr>
<td>Fixed and portable fire extinguishers</td>
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<tr>
<td>Fire doors and frames</td>
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<tr>
<td>Emergency lighting</td>
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<tr>
<td>Gas suppression systems</td>
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<tr>
<td>Pump sets (diesel and electric)</td>
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<td>Water storage</td>
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<tr>
<td>Backup generator</td>
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<tr>
<td>Smoke and heat extraction system</td>
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<td></td>
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<tr>
<td>Fire fighting and rescue equipment (SCBA, tools, etc)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Emergency response and evacuation

6.1 Overview

In the event of a fire, fire alarm or other emergency which requires a total or partial evacuation of the facility, the Evacuation Plan will be activated. In addition to fire, the following emergencies may also require an emergency evacuation of the facility:
(a) Explosion;
(b) Bomb threats;
(c) Release of hazardous chemical substances which threaten human health;
(d) Building air contamination;
(e) Severe weather;
(f) Compromised structural integrity;
(g) Hostile activities;
(h) Medical reasons (epidemic viruses, etc.).

The following are authorized to order an emergency evacuation of the facility:

*List those authorized to order evacuation of the facility by function, not name.*

This section details the emergency response and evacuation procedures established under the Evacuation Plan including:

(a) The Fire Emergency Organization (FEO);
(b) Procedures for reporting a fire or other emergency;
(c) Evacuation procedures;
(d) Site plan showing assembly point(s), hydrants, etc. and routes for fire service access;
(e) Floor plans showing exits, evacuation routes, safe rooms, extinguishers, fire hoses and manual alarm boxes.

All staff have responsibilities under the Evacuation Plan as listed below.

All staff must

(a) Be familiar with the facility Fire Safety Plan and Emergency Evacuation Plan;
(b) Be prepared for fire and other emergencies at all times;
(c) Not panic and stay calm during an emergency;
(d) Cooperate with Fire Wardens – follow instructions;
(e) Know the location of fire alarm manual break glass units and fire fighting equipment;
(f) Know location of emergency exits and assembly points;
(g) Know the emergency contact numbers;
(h) Treat every alarm as an emergency;
(i) Not attempt to remain in, or return to, an evacuated area;
(j) Not use the elevator during an evacuation;
(k) Proceed directly to the assembly area and remain there until instructions are given;
(l) Inform Medical Unit of trauma or medical cases.

### 6.2 Fire emergency organization

For the purposes of this plan, Fire Emergency Organization (FEO) personnel and their alternates are regular staff who have been selected and trained to ensure that building evacuation is carried out as planned.
Provide an organization chart as below listing those with key roles and their contact details.

<table>
<thead>
<tr>
<th>Fire emergency organization – key functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role</td>
</tr>
<tr>
<td>Fire Safety Focal Point</td>
</tr>
<tr>
<td>Deputy Fire Safety Focal Point</td>
</tr>
<tr>
<td>Building Fire Warden</td>
</tr>
<tr>
<td>Deputy Building Fire Warden</td>
</tr>
<tr>
<td>Fire Warden level 1</td>
</tr>
<tr>
<td>Deputy Fire Warden level 1</td>
</tr>
</tbody>
</table>

Outline the details, duties and responsibilities of those who have responsibilities in the event of a fire/fire alarm. Key functions are outlined below.

A list of the names, contact details and photographs of the Fire Wardens responsible for a floor/area are to be posted on that floor/area in a prominent location.

<table>
<thead>
<tr>
<th>Fire emergency organization - duties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>Fire Safety Focal Point</td>
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</table>
- Advising management on all aspects of fire safety.
- In the event of a fire or an emergency evacuation, providing supervision and coordination in accordance with the Fire Safety Plan and Emergency Evacuation Plan.

In the event of a fire:
- Ensure that the fire department/fire unit has been notified of the fire/fire alarm
- Maintain a presence at the designated fire control centre
- Coordinate evacuation in accordance with the Evacuation Plan
- Provides the fire department/fire unit a situation report (SITREP) on their arrival

<table>
<thead>
<tr>
<th>Fire Wardens</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Each floor shall be under the direction of a team of Fire Wardens who are designated for the evacuation of occupants in the event of fire or other emergencies</td>
</tr>
<tr>
<td>- Each Fire Warden shall be familiar with the Fire Safety Plan, the location of exits and the location and operation of the fire alarm manual break glass units</td>
</tr>
<tr>
<td>- When an alarm sounds the Wardens shall put on their red cap/helmet (or item of clothing issued to identify them as wardens) and begin to direct occupants to the nearest emergency exits, inform them on the location of the assembly point and direct them go there once they have vacated the premises</td>
</tr>
<tr>
<td>- If the Fire Safety Plan has provisions for partial evacuation, then evacuation from other floors shall be carried out when instructions are received from the Fire Safety Focal Point (or delegate as provided for in the Evacuation Plan) or when conditions dictate such action</td>
</tr>
<tr>
<td>- The Fire Wardens shall be the last persons to evacuate their area making a quick check of rest rooms and closing doors as they proceed to the exits</td>
</tr>
<tr>
<td>- If the event of an occupant refusing to evacuate the Fire Wardens should not attempt to forcibly remove anyone but report this to the Building Fire Warden</td>
</tr>
<tr>
<td>- Fire Wardens shall have available details of occupants on their floor with disabilities who cannot use fire stairs unaided. When evacuating the floor arrangements must be made to assist persons with disabilities to evacuate to a safe location</td>
</tr>
<tr>
<td>- Once clear of the building the Fire Warden must report to the Building Fire Warden at the assembly point stating that the floor is clear, or provide details of any persons refusing to evacuate</td>
</tr>
</tbody>
</table>
6.3 Procedure for reporting a fire

If you discover a fire:

(a) Activate a fire alarm emergency pull/break glass station (or applicable procedure to raise the alarm);
(b) Phone [number] to report the fire (detail the local procedure for reporting the fire);
(c) Warn/alert other persons in the vicinity;
(d) Evacuate persons in need, injured or in imminent danger;
(e) Fight the fire only if it is small and you are not alone;
(f) Evacuate to the nearest safe exit. Do not use the elevator;
(g) Assist persons requiring assistance;
(h) Proceed to the designated assembly area/point and report to the Fire Warden, Building Fire Warden or the Fire Safety Focal Point.

<table>
<thead>
<tr>
<th>Emergency phone numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
</tr>
<tr>
<td>Security</td>
</tr>
<tr>
<td>Fire service</td>
</tr>
<tr>
<td>Police</td>
</tr>
<tr>
<td>Ambulance</td>
</tr>
<tr>
<td>Fire Safety Focal Point</td>
</tr>
<tr>
<td>Electricity</td>
</tr>
</tbody>
</table>
6.4 Emergency evacuation procedures

The following may be adapted to meet the specific organization requirements:

When the fire alarm sounds or on being instructed to evacuate the building in response to an emergency:

(a) Do not panic;
(b) Do not ignore the alarm;
(c) Follow the instructions of Fire Wardens;
(d) Leave the building immediately, in an orderly fashion;
(e) Close doors on the way out;
(f) Do not use elevators;
(g) Follow the quickest evacuation route from where you are (see posted floor evacuation diagram/map);
(h) Do not go back to your office/work area for any reason;
(i) Proceed to the designated emergency assembly point for your area. If the designated assembly point/area is unsafe or blocked due to the emergency, proceed to the alternate assembly point;
(j) Report to your Fire Warden at the assembly point;
(k) Return to the building only after emergency officials or building monitors give the all-clear signal. Silencing the alarm does not mean the emergency is over.

Notes and precautions

Small fires can be extinguished only if you are trained to use a fire extinguisher. However, an immediate readiness to evacuate is essential.

All fires, even those that have been extinguished, must be reported to [number].

Never enter a room that is smoke filled. Never enter a room if the door is warm to touch.

Remember the acronym “R A C E”:

R  Remove people from immediate danger.
A  Alarm. Sound the alarm and alert the Fire department by calling [number].
C  Confine fire and smoke. Close doors and windows if safe to do so.
E  Evacuate. Evacuate to the assembly area.

Method of operation of fire fighting equipment
Fire extinguishers

(a) Select appropriate extinguisher for the type of fire;
(b) Pull pin from squeeze handle, activator button or external control wheel;
(c) Activate propellant of extinguisher if and as required by either pushing/hitting the activator or turning the control wheel (external propellant);
(d) Test extinguisher by squeezing handles briefly;
(e) Approach fire, aiming nozzle at base of fire;
(f) Squeeze handles and operate extinguisher in a sweeping motion.

Hose reels

(a) Hose reels are used on fires containing wood, paper and textiles (solid, non-melting combustible substances) only, they are not to be used on live electrical appliances exceeding a voltage of 230 V (safety distance min. 1.5 m – spray only) or flammable liquids;
(b) To release the hose reel, turn the valve on and this will charge the hose and release the nozzle (if fitted with a nozzle release lock);
(c) The hose can then be pulled out to the fire, the nozzle operates like a garden hose in most cases by twisting the nozzle, and the nozzle can be adjusted to give a spray pattern or a straight jet;
(d) Subparagraphs (b) and (c) above apply to hose reels equipped with non-collapsible hoses only. With collapsible/foldable hoses, ensure that the hose is pulled out at full length prior to opening the water supply valve.

6.5 Site plans

Include site plans showing:

(a) Occupancy assembly point;
(b) Locations of fire hydrants;
(c) The normal routes of fire department vehicle access.

6.6 Floor plans

Show floor plans identifying the locations of the following:

(a) Exits;
(b) Primary evacuation routes;
(c) Secondary evacuation routes;
(d) Accessible egress routes;
(e) Areas of refuge;
(f) Manual fire alarm boxes;
(g) Portable fire extinguishers;
(h) Occupant-use hose stations;
(i) Fire alarm annunciators and controls.
**Fire Safety Guidelines**

**Fire Safety Plan**

Annex A: “In Case of Fire” notice

---

**IN CASE OF FIRE**

**UPON DISCOVERY OF A FIRE**

- Activate a fire alarm emergency pull/break glass station (or applicable procedure to raise the alarm).
- Phone [number] to report the fire (detail the local procedure for reporting the fire).
- Warn/alert other persons in the vicinity.
- Evacuate persons in need, injured or in imminent danger.
- Fight the fire only if it is small, you are not alone and safe escape is guaranteed.
- Evacuate to the nearest safe exit.
- Do not use the elevator.
- Proceed to the designated assembly area/point and report to the Fire Warden, Building Fire Warden or the Fire and Safety Officer.

**DO NOT USE ELEVATORS**

**UPON HEARING FIRE ALARM**

- Ensure that nearby occupants are aware of the emergency.
- Shut off all electrical equipment.
- Leave the building immediately, in an orderly fashion using the nearest evacuation route.
- Close doors on the way out.
- Go to the assembly point and wait for further instructions from the Fire Warden.

**CAUTION**

- Never enter a room that is smoke filled. Never enter a room if the door is warm to touch.
- Small fires can be extinguished only if you are trained to use a fire extinguisher. All fires, including those that have been extinguished, must be reported to [number].

**Remember “R A C E”**

**R** - REMOVE people from immediate danger.

**A** - **ALARM.** Sound the alarm and alert the Fire Department by calling [number].

**C** - **CONFINE** fire and smoke. Close doors and windows if safe to do so.

**E** - **EVACUATE.** Evacuate to the Assembly Area.
Annex IV

Evacuation Plan Template

EMERGENCY EVACUATION PLAN
### Emergency Evacuation Plan Approval

<table>
<thead>
<tr>
<th>Emergency Evacuation Plan for:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organization:</strong></td>
</tr>
<tr>
<td><strong>Site Name:</strong></td>
</tr>
<tr>
<td><strong>Address:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>Prepared by:</td>
</tr>
<tr>
<td>Approved by:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plan Annual Review</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review by:</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
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<td></td>
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<tr>
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</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
1. INTRODUCTION

This plan has been prepared to ensure orderly and complete evacuation of [insert facility name] whenever an emergency occurs or the fire alarm sounds.

The primary objectives of this evacuation plan are to ensure that:

(a) Everyone leaves the building safely;
(b) A procedure to safely evacuate individuals who cannot negotiate stairs is in place;
(c) Building occupants are accounted for after an emergency evacuation;
(d) Personnel are selected among building occupants and assigned functions to ensure Plan objectives are met.

For the purpose of this Plan, the following are emergencies for which a total or partial evacuation of a building is necessary.

(a) Explosion;
(b) Bomb threats;
(c) Release of hazardous chemical substances which threaten human health;
(d) Building air contamination;
(e) Severe weather;
(f) Compromised structural integrity;
(g) Hostile activities;
(h) Medical reasons (epidemic viruses, etc.).

The Plan will be updated and exercised by conducting evacuation drills at least twice annually.

2. EVACUATION PROCEDURE

2.1 Overview

Occupants will be notified of the requirement to evacuate by activation of the fire alarm system (describe the alarm occupants will hear and accompanying public address system announcements, if another system is used to describe the system).

At the sound of the fire alarm or on being given instructions to evacuate, it is the responsibility of all building occupants to evacuate immediately and proceed to predetermined assembly points, away from the building.

Building occupants are also responsible for ensuring that their visitors/customers follow the evacuation procedure described herein, and leave the building along with all other occupants.
Emergency Evacuation Plan

Contract workers will be made familiar with the procedures outlined herein and are expected to leave the building when the alarm sounds.

2.2 Evacuation instructions

(The following may be adapted to meet the specific organization requirements)

When the fire alarm sounds or an instruction is given to evacuate the building in response to an emergency:

(a) Do not panic;
(b) Do not ignore the alarm;
(c) Follow the instructions of the Fire Wardens;
(d) Leave the building immediately, in an orderly fashion using the nearest evacuation route;
(e) Close doors on the way out;
(f) Shut off all electrical equipment;
(g) Do not use elevators;
(h) Do not go back to your office/work area for any reason;
(i) Proceed to the designated emergency assembly point for your area. If the designated assembly point/area is unsafe or blocked due to the emergency, proceed to the alternate assembly point;
(j) Report to your Fire Warden at the assembly point;
(k) Return to the building only after emergency officials or building monitors give the all-clear signal. Silencing the alarm does not mean the emergency is over.

2.3 Notes and precautions

Small fires can be extinguished only if you are trained to use a fire extinguisher. However, an immediate readiness to evacuate is essential.

All fires, even those that have been extinguished, must be reported to [number].

Never enter a room that is smoke filled. Never enter a room if the door is warm to touch.

Remember the simple acronym “RACE”!

R  Remove people from immediate danger.
A  Alarm. Sound the alarm and alert the Fire department by calling [number]
C  Confine fire and smoke. Close doors and windows if safe to do so.
E  Evacuate. Evacuate to the Assembly Area.

2.4 Evacuation routes and assembly area(s)
Evacuation routes and fire exits are marked in the floor plans (annex A.) Assembly areas are marked on the site plan and listed below (annex B).

2.5 Procedure for persons needing assistance to evacuate

*Add the procedure applicable to the facility (see example below). If “safe rooms” are designated then they must be checked by the Fire Wardens during the evacuation.*

Any person unable to use stairs or needing assistance to evacuate should proceed to the nearest designated “safe room”. Fire Wardens will check “safe rooms”, and ensure emergency response and rescue personnel are notified if someone has taken refuge there.

3. RESPONSIBILITIES

All staff have responsibilities under the Evacuation Plan as listed below.

For the purpose of this plan, Fire Emergency Organization personnel and their alternates are regular staff who have been selected to ensure that building evacuation is carried out as planned. Evacuated building occupants are directed to assigned assembly points where they will be accounted for, and persons needing assistance to evacuate are attended to.

Fire Emergency Organization personnel are selected from among building occupants, and are appointed on a voluntary basis. Those who play key roles in the Fire Emergency Organization are listed in annex C and their corresponding duties are listed below:

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Duties</th>
</tr>
</thead>
</table>
| **Staff** | - Be familiar with the building Fire Safety Plan and the Emergency Evacuation Plan  
- Be prepared for fire and other emergencies at all times  
- Stay calm and do not panic during an emergency  
- Cooperate with Fire Wardens – follow instruction  
- Know the location of fire alarm manual break glass units and fire fighting equipment  
- Know location of emergency exits and assembly points  
- Know the emergency contact numbers  
- Treat every alarm as an emergency  
- Do not attempt to remain in, or return to, an evacuated area |
Emergency Evacuation Plan

Personnel | Duties
---|---
- | Do not use the elevator
- | Proceed directly to the assembly area and remain there until instructions are given
- | Inform Medical Unit of trauma or medical cases

Fire Safety Focal Point
- | Coordinating fire safety issues with facilities managers/owners, host country authorities and organization management.
- | Coordinating fire safety inspections, fire safety risk assessments and recommending remedial fire safety measures.
- | Preparing the Fire Safety Plan and Emergency Evacuation Plan.
- | Nominating and training fire wardens as part of the Fire Safety Plan.
- | Ensuring that a competent certified entity conducts periodic maintenance of fire safety and fire fighting systems, where available.
- | Rehearsing the building evacuation plans through regular drills as required by United Nations Minimum Operating Security Standards.
- | Briefing and training personnel on fire safety.
- | Monitoring adherence to fire safety policy.
- | Advising management on all aspects of fire safety.
- | In the event of a fire or an emergency evacuation, providing supervision and coordination in accordance with the Fire Safety Plan and Emergency Evacuation Plan.

In the event of a fire:
- | Ensure that the fire department/fire unit has been notified of the fire/fire alarm
- | Maintain a presence at the designated fire control centre
- | Coordinate evacuation in accordance with the evacuation plan
- | Provide the fire department/fire unit a situation report (SITREP) on arrival
### Emergency Evacuation Plan

[INSERT BUILDING NAME HERE]  
[INSERT ORGANIZATION NAME HERE]

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Duties</th>
</tr>
</thead>
</table>
| **Fire Wardens**| - Each floor shall be under the direction of a team of Floor Wardens that are designated for the evacuation of occupants in the event of fire or other emergencies  
- Each Floor Warden shall be familiar with the Fire Safety Plan, the location of exits and the location and operation of the fire alarm manual break-glass units  
- When an alarm sounds the Fire Wardens shall put on their red cap/helmet (or item of clothing issued to identify them as Wardens) and begin to direct occupants to the nearest emergency exits, inform them of the location of the assembly point and direct them to go there once they have vacated the premises  
- If the Fire Safety Plan has provisions for partial evacuation, then evacuation from other floors shall be carried out when instructions are received from the Fire Safety Focal Point (or delegate as provided for in the Evacuation Plan) or when conditions dictate such action  
- The Fire Wardens shall be the last persons to evacuate their area making a quick check of rest rooms and closing doors as they proceed to the exits  
- In the event of an occupant’s refusal to evacuate, the Fire Wardens should not attempt to remove anyone forcibly. The Fire Wardens shall report this to the Building Fire Warden  
- Fire Wardens shall have available details of occupants on their floor with disabilities who cannot use fire stairs unaided. When evacuating the floor, arrangements must be made to assist persons with disabilities to evacuate the premises or bring them to two or more levels below the floor where the fire is located  
- Once clear of the building, the Fire Warden must report to the Building Fire Warden at the assembly point stating that the floor is clear, or provide details of any persons refusing to evacuate |
| **Building Fire Warden** | - The Building Fire Warden shall be fully conversant with the Fire Safety Plan  
- When an alarm sounds the Building Fire Warden shall put on a white cap/helmet, evacuate the building and move to the assembly area |

---

**Fire Safety Guidelines**
Emergency Evacuation Plan

[INSERT BUILDING NAME HERE] [INSERT ORGANIZATION NAME HERE]

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- The Building Fire Warden shall receive and note reports from successive Fire Wardens as they arrive at the assembly area</td>
</tr>
<tr>
<td></td>
<td>- Once all floors/areas have been accounted for the Building Fire Warden shall report those findings to the Fire Safety Focal Point</td>
</tr>
</tbody>
</table>

[Other – specify]  
List applicable duties

4. BUILDING SPECIFIC INFORMATION

Building Name: [Insert building name here]

4.1 Safe rooms

Reasonably “safe rooms”, unless otherwise specified, are regular rooms that are easily accessible to individuals with limited mobility, have closeable doors, are preferably equipped with a telephone and windows to the outside, and will be checked by Fire Wardens.

Two rooms per floor have been designated as “safe rooms”. These rooms are for use as a refuge by individuals who cannot negotiate stairs during evacuation, until Floor Wardens can arrange assistance for safe evacuation (if circumstances warrant).

When choosing safe rooms consider all types of emergencies including severe weather.

The following are designated “safe rooms”:

<table>
<thead>
<tr>
<th>Floor No.</th>
<th>Safe Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Emergency Evacuation Plan

4.2 Evacuation assembly points

When the alarm sounds, all occupants within the building must evacuate and report to an assigned evacuation assembly point. The evacuation assembly points for the [Insert building name here] building are designated by floor as listed below:

<table>
<thead>
<tr>
<th>Floor #</th>
<th>Evacuation assembly point</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td></td>
</tr>
<tr>
<td>Second</td>
<td></td>
</tr>
<tr>
<td>Third</td>
<td></td>
</tr>
<tr>
<td>Fourth</td>
<td></td>
</tr>
<tr>
<td>Fifth</td>
<td></td>
</tr>
</tbody>
</table>

See attached site plan at annex B, showing the location of all assigned assembly points.
Emergency Evacuation Plan

[INSERT BUILDING NAME HERE]  [INSERT ORGANIZATION NAME HERE]

Annex A

Floor plans
Emergency Evacuation Plan

[INSERT BUILDING NAME HERE]  [INSERT ORGANIZATION NAME HERE]

Annex B

Site plan
Emergency Evacuation Plan

[INSERT BUILDING NAME HERE]  [INSERT ORGANIZATION NAME HERE]

Annex C

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Phone No.</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Safety Focal Point</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Fire Safety Focal Point</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Fire Warden</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Building Fire Warden</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Warden level 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Fire Warden level 1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[List all Fire Wardens]
Emergency Evacuation Plan

[INSERT BUILDING NAME HERE]  [INSERT ORGANIZATION NAME HERE]

Annex D

EMERGENCY CONTACT NUMBERS

<table>
<thead>
<tr>
<th>Emergency phone numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
</tr>
<tr>
<td>Security</td>
</tr>
<tr>
<td>Fire service</td>
</tr>
<tr>
<td>Police</td>
</tr>
<tr>
<td>Ambulance</td>
</tr>
<tr>
<td>Fire Safety Focal Point</td>
</tr>
<tr>
<td>Electricity</td>
</tr>
<tr>
<td>Gas</td>
</tr>
<tr>
<td>Water</td>
</tr>
</tbody>
</table>
Annex V

Fire Prevention Inspection Checklist

The fire safety maintenance checklist is for routine monitoring and maintenance of fire safety at the site. This list is not intended be comprehensive and should not be used as a substitute for a Fire Safety Risk Assessment. *Items should be changed, added or deleted to ensure that the checklist is site specific.*

<table>
<thead>
<tr>
<th>Daily checks</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Escape routes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can all fire exits be opened immediately and easily?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire exit doors clear of obstructions?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are escape routes clear?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire detection and alarm systems</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the fire indicator panel showing “normal”?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are whistles, gongs, bells or other warning systems in place, connected and free of visible damage?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Escape and emergency lighting</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are exit signs in good condition and undamaged?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is emergency lighting and sign lighting working properly?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Firefighting equipment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all fire extinguishers in place and in good condition?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire extinguishers clearly visible and easily accessible?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are vehicles/objects blocking fire hydrants or access to them?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weekly checks</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Escape routes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do all emergency fastening devices to fire exits (push bars and pads, etc) work correctly and are they easily accessible?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are external routes clear and safe?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-----</td>
<td>----</td>
<td>-----</td>
<td>----------</td>
</tr>
</tbody>
</table>

### Fire detection and alarm systems

<table>
<thead>
<tr>
<th>Does testing a manual call point (fire pull, break-glass etc.) activate a signal to the fire indicator panel? (Disconnect link before testing if alarm is monitored externally or advise them of the testing)</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the alarm system work correctly when tested?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Did staff and others hear the alarm?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Did any linked fire protection systems operate correctly? (e.g. magnetic door release, smoke curtains drop)</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Did all visual alarms and/or vibrating means of alarm/communications function correctly?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Do emergency voice communications / public address systems and messaging work correctly? Was the message understood?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
</tbody>
</table>

### Escape and emergency lighting

<table>
<thead>
<tr>
<th>Are charging indicators (if present) working correctly?</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are illumination devices mounted properly, undamaged and unobstructed?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
</tbody>
</table>

### Fire fighting equipment

<table>
<thead>
<tr>
<th>Is all equipment in good condition?</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
</table>

### Monthly checks

#### Escape routes

<table>
<thead>
<tr>
<th>Do all self closing doors fit and operate correctly?</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do all electronic release mechanisms on escape doors work correctly?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Do all electronically controlled doors with “fail secure” mechanisms have a functional emergency over-ride?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are fire door seals and self-closing devices working correctly?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are escape routes and exit doors free of obstructions?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are external fire stairs safe?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Do all internal self-closing doors work correctly?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
</tbody>
</table>
### Fire Safety Guidelines

<table>
<thead>
<tr>
<th>Are photoluminescent route and exit markings (as in windowless rooms/areas) clearly visible?</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
</table>

**Escape and emergency lighting**

- Do all egress pathways have emergency lighting?
- Are exit signs in good condition and undamaged?
- Have all emergency lighting units been tested for at least 30 minutes in the past 30 days?
- Are all corridor nightlights and orientation signs lit at night and/or during periods of poor illumination?
- If power failure occurred within the past 30 days did all emergency lighting and indication devices come on?

**Electrical**

- Have all emergency generators been tested under load within the past 30 days? (Normally run for one hour)
- Does each emergency generator have at least a 24 hour fuel supply?
- Are emergency generators maintained on a regular basis?
- Are extension cords run under carpets/rugs or across doorways?
- Are all cords and plugs in good condition?
- Are all electrical boxes equipped with an undamaged cover plate?
- Are any electrical switches, switch plates or receptacles cracked, broken, or have exposed contacts?
- Are all electric panels locked and equipped with warning/hazard signage, and do they have surrounding 3 ft (1 m) of clear space?
- Are electrical circuit panels breakers identified?

**Fire detection and alarm systems**

- Is the fire detection and alarm system tested weekly (if required, depending on system capabilities)?
- Are the safety systems (e.g. gas-detectors) checked, tested and well maintained?
- Have all components of either system been tested within the last twelve months?
- Are manual fire alarm pull stations/break-glass stations accessible and operating correctly?
- Is the alarm system link to the alarm monitoring centre functioning?
- Is an operator on duty at all times at the fire alarm monitoring centre.
<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire and emergency response equipment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are seals and tamper pins of fire suppression devices/systems intact?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do pressure gauges indicate sufficient pressure - ready for use status?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are they in good condition? This is a daily check as above – no need to duplicate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have extinguishers/hose-reels, etc., been inspected by a certified person within the past 12 months?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are all new staff members trained to use extinguishers and other means of first line fire-suppression?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is other fire fighting equipment in good repair and operational?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are adequate means for the evacuation of disabled persons available, properly distributed and in good working condition?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are first aid provisions in place and are their seals intact?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are special substances and tools required for the response to HAZMAT spills, etc., available in sufficient quantities and are they more than 3 months from their expiration date?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire suppression systems (sprinkler, inert gas, etc.)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have the systems installed been inspected and serviced by a certified contractor in the past 12 months?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the systems operational and in good repair?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the systems free of obstruction/material that would hinder their effectiveness?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are associated warning devices (e.g. beacon, lights) fully functional to guarantee safe escape of the area?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Emergency plans</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the Fire Safety Plan and the Emergency Evacuation Plan current?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is a copy of the Evacuation Plan “In Case of Fire” posted on each floor and work area where it is clearly visible?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the details of Fire Wardens posted on each floor and up to date?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the local fire service have a copy of the Fire Safety Plan and Emergency Evacuation Plan?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the local fire service visited the facility and reviewed the Fire Safety Plan and Emergency Evacuation Plan within the past 12 months?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fire drills being conducted at least every 6 months?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Hazardous materials</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is a list maintained of hazardous materials with relevant material safety data sheets?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire Safety Guidelines</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are material safety data sheets readily available to staff in the areas where hazardous materials are stored and/or used?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are users of the hazardous materials aware of the dangers involved and have they been briefed on those as well as on first aid measures?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are flammable liquids and other potentially hazardous materials stored in proper containers?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Is personal protective equipment available to staff handling and/or using chemicals and other hazardous material?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are flammable materials stored in vented flammable storage cabinets?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are spill basins sufficient in capacity and substance-resistance and are they intact?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td><strong>General</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are any emergency water tanks/tankers/ponds at their normal capacity and are pipes and pumps in good operational condition?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are vehicles/objects blocking fire hydrants, exits, routes for emergency responders, etc. or access to them?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are non smoking policies complied with?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are no smoking signs posted?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are designated smoking areas clean and free of fire hazards?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are safety regulations in force and fully adhered to?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are hazardous materials/substances kept to a minimum at places outside designated storage areas?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are rubbish/waste containers emptied on a daily basis?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
<tr>
<td>Are alcoves adjacent to main corridors free from combustible materials (boxes, rubbish, etc) at all times?</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>Comments</td>
</tr>
</tbody>
</table>
## Annex VI

### Evacuation Drill Report Template

<table>
<thead>
<tr>
<th>Organization</th>
<th>Name and location of building</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drill Date</td>
<td>Time</td>
</tr>
</tbody>
</table>

#### Weather conditions

<table>
<thead>
<tr>
<th>Clear</th>
<th>Cloudy</th>
<th>Rain</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fog</td>
<td>Sunny</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Type of Drill

<table>
<thead>
<tr>
<th>Planned</th>
<th>False alarm</th>
<th>Unannounced</th>
<th>Unobstructed</th>
<th>Obstructed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Host country participation

<table>
<thead>
<tr>
<th>Police</th>
<th>Fire</th>
<th>Civil defense</th>
<th>Ambulance</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Remarks

- United Nations participants (approx number, agencies, funds and programmes)
- Other participants (specify)

#### Scenario or special circumstances

- Alarm and response
  - Yes  No
  - Was the audible alarm heard throughout the building?
  - Were alarm indicator lights visible throughout the building?
  - Was alarm message heard throughout the building?
  - Did all parts of the alarm/emergency warning system operate correctly?
  - If no, note the locations:
  - Did all occupants evacuate the building?
  - If no, note the room numbers and names of occupants:
  - Did occupants assemble in designated areas?
  - Evacuation drill CCTV record available?
  - Evacuation drill photos available?

#### Problems encountered (check all that apply)

<table>
<thead>
<tr>
<th>Congestion in hallways and stairs</th>
<th>Radio communications problems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff unsure what to do</td>
<td>Fire wardens unsure of responsibilities</td>
</tr>
<tr>
<td>Difficulties with evacuation of disabled</td>
<td>Long time to evacuate building</td>
</tr>
<tr>
<td>Doors or exits blocked/not operating</td>
<td>Weather related problems</td>
</tr>
<tr>
<td>Staff not serious about drill</td>
<td>Confusion</td>
</tr>
<tr>
<td>Occupant/s injured during the drill?</td>
<td>Other (please explain below)</td>
</tr>
</tbody>
</table>

#### Results

- Time required to evacuate the building
- Time required for all occupants to arrive at the designated assembly area
- Time “All Clear” given
- Alarm system reset by:
<table>
<thead>
<tr>
<th>Overall effectiveness of the drill</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speed of evacuation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action by Wardens</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectiveness of procedures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications during drill</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recommendations for improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annex VII

Technical Fire Investigations

The following checklist is intended to help in conducting a systematic investigation and establishing the origin and the cause of a fire.

CHECKLIST

A. Basic information

Date of incident _____________________________________________________________
Location ________________________________________________________________
Entity involved _____________________________________________________________
Incident type _____________________________________________________________
Timeline of events __________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
Actions taken and their efficiency _______________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

Use of fire protection equipment and resources

Fire extinguishers ____________________________________________________________
Fire department _____________________________________________________________
___________________________________________________________________________
Fire engine and other heavy equipment __________________________________________
___________________________________________________________________________

Casualties

None ____________________________________________________________________
Deaths ____________________________________________________________________
Injuries __________________________________________________________________

Estimated loses

Property _________________________________________________________________
Contents _________________________________________________________________

Hazardous materials release
Establish and state briefly whether or not any hazardous materials were released. If yes, detailed information to be provided below. Include release of flammable gases, gasoline, kerosene, diesel and other liquid fuels.

B. Structure fire details

This section pertains to fires in buildings or facilities. Skip if investigating/reporting wildland fire (grass, brush, bush, etc.).

First item ignited _____________________________________________________________

Cause of ignition ____________________ _________________________________________

______________________________________________________________________________

Human factors contributing to ignition ___________________________________________

______________________________________________________________________________

Equipment involved

Make and model _____________________________________________________________

Portability _________________________________________________________________

Power supply _______________________________________________________________

History of installation, use, maintenance and inspections __________________________

______________________________________________________________________________

______________________________

Structure type (building, facility) _______________________________________________

Structure status (in use, under construction/renovation)

Fire origin and spread ________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

Materials contributing to fire spread ___________________________________________

______________________________________________________________________________

______________________________________________________________________________

Presence of fire detectors _____________________________________________________

Detector type and power supply _______________________________________________

Detector operation and efficiency _____________________________________________

______________________________________________________________________________

______________________________________________________________________________

Presence of automatic extinguishing systems _____________________________________

Operation and efficiency of automatic extinguishing systems _______________________

______________________________________________________________________________

______________________________________________________________________________

Injuries
Cause of injury

___________________________________________________________________________

Human factors contributing to injury

___________________________________________________________________________

Activity when injury occurred

Protective equipment used and its efficiency

___________________________________________________________________________

C. Hazardous materials released

HazMat ID or chemical name

Container type

Cause of release

Factors contributing to release

___________________________________________________________________________

D. Bush fire

Cause of bush fire

Natural source

Equipment

Smoking

Outdoor fire

Vegetation burn

Exposure to structure fire

Incendiary

Other

___________________________________________________________________________
Annex VIII

Fire Codes and Standards

Fire codes and standards are subject to ongoing development and review hence reference to specific codes is not provided. General reference is provided below to code and standard sets commonly used internationally.

BSI British Standards

Ref:  http://www.bsigroup.com/

BSI is the National Standards Body of the United Kingdom. Independent of Government, BSI is a non-profit distributing organization. It is globally recognized as an independent and impartial body serving both the private and public sectors, working with manufacturing and service industries, businesses and Governments to facilitate the production of British, European and international standards. It develops and sells standards and standardization solutions to meet the needs of business and society.

European codes and standards

The EN Euro codes are a series of 10 European codes encompassing European standards providing a common approach for the design of buildings and other civil engineering works and construction products.

Ref:  http://eurocodes.jrc.ec.europa.eu/

International Code Council

Ref:  http://www.iccsafe.org

The International Code Council (ICC) is a membership association dedicated to building safety and fire prevention. ICC develops the codes and standards used to construct residential and commercial buildings, including homes and schools.

The International Codes, or I-Codes, published by ICC, provide minimum safeguards for people at home, at school and in the workplace. The I-Codes are a complete set of comprehensive, coordinated building safety and fire prevention codes. Building codes benefit public safety and support the industry’s need for one set of codes without regional limitations.

National Fire Prevention Association

Ref:  http://www.nfpa.org/

NFPA develops, publishes and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks. Virtually every building, process, service, design and installation in society today is affected by NFPA documents.
Chapter III

GUIDELINES ON FIRST RESPONDER PROGRAMME

Promulgation Date: 13 October 2017
Technical Update: November 2019
Technical Update as of November 2019:

Upon the recommendation of the Ad hoc UNSMS First Responders Technical Group, chaired by a representative of the UN Medical Directors, the Inter-Agency Security Management Network (IASMN) agreed in June 2019 to reduce the certification validity for all UNSMS First Responder courses from three years to two years for both participants and trainers. In addition, a new instructor re-certification process has been approved. The SMOM First Responder Guidelines have been updated accordingly, in paragraphs 39 and 40. A technical review was also made to align these guidelines with the UNSMS Security Policy Manual, Chapter IV Section B “Security Planning”.

# Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFP</td>
<td>Agencies, Funds and Programmes</td>
</tr>
<tr>
<td>CMWG</td>
<td>Crisis Management Working Group</td>
</tr>
<tr>
<td>CSA</td>
<td>Chief Security Advisor</td>
</tr>
<tr>
<td>DO</td>
<td>Designated Official</td>
</tr>
<tr>
<td>DSA</td>
<td>Daily Subsistence Allowance</td>
</tr>
<tr>
<td>EMT</td>
<td>Emergency Medical Technician</td>
</tr>
<tr>
<td>ETB</td>
<td>Emergency Trauma Bag</td>
</tr>
<tr>
<td>ETB FRC</td>
<td>Emergency Trauma Bag First Responder Course</td>
</tr>
<tr>
<td>FR</td>
<td>First Responder</td>
</tr>
<tr>
<td>HG</td>
<td>Host Government</td>
</tr>
<tr>
<td>HRA</td>
<td>Health Risk Assessment</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>IFAK</td>
<td>Individual First Aid Kit</td>
</tr>
<tr>
<td>MCI</td>
<td>Mass Casualty Incident</td>
</tr>
<tr>
<td>MOSS</td>
<td>Minimum Operating Security Standards</td>
</tr>
<tr>
<td>MSD</td>
<td>Medical Services Division</td>
</tr>
<tr>
<td>ORMS</td>
<td>Organizational Resilience Management System</td>
</tr>
<tr>
<td>PSA</td>
<td>Principle Security Advisor</td>
</tr>
<tr>
<td>SA</td>
<td>Security Advisor</td>
</tr>
<tr>
<td>SMT</td>
<td>Security Management Team</td>
</tr>
<tr>
<td>SRM</td>
<td>Security Risk Management</td>
</tr>
<tr>
<td>STWG</td>
<td>Security Training Working Group</td>
</tr>
<tr>
<td>UNCT</td>
<td>United Nations Country Team</td>
</tr>
<tr>
<td>UNDSS</td>
<td>United Nations Department of Safety and Security</td>
</tr>
<tr>
<td>UNDSS TDS</td>
<td>Training and Development Section</td>
</tr>
<tr>
<td>UNMD</td>
<td>United Nations Medical Directors¹</td>
</tr>
<tr>
<td>UNSMS</td>
<td>United Nations Security Management System</td>
</tr>
</tbody>
</table>

¹ Formerly called the United Nations Medical Directors Working Group
A. Introduction

1. The United Nations is increasingly called upon to implement programmes in complex, dynamic, high risk and often remote locations, placing United Nations personnel at potential risk of injury with minimal medical and first response support available. Balancing the need to implement United Nations programmes with the safety of United Nations personnel requires an understanding of potential threats and appropriate contingency plans in the event medical-related incidents do occur.

2. The identification of these threats and required risk management measures are obtained through the Security Risk Management (SRM) process. The SRM is a mandatory United Nations Security Management System (UNSMS) policy that guides the Designated Official (DO) and Security Management Team (SMT) in the identification of possible threats in a given security area. The SRM assesses the risks against existing strengths and vulnerabilities, and proposes risk management measures to reduce the likelihood or impact of any given threat. The SRM process is the initial guiding mechanism in identifying the need for first response support.

3. The SRM process results in a Security Plan that contains a range of contingency plans. Depending on the outcomes of the SRM process, this Security Plan may include a Mass Casualty Incident plan (MCI) and First Responder Programme Plans. This may be complemented by a Health Risk Assessment (HRA) which includes an expert assessment of the medical capacity within the host country.2

4. First response support has proved critical in saving the lives of United Nations personnel. Medical research has shown that a prompt first response medical intervention has the greatest impact on the survival rate of casualties. It is therefore an essential security risk management measure whenever United Nations personnel are deployed to high and very high security risk areas, remote locations or locations with limited host Government emergency medical resources.

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2 Assessment of the health facilities in the host country will be the remit of the Health Risk Assessment being developed by the United Nations Medical Directors (UNMD). Medical support and Security risk management have an overlapping and mutually reinforcing remit in the management of the threat/hazard of both medical and traumatic emergencies at duty station and its inter-connection with the Host Country capability in this domain. For practical reasons the threat (for SRM) and the hazard (for HRA) will be defined as first response to medical emergency. Once the HRA process is formally approved this document will be updated accordingly.
B. Aim
5. While United Nations first response interventions have been extensively and successfully applied worldwide, UNSMS organizations have acknowledged a need to formulate system-wide and standardized guidance.

6. The aim of these guidelines is to harmonize and streamline practices and procedures, ensure alignment with related policies (i.e. crisis management and security risk management policies) and integration with relevant emergency response plans, define roles and responsibilities, mobilize adequate resources, and establish training programmes to enhance and maintain first medical response capacity.

C. Crisis Management Architecture

7. The use of the United Nations First Responder Programmes, as part of the Security Plan and derived from the SRM, must also follow Organization-wide policies and framework on crisis management. In accordance with the United Nations Organizational and Resilience Management System (ORMS) principle that the system response to any crisis event will be flexible and coordinated, the First Responder Programme should be integrated into existing crisis management architecture in each duty station, and particularly in the MCI planning, which is a core component of the ORMS.

8. The crisis management architecture in a duty station comprises strategic (SMT), operational (Crisis Management Working Group) and tactical level response. The First Responder Programme forms part of the tactical preparedness and response capacity. In a mass casualty incident this capacity would be managed by the tactical level incident commander, through the Incident Command System (ICS).

9. The ICS is an emergency management concept that is not yet fully integrated into United Nations emergency response protocols. The system establishes common processes for planning and managing resources and allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. It is a standardized all-hazards approach to incident management. ICS allows all responders to adopt an integrated organizational structure that matches the complexities and demands of the incident while respecting agency and jurisdictional authorities.
D. Definitions

10. The **United Nations First Responder Programme** refers to the set of persons, plans and training that encapsulate the United Nations preparedness efforts in response to an incident that results in casualties or a medical emergency. The First Responder Programme is specifically designed to provide pre-hospital emergency medical intervention in support of host Government or United Nations professional medical support as part of a continuum of care for critically ill or injured United Nations personnel. The programme is therefore specifically designed in order to maintain an effective trained and equipped emergency response capacity.

11. A **UN First Responder** is any person who has been selected by their organizations for the role and completed the First Responder training. First Responders are responsible for providing emergency medical intervention in the earliest stages of an incident, and caring for people who are injured or suffering a medical emergency\(^3\). First Responders are not a substitution for more advanced emergency medical care which would be rendered by host Government Emergency Medical Technicians (EMTs) and/or Paramedics.

12. **UN First Responder training** refers to the training on basic life support, personnel safety, scene assessment, the incident command system, emergency communication procedures and simple triage. For United Nations purposes, First Responder training refers to the successful completion of the UNSMS Emergency Trauma Bag First Responder Course (ETB FRC) and the UNSMS Individual First Aid Kit course (IFAK), a basic combat injury course, or an equivalent recognized within the UNSMS.

13. A **medical incident or emergency** is an occurrence or event which requires immediate action to prevent or treat injuries, and/or save lives.

E. Guiding Principles

14. Host Governments have the primary responsibility to protect United Nations personnel. The First Responder Programme for United Nations personnel therefore requires close cooperation with the host Governments to ensure integrated planning in circumstances where the HG is providing services as part of the continuum of care for a casualty.

15. The First Responder Programme is consistent with the ORMS priority that the United Nations system response to any event will be flexible and coordinated, reflecting prevailing

\(^3\) This is separate to basic first aid training for UN personnel for the treatment of minor wounds, which will be covered under the OSH framework
circumstances and focus on the following priorities: ensure health, safety and security and well-being of personnel; maintain the continuity of critical processes and capacity to implement mandates and programmes; and protect assets.

16. The First Responder Programme must be fully integrated with all relevant planning at the country level. This may include planning processes on the following: integration with security, health support, medical evacuation, training, logistical support and mass casualty incident preparedness.

17. The First Responder Programme shall be arranged and conducted in accordance with UNSMS policies and procedures. The requirements for a First Responder Programme shall be directly linked to the SRM process and resultant contingency planning, where an analysis of security threat and risks indicates a likelihood of potential medical impacts on United Nations activities and personnel.

18. Where HG medical facilities or pre-hospital emergency medical capacity may be determined to be inadequate, as determined by the United Nations Medical Directors, and security risk is low, consideration should be given to meeting minimum standards to satisfy accountability and duty of care responsibilities.

19. First Responder Programmes must be initiated, planned and consistently maintained with the full support of UNSMS entities in-country. Opportunities for jointly-funded training, briefings and shared resources must be considered by the Security Management Team (SMT).

20. Any First Responder Programme must account for, and include appropriate planning and preparation to support the principle of the continuum of care which is maintained from the point of injury until they reach a suitable medical facility.

F. Roles and Responsibilities

21. DOs are responsible for the application of the SRM process, supported by the SMT and UNSMS security personnel. The DO is responsible, through the Principal Security Advisers (PSAs), Chief Security Advisers (CSAs)/Security Advisers (SAs), for considering all security threats, risks and impacts in the SRM process and that first response measures are reflected in security plans and contingency plans when required, as determined by the SRM process. The DO is also responsible for ensuring the implementation of any risk management measures arising out of the SRM process. In the application of First Responder Programmes, this includes the appointment of a UNDSS First Responder Programme Manager and UNSMS First
Responders, from amongst the United Nations personnel in-country, and ensuring appropriate resources and support to the First Responder Programme.

22. The SMT should also ensure that all security threats, risks and impacts are considered in the SRM process including first-responder related threats, and that risk management measures – including first response measures - are reflected in security plans and contingency plans. The SMT should appoint UNSMS First Responders from among their personnel, taking into consideration existing qualifications, gender and geographic diversity, and ensure adequate resources are available.

23. With the support of the Security Cell, where appropriate, P/C/SAs shall ensure first response measures are reflected in security plans and contingency plans (including, where determined, a First Responder Programme and Programme Manager). These plans are to outline strategic, operational and tactical level response and coordination mechanisms.

24. The UNDSS First Responder Programme Manager is responsible for the development, implementation and management of the First Responder Programme. This includes, but is not limited to, maintaining the roster of First Responders, First Responder training, logistical support, administration, budgeting (through the Locally-Cost Shared Security Budget) and reporting to the P/C/SA. The Programme Manager will ensure that adequate stocks are maintained for replenishment of equipment and ensuring that First Responder equipment is maintained to enable medical first response capacity.

25. The First Responder trainer, where available either in situ or on temporary deployment, will be responsible for initiating, leading, developing and maintaining the knowledge and skills of the First Responders under the management of the First Responder Programme Manager. The First Responder Trainer will coordinate the ETB and IFAK training for First Responders, and any additional training as identified. The SRM process will determine the need and the extent of IFAK training. If the requirement is determined to apply to all UN personnel, consideration should be given to incorporating IFAK training into the SSAFE training.

26. United Nations medical personnel at the country level shall provide necessary inputs to the SRM (situational analysis, medical risk analysis, medical resources and support that are available for United Nations personnel), and appropriate recommendations for First Responder Programmes. Where there is no United Nations medical personnel, these responsibilities will fall under the Director of the United Nations Medical Services Division (MSD) at United Nations Headquarters, through UNDSS HQ and under the guidance of the United Nations Medical Directors.
27. First Responders shall participate in training courses and testing exercises, and execute their roles in a timely, effective and appropriate manner. First Responders will act professionally, providing care to the level of their training while respecting medical confidentiality and ethics, as directed through First Responder training. They will be responsible for maintaining First Responder Programme equipment in their charge and reporting on equipment in their charge that needs replacement due to use or expiration.

G. First Responder Programme Planning

28. The need for a First Responder Programme is identified as a risk management measure through the SRM process and related Security Plan contingency planning process, and forms a key component of the MCI. Each country is to have an MCI plan appropriate to the risks in country and the response capacity of the local emergency services. An MCI or disaster is a situation in which the need to manage multiple casualties overwhelms the available resources at the particular level of care. The Mass Casualty Incident plan is a required annex of the Security Plan.

In cases where there may be a low security risk but there is a significant risk due to hazards, the implementation of a First Responder programme may be informed by the Health Risk Assessment methodology and/or may form part of Mass Casualty Incident preparedness planning.

29. As a general rule, there will be two levels of First Responder training: ETB training and IFAK training. The ETB training will be for selected individuals as determined through the SRM process:

a. **ETB equipment and training.** This is a one week course for First Responders. This course trains participants to deliver first response medical support in locations where the response of medical professional is likely to be delayed for more than 30 minutes. Therefore, the decision on the provision of ETB training should be based on an SRM assessment of host Government capacity or constraints. The equipment in the ETB kit can be used to treat two critical casualties or four moderately injured casualties. The SRM process and MCI planning process will determine the extent of ETB skills required in a designated area.

b. **IFAK equipment and training.** The IFAK is a course of at least a half day designed for the management of penetrating injuries. Training is focused on the control of catastrophic bleeding associated with gunshot wound or blast injury and the sealing of

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4 United Nations Medical Support Manual for United Nations Field Missions, 3rd Ed. P.184
open chest wound. IFAK training should be considered where there is a significant risk of this type of injury, such as in conflict zones. In duty stations where there is a significant threat of penetrating injury due to gunshot or blast, it is recommended that IFAK training be incorporated into SSAFE training. IFAK training should be incorporated into First Responder programme only when deemed necessary through the SRM process, to be supported by a cadre of ETB trained level of responders. The IFAK is designed for self-treatment and therefore should be individually issued. However, in the event that a person is injured and unable to self-treat, IFAK-trained personnel will use the victim’s IFAK to provide treatment. IFAK-trained personnel are considered first responders.

c. If the SRM determines there is no need for a First Responder Programme, basic first aid kits for offices and vehicles may still be considered separately under the Occupational Safety and Health framework. This should be supported by basic training for United Nations personnel, delivered by a local training provider.

d. Mass Casualty Boxes. In addition to ETB and IFAK equipment, some equipment may be procured for mass casualty boxes strategically stored in different locations within a compound. These boxes provide ready access to emergency medical equipment and should be considered in MCI scenarios in which casualties may be dispersed over a large area. The SRM process will determine where mass casualty boxes are required.

30. Given the considerable expense of implementing and maintaining a First Responder Programme, the SMT must receive sufficient justification on the need for the Programme and its scale (including the number of personnel to be trained) with consideration to the security threats, operational support and available resources. This justification must be based on the SRM process. The First Responder Programme budget should include programme maintenance (logistical support plan and training, re-training plan) and should be part of the Locally Cost-Shared Security Budget.

31. First Response Programme planning will require technical input from security professionals, medical professionals, training, transport, aviation (where applicable) and logistical personnel, finance support personnel, host Government emergency medical service personnel, and others.

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5 Mass Casualty boxes are additional stores of emergency medical supplies (usually emergency compression bandages, tourniquets, haemostatic agents, triage equipment, additional IFAKs etc.) that are maintained in specific locations in preparation for mass casualty incidents.

as identified. It is therefore recommended that a planning working group be established to develop the First Responder Programme plan for approval by the SMT.

H. First Responder Programme and the Security Risk Management Process:

Factors to Consider in Planning Process:
The requirement for a First Responder programme is determined by following the steps in SRM process, specifically:

Step 5: Security Risk Assessment
Where an HRA is available, it will be relevant to include in this assessment. Alternatively, the capability of the host Government medical services (including pre-hospital emergency medical services and mass casualty incident response capacity) should be considered. Consideration should be given to First Response requirements for United Nations personnel working in remote locations where host Government and United Nations medical services are lacking or inadequate. Emergency medical service response time exceeding 30 minutes is significant and should be factored into First Responder planning.

Step 6: Security Risk Management Decisions
This step is the process by which measures to lower the resulting risks, determined through the previous steps, are decided. Such measures include Residential Security Measures, and may include other approaches such as additional or specific training, briefings, specialist resources, equipment, physical improvements to premises, or procedural changes. The First Responder Programme is identified here as a measure to reduce the impact of any threat identified in the above stages as likely to result in a medical emergency. Generally, where a residual risk is identified as being high or where emergency medical response is likely to be protracted, then a First Responder Programme is recommended.

Step 7: Security Risk Management Implementation
If it is determined that a First Responder Programme is required, the following steps should be undertaken:
1. First Responder Programme Manager is appointed by the PSA/CSA/SA
2. Establish a working group composed of personnel from security, medical, transport/air ops, (provide advice on evacuation resources), UNDSS TDS ETB programme manager (ETB and IFAK training), and host Government (Emergency Medical Services) if relevant. Where there are no medical services present, consultation will be undertaken with Medical Services Division through UNDSS HQ.
3. Assess resources available for the First Responder Programme implementation. When assessing available resources, consider external training providers. The UNDSS TDS ETB
programme manager will coordinate First Responder training across the UNSMS and, in collaboration with UN Medical Directors, certify external providers.

4. Review SRM and existing emergency plans and look for requirements for first response capacity; ensure that the emergency plans are harmonized

5. Confirm the number of First Responders required in the designated area

6. Establish a training plan (including refresher training) and an implementation and operations plan (geographical dispersion of Responders, Agency, Funds and Programmes representation, staff redundancy or rotation, gender representation, national and international personnel composition, etc.), logistic support plan, maintenance exercise and review plan.

7. Prepare a programme budget that includes the purchase of equipment, equipment replenishment, training and refresher training costs, travel and DSA for trainers and First Responders, administration costs, and exercise costs included as part of annual MCI drills

8. Develop the First Responder Programme business case for approval by the SMT

9. Present to security cell for review

10. Present to SMT through LCSSB for approval and resource allocation

11. Programme implementation

12. Ongoing review and reporting to the SMT, including on best practices

I. Selection of First Responders

32. The First Response Programme serves the UNSMS. Accordingly, representatives from all UNSMS entities present in-country are expected to nominate appropriate First Responders. UNSMS member organizations shall identify the most appropriate personnel to serve as First Responders and who shall receive training as appropriate. The number of UN personnel and the level of their mandatory training (ETB or IFAK) will be determined through the SRM process.

33. Terms of Reference for First Responders will be established, outlining their responsibilities consistent with their level of training. The selection of First Responders should be guided by the factors outlined in the UNDSS Standing Operating Procedure (SOP) for ETB-First Responders Course. International and national personnel should be considered for First Responder roles; however, there should be a considered balance of personnel toward national personnel, particularly due to their language, cultural knowledge and familiarity with designated area.

34. First Responders are to respect medical confidentiality and ethics, as outlined in the First Responder training. This includes in relation to gender-based incidents, which may include
additional confidentiality requirements. First Responders should ensure they are familiar with the UNSMS Policy on Gender Considerations in Security Management (Chapter IV, Section M) and its Annex A 'Immediate Response to Gender-Based Security Incident'.

J. Required Resources and Equipment including ETB and IFAK

35. In order for the First Responder Programme to be established and maintained, a budget to support training and logistical support plans is required. This budget needs to be developed by the First Responder Programme Manager for submission and approval by the SMT through UNDSS. The budget will include details on the necessary equipment and training, in line with the requirements articulated in the SRM. The SMT shall provide adequate resources to support establishment and the continuity of the First Responder programme through the Locally Cost-Shared Security Budget.

36. The equipment required for the First Responder Programme should be sufficient to cover both training and operational equipment. The First Responder Programme may provide for the issuance of ETB to First Responders, or alternatively the ETBs may be stored and readily accessible in different parts of the compound as part of a compound MCI plan). (For MCI planning purposes, it is recommended that one ETB is procured for each 50 persons in a compound). In addition, one ETB should be available for every two First Responders for training. Training and operational ETBs should be maintained separately.

37. In duty stations where the IFAK will be used, each First Responder should be issued an IFAK on completion of the course and all IFAK-certified personnel will be considered as having first responder capability, with additional support provided by ETB-certified First responders. A small surplus of IFAKs should be available to cover surge requirements where possible. If kits are not available to cover large surge requirements, then individual UNSMS entities must ensure that any personnel deploying are equipped prior to or immediately upon deployment. Additional stocks of equipment should be maintained for replenishment and replacement of expired items by the First Responder Programme Manager in accordance with the technical guidance on materials established by UNDSS TDS.

K. Certification and recertification

39. First Responder training is mandatory for every First Responder, and is valid for two years. ETB instructor candidates must have a recognized medical qualification in order to be selected.

for ETB instructor certification (Emergency Medical Technician is minimum requirement). In order to be ETB certified instructor a candidate must initially pass the ETB First Responder Course (ETB FRC) (5 days) and then undertake the ETB FRC instructor course (3 days). IFAK instructor candidates do not require a medical qualification. They need to complete the IFAK course (at least a half day) and then complete either the IFAK instructor certification course (1-day), ETB FRC plus instructor course, or a full Trainer Development and Certification (TDC) course. After completing the UNDSS approved instructor certification course, the instructor will receive an instructor certification which is valid for two years. Certificates issued after 30 June 2019 will be valid for two years. Valid certificates issued on or before 30 June 2019 will be reduced to two-year validity, irrespective of expiry date stated on certificate.

40. Certified ETB instructors who have delivered two or more ETB courses in each year of their current certification period, may request recertification for an additional two years. Similarly, certified IFAK instructors who have delivered two or more IFAK courses in each year of their current certification period, may also request recertification for an additional two years. Certified instructors who have not delivered the minimum number of courses while certified must redo the instructor certification, as outlined in paragraph 39, to ensure their skills remain valid.

41. Where no trainer is available, TDS will coordinate to provide a qualified instructor to conduct the relevant courses. First Responder training may be provided by external medical training providers who are accredited by UNDSS TDS in consultation with the UN Medical Directors.

42. UNDSS TDS will be responsible for maintaining an ETB FRC and IFAK training database. First Responder Programme Managers in duty stations will also maintain records of First Responder training. First responder training will be a standing item on each Security Training Working Group (STWG) meetings.

43. Technical oversight and approval of the materials is the responsibility of an ad hoc UNSMS First Responder technical group. The technical group will comprise ETB trainers, TDS and STWG representatives and will be chaired by a member of the UNMD who will also represent the UN MSD. This ad hoc technical group convenes periodically to review training material updates to ensure they are evidence based and conform to current industry best practice.
Chapter IV

GUIDELINES ON HOSTAGE INCIDENT MANAGEMENT

Promulgation Date: 9 February 2012
A. Introduction

1. As the organizations of the United Nations Security Management System are increasingly called upon to operate in insecure areas, the risk of United Nations personnel or their families becoming the victims of a hostage incident has increased as well. These guidelines provide Designated Officials with necessary details to manage a hostage situation, including a hostage risk assessment methodology, incident management procedures, media considerations and hostage survival techniques.

2. These guidelines must be read in conjunction with the policy on “Hostage Incident Management” as found in Security Policy Manual, Chapter IV, Section U and are applicable to all United Nations Security Management System organizations and all individuals covered\(^1\) by Security Policy Manual, Chapter III, “Applicability of the United Nations Security Management System.”

B. Immediate Actions by the Designated Official

3. When there is evidence to suggest that any United Nations personnel or “other individuals covered” (to include an eligible family member) has been taken hostage, the Designated Official shall immediately:

   a) Report the incident to the Under-Secretary-General for Safety and Security;

   b) Contact the Ministry of Foreign Affairs of the host country\(^2\);

   c) Review the security arrangements in effect to determine if they should be enhanced.

4. The first steps taken in a hostage incident are crucial. In some instances they will determine if the incident will be over in a few hours or last for weeks or months. Some basic points for Designated Officials to consider when managing a hostage incident are contained in Annex III.

C. Reporting Requirement

5. The Designated Official should provide the Under-Secretary-General for Safety and Security with all information readily available including:

   a) Name and nationality of the person(s) taken hostage, his/her employment status with and official functions for the Organization; for family members the family relationship must be given. In the case of children, the age(s) should be given;

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1 These individuals include the categories of “United Nations Personnel” and “Other Individuals Covered” (the latter of which includes eligible family members).
2 It may also be necessary to contact local authorities to seek their assistance in gaining the release of the hostage(s), unless it is not advisable to do so for policy or other considerations.
b) Time, place and other circumstances of the hostage-taking;

c) Physical condition of the hostages (i.e., injuries, known medical problems or medication requirements);

d) Identity, aims or objectives of the individuals or organization holding the hostage(s);

e) Demands, threats and deadlines that are being made by the hostage-takers;

f) Name of the host Government agency or entity under whose authority action will be taken to recover the hostage(s), as well as a description of any action contemplated by host Government authorities or others.

g) The reason the hostage might have been taken or any past or present personal behaviour which might have a bearing on the incident.

6. If some of the above information is not immediately known, the missing items should be communicated as soon as they are available. Additional information relevant to the incident should also be communicated as soon as possible.

D. Cooperation with the Host Government

7. In the event of a hostage incident the Designated Official shall:

a) Immediately contact the Ministry of Foreign Affairs of the host Government and provide all known information regarding the hostage-taking incident. The Designated Official should also request:

(i) all information about the hostage-taking;

(ii) the cooperation of the host Government authorities in arranging the safe release of the hostage(s);

(iii) information regarding actions which the host Government authorities plan to take.

b) At all times maintain contact with the host Government authorities at the policy-making and operational levels;

c) Appoint an officer to provide liaison with the host Government authorities (For the functions of the Liaison Officer, see Annex IV.)

8. The safety of the hostage(s) is of paramount importance to the Organization. It is therefore essential that the Designated Official urge the host Government to exercise restraint, to seek a peaceful resolution and not to resort to any action which might unnecessarily endanger the lives of the hostages (including an armed deployment or intervention unless such action is essential in order to save life.) Any action taken by the host Government should be in full consideration for the
9. Although the host Government has the primary responsibility to secure the release of the hostage(s), the Designated Official has an obligation to keep the representatives of the State of nationality of the hostage informed during the hostage incident. If there is reason to believe that the hostage-taking was related to the nationality of the hostage, then the Designated Official should cooperate closely with the representatives of the government of that State when securing the release of the hostage(s).

10. In areas controlled by de facto authorities, such authorities could be contacted with a view to assist in the release of the hostage(s), unless it is not desirable to do so for policy or other considerations.

E. Review of Security Arrangements

11. In the event of a hostage incident, the Designated Official shall immediately review, with the assistance of the Security Management Team, security arrangements in effect to determine if these arrangements should be enhanced. The review of the security arrangements should include consideration as to whether it would be advisable to relocate immediate members of the hostages' families if there is reason to believe that their safety is at risk.

12. The Designated Official, utilizing the technical advice and assistance of the deployed Department of Safety and Security Hostage Incident Management Team (herein “HIM Team”), should guide the Security Management Team in its support of the management of the incident. The Security Management Team will be of particular assistance in organizing the Support Teams that are necessary to assist with the myriad of requirements arising from a hostage incident. The Support Teams are necessary to assist with liaison, media management, family liaison, hostage reception and other areas as explained in Annex V.

F. Department of Safety and Security Hostage Incident Management Team

13. When notified of a hostage incident, the Under-Secretary-General for Safety and Security may activate and chair a Crisis Operations Group comprised of representatives of Department of Peacekeeping Operations, Department of Political Affairs, Department of Public Information, and involved or interested agencies, funds, programs and organizations, as well as the Permanent Representatives of the countries/nationalities concerned.

14. The Department of Safety and Security will when necessary immediately deploy a Hostage Incident Management Team to the country where the hostages are held. The standard team configuration will be a Team Leader (Hostage Negotiation Coordinator), and three Hostage Negotiators (one of whom may perform some of the functions of an Administrative Officer), and a Stress Counsellor. Ideally the HIM Team will include at least three hostage incident trained personnel; however, the exact composition of the team will be determined and deployed dependent on
the specific requirements of the incident. See Annex VI for the specific responsibilities of the team members.

15. Upon notification by the Under-Secretary-General for Safety and Security of the HIM Team’s deployment, the Designated Official at that duty station will ensure that full support is provided to the team immediately upon arrival at the duty station. The Designated Official should in particular appoint one staff member at the duty station to act as the administrative and logistics focal point for the team. See Annex VII for a list of requirements.

G. Terms of reference for the DSS Advisors

16. The HIM Team will provide technical advice, guidance and assistance concerning the management of the incident to the Designated Official, the Security Management Team and other crisis management teams as may be established to manage the incident, and to the Chief Security Advisor in the country concerned. Acting through the Division of Regional Operations, the HIM Team will keep the Under-Secretary-General for Safety and Security fully advised of developments concerning the incident and respond to any queries that she/he may have. The DSS Stress Counsellor, who is a member of the HIM team, will provide stress-related support and advice to those United Nations personnel managing the incident as well as to personnel affected.

H. Disclosure of Information

17. By the sheer nature of the event, the life of the hostage is at great risk. Premature or erroneous disclosure of information related to a hostage incident can lead to the death of the hostage, cause severe emotional distress to the families of the hostages and negatively affect the activities of the Organization. Great care must be taken that information concerning the hostage-taking shall only be disclosed by a duly authorized official approved in consultation with the Designated Official, executive heads of agencies and the Under-Secretary-General for Safety and Security.

18. In light of the special responsibilities of the Under-Secretary-General for Safety and Security, before any information regarding a hostage incident is released to the media, such information must be coordinated and cleared by that Office.

19. Considering the exclusively sensitive nature of the information related to a hostage incident, United Nations personnel shall be instructed to abstain from discussing or disclosing information related to the incident to family members, friends, associates, or anyone outside the Organization not involved in the management of the incident. All personnel shall also be asked to ensure that their family members are aware of the UN restrictions concerning disclosure of information and inform them of their required compliance with these restrictions.

20. For specific guidance on media considerations during and after the hostage incident see Annex VIII.

I. Family Support
21. It is very important that the victim’s family receive the total support of the Organization and be kept fully informed of the efforts being made to secure the release of the hostage. See Annex IX for considerations related to the victim’s family.

22. At a duty station where personnel have been taken hostage, the Designated Official will appoint one officer as the Family Liaison Coordinator. Experience has shown the value of such a coordinator when a number of personnel are being held. The Family Liaison Coordinator is responsible to ensure that Family Focal Points are identified to assist the hostages’ families. The Family Liaison Coordinator coordinates information and support to be provided to families through Family Focal Points and will receive information from the HIM Team and the Reception Coordinator. All information to the families will be passed from the Family Liaison Coordinator to the Family Focal Points and then to the families. All information from the families will be passed through the Family Focal Points to the Family Liaison Coordinator and from him/her to the appropriate point of contact, depending on the information provided. Technical assistance and advice on family liaison is available through the Critical Incident Stress Management Unit of DSS. See Annexes X and XI for a description of the roles and responsibilities of the Family Liaison Coordinator and the Family Focal Points.

J. Actions upon Release

23. At a duty station where a hostage has been taken, the Designated Official will appoint a Reception Coordinator who is responsible to prepare, coordinate and implement a reception plan to receive the hostages upon their release. The Reception Coordinator is the single focal point for all activities related to the reception of the hostages, both before and after their release. The HIM Team will advise the Reception Coordinator; however, the preparation of the plan and its implementation is a duty station responsibility.

24. The reception plan will include: the identification of the isolation area; security arrangements for the isolation area; the provision of a medical examination and psycho-social support for the former hostages; the procedure to be followed for the notification of the families of the former hostages upon their release; the media plan; the debriefing plan (conducted by the HIM team); and, the transportation plan to move the former hostages from the release point to the isolation area and from the isolation area to other locations as necessary (airport, etc.). The reception plan should be discussed and agreed with the host Government where possible and well in advance of the release to avoid complications and confusion. Should the Designated Official determine it to be appropriate, the plan would also include any activities/ceremonies at the point of departure from the country. See Annex XII for an example of a reception plan.

25. The Reception Coordinator will also ensure that Designated Officials in the home countries of former hostages are advised with regard to their reception upon arrival home. Of particular concern is ensuring that the former hostages are advised on their interaction with the media and are protected, to the extent possible, from
harassment by the media.

26. A list of actions to be taken upon the safe release of a hostage is included in Annex XIII. The Reception Coordinator is also responsible for making the necessary arrangements for the repatriation of remains should the hostage be killed during the incident. See Annex XIV for an example of a worst case scenario plan.

K. Lessons Learned Report

27. After the incident is over and the SMT returns to normal operations, a review and evaluation of the Hostage Incident Management Plan and the manner in which personnel responded should be conducted. The lessons learned not only enable the SMT to make improvements to the local plan, but also can help other duty stations in reviewing or preparing their plans. Methods for conducting this evaluation could include:

a) Critique of the entire event by SMT members;

b) Post-event written reports by each member of the SMT;

c) Interviews of other personnel involved in the crisis; and

d) A final post-crisis report regarding the incident, with recommendations for changes to the Hostage Incident Management Plan, or the Hostage Incident Management Guidelines, if required.

28. A copy of the report prepared by the Designated Official must be forwarded to the Under-Secretary-General for Safety and Security not later than 30 days after the termination of the incident. The Designated Official should include appropriate recommendations concerning changes or modifications to the Hostage Incident Management Guidelines.

L. Final provisions

29. “Hostage Incident Management Guidelines” (June 2006) are hereby abolished.
ANNEX I

Risk Assessment

1. At duty stations where the possibility of hostage-taking poses a risk, the issue of how to prevent United Nations personnel from being taken hostage assumes special significance. The degree of risk can be assessed by determining the capability of local security forces, the facts surrounding previous hostage incidents and the security procedures in place to protect personnel. Once the risk has been assessed, security managers can determine the resources required, or operational procedures to be implemented, to reduce the risk of personnel being taken hostage.

A. Analysis

2. The following factors should be considered when analyzing the risk of hostages being taken:

a. **Law and order**
   
i. What is the general state of law and order in the area?
   
ii. Are the police trustworthy and effective?
   
iii. What is the role of the military or other security organizations?
   
iv. Do you know who key personnel are and how to reach them in an emergency?
   
v. Have any United Nations personnel had contact with the chief of the local security forces and what was their experience? Is the chief of local security forces likely to be helpful if there is a hostage incident?
   
vi. Have hostage-taking statistics, including the *modus operandi* in each case, been obtained from local law enforcement authorities and reviewed to determine lessons learned?

b. **History of Hostage-taking**
   
i. Has it happened before?
   
ii. How often has it happened?
   
iii. Why did the hostage-taking take place?
   
iv. When did it last happen?
   
v. What were the circumstances?
   
vi. Where did it happen?
   
 vii. What time of day or night?
   
viii. Who were the hostage-takers?
   
ix. Were they armed and with what?
   
x. How long were the hostages held?
   
xi. Who were the hostages?
   
xii. Do the hostage-takers focus on any particular group, male, female, or minors?
   
xiii. Were they harmed?
   
xiv. What was their value as hostages?
   
xv. Was a ransom paid?
   
xvi. What was the final outcome?
xvii. Any arrest or prosecution of offenders?

c. Previous Negotiators and Intermediaries

   i. Who negotiated in previous incidents?
   ii. Were intermediaries (community leaders, clan elders, religious leaders, etc.)
       used?
   iii. Who is still available?
   iv. How was contact made with the hostage-takers?
   v. What was the means (letter, telephone, radio)?
   vi. What was said or done that was effective?
   vii. What was said or done that was not effective?
   viii. What languages were spoken?

B. Assessment

3. Based on the above analysis and any other useful information gained, is the risk of
   United Nations personnel being taken hostage:

   a. High in all areas of operation? YES/NO
   b. High in specific areas? YES/NO - Areas?
   c. Medium in all areas of operation? YES/NO
   d. Medium in some areas? YES/NO - Areas?
   e. Low in all areas of deployment? YES/NO
   f. Low in some areas? YES/NO - Areas?

4. Do you consider specific personnel to be at risk in any particular area? If so, who is at
   risk and why?

5. If the answer to Paragraphs 3(a), 3(b), or 4 is yes, what are the changes that should be
   made in either the method of operating or the security resources?

6. Can special preventative measures be taken to reduce the risk? If so, what are they and
   by how much will they reduce the risk?

7. Have the measures referred to at paragraph. 6 above been implemented?

8. Have personnel who are personally at risk, or members of a high risk group, completed
   personal profiles, including “Proof of Life” (POL) questions and answers, to aid the
   incident response process?
ANNEX II

Surviving as a Hostage

1. Every hostage or kidnap situation is different. There are no strict rules of behaviour; however, there are steps which can be taken to minimize the effects of detention.

2. If you are taken hostage or kidnapped, there are a number of options which could enhance your ability to cope and to see the incident through to a successful release. The following techniques have been successfully employed by persons taken hostage:

   a. At the time of your seizure, do not fight back or attempt to aggravate the hostage-takers. You may be injured if you attempt to resist armed individuals. There is a possibility that you will be blindfolded and drugged;

   b. Be prepared to explain everything you have on your person;

   c. Immediately after you have been taken, pause, take a deep breath and try to relax. Fear of death or injury is a normal reaction to this situation. **Recognizing your reactions may help you adapt more effectively**;

   d. Do not be a hero; do not talk back or act "tough". **Accept your situation**. Any action on your part could bring a violent reaction from your captors;

   e. The first 15 to 45 minutes of a hostage situation are the most dangerous. Follow the instructions of your captors. Your captors are in a highly emotional state, regardless of whether they are psychologically unstable or caught in an untenable situation. They are in a fight or flight reactive state and could strike out. **Your job is to survive**. After the initial shock wears off, your captors are able to better recognize their position;

   f. **Keep a low profile**. Avoid appearing to study your abductors, although, to the extent possible, you should make mental notes about their mannerisms, clothes and apparent rank structure. This may help investigators after your release;

   g. Be cooperative and obey hostage-takers’ demands without appearing either servile or antagonistic. Be conscious of your body language as well as your speech. Do not say or do anything to arouse the hostility or suspicions of your captors. **Do not be argumentative**. **Act neutral and be a good listener to your captors**. Do not speak unless spoken to, and then only when necessary. Be cautious about making suggestions to your captors, as you may be held responsible if something you suggest goes wrong;

   h. Anticipate isolation and possible efforts by the hostage-takers to disorient you, including unverifiable stories by your captors or frequent movements to different locations;

   i. Try to keep cool by focusing your mind on pleasant scenes or memories or prayers. Create games and amusement in your mind. Try to recall the plots of movies or
books. This will keep you **mentally active**;

j. Ask for anything you need or want (medicines, books, and paper). All they can say is no;

k. **Build rapport** with your captors. Find areas of mutual interest which emphasize personal rather than political interests. An excellent topic of discussion is family and children. If you speak their language, use it -- it will enhance communications and rapport;

l. **Exercise daily.** Develop a daily physical fitness programme and stick to it;

m. As a result of the hostage situation, you may have difficulty retaining fluids and may experience a loss of appetite and weight. Try to drink water and eat even if you are not hungry. It is important to maintain strength;

n. Do not make threats against hostage-takers or give any indication that you would testify against them. If hostage-takers are attempting to conceal their identities, give no indication that you recognize them;

o. Try to think of persuasive reasons why hostage-takers should not harm you. Encourage them to let authorities know your whereabouts and condition. Suggest ways in which you may benefit your captors in negotiations that would free you. It is important that your abductors view you as a person worthy of compassion and mercy. Never beg, plead or cry. You must gain your captors' respect as well as sympathy;

p. If you end up serving as negotiator between hostage-takers and authorities, make sure the messages are conveyed accurately. Be prepared to speak on the radio or telephone;

q. If there is a rescue attempt by force, drop quickly to the floor and seek cover. Keep your hands on your head. When appropriate, identify yourself;

r. Escape only if you are sure you will be successful. If you are caught, your captors may use violence to teach you and possibly others a lesson;

s. If possible, stay well-groomed and clean;

t. At every opportunity, emphasize that, as a United Nations employee, you are neutral and not involved in politics; and

u. **Be patient.**
ANNEX III

First Response

1. Designated Officials should understand that there are proven techniques that can be used to manage hostage incidents. These actions, called “first response”, can be taken by untrained and non-specialist personnel. The implementation of these field-tested steps has, in many cases, led to the successful resolution of hostage incidents. Because the initial steps of managing a hostage incident set the stage for further actions, it is critical that Designated Officials be aware of these considerations prior to initiating a dialogue with hostage-takers.

2. Under no circumstances should Designated Officials expose themselves or others to danger in order to conduct a dialogue with hostage-takers. Face-to-face negotiations are high risk, it is preferable that talks should be conducted on the telephone, satellite telephone or radio. In some instances, however, it is possible to conduct face-to-face negotiations with the hostage-takers after a security risk assessment.

A. Who Should Communicate with Hostage-takers?

3. Designated Officials should carefully consider the following points when determining who should communicate with the hostage-takers:

   a. The Designated Official should not deal directly with hostage-takers. It is better to identify a team of negotiators or a skilled individual who is well supported, to deal with hostage-taking issues on behalf of the Designated Official.

   b. The Designated Official may know persons who become hostage-takers. Such circumstances require particular care to achieve the “de-linkage” of the Designated Official from the dialogue with the hostage-takers; however, it is nevertheless potentially valuable to achieve de-linkage even in these difficult conditions.

   c. Managing hostage incidents requires a full-time commitment. Designated Officials are often too busy with the whole spectrum of issues related to the incident to be able to give their time exclusively to dialogue with the hostage-takers. Direct involvement may damage the Designated Official's overall effectiveness when it is most needed. It is also damaging if the Designated Official is initially directly involved in the dialogue with the hostage-takers and is then diverted by other urgent business.

   d. If directly involved in the dialogue with the hostage-takers, the Designated Official may lose objectivity. While it is essential to never lose sight of the personal plight of the hostage(s), Designated Officials must not allow their decision-making to be driven by emotional pressure.

3 The same constraints which apply to Designated Officials with regard to entering into dialogue with hostage-takers also apply to Agency Representatives, and in Peacekeeping Missions, Heads of Mission, Force Commanders and Chief Military Observers.
e. By virtue of their position, Designated Officials can give too much. The opposition will know this and will be unwilling to reduce their demands or accept alternative solutions.

f. If the Designated Official is directly participating in the dialogue with the hostage-takers, he/she will have no opportunity to defer to higher authority and therefore will be expected to make decisions on the spot. They thus deprive themselves of the time necessary to consider various courses of action.

g. Designated Officials may know too much which could be revealed during dialogue with the hostage-takers. They should not be in a position where the only way out is to avoid telling the truth. Lying will seriously undermine the credibility of the negotiator and may cause the hostage-takers to stop the dialogue.

h. The person selected by the Designated Official to enter into dialogue with the hostage-takers should be middle to senior level staff member in whom the Designated Official has trust. The staff member selected should want to do the job and should be articulate, persuasive, innovative, a good listener, optimistic and able to withstand considerable stress. It is especially important that he/she be totally knowledgeable about the country including its political, cultural, religious and social dimensions.

i. Under no circumstances should an offer be made or accepted to substitute another individual for a hostage. To do so could indicate to the hostage-takers that the hostage is of even greater value than realized.

B. Communicating with Hostage-Takers

4. Both the Designated Official and the person or team selected to communicate with the hostage-takers should consider the following points:

a. Exchanges with the hostage-takers should be polite, calm, and controlled – even cordial. Even if they are angry, shouting or threatening violence, do not allow yourself to respond similarly. This causes an upward spiral of tension which is hard to stop. Strive for consistency of the message and persistency in the delivery.

b. Hostage-taking is inhumane, illegal, and futile. In dealing with hostage-takers, no opportunity should be lost to emphasize this point. Make the hostage-takers confront the reality and magnitude of their actions. This should be done firmly but in an explanatory rather than an accusatory way – perhaps in the following manner: “However strongly you feel about your cause, or whatever justification you believe you have, the world will not understand why you have taken hostages. All you are doing is undermining the political status you seek.”

c. Although in some cases the hostage-taking may have been directed by either politicians or military commanders at a senior level, this does not necessarily mean that there is no opportunity for release to be won through dialogue with de facto local commanders who actually hold the hostage(s). They may disagree with their “orders” and welcome the opportunity to demonstrate their dissatisfaction by
releasing the hostage.

d. Try to personalize the incident by referring to the individual hostage(s) by name.

e. Always thank the hostage-takers for even the smallest concession – although it is much less than you sought or believed to be reasonable.

f. Always confront and challenge threats to the lives of the hostages. Never allow a threat to pass without comment. “Please don't do that.” “That will only make matters worse. “That will not help you achieve what you want.” “You are weakening your position by doing that.” “You are responsible for those people (by name if possible).”

g. Threats of retaliation are unhelpful and potentially dangerous to all persons. Guarded comments encouraging the hostage-takers to think about the consequences are acceptable but, if you threaten something the opposition knows that you cannot personally deliver without higher, perhaps political, authority, you risk escalating the situation to the arena which the hostage-takers are seeking.

h. Wherever possible, dialogue should be recorded. If this cannot be achieved covertly, it is worth exploring the possibility of overt recording, explaining that this is necessary to ensure that mistakes and misunderstandings do not occur. There is also significant analytical value in keeping such recordings or detailed notes.

i. A doctor's medical opinion regarding the health of the hostage(s) should be sought in the early stages of the incident to determine any requirement the hostage(s) may have for either medication or medical treatment. It should be made clear to the hostage-takers that they are responsible for the health of the hostage(s). Before providing any medication, an attempt should be made to obtain the release of the hostage(s) so that they may be provided with proper medical treatment. The provision of large quantities of medication may even encourage the hostage-takers to prolong the length of time a hostage is held.

j. A detailed log should be kept of all dialogue with the hostage-takers. This will allow negotiators to review all points that have been made and assist in the development of the negotiating strategy to be used in the future.

C. Action on Initial Contact by Hostage-takers

5. The hostage-takers may attempt to spread fear and uncertainty among the hostage's family and organization personnel by means of telephone or written messages or, conversely, by failing to establish contact. If, however, there has been time since the seizure of the hostage to brief the likely recipients of the initial call, this will help to ensure a coordinated response to the hostage-takers demands. If a negotiator has been appointed before the initial call is received, discussions with the hostage-takers should, if possible, be through the negotiator. The individual receiving the initial call from the abductors should be instructed to:

a. Make every effort to remain calm and relaxed; adopt a positive attitude to the caller
along the lines of “I will do everything in my power to help, but the decisions are not mine.”

b. Ask the hostage-takers not to harm the hostage(s). This should be emphasized in all conversations with the hostage-takers.

c. Express a complete willingness to discuss the issues and ask that the hostage-takers be patient.

d. Make clear written notes of all calls, including the exact words of the caller and details of instructions and other comments.

e. Be alert for voice peculiarities, the gender of caller, accent, background noises, etc.

6. The following checklist is for use by the person receiving the call from the hostage-taker. In his/her conversation with the representative of the abductors, the recipient of the call should:

a. Record the call if recording equipment is available.

b. Request proof that the hostage is unharmed; preferably try to speak with the hostage.

c. Inform the caller of the requirement for “proof of life” from the hostage.

d. Require the caller to respond to “proof of life” questions that may only be answered by the hostage. State that the negotiations cannot begin without the correct answer.

e. Ask the caller for a code word so that he or she may be identified when further calls are received (in order to eliminate hoax calls). If possible arrange with the local telephone company for a direct line and unlisted telephone number. This will provide greater security for telephone conversations.

f. Inform the caller of the pre-designated telephone number to be used for further communications.

g. Determine the time the hostage-taker is using and fix a time for future calls, e.g. 2:00 p.m. to 3:00 p.m.

h. Deny that police are involved if challenged.

i. Above all be conciliatory, but do not promise payment or any concessions. Buy time by being willing to consider, refer and defer. Over time the hostage-takers must be convinced that their demands are unrealistic and unachievable.

7. The above actions are appropriate if the initial call from the abductor is received by the Designated Official or a senior staff member. However, an abductor may make his initial contact with a more junior staff member, (e.g. a clerk, driver or security guard) and may not be prepared to wait while his call is transferred to a more senior staff
member or to the chosen Negotiator. Under these circumstances it may be necessary to use a simplified checklist.

8. The following checklist should be readily available to those who are most likely to receive the initial call from an abductor and it should be completed immediately upon conclusion of the conversation:

a. Time of call:

b. Demands made:
   i. Sum demanded (if any);
   ii. Currency (if specified);
   iii. Denomination of notes (if mentioned);
   iv. Delivery details (if offered);
   v. Political demands (if any):

c. Deadlines made by the caller:

d. Caller’s organization (if identified):

e. Nature of the threats:
   i. To the hostage:
   ii. To others:

f. Future contacts:
   i. Date/Time of next contact:
   ii. Method of communication:
   iii. Telephone number to be used (pre-designated number if accepted by caller) and code agreed:

g. Remarks relevant to the hostage, including “proof of life” question passed to caller:

h. Remarks relevant to the police:

i. Duration of call:

j. Details of caller/call:
   i. Sex
   ii. Attitude
   iii. Accent
   iv. State of nerves
   v. Background noises (music, traffic)
   vi. Type of telephone (private, public)
   vii. Whether caller is alone or prompted
   viii. Use of script
ix. Disguise of voice (muffled)

x. Educated/uneducated as might be determined by vocabulary and diction of caller

D. Establishing Proof of Life

9. A hostage incident often begins with an allegation of the taking of a hostage accompanied by a demand for something from the family, employer, or country of the hostage. However, a hostage-taker is likely to gain little to nothing if his hostage is dead. In fact, the death of a hostage reduces the possible leverage held by the hostage-taker. Therefore, it is important to all parties to establish that the hostage is alive. In order to establish most effectively whether the hostage is alive or not it is best to establish direct contact with the hostage-taker leading to a real-time conversation with the hostage.

10. It is essential to build a profile of UN personnel that would include a number of Proof of Life Questions. These questions and associated answers should be tightly constructed so as to provide a level of confidence ensuring that the proof is categorical that the hostage is alive. Profiles should be established for all employees in locations with a high threat of hostage-taking. A complete and accurate profile can prove to be the best source for the Chief Security Advisor’s development of the Proof of Life questions. In addition, the profile can serve to highlight potential threats arising and problems. An accurate profile could include physical descriptions of distinguishing features or scars, a list of very personal possessions, the type of normal attire worn by the hostage, multiple photographs, blood type, medical problems and prescription drug requirements.

11. Of course, once again, the best proof is an actual live conversation with the hostage. Post incident interviews have shown the emotional and psychological value of such conversations to the hostage. If a real-time conversation is not possible, the next best scenario is an exchange of information reflecting a personal knowledge of family that only the hostage himself would hold. Next, would be a recent video or photograph of the hostage which can be authenticated as not being a forgery. Finally, proof of life can be established by a satisfactory response in some form to those questions developed from the profile established for employees or from information from their family. In all cases the contact maintained provides an opportunity to convey a reassuring message via non-threatening communications.

12. The effort should be made to maintain regular contact so that Proof of Life is continually established.

13. Conversely, if the hostage-takers announce that they have killed the hostage, it is imperative to establish the Proof of Death and to recover the body. In a worst case scenario, it is advisable to obtain fingerprints or samples of personal possessions of the hostage such as toothbrushes, hair brushes, etc. It may be necessary to request blood/DNA samples from family members whether children, siblings or parents.

E. Responding to Demands and the Effect of Time
14. When managing a hostage incident, Designated Officials should be prepared for the demands which will be made by the hostage-takers and should understand the affect which the passage of time has on the hostage-takers.

**Demands**

15. Designated Officials should never accept demands. The person or team in contact with the hostage-takers should always raise doubt at the first opportunity that the demands may be difficult to achieve and will have to be referred to an unnamed “higher authority” – who will not take over or even participate in negotiations.

   a. Not all demands by the hostage-takers need be denied. Demands for food, water and essential medical supplies, if met, may also help the hostage(s). They are humanitarian in nature and allow negotiators to seize the high moral ground, establish rapport and build trust. Meeting such demands has no political significance whatsoever. Even though food and water might be of benefit to the hostage-takers, depriving them of water in particular may cause irrational behaviour that is clearly undesirable in an already tense situation.

   b. Never invite demands. For example, never begin a conversation or round of discussion with words such “what do you want.” You are liable to receive a wish list or plant the idea in the minds of those holding the hostage(s) that they represent valuable currency.

   c. Never label comments “demands.” Refer to the demands as the “things you have asked for.” Avoid saying “No” and never say “Yes” immediately. “I’ll see what I can do.” and “That may be difficult but we will try.” are preferable alternatives. Dialogue should be structured so that it cannot be used against you. Do not allow the opposition the opportunity of accusing you of breaking a promise.

   d. Always ensure that what has been asked for, i.e. “demands” are understood. Seek clarification in any case of uncertainty.

   e. Always check and agree that you have the same time as the hostage-takers.

   f. Never accept deadlines; always raise doubts and explain difficulties.

   g. Do not offer or self-impose deadlines.

   h. Do not remind hostage-takers that a deadline is approaching.

   i. Attempt to negotiate through deadlines.

   j. Be aware of heightened tension as deadlines approach; if you have an emergency response, be prepared for its immediate deployment.

   k. Seek something in return for any demand you intend to meet. What you seek should be commensurate with what you have given. There is much that the hostage-takers can give e.g., *Proof of Life*, passing of messages, etc.
1. Proof of life should be continually sought. The proof offered should be recent and its veracity carefully considered.

Effects of time

16. The passage of time often has a positive effect on hostage-takers, who may become tired and lose objectivity. Their demands are likely to become more realistic and they will be less fearful of attack and possibly more trustful of the negotiators.

17. In incidents where multiple hostages are taken, the actual detention poses logistics problems for the hostage-takers which may in itself prompt release. Detaining hostages requires guards and drains resources. Hostages are often provided with food and resources denied to those guarding them. This is because the hostage-takers recognize the propaganda value of the hostages saying that they were “well treated.” The passage of time can affect the hostages as well:

a. As time passes the hostages' desires for basic human needs will increase. In addition to food and water, hostages will want security. They may begin to turn to their captors for security and against those who are trying to obtain their release. The more hostages there are together the less likely this is to occur; however, pressure may mount on the senior person among the hostages. The effect of this is that hostages should not be relied upon to behave in a manner which might otherwise be expected. This is particularly important if a rescue option is being considered.

b. Partial releases will encourage the remaining hostages to feel that their ordeal may soon be over, but it may also cause them to be concerned that they are becoming isolated; the victims of uncertainty and left to bear the brunt of any aggression by their captors if promises are unmet or negotiations fail.

F. Dealing with Intermediaries and Interpreters

18. Designated Officials should also be aware of the possible problems involved in the use of intermediaries and interpreters.

The role of intermediaries

19. Intermediaries who are trusted by both sides can be useful in building relationships. Their involvement is not without problems and must be carefully managed. The following points should be considered prior to involving intermediaries in the dialogue with the hostage-takers:

a. Intermediaries can be difficult to control if they are conducting face-to-face negotiations with the hostage-takers.

b. Intermediaries should not be allowed to make promises on behalf of principals or offer themselves in exchange for hostages. It is essential that intermediaries be carefully briefed prior to entering into dialogue with hostage-takers.
c. If the intermediary is independent the dialogue with the hostage-takers may be made public and information may be provided direct to the media.

d. In general, intermediaries are considered high risk but also can be high gain. They are often out of the control and influence of the UN.

**Interpreters**

20. The following considerations should be taken into account if interpreters are used:

a. Care needs to be exercised in ensuring that interpreters are not of an ethnic or religious background which may antagonize the hostage-takers or cause personal concerns for the interpreters.

b. The interpreters should be fully briefed and their dialogue limited to short passages which are interpreted in the first person. Do not allow them to speak for long periods and then give a synopsis.

c. Interpreters must be instructed not to give their opinions or answer questions without direct and immediate referral.

d. Be cautious of the strain placed on interpreters. They may be severely shocked by the demands or threats they are asked to interpret: this could impair their effectiveness.
ANNEX IV

Liaison Officer Responsibilities

1. The responsibilities of the Liaison Officer shall be to:

   a. Ensure that in planning any actions, the host Government authorities give due consideration to the safety of the hostage(s).

   b. Maintain constant communication with the Designated Official.

   c. Assist the host Government negotiators in their contacts with the hostage-takers;

   d. Determine, if possible, whether the hostages need medication and advise the host Government accordingly;

   e. Identify the precise demands of the hostage-takers;

   f. Immediately forward all demands by the hostage-takers to the Designated Official.

   g. Share, coordinate and agree on a common reception plan.

2. When selecting the Liaison Officer, the Designated Official should identify a staff member who has good rapport with host Government officials and speaks the local language fluently. The Liaison Officer should also be senior enough to have access to high-level government officials, if necessary.

3. The safety of the hostage(s) is of paramount importance to the Organization. It is therefore essential that both the Designated Official and the Liaison Officer emphasize, in their discussions with the host Government, that the host Government should not take any action without full consideration for the safety of the hostage(s).

4. The Designated Official and the Liaison Officer should ensure that host Government authorities understand that the Organization shall neither pay ransom nor make substantial concessions to secure the release of hostages, nor shall it intervene with the host Government to make concessions in exchange for hostages, because this would encourage potential hostage-takers and, thus, increase the danger that other personnel might face in the future.
ANNEX V

Support Teams

1. For both the Designated Official and the Security Management Team the successful resolution of a hostage incident, in all its aspects, requires a well planned and executed management effort by all concerned. To assist in this effort, the necessary Support Teams must be organized as soon as possible to cover the following areas:

a. **Liaison with the Host Government**: This Team is a critical link between the Designated Official and the host Government. One of its primary responsibilities is to ensure that the host Government authorities give due attention to the safety of the hostages. The Team also assists host Government negotiators, identifies the demands of the hostage-takers and keeps the Designated Official fully informed as to the activities of the host Government. See Annex IV for a detailed description of Liaison Officer responsibilities.

b. **Media Liaison**: One spokesperson should be appointed to manage information provided to the media. This requires great sensitivity and extreme care as the wrong comment can cause an adverse reaction by the hostage-takers. Press conferences should be held daily at an established time. There should be no release of names, agency or nationality of the hostages without first receiving DSS authority and all releases should be coordinated amongst the headquarters concerned. At release, the former hostages should not speak immediately to the press; however, a photograph of safely released hostages will reassure their families. During the reception process described below, it should be determined if the former hostages (whether released, escaped or rescued) wish to speak to the press and, if they do, DSS should be consulted. Former hostages should understand that harsh negative statements to the press may prompt further incidents. See Annex VIII for additional guidance.

c. **Family Liaison**: The family of each victim should be appointed one individual, the Family Focal Point, preferably from the same agency as the victim, to provide all necessary assistance. The Family Liaison Team, led by the Family Liaison Coordinator, provides information on the progress of the negotiations and protects the family from the media, helps the family deal with approaches from the hostage-takers and protects the family from harassment. See Annex IX for additional considerations related to the victim’s family.

d. **Reception Team**: A Reception Coordinator is responsible for a reception plan which must be developed to care for the hostages after they have been released. An isolated site with good security should be selected where the released hostages may be received in privacy and protected from the media and others. There should be a doctor and stress counsellor to provide medical and psychological assistance, warm showers, clean clothes, food and communications facilities to enable the released hostages to call their families. There should also be a private room provided for the released hostages. The actions to be taken upon the safe release of a hostage are also found in Annex XIII.
e. **Communications Team**: There may be a requirement for special communications support for either fixed, mobile, satellite or fax support at various operational locations such as a site where negotiations are being conducted, the reception area or other locations. It may also be necessary to change radio frequencies immediately should they be either jammed or compromised.

f. **Transportation Team**: The Transportation Team is responsible for planning for and meeting transportation requirements. Such requirements might include delivery of food and other support equipment, transportation of the hostages to the reception area, identifying medical evacuation resources, and transportation of the HIM Team.

g. **Medical Team**: A medical team consisting of a medical doctor and other medical support personnel must be on alert at all times and prepared to immediately deal with possible casualties during the hostage incident. The size of this Team will depend upon the number of hostages and the resources available; however, consideration must be given to the possible requirement to treat mass casualties. The Medical Team is also a key component in the reception plan and would provide physical examinations, medical treatment, and stress counselling to victims and their families. The Medical Team would also determine if there exists a requirement for post-release medical evacuation.

2. It must be emphasized to all personnel that hostage incident management is a team effort requiring the dedication of all the members of the United Nations family pulling together to successfully resolve the incident.
ANNEX VI

Responsibilities of the Hostage Incident Management Team Members

1. **Team Leader**: The Team Leader is responsible for providing the strategic vision for negotiations, tactical advice and assistance, and is the interface between the Designated Official, senior host Government officials, the Under-Secretary-General for Safety and Security and the HIM team. The Team Leader ensures that negotiations are conducted in accordance with the policy dictates of the United Nations Security Management System *Security Policy Manual* (Chapter IV, Section U). The Team Leader will provide the team members with specific duties and responsibilities as required and will ensure that the media campaign is coordinated with the spokesperson at the duty station. The team leader is also the Negotiator Coordinator who is the interface between the negotiators and the Designated Official and Crisis Management Team. The negotiator coordinator is responsible to ensure that the overall negotiation strategy is being implemented, and designs supporting negotiating lines in coordination with the negotiators. The Team Leader is also responsible for translating the overall strategy into negotiating reality. Additional duties include the selection of the team members, the location of the HIM cell, the method of negotiating, the deployment of intermediaries and interpreters, coordinating the necessary meetings, tactical coordination, cell discipline, welfare of the team, forward planning in protracted incidents, de-briefing and establishing a lessons learned mechanism is in place.

2. **Negotiator (Number 1)**: Is the principal negotiator. He/she is actually engaged in conversation with the hostage-taker(s). Number One is the only negotiator talking to the hostage-taker(s). In all cases, careful consideration will have to be given in determining who will be the primary hostage negotiator. Under most circumstances, he/she will be a staff member appointed by the Designated Official. Selection should be made so as to name the most appropriate person.

3. **Number Two**: Number Two will support, protect and act as the conduit for all information to and from the Number One. He or she will advise the negotiator (Number 1); however, in some instances it is possible that Number 2 will be advising a host Government official who is conducting the negotiations. He or she provides direct support to Number One in interpreting and implementing the overall strategy through negotiating tactics. He/she is also responsible for the safety of the principle negotiator when both are engaged in face-to-face situations. The Number Two will ensure when there is talking between the stronghold and the Number One that the cell is silent running.

4. **Number Three**: Number Three will be another qualified officer who ideally is also trained in hostage incident management but this is not a requirement. The Number Three is the link to the outside world; supports the Number Two and Number One; passes on critical information; maintains the log and records the conversations with the stronghold where possible. In the absence of an actual administrative officer, the Number Three may be required to ensure that all necessary administrative and logistics support is provided by the duty station to the Hostage Incident
Management Team. He/she will also be responsible for preparing all team reports to the Under-Secretary-General for Safety and Security and for maintaining files of critical documents. Number Three will ensure that the Designated Official has appointed a Reception Coordinator to prepare a reception plan and will review and advise the Designated Official with regard to the plan. He/she will also develop the debriefing plan. He/she may be tasked with obtaining proof of life questions from family members and maintaining them under lock and key.

5. **Number Four:** Number Four is the Board Person maintains cell boards and charts through a visual display of all information relevant to the negotiations, i.e. demands, deadlines, threats and details of persons known to be in the stronghold. The Number Four will be concentrating on security threat information, forward thinking for things the HIM cell want to know in the next contact and from other parties. The Board Person also stands in for the Number Three if the person is absent elsewhere.

6. **Stress Counsellor:** The Stress Counsellor will advise the Reception Coordinator in the development of the reception plan, ensuring that necessary psychological support is provided to the former hostages in the post-release period. More specifically, the Stress Counsellor will perform the initial assessment of the mental health status of the former hostages, provide group and individual debriefing sessions to them and also advise on the recuperation activities. The Stress Counsellor will also provide inputs to the team reports to the Under-Secretary-General for Safety and Security. In addition, the Stress Counsellor will conduct initial assessment of the psychosocial needs of the UN personnel in the duty station and recommend to the DO/SMT members on how best to address those needs. The Stress Counsellor is expected to provide necessary psychological support to the other team members whenever required.
ANNEX VII

Equipment Requirements

DSS Hostage Incident Management Team

1. Upon notification by the Under-Secretary-General for Safety and Security that a five-person DSS Hostage Incident Management Team is deploying to a duty station, the Designated Official at that duty station will ensure that the following support is provided to the team immediately upon arrival at the duty station:

- Accommodations (team members to be co-located)
- 2 Vehicles with drivers available on a 24/7 basis
- 5* cell phones with international call capability and chargers
- 5* handheld radios with chargers
- 1 office with telephones and office supplies
- 1 computer with internet access
- 5* identification cards (for access to UN facilities at the duty station)
- 1 copy of the duty station Hostage Incident Management Plan
- 1 duty station telephone directory
- 1 profile (to be developed) for each hostage, to include copy of contract
- 5 proof of life questions for each hostage
- 1 photograph of each hostage

2. The Designated Official should also appoint one staff member at the duty station to act as the administrative and logistics focal point for the team.

* One item for each member of the HIM team.
A. Background

1. Every hostage incident is different. Such differences include, but are not limited to:
   a. the intent of the hostage-takers;
   b. the capability of the host Government to deal with the incident;
   c. the presence of a United Nations peacekeeping force or other international force; and
   d. the security and political climate in which the United Nations is operating.

2. Despite these differences, hostage incidents will be managed within the policy of the Organization, using techniques and procedures that have proven to be effective in the management of other incidents.

3. The present annex should be read as part of the wider “Guidelines on Hostage Incident Management” in which it is contained. The following media-related policy considerations are critical to hostage incident management:
   a. Due to the fact that premature or erroneous disclosure of information related to a hostage incident can place the lives of hostage(s) in jeopardy, cause severe emotional distress to the families of the hostages and negatively affect the activities of the Organization, information concerning the hostage-taking shall only be disclosed by a duly authorized official of the Organization;
   b. In light of the special responsibilities of the Department of Safety and Security, before any information regarding a hostage incident is released to the media, such information must be cleared by that department;
   c. Considering the exclusively sensitive nature of the information related to a hostage incident, personnel should be instructed to abstain from disclosing information related to the incident to anyone outside the Organization;
   d. Personnel shall be asked to ensure that their family members are aware of the restrictions concerning disclosure of information and encourage their compliance with these restrictions.

B. Purpose

4. The present guideline provides guidance and best practices for media management before, during and after a hostage incident.
C. Actions before the hostage incident

5. The successful resolution of a hostage incident requires a well planned and executed management effort by all concerned. As events may move very rapidly during a hostage incident, it is important that contingency planning take place prior to a hostage incident and that a hostage incident management plan forms an annex to the Security Plan at each duty station. The hostage incident management plan will contain information regarding media management, to include:

   a. The identification of the one person at the duty station, appointed by the Designated Official, who is authorized to manage information provided to the media. This requires great sensitivity and extreme care as the wrong comment can cause an adverse reaction by the hostage-takers;

   b. The identification of the members of the Media Management Cell;

   c. The time when the daily press briefing will be held. The briefing should be timed to take place at least two hours before the daily press briefing at Headquarters, so that issues arising during the briefing can be provided to the Office of the Spokesman of the Secretary-General.

D. Within the first 24 hours, upon notification of abduction

6. Immediately activate the Media Management Cell. The purpose of the Media Management Cell is to ensure that all media resources are coordinated in accordance with the media strategy, which is developed by the Crisis Management Team in consultation with DSS.

   a. The Media Management Cell will form part of the Crisis Management Team established by the Security Management Team;

   b. The composition of the Media Management Cell depends upon the number of parties at the duty station that might be included. For instance, in a peacekeeping mission it should consist of the SRSG’s Chief Public Information Officer (CPIO) or Spokesperson; a senior spokesperson from the international military and police forces deployed in the country; a senior government spokesperson; and, the Chief Security Advisor. It may also include other entities involved in the crisis such as the press officer of a Member State if one of its citizens is among the victims. It might include a national officer from the UN press office;

   c. The CPIO/Spokesperson is the liaison between this Media Management Cell and the Crisis Management Team;

   d. The Media Management Cell should meet daily to review media activities, develop options to support the media strategy and to implement those options agreed by the Crisis Management Team.

7. Establish a team within the public information component or Spokesperson’s Office to implement the media strategy. This team should be tasked with maintaining a log of all
media statements concerning the hostage incident. See Appendix A for an example of a media log.

8. Decide who takes the leading role in media management. The two basic options are either the UN spokesperson or a representative of the host Government. If the host Government has the lead in managing the incident, then the government should have the lead in media management, supported by the Media Management Cell. In this case, the host Government would chair the media management cell, with active support from the UN spokesperson.

9. Clarify that the UN spokesperson alone speaks for the UN. Have only one spokesperson for the UN. If there are spokespersons of other entities, such as an international military force, or an agency (especially if a hostage comes from an agency or NGO) who have the legal right or obligation to speak, they must agree to use a single line determined in coordination with the Designated Official’s spokesperson.

10. Arrange for the Chief of Public Information/Spokesperson and the media management cell to be briefed on the incident and on hostage incident management procedures by the Chief Security Advisor.

a. Upon confirmation of abduction and in consultation with the Designated Official, the Spokesperson should hold a press briefing to inform the media that “UN personnel have been abducted”. No names, agencies or nationalities are to be released until the next of kin are notified and the Crisis Management Team agrees that the names can be released.

b. In consultation with the Crises Management Team the Media Management Cell should prepare a brief communications strategy with the objective of:

i. Achieving the safe treatment and release of the hostages; and

ii. Providing support to the negotiators.

c. The strategy will include a consistent and persistent public line to be used locally, in UN HQ in New York and the other affected HQ locations (e.g. Geneva, Rome, etc.).

d. The Designated Official should prepare and distribute an internal memorandum to all personnel providing guidelines for speaking about the hostage incident in public and to the press. The memorandum should inform personnel that they are not authorized to speak to the press about the incident and advise them that they must refer questions from media to the Spokesperson.

E. Elements of the communications strategy

11. Identify the target audiences (to include the public and communities that may have influence with the hostage-takers, as well as the hostages themselves);

12. Discuss the role of social networking and social media in the context of the location
and facts known about the hostage takers and hostages. It is imperative that this facet of an incident is given due consideration and all avenues explored.

13. Key messages:

a. Have a consistent line: every word should be crafted with the objective of not harming the hostages and to achieve maximum effect.

i. Do not give in to elaborations or to responding to messages by the hostage-takers, even if they may be occupying most of the media space;

ii. Do not use the word “hostages”, but “those who are being held.”

iii. Do not demonize the hostage-takers with hostile words such as terrorist or criminal. Do not threaten them;

iv. Be extremely cautious when providing any information regarding the hostages. Do not point out their religion, nationality, state of health or position held within the UN, unless the release of this information has been agreed by the Crisis Management Team;

v. Do not give specific information on the operations or ongoing negotiations;

vi. Call on the public to help, but be mindful of the cultural context in which you operate: (Sample message: Afghan hospitality precludes treating guests badly by kidnapping them). Normally such culturally-specific messages should come from community representatives e.g. the host Government officials, respected community leaders or religious figures;

vii. Use a cultural context in determining your messages with the goal of promoting support in the community for the release of the hostages; however, use caution. Appealing on behalf of the hostages as nice and dedicated people may not work in an atmosphere where the population has suffered greatly and if the UN is seen as living better than the locals, etc. Personalizing the hostages should be considered in the overall cultural context. Appealing to religious beliefs among the population may be effective; however, religious leaders should be asked for their advice;

viii. Continue to emphasize the UN’s mandate and why the UN is in the country (without appearing to be attempting to elicit undue sympathy or to directly say that the wrong persons have been taken hostage);

ix. While kidnapping, may have become a trend, don’t make such comparisons. Treat the present incident as unique and national.

14. Tactics or mechanisms for use by the United Nations spokesperson:

a. Maintain immediate and daily contact with the UN HQ spokesperson’s office and other affected HQs;
b. Hold a press briefing when the hostage taking has been confirmed. Do not release names, agencies or nationalities until families have been notified;

c. Get the UN message out repeatedly – through the media such as radio and TV; make posters and bulletins; hold daily press briefings;

d. Have only one spokesperson for the UN;

e. Find respected third parties (political, religious, community leaders, respected figures) to relay messages and to help craft culturally acceptable messages;

f. Encourage media interviews with the public; panel discussions, etc. on TV and radio to keep the issue alive, to create public empathy for the hostages, and to create an atmosphere of non-acceptance of the kidnapping;

g. Through the Family Liaison Team encourage the victims’ families to align their public messages with those of the UN spokesperson;

h. Increase media monitoring of all radio and TV news broadcasts as well as print media. This may yield messages from the hostage takers, provide a sense of how the public is receiving the information and indicate how UN messages are being disseminated and heard;

i. Increase contacts with the press: the spokesperson and press officers may have good informal as well as professional ties with journalists. Use these to elicit informal information from journalists as well as feedback on how the UN reaction is being perceived;

j. Conduct informal polling to see how the messages are being received by the public;

k. Establish a focus group consisting of trusted locally-recruited personnel to determine those messages that might be most effective in the context of the local culture.

F. Actions upon release

15. Develop a mission communications strategy for release and post-release, considering the hostages’ needs and messages to the host population. In lessons learned this is an area which is extremely challenging to get right and the key is prior common agreement with the host Government on the reception planning.

16. Brief the former hostages on interaction with the media. This will take place in the secure area that the former hostages will be taken to immediately after their release. It is advised that the spokesperson provide the former hostages with a letter on interaction with the media.

17. Prepare written guidance for former hostages on interacting with the media.

a. Key elements:
i. Caution former hostages about speaking to the press in the host country. It is recommended that the public information office organize a short photo opportunity (photo-op) with restricted media access or issue simply a press statement to reassure families and friends of their release;

ii. Decide with the Designated Official, Crisis Management Team and HIM team how to enable media access, if any, and support to the former hostages upon and after release. You may wish to choreograph their appearances, depending upon what kind of message the ex-hostages and UN would like to project. (For example, if they leave the country, it might be better to arrange a media opportunity at a base location rather than at the airport as the latter may give an impression of the UN leaving the country);

iii. If former hostages plan to return home and/or transit another country, it is recommended that a UN chaperone accompany them. It is highly recommended that media opportunities be avoided in transit countries;

iv. It is the choice of former hostages to speak to the media in their home country. It is recommended, however, that they coordinate with the UN spokesperson;

v. Additional information concerning post-release support for former hostages is included at appendices 1 and 2.

b. Key Messages:

i. Encourage a calm and cordial approach;

ii. Harsh statements could endanger others, particularly if there is only partial release of hostages;

iii. Comments of a political nature or passing judgment on individuals / institutions should be avoided.

G. After Action Report

18. The Spokesperson is responsible for preparing the media management section of the after action report. This report should include a summary of media activities during the incident, the media log, strengths and weaknesses in media management during the incident and any proposed changes to the present guideline on media management.
### HOSTAGE INCIDENT

**Hostage Incident:** Hostage taking of UN workers Ms. A, Mr. B, Mr. C and Ms. D.  
**Prepared By:** Office of Communications and Public Information (OCPI), Mission XXX

### MEDIA LOG

<table>
<thead>
<tr>
<th>Name of Spokesman</th>
<th>Spoke to</th>
<th>Time and Date of Receipt of Report (Local)</th>
<th>Deadline</th>
<th>Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. X</td>
<td>Al Jazeera</td>
<td>16:25 28 October 2010</td>
<td>None</td>
<td>“Fighters from Group Z have kidnapped three UN workers”. No demands</td>
</tr>
<tr>
<td>PCRC Spokesman, Mr. Y</td>
<td>Al Jazeera</td>
<td>28 October 2010</td>
<td>None</td>
<td>“Our group has captured the 3 foreign infidels and we are keeping them at a safe place. So far they are safe, but if any forces are used against us to free them, those forces will be responsible for whatever harm that will come to the lives of the hostages”</td>
</tr>
</tbody>
</table>
| PCRC Spokesman, Mr. Y  | AFP              | 20:59 29 October 2010                     | None     | “We will decide about our final demand in a shura (council) meeting tonight”  
Apart from the release of hundreds of our fighters held in the US detention centre in Cuba, the kidnappers wanted to demand a “rethink” of policies by the United Nations and government leaders towards their group.  
The three hostages, abducted in City W on Thursday, were alive and “in a safe place”, Mr. Y said, refusing to reveal their location.  
The group was considering issuing a video tape of the hostages to prove they were holding the three, who include a woman from County E, a woman from Country Q and a man from Country J.  
“To prove that we have them, we have got a videotape of them. If we consider that we need to release it, we will. But for now we will not release any information.” Mr. Y said.  
“I’m not far from location x though, I’m in the mountains, lie a mountain eagle”  
Mr. X said his group had 5,600 followers, including former fighters from the previous Group X.  
“We are separate from Group X, however we are also part of them” he said, using the term in its literal sense. “We are operating separate from their leader. Various issues were discussed today. But both sides decided that they would not disclose any issues discussed today other than the issue of prisoners.” |
ANNEX VIII

Appendix B

Media Aspects of Post-Release Support for Former Hostages

A. General

1. These guidelines provide helpful tips and guidance for use by United Nations offices and others supporting former hostages and their families in reception and repatriation activities. These guidelines are based on the following two principles:

   a. the former hostage must be protected from the intrusion that journalists might represent in their efforts to cover a story with a happy-end; and

   b. the wishes of the former hostage must be taken into consideration at all times.

B. In country

2. Upon their release, former hostages are immediately placed in a secure location where they can be protected from the public and the media (hereinafter referred to as the “isolation area”) in the host country or country in which they were released. In the isolation area they will receive a medical examination, can bathe and put on clean clothes, eat and call their families. A few very close friends at the duty station will also have access to them, if that is the wish of the former hostages. During this period, which is usually very short, former hostages will also be briefed by the United Nations Spokesperson on the media environment and will review with the former hostages their interaction with the media. If it is a partial release, those freed will be briefed on the impact certain statements/comments might have on the lives still being held as hostages.

3. It is recommended that former hostages not speak to the press while in the host country. This will provide former hostages with enough time to decompress, protect them from the possible pressure that the host environment might represent, and avoid possible difficult situations created by questions that might call for a judgment of individuals/institutions with which the former hostage is still involved. However, there is often a great deal of pressure from the host Government and other parties (especially the media) to get immediate access to the former hostages.

4. To reassure families and friends that the hostages have been released and are well, if agreed by the former hostages, a short photo-op with a limited number of media (depending on the circumstances, one TV, one photo and one text to describe the situation, not to ask questions) could be arranged. With the agreement and approval of the former hostages, a brief text with an initial statement by them (and/or individual quotes from each former hostage) could also be made available to the press at the same time.
C. In transit country (if appropriate)

5. In principle, the presence of the former hostages in a transit country should not be long; therefore, no media opportunities should be organized. Depending on the profile of the incident, it is possible that media will be seeking former hostages for interviews and photos. Should this occur, a qualified spokesperson/media relations officer familiar with the case should be available to handle all queries and thus protect the former hostages from the media.

D. Upon arrival at home country

6. The decision to speak or not to speak with the press remains with the former hostage. Previous experience indicates that it might be helpful if the former hostage speaks with the press upon arrival home (an organized press conference type of situation) in exchange for being left alone afterwards.

7. The interaction with the media and setting up the press conference should not be left to the former hostage or her/his family. It should be handled by a professional media relations officer, made available by the United Nations in the country of origin (if one is available) and/or the government.

E. Dealing with the press

8. It must be emphasized that the former hostage has the right to decide not to speak to the press. However, if he/she agrees to do it, he/she should benefit from the experience and support of a professional spokesperson/media relations officer, who knows the local media environment. The media officer must make clear at all times that the welfare of the former hostage is the priority and must have a flexible approach to accommodate the wishes and needs of the former hostage. Should the former hostage decide to speak to the press, the following format options should be considered:

   a. **Individual interview**: Individual interviews, though less intimidating, pose the problem of either responding positively to all interview requests and thus requiring the former hostage to spend a significant amount of time with this issue, or not accepting all interview requests and thus frustrating those media representatives left out; and,

   b. **Press conference**: A press conference (or another collective media arrangement) with an opening statement by the former hostage followed (or not) by a question and answer period (if it is decided that the number of questions will be very limited, journalists should be informed in advance so they organize themselves for such a situation and the tension of complaints by those who do not get to ask questions is avoided).

9. **Note**: The media relations officer/spokesperson should be present in all interviews, in particular at a press conference in order to moderate it.

F. What the media is looking for
10. Most journalists will be considerate and sensitive to the ordeal the former hostage and his/her family and friends have suffered. They will be interested in the human aspects of the former hostage’s captivity, such as: description of conditions; daily routine; number of kidnappers and how they treated the hostages; availability of food, clothing and other facilities; and, medical assistance. The feelings and emotions of the hostage during captivity as well as the interaction with the kidnappers and with other hostages will also be issues of interest.

11. The former hostage is free to declare that any or all of the questions are too personal or too difficult to answer, if that is how she/he feels.

12. Journalists will also be interested to know the former hostage’s opinions on the conditions of his/her release. Some might try questions that could generate controversy and possibly place the former hostage in the very difficult position of passing judgment on his/her own government actions, those of the authorities of the host country, the United Nations and other institutions or even individuals. Questions on the hostage takers’ political affiliation as a group are also possibilities. It is very likely that there will be questions on the future of United Nations operations in the host country and the ability of the host country government to provide security for international aid workers.

13. The former hostage might wish to acknowledge the work of all those who made his/her release possible as well as the support and solidarity of the people in the host country and of his/her family and friends. She/he might also prefer to avoid passing judgment on institutions (or individuals) without having the benefit of more distance from the dramatic days of abduction, captivity and release. Questions on United Nations activities in the host country should be referred to the United Nations office in that country. The former hostage is free to decline to answer any question with which he/she does not feel comfortable.

G. Feedback and guidance

14. Former hostages, their families and governments of country of origin should not hesitate to ask for clarification of any of the issues raised in this paper. One deals best with the media when one feels comfortable; therefore, those providing support to former hostages should not hesitate to ask for guidance and seek help. United Nations spokespeople at Headquarters and in the field will always be available and ready to offer guidance.

15. A comment or statement made by a former hostage or her/his family might have an impact on United Nations operations in the host country where United Nations programmes and operations with internationally- and locally-recruited personnel continue. It is with this in mind that the United Nations media relations officer assisting the former hostage needs to report to United Nations Headquarters (as well as to advise host country media officials) on the content of interviews by former hostages. If such a United Nations officer is not available, a government official or the former hostage and his/her family are kindly requested to provide the same type of feedback, which will make prompt follow up possible.
16. A shorter version of this guideline in letter form is at Appendix C and should be provided to the former hostage for his/her reference in dealing with the media.
ANNEX VIII

Appendix C

Letter to former hostages on media interaction

NB: The following text should be provided to former hostages in a letter from the Spokesperson at the duty station, in conjunction with a briefing on interaction with the media. This must be done while the former hostage is in the isolation area.

1. Welcome back!!! We are delighted that you are with us and that soon you will be reunited with your family and friends.

2. These notes provide helpful tips and guidance on how you can deal with the press. They are based on the following two principles:
   a. you must be protected from the intrusion that journalists might represent in their efforts to cover a story ; and,
   b. your wishes must be taken into consideration at all times.

A. In country

3. The media has been following your abduction from the beginning – the United Nations Spokesman will brief you on the media coverage and the level of media interest. Journalists who have been covering your story want to talk with you. We suggest that you do not do it now. Allow yourself time to recover and decompress. Take your time to relax.

4. On the other hand, if you agree and if time permits, a short photo-op with a limited number of media could be arranged. Again, if you agree, a brief text with an initial statement by you could also be made available to the press at the same time or at the time you leave the country.

B. In transit country

5. You will go home via (name of country of transit) and it is anticipated that your stay there will be short. No media opportunity should be available. If, however, we have indications that there might be media pressure, we will send a professional media officer to support your transit through (name of country).

C. Upon arrival at your home country

6. The decision to speak or not to speak with the press remains with you. In previous cases, former hostages felt it best to speak with the press upon arrival (an organized press conference type of situation) in exchange for leaving them alone to enjoy their privacy with family and friends. A professional media relations officer, made available
by the United Nations in your country and/or your government, should negotiate these arrangements with the media based on your preferences.

7. In your home country United Nations officials have received a set of guidelines to help them support you concerning media relations. If they deem it necessary they will also request support from the Government in order to provide you with further assistance. You will find below a few points that might get you started thinking about what you want to do (the guidelines discuss these same points).

D. Dealing with the press

8. It is important for you to understand that you have the right to decide not to speak to the press. What makes you feel comfortable is the key principle in this regard and flexible media arrangements are required to accommodate your wishes and needs. If you decide to talk with journalists, a media officer from the United Nations (and/or your government) should be present to support you (this is how the United Nations conducts a high profile interview/press conference, no matter what the situation is). The media officer will be able to inform United Nations Headquarters and the United Nations office at your duty station of the content of the interview so that if any follow up is necessary it can be done expeditiously.

E. What the media is looking for

9. Most journalists will be interested in the human aspect of the situation you just went through: description of captivity conditions, daily routine, number of kidnappers and how they treated you, availability of food, clothing and other facilities, including medical assistance, etc. Your feelings and emotions as well as the interaction with the hostage-takers and with other hostages will also be issues of interest.

10. You should feel free to declare that any or all of the questions are too personal or too difficult to answer, if that is how you feel.

11. Journalists might also be interested to know your opinions on the conditions of your release. Some might try questions that could put you in the very difficult position of passing judgment on your own government actions, those of the government authorities at your duty station, the United Nations and other institutions or even individuals. Questions on the hostage-takers’ affiliation as a group are also possible. It is very likely that there will be questions on the future of United Nations operations and the ability of the government to provide security for international aid workers.

12. You might wish to consider acknowledging the work of all those who made your release possible as well as the support and solidarity of the people in (name of country) and of your family and friends back home. Previous experience indicates that it is better to avoid passing judgment on individuals or institutions without having the benefit of a bit more distance from the dramatic days of abduction and captivity. We recommend that questions on United Nations activities in (name of country) be referred to the United Nations Spokesperson in that country. You should feel free to decline to
answer questions you are not comfortable with or to note that some answers would require specific knowledge that you might not have.

13. You and your family have gone through very difficult days; however, the resources of the entire United Nations system are available to support you as you return to a normal life. Please do not hesitate to request any assistance that you might need from the Spokesperson in your home country, (name of Spokesperson and telephone number).
ANNEX IX

Considerations Related to the Victim's Family

1. It is very important that the victim's family be kept fully informed of the efforts being made to secure the release of the hostage. During the dialogue with the hostage-takers, particular attention should be given to the following issues related to the family of the victim:

   a. Family members should be carefully instructed on how to react in the event they are the first point of contact by the hostage-takers (which is often the case). This response should, in general, be along the lines described in Annex III. The family should be provided with the checklist in Annex III;

   b. The Designated Official should determine the extent to which the wishes of the family of the hostage should be taken into account when formulating a negotiation strategy with the hostage-takers.

   c. Provide the family regular briefings on the progress of the negotiations.

   d. The Designated Official may be pressured by the family to be included in the negotiation and decision-making process. However, if the family is not the subject of the demands of the hostage-takers, it is desirable that the family members not be involved in order to avoid the emotional stress. Attention should, instead, be centred on the welfare of the family and on arrangements for their regular and sympathetic briefing on the progress of negotiations.

2. In criminal kidnapping incidents where personnel have been taken hostage for the payment of ransom, the family may choose to pursue its own means to secure the release of the hostage. While the Designated Official should discourage this, it is a decision that might be made by the family and should be respected.

3. In addition to providing protection for the family from media harassment, arrangements should also be made to protect them from any direct approach that the hostage-takers might make with the aim of bringing pressure on the negotiators.
ANNEX X

Family Liaison Coordinator

1. The Family Liaison Coordinator must be prepared to devote considerable time and effort to effect coordination with the family members and this must be the incumbent’s priority, possibly to the exclusion of other duties, until such time as the hostages have been freed. In light of the significant workload required to effectively coordinate family activities, possibly on a worldwide basis, the Family Liaison Coordinator should not also be appointed as a Family Focal Point in cases where there is more than one hostage.

2. The families of hostages should be equally provided with all possible information concerning the hostages and the Organization’s efforts to achieve their release; however, there may be sensitive information that cannot be shared with the families. No information should be provided to the families without the information first being cleared by the Hostage Incident Management Team (HIM Team). In cases involving more than one family, especially where different countries are involved, efforts should be taken to ensure that families are provided with the same briefings. Experience has shown that families communicate with each other during crises and inconsistencies in the above cause problems.

3. The Family Liaison Coordinator will ensure that the hostages’ family members are advised against making statements to the media, as such statements may be used by the hostage-takers to the disadvantage of either the hostages or negotiations to achieve their release. In particular, family members should be advised that harsh and negative statements to the press may place the lives of the hostages at risk. Family members may be asked to write letters to the hostages, provide proof of life questions and answers, and provide other assistance at the request of the HIM Team.

4. Family members should also be advised of their actions should they be contacted by either the hostage-takers or the hostages. In this regard, they should be provided with a copy of the checklist in Annex III of these Hostage Incident Management Guidelines. Family members should be advised to keep information concerning such contacts confidential.

5. All parties, including Family Liaison Coordinators and Family Focal Points, should be reminded of the importance of the confidentiality of proof of life questions.
ANNEX XI

Family Focal Point

1. At a duty station where personnel have been taken hostage, the Designated Official will appoint a Family Focal Point to be the interface between the Organization and the hostage’s family. Should there be more than one hostage taken, or hostages taken from several agencies, it may be necessary to appoint a number of Family Focal Points at the same duty station. Family Focal Points will provide all necessary assistance to the hostage’s family.

2. The efforts of Family Focal Points are coordinated by the Family Liaison Coordinator to ensure that families receive the same information, advice and support. All information to the families will be passed from the Family Liaison Coordinator to the Family Focal Points and then to the families. All information from the families will be passed through the Family Focal Points to the Family Liaison Coordinator and from there to the appropriate point of contact, depending on the information provided or the support required. It can also be advantageous when dealing with extended families to request them to appoint one spokesperson as their point of contact with the Family Focal Point.

3. The Family Focal Point must be prepared to assist the hostage’s family on a full-time basis, possibly to the exclusion of all other duties, until such time as the hostage has been released. They should also be advised that the performance of this function may result in significant stress. In light of the significant workload required to effectively coordinate family activities, possibly on a worldwide basis, the Family Liaison Coordinator should not also be appointed as a Family Focal Point. Family Focal Points will advise the families of the former hostages on the availability of counselling services and if necessary assist them to obtain such services.

4. Families of the hostages should be equally provided with all possible information concerning efforts being made to free the hostages; however, there may be sensitive information that cannot be shared with the families. Family members should be advised that the information they are provided is confidential and that its release could endanger the lives of the hostages. Information provided to the families will first be cleared by the Hostage Incident Management Team (HIM Team).

5. Family Focal Points will ensure that the hostage’s family members are advised against making statements to the media, as such statements may be used by the hostage-takers to their advantage. In particular, family members should be advised that harsh and negative statements to the press may place the lives of the hostages at risk. Family members may also be asked to write letters to the hostages, provide proof of life questions and answers, and provide other assistance at the request of the HIM Team. The Family Focal Point will be required to facilitate these activities and any other as requested by the Family Liaison Coordinator.
6. The Family Focal Point will ensure that either the Designated Official or HIM team leader instructs family members on how to react should they be contacted by either the hostage-takers or the hostages. So that they may be prepared for this eventuality, family members should be provided with a copy of the checklist in Annex III of the Hostage Incident Management Guidelines.

7. Proof of life questions and responses will be developed and transmitted only by HIM team in country in consultation with families or friends, should their families not be in country. The HIM Team Leader has overall responsibility for the maintenance of the integrity and confidentiality of the Proof of Life questions.

8. The Family Focal point will initially interface with either the husband or wife of the hostage. Should the hostage not be married, the Family Focal Point will interface with the hostage’s parents. Should the family wish, or should it be necessary, the family should be asked to identify one family member with whom the Family Focal Point will interface and who will represent the family on matters concerning the incident.

9. Experience has taught us of the need to maintain contact with families many months after the incident. After the arrival of the former hostages in their home countries, Family Focal Points will provide feedback to the Family Liaison Coordinator at the duty station where the incident took place. This feedback should include all follow-up assistance actions, as well as information concerning the wellbeing of the former hostages.
ANNEX XII

Hostage Incident Management

Reception Plan

A. Introduction

1. UNXXX has taken the lead with preparations for the Reception Plan. The DSRSG will be the responsible officer. In this regard, a plan has been developed which takes into account the movement of the former hostages upon their release. Depending on the circumstances and location of the release, the former hostages will be:

   a. Transported from outside the capital by the host Government to facility X;
   
   b. Picked up by security forces in the capital and transported to facility X; or
   
   c. Attended and accompanied by security forces in the event of other measures.

2. In each instance, the DSRSG will be informed by the SRSG and will authorize a staff member to make contact with the host Government Liaison Officer for utilization of the following existing assets within country:

   a. Air Cover, Air Ambulance;
   
   b. Ground Forces Security;
   
   c. Medical Assets.

3. The release of the former hostages and subsequent procedures are detailed in the Reception Plan that has been agreed upon with the host Government.

B. Notification of Release

4. After consultation with the DSRSG, the UNDP Resident Representative will notify family members of the release of the former hostages through the respective Duty Station Resident Representatives and/or the Family Focal Points.

C. Reception Area

5. The reception area has been identified as facility X, which is a military hospital facility. In the event that this facility cannot be utilized, the alternate location is another Hospital. Upon notification of the release of the former hostages, the reception area will be activated and an isolation site within this facility established. Staff Member W will report to the DSRSG on readiness at facility X and keep him/her informed of steps taken inside it.

4 This Reception Plan is a template. Although the details of the plans will vary from duty station to duty station, the basic components will remain the same.
6. Given that facility X is a military facility, maximum security will be in place to protect the former hostages from media or other unnecessary attention.

7. Following medical evaluation, the former hostages will be transported to location Y in UN Vehicles where accommodation will be available. At this point access for family members and close associates will be facilitated (as determined by the former hostages). Staff Member Q will be responsible for making sure that all needs are met within location Y.

8. The SRSG will determine an appropriate time to meet with the former hostages.

D. Medical

9. Upon arrival at facility X, the former hostages will receive a full medical examination. As there is no capacity within facility X to provide an assessment of the mental health condition of the former hostages, the DSS Stress Counsellor will carry out a quick assessment of their mental health status and provide immediate support to the former hostages.

E. Hygiene

10. An important element of release for former hostages is access to washing facilities and clean clothing. Such facilities are available at the reception area and location Y. Toiletries and clean clothing are with Staff Member Q. These will be available either at facility X or location Y.

F. Food

11. Hot food will be available if requested by the former hostages.

G. Communications

12. Mobile Telephones and Satellite Telephones will be made available by Staff Member S at all locations for the former hostages to make telephone calls to family members or friends – this is the single priority for most released hostages.

H. Security Debriefing

13. A preliminary security debriefing will be carried out in location Y by a member of the HIM Team and the Host Nation Police (HNP) Team as per the Debriefing Plan. If time does not permit then Staff Member F and the HNP Team representative will be introduced to them for future debriefing. However best practice has shown that the best and most useful debriefs are conducted after the former hostage has had time to recover and reunite with family, often in another country. The exception to this is obviously when there is a partial release in which case the debrief becomes an urgent operational necessity.

I. Psychological Debriefing
14. A group psychological debriefing can be conducted with the former hostages, facilitated by the DSS Stress Counsellor. Following the group-debriefing, individual counselling sessions will be carried out as necessary if requested.

J. Media

15. Subject to the concurrence of the former hostages, a media plan has been devised by the UN Spokesman for photo ops in three possible scenarios:

a. Conducted in a controlled environment

b. Conducted at capital Airport prior to departure

c. Send off by UN colleagues at capital airport

K. Repatriation

16. Repatriation and onward travel from capital will be carried out through UN air assets to nation 4. The former hostages will be accompanied by one other passenger each and the stress counsellor to nation 4. The Embassy of Hostage 1 has requested that two members of its Foreign Service accompany him. Should medical conditions require, a doctor will also accompany. Two UN… jets are on stand-by to take off at short notice. Onward travel from nation 4 is being booked by UNDP. Arrangements are being made by UNDP Resident Representative to nation 4, Mr. M for reception at Terminal 2 and movement to Terminal 1. The UNDP travel agent will make hotel arrangements under the name of his agency for overnight stay if required. UNDP Resident Representatives in countries b, c, and d will make arrangements for VIP transit facilities and reception on arrival. Hostage 1’s Embassy has offered services of its Consul in nation 4 for transit purposes and to assist hostages 2 and 3 who do not have valid visas for nation 4. The UNLPs of hostages 2 and 3, their salaries, and CD-ROMs of their emails are with Staff Member P and will be delivered to them at location Y.
ANNEX XIII

**Actions to be Taken on the Safe Release of a Hostage**

1. The Designated Official should consider the following actions after the release of the hostage(s):
   
a. The safe transfer of the hostage(s) to the custody of a representative of the Organization.
   
b. Relocation of the hostage(s) to a secure location and protection from the public and media.
   
c. Provision of access to communications with his/her family.
   
d. Provision of some of the hostage's personal belongings and clothing;
   
e. Medical examination on release and, as soon as possible thereafter, by the personal doctor of the victim.
   
f. Debriefings by the local police or other concerned government authorities if necessary.
   
g. Issuance of a prepared press statement approved by DSS.
   
h. Debrief in the mid-term is preferable to ensure best quality of recall and to extract best practices. However, the exception is where there is a partial release when it then becomes an urgent operational necessity. A period of rehabilitation and psychological debriefing.
ANNEX XIV

Hostage Incident

Worst Case Scenario Plan

A. Introduction

1. The purpose of this plan is to prepare for the possibility that any or all of the hostages may not be released alive. It does not address the strategic issues relating to programme operations or the security situation in country that is the responsibility of the Designated Official and Security Management Team to address.

B. Possible Scenarios

2. The following possible scenarios of a worst case situation are considered by the Hostage Incident Management Team to be the most probable:

   a. One or all of the hostages are killed;

   b. One or all of the UN personnel are not located.

C. Actions to be taken

3. If one or all of the hostages are killed, United Nations personnel will follow the guidelines and discharge the duties and responsibilities referenced in the Department of Management’s Office of Human Resources Management (OHRM) publication Handbook for action in cases of death in service. The following actions are required:

   a. Recovery of the bodies: Dependent upon the situation of how hostages have been killed or their bodies found, recovery will be done by utilization of the host Government air assets in country to facility X. Activation of air assets will be coordinated by the HIM Team Leader at strategic management level.

   b. Notification to Family Members: This is a critical area as time is the issue and that the bereaved should hear the news from a senior UN official not from another source such as the media. Face to face notification is obviously the best method however with the breadth of UN activity globally this is not always possible with the speed of the media and social networking. If possible, consider the Senior United Nations Representatives’ in the home countries of the killed hostages can notify the spouses, partners and family members in the respective countries where such family members are located. Alternatively the respective Organisation will have their own modalities for such events. The overarching principle is that this has to be planned at the outset as to who and how such bad news can be handled as sympathetically as possible.

   c. Repatriation to Country of Residence: Repatriation to country of residence will be coordinated by respective organization in country and in compliance with their
own established procedures.

d. **Guard of Honour:** The host Government will be requested to provide a Guard of Honour at the airport when the bodies are being loaded onto the aircraft at capital Airport. This has to be arranged through the host Government. If is considered that the host Government would be acceptable to such a tribute to the humanitarian assistance that the UN personnel provided whilst working in that country UN personnel will also line the route or be at the airport.

4. If one or all of the UN personnel are not located the UN will continue in its efforts with the host Government and/or other Governments to work together in locating the missing personnel.
A. Purpose

1. In conjunction with the Policy on Locally Cost-Shared Security Budget (LCSSB), the Guidelines presented in this document provide a comprehensive set of guidance, with a view to standardize the use and effectiveness of LCSSBs. The purpose of this document is to provide additional tools to guide the practitioners on how to prepare, manage and review the LCSSB in order to ensure its approval and implementation.

B. Overview of United Nations Funding for Security

2. The Department of Safety and Security (UNDSS) is funded through a complex and multi-layered funding mechanism, which includes the UN regular Budget (UNA), cost-sharing arrangements through Jointly Financed Activities (JFA), support account funding (QSA) and extra-budgetary funding. Following the creation of UNDSS in 2005, the General Assembly combined the existing funding sources while retaining control over the global UNDSS budget.

3. At the field level, the LCSSB is used to complement and support Security Risk Management measures to address common security requirements. The LCSSB does not provide funding to support UNDSS activities already funded by Joint Financed Account (JFA) posts and operations. Vice versa, the JFA does not fund activities related to Security Risk Measures/MOSS such as those described in the LCSSB policy under Categories of Activities and Common Elements for Each Activity. While there may be similar items and categories, it is important to make the distinction of this difference between the two budgets, and to ensure funds are charged to the correct budget. An overview of what is provided under the JFA is available in Annex A.

C. How to establish the cost-sharing formula at the field level

4. In line with the agreed Inter-Agency Security Management Network (IASMN) methodology, the cost-sharing methodology to be used for apportioning the costs of the LCSSB to the participating UNSMS organizations is the percentage of personnel method. The first step in this regard is to establish a census of UNSMS personnel for each of the participating UNSMS organization at the designated area.

5. The cost-sharing formula is a simple calculation, i.e. per number of personnel of UNSMS organizations represented in the designated area. For each activity included in the LCSSB, the share that a UNSMS organization contributes to the LCSSB is based on the number of its personnel expressed as a percentage of total personnel covered by the activity at the designated area. The example below illustrates how the total number of UNSMS personnel per organization is divided by the total number of UNSMS personnel in the country/area to obtain the percentages for each activity.

---

1 All UN personnel as identified in the UNSMS Security Policy Manual, Chapter III: “Applicability policy”. See Annex E for details on who should be included and excluded from the headcount.
6. UNSMS organizations cannot opt-out of agreed upon security requirements and therefore cannot opt-out from part or totality of the LCSSB. However, the cost-sharing arrangement approved by the SMT should reflect the services received from and contributed to each activity. If all UNSMS organizations participate with the same level of personnel in each LCSSB activity, then the shares/percentages identified through the personnel headcount can be applied throughout the LCSSB. In exceptional circumstances, the corresponding shares will need to be determined for each activity separately. Below are examples of cases where contribution shares/percentages will need to be determined at the activity level:

   a) If an activity has no relevance for a participating UNSMS organization (e.g. no presence in a certain area, own capacity established to ensure compliance with security measures), as decided by the DO/SMT, its share/percentage would reflect 0% in the particular activity and the costs of the activity will be distributed among the remaining organizations.

   b) Non-UNSMS personnel (who are not included in the headcount) may benefit from the services provided by one of the activities. This situation arises in areas where there are military and police contingents in DPKO missions. Although not covered by the UNSMS, they may be issued UN IDs through the Identification Programme activity of the LCSSB. In that situation, the number of military or police personnel will be included in the headcounts of the DPKO mission for determining fair shares in the activity.

   c) A participating UNSMS organization may provide common services or resources for use of the LCSSB. Examples include, but are not limited to, hosting and equipment of radio rooms, crisis management centers and vehicles. The costs associated with these resources should be included/added in the overall cost of the activity, and the portion of these resources that does not correspond to the providing organization should be apportioned to the remaining organizations. By doing so, the providing organization is being reimbursed by the remaining participants. Please see Annex E for details on determining amounts to be contributed by each participating organization.

D. Considerations for the development of the LCSSB

Cost efficiency: Examples have shown that, for example, one UN radio room is more cost efficient than one per organization in a given location. However, the quality of the service provided must be fully considered and ensured before it is proposed for cost-sharing.
**No overlapping of funds**: A LCSSB cannot overlap existing sources of funding for security (whether from the JFA or from other sources of funding). This is particularly true for travel of staff, supplies, materials, furniture and equipment. The Annex titled “Overview of Resources Funded by the Jointly Financed Activities” articulates the services that are provided for the JFA funds allocated by the organizations’ members of the UNSMS. JFA mainly provides funding for staff costs of an authorized number of posts for each country and their corresponding general operating expenses.

**The LCSSB supports common services for security risk management measures approved by the DO/SMT**: There should not be additional items with limited contribution to reducing risks (i.e. subscriptions to newspapers), but emphasis on items that are a core part of risk management (i.e. training). If a UNSMS organization identifies security risk management measures that they consider necessary, which are above and beyond those agreed through the SRM process, then these are to be considered on top of the respective contribution to the LCSSB and either remain under the responsibility of the said organization, or shall be included in the LCSSB as an additional item.

**E. How to prepare a LCSSB**

7. There are three steps in preparing the LCSSB (template is provided in Annex B).

**STEP 1**: Identify what activities are needed (activity to be funded) through the SRM process, determine the elements needed to support the activity, and then obtain the estimates, to determine the total cost for each activity. A thorough review of the previous years’ expenditures is also useful in determining the estimate.

**STEP 2**: Calculate the organizations’ percentages for each activity to be applied while determining the costs shared by each organization.

*Tip*: Use Microsoft Excel and create a financial workbook that will calculate costs. This workbook will contain links and formulas that eliminate mathematical errors and can establish a “checks and balances” process to ensure accuracy. Charts can be developed from the data, which are useful when presenting to the DO or SMT. Once established, it can be updated/copied from year to year; only staff numbers, costs, exchange rates would require updating. This will assist in the preparation of submission documents.

**STEP 3**: Prepare documentation. A written narrative is needed to explain what the requirements for each activity and the specific elements requiring funding to support that activity are. Where staff positions are included, a copy of the TOR must be included. If training is funded, a copy of the training plan must be included. A sample template is provided in Annex B to assist in the formulation of the narrative. It must be adjusted to fit your exact needs.

*Tip*: Consult the operations managers of the UNSMS organizations, or where existing, the Operations Management Team (OMT) for ensuring accurate costing is reflected and
that relevant technical (admin/HR/procurement) advice is requested and integrated at an early stage in the draft.

**Frequently Asked Questions:**

1. **What is done at the end of the year with remaining funds?** Once the previous year’s final expenditures are known, the Administering Agency will process the reconciliation of LCSSB funds and the previous year’s over- or under-payment will be applied to each organization’s bill for the following year (see Annex C: Role of the Administering Agency).

2. **When should the participating agencies transfer their contributions to the LCSSB?** Once the LCSSB is approved, the Administering Agency will prepare the bill with the breakdown of all participating agencies based on the agreed apportionment by each agency. The bills will be submitted to the AFPs in-country by early December to ensure that the resources are received by the beginning of the LCSSB budget period. All payments from participating agencies must be received by 15 January.

3. **What if participating AFP is not able to pay on time?** In cases where there are constraints from the AFPs to process the payments due to their budget cycles, they should consult with the Administering Agency and agree on an alternative feasible payment date provided that it does not affect the implementation of the LCSSB. If the payments are not timely made, this will be brought to the attention of the DO, who will engage with the AFP in-country and inform, as required, USG DSS for appropriate action.

4. **What if additional funds are needed due to unforeseen circumstances not envisioned at the time the budget was approved, including for a short-term emergency or project?** Amendments can be identified or a special/specific LCSSB can be developed and implemented, following a review of the SRM and approval of the DO/SMT. In such exceptional instances, the consultation and approval will only be required at country-level. AFPs should inform their respective SFPs and may choose to consult with them, as appropriate.

5. **Should “Security Areas” inside a country/Designated Area have their own LCSSB as determined by the ASC/ASMT?** This is a decision by the SMT based on the in-country situation. It may be beneficial or may complicate matters.

6. **What if some activities do not apply to specific UNSMS organizations?** This needs to be decided at the SMT, and can be factored into the cost-sharing process. If the SMT agrees, that organization will be excluded from contributing to the specific activity (see para. 6.a).

7. **What to do if a consensus is not reached within the SMT for the LCSSB?** First and foremost, the SMT needs to agree on the SRM risk measure that must be implemented, versus the end outcome of the cost. The written narrative presented must clearly lay out the cost elements for identified activities, so the members understand what is required for the
risk management measure to be implemented. Decisions should be based on what is required to manage the risk and not the cost (while every effort should be made for identifying cost effective measures).

8. **What if something is needed that is not specified in the LCSSB?** The LCSSB can only be used for the authorized expenditures listed in your approved LCSSB. If there is a change in the security environment, or if there is an unexpected event during the budget year, that is allowed per the policy, you may have to submit an addendum if additional funding is required. Adjustments of amounts in the activities or elements can be approved – without additional funding – by the SMT/DO, however, prior approval by the DO in consultation with the SMT is required for redirecting funding for activities that were not included in the initial LCSSB or to activities that may require increased resources.

**ANNEXES:**
Annex A – Overview of Resources Funded by the JFA
Annex B – Standard template for the LCSSB
Annex C – Role of the Administering Agency
Annex D – Census/Headcount of field staff and non-staff personnel for cost-sharing
Annex E – Calculating shares for participating UNSMS organizations when one or more contribute items in-kind
Annex F – Negotiating disagreement
Annex G – Checklist for desk officers
ANNEX A
Overview of Resources Funded by the Jointly Financed Activities

Each UNDSS field office receives an Authorized Spending Limit (ASL) and a field operational budget funded through the JFA. The field operational budget is in direct support of the UNDSS staff and operational needs, and includes two major budget components.

1. Funds for an authorized number of positions in the International Professional (IP) and Local General Services (GS) categories. These funds cover costs such as staff salaries and employee benefits related to the posts.

2. General Operating Expenses (GOE) cover all non-post costs. The table below shows the main categories which directly support UNDSS staff needs and operations.

<table>
<thead>
<tr>
<th>Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office furniture &amp; equipment</td>
</tr>
<tr>
<td>Materials &amp; goods (mainly for fuel)</td>
</tr>
<tr>
<td>Communications &amp; communication equipment</td>
</tr>
<tr>
<td>Supplies and materials (stationary, subscriptions)</td>
</tr>
<tr>
<td>Data processing equipment, IT supplies, MS licenses</td>
</tr>
<tr>
<td>Rent &amp; utilities premises</td>
</tr>
<tr>
<td>Maintenance of furniture &amp; equipment (vehicle maintenance, lease, etc.)</td>
</tr>
<tr>
<td>Miscellaneous services (bank charges, insurance, sundry)</td>
</tr>
</tbody>
</table>

For more information on the resources funded by the JFA, please refer to the document titled: “Overview of Resources Funded by the Jointly Financed Activities (JFA) dated 29 September 2015. The document will be available in UNSMIN on the LCSSB tab.
ANNEX B
Standard Template for the LCSSB

(Country) Locally Cost-Shared Security Budget for 20XX

1. Locally Cost-Shared Security Budget for 20XX
   a. The total Locally Cost-Shared Security Budget (LCSSB) for 20XX is estimated at $XXXXXX (USD). This is a X.X% increase/decrease from the (previous year) approved LCSSB ($XXXXX).
   b. Increases are attributed (explain what the increases are). Decreases are attributed to (explain what the decreases are).
   c. LCSSB activities are linked to the risk management measures indicated in the approved SRM date XXX.

2. Structure of Locally Cost-Shared Security Budget

   In accordance with IASMN guidance and discussion by the Security Management Team-(Country), the following authorized activities are addressed in this security budget.

   Tip: For each activity, a detailed narrative is required that supports the costs expected. The narrative should be descriptive and include what you are expecting to require funds for. Each element that has a cost should be explained, i.e. what it is intended for. Examples are provided, but needs to be tailored to the specific circumstances. It is important to remember that not all Activities indicated in this template are required or adapted; these irrelevant activities should be eliminated from your final product. Under each Activity are elements which also may not be required.

   a. Identification Programme: {Example} Amount for the production of common Identification Cards for access control measures for staff members of Agencies, Funds and Programs. For 20XX, the increase reflects the need for maintenance/servicing of the ID card printer by a technician/vendor (line h.) in lieu of purchasing a new printer. Line k. reflects the cost of supplies used in production of the ID Cards (printer ribbons/blank cards).

<table>
<thead>
<tr>
<th>IDENTIFICATION PROGRAMME</th>
<th>Local Currency</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Personnel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b. Travel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>c. Equipment and Furniture</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d. Vehicle</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e. Vehicle maintenance, fuel, insurance</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
b. **Security Operational Support**: \(\text{Example}\) Funding is required for XX number of additional Local Security Assistants (LSA) and their corresponding General Operating Expenses (GOE). Terms of reference are attached. The costs include: salary; travel within country; a one-time fitting of equipment and furniture to establish an adequate office; the purchased or rental of a vehicle\(^2\); vehicle fuel; rental of office space and associated utilities; communication equipment for the LSA to perform their functions; IT equipment; and communication expenses such as phone/internet bills and office supplies.

\[
\begin{array}{|c|c|c|}
\hline
\text{SECURITY OPERATIONAL SUPPORT} & \text{Local Currency} & \text{USD} \\
\hline
a. Personnel & 0 & 0 \\
b. Travel & 0 & 0 \\
c. Equipment\(^3\) and Furniture & 0 & 0 \\
d. Vehicle & 0 & 0 \\
e. Vehicle maintenance, fuel, insurance & 0 & 0 \\
f. Rental and Maintenance of Premises & 0 & 0 \\
g. Communication Equipment & 0 & 0 \\
h. Contracts (non-staff) & 0 & 0 \\
i. IT Equipment & 0 & 0 \\
j. Communications expenses & 0 & 0 \\
k. Office supplies, stationary, etc. & 0 & 0 \\
\hline
\text{subtotal a-k} & 0 & 0 \\
\hline
l. Administrative Support Costs & 0 & 0 \\
\hline
\text{Grand Total} & 0 & 0 \\
\hline
\end{array}
\]

\(^2\) Efficiencies with respect to vehicles can sometimes be made here – there does not need to be a vehicle for each LSA.

\(^3\) Includes operational Emergency Trauma Bags (ETB) and IFAK kits in support of the First Responder Programme (see UNSMS Security Management Operations Manual: “Guidelines on First Responder Programme”).

c. **Communications Structure**: \(\text{Example}\) Amount for country communications structure requirements in XXXX. Costs include the staffing of the 2 Radio Rooms (5
x SC5 operators for each location, 10 total); a Telecommunication Associate (TCA-SC8) to manage the ECS; travel for the TCA to service equipment and repeater sites; the rental and maintenance of office space/repeater sites; and costs for phones, SMS, equipment and landlines.

Costs are reflective of increases in Service Contract wages (line a.), replacement of furniture for the radio room in XXXXX (line c.). Cost is also reflective of a decrease in travel (line b.).

<table>
<thead>
<tr>
<th>COMMUNICATIONS STRUCTURE</th>
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</thead>
<tbody>
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<td>b. Travel</td>
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<td>0</td>
</tr>
<tr>
<td>c. Equipment and Furniture</td>
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<td>d. Vehicle</td>
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<td>e. Vehicle maintenance, fuel, insurance</td>
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<tr>
<td>f. Rental and Maintenance of Premises</td>
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<tr>
<td>g. Communication Equipment</td>
<td>0</td>
<td>0</td>
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<tr>
<td>h. Contracts (non-staff)</td>
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<td>0</td>
</tr>
<tr>
<td>i. IT Equipment</td>
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<td>0</td>
</tr>
<tr>
<td>j. Communications expenses</td>
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<td>0</td>
</tr>
<tr>
<td>k. Office supplies, stationary, etc.</td>
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<td>0</td>
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<tr>
<td></td>
<td>subtotal a-k</td>
<td>0</td>
</tr>
<tr>
<td>l. Administrative Support Costs</td>
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<td>0</td>
</tr>
<tr>
<td>Grand Total</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

d. **Security Training**: 

Funding is required to deliver SSAFE training XX times according to the SMT approved training plan (a copy of the plan is attached). Costs include the following: Contract for First Aid trainers, travel of resource people, rental of a venue, and supplies and stationary. The travel costs of participants will be borne by the respective UNSMS organizations.

<table>
<thead>
<tr>
<th>SECURITY TRAINING</th>
<th>Local Currency</th>
<th>USD</th>
</tr>
</thead>
<tbody>
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<tr>
<td>b. Travel</td>
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</tr>
<tr>
<td>c. Equipment and Furniture</td>
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</tr>
<tr>
<td>d. Vehicle</td>
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</tr>
<tr>
<td>e. Vehicle maintenance, fuel, insurance</td>
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</tr>
<tr>
<td>f. Rental and Maintenance of Premises</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

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4 Includes SSAFE, ETB and IFAK as part of the First Responders Programme. The First Responder Programme budget should include both training and operational equipment. Training equipment can be budgeted in this section. See UNSMS Security Management Operations Manual: "Guidelines on First Responder Programme".
e. **Crisis Coordination Center: {Example}** Funding is for the establishment of a SIOC in (country). This includes X staff, who require equipment and furniture, rent, communication equipment and expenses, IT Equipment, and office supplies.

<table>
<thead>
<tr>
<th>CRISIS COORDINATION CENTRE</th>
<th>Local Currency</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Personnel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b. Travel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>c. Equipment and Furniture</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d. Vehicle</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e. Vehicle maintenance, fuel, insurance</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>f. Rental and Maintenance of Premises</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>g. Communication Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>h. Contracts (non-staff)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>i. IT Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>j. Communications expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>k. Office supplies, stationary, etc.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>subtotal a-k</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>l. Administrative Support Costs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

f. **Guard Force: {Example}** Funding is required for XX number of local security guards at all UN Premises in country X. Terms of reference are attached. The costs of salary, travel within country, a onetime fitting of equipment and furniture to establish an adequate office, the rental of a vehicle, vehicle fuel, rental of office space and associated utilities, and communication equipment are provided in line h. Contracts.

<table>
<thead>
<tr>
<th>GUARD FORCE</th>
<th>Local Currency</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Personnel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b. Travel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>c. Equipment and Furniture</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d. Vehicle</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e. Vehicle maintenance, fuel, insurance</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>f. Rental and Maintenance of Premises</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>g. Communication Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>h. Contracts (non-staff)</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### Psychosocial Support

**Example** Funding is required for XX number of psychosocial support staff as approved by CISMU in coordination with Staff Welfare officers and other relevant actors in line with the policy on “Management of Critical Incident Stress (MSCIS)”. Terms of reference are attached. The costs include: salary; travel within country; a one-time fitting of equipment and furniture to establish an adequate office; the rental of a vehicle; vehicle fuel; rental of office space and associated utilities; communication equipment for the LSA to perform their functions; IT equipment; communication expenses such as phone/internet bills; and office supplies.

<table>
<thead>
<tr>
<th>PSYCHOSOCIAL SUPPORT</th>
<th>Local Currency</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Personnel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b. Travel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>c. Equipment and Furniture</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d. Vehicle</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e. Vehicle maintenance, fuel, insurance</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>f. Rental and Maintenance of Premises</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>g. Communication Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>h. Contracts (non-staff)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>i. IT Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>j. Communications expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>k. Office supplies, stationary, etc.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>subtotal a-k</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>l. Administrative Support Costs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

### Vehicle Requirements

**Example** Funding is required for XX number of additional vehicles/AVs for the common use of AFP in country X and their corresponding maintenance and running costs.

<table>
<thead>
<tr>
<th>VEHICLE REQUIREMENTS</th>
<th>Local Currency</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Personnel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>b. Travel</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>c. Equipment and Furniture</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>d. Vehicle</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e. Vehicle maintenance, fuel, insurance</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### Guidelines on Locally Cost-Shared Security Budget

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost 1</th>
<th>Cost 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>f. Rental and Maintenance of Premises</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>g. Communication Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>h. Contracts (non-staff)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>i. IT Equipment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>j. Communications expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>k. Office supplies, stationary, etc.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Subtotal a-k</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>l. Administrative Support Costs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

3. **Definitions of Criteria for Contribution Percentages**

The Percentage of Contribution of each UNSMS organization *[for example]* for the 2017 Inter-Agency Security Budget is calculated using the average UNSMS personnel numbers from the UNSMS organizations for the period 1 July 2015 to 30 June 2016.

The following UNMS personnel were included in determining individual organization percentage of contribution:

1. All persons in the employ of the organizations (FT, ALD, SC, SSA, except those who are both locally-recruited and paid by the hour);
2. Consultants; and
3. UN Volunteers.
4. *include any other UNSMS personnel category as per the UNSMS applicability policy.*
ANNEX C

Role of the Administering Agency of the Locally Cost-Shared Security Budget (LCSSB)

The Locally Cost-Shared Security Budget (LCSSB) is related to common services provided to several UNSMS organizations’ residents in a given country, on the basis of mutual agreement. Amongst other strategies, developing and implementing the LCSSB entails designating an Administering Agency to provide the administrative support for the implementation of the LCSSB, including services related to finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, legal, general services and information and communications technology.

It should be noted that the LCSSB Administering Agency is usually UNDP. However, the task of Administering Agency can be delegated to any other UNSMS organization, as agreed in-country by the resident UNSMS organizations wishing to participate in the LCSSB. Irrespective of which organization is selected, it is important that the Administering Agency’s corresponding Administrative Support Costs are identified and included in LCSSB, and that these are shared (reimbursed) by the entities participating in the LCSSB.

Types of Services to be provided by the Administering Agency:

The following guidance delineates the categories of services that Administering Agency provides while implementing LCSSB.

- **Financial services** related to the administration of the LCSSB budget include:
  * Set up annual work plan and budget in ERP in line with the LCSSB approved by SMT;
  * Billing to participating UN Agencies on an annual basis prior to the commencement of the implementation year;
  * Monitor income and expenditures of LCSSB;
  * Provision of financial reports on LCSSB budget, income and expenditures;
  * Alert SMT on outstanding payments from the UNSMS organizations; and
  * Issue payments to local and international vendors.

- **Human resources management services** include recruitment and administration of personnel contracts funded through the LCSSB:
  * Recruitment and hosting of vacancy announcements;
  * Compliance review for local recruitments;
  * HR support and benefits administration and management;
  * Payroll and banking administration and management; and
  * Training and counseling services, including access to UNDP learning resources.
• **Procurement services** include: contracting consultants; local procurement of standard items; complex international procurement, if required; the establishment of long-term agreements (LTAs); compliance review of procurement processes through the local Agency contracts; and assets and procurement committee (CAP).

• **Information technology services** encompass establishing and maintaining systems for communications, networking, including VSAT, telephony, virtual networking, one domain, LAN, videoconferencing, email accounts, hosting services and IT help desks.

• **General services** are related to transport, protocol, travel, customs clearance, shipments and logistics, equipment rental, event management, premise management, mail and courier services, asset management, insurance management, reception/switchboard services, and vehicle management.

• **Legal services** may be provided with respect to advising on legal issues arising from the implementation of the LCSSB.

• **Collection of Administrative Support Services Cost:**

Full costs associated with administering the LCSSB should be added to the LCSSB. Although there are many methodologies for identifying administrative costs, a solution that is recommended for simplifying the budget process is on a percentage basis. The Administering Agency should do its best in estimating the associated costs and come up with the corresponding percentage of the overall budget. The percentage could vary by duty station and should be negotiated locally at the time of discussions on LCSSB, based on the complexities and workloads envisaged for the particular cases.

A percentage based approach is recommended even in situations where personnel are hired on the LCSSB to support its administration.

The administrative costs should be apportioned to the participating agencies as part of the overall on the basis of agreed criteria, e.g. headcount. Participating UNSMS organizations shall pay such fees in advance at the beginning of the year to assist the Administering Agency in planning the resources and ensure efficient and consistent support services.

• **Ownership, recording, and disposition of assets**

All assets, including equipment, acquired for the purposes of the LCSSB arrangements should be recorded as such by the Administering Agency, in the LCSSB assets inventory records and should be managed in accordance with the Administering Agency financial rules, regulations, policies and procedures. Disposal of the assets requires the prior [written] approval of the OMT. Any proceeds from the sale of the assets, including equipment, shall be credited to the LCSSB.
Annex D
Census/Headcount of field staff and non-staff personnel for the cost-sharing of the LCCSB

The LCCSB covers all UNSMS personnel as defined in the UNSMS “Applicability” policy. In case of doubt, please refer to the policy and consult with the HR or legal office in the related organizations.

The following categories of personnel are those that are included or excluded, as applicable, based on the methodology used by the IASMN in determining shares in the JFA. At the field level and for the purposes of the LCCSB, if it is deemed by the SMT that some categories are not relevant, these can be excluded as agreed locally.

1. **Who is included in the headcount:**

a) All types of staff irrespective of duration of contract (Permanent/Indefinite/Continuing Appointments, Fixed-Term Appointments, Temporary Appointments, Short-Term and ALDs);

b) Junior Professional Officers (JPOs)/Associate Professional Officers (APOs) should be included under their respective host UN Organization;

c) United Nations Volunteers (UNVs) should be included under their respective host UN Organization;

d) Individual consultants and other individuals hired for a minimum of three consecutive months under non-staff employment contracts (for example, Special Service Agreements);

e) All $1 contracts of 3 months or longer;

f) All interns of 3 months of longer;

g) All UN fellows;

h) Non-UNDP staff administered by UNDP but with Organization contracts should be counted by the Organization;

i) Project personnel must be listed under their funding parent UN Organization and not under the project. Project staff funded by UNDP will be counted in UNDP headcount;

j) At those locations where there is a peacekeeping or special political mission, all civilian personnel on contract to the United Nations are counted under the UN; individually deployed police officers, military observers, military liaison officers, military advisors and staff officers; military members of national contingents when not deployed with their contingent;

k) Organizations must include and provide data for staff on long-term assignment defined as TDY, mission or Field assignment of 3 months or longer; staff on shorter term assignments will not be counted by the receiving organization but should be included in parent-organization counts; and

l) Staff on reimbursable or non-reimbursable loan or on secondment to be counted by the
receiving organization not by the releasing organization.

2. **Who is not included in the headcount:**

   a) All individuals on mission or duty travel for less than three months;
   b) Special guests;
   c) Individuals who are both locally-recruited and paid by the hour. (i.e. cleaners, gardeners, etc.);
   d) Local vendors whose services are hired through an institution/company (i.e. services are outsourced) and not individually;
   e) Military contingents and member of formed police units when deployed with their contingents; and
   f) Dependents.
Annex E

Calculating shares for participating UNSMS organizations when one or more contribute items in-kind

When one or more UNSMS organizations contribute items in-kind, the costs associated with these resources should be included/added in the overall cost of the activity, and the portion of these resources that does not correspond to the providing organization(s) should be apportioned to the remaining participants.

Assume that the total calculated cost of a particular activity in the LCSSB is USD $X. In addition to this, organization ABC provides goods or services to the same LCSSB activity valued at USD $Y. The total cost of this activity becomes $X + $Y, or Total.

The monetary amount (USD) that organization ABC has to contribute to the particular activity is calculated as its share (as determined by the headcount) multiplied by the Total. From this, the value of the items contributed in-kind is subtracted. The formula is share (%) x Total – $Y.

The monetary value (USD) that other participating organizations contribute is calculated as share (%) x Total. It should be noted that the amount to be collected for the LCSSB will remain $X, or Total less in-kind contribution $Y.

Here is an example to illustrate how this would work in practice. In country X, there is a need for a fleet of 10 armoured vehicles. WFP has agreed to provide 2 of these from its current stock, but with the condition that this is recognized as a contribution to the LCSSB. The 8 new vehicles are priced at $150,000 each, while the 2 vehicles provided by WFP are priced at $100,000 each as they are one year old. The total cost of the activity would be $1,400,000, calculated as:

8 new vehicles x $150,000/vehicle = $1,200,000
2 WFP vehicles x $100,000/vehicle = $200,000

The amount to be collected from agencies is $1,200,000. Below are the personnel shares for the UNSMS organizations participating in the LCSSB, as well as the amounts to be contributed by each towards the $1,200,000 needed. In this example, WFP is shown as having to contribute a negative amount at this activity level.

<table>
<thead>
<tr>
<th>Organization</th>
<th>FAO</th>
<th>ILO</th>
<th>IOM</th>
<th>UNDP</th>
<th>UNICEF</th>
<th>WFP (contributes two vehicles in-kind)</th>
<th>WHO</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel count</td>
<td>120</td>
<td>92</td>
<td>242</td>
<td>546</td>
<td>424</td>
<td>212</td>
<td>351</td>
<td>1987</td>
</tr>
<tr>
<td>Share in personnel</td>
<td>6%</td>
<td>5%</td>
<td>12%</td>
<td>27%</td>
<td>21%</td>
<td>-           * 11%</td>
<td>11%</td>
<td>18%</td>
</tr>
<tr>
<td>Detailed Calculation</td>
<td>$1,400,000</td>
<td>$1,400,000</td>
<td>$1,400,000</td>
<td>$1,400,000</td>
<td>$1,400,000</td>
<td>$1,400,000 * 11%</td>
<td>$1,400,000 * 18%</td>
<td></td>
</tr>
<tr>
<td>$1,200,000 to be collected</td>
<td>1,200,000 * 6%</td>
<td>1,200,000 * 5%</td>
<td>1,200,000 * 12%</td>
<td>1,200,000 * 27%</td>
<td>1,200,000 * 21%</td>
<td>- 200,000 * 18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USD Contribution</td>
<td>84,000</td>
<td>70,000</td>
<td>168,000</td>
<td>378,000</td>
<td>294,000</td>
<td>(46,000)</td>
<td>252,000</td>
<td>1,200,000</td>
</tr>
</tbody>
</table>
Annex F

Negotiating disagreement

The LCSSB draft built up by the P/C/SA will of course be based on the findings of the SRM, which identifies mitigating measures to be implemented at a given duty station. The proposal shall emerge through extensive consultations formal, informal, bilateral and/or as a group – until the final product is rounded up to the point that could be formally presented to the Security Cell, where this exists. At a duty station where there is no Security Cell, the Security Advisor will have to have these consultations with the local security focal points of UNSMS organizations present in the country and the Heads of Offices.

Ideally, all points of contention (or the most significant ones) should be addressed and agreed upon during the consultation with the members of the Security Cell, where present, before sharing the draft with the Operations Management Team (OMT) (where there is one) who is to provide input and advice on the technical aspects (for example, but not limited to costing sheets, grading of posts, recruitment, procurement processes).

In most cases, should the draft LCSSB be solidly based on the SRM findings and its elements well supported by an adequate narrative stemming from the mitigations measures identified by the same SRM, chances are that the consultation process will conclude without significant disagreements and delays.

However if some provisions (in form or/and substance) remain contentious, it is essential to have these clearly identified in the minutes of various meetings convened for the purpose of discussing the draft LCSSB.

The P/C/SA runs the process on behalf of the DO although the product is the result of collective work. He/she must assume ownership in the sense of deciding if some items are to be maintained, scrapped, or modified.

Once the discussions within the Security Cell have concluded with one or more items remaining in disagreement, the P/C/SA should consult with the concerned heads of agencies and other members of the SMT (where heads of mission offices are members of the SMT as is the case in an integrated mission environment).

Once all local options are exhausted, the P/C/SA shall submit a recommendation to the DO on the potential course of action (i.e. bring the final draft to the SMT, where the DO will decide in consultation with the members on approving or not, etc.).

At any time, if consensus cannot be established locally, the DO should submit the LCSSB to DRO, through the Desk for further consultation with the HQ SFPs through the Review Group (see Annex A of the Policy on LCSSB, “Terms of Reference for the LCSSB Review Group”). Given the time constraints and continuous pressures of the security environment, a swift decision process is critical to ensure that the measures approved are not affected or discontinued.
Annex G

Checklist for Desk Officers

<table>
<thead>
<tr>
<th>Categories</th>
<th>Key Points</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>SRM</td>
<td>Proposed requirements are vetted against the SRM</td>
<td>Desk Officer to review that the proposed LCSSB activities are within the SRM proposed risk management measures.</td>
</tr>
<tr>
<td>Funding</td>
<td>There is no overlapping in funding</td>
<td>Desk Officer to review that the proposed security services/activities do not overlap with the activities in Core, CERF/Extra Budgetary or any other funding.</td>
</tr>
<tr>
<td>Security services and activities are correctly selected as per the categories and activities:</td>
<td>Common set of elements that may be used to support the categories:</td>
<td>Desk Officer to review that the accurate common set of elements is utilized for the security service/activity funded.</td>
</tr>
<tr>
<td>1. Identification Programme</td>
<td>Common Badge System (Pass and ID service and access control systems to United Nations facilities).</td>
<td></td>
</tr>
<tr>
<td>2. Security Operational Support</td>
<td>- Posts are to be security-related, and not for support services such as administration or drivers, unless the complexity of the operation requires it.</td>
<td>- Desk officer to review that the First Responder Programme needs will be adequately supported with operational ETB or IFAK equipment to ensure First Response capability following training.</td>
</tr>
<tr>
<td>3. Communications Structure</td>
<td>Radio rooms manned by locally recruited radio operators to support 24/7 emergency communications, as determined through the SRM process.</td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>4. Security Training</td>
<td>As identified by the country training-needs assessment. This includes but is not limited to SSAF, ETB, IFAK, as determined through the SRM process and indicated in the yearly security-training plan approved by the SMT.</td>
<td></td>
</tr>
<tr>
<td>5. Crisis Coordination Centre</td>
<td>Sustainable venue for the DO and the SMT to perform crisis management functions in safety and security crises. If a crisis coordination centre is located in an existing space, it should be at a minimal cost to maintain and support.</td>
<td></td>
</tr>
<tr>
<td>6. Guard Force</td>
<td>Generally includes armed and unarmed security guard service providers for the protection of common premises or joint mobile security operations. Any security-related costs (including guard force services) inherent to a UN common premise or UN House, which is not included in the LCSSB, must come under the common services budget of that premise and shall be shared by all UNSMS organizations located in these premises. UNDSS does not participate in the cost-share of such projects.</td>
<td></td>
</tr>
<tr>
<td>7. Psycho-social Support</td>
<td>Psychosocial services by Counsellors, to those at risk of experiencing or experiencing stress and critical incident stress; together with associated support costs. CISMU in coordination with Staff Counselling focal points and with the UNSMS organizations at the duty station determines and reviews these needs.</td>
<td></td>
</tr>
<tr>
<td>8. Vehicle Requirements</td>
<td>- Special vehicle requirements such as armoured vehicles, first response medical support or vans. The vehicles should be available based on the requirements without additional rental costs.</td>
<td></td>
</tr>
</tbody>
</table>

*Guidelines on Locally Cost-Shared Security Budget*
Chapter VI

GUIDELINES ON MANAGEMENT OF SAFETY AND SECURITY CRISIS SITUATIONS

Promulgation Date: 29 September 2019
Revision approved by the IASMN in January 2019

The changes to these guidelines were limited to sections C, E, G and H. The changes are highlighted for ease of reference.

In section C, new wording was added on the role of Single Agency Security Officers in a safety and security crisis (new paragraph 15).

In sections E and G, the Crisis Management Working Group is replaced by Operations Coordination Body (or Crisis Operations Team) in Peacekeeping Missions and Special Political Mission. These changes align the terminology with the above-mentioned SOPs.

In section H, new wording was added to reflect the role of the Crisis Coordination Centre and the Security Cell in tabletop crisis management exercises.

The communication package (PowerPoint presentation and two-pager) that had earlier been produced for these Guidelines has been updated to reflect these changes.
A. Introduction

1. These Guidelines are developed pursuant to the United Nations Crisis Management Policy\textsuperscript{1} approved by the Secretary-General on 13 July 2016.

2. The United Nations Crisis Management Policy articulates how United Nations actors should coordinate efforts to respond collectively to situations that due to their magnitude, complexity or gravity require a system-wide coordinated and multidisciplinary response. The Policy established crisis management guiding principles, accountability, roles and responsibilities as well as crisis response coordination at the Headquarters level.

3. The purpose of these Guidelines is to provide clear operational guidance to the United Nations Security Management System (UNSMS) on the management of safety and security crisis situations, in line with existing system-wide policies.

B. Definitions and Aims

4. The following definitions from the United Nations Crisis Management Policy apply:

   - **Safety and security crisis** is defined as an incident or situation, whether natural or human-made, that due to its magnitude, complexity or gravity of potential consequences presents an exceptional risk to the safety and security of UNSMS personnel, premises and assets. Often, safety and security crisis situations occur not in isolation, but as consequences or integral components of broader political, military or humanitarian crises. In such complex contingencies, according to the Policy, all United Nations crisis management pillars, including for safety and security, must work collectively holding responsibilities for the management of their respective elements of crisis situations.

   - **Crisis management** is defined as decision-making in support of the identification, prioritization, coordination and execution of crisis response activities. Crisis response is defined as the spectrum of activities undertaken to respond to a crisis situation.

5. In enabling United Nations programmes and operations while ensuring the safety and security and well-being of UNSMS personnel, the operational aims of crisis management and response to safety and security crisis are as follows:

   a) Save lives and protect the wellbeing of United Nations Security Management System personnel;

   b) Protect UNSMS premises and assets;

   c) Minimize the impact of safety and security crisis on United Nations programmes and

\textsuperscript{1}Decision No. 2016/3 of the United Nations Policy Committee.
activities;

d) Ensure preparedness and timely recovery from the impact of safety and security crisis;

e) Ensure rapid return to full United Nations programme delivery following the onset of the safety and security crisis.

C. Roles and Responsibilities

6. The primary responsibility for the security and protection of UNSMS personnel, premises and assets rests with the Host Government. To the extent feasible, the management of safety and security crises should be coordinated with and supported by the Host Government.

7. The role of the United Nations Headquarters is primarily to assist in the crisis management and crisis response operations conducted at the country or mission level. The United Nations Department of Safety and Security (UNDSS) has the lead responsibility in all instances involving a major safety and security event. The Department is therefore responsible for ensuring the effective coordination of United Nations crisis response efforts and assisting other lead entities with regard to the management of safety and security consequences resulting from other types of crisis situations, including political, humanitarian, human rights and public health emergencies.

8. The following actors have specific responsibilities with regard to the management of security crises, in accordance with the Framework for Accountability:

9. The Under-Secretary-General for Safety and Security (USG UNDSS) is accountable to the Secretary-General for the management and coordination of safety and security crisis situations. The USG UNDSS provides overarching guidance, direction, advice and assistance to the designated entities in the field for the management of safety and security crisis situations. In exceptional circumstances, such as incapacitation of the field leadership or when the scope of the crisis extends beyond the capacity in the field, the USG UNDSS may assume greater crisis management responsibilities until such time as field leadership capacity can be strengthened or re-established. The USG UNDSS coordinates crisis management responses or Headquarters support to crisis management in the field with the respective Executive Heads or organizations that have designated lead or co-lead responsibility for crisis frameworks.

10. The Designated Official (DO) in-country (normally the most senior United Nations official in country) is accountable to the Secretary-General, through the USG UNDSS. The DO is responsible for the security of United Nations personnel, premises and assets throughout the country or designated area of operation and for leading Security Management Team (SMT)

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2 For more details, see UNSMS Security Policy Manual, Chapter II, Section E, “Relations with Host Countries on Security Issues”.

meetings. As such, the DO is designated as the lead for the management and coordination of safety and security crisis situations in a country or mission. The Secretary-General delegates to the DO the requisite authority to make decisions in exigent circumstances, including, but not limited to, the mandatory relocation or evacuation of personnel.

11. Representatives of organizations of the United Nations system at the country level who participate in the UNSMS are accountable to the Secretary-General through their respective Executive Heads, or to the Executive Heads of the United Nations specialized agencies, as appropriate, for all matters related to the security of their personnel at the duty station.

12. The **Area Security Coordinator (ASC)** can be delegated by the DO to lead the management and coordination of safety and security crisis situations in a designated security area.

13. The **Security Management Team (SMT) and the Area Security Management Team (ASMT)** provide advice respectively to the DO and ASC, and support the DO in the discharge of responsibilities regarding the management of the safety and security crisis as field-based interagency operational coordination bodies.

14. The **most senior security professional** appointed by the USG UNDSS serves as principal adviser to the DO and the SMT on the management of safety and security crisis situations.

15. **Single Agency Security Officers** are accountable to their respective organization. They are responsible for supporting the management of safety and security crises, either through a security cell or when integrated into interagency operational coordination bodies.

16. The **Executive Group on Security** advises USG UNDSS in situations where a rapid decision is required to avoid loss of life or to resolve an impasse at the SMT level at the request of the USG UNDSS or any of its members.

**D. Crisis management arrangements in the field**

17. As part of crisis preparedness, it is essential that the structurally integrated UNSMS presence in a specific country or mission acts in a coordinated and coherent manner and in close partnership with key stakeholders. To manage and coordinate UNSMS actions in a crisis effectively, it is imperative to have agile, clear and centralized, joint crisis management arrangements that enable accelerated decision-making, rapid flow of information and coordinated

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4 Usually this is the Principal Security Adviser (PSA), Chief Security Adviser (CSA) or Security Adviser (SA). Depending on the UNSMS setting in a country or mission, the Chief Security Officer, Chief of Security or senior security professional of a UNSMS organization can be appointed to carry out PSA, CSA or SA functions.


329
operational responses. The harmonization of specific crisis management Standard Operating Procedures (SOPs) with the United Nations Crisis Management Policy is critical for providing clear guidance to all relevant United Nations entities.

18. It is also important to ensure that UNSMS personnel achieve a greater understanding of respective arrangements, roles, command structures and mandates to ensure effective implementation of crisis management plans.

19. Depending on the scale, complexity and severity of safety and security crisis situations, the following crisis management arrangements apply.

20. The DO or the ASC will perform the functions of the Crisis Manager in situations involving safety and security crisis. The DO may assign the ASC to act with the delegated authority as the Crisis Manager in the geographical area under the ASC’s responsibility. The Crisis Manager has the ultimate responsibility and the requisite authority to make critical decisions in regards to the management and response to safety and security crisis situations. The DO as the Crisis Manager must ensure that all members of the SMT are kept informed and that their advice is sought during a crisis.

21. In crisis situations, the existing security risk management infrastructure in the field involving the SMT or ASMT may be unsustainable and ineffective to manage a prolonged crisis situation. Coordination will require consistent and concerted efforts as well as specialized skills and expertise depending on the nature of the crisis.

22. To ensure the continuous management of a crisis situation, the DO, in consultation with the SMT may establish, depending on the scale, complexity and specific circumstances of the crisis, a Crisis Management Team (CMT) comprising representatives of UNSMS organizations affected by the crisis or involved in crisis management operations as well as experts in specific fields relevant to the management and response to the crisis situation. The CMT is responsible for the implementation and coordination of the decisions made by the Crisis Manager. The CMT together with the security advisors may develop recommendations to the Crisis Manager for the improved management and response to safety and security situations. The CMT should ensure that the interests of national staff and gender-specific considerations are taken into account during crises management and response. The modalities, including remote management, of the CMT should be incorporated in the Security Plan and rehearsed on a regular basis, depending on the security situation. Comprehensive and detailed rehearsal and exercise of crisis management plans, through exercise, evaluation and review is essential.

23. To ensure that the DO continues to provide security leadership within their area of responsibility and discharge a full range of security management functions and responsibilities in crisis situations without interruption, the DO may designate a Crisis Coordinator to coordinate specific aspects of the operational management of crisis situations or exigencies under the overall guidance and authority of the Crisis Manager supported by the CMT. Normally, the most senior UNSMS security professional or other actors of the UNSMS are designated as Crisis Coordinators.
24. The Crisis Coordinator is also responsible for the functioning of the Crisis Coordination Centre (CCC) and crisis information management, including promulgation of decisions taken by the Crisis Manager.

25. To ensure sustainability of crisis management operations, the CCC might be established as a dedicated venue and platform for crisis management and response operations. The CCC serves as a single source and recipient of all incoming and outgoing information and reports in regards to the management of safety and security crisis situations. The CCC should be equipped with the required means of communications to enable this function. Enhancement of communications equipment should be sought to ensure that Senior and Crisis Managers who have leadership roles within the CMT have alternative means to be able to effectively and reliably communicate to enable timely decisions related to the crisis. Confidentiality conditions on the passage of information in regards to gender-based incidents must be established and adhered to.

26. The CCC can be established in the existing in-country, mission communication centre or radio room. For most complex emergencies and crisis situations that may affect the safety and security as well as access to existing in-country or mission venues, alternate locations must be considered to ensure sustainability of communications in crisis situations. The CCC should ensure that appropriate procedures for maintaining situational awareness, information analysis, and for sharing and disseminating information to United Nations personnel is established. The CCC should include Single Agency Security Officers of entities directly affected by the emergency/incident and/or to surge the necessary experience and capacity as deemed necessary.

E. Crisis management arrangements in mission settings

27. While the above mentioned arrangements are applicable to all types of United Nations field presence, specific crisis management field architecture may vary depending on the mission setting. Multi-dimensional peacekeeping missions typically comprise military and/or police contingents as well as various substantive civilian components to implement a broad mandate from the Security Council. While Special Political Missions are relatively limited by size, some of them also have significant footprints and complex structures:

- In integrated missions, where a multidimensional peacekeeping or field-based special political mission is integrated with United Nations Country Team and Humanitarian Team, the Head of Mission (HoM) is appointed as the DO holding the responsibility for the management of safety and security crisis involving all mission components.

- In non-integrated missions, the responsibility for the management of safety and security crises rests with the DO for a country or area, not the HoM, who is, in that instance, an SMT member. However, the HoM is responsible for the safety and security of mission personnel and supports the DO accordingly in the process of security crisis management. The same applies for the country heads/representatives of other UNSMS organizations operating in country/area.
28. In large integrated missions, to manage and coordinate United Nations actions in a crisis inclusively and effectively, it is imperative to have agile, clear and centralized, joint crisis management arrangements between all components of the mission that enable accelerated decision-making, rapid flow of information and coordinated operational responses. To achieve this, the DO as Crisis Manager may establish an Operations Coordination Body (or Crisis Operations Team in Special Political Missions, or SPMs) comprising representatives of various components of the mission.

29. The Operations Coordination Body (or Crisis Operations Team in SPMs), chaired by the Crisis Coordinator, is responsible for managing the operational response of the mission. In a peacekeeping mission, the Joint Operations Centre (JOC) serves as the secretariat for the CMT, which may include the Force Commander and Police Commissioner. The mission’s Chief of Staff if delegated by the DO, or Principal (Chief) Security Adviser, serves as the Crisis Coordinator. In the field-based Special Political Mission context, the UNDSS Security Information and Operations Center (SIOC), if available, serves as the secretariat for the CMT and the Principal (Chief) Security Adviser serves as the Crisis Coordinator, or, depending on availability in the mission capacity and structure, the DO can make ad-hoc arrangements for crisis management.

F. Activation of crisis management operations in the field

30. Security crisis management operations are activated whenever the security situation is such or is anticipated to be such that the security management requirements exceed the ability of the normal security structures, capacity, processes or procedures to manage the response effectively. This may be:

   a) In the aftermath of critical safety and security incidents affecting UNSMS personnel, including, but not limited to those resulting from natural disasters, aviation catastrophes, sudden spark of military hostilities, and mass casualty or hostage incidents, crisis management infrastructure and operations must be activated immediately without delay;

   b) In situations involving developing political, military, humanitarian crisis or civil unrests, when severe safety and security consequences to UNSMS personnel are expected or cannot be ruled out, or where the UNSMS operates in the environment of persistent trends of critical security incidents or threats of such incidents, the crisis management infrastructure must be partially activated in advance as a precautionary measure to elevate the level of crisis preparedness to achieve an adequate level of crisis preparedness as outlined in Section H below.

31. In a United Nations Country Team setting, the full or partial activation of crisis management operations in the field is under the authority of the DO and should be communicated

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7 In peacekeeping missions, the JOC reports to the HoM (who is as well the DO) through the CoS.
to the USG UNDSS who, depending on the scale and nature of security crisis situation, may decide to activate crisis management at Headquarters.

32. In integrated settings, peacekeeping and special political missions alike, as per the United Nations Crisis Management Policy, full or partial activation of crisis management and response operations in the field should be communicated through the United Nations Operations and Crisis Centre (UNOCC) for information and further guidance and direction from the Headquarters Crisis Management Team.

G. Crisis management principles

33. The United Nations Crisis Management Policy identifies the principle of “inclusiveness”; All United Nations entities are jointly responsible for the development and implementation of United Nations-wide crisis response strategies in the field and at United Nations Headquarters, including communicating and coordinating their responses with the crisis coordination mechanisms outlined in the Policy. Among other guiding principles of crisis management in the field are the following: accountability; field-focus; adaptation to specific context; respect for the values and standards and principles of the United Nations Charter; and respect for humanity, independence and impartiality.\(^8\)

34. The management of safety and security crisis situations in the field should be conducted at the appropriate level(s) to ensure its effectiveness, depending on the scale, complexity and severity of safety and security crisis situations.

35. When a security crisis situation is localized within a country or mission, or where a critical security incident occurs in a peripheral location, the safety and security crisis management infrastructure and response capacity the CMT, Operations Coordination Body (or Crisis Operations Team in SPMs) and the CCC shall be established or moved as close as feasible to affected locations to ensure a timely and effective response, and operational flexibility.

36. In cases where the safety and security crisis is localized and is outside the capital or mission Headquarters, a security crisis management infrastructure should be established under the delegated authority of the ASC in that area.

H. Crisis preparedness in the field

37. The effectiveness and efficiency of the management of safety and security crisis situations in the field largely depends on the level of crisis preparedness achieved through the implementation of core requirements of UNSMS policies and guidelines. Security training pertaining to crisis management needs to be structured, strengthened and targeted for UNSMS actors to ensure staff members are more prepared for crisis contingencies and also respond better in the event of crisis.

38. Crisis management preparation must include Saving Lives Together (SLT) partners. In preparation for a crisis, the requirements of SLT and its elements of the enhanced level SLT cooperation should be considered and applied. This will enhance multi-level cooperation, security awareness and build response capacity of partners through enhanced information sharing and shared training initiatives when resources allow.

a) Timely updated Security Risk Management (SRM)\(^9\) document identifying likely threat scenarios, determining security risks and developing security risk management measures is a core foundation for robust security planning and preparedness.

b) The Security Plan\(^10\) which outlines planned in advance response actions to address anticipated threat scenarios is the key operational document ensuring adequate level of crisis preparedness, including, but not limited to the following critical components:

- Updated staff lists and warden system(s);
- Evacuation and relocation plans (including assembly and concentration points, means and routes of evacuation and relocation, and safe havens);
- Medical and case evacuation plans (including medical facilities and means of evacuation);
- Specific contingency plans, depending on threat scenarios (mass casualty, hostage incident, natural disaster, safety accident, and influx of civilians and Internally Displaced People);
- Means of sustainable emergency field communications.

c) In addition, the following crisis management training and exercises to be conducted annually are critical to elevate the level of crisis preparedness in the field:

- Crisis management training for DOs;
- Table-top crisis management exercises in countries and missions, including the SMT, CMT, CCC and Security Cell;
- Advance assignment of critical crisis management responsibilities in the field;
- Evacuation and relocation drills;
- Activation of the warden systems and communications trees.

d) To enable the continuation of the implementation of critical United Nations mandates and programmes in the environment affected by safety and security crisis, it is important that a

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Programme Criticality\textsuperscript{11} assessment is developed (revised and/or updated) upon first signs of the crisis.

I. Crisis management resource mobilization

39. Depending on the scale, complexity and severity of crisis situations, the existing security capacity in the field, in terms of available resources and specialized expertise, may be insufficient or unsustainable for prolonged periods to ensure effective crisis management and response.

40. In such situations, the USG UNDSS, at the request of the DO, may augment a country or mission security capacity through the surge deployment of additional security personnel or experts with required qualifications.

41. The USG UNDSS may further decide to establish a backstopping capacity within the CCC established at Headquarters to supplement and support crisis management activities in the field led by the DO utilizing the capacity of UNSMS organizations and departments.

J. Crisis management information management

42. It is important that during the crisis relevant information is collected, collated and disseminated to decision-makers both in the field and at Headquarters in a unified and consolidated fashion through single dedicated channels.

43. In the United Nations Country Team setting, the crisis management information is disseminated to all stakeholders through the CCC and provided to Headquarters through the UNDSS Communications Centre (COMSCEN). In the peacekeeping mission setting, the crisis management information is managed and passed from the JOC and provided to Headquarters through UNOCC. In Special Political Mission settings, the crisis management information is disseminated to all stakeholders by the SIOC and provided to Headquarters through UNDSS COMSCEN.

44. For the purpose of crisis management, the stakeholders in the field and at Headquarters include crisis management lead entities as stipulated by the United Nations Crisis Management Policy, decision-makers, representatives of UNSMS organizations affected by safety and security crises, as well as other United Nations entities providing support to crisis management and response operations.

45. It is also critical that all UNSMS personnel as well as United Nations partners under the SLT framework affected by or located in the area impacted by the safety and security crisis are constantly kept informed on the situation and developments.

\textsuperscript{11} Please refer to United Nations System Programme Criticality Framework of 9 September 2016, adopted by the United Nations Chief Executive Board.
46. Confidentiality conditions on the passage of information in regards to gender-based incidents must be established and adhered to, even in the event of crises.

K. Conclusion

47. These Guidelines should be used in conjunction with the implementation of the United Nations Crisis Management Policy and relevant chapters of the UNSMS Security Policy Manual.

48. UNDSS will exercise oversight over the implementation and compliance with the provisions of these Guidelines and the United Nations Crisis Management Policy for the safety and security crisis according to its mandated area of responsibilities.

49. In situations involving complex crises, where safety and security exigencies constitute only one of the multiple elements of the crisis management, these Guidelines must be implemented in conjunction with relevant United Nations policies and procedures governing other pillars of crisis management. Dedicated field-based interagency operational coordination entities should be established spanning all pillars of the UNSMS in the country or mission and should leverage existing mechanisms.

50. The attached Aide Mémoire summarizes the provisions of these Guidelines.
Annex A

Crisis Management Architecture (CT)

DO

SMT (Advise and Support DO)

P/C/SA (Advise DO/SMT)

Crisis Manager (DO or ASC)

Crisis Management Team (Relevant UNSMS Organizations, experts)

Crisis Coordinator (Normally P/C/SA)

Implementation

Crisis Coordination Center (SIOC)
Crisis Management Architecture in Peace Operations

- **DO**
  - SMT (Advise and Support DO)
  - P/C/SA (Advise DO/SMT)

- **Crisis Manager (DO or ASC)**
  - Decision making level
  - Crisis Management Team

- **Crisis Coordinator (Chief of Staff)**
  - Operational/Working level

- **JOC in PKO/SIOC in SPM**
Guidelines on Management of Safety and Security Crisis Situations
Aide Mémoire

Actors and Infrastructure of Crisis Management

**Lead Entity** – the United Nations Department of Safety and Security (UNDSS) is responsible for providing guidance, direction, advice and assistance to the Crisis Manager in the field for the management of safety and security crisis situations.

**Crisis Manager** – the Designated Official or Area Security Coordinator is responsible for providing guidance, direction, advice and assistance to the designated entities in the field for the management of safety and security crisis situations.

**Crisis Management Team** – is established by the Crisis Manager and responsible for the development of recommendations to the Crisis Manager in regards to the management and response to safety and security situations as well as the implementation of the decisions made by the Crisis Manager.

**Operations Coordination Body (or Crisis Operations Team in SPM)** – in the peacekeeping mission context, is the cross-pillar coordination body, responsible for managing the operational response.

**Crisis Coordinator** – designated by the Crisis Manager and is responsible for the coordination of specific aspects of the operational management of crisis situations or exigencies under overall guidance and authority of the Crisis Manager supported by the Crisis Management Team.

**Crisis Coordination Platform** – Crisis Coordination Centre, Joint Operations Center or Security Information and Operations Centre

**Goals of crisis management**

- Save lives and protect wellbeing of United Nations personnel;
- Protect United Nations premises and assets;
- Minimize impact of safety and security crisis on United Nations programmes and activities;
- Ensure that the interests of national staff and gender specific considerations are taken into account;
- Ensure preparedness and recovery from the impact of safety and security crisis, and;
- Ensure rapid return to full United Nations programme delivery following the onset of the safety and security crisis.

**Crisis preparedness**

- Timely updated Security Risk Management process.
- Timely updated Security Plan:
  - Updated staff lists and warden system(s);
  - Evacuation and relocation plans (including assembly and concentration points, means and routes of evacuation and relocation, and safe havens);
✓ Medical and case evacuation plans (including medical facilities and means of evacuation);
✓ Specific contingency plans, depending on threat scenarios (mass casualty, hostage incident, natural disaster, safety accident, and influx of civilians and Internally Displaced People);
✓ Emergency field communications;
✓ Country or mission crisis management plan and operating procedures which outline crisis management architecture and specific roles and responsibilities;
✓ Immediately report to UNDSS Headquarters (Division of Regional Operations) any deficiencies in crisis preparedness.

- Crisis management training and exercises:
  ✓ Crisis management training for Designated Officials;
  ✓ Table-top crisis management exercises in countries and missions;
  ✓ Advance assignment of critical crisis management responsibilities in the field;
  ✓ Evacuation and relocation drills;
  ✓ Activation of the warden systems and communications trees.

**Crisis Management**

- **Crisis management** – is a decision-making process in support of the identification, prioritization, coordination and execution of crisis response activities

- **Crisis response** – constitutes the spectrum of activities undertaken to respond to a crisis situation.

- **Crisis management and response actions:**

  ✓ Crisis management activation, full or partial, by Designated Officials with communication to the Under-Secretary-General for Safety and Security;
  ✓ Establishment by the Designated Official, in consultation with the Security Management Team, of the crisis management structure, Crisis Management Team, Crisis Manager, and Crisis Coordination Centre;
  ✓ Implementation of crisis management plans by all elements of the crisis management structure, Crisis Management Team, Crisis Manager, and Crisis Coordination Centre;
  ✓ Setting up dedicated crisis management reporting and information channels to ensure that relevant information is collected, collated and disseminated to decision-makers both in the field and at Headquarters.

**Other elements of crisis management**

- Coordination by the Designated Official of safety and security arrangements with Host Countries;
- Information management, reporting and dissemination of crisis management information;
- Emergency communications under Designated Official direction to keep all UNSMS personnel apprised on the developments;
- Crisis management resource mobilization coordinated by UNDSS at request of the Designated Official to supplement country/mission crisis management capacity;
- Support to United Nations personnel and family members affected by crisis through timely evacuation, relocation, alternate work modality and provision of stress counselling support as required.
Chapter VII

GUIDELINES ON THE MANAGEMENT OF HIV POST-EXPOSURE PROPHYLAXIS (PEP) KITS

Promulgation Date: 30 August 2019
United Nations Security Management System

Guidelines on the Management of HIV Post-Exposure Prophylaxis (PEP) Kits

July 2019

A. Introduction

1. Under the leadership of the UN Medical Directors (UNMD), HIV Post-Exposure Prophylaxis (PEP) Kits are procured globally, on an interagency basis and are distributed approximately once every two years to Designated Officials in countries where rapid universal access to PEP cannot be reliably assured through local health systems. This document outlines administrative responsibilities with relation to PEP Kits.

2. These guidelines should be read in conjunction with the document “HIV POST-EXPOSURE PROPHYLAXIS (PEP) IN THE UNITED NATIONS: GUIDANCE FOR USE OF PEP KITS” which is included in hard copy in each kit, as well as being available at https://hr.un.org/page/hiv-pep-kit-management.

3. The relevant fundamental principle is that UN Security Management System personnel and their eligible dependents should have rapid and reliable access to PEP treatment, if required, as a means of managing personal and organizational risks.

B. Aim

4. Making PEP Kits available and accessible at country level requires actions by persons in several roles. This document outlines the scope of those required actions and the roles to undertake them at country level.

C. Eligibility

5. Post-Exposure Prophylaxis (PEP) Kits are available for the immediate treatment of UN Security Management System personnel (including long-term, short-term, SSA and others) and eligible dependents, who may have been exposed to HIV infection, regardless of means of exposure.

6. For medical reasons, PEP Kits are not available to personnel or recognized dependents who are already living with HIV.

7. PEP treatment is a serious medical intervention with potentially significant side effects and whose administration requires physician oversight. UN system personnel are therefore expected to use all precautionary measures to avoid any possible exposure to HIV. This includes exercising responsible sexual behavior.

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1 Standard PEP Kits are intended for individuals over the age of 12. Guidance on pediatric protocol for PEP can be found in the document “HIV Post-Exposure Prophylaxis (PEP) in the United Nations: Guidance for Use of PEP Kits,” found with each kit (or at uncares.org/PEP), or by consulting a physician directly.
8. The PEP Kits may only be used if:

   i. The attending physician, following their risk assessment evaluation of the patient, recommends starting PEP;

   OR

   ii. In the case of an isolated location without access to a physician, the person requiring PEP should follow guidelines provided in the “Patient Information Sheet 5” of the Guidelines that come with every Kit. The guidelines provide that the individual should call a centre of excellence on HIV (as listed in the UN Country HIV PEP Protocol, which the United Nations in every country should establish). A medical provider at the centre of excellence should then perform a risk assessment over the phone or radio.

D. Country-Level Distribution of PEP Kits

9. PEP Kits are distributed to UN offices in accordance with the table at Appendix 1. The distribution of Kits will be reviewed by the Security Management Team (SMT) annually and, if necessary adjusted on the basis of an up-to-date Security Risk Management process taking into consideration:

   i. Level of risk of exposure to HIV in the area covered by each UN location, which may depend on national HIV prevalence, frequency of sexual violence and other factors.

   ii. Degree of isolation of each UN location, defined as difficulty of guaranteeing evacuation of exposed staff member to a place where PEP treatment can be given within 10 hours (taking into account risk of transport being delayed by weather conditions, military activity or other circumstances).

   iii. Number of staff in the duty station.

E. Responsibilities

10. The United Nations PEP Kit Management Framework, in Appendix 1, outlines the roles and responsibilities of various actors at global, regional and country levels in relation to UN PEP Kit management.

11. Within the Security Management System, Designated Officials, Chief Security Advisors and PEP Kit Custodians have important roles to play in carrying out and/or facilitating various actions at country level, which include, among others: acknowledging receipt of PEP Kits; designation of a PEP Kit Manager; designation and briefing of PEP Kit custodians and their alternates; drafting of country-specific lists of PEP Kit Custodians and Centres of Excellence; distribution of these lists to all UN Security Management System personnel; reporting on usage of kits; requests to replace used kits; and destruction or return of expired kits when they have been replaced.
12. Therefore, Designated Officials, Chief Security Advisers and PEP Kit Custodians should familiarize themselves with the United Nations System HIV PEP Kit Management Framework and ensure that the responsibilities listed therein are carried out on an ongoing basis.
### APPENDIX 1 - United Nations HIV PEP Kit Management and Responsibility Chart

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsible Party</th>
<th>Areas of Responsibility</th>
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<tbody>
<tr>
<td><strong>Global-Level Functions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overall Management of HIV PEP Kits</strong></td>
<td>United Nations Secretariat DHMOSH</td>
<td>United Nations Secretariat DHMOSH provides overall coordination of all aspects of HIV PEP Kit management globally.</td>
</tr>
<tr>
<td><strong>Technical Expertise</strong></td>
<td>WHO AIDS Department</td>
<td>WHO AIDS Department will provide global technical expertise to the PEP and HIV treatment working group of the UNMDWG that includes:</td>
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<tr>
<td></td>
<td></td>
<td>i. Recommendation on the treatment therapy to include in the Kits.</td>
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<td></td>
<td></td>
<td>ii. Providing technical inputs to UN system PEP-related documents, as needed.</td>
</tr>
<tr>
<td><strong>Governance and Oversight</strong></td>
<td>United Nations Medical Directors</td>
<td>The UNMD will have final approval of PEP kit medication and treatment length based on:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i. Recommendations and inputs from the WHO AIDS Department.</td>
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<td></td>
<td></td>
<td>ii. Comparative efficacy of the options proposed by WHO, including comparison to efficacy of currently held stock.</td>
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<td></td>
<td></td>
<td>iii. Comparative Costs of different options (influenced by product cost, shelf-life and available packaging options).</td>
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<td>iv. Costs of changing (if applicable) e.g. write-off costs of held stock.</td>
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<td></td>
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<td>v. Possible impacts on client behaviour with follow-up engagement and treatment compliance (e.g. length of treatment, known side effects).</td>
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<tr>
<td></td>
<td></td>
<td>vi. Feasibility of implementation in the UN operating environment.</td>
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<tr>
<td><strong>Global Procurement of Kits</strong></td>
<td>UNFPA</td>
<td>For 2019, UNFPA Procurement Services Branch will handle procurement for the biennial global procurement of Kits.</td>
</tr>
<tr>
<td><strong>Global Distribution of Kits</strong></td>
<td>UNFPA Procurement Services Branch, Copenhagen</td>
<td>For 2019, UNFPA/Procurement Services Branch (Copenhagen) will handle distribution of Kits by Pouch to all field offices. UNFPA/PSB will also hold a stock of Kits which will be sent to countries as replacements, when Kits are used and a reporting form is received by DHMOSH.</td>
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<tr>
<td><strong>Country-Level Functions</strong></td>
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</tr>
<tr>
<td><strong>Overall availability and access to PEP Kits within the Country</strong></td>
<td>Designated Official</td>
<td>The UN Designated Official for security will facilitate ensuring that PEP Kits are available in ALL locations with a UN presence in the country, especially in those from which return to a location where Kits are kept cannot be reliably ensured within 10 hours.</td>
</tr>
<tr>
<td><strong>Assigning Country-Level Management and Custodianship of Kits.</strong></td>
<td>Designated Official</td>
<td>Designated Officials will facilitate ensuring that both a PEP Manager and PEP Kit custodian/s and their alternates have been assigned.</td>
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<tr>
<td></td>
<td>Country PEP Manager</td>
<td>Under delegated authority from the Designated Official, the Country PEP Manager (preferably the Chief Security Adviser) has the responsibility of facilitating that PEP Custodians and their alternates have been assigned for all UN locations in the country.</td>
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<tr>
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<td></td>
<td>The PEP Manager will prepare and present a list of nominated PEP Kit Custodians for the approval of the Security Management Team.</td>
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<td></td>
<td>Only an individual with a UN contract (including UN Examining Physicians) may be designated as a UN PEP Kit Custodian in the event of an emergency or unforeseen change to the UN mission.</td>
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<td>All UN PEP Kit Custodians will be designated in the Event of a Health Emergency.</td>
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<td>All UN PEP Kit Custodians will be trained in the management of PEP Kits.</td>
</tr>
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<td>All UN PEP Kit Custodians will be trained in the management of PEP Kits.</td>
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<td></td>
<td>All UN PEP Kit Custodians will be trained in the management of PEP Kits.</td>
</tr>
</tbody>
</table>
PEP custodianship does not need any healthcare training or background, though if UN medical services personnel are available to be custodians this is recommended.

PEP custodians must however be accessible at all times to guarantee PEP accessibility throughout the year. Where there are, preference for designation as PEP Kit custodian should be on UN personnel with health care training. Otherwise UN personnel with staff safety and security responsibility should be designated as PEP Kit custodians.

The Security Management Team however has the discretion to choose any UN personnel who meet availability requirement, for designation as a PEP Custodian.

### Establishing United Nations HIV Country PEP Protocol

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designated Official and PEP Manager</td>
<td>The UN Designated Official for security will facilitate ensuring that HIV PEP has been included as an annex to the relevant Security Plans, using the available template (refer to UNSMOM document at <a href="https://hr.un.org/page/hiv-pep-kit-management">https://hr.un.org/page/hiv-pep-kit-management</a>). Responsibility for ensuring that the HIV PEP Annex has been drafted, using the available template, and that the Annex has been approved by the Security Management Team will be delegated to the PEP Manager for the country. The PEP Manager should also ensure that the approved HIV PEP Annex to the Country Security Plan is distributed to all UN personnel and submitted to DHMOSH at <a href="mailto:dos-dhmosh-public-health@un.org">dos-dhmosh-public-health@un.org</a>.</td>
</tr>
<tr>
<td>Country PEP Manager</td>
<td>The PEP Manager, is responsible for ensuring that training is provided to all PEP Kit Custodians, using the custodian training guides and/or webinar available at <a href="https://hr.un.org/page/hiv-pep-kit-management">https://hr.un.org/page/hiv-pep-kit-management</a>. All newly designated PEP Custodians should review all guidance documents, training guides and video materials to orient themselves to their role as PEP Kit custodians before receiving PEP Kits.</td>
</tr>
</tbody>
</table>
| Country PEP Manager                     | Working with Chief Security Advisers, PEP managers will ensure that accurate and up-to-date custodian contact information for all PEP Kit custodians is:  
  - Included in the list of 24/7 security contacts,  
  - Included in security briefings for all incoming personnel  
  - Available/on display in all Security Operations Centers, and duty staff folders.  
  - Shared with all UNSMS personnel |
| UN PEP Kit Custodians                   | UN PEP Kit Custodians are responsible for:  
  - Safe and proper storage of PEP Kits. PEP Kits contain medication that should be carefully stored according to manufacturer’s specifications. Every PEP custodian has the responsibility of ensuring that PEP Kits under his/her care are safely stored to avoid misuse, theft or vandalism.  
  - Maintaining proper inventory and record of the Kits. This includes promptly recording new stock when received and tracking expiry dates of the contents of the Kit.  
  - Ensuring adequate and uninterrupted supply and availability.  
  - PEP custodians must be accessible 24 hours a day through the publicized telephone contacts.  
  - Each custodian must also ensure accessibility of the kits throughout the year and must make proper arrangements for a handover to the alternate custodian prior to leaving the duty station for whatever reason including leave, mission, or on transfer. |
<p>| UN PEP Kit Custodians                   | A PEP custodian must carry out a proper evaluation of the administrative right of the person to receive a UN PEP Kit. A UN HIV PEP Kit may only be given to an individual with a UN contract and their eligible family members. |</p>
<table>
<thead>
<tr>
<th>Treatment eligibility and medical administration of a PEP Kit</th>
<th>Attending Physician OR Trained Healthcare Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>The custodian should also accompany the patient, and only release a Kit, to a Healthcare Provider in accordance with the PEP Annex to the relevant Security Plan, after ensuring administrative eligibility.</td>
<td></td>
</tr>
<tr>
<td>Under no circumstance should a PEP Kit be released directly to a patient, EXCEPT only if the custodian is a trained healthcare provider and can carry out the needed medical risk assessment, and, if warranted, directly administer PEP treatment.</td>
<td></td>
</tr>
<tr>
<td>Unless medically trained, a PEP custodian should not perform any risk assessment or make any medical judgement. This should only be done by a trained Healthcare Provider.</td>
<td></td>
</tr>
<tr>
<td>If a person considering use of the Kit is not able to meet with a health care provider in person or in reasonable time and treatment must be initiated, the custodian should contact a local centre of excellence on HIV by telephone, using the telephone numbers in the PEP annex to the security plan. The booklet included in each kit provides full guidelines for self-administration.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reporting usage of PEP Kits</th>
<th>PEP Kit Custodian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only a trained Healthcare Provider should administer PEP treatment.</td>
<td></td>
</tr>
<tr>
<td>The attending healthcare provider must perform a full treatment eligibility assessment before administering PEP treatment. This must include HIV counselling and testing, and a full risk assessment.</td>
<td></td>
</tr>
<tr>
<td>Guidelines to the attending healthcare provider for treatment eligibility and medical administration of PEP are provided in each Kit.</td>
<td></td>
</tr>
<tr>
<td>The attending healthcare provider should strongly encourage the patient to follow the full course of 28-day PEP treatment.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>PEP Custodian and Country PEP Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is MANDATORY that PEP Kit custodians report usage of every PEP Kit that is used from his/her stock by completing the UN HIV PEP Kit Custodian Reporting Form, available <a href="https://hr.un.org/page/hiv-pep-kit-management">https://hr.un.org/page/hiv-pep-kit-management</a>. Please note that NO replacement PEP kits will be provided to your duty station if usage forms of the previously used kits are not reported to <a href="mailto:dos-dhmosh-public-health@un.org">dos-dhmosh-public-health@un.org</a>.</td>
</tr>
<tr>
<td>In addition, the treating Physician or Healthcare Provider should submit a completed copy of the “PATIENT REGISTRY FORM” directly to the UN Division for Healthcare Management and Occupational Safety and Health (DHMOSH) (The form can be found on pg. 28 of the Guidance for Use document available at: <a href="https://hr.un.org/page/hiv-pep-kit-management">https://hr.un.org/page/hiv-pep-kit-management</a>.)</td>
</tr>
<tr>
<td>The completed Patient Registry Form should be submitted by email to <a href="mailto:dos-dhmosh-public-health@un.org">dos-dhmosh-public-health@un.org</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Treatment follow-up</th>
<th>PEP Kit Custodian and the Patient</th>
</tr>
</thead>
<tbody>
<tr>
<td>When completing the PEP Kit usage reporting form, the PEP Kit custodian should inform the patient that upon receipt of the reporting form, a UN health care worker may contact the patient for the purpose of providing support.</td>
<td></td>
</tr>
<tr>
<td>The reporting form must be completed and submitted by email to <a href="mailto:dos-dhmosh-public-health@un.org">dos-dhmosh-public-health@un.org</a></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Donation of unused kits before they expire</th>
<th>Not possible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any such donation would need to follow the WHO guidelines on the same, which specify that there must be at least a one-year shelf life on any medications donated. For this and several other reasons, it is not practically possible to donate unused kits to any other organizations.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Destruction of expired kits</th>
<th>Current guidelines request</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the event a custodian is not sure how to destroy the kits, they may be returned to WHO Medical Services,</td>
<td></td>
</tr>
</tbody>
</table>
field offices to do this, according to usual methods for destruction of expired medicines as defined by the national medical authority in each country.

Geneva for destruction, as noted below. The cost for such return is to be covered by the sending office.

**Dr Caroline Cross**, Director
Health and Medical Services (HMS)
Tel. direct: +41 22 791 3040
E-mail: crosse@who.int
World Health Organization
20, avenue Appia
CH-1211 Geneva 27
Switzerland
## Monitoring Framework for UN Emergency HIV PEP Kits

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Activities</th>
<th>Indicators</th>
<th>Means of Measurement</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Global Procurement and distribution of PEP Kits has been completed on time</td>
<td>1.1 Procure and distribute PEP Kits to countries</td>
<td>All countries have confirmed receiving PEP Kits within 3 months of receiving Kits.</td>
<td>Confirmation of receipt is sent to <a href="mailto:dos-dhmosh-public-health@un.org">dos-dhmosh-public-health@un.org</a></td>
<td>UN DHMOSH, Country PEP Kit Manager, UNFPA Procurement Branch</td>
</tr>
<tr>
<td>2. HIV PEP Annex to UN Country Security Plan has been established for all countries receiving PEP Kits.</td>
<td>2.1 A PEP Annex to the UN Country Security Plan has been drafted and presented to the UN Country Security Management Team for approval.</td>
<td>75% of countries receiving PEP Kits have SMT-approved PEP Annex to the Country Security Plan by the end of the year in which kits are distributed.</td>
<td>Countries share custodian lists with <a href="mailto:dos-dhmosh-public-health@un.org">dos-dhmosh-public-health@un.org</a></td>
<td>UN Designated Official, UN Country PEP Manager</td>
</tr>
<tr>
<td>3. PEP Kit Manager has been designated for each country receiving PEP Kits.</td>
<td>3.1 UN Country Security Management Team to designate a country PEP Kit Manager.</td>
<td>75% of countries have SMT-designated Country PEP Kit Manager within 3 months of receiving PEP Kits.</td>
<td>Countries share PEP Kit Manager name with <a href="mailto:dos-dhmosh-public-health@un.org">dos-dhmosh-public-health@un.org</a></td>
<td>UN Designated Official</td>
</tr>
</tbody>
</table>
| 4. PEP Kit custodians have been designated for all UN locations in each country and provided with PEP Kits. | 4.1 PEP Kit custodians and their alternates have been designated for all UN locations in the country.  
4.2 All PEP Kit custodians in the country have reviewed relevant guidance and briefing materials on their role.  
4.3 PEP Kit custodians in all UN locations in the country have received PEP Kits after reviewing briefing materials. | 4.1.1 PEP Annex to the relevant Security Plan has been updated with latest contact list of all UN PEP Kit Custodians in the country within 3 months of receiving new Kits.  
4.1.2 At least 50% of PEP Kit custodians have reviewed briefing Webinar and other materials within the first 3 months of receiving PEP Kits. | PEP Kit manager to monitor compliance..                                                                                                                       | UN Country PEP Kit Manager, PEP Kit Custodians                                              |
| 5. All PEP Kits in the country are in good and usable condition that meets manufacturer’s specifications | 5.1 PEP Kits in all UN locations are safely kept under tamper-proof and hygienic conditions.  
5.2 Expired PEP Kits are being collected and safely destroyed. | 5.1.1 All PEP Kit custodians are holding kits that have not expired.  
5.1.2 75% of custodians have reported destruction or submission of expired Kits for destruction within 3 months of expiry of Kits. | Receipt of PEP Kits by pouch confirmed to Countries share custodian lists with dos-dhmosh-public-health@un.org within 3 months of dispatching PEP Kits. | Country PEP Kit Managers, PEP Kit custodians                                        |
| 6. UN personnel in the country know where to get PEP Kits               | 6.1 PEP Kit Annex to the UN Country Security Plan has been shared with all UN personnel in the country through most commonly used communication channels – email, security bulletin, notice boards, and newsletter. | 6.1.1 At least 75% of all field-based UN personnel have reported knowing where to get PEP Kits whenever they need one.                                                                 | To be determined.                                                                                              | UN PEP Kit Managers.                                                            |
7. Usage of every PEP Kit is reported and a replacement kit received in a timely manner.

| 7.1 For every PEP Kit used, PEP Kit Custodian completes a report form and sends to UN Division for Healthcare Management and Occupational Safety and Health in New York (dos-dhmosh-public-health@un.org). |
|---|---|
| 7.2 PEP Kit Custodian sends a request for replacement of used Kit immediately after usage. Replacements are only issued if reports of previously used kits are received. | 7.1.1 Number of completed PEP Kit usage report forms.  
7.1.2 Number of requests received for replacement of used PEP Kits  
7.1.3 Number of PEP Kits replaced after use. | 7.2 A bi-annual PEP Kit usage report compiled by UN DHMOSH. |
## APPENDIX 2 - DISTRIBUTION OF POST EXPOSURE PROPHYLAXIS KITS IN [COUNTRY]

<table>
<thead>
<tr>
<th>Location</th>
<th>Area Covered</th>
<th>Office</th>
<th>Room</th>
<th>Number of PEP Kits</th>
<th>PEP Kit Custodian</th>
<th>PEP Kit Alternate Custodian</th>
<th>UN Designated physician for this Area</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<td></td>
<td>Name and job title</td>
<td>Name and job title</td>
<td>Name and job title</td>
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<td></td>
<td>Cell phone, radio CS, residential no etc</td>
<td>Cell phone, radio CS, residential no etc</td>
<td>Cell phone, radio CS, residential no etc</td>
</tr>
<tr>
<td>Town etc</td>
<td>District etc</td>
<td>Agency or address</td>
<td>Location in building</td>
<td>Number held</td>
<td>Ms Mary MacDonald, HoO WFP, ASC</td>
<td>Mr N E Dough, Finance Officer</td>
<td>WF 61 234-987-218</td>
</tr>
<tr>
<td>Fartown</td>
<td>Eastern County</td>
<td>WFP Sub-Office</td>
<td>Head of Office safe</td>
<td>2</td>
<td>WF 1 217-254-901</td>
<td>SC 88 913-759-245</td>
<td>SC 99 798-205-631</td>
</tr>
<tr>
<td>Swampville</td>
<td>All UN locations South of Limpopo river</td>
<td>UNICEF Field Office, 29 Flood Street</td>
<td>Rm 201</td>
<td>1</td>
<td>Mr Wackham Gradgrind, Education Officer</td>
<td>Ms Lucretia Borgia, Nurse</td>
<td>SC 99 798-205-631</td>
</tr>
</tbody>
</table>
APPENDIX 3 - RECOMMENDED MEDICAL CENTRES WITH EXPERTISE IN HANDLING HIV-RELATED CASES.

(Local, if available, if not, use the recommended regional centre of excellence listed in Annex 3 of the document “HIV Post-Exposure Prophylaxis (PEP) in the United Nations – Guidance for Use of PEP Kits” found in each kit as well as at https://hr.un.org/page/hiv-pep-kit-management.)

a) Capital City

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Physical Address</th>
<th>Institution’s Telephone Number</th>
<th>Recommended Contact Person (eg: particular doctors)</th>
<th>Contact Person’s Telephone number</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

b) Location 1 outside Capital City:

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Physical Address</th>
<th>Institution’s Telephone Number</th>
<th>Recommended Contact Person (eg: particular doctors)</th>
<th>Contact Person’s Telephone number</th>
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</table>

c) Location 2 outside Capital City:

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Physical Address</th>
<th>Institution’s Telephone Number</th>
<th>Recommended Contact Person (eg: particular doctors)</th>
<th>Contact Person’s Telephone number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

d) Location 3 outside Capital City:

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Physical Address</th>
<th>Institution’s Telephone Number</th>
<th>Recommended Contact Person (eg: particular doctors)</th>
<th>Contact Person’s Telephone number</th>
</tr>
</thead>
<tbody>
<tr>
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353
HIV PEP KIT
CUSTODIAN REPORTING FORM:

SUBMIT WITHIN 24 HOURS OF USE OF KIT
UNITED NATIONS HIV POST-EXPOSURE PROPHYLAXIS (PEP) KIT
CUSTODIAN REPORTING FORM

Submit completed forms to UN's Division of Healthcare Management and Occupational Safety and Health at dos-dhmosh-public-health@un.org

Dear Custodians of HIV PEP Kits:

1) It is mandatory to submit this form for every HIV PEP kit issued from your duty station.
2) Replacement kits will not be issued to your duty station if reporting forms of previously used kits are not submitted to DHMOSH.
3) You should inform the patient that her/his treating physician should also submit a detailed clinical form (“Patient Registry Form”) to dos-dhmosh-public-health@un.org (The form can be found on page 28 of the Guidance for Use document at https://hr.un.org/page/hiv-pep-kit-management.
4) Please inform the patient that after submission of this form to DHMOSH, he/she may expect a follow-up contact with a UN health care worker regarding the HIV PEP kit issued.

PATIENT INFORMATION

Date PEP kit issued to patient (DD/MM/YY): ___/___/___ Country/Location/Duty Station: __________________________________________

Patient First Name: __________________ Last Name: __________________ Date of Birth (DD/MM/YY): ___/___/___

Phone: _______________ Alternate Phone: _______________ Email Address: ____________________________ □ M □ F

Organization: ___________ Department: ____________ □ Staff □ Dependent □ Others (pls specify):____________

CUSTODIAN INFORMATION

Date this form is submitted by the Custodian to dos-dhmosh-public-health@un.org (DD/MM/YY): ___/___/___

Custodian’s First Name: __________________ Last Name: __________________

Custodian’s Phone: ___________________________ Custodian’s Email Address: ____________________________

Contact details of Treating Physician / Medical Staff (if different from Custodian):

First Name: __________________ Last Name: __________________

Phone: ___________________________ Email Address: ____________________________
Chapter VIII
RESIDENTIAL SECURITY MEASURES (RSMs) GUIDELINES

Promulgation Date: 18 April 2016
A. Introduction

1. Most residences provide *some* level of protection against criminality by maintaining basic, built-in security devices (e.g., door locks), although no residence is totally secure. In this regard, certain measures, including Residential Security Measures (RSMs), may be implemented to mitigate the risk of residential crime, in accordance with RSM policy\(^1\) and these supplemental guidelines. However, it is the vigilance and awareness of residents that is the most important factor for mitigating such risk.

B. Arrival at the Duty Station

2. Upon arriving at the duty station, United Nations personnel are required to attend a security briefing. This briefing should cover residential security, among other topics relating to local safety and security matters. With regard to residential security, the security briefing should at least emphasize the following: (a) security as a vital consideration when choosing a residence; (b) residential security norms and conditions at the duty station, including existing threats or risks to United Nations Security Management System (UNSMS) personnel or other members of the international community; (c) recommended residential areas, including housing pools whenever such arrangements would enhance residential security; (d) detailed description of approved RSMs for the duty station and, if applicable, local employment and Organizational requirements with regard to guard services; and (e) recommended local contacts, including host Government contacts (e.g., police, fire, and rescue).

3. As you familiarize yourself with your surroundings, you are encouraged to seek out additional residential security advice directly from the Chief Security Adviser (CSA)/Security Adviser (SA) or, in duty stations where no CSA/SA is present, the UNSMS representative responsible for safety and security matters. They will be able to advise you on the nature of crime at the duty station, where to live, and the types of RSMs your residence should have. Generally, they will be able to advise you on how to interpret, implement and comply with the RSM policy and these guidelines.

C. Selecting a Neighbourhood

4. The first step in the residence selection process should be choosing a safe neighbourhood. The United Nations Country Team’s (UNCT) administrative structure(s), often represented by the Operations Management Team (OMT), should maintain a register of vacant residences in safe areas where currently approved RSMs have been partially or fully implemented. You are encouraged to

---

\(^1\) *UNSMS Security Policy Manual*, Chapter IV, Section O, “Residential Security Measures (RSMs).”
consider such residences and their corresponding neighbourhoods first. A Residential Security Survey (“Annex I”) has been provided to assist residents and security professionals alike in selecting a safe and secure neighbourhood and residence.

5. In selecting a neighbourhood, particular attention should be given to the condition of local streets (e.g., paved or unpaved, wide or narrow, two-way or one-way traffic (two-way traffic is preferred), well-maintained or poorly maintained). The presence of parked vehicles, particularly double-parked vehicles, could impede access to, or egress from, your residence. High-density vehicular and pedestrian traffic may increase safety and security risks, including by granting a higher degree of anonymity to those taking part in criminal or surveillance activities.

6. Examine the extent to which public offices and private businesses are intermingled with or located in close proximity to residences. Take note of the proximity and ease of access to local healthcare facilities and emergency services.

7. Examine pedestrian and vehicular traffic patterns for ease of movement. Ensure sufficient quantity and quality of lighting in the neighbourhood at night. Assess the safety of parks, playgrounds and recreation areas. Examine the number of fire hydrants and police call boxes in cases of emergency.

8. The type of residences in an area will provide some idea of the income level of residents in the neighbourhood. Families with similar income levels tend to share similar lifestyles as well as safety and security concerns.

9. Note the extent to which safety or security measures have been implemented by the general population in the neighbourhood, including barred windows, security fences, extensive lighting, large dogs and security guards. Such visible precautions may indicate a high level of security awareness or, alternatively, a high crime area. Ensure you properly interpret the meaning behind the implementation of such measures by inquiring about the local crime level with the CSA/SA or other security professionals as well as local authorities.

D. Selecting a Residence: Special Considerations

10. **Access routes:** Statistics with respect to kidnappings and assassinations have shown that the vast majority of these incidents occur close to the victim’s residence when he or she is leaving or returning home. It is essential that access routes to and from the residence provide sufficient alternatives that do not lock personnel should inform the United Nations Country Team (UNCT) administrative structure(s), often represented by the Operations Management Team (OMT), when they vacate residences where RSMs have been partially or fully implemented so as to ensure an up-to-date register. UNCT administrative structure(s) should also rely on the latest staff or personnel list(s) to update the register.
you into a predictable entry-exit pattern. Specifically, it is essential that residences on “dead-end” streets or narrow, one-way streets be avoided.

11. **Parking:** Underground parking, unless tightly controlled, should be avoided, particularly in multi-story buildings. Ideally, an attached garage that can be locked is the most suitable means of securing vehicles in single-family dwellings. Carports and driveways with fenced-in or guarded areas will also usually suffice. Street parking should be avoided.

12. **Obstructions:** Residences obstructed or concealed by shrubbery, trees or outlying buildings (e.g., sheds) are susceptible to clandestine approaches and should be avoided.

13. **Community:** Always consider residences located near relatives, friends, or co-workers, so that individuals can seek support or assistance from such individuals during stressful or high-risk periods.

**E. Selecting a Residence: Residence Type**

14. Given a choice between a multi-unit apartment building and a single-family dwelling, an apartment building offers greater protection against criminality. An apartment, especially one located above the second floor, presents a more difficult target for those engaging in criminal or surveillance activities, provides the tenant some degree of anonymity, provides the benefit of close neighbours and can be easier and less expensive to modify with security measures. Neighbours can often be relied upon for support or assistance in the event of a safety or security incident.

15. Apartments on the first and second floors should be avoided because of their immediate and easy accessibility from the ground, vehicles, trees or other balconies, ledges, roofs or windows. Foreign objects can easily be introduced to first and second-floor apartments from outside areas accessible to the public.

16. Although an apartment above the second floor is preferred, apartments on floors that are too high for local fire-fighting and rescue capabilities should be avoided. Even the most sophisticated fire and rescue equipment have limitations. As a general suggestion, use the "ten-foot rule," whereby each floor equals 3.1 metres (10 feet) in height, in determining how high your prospective apartment is relative to the ground. In most countries, it is advisable not to live in apartments above the seventh floor.

17. It is important that access to any lobby area of an apartment building be tightly controlled by a doorman or an electronic system (e.g., card key reader(s), closed-circuit television (CCTV)).
18. Single-family dwellings allow the occupant greater opportunity to establish more rigid access control to his or her property. However, since single-family dwellings are seldom designed or built with security as a key consideration, it is usually more labour and time-intensive to implement appropriate RSMs with respect to single-family dwellings.

F. After Moving-in

19. Immediately after moving-in, you should advise the UNCT’s administrative structure(s), often represented by the OMT, of your new address and contact number. This will enable the duty station to update its register and staff or personnel list(s) and facilitate the assignment of a zone warden. If possible, you should also provide a complete profile of you and your family, including photos of all members.

20. You should begin to familiarize yourself with your new surroundings. You should walk or drive around the neighbourhood to get a sense of where you are located, noting the layout of the streets. In addition, you should drive around the area at night since streets and buildings appear differently in the dark and in artificial lighting.

21. You should also inquire as to who your zone warden is and make certain that you meet him or her within the first three days after moving-in. The zone warden should know exactly how to reach your residence as he or she plays a critical role in any safety or security incident.

22. You should get acquainted with at least one neighbour and his or her family members or household employees as quickly as possible. This will facilitate the identification of strangers in your neighbourhood. You may also need to rely on one or more neighbours for support or assistance (e.g., temporary shelter) in the event of a safety or security incident.

23. You should identify the location of the nearest hospital or clinic as well as fire and police stations. You should drive to the nearest hospital or clinic during the day and at night in order to further familiarize yourself with their location in relation to your residence. In particular, you should familiarize yourself with the location of the emergency room so minimal time is lost in the event of a medical emergency. You should also survey traffic conditions during rush hours and other times of the day and evening in order to approximate how long it will take you to reach the emergency room at various times of the day.

24. You should obtain emergency fire and safety equipment as soon as possible, including, but not limited to, fire extinguishers, first-aid kits, blankets, matches and candles, flashlights and battery-operated radios with spare batteries. Some of these elements may be considered RSMs, depending on what has been approved.
for the duty station. Family members and household employees should be trained and tested on the use of each item of emergency equipment.

25. You should consider storing a seven-day supply of canned food, juice, water and other staples for all members of the family. Supplies should be stored for emergency use and inspected on a regular basis.

26. You should become knowledgeable of local safety and security regulations as well as host Government contact numbers (e.g., police, fire, and rescue). You should assess whether the local emergency operator is able to understand your language(s).

G. Perimeter Security

27. Generally, there are two lines of defence for a residence— the outer and inner perimeter. The outer perimeter is ordinarily the property line in the case of a single-family dwelling or the outer lobby door in the case of a multi-unit apartment building. A third, remote perimeter may exist if the residence is located within a compound environment. Outer and inner perimeters may already exist with respect to your residence or may need to be implemented. Perimeter security measures may be considered as RSMs, depending on what has been approved for the duty station.

Outer Perimeter

28. Any perimeter barrier, even if it is only a symbolic hedge, serves as a deterrent. An intruder must commit an overt act in crossing the barrier and run the risk of being seen. Therefore it is recommended that, if possible, a single-family dwelling have a perimeter barrier.

29. The type of barrier employed should be carefully considered, as each has its advantages and disadvantages. Different types of barriers include:

(a) *Hedges and natural growth material*: This type of barrier is useful in marking the property line. However, unless such barriers are thick and covered with thorns or pointed leaves, they can be breached easily;

(b) *Picket and chain-link fences*: Advantages include a view of the immediate, outside surroundings while not providing a hiding place for a potential intruder. Residual advantages include constituting a restraint for a watchdog; and

(c) *Solid or block fences or walls*: Although a solid structure limits visibility beyond the confines of the structure and may provide concealment for an intruder, it is often the most secure perimeter.
30. The perimeter barrier is no stronger than its entry point (i.e., gate). A solid wooden gate is appropriate for a hedge or picket fence; a chain-link gate is appropriate for a hedge, a picket fence or a chain-link fence; and a solid wooden or metal gate is appropriate for a solid fence or wall. The gate should be anchored well to the fence or wall, swing outward with hinges on the inside and be provided with a high-security lock. Keys to these locks should be stored in a secure, yet accessible location within the residence.

31. Shrubbery around a single-family dwelling should be trimmed in such a way that it does not provide a hiding place.

32. Consider the installation of a contingency or emergency exit through the rear of the property to be used only in high-risk situations.

Inner Perimeter

33. Grills: Installing a grill over all exterior openings over 619.4 square centimetres (96 square inches) in size and located on the ground floor or accessible from the ground, vehicles, trees or adjacent balconies, ledges, roofs or windows is advisable. Bars of solid steel, flat or round stock, spaced 12.7 centimetres (5 inches) to 17.8 centimetres (7 inches) apart, with horizontal braces 25.4 centimetres (10 inches) to 30.5 centimetres (12 inches) apart and securely affixed to the adjacent wall or frame, are advisable to provide adequate rigidity.

(a) At least one grill in each section of a residence’s sleeping quarters should be hinged and equipped with an emergency release to permit an emergency exit in the event of a fire. Residences with a single corridor access to sleeping quarters should have an iron grill gate to control access to bedrooms at night. This grill gate would constitute an inner perimeter protection for the sleeping quarters.

34. Locks and key control locks: Locks are described in several ways; such descriptions can be confusing. For example, they are described by their use (i.e., primary and auxiliary), locking mechanism (e.g., pin tumbler, wafer disc, lever, magnetic, cipher), type of cylinder (i.e., single or double) or mounting (e.g., key-in-the-knob, mortised, rim).

(a) All primary residential entry doors should be equipped with both a primary and auxiliary lock. Additionally, each entry door should have a 180-degree optical viewer or equivalent.

(b) Primary locks are the main lock on a door and are identified by the fact that they have handles. These locks are usually key-in-the-knob or mortised type locks, with the locking hardware located in the cavity in the door. Unless they have a latch or bolt that extends into the door
jamb 1.6 centimetres (5/8 of an inch) to 2.5 centimetres (1 inch), they do not provide sufficient protection.

(c) Auxiliary locks are usually deadbolts that are mortise mounted or, alternatively, rim or surface mounted and located on the inner door and door frame surface. They do not have handles. This type of lock does not have to be keyed and may be nothing more than a sliding deadbolt. The exception to using this type of lock is when there is a window or side light within 101.6 centimetres (40 inches) of the lock.

(d) Exterior doors with or near glass panels or windows should be equipped with key-operated deadbolts on both interior and exterior sides. It is advisable to place an extra key for these type locks in a concealed area in the immediate proximity to the inside lock in case of emergencies. All residents should be aware of its location. Never leave the key inside the lock for personal convenience.

(e) Change all exterior locks, including garage door and mail box lock (i.e., in an apartment) prior to moving into a new residence. If the lock is of high-quality, it may be possible to change only the lock cylinder or to re-pin the cylinder without changing the complete locking device.

(f) Lock all fuse boxes and electrical panels located on the exterior of the residence.

(g) Maintain strict key control on all exterior locks. Never hide an exterior door key outside the house. Sophisticated criminals will search all likely hiding places.

(h) Do not put name identification on your gate(s) or door(s).

(i) Install effective locking devices on sliding glass doors that are highly vulnerable. Avoid using louvered or jalousie windows, which serve as a very easy mark for a criminal.

(j) Any padlocks used for residential security should always be stored in the locked position. Sophisticated criminals will sometimes replace a padlock with a similar one to which they alone have a key.

(k) Electronic garage door openers have advantages and disadvantages and, therefore, should be installed at one’s own discretion. In addition to their convenience, one security advantage is that it is not necessary to leave the security of your locked car to enter and lock your garage behind you. One security disadvantage is that such devices can often be compromised by a variety of inexpensive transmitters. If such door
openers are installed at your residence, ensure maximum protection is present on the door between the garage and the interior of the house.

H. Intrusion or Alerting Devices

35. Intrusion or alerting devices are any devices by which a resident or the local authorities are alerted to an attempted or forced entry into a residence. This includes alarm systems, communications systems, noisemakers, security lighting or watchdogs. Intrusion or alerting devices perform two basic functions: (1) detect an intrusion; and (2) report the intrusion. However, for the purposes of residential security, intrusion or alerting devices should be viewed as deterrent devices. In areas where forced entry of a residence is commonplace, or where there is an active threat present, the use of a residential alarm system is encouraged.³ Intrusion or alerting devices may be considered as RSMs, depending on what has been approved for the duty station.

36. With regard to alarm systems in particular, minimum desired alarm system features include:

(a) Capable of operating on the local electrical current and a recharge battery backup;

(b) Relatively easy to install and troubleshoot;

(c) Equipped with a time delay feature to allow the occupant to arm and disarm the system without activating the alarm; and

(d) Capable of being wired with a fixed or mobile panic switch, a device which permits manual activation. Panic switches should be installed in the residence safe haven, in the living portion of the residence and outside for use by guards.

37. With regard to security lighting in particular, it is important to note that most intruders will go to great lengths to escape visual detection. Therefore, they are more likely to strike at a residence that appears vacant or dark. Outdoor security lighting can be a major deterrent against criminal intrusion. Properly used, it can discourage criminal activity and aid observation.

(a) The important elements of security lighting are coverage and evenness of light. It is possible that, in some residential settings, existing street lighting, along with one or two porch lights, will furnish sufficient

³ Depending on the level of risk, guard services may also be appropriate. Guard services may be considered as RSMs, depending on what has been approved for the duty station.
lighting. However, it may be necessary to install additional lighting in
order to achieve the degree of security desired. If outdoor security
lighting is to be used as a protective measure, all accesses to
vulnerable areas of the property and house should be lighted.

(b) Lighting should be placed in such a manner that it covers walls of the
residence and the ground area adjacent to the perimeter walls. Also, it
should illuminate shrubbery and eliminate building blind spots.
Residents should ensure that all lighting systems are installed in
compliance with local codes.

I. Fire Safety and Electrical Systems

38. It is advisable to install at least one smoke detector\(^4\) near, but not in, the
kitchen as well as one near the main electrical panel if it is in a different
location than the kitchen, especially if it is near or in sleeping quarters. If the
residence’s sleeping quarters are upstairs, it is advisable that a smoke detector
is installed at the top of the staircase so as to detect rising gas.

39. It is advisable to install a fire extinguisher\(^5\) near or in the kitchen and in a
specific location that does not require one to be near the stove or other
probable fire points. It is also advisable to have a fire extinguisher inside one’s
safe haven, with a clear escape route known to all residents. An escape route
can be created by hinging a grilled window, having a fire ladder attached to a
veranda or installing an escape door through the wall.

40. All residents, including older children and household employees, should have
periodic discussions on how to escape the residence in the event of a fire or
another emergency. The procedure should be practiced regularly. All residents
must know the location of any key(s) required to open an emergency exit,
along with the location of a single assembly point outside of the residence in
the event that the residence must be evacuated.

41. Electrical panels should be protected by locks in order to bar criminals from
tampering with such panels. Criminals may seek to turn off the lights inside or
immediately outside of the residence prior to committing a crime. Any known
electrical problems should be addressed immediately by a qualified
electrician.

J. Extended Absence from the Residence

\(^4\) Smoke detectors may be considered as RSMs, depending on what has been approved for the duty station.
\(^5\) Fire extinguishers may be considered as RSMs, depending on what has been approved for the duty station.
42. An extended absence from your residence presents a criminal with his or her easiest opportunity to target your residence. There are many indicators that a residence may be vacant (e.g., openly discussing a planned, extended absence in the office or in the neighbourhood, forgetting to cancel deliveries, leaving the residence unlighted and the blinds or drapes drawn, closing the shutters). In this regard, the following may minimize the risk of a residential break-in while you are on an extended absence:

(a) Use automatic timers to turn lights, radios, televisions and other electronics on and off at specific times throughout the day. Use a telephone answering system in a manner that defeats the purpose of a telephone call made by a criminal to determine if the residence is vacant.

(b) Ask trusted friends, neighbours or household employees to look after your residence and turn different lights on and off throughout the day, throw out the garbage, retrieve any mail, among other daily or routine activities.

K. Inspection and Evaluation of Residence

43. All residents should inspect and evaluate their residence’s level of safety and security. A Residential Security Self-evaluation Worksheet (“Annex II”) should be used by all residents while conducting their inspections and evaluations. The CSA/SA or other security professionals may assist residents in this regard.
ANNEX I

Residential Security Survey

Address of Residence:
________________________________________________________________________

Prospective Tenant:
________________________________________________________________________

<table>
<thead>
<tr>
<th>SECURITY FEATURE</th>
<th>YES</th>
<th>NO</th>
<th>REMARKS</th>
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</thead>
<tbody>
<tr>
<td><strong>Neighbourhood</strong></td>
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<tr>
<td>1. Is the residence located in an area with a low crime rate?</td>
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<td>2. Are there other personnel who live nearby?</td>
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<td>3. Are police and fire protection adequate and within a ten-minute response time?</td>
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<td>4. Are there a number of alternate routes to and from the residence?</td>
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<tr>
<td><strong>Exterior of a Single-family Dwelling</strong></td>
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<tr>
<td>1. Is the property well-defined with a hedge, fence or wall installed in good condition?</td>
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<td>2. Are the gates solid and in good condition?</td>
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<td>3. Are the gates kept locked?</td>
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<td>4. Are there access routes (e.g., poles, trees) that may be used to get over the barrier?</td>
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<td>5. Is there sufficient public or residential lighting, whereby all sides of the dwelling are illuminated at night?</td>
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<td>SECURITY FEATURE</td>
<td>YES</td>
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<td>REMARKS</td>
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<td>6. Are all lights installed at a sufficient height to prevent tampering?</td>
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<td>7. Have hiding places near doors, windows and garage or parking areas been illuminated or, alternatively, eliminated?</td>
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<td>8. If a garage is available, is it being used and kept locked?</td>
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</table>

**Exterior of Apartment**

1. Are public areas of the apartment building controlled and illuminated?
2. Are secondary entrances to the building and parking controlled?
3. Is the lobby, elevator or staircase viewable from the street?
4. Is the apartment’s height within the rescue capabilities (e.g., ladder height) of the local police, fire or rescue department?
5. Are apartment windows or balconies accessible from the ground, vehicles, trees or adjacent balconies, ledges, roofs or windows?

**Doors**

1. Can each exterior (e.g., regular, sliding, French) door be adequately secured?
2. Does the primary lock on each door work?
3. Are all doors kept locked?
4. Can any door be opened from the outside by breaking a door glass or sidelight?
<table>
<thead>
<tr>
<th>SECURITY FEATURE</th>
<th>YES</th>
<th>NO</th>
<th>REMARKS</th>
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<tbody>
<tr>
<td>5. Have all unused exterior doors been permanently secured?</td>
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<td>6. Are all keys accounted for?</td>
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<td>7. Have all &quot;hidden&quot; keys (e.g., under the doormat) been removed?</td>
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<td>8. Are exterior hinges protected?</td>
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<tr>
<td>9. Does each major entrance have a door viewer or interview grille?</td>
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</table>

**Windows**

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<tr>
<th>SECURITY FEATURE</th>
<th>YES</th>
<th>NO</th>
<th>REMARKS</th>
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<tbody>
<tr>
<td>1. Are all non-ventilating windows permanently secured?</td>
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<tr>
<td>2. Are all windows accessible from the ground, vehicles, trees or adjacent balconies, ledges, roofs or windows protected by grilles?</td>
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<tr>
<td>3. Are all windows kept closed and locked when not in use?</td>
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<td>4. Have emergency escape provisions been incorporated into one or more window grilles?</td>
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<tr>
<td>5. Are all sliding and hinged glass doors secured with a metal grille gate?</td>
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<tr>
<td>6. Are all sliding glass doors and windows secured by a rod (e.g., Charlie Bar) in the slide track?</td>
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<td>7. Are windows and wall air conditioners anchored and protected by steel grilles to prevent removal from the outside?</td>
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<td>SECURITY FEATURE</td>
<td>YES</td>
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<td>REMARKS</td>
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<tr>
<td><strong>Alarms</strong></td>
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<tr>
<td>1. Are all entrance doors alarmed?</td>
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<tr>
<td>2. Have alarms been installed on all non-grilled windows accessible from the ground, vehicles, trees or adjacent balconies, ledges, roofs or windows?</td>
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<td>3. Does the alarm system have an external alerting device, such as a bell or siren?</td>
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<td>4. Is the alarm system linked by a transmitter to a central monitoring station?</td>
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<tr>
<td>5. Does the alarm system have panic buttons placed at strategic locations within the residence?</td>
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<tr>
<td>6. Is the alarm system tested periodically?</td>
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<tr>
<td><strong>Safe Haven</strong></td>
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<tr>
<td>1. If a safe haven is recommended at the duty station, can one be accommodated?</td>
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<tr>
<td>2. Does the safe haven have a solid core, metal or metal-clad door?</td>
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<tr>
<td>3. Is the emergency radio kept charged and available in the safe haven?</td>
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<td>4. Are toilet facilities available in the safe haven?</td>
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<tr>
<td>5. Does the safe haven have an emergency exit?</td>
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</tbody>
</table>
## Miscellaneous Concerns

<table>
<thead>
<tr>
<th>SECURITY FEATURE</th>
<th>YES</th>
<th>NO</th>
<th>REMARKS</th>
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<tbody>
<tr>
<td>Does the dwelling have at least one 5-lb. or 10-lb. general purpose fire extinguisher located in the kitchen?</td>
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<tr>
<td>Does the dwelling have at least one 2-1/2-gallon water-type fire extinguisher located in the safe haven?</td>
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<tr>
<td>Are fire extinguishers checked periodically?</td>
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<tr>
<td>Do residents, including older children and household employees, know how to use extinguishers?</td>
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<tr>
<td>Is there at least one smoke detector properly installed in the residence?</td>
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<tr>
<td>Are smoke detector batteries replaced at least once a year?</td>
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<tr>
<td>Are smoke detectors tested periodically?</td>
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<tr>
<td>Does the residence have an operational emergency radio with an outside antenna?</td>
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<tr>
<td>Do residents, including older children and household employees, know how to use key communication equipment (e.g., telephone)?</td>
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<tr>
<td>Are emergency contact numbers and addresses (e.g., police, fire, and rescue) recorded in or near telephones?</td>
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<tr>
<td>Has a background check been conducted on all household employees?</td>
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<tr>
<td>Have all children and household employees been briefed on security requirements (e.g., locked doors and windows, no admittance of strangers, no acceptance of unknown packages)?</td>
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</table>
# ANNEX II

**Residential Security Self-evaluation Worksheet**

<table>
<thead>
<tr>
<th>SECURITY FEATURE</th>
<th>YES</th>
<th>NO</th>
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</thead>
<tbody>
<tr>
<td><strong>Exterior</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Do garden gates lock properly?</td>
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<tr>
<td>2. Are gates kept locked and are gate keys kept in a secure location?</td>
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<tr>
<td>3. Are gate bells in working order?</td>
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<tr>
<td>4. Are stairways illuminated?</td>
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<tr>
<td>5. Are walls of sufficient height to deter an intruder?</td>
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<tr>
<td>6. Are exterior lights adequate to illuminate the residence grounds, particularly around gates and doors?</td>
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<tr>
<td>7. If butane gas is used, are the bottles secured in a safe place?</td>
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<tr>
<td>8. Are there any poles, boxes, trees or out-buildings (e.g., shed) that would help an intruder scale your wall or fence?</td>
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<tr>
<td><strong>Building Doors</strong></td>
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<tr>
<td>1. Are the exterior doors of solid (e.g., wood or metal) construction?</td>
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<tr>
<td>2. Are exterior door locks of the cylinder type?</td>
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<tr>
<td>3. Are exterior door locks of the dead locking (e.g., Jimmy-Proof) type?</td>
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<tr>
<td>4. Can any exterior door locks be opened by breaking a glass or light wood panel near the lock?</td>
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<tr>
<td>5. Are heavy-duty sliding deadbolts installed as auxiliary locks on frequently used doors?</td>
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<tr>
<td>6. Can all doors, including porch, balcony, basement, terrace and roof doors, be locked securely?</td>
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</table>
### Residential Security Measures (RSMs) Guidelines

<table>
<thead>
<tr>
<th>SECURITY FEATURE</th>
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<th>NO</th>
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<tbody>
<tr>
<td>7. Are all locks securely mounted and in good working order?</td>
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<tr>
<td>8. Are all unused doors permanently secured?</td>
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<tr>
<td>9. Do any individuals other than immediate family members have spare keys to the residence? (e.g., previous tenants, owners, household employees, friends)?</td>
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<tr>
<td>10. Is a spare key to the main entrance of the residence “hidden” under a doormat, in a flower pot, or some other nearby, yet obvious, location?</td>
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<tr>
<td>11. Is there a peephole or interview grille installed on the main door of the residence?</td>
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<tr>
<td>12. Do any residents answer the door without first checking to see who has knocked or rang the doorbell?</td>
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<tr>
<td>13. Do any residents answer the door partially dressed?</td>
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<tr>
<td>14. Are padlocks locked in place when doors are unlocked (e.g., garage, storage room, unused quarters)?</td>
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<tr>
<td>15. Are padlock hasps installed so that screws cannot be removed?</td>
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<tr>
<td>16. Are hasps and staple plates mounted so that they cannot be pried or twisted off?</td>
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**Windows**

1. Are first floor windows protected?
2. Are all windows properly and securely mounted?
3. Are all windows kept locked when shut?
4. Can window locks be opened by breaking the window glass?
5. Are any unused windows permanently closed and sealed?
### SECURITY FEATURE

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
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<tbody>
<tr>
<td>6. Are residents as careful with securing windows on the second floor or basement windows as with those on the ground floor?</td>
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<tr>
<td>7. Are ladders, arbours or trellises secured so as to not to be used by an intruder to gain entry through a second-floor balcony, ledge, roof or window?</td>
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<tr>
<td>8. Does the residence have a sliding glass doors and, if so, is there a rod (e.g., Charlie Bar) placed in the track?</td>
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</table>

### Garage

1. Is the garage locked at night or during periods of extended absence?
2. Are all garage doors and windows equipped with adequate locks in good working order?
3. Are tools and equipment left unsecured in the garage, whereby an intruder may use them to gain entry to the residence?

### Fire Safety

1. Are fire extinguishers of any type installed within the residence?
2. Has all fire-fighting equipment, including fire extinguishers, been inspected, tested, or recharged within the past year?
3. Do all residents, including older children and household employees, know how to use fire-fighting equipment, including fire extinguishers, found within the residence?

### Miscellaneous

1. Are any valuables, including cash, kept in a secure storage place?
2. Is an inventory of all valuable items kept and updated, including serial numbers of valuable electronic equipment or appliances?
<table>
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<tr>
<th>SECURITY FEATURE</th>
<th>YES</th>
<th>NO</th>
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<tbody>
<tr>
<td>3. Are accurate descriptions, including photographs, maintained of all valuable</td>
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<td>items, particularly those that do not have a serial number?</td>
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<td>4. Do residents avoid unnecessary, public displays of valuable items?</td>
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<td>5. Have residents been informed of an emergency escape plan, including emergency</td>
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<td>escape routes? Have all residents practiced this emergency plan?</td>
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<td>6. Have residents been instructed not to allow strangers into the residence, no</td>
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<td>matter how authentic their credentials may appear?</td>
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<tr>
<td>7. Are residents alert in observing strange individuals or vehicles and identifying</td>
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<td>potential surveillance activities?</td>
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<tr>
<td>8. Have residents, including older children and household employees, been</td>
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<td>provided with instructions on what they should do if they discover an intruder</td>
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<tr>
<td>attempting to break in or already in the residence?</td>
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<tr>
<td>9. Have residents, including old children and household employees, been</td>
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<td>instructed to leave the residence undisturbed and call local authorities (i.e.,</td>
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<td>police) if they arrive to find the residence robbed or burglarized?</td>
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<tr>
<td>10. Have the references of prospective household employees been verified?</td>
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<td>Have criminal or health backgrounds been investigated?</td>
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<tr>
<td>11. Are emergency contact numbers and addresses (e.g., police, fire, and rescue)</td>
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<td>recorded in or near telephones?</td>
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<td>12. Are residents able to communicate in the local language(s) spoken at the</td>
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<td>duty station, in the event of a safety or security incident?</td>
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<td>13. Have any guard services, if approved for the duty station, been obtained</td>
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<td>in accordance with local employment and Organizational requirements?</td>
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Chapter IX

SECURITY ARRANGEMENTS FOR SPECIAL EVENTS ORGANIZED OR SPONSORED BY UNSMS ORGANIZATIONS
A. Introduction

1. The Department of Safety and Security (DSS) supports a large number of special events and conferences each year. The broad variations in size, scale and security requirements for these specific programme activities necessitate the introduction of guidance for United Nations Security Management System (UNSMS) organizations. These guidelines should be read in conjunction with the bulletin ST/SGB/160 on planning, preparation and servicing of special conferences and administrative instruction ST/AI/342 on guidelines for the preparation of Host Government agreements.

B. Aim

2. The guidelines aim to explain the proper management of security issues associated with special events organized or sponsored by UNSMS organizations, and provide an official recommendation on how the preparation and organization of a special event should be done, what action should be taken. ¹

3. These guidelines aim to delineate the DSS security management processes in order to improve the efficiency with which DSS can support the security requirements and successful delivery of special events. The resulting operational procedures must effectively manage the risks to United Nations personnel, delegates and other visitors in attendance and maintain the integrity of the proceedings from security disruption of any kind.

C. Applicability

4. These guidelines are applicable to all organizations participating in the United Nations Security Management System.

D. Definitions

5. For the purposes of this document, a “Special Event” is defined as any event, conference, meeting and special conference sponsored or organized by a United Nations Security Management System organization that meets all of the following criteria:

   a) The event is held at a venue other than on the premises of a United Nations Security Management System organization,

   b) Personnel and other individuals of the United Nations Security Management System organization² and third parties (i.e. government officials or private individuals) are participating in the event,

¹For the United Nations Secretariat, these actions will be taken within the scope outlined by the documents ST/SGB/160 and ST/AI/342.

²As per Chapter III of the Security Policy Manual
c) The United Nations Security Management System organization concerned has concluded or intends to conclude a legal agreement with the Host Country with respect to the Special Event.

6. These guidelines do not therefore generally apply to the regular meetings coordinated by the United Nations Country Team (UNCT), or to other similar events arranged by United Nations Agencies, Funds and Programmes. Clarification of the applicability of these guidelines to a specific event should be sought from DSS in the respective location.

E. Parties Involved in the Planning Process

7. The principal parties involved in the planning for an special event are as follows:

a) Responsible UN Organization (RUNO),
b) Designated Official (DO),
c) Chief Security Adviser, Security Adviser, (CSA/SA),
d) Event Security Coordinator (ESC),
e) Designated senior official of the United Nations (DSO),
f) Division of Headquarters Security and Safety Services (DHSSS),
g) Division of Regional Operations (DRO),
h) Host Country (HC),
i) Government Senior Officer.

F. Process Overview

Event Notification

8. Beyond the responsibility of each United Nations Security Management System organization to notify the Designated Official and the senior-most security professional (CSA/SA) on day-to-day program activities, each organization shall make specific notifications of any event that they are planning that would meet the criteria of a Special Event as per paragraph 4 above.

9. CSA/SA/ will inform the Headquarters of the Department of Safety and Security of the above notification.

3For details, see STA/AI/342, Article VII.
4This term refers to the senior-most United Nations security professional directly supporting the Designated Official.
10. This notification is not a request for clearance for the conference to take place. It merely initiates the required process, including allowing the Designated Official to determine whether the security situation permits the holding of the conference and assess whether adequate security measures can be implemented for the conference.

11. If a United Nations Security Management System organization is not sure if their event qualifies as a “Special Event” for the purposes of this policy, they should notify the CSA/SA, who will work with the headquarters of the Department of Safety and Security to clarify the fact.

12. The above notifications should come at least three months in advance of the planned start date of the Special Event.

13. The Event Notification outlines the basic information of the activity in a form of an interoffice memorandum (see Annex A) which includes:

   a) Title of event, and summary of its purpose,

   b) Responsible UN Organization,

   c) Dates of event, including preparatory events and winding up,

   d) Connection with other events (e.g. preliminary to, or contributing to a process involving other events),

   e) Number of participants,

   f) Number of UN staff members,

   g) Attendance of VIPs,

   h) Attendance of Senior United Nations Officials,

   i) Location of event, and description of facilities (with security related information),

   j) Involvement of host government and any agreements being made for security support,

   k) Names and contact information of parties from the Host Government that have already been engaged,

   l) Name and contact details of DSO/ESC.
14. Upon receipt of notification, the CSA/SA in coordination with other security professionals of the United Nations Security Management System organization will complete a preliminary Security Risk Assessment of the proposed event and venue and make recommendations on the security risk management measures needed to bring the residual security risks to the conference to acceptable levels.

15. The decision about whether a Special Event should be held at any particular location at any particular time must be supported by the above Security Risk Assessment and a resultant security plan that shows the residual security risks to the event will be within acceptable levels. As guidance, Special Events should not normally be held in locations assessed as Security Level System 4 and above because of the complexity involved in managing security risks to large events in such locations.

16. The assessment is to be submitted to the DO and UNDSS DHSSS. The recommendations are to be submitted to the Responsible UN Organization and UNDSS DHSSS.

17. The assessments determine:

   a) The threat and risk exposure to the proposed venue,

   b) Whether the threats and risks associated with the event/venue and its participants can be mitigated with local security measures, or

   c) Whether SSS/DHSSS/DSS involvement is needed directly.

18. The assessments enable:

   a) The DO and the SMT to consider the level of risks and the required mitigation measures,

   b) The DO to consider the recommendations to be provided to the Responsible UN Organizations,

   c) The DO to inform the Responsible UN Organization and UNDSS whether local United Nations security resources, supported by the Host Country, are adequate to cover the event,

   d) The DO to authorize or inhibit the activity,

   e) The DO to request DHSSS support with the appointment of an ESC.

19. The recommendations enable:

   a) The Responsible UN Organization to make necessary arrangements and make
available financial resources to comply with the required mitigation measures (e.g. Framework of accountability, February 2011, Annex Roles and responsibilities of actors within the United Nations Security Management System, D. Executive Head of the United Nations Organizations),

b) The Responsible UN Organization to support the appointment of an Event Security Coordinator as required.

Planning and Support

20. If the Designated Official, in consultation with the Security Management Team, and on the advice of the Department of Safety and Security, provides clearance for the event to occur, the Department will coordinate with the CSA/SA to establish whether to provide additional specialized assistance for this event.

21. Should such additional specialized assistance be needed, an Event Security Coordinator (ESC) will be assigned. Either a security professional with relevant experience from a United Nations Security Management System organization sponsoring or organizing an event or a Department of Safety and Security official(s) will be appointed. The designated ESC will visit the event venue, update the event security risk assessment and security plan, update all applicable agreements with the host Government and establishes any additional security requirements for the conference. The ESC will work in close collaboration with the Department of Safety and Security.

Technical Mission Conducted

22. In addition to the established UN security travel arrangement process, the Responsible UN Organization is to formally inform the DO whether a technical mission is to be conducted.

23. The Responsible Organization shall inform the DO and the UNDSS CSA/SA at the duty station with the following:
   a) Objectives of the visit,
   b) Participants of the mission,
   c) Meetings to be held with the Host Country and their purposes.

Assessment Mission Conducted

24. When requested, UNDSS CSA/SA or the DHSSS nominated lead Duty Station (as an ESC) undertakes an Assessment Mission to prepare:
   a) An updated venue specific SRA, based upon the preliminary assessment as described in paragraphs 14-18 above,
b) Preliminary Event Security Plan,

c) Agreement with host Government (HCA) + the operational plan, so-called written agreement,

d) The final version of the security plan for event,

e) The Security Requirement Estimate (which determines the cost to event sponsor).

25. When appointed, UNDSS ESC is to inform the DO:

   a) Objectives of the visit,

   b) Participants of the mission,

   c) Meetings to be held with the Host Country and their purposes.

26. The Responsible UN Organization technical mission and UNDSS assessment mission could be undertaken jointly:

   a) The Responsible UN Organization retains the overall responsibility of the mission,

   b) The Responsible UN Organizations is responsible to informing the DO.

G. Establishing Documents

Agreement with the Host Government

27. The Responsible UN Organization is responsible for negotiation of the Host Country agreement (HCA) with the relevant government authority hosting the event, as applicable.

28. The Host Country Agreement must include the security requirements in accordance with the ST/AI/342:

   a) Article VII: Police protection: The government shall furnish such police protection as may be required to ensure the effective functioning of the conference in an atmosphere of security and tranquility free from interference of any kind. While such police services shall be under the supervision and control of a senior officer provided by the Government, this officer shall work in close co-operation with a designated senior official of the United Nations,

   b) Article XI – Privilege and Immunities: Meeting premises shall be deemed to constitute premises of the United Nations in the sense of Section 3 of the Convention of Privileges and Immunities of the United Nations and access thereto shall be subject to the control and authority of the United Nations. The
premises shall be inviolable for the duration of the conference, including the preparatory stage and the winding-up,

29. UNDSS (DHSSS) is to be consulted in order to provide comments and revision on the security provisions and any other provisions which impacts security. The review is to be sent to the Office of Legal Affairs and the Responsible UN Organizations.

30. No modification may be made to the agreement without the approval of the Office of Legal Affairs (e.g. ST/Al/342, Responsibilities paragraph A responsible substantive organizational unit, section D).

Written Security Agreement

31. In addition to the general security provisions of the Host Country agreement, a more detailed operational level agreement between the Host Government and the DSO/ESC should be documented. This agreement should be in writing to clarify and confirm the understanding of both the Host Government and the Responsible United Nations organization concerning the division of responsibilities and tasks outlined in the operational plan. The form of this written agreement may vary according to the preferences of the parties involved, from formal notification to the Host Government, understanding that no objections raised within an agreed timeframe will be viewed by the United Nations as concurrence with the proposals put forward by the DSO/ESC, through an Exchange of Letters up to a signed Memorandum of Understanding (MOU).

32. Each written agreement is tailored to respond to each specific event, focuses on functionality and outlines the responsibilities of each party.

33. The document is to be sent by the DSO/ESC to OLA with the Host Country agreement, after consultation and review with the Responsible Organization and the DO, for an overview to guarantee that no contradiction and/or paradox between the Host Country agreement and the written agreement arise.

34. The agreement shall determine the division of responsibilities between the Responsible UN Organization (UNDSS when/if involved) and the Host Government law enforcement agencies involved. It shall include details of United Nations security staff, accreditation requirements, local security and support personnel, access control hardware and other security equipment, as well as communications and assorted office equipment. The following issues must be agreed upon:

a) Reference to relevant clauses in HCA,

b) Responsibilities of the United Nations ESC/security official and the Government Senior (security) Official,
c) Cooperation of United Nations and local security staff,
d) Handover of responsibility in United Nations premises,
e) Vetting of participants,
f) Operational liaison and crisis cell,
g) Use of firearms and radio communications,
h) VIP protection,
i) Lost and found property,
j) Accreditation,
k) Safety standards and support services,
l) Sweeps of the location for explosive devices,
m) Handover of detainees,
n) Security Risk Assessment summary,
o) Design of security plan for the event,
p) Medical emergency and fire safety plans for the event (which can be included in the paragraph K above).

Security Risk Assessment

35. The SRA, both the preliminary and event specific versions must be conducted according to the procedures outlined in the Security Risk Management model and as per paragraphs 15 and 16 above.

Security Requirement Estimate and Subsequent Budget

36. The purpose of the Security Requirement Estimate (SRE) is to provide a detailed inventory of the minimum resources (human and material) needed from both United Nations and Host Country for an effective Event Security Plan. The DSO/ESC should notify the Responsible UN Organization of the additional budget implications for security resources. In instances where agreement cannot be reached over the budget, the DSO/ESC should report the issues to the DO who will arrange directly or through UNDSS discussion between the authorities of the Host Country and the headquarters of the Responsible UN Organization to achieve an agreeable resolution for both parties. Once agreed the SRE forms the foundations of the security budget. A template for the plan is provided at Annex B.
Event Security Plan

37. The Event Security Plan builds upon the event-specific SRA and Security Requirement Estimate and clearly outlines the responsibilities, functions and tasks of all groups and individuals providing security support for the event. It describes how these responsibilities functions and tasks will be integrated and operationalized. A template for the plan is provided at Annex C.

Conference Management

38. The responsibility for the provision of the required elements of the security plan by the Host Country Authorities, the United Nations security and other conference specific security providers will be established under the HCA and in accordance with the Event Security Plan.

39. Daily reports to UNDSS CSA/SA and UNDSS DHSSS when DHSSS provides supports.

40. Timely specific incident reports to the Responsible UN Organization/ UNDSS CSA/SA, DO and DHSSS when DHSSS provides support.

41. After-action/post-event report to DHSSS for the conferences with an appointed ESC.

H. Responsibilities, Functions and Tasks

42. The primary responsibilities, functions and tasks for the principal parties involved in a special event are listed below. The lists are not exhaustive and other duties may be agreed upon in the specific circumstances of the special event.

I. Responsible UN Organization

43. The Responsible UN Organization must coordinate its activities in planning the event with all relevant United Nations and Host Government security entities.

44. The Responsible UN Organization is responsible for the following:

   a) Communicating its intention to host, or participate to the organization of a conference to the Designated Official (DO) for the country where the event is to be held. A copy of this communication must be forwarded to the UNDSS Division of Headquarters Security and Safety Services (DHSSS) at New York Headquarters at email address (DSS-ExtConf@un.org),

   b) Providing at least 3 (three) months advance notification of the proposed event and regularly updating the DO/SMT on any new developments. A template for this Notification is provided at Annex A,
c) Selection of Venue.

45. To assist with the selection of the most suitable venue, from options proposed by the Host Country, that meets all the requirements for the event, the Responsible UN Organization should consult directly with the DO, CSA/SA or ESC on the possible venues and provide input during the initial Security Risk Assessment (SRA) process.

46. If none of the proposed venues meets the required security standards as outlined in the specific SRA, the country MOSS and the UN physical security standards for conferences, the Responsible UN Organization, in coordination with the DO and the CSA/SA, must advise the Host Country of the necessary enhancements to improve the venue to meet the required standards. The schedule for the implementation of the venue improvements must be agreed by the host country before the Responsible UN Organization commits to organizing the event at the venue.

47. Once a consensus is reached on the venue, the Responsible UN Organization will receive clearance notification from the DO or the appointed ESC on the suitability of the location.

48. The Responsible UN Organization must involve the CSA/SA and the appointed ESC (if any) with the security arrangements and ensure that the details and contacts with HC authority are provided to enable liaison and coordination of security requirements for the event.

49. The Responsible UN Organization is responsible for the budget allocation and funding for United Nations security support and coverage. At an early stage in the discussion of security arrangements, the Responsible UN Organization should inform the Host Country of its responsibility to bear the costs related to all security provisions it will make. The Responsible UN Organization remains responsible for all United Nations security related costs.

J. Designated Official (DO)

50. In accordance with the Framework for Accountability, Designated Officials are responsible for the security of United Nations personnel, premises, and assets throughout the country or designated area. In this regard, the DO must be notified by the Responsible UN Organization through the CSA/SA of the upcoming special event to ensure that the DO is able to assist with the initial planning and participate in meetings, as required, with the host country authorities.

51. On receipt of notification from the Responsible UN Organization of a special event, the DO is responsible for the following:

   a) Ensuring that the SMT is briefed on the upcoming event and discusses the
event-specific SRA and determines whether or not the special event can be
held within acceptable levels of risk in the country at the particular location,
b) Ensuring that the Responsible UN Organization, UNDSS DRO Desk, UNDSS
DHSSS are timely informed of the SMT decisions as regards the clearance for
the event to occur,
c) Providing input as to the suitability of the selected venue,
d) Receiving regular updates on the progress of the planning from the CSA,
UNDSS DRO Desk, UNDSS DHSSS and Responsible UN Organization,
e) Monitoring progress of the planning and ensures that the security
arrangements comply with UNDSS policies, guidelines and the mitigation
measures outlined in the SRA.


52. The CSA/SA is responsible for participating in and providing security inputs to
the operational planning for special events being planned by UN organizations in
their Area of Responsibility. On receipt of an special event notification the
CSA/SA is responsible for the following:
a) Conducting an event-specific SRA, in coordination with a security
professional from a UNSMS organization (if designated), to determine the
feasibility of holding the special event in either the country or at a specific
venue,
b) Informing the DO, the UNDSS DRO Desk and UNDSS DHSSS of the above
notification,
c) Visiting the venue and advising the DO, Responsible UN Organization,
UNDSS DRO Desk and UNDSS DHSSS of the suitability of the venue and
what, if any, additional security measures are required.

53. Meeting with the in country Responsible UN Organization representative and
participating in the technical mission and security related meetings with the host
country law enforcement agency assigned to secure the venue.

54. Meeting with the ESC/DSO and providing a detailed briefing outlining the
security arrangements and introducing the ESC/DSO to personnel from the host
country law enforcement agency assigned to secure the venue.

55. Briefing the DO/SMT on the threat and risk to the special event and outlining the
security arrangements being put in place by the host country.

56. Providing the DO/SMT, Responsible UN Organization, Regional Desk and
UNDSS DHSSS with a copy of the SRA and advising the Responsible UN
57. Liaising with all parties involved in the planning for the special event.

58. Maintaining close contact with ESC/DSO during the preparatory stages and for the entire duration of the special event.

59. In circumstances where there is no requirement for additional security support from SSS and when a CSA/SA can assume the role of the ESC, the responsibilities outlined below must be fulfilled.

60. The CSA/SA assignment is subject to authorization of his/her Designated Official. He/she is formally appointed by the Designated Official in a correspondence addressed to the Responsible UN Organization (copy UNDSS DHSSS, UNDSS DRO).

L. Event Security Coordinator (ESC)

61. The Event Security Coordinator (ESC) is a security professional appointed by UNDSS DHSSS in consultation with UNDSS DRO as a result of:

   a) A designation from the UNDSS DHSSS Director,

   b) A request from the DO/SMT,

   c) A request from the Responsible UN Organization.

62. The ESC may be chosen from:

   a) a pre-determined selection,

   b) a DHSSS duty station,

   c) CSA or SA in the country, or

   d) an Agency, Fund or Programme professional security officer.

63. Under special circumstances, the DHSSS Director may appoint a UNDSS SSS G staff member at a senior level.

64. The level of security support required for the event will be determined by the nature and scope of the event and also by the threats identified in the SRA.

65. The ESC is responsible for ensuring that security arrangements put in place by the host country law enforcement agency include the appropriate mitigation measures required.
66. Maintaining close contact with the Responsible UN Organization and ensuring the coordination of all security needs and arrangements with the host country authorities are included in the overall event plan and budget proposal.

67. Maintaining contact with DHSSS, CSA or SA and the appropriate DSS/DRO Regional Desk.

68. Obtaining and reviewing the SRA provided by the CSA/SA to establish the threat and level of security support required.

69. Participating in the technical missions with Responsible UN Organization and the host country authority to outline United Nations security needs and best practices. If the venue is cleared, the ESC requests that the CSA/SA attends all security related meetings with the relevant parties and HC representatives.

70. Conducting an event-specific SRA, in collaboration with the CSA/SA and host country law enforcement agency to determine the threats to the event and establish the appropriate level of security support required to mitigate the risks.

71. Preparing, on behalf of the Responsible UN Organization the Written Agreement between the host country law enforcement agency providing security at the venue and the ESC.

72. Subsequent to the outcomes of the SRA(s), the use of armed personnel may be deemed necessary. If the Host Country is unable or unwilling to provide the level of armed security required, or if the Event Security Plan determines the need for armed Security and Safety Services Officers, the ESC should obtain the necessary firearms permits to ensure that the SRA recommendations can be met by United Nations Security Officers.

73. Preparing the Security Requirement Estimate (SRE) or budget. The ESC should notify the Responsible UN Organization of the additional budget implications for security resources. In instances where agreement cannot be reached on the budget, the ESC should report the issues to DHSSS, which will arrange discussion between DSS and the headquarters of the CO to achieve resolution.

74. Preparing a detailed Event Security Plan taking into account the event-specific SRA and clearly outlining the responsibilities, functions and tasks of all groups and individuals providing security support for the event. The plan must include:

a) Situation and mission: The threats and risks identified in the event-specific SRA and a statement of responsibility of the host country law enforcement and DSS Security based on the written agreement,

b) Overall security operations concept and strategy,

c) Coordination, crisis response and function of the event Security Control Centre,
d) Accreditation, registration process and issuance of ID badges,

e) Access control, screening and surveillance,

f) Hotel/accommodation security arrangements (as applicable),

g) Fire safety, medical response and support operations,

h) Staff deployments and post instructions including daily briefing and security bulletin, equipment, material, uniforms and plainclothes,

i) Protective services for Senior United Nations Officials and non United Nations VIP participants,

j) Communication and logistics.

75. Clearance and access of Media Coordinating the daily transportation for security personnel servicing the conference.

76. Monitoring of the security aspects of accreditation process for participants and issuance of event ID badges on behalf of the Responsible UN Organization as well as identifying areas within the conference site that have restricted access.

77. Establishing an armoury if required (combination safe locks will be necessary for the safekeeping of DSS weapons).

78. Conducting assessments of possible housing arrangements for the Delegates and United Nations staff serving the meeting should be made. This will be later communicated to the Responsible UN Organization.

79. Ensuring that daily explosives searches are conducted by the host country law enforcement agency.

80. Establishing and operating a joint operational command and control centre inside the venue.

81. In circumstances where the SRA and Event Security Plan identify the need for additional United Nations Security Officers, then the ESC should contact DHSSS and request additional support from other SSS duty stations. The Request Form for Deployment of SSS officers is provided at Annex D.

82. The ESC must submit the event-specific SRA and Event Security Plan to DHSSS for guidance on strategic, technical and tactical issues related to the special event. If supporting security personnel are needed, DHSSS will coordinate their deployment.

83. Submitting regular updates on the preparation of the special event to DHSSS and the CSA/SA for information and record keeping.
84. Submitting a Daily Report Log of the event to DHSSS and the CSA/SA for information and record keeping.

85. Submitting timely and specific incident reports to the Responsible UN Organization/DO and DHSSS.

86. Submitting an after action report to DHSSS and corresponding Chief of SSS, to include best practices and lessons learned.

87. Supervising the SSS personnel during their mission assignment supporting the event.

88. Accepting from the HC the hand-over of the event venue as stipulated in the HCA and coordinating the handing back of the venue to the HC. Ensuring that no United Nations documents are left behind, and verifying that any rented equipment is returned and that all necessary items to be shipped are properly dispatched.

**M. Designated Senior Official of the United Nations (DSO)**

89. In the absence of an Event Security Coordinator, the Responsible UN Organization is to nominate one of its United Nations staff members at a senior level to be the DSO for the event. He/she must have been involved in the preparation/coordination for the event. He/she is accountable to his/her Organization Executive Head for the safe conduct of the activity for the event, including preparatory stage and winding-up.

90. The DSO is responsible for the correct observance of the Host Government Agreement, the UN jurisdiction perimeter and the security provisions.

91. The DSO has authority and control for the security provision in locations/areas deemed to constitute premises of the United Nations.

92. The DSO establishes and maintains liaison and coordination with the host government security, the Designated Official and the UNDSS personnel at the duty stations.

93. The DSO is responsible for ensuring that security arrangements put in place by the country law enforcement agency include the appropriate security mitigation measures.

94. The DSO is responsible for the accreditation, registration, issuance of ID badges, access control, screening and surveillance, safety and medical response, emergency operation, communication, logistics and protocol issues.

95. Submitting timely and specific incident reports to the DO, Responsible UN Organization and DHSSS.
N. UNDSS Division of Headquarters Security and Safety Services (DHSSS)

96. UNDSS DHSSS has the delegated authority for the coordination, overview and provision of strategic and technical advice for all special events held at venues away from United Nations Secretariat headquarters, United Nations Agencies Funds and Programmes and Specialized Agencies' headquarters.

97. DHSSS is responsible for the review of the event notification and provide advice to the Responsible UN Organization on the process for arranging appropriate security.

98. Reviewing and assessing the initial event-specific SRA to determine if the risks posed by the identified threats can be mitigated with local security resources or if there is a need for additional DHSSS/SSS support.

99. If the Responsible UN Organization requests DHSSS to supply the ESC, DHSSS will identify a SSS duty station (also called Office Away from Headquarter: OAH) to provide a security officer to undertake this function.

100. Coordinating information sharing, security support, in close collaboration with the Responsible UN Organization, UNDSS DRO, UNDSS SSS of OAHs, DO, CSA and host country as required.

101. Providing expertise and advice on strategic, technical and tactical levels which require the following actions:

   a) Advising the Under-Secretary-General for Safety and Security regarding all special events,

   b) Receiving and reviewing the event-specific SRA, the draft HCA, Written Agreement, Security Plan,

   c) Mobilizing resources and, if necessary, assigning responsibility to a duty station to take the lead for the provision of SSS personnel to support the event. The designation of the duty station will be based on geographical proximity, resource availability, past association/interaction with the Responsible UN Organization, its programme activities and/or its headquarters,

   d) Coordinating the deployment of SSS supporting personnel and requesting support from the Chiefs of SSS at the different duty stations (as per requirement of initial SRA and Security Plan), and specifying the relevant criteria based on proximity to the location of the event, availability for the duration of the event, and required skills set such as language, experience and training,

   e) Providing contact information for SSS support personnel to the ESC for further coordination with the Responsible UN Organization,
f) Coordinating with DRO Regional Desks, DO and CSA/SA as required,

g) Liaising and providing regular updates on the preparations for the event with the regional desk, CSA/SA and Responsible UN Organization,

h) Reviewing SRA updates, daily reports and plans for special events,

i) Maintaining a 6 month forecast of planned special events being held away from headquarters,

j) Maintaining records and Special Events Database,

k) Establishing links with UNSMS organizations and obtaining input on all their planned special events.

O. Division of Regional Operations (DRO)

102. The DRO Regional Desks are responsible for ensuring that DHSSS, DO, CSA/SA are aware of the special event(s) scheduled to take place in their area of responsibility. On receipt of notification regarding any special event the Regional Desk Officer concerned is responsible for the following:

a) Ensuring that all UNSMS/DSS and other United Nations entities are fully aware of the event,

b) Requesting the CSA/SA conducts the initial SRA for the event,

c) Communicating with the Responsible UN Organization focal point and DHSSS to discuss salient points related to security planning needs (VTC, Emails and telephone),

d) Obtaining contact information for the ESC from DHSSS and facilitating contact between the ESC and the CSA/SA,

e) Receiving updates from the CSA/SA on the decisions taken by the SMT/DO relevant to the special event and the initial SRA and ensuring that DHSSS is aware of these decisions,

f) Receiving updates from the CSA/SA on all correspondence related to the event and communicating the information to DHSSS,

g) Reviewing the SRA and advising on risk management measures that will be required for the special event,

h) Consulting and informing the DO and DHSSS prior appointing/authorizing the CSA/SA as the ESC.

P. Host Country
103. In accordance with the primacy of Host Country responsibility for safety and security, the Host Country is responsible for the safety and security of delegates, staff and visitors participating in the special event. In this regard, the HC shall furnish such police protection as may be required to ensure the effective functioning of the conference in an atmosphere of security and tranquility, free from any security disruption.

104. The provision of these requirements is based in the concept of establishing a safe perimeter, through any sort of physical barriers, whose entrances will be controlled through the vetting and accreditation of participants, as well as the screening of any person, vehicle and parcels entering the perimeter. Once the safe area is established, external perimeter protection is provided by the Host Government, while internal security measures are coordinated and provided by UN Security Officers, supported by Host Government personnel.

105. The HC must provide a senior officer who directly supervises and directs all Host Country security elements supporting the special event. This senior officer must work in close cooperation with the ESC as the United Nations designated security official for the event.

106. During the HCA negotiations, the demarcation of territoriality is agreed. The parties at the negotiation determine the defined area, which will become United Nations territory where the United Nations will be responsible for providing security. The process and timeline for the transfer of responsibility from the HC to the United Nations and back again at the conclusion of the special event is also defined.

107. The HC representatives meet with the CSA/SA and DSO/ESC to discuss security arrangements for the event and United Nations best practices e.g. perimeter and access controls. The Written Agreement is completed and the Event Security Plan must be agreed by the law enforcement agency providing security at the venue.

108. The Government law enforcement agencies and/or any private security company operating within the UN premises must be authorized and controlled by the legitimate authority of the United Nations (DSO/ESC). Thereto, the police protection will act consequent to consultation and authorization of the designated senior official.

109. In some cases, the law enforcement agency providing security for the event may use private security companies to supplement the security apparatus. In such circumstances, the HC must be advised that the law enforcement authority is required to provide security clearance for the privately contracted security staff prior to their arrival at the venue. This clearance by the law enforcement authority must be in writing and applies to privately contracted security staff serving in any capacity, whether employed by the Host Country, the venue or outsourced to private companies.
Q. Government Senior Officer

110. Being appointed by his/her Government authority, the Government Senior Officer works in close co-operation with the DSO/ESC and is responsible for:

a) The law enforcement agencies personnel, private security company personnel, locally hired personnel appointed to support the security apparatus for the event,

b) The observance of the security provisions as laid in the host government agreement, the security agreement and the security plan,

c) Providing information pertinent to security to the DSO/ESC,

d) Developing a joint security plan and/or a Concept of Operation with the DSO/ESC,

e) Providing assistance to the DSO/ESC in all security related matters,

f) Providing support with the deployment of resources (i.e. Police presence, Explosive detection, screening, etc.) as identified in the SRA, in the SRE and required in the Security Plan/Concept of Operations and agreed in the host government agreement,

g) Establishing appropriate command and control so the police protection will act consequent to consultation and authorisation of the DSO/ESC when deployed, assigned in a UN jurisdiction area.

R. Conclusion

111. The use of these guidelines when planning special events away from headquarters not only streamlines the processes but also standardizes the organization and delivery of security support for special events.

Annexes

A Template for Notification by Responsible UN Organization of a special event

B Template for Security Requirement Estimate

C Template for Event Security Plan

D Request for Deployment of SSS officers

ANNEX A

Template for Notification by Responsible UNSMS Organization of a special event

UnitedNations NationsUnies
INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: Designated Official (DO) of country (if name unknown, check DSS website or consult DHSSS PoC)
A: Date

THROUGH: Chief Security Adviser (CSA)/Security Adviser (SA)

FROM: Responsible UN Organization

SUBJECT: Notification of XY meeting at XY location on XY date

1. Further to the guidelines on the provision of security at special events and conferences sponsored by the United Nations Organizations, our office would like to inform you of the upcoming Meeting (NAME) to be held in CITY, COUNTRY, from XY to XY (DATES).

2. Our office is copying UNDSS on this communication for its review and determination if additional security arrangements with the host government are advisable. Please find attached summary details on the activity. In the event that we do not hear from you, we assume that the arrangements already in place are sufficient to proceed.

3. For preparation purposes, (name and title of individual from Sponsoring Organization/UN Organizer) has been assigned to act as the point of contact for the further coordination of this activity.

THE FOLLOWING PARAGRAPH IS TO BE INCLUDED IN CASES WHERE MOST OF THE POLITICAL ARRANGEMENTS HAVE ALREADY BEEN MADE.
4. As per UNDSS guidelines, please find attached the signed Host Country agreement to be signed by the Government of XY, as approved by the United Nations Office for Legal Affairs (OLA). Our office (SPELL IT OUT) would like to draw your attention to paragraph number of the Host Country Agreement whereby the Government of Y will be providing, at its expense, police and security protection for the duration of the Meeting.

cc: UNDSS USG

UNDSS DHSSS Director

UNDSS DHSSS, External conference coordination Officer (DSS-ExtConf/NY/UNO@UNHQ)

UNDSS CSA/SA

Summary table of meeting event details

<table>
<thead>
<tr>
<th>Title of event, and summary of its purpose.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible UN Organisation’s name and reporting lines.</td>
<td></td>
</tr>
<tr>
<td>Dates of event (including preparatory events and winding up)</td>
<td></td>
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<tr>
<td>Connection with other events (e.g. preliminary to, or contributing to a process involving other events)</td>
<td></td>
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<tr>
<td>Number of participants</td>
<td></td>
</tr>
<tr>
<td>Number of UN staff members</td>
<td></td>
</tr>
<tr>
<td>Attendance of VIPs</td>
<td></td>
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<tr>
<td>Attendance of Senior United Nations Officials (name and Organization)</td>
<td></td>
</tr>
<tr>
<td>Location of event, and description of facilities (with security related information)</td>
<td></td>
</tr>
<tr>
<td>Involvement of host government and any agreements being made for security support (preferably written commitments)</td>
<td></td>
</tr>
<tr>
<td>Names and contact information of parties from the Host Government that have already been engaged</td>
<td></td>
</tr>
<tr>
<td>Name and contact details of DSO or ESC</td>
<td></td>
</tr>
</tbody>
</table>
ANNEX B

Template for Security Requirement Estimate

<table>
<thead>
<tr>
<th>#</th>
<th>Information</th>
<th>Responsible</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increase awareness of staff and participants Country, City, Venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Intelligence collection and risk assessment</td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Certificate of fire safety issued by the Firefighters (prior to the opening)</td>
<td></td>
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<tr>
<td>4</td>
<td>Pamphlets and educational material on public health issues</td>
<td></td>
<td></td>
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<tr>
<td>5</td>
<td>Event website – email address</td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>Collection of Security Plans from various security agencies involved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>MEDEVAC - CASEVAC</td>
<td></td>
<td></td>
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</tbody>
</table>

**External security layer**

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>8</td>
<td>Air and maritime traffic control</td>
<td></td>
<td></td>
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<tr>
<td>9</td>
<td>Coast Guard patrols in the water and in the dock</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Hostile surveillance reconnaissance detection capabilities</td>
<td></td>
<td></td>
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<tr>
<td>11</td>
<td>Special Police teams on call – SWAT teams</td>
<td></td>
<td></td>
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<tr>
<td>12</td>
<td>NRBC team from firefighters - on call</td>
<td></td>
<td></td>
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<tr>
<td>13</td>
<td>Identification and notification of nearby medical centres</td>
<td></td>
<td></td>
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<tr>
<td>14</td>
<td>Police presence in the perimeter (external)</td>
<td></td>
<td></td>
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<tr>
<td>15</td>
<td>Bomb Squad on call</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Riot control units</td>
<td></td>
<td></td>
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<tr>
<td>17</td>
<td>Stand by alert to nearby Firefighters stations</td>
<td></td>
<td></td>
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<tr>
<td>18</td>
<td>Customs for import/export of SSS weapons and ammunitions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Transit restrictions for conference participants as per security level and SRA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Traffic police in the adjacent streets</td>
<td></td>
<td></td>
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<tr>
<td>21</td>
<td>Reinforced police presence at the venue and selected hotels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Police presence in main transit points and entrances (external)</td>
<td></td>
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<tr>
<td>23</td>
<td>Parking prohibition nearby the warehouses</td>
<td></td>
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<tr>
<td>24</td>
<td>Police escort for Cash transfer</td>
<td></td>
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<tr>
<td>25</td>
<td>Armed guard at the bank branch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Designated area for public demonstrations</td>
<td></td>
<td></td>
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<tr>
<td>27</td>
<td>Signage, barriers and equipment for demonstrations’ area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Transportation of participants and UN staff from/to the venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Transportation of UN Security Officer from/to the venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Special coordination for field visits to be carried out by SUNOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Perimeter protection and access control on the venue</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Internal Security layer**

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>32</td>
<td>Physical security of the perimeter of the venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Control and monitoring of the perimeter (internal)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Control and monitoring of contractors and delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Explosive detection searches by sniffing dogs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Restricted number of access in the venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Host Country Police Team in access points to restrict entrance of non accredited – in support of UN Security</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Security screening: people, parcels, cars, magnetometer and X-ray</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Pass control / supervision at the entrances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>Vehicle control and searches – providers, VIP’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>Special line for press representatives in the main access</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Special line for VIP/VVBIP in main entrance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Special entrance/exit for VIP/VVIP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>Accreditation of delegation coordination (Protocol)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Accreditation of vehicles</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Accreditation
Accreditation of police, firefighters and private security personnel
Sample passes
Secondary badging

**Inner Security layer**
Safety / risk prevention inspections carried out permanently
Internal security patrols
Firefighters team stationed at the venue
Medical Post with bedding, doctor and resuscitation capability
Ambulance
Security/Safety signage (prohibited items, emergency number, medical post)
CCTV and fire detection monitoring
Smoke detection system with fire panel and Public Address System for evacuation – according to NFPA or corresponding local standard
Safe for weapons and Armory clearing barrel
UN Security Personnel SOP / Deployment plans
Security Posts description and Posts Orders
Assign personnel to man the Security Control Centre
CCTV and monitoring room
Custody room – for apprehended/retained material
Lost and found office and Log documentation
(Crisis) Joint Command Center
Establishment of the Security Operations Centre – area and equipment
Security Committee appointments
Incident reporting and log documentation
Security meeting room
Support to access control of special restricted meetings (Bilateral meetings)
SG’s office /safe heaven
VIP Room (s)
Close protection for the UN Senior Officials
Senior UN Officials – SUNO escorts
Possible presence of the UN SG - UN Senior Officials
Close protection for the Dignitaries other then UN Senior Officials
Coordination of security details from other VIP’s attending the event

**Communication**
VHF communication – Frequencies
Landline – hotline number and equipment
Mobile phone - SMS – Text messages – equipment, numbers and groups
Satellite phone
ANNEX C

Template for Event Security Plan

1. Situation
   1.1. Description of the event, synopsis.
   1.2. Description of the location, city, venue.
   1.3. Summary of the threat assessment.

2. Mission:
   2.1. Statement of responsibility of the UNDSS Security based on the Memorandum of Understanding
   2.2. Statement of responsibility of the Government based on the Memorandum of Understanding

3. Execution,
   3.1. Summary of arrangements.
   3.2. Overall security operations concept

4. Grouping and assigned tasks
   4.1. Security organizational chart for the event.
   4.2. Staffing table and contact details for each group (4.2 and 4.3 could be consolidated in one single table)

5. Command and control,
   5.1. Concept,
   5.2. Members and contact details
   5.3. Mission
   5.4. Tasks

   6.1. Concept,
   6.2. Members and contact details
   6.3. Mission
   6.4. Tasks

7. Role on accreditation and registration scheme,
   7.1. Mission
   7.2. Tasks
   7.3. Procedure

8. Screening and control procedure when/if applicable
   8.1. Mission
   8.2. Tasks
   8.3. Procedure
   8.4. Lost & found procedure
8.5. Prohibited items list and procedure

9. Daily transportation for the security servicing the conference
   9.1. Mission
   9.2. Tasks
   9.3. Procedure
   9.4. Back up, contingency plan

10. Hotel/Accommodation security arrangements (as applicable).
    10.1. Map,
    10.2. Pictures,
    10.3. Allocated rooms,
    10.4. Safe heaven
    10.5. Screening and control procedure when/if applicable
    10.6. Security (company)
    10.7. Back up accommodation
    10.8. Hotel evacuation plan (Annex)

11. Safety, Medics and Support Operations
    11.1. Support entity and contact details
    11.2. First Aid transactions procedure on site
    11.3. Medical evacuation plan (from site event to designated hospital)
    11.4. MEDEVAC
    11.5. CASEVAC

12. Post instructions
    12.1. SOPs for each UN post and UN security Officers
    12.2. SOPs for each Police posts and HG police officer within the UN defined area (in both language, English and locale) when/if possible
        Please confirm procedure agreed with the HG regarding the handling the lost and founds items. If under the UN security responsibility please add a specific SOP.

13. VIP protection

14. Communication
    14.1 Main communication network, chart,
    14.2 VHF frequencies, channel, call signs and chart
    14.3 Mobile phone, numbers, SMS procedure and chart
    14.4 Satellite Phone, numbers

15. Logistics, dedicated areas and offices (identification of the Executive Offices)
    15.1. List of dedicated UN areas and offices
    15.2. Access restrictions and procedure where required.
    15.3. Blue print or schematic of the premises
15.4. Additional equipment required and deployment location at the venue. Host Government support entity and contact details of focal points.

16. Briefing and reports:
16.1. Daily briefings with key security players
16.2. Daily reports to HQ
16.3. Incident reports

17. Equipment, material, uniforms and plain clothes
17.1. List of equipment
17.2. Procedure for uniforms and plain clothes

18. Protocol issues
ANNEX D

Request for Deployment of SSS officers

Requirement
Please include a description of the concept generating the deployment

Name of the Conference:
Date:
Location:
Duration (Days):

Description of duties
Please include a description of the specific task expected to be delivered by the officer deployed

Number of posts to be filled

Duration of requirement

Is Rotation of officers recommended?

Specific skills

Restrictions
Please include any perceived restrictions for the selection of the officers

Equipment
Please include a list of the equipment required to be provided by the officer

Reporting Lines

Focal point for administrative requirements

Carriage of firearms

Visa requirements

Other Deployment specific issues
Any other miscellaneous comments should be provide here

5Comments in italics are offered as illustrations of the type of information required and should be overwritten.

6The Receiving Mission, Event Organizer or Country team will reimburse the costs as identified in the Deployment Information Sheet.
Chapter X

GUIDELINES ON SECURITY MANAGEMENT OF UN COMMON PREMISES
A. Introduction

Common Premises shared by the United Nations organizations are an important component of the Secretary-General’s UN Reform Programme. The objective of Common Premises is to build closer ties among United Nations personnel and promote a more unified presence at country level in a cost-effective manner. By establishing common services and clustering operational activities of agencies together the United Nations aims to reduce operational costs considerably and become more effective and efficient in supporting programme delivery.

The Security Policy Manual, Chapter IV, Section E: “Security of United Nations Premises”, establishes the basic principles and requirements for efficient and effective management of security risks associated with United Nations Personnel. The policy contains two specific references to Common Premises. It indicates that the cost-sharing mechanism should be applied to Common Premises; and that the security risk management process should guide the Designated Official’s recommendation to establish Common Premises. However the policy does not elaborate on the respective roles and responsibilities, the practical implementation of the measures that may be agreed within the SRM process and the management and oversight of Common Premises at the local level.

B. Goal

The goal of these guidelines is to clarify the roles and responsibilities of security managers and security decision-makers with regard to the management and oversight of United Nations Common Premises in all its aspects, from the selection process, day-to-day management, management of guard services and security related training.

The matrix attached in Annex describes each step of the management and oversight of United Nations Common Premises in detail, and also includes the roles and responsibilities of relevant actors of the UNSMS in that regard.

These Guidelines should be read in conjunction with other policies of the UNSMS Security Policy Manual, in particular, Chapter IV, Section E: “Security of United Nations Premises”; Chapter IV, Section I: “Armed Private Security Companies” and Chapter IV, Section K, “Unarmed Private Security Services”.

C. Definition of UN Common Premises

For the purpose of these guidelines, UN Common Premises are defined as premises housing at least two UN entities of which one entity is the UNSMS Organization managing the lease on behalf of the tenant UN entities.

D. Roles and Responsibilities

UNSMS organizations

When UNSMS organisations agree to share common premises\(^1\), one organization is designated to manage the lease on behalf of the organizations. When guard services are

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1 In some cases, the decision is supported through the Operations Management Team (OMT).
recommended at the Common Premise, the managing organization will designate a Contracting Officer, responsible for the administration of the contract, while the day-to-day management and oversight of the private security company is the responsibility of the senior security professional, also referred to as Contracting Officer’s Representative\(^2\) (see below).

**Security Professionals**

The UNSMS *Security Policy Manual*, Chapter II, section B : “Framework for Accountability” (FoA) (Annex A) spells out the role and responsibilities for the Chief Security Advisers/Security Advisers with respect to UN premises: he/she “serves as principal adviser to the Designated Official (DO) and the Security Management Team (SMT) on all aspects of security management, crisis readiness and preparedness at their respective duty stations and in the execution of responsibilities with regard to the security of personnel employed by the organizations of the United Nations system and their eligible dependents, premises and assets”.

Through these guidelines, it is confirmed that in most cases, security management oversight of Common Premises is the responsibility of the most-senior security professional, i.e. the Chief Security Adviser, Security Adviser, Chief Security Officer, or Field Security Coordination Officer as required. In some cases, a security professional of a UNSMS organisation may be asked to undertake this activity in agreement with his/her organisation.

**Common Premises Security Coordination Team**

A Common Premises Security Coordination Team may be established, specifically for the purpose of coordinating and supporting the most-senior security professional in the selection or day-to-day management of security arrangements for the Common Premises.

The most-senior security professional shall consult with the local administrative/finance networks, such as the Operational Management Team (OMT), on to the administrative and financial implications of the selection and/or day-to-day management of security arrangements for the Common Premises.

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\(^2\) The responsibilities of the Contracting Officer’s Representative are identified in detail in the UNSMS Guidelines on the Use of Unarmed Private Security Services.
ANNEX

Common Premises Security Management Matrix

<table>
<thead>
<tr>
<th>Ser.</th>
<th>Activity</th>
<th>Responsibility</th>
<th>Frequency</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Review of general security related suitability of potential Common Premises</td>
<td>The senior-most security professional directly supporting the Designated Official (DO) is responsible for reviewing identified premise which could be used as Common Premises. In agreement with the concerned UNSMS organisation, a security professional of this UNSMS Organisation may be asked to undertake this activity.</td>
<td>As required</td>
<td>A Common Premise Security Coordination Team may be established to support this effort. This would entail a premises-specific SRM. The measures identified would be for the Common Premise and are not meant to become country or area MOSS for that country.</td>
</tr>
<tr>
<td>1.2</td>
<td>Selection of Common Premises</td>
<td>Normally led by the UNSMS organisation performing the role of the Contracting Officer (CO) for the Common Premises(^3), supported by OMT.</td>
<td>As required</td>
<td>Inputs from the security assessments as well as other pertinent administrative issues will inform this decision. - Facility Safety and Security Survey (FSSS) - Blast Assessment should be carried out, as required:</td>
</tr>
<tr>
<td>1.3</td>
<td>Coordination with host Government to obtain approval for selected Common Premises (on security and safety matters).</td>
<td>The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organisation, a security professional of this</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^3\) Ref. Security Policy Manual, Chapter IV, Section K: “Unarmed Private Security Services”: “Formal administration of the contract will be the responsibility of the Contracting Officer (CO), while the day-to-day security management and oversight of the private security company providing UPSS is the responsibility of the Contracting Officer’s Representative (COR). In the case of a common UNSMS facility, the senior security professional shall be appointed as the COR.”
### 1.4 Authorisation for individual personnel to occupy the common premises

Individual UNSMS organisations. As required To follow individual organizations' procedures.

### 2. Day-to-Day Oversight of Common Premises

<table>
<thead>
<tr>
<th>Ser.</th>
<th>Activity</th>
<th>Responsibility</th>
<th>Timeline</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Liaising with building management on all issues related to the delivery of contracted services. Liaising with building owner as required</td>
<td>Normally led by the UNSMS organisation performing the role of the CO for the Common Premises.</td>
<td>As required</td>
<td>This may include contracted security related services, such as a service contract for electronic security systems. In this case, identified shortcomings are to be raised by the senior-most security professional directly supporting the DO (or a security professional of a UNSMS organization who agreed to undertake this activity) to the UNSMS organisation performing the role of the CO for the Common Premises, supported by OMT. UNSMS Policies for “Armed Private Security Companies” and “Unarmed Private Security Services” must be adhered to in the context of the contracted services.</td>
</tr>
<tr>
<td>2.2</td>
<td>Liaising with host Government forces assigned to the Common Premises.</td>
<td>The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a security professional of this UNSMS organization may be asked to</td>
<td>As required</td>
<td>A Common Premises Security Coordination Team may be used to support this effort. Consideration here for liaising with fire services, hospitals, civil defence and other relevant agencies.</td>
</tr>
<tr>
<td>2.3</td>
<td>Conducting security assessments of the Common Premises and informing UNSMS organisation performing the role of the CO of the site of the resulting recommendations to amend security management measures such as any technical, or procedural measures for the facility.</td>
<td>The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a Security Professional of this UNSMS organization may be asked to undertake this activity.</td>
<td>As required</td>
<td>A Common Premises Security Coordination Team may be established to support this effort.</td>
</tr>
<tr>
<td>2.4</td>
<td>Implementation of recommendations of security surveys/assessments.</td>
<td>Led by the UNSMS organisation tasked with the role of the CO for the Common Premises, supported by OMT (procurement related steps), with overall responsibility of the Heads of the UNSMS organisations present in this facility (funding and managerial follow through).</td>
<td>As required</td>
<td>Technical evaluation/advice on suitability of options identified in the procurement process by the senior-most security professional directly supporting the DO (or a Security Professional of a UNSMS organization who agreed to undertake this activity).</td>
</tr>
<tr>
<td>2.5</td>
<td>Monitoring the extent to which Building Management (non UN) and UN resident organisations have implemented security recommendations and are following agreed security procedures.</td>
<td>The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a Security Professional of this UNSMS organization may be asked to undertake this activity.</td>
<td>Continuous</td>
<td>A Common Premises Security Coordination Team may be used to support this effort.</td>
</tr>
<tr>
<td>2.6</td>
<td>Following Serial 2.4, advising Building Management (non UN), where pertinent, on remedial actions required on their part.</td>
<td>Led by the UNSMS organisation tasked with the role of the CO for the Common Premises, supported by OMT.</td>
<td>Continuous</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>2.7</td>
<td>Developing Common Premises security SOPs and ensuring established SOPs and policies are adhered to by resident UNSMS organisations.</td>
<td>The senior-most security professional directly supporting the Designated Official (DO). In agreement with the concerned UNSMS organization, a Security Professional of this UNSMS organization may be asked to undertake this activity.</td>
<td>Continuous</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A Common Premises Security Coordination Team may be used to support this effort.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>An example is the fire plan as required by UNSMS “Fire Safety” policy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.8</td>
<td>Ensuring that established Common Premises security SOP's and policies are adhered to by resident UNSMS organisations.</td>
<td>Heads of resident UNSMS organisations with technical support and guidance from the senior-most security professional directly supporting the DO and/or the UNSMS organisation's Security Professionals.</td>
<td>Continuous</td>
<td></td>
</tr>
<tr>
<td>2.9</td>
<td>Advising UNSMS organisations on additional security measures pertinent to that organisation for the space they occupy in the Common Premises.</td>
<td>The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a security professional of this UNSMS organization may be asked to undertake this activity.</td>
<td>If and when required</td>
<td></td>
</tr>
<tr>
<td>2.9a</td>
<td>Managing the security portion of the Common Premises Budget.</td>
<td>Normally led by the UNSMS organisation performing the role of the CO for the Common Premises, supported by OMT.</td>
<td>Continuous</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>If established through MOU by Common Premises resident UNSMS organisations.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.9b Leading/coordinating immediate incident response for security related incidents in/at Common Premises.

The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a Security Professional of this UNSMS Organization may be asked to undertake this activity.

If and when required

3. Management of Guard Services at the Common Premises

<table>
<thead>
<tr>
<th>Ser.</th>
<th>Activity</th>
<th>Responsibility</th>
<th>Frequency</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Official administrator of the contract on behalf of the contracting UNSMS organization/s.</td>
<td>Normally led by the UNSMS Organisation performing the role of the CO for the Common Premises (with inputs from senior-most security professional directly supporting the DO and supported by OMT, if appropriate).</td>
<td>Continuous</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Responsible for overseeing the procurement process of security guard related requirements, making an award, making any official modifications and finally for terminating the contract when appropriate.</td>
<td>Normally led by the UNSMS organisation performing the role of the CO for the Common Premises. (Supported by OMT if appropriate).</td>
<td>As required</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Engaging with the guard services provider on issues of major non-compliance with the conditions of the contract.</td>
<td>Normally led by the UNSMS organisation performing the role of the CO for the Common Premises, supported by OMT.</td>
<td>As required</td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Interacting with the private security company providing guard services to ensure services are received in accordance with the</td>
<td>The senior-most security professional directly supporting the DO.</td>
<td>Daily</td>
<td></td>
</tr>
</tbody>
</table>

In agreement with the concerned UNSMS Organization, a Security Professional of this UNSMS Organization may be asked to undertake this activity.
<table>
<thead>
<tr>
<th><strong>Scope of Work (SOW).</strong></th>
<th>Professional of this UNSMS Organization may be asked to undertake this activity.</th>
<th></th>
</tr>
</thead>
</table>

### 3.5
Conducting on-site inspections to ensure generally that:

i. the private security company is filling all posts/positions required with trained, equipped and qualified personnel;

ii. the private security company personnel understand their roles and are in compliance with all general and specific post orders; and

iii. Key Performance Indicators (KPIs) as outlined in the SoW are being met.

The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a Security Professional of this UNSMS organization may be asked to undertake this activity.

| Periodically |  |

### 3.6
Addressing all deficiencies identified through ‘on the spot’ correction if possible. If that is not possible or such deficiencies persist, requests that the CO formally address the issue with the private security company, requiring a corrective action plan and timeline for resolution of the concern.

The senior-most security professional directly supporting the DO.

In agreement with the concerned UNSMS organization, a security professional of this UNSMS organization may be asked to undertake this activity.

| As required |  |
| 3.7 | Requesting removal of private security company personnel from the post and/or contract, as deemed appropriate and with the CO’s formal assistance (this may be gained after the fact depending on the urgency of a situation/issue). | The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a security professional of this UNSMS organization may be asked to undertake this activity. | As required |
| 3.8 | Reviewing invoices to ensure billing is only for security services received (NOTE: Some UNSMS organisations may have different processes regarding how invoices are reviewed and paid. While working within those guidelines, the COR should still meet this duty as outlined). | The responsibility of the CO, supported by the senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organisation, a security professional of this UNSMS organisation may be asked to undertake this support activity. | As required |
| 3.9 | Reviewing invoices to ensure rates are in compliance with the price schedule agreed to in the contract. Levies deductions in accordance with the contract if applicable. | Normally led by the UNSMS organisation performing the role of the CO for the Common Premises (supported by OMT if appropriate). | As required |
| 3.10 | Observing private security company training to ensure requirements outlined in the SoW are met. | The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organisation, a security professional of this UNSMS Organisation may be asked to undertake this activity. | Periodically Ensure that all mandatory training is completed. |
| 3.11 | Reviewing personnel records for private security company personnel assigned to the contract to verify security-related training requirements, in compliance with the SoW. | The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a security professional of this UNSMS organization may be asked to undertake this activity. | Periodically |
| 3.12 | Requesting additional and security-related emergency services as allowed in SoW for crisis or incident response. | The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organization, a Security Professional of this UNSMS organization may be asked to undertake this activity. | As required |
| 3.13 | Coordinating with the CO to request a contract modification for any permanent security-related changes to the contract (i.e. addition or deletion of positions or hours, changes in personnel qualifications or training requirements). | The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organisation, a Security Professional of this UNSMS organisation may be asked to undertake this activity. | As required |
### 4. Security-Related Training at Common Premises Sites

<table>
<thead>
<tr>
<th>Ser.</th>
<th>Activity</th>
<th>Responsibility</th>
<th>Frequency</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Fire Safety; Earthquake, Emergency Evacuation Exercises for personnel, visitors and delegates, Warden training; Mass casualty Management training; and other trainings as required.</td>
<td>The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organisation, a security professional of this UNSMS organisation may be asked to undertake this activity.</td>
<td>Every six months or as dictated by the SRM.</td>
<td>Training requirements, related to common/baseline knowledge for security guards, e.g.: knowledge of First Aid, usage of a Fire extinguisher, usage of hand-held radio devices, should be included into the contractual SoW and be provided by the contracted guard company for the personnel utilised for this contract as far as is practically possible. If guards are contracted directly by the UN, these aspects fall under the responsibility as outlined for premises specific training. Consideration on regulating responsibility for training related to ‘wider’ topics, e.g. UN values, ethics, gender equality, etc. where possible.</td>
</tr>
<tr>
<td>4.2</td>
<td>Training of building security personnel (non-UN contracted).</td>
<td>The senior-most security professional directly supporting the DO. In agreement with the concerned UNSMS organisation, a security professional of this UNSMS organisation may be asked to undertake this activity.</td>
<td>As required</td>
<td>A Common Premises Security Coordination Team may be used to support this effort. The negotiations needed for the service provider to agree to the training to be provided are the responsibility of the CO.</td>
</tr>
</tbody>
</table>
Chapter XI

GUIDELINES ON THE USE OF UNARMED PRIVATE SECURITY SERVICES
A. Introduction

1. The primary responsibility for the security and protection of United Nations personnel, their eligible family members and the premises and property of the United Nations Security Management System (UNSMS) organizations rests with host Governments. Without prejudice to these responsibilities, it is recognized that it may be necessary for the United Nations to use commercial (private) security services for specific security functions, to complement existing capacities or to deliver security services in a cost-effective manner without endangering or compromising the security of United Nations personnel and visitors.¹

2. These guidelines should be read in conjunction with Security Policy Manual, Chapter IV, Section K, “Unarmed Private Security Services” (hereinafter the “Policy”).

3. The fundamental principle of the Policy is that the use of unarmed private security services (UPSS) will be governed by a clear accountability framework, common operational standards and the highest degree of oversight in line with United Nations procurement rules, international standards and human rights law.

B. Aim

4. In circumstances where a UNSMS organization determines that UPSS from a private security company are required, the engagement and use of such services will be governed by a clear accountability and responsibility framework and clear operational standards and oversight. To this end, these guidelines provide further details and descriptions of the requirements and processes outlined in the Policy.

C. Services which may be Contracted from a Private Security Company

5. The objectives of UPSS from a private security company are to provide a visible deterrent to potential attackers and an appropriate response to repel any attack, by means of non-lethal equipment,² in a manner consistent with the UNSMS “Use of Force Policy,”³ respective host country legislation and international law.

6. The UPSS provider may be used to account for persons on United Nations premises, including United Nations personnel and others visiting the premises acting as first responders in the case of an incident including, but not limited to, fire, unruly behaviour among visitors and medical emergencies.

² Non-lethal equipment typically refers to any standard issue equipment (e.g., torches, uniforms, boots, handcuffs, radios, etc.) normally carried by a security official that could reasonably be used to repel an attack.
Protection of United Nations Personnel, Premises and Property

7. Personnel employed by a private security company for UPSS purposes, that is contracted by a UNSMS organization for the protection of personnel, premises and property can perform the following functions:

   a. Provide access control for personnel and vehicles and prevent the damage or loss of assets and disruption of operations from criminal or malicious acts. This could include, but is not necessarily limited to, the following:

      i. Enforce entry/exit control procedures to a given site or sites
      ii. Enforce restrictions on access to sensitive areas
      iii. Enforce visitor control procedures, including escorts where required
      iv. Use electronic body, package or vehicle search equipment
      iv. Perform personal searches for visitors and contractors
      v. Perform vehicle searches
      vi. Perform premises or area searches for suspicious items and explosive devices
      vii. Perform mail screening by inspecting materials and packages entering the premises
      viii. Account for UNSMS organization-owned property leaving the premises or protected area
      ix. Facilitate movement within the premises or area in a manner that meets the operating needs
      x. Activate barrier systems when necessary
      xi. Provide counter-hostile surveillance services

   b. Patrol the designated premises or area:

      i. Identify and report suspicious persons or objects which may cause a security concern; and
      ii. Subsequently contain or remove suspicious persons or objects which may cause a security concern.

   c. Monitor and respond to intrusions and safety alarms;

   d. Maintain guard post records and logs and provide accident/incident, after-action and hazard reporting;

   e. Provide safety, fire, traffic and medical assistance to United Nations personnel and visitors in the event of incidents;

   f. Perform security advisory and assessment services;

   g. Provide site and specialist technical surveys;
h. Conduct installation, maintenance and operation of security technology, such as: walk-through magnetic detectors, CCTV systems etc.;

i. Perform security training;

j. Provide residential guard services;

k. Perform other services as defined in the contract and in accordance with the Policy and Guidelines.

D. Decision-Making Framework

8. The use of UPSS is a security risk management measure that serves two main functions: providing a visible deterrent to potential security risks (e.g., criminal elements or attackers), raising their perceived risk from targeting the protected target, and acting as an appropriate response to repel any such risk that was not deterred.

9. The UNSMS Organization Representative must determine the risks, and their levels, faced by the United Nations system (that is the risks to its personnel, premises and operations) at the location in question and decide what measures are required to prevent, mitigate or lower these risks. This is done through the Security Risk Management (SRM) process. The review and assessment of the host country’s capacity to provide United Nations system personnel, premises and operations with the required standard of protection must be a part of this process. The result should be the creation of risk management options, of which the use of UPSS may be one.

10. When the use of UPSS is determined to be necessary and is not included as a mitigation measure in the extant country Minimum Operating Security Standards (MOSS)/SRM process, the Organization Representative, through his/her respective security focal point (SFP) of the UNSMS organization, shall inform the Director for Regional Operations (DRO) or Director of the Headquarters Security and Safety Services (DHSSS). Records of these decisions are to be retained by DRO and DHSSS in a central repository. The UNSMS organization should also initiate its own procurement process, taking into account these guidelines, to secure such services. As outlined later in these guidelines, this will

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4 Such as Safe and Secure Approach to Field Environments (SSSAFE) training.
5 Depending on the specific organizational structure, this could refer to, inter alia, the Resident Representative of the UNSMS organization in question, a Head of Office, an Area Security Management Team member, a security professional, etc.
7 By December 2016 the concept of Country MOSS will be replaced by the terminology SRM process.
8 Peacekeeping missions and Special Political missions submit the SOW or SOR for endorsement by DRO.
include the production of a Statement of Works (SOW) or Statement of Requirements (SOR). The SOR or SOW is to be endorsed by UNDSS.

11. Once the SOW or (SOR) has been endorsed by UNDSS, the procuring UNSMS organization can start the process of identifying suitable vendors (Service Providers), issuing a request for proposals (RFP) as per the UNSMS organization’s procurement policies. The following sections of these guidelines will assist UNSMS organizations in the selection of a private security company to meet the identified needs that will comply with the policy on the use of UPSS.

E. Screening and Selection of Private Security Companies and Personnel

Pre-eligibility and Selection

12. The following are mandatory requirements that a private security company offering UPSS must meet to be considered for selection:

a. The private security company must have valid and current licences to provide security services in the country where services will be provided.

b. The private security company must be, or must become, a recognized and registered United Nations vendor and shall comply with the appropriate UNSMS organization’s procurement rules and the United Nations Supplier Code of Conduct;

c. The private security company must meet the criteria that the procuring UNSMS organization considers appropriate in the particular procurement proceedings and is reflected in the SOW. Such criteria may include specific requirements related to the possession of the necessary professional and technical qualifications, the possession of certain resources and equipment, requirements related to managerial capability, professional experience, reputation and the personnel that will perform the contracted UPSS (this is covered in more detail in the following sections).

d. The private security company shall not have a record of human rights violations or other discriminatory or unethical practices.

e. The values enshrined in the United Nations Charter, specifically the “respect for fundamental human rights, social justice and human dignity, and respect for the equal rights of men and women”, serve as overarching values to which the private security company must adhere.

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9 In the case of Non-Government Controlled Areas, this will be addressed through internal discussions between the UNSMS organization initiating the requirement and relevant United Nations bodies, e.g., UNDSS, Office of Legal Affairs, Department of Political Affairs, etc.
Screening of Private Security Company Personnel

13. The private security company must undertake all reasonable steps, to the satisfaction of the hiring UNSMS organization, to verify with relevant national authorities that any personnel who will be engaged by them for the contract in question have not been convicted of any serious criminal offences, including by a military tribunal, or found by a national or international authority to have breached international criminal or humanitarian law in any jurisdiction. In addition, in principle, they must not be subject to any ongoing judicial proceedings, including military, in respect of such offences or violations. In this regard, the screening process for personnel will include the following:

a. A criminal background record check with the national police and, where appropriate, military services of the person’s current country of residence, the country of current employment and the country (or countries) of nationality;

b. A verification of the person’s place of employment for the past five years including, where relevant, a background check with all military or law enforcement employers; and,

c. An assessment of appropriate psychological and physical qualifications.

14. In circumstances where the relevant host Government does not have the necessary mechanisms in place to determine the extent of the criminal background or employment of an individual or individuals who may be employed for the contract with the UNSMS organization, the private security company is required to submit, where possible, alternate and equivalent screening certifications, including the use of an independent third party screening company.

15. The private security company shall promptly inform the hiring UNSMS organization of any material change in information obtained under the above-outlined screening process during the provision of services by its personnel. When so requested by the hiring UNSMS organization, the private security company shall immediately replace any such personnel at no cost to the UNSMS organization.

16. On request, the private security company will provide a complete and accurate list of the personnel to be employed on the specific contract to the Contracting Officer.

F. Determining the Appropriate Number of Private Security Company Personnel for a Given Contract

17. Once the decision to contract a private security company has been taken and there is an understanding of the broad geographical areas where UPSS will be contracted to perform, it is necessary to determine the post requirements for the facility. The contracting UNSMS organization should not be concerned with determining the number of guards necessary.
Rather, the focus should remain on the posts required to fulfill the need, what those posts must do, the hours they must function and the total guard hours being contracted. The actual physical number of guards is a matter for the competing private security companies to determine.

18. When determining post requirements, one must recall that the use of guards is part of the overall physical security system for the facility. The process starts with the facility’s security survey and security plan. Guards are a part of a system, not a system in and of themselves. Guards are integrated into the physical barriers, alarms, sensors and CCTV system to assist in detecting unauthorized entry and, in some cases, responding to stop and remove those who have entered without authorization or calling on local security forces for assistance. Posts may be generally defined in two ways: stationary and roving. The primary determining factor for establishing a guard post is the “necessary human being” concept, which requires that certain functions must be carried out by a person being physically present.  

19. Along with determining what functions are necessary at a given point of a facility, it is necessary to determine the hours to be worked and the total number of posts at that point that are required. For example, pedestrian entrance points typically include:

- A closed guard booth controlling the doors and issuing visitor passes (one post)
- A baggage/X-ray machine for screening bags (one post)
- A walk through or hand-held metal detector for screening persons (one post)
- A post at electronic turnstiles verifying identity of personnel entering (one post)

20. The number of posts in this case is determined by traffic frequency and potential bottlenecks. It is necessary to consider the numbers of personnel entering as well as the number of potential visitors, including visitors for large meetings or conferences. Additionally, it is critical that determined posts can handle the workload defined. Too many tasks reduce attentiveness and capacity and too few tasks are mundane and create complacency.

21. Posts may be staffed 24 hours-a-day or only during certain hours of a day on specific days of the week. Posts may even be temporary (i.e., on conference days two additional posts are added for the hours of that conference). It is reasonable at this stage to establish a basic post schedule. While the contracting UNSMS organization does not determine the number of personnel, it may be concerned with the alertness and attentiveness of the guards deployed and thus determine maximum work hours at a given post or at all posts (see the

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10 Examples of requirements include: when entry to a facility requires the active verification of identity and screening of persons to enter, human beings are required to perform the function. Where a facility has CCTV, alarms or sensors in place to detect unauthorized entry, human beings are required to monitor these systems. If the SRA determines that vehicles must be searched for explosive devices prior to entry, a human being must be present to conduct that search.
Special Contract Requirements section of the example contract included with these Guidelines).

22. When determining the required posts, training and competency should also be considered. It is possible for the UNSMS organization to require differing levels of experience and training for different posts. In the entry point example, one post may be specified as a “Senior Guard” or a “Guard”. The “Senior Guard” may stand the visitor pass issuance point while overseeing the other posts. This provides the potential for built-in supervision at a given point.

23. Language requirements are also linked to the training and competency requirements of a given post. At the pedestrian entry point guards must be capable of communicating not only with locals but also with visitors. The language requirement must be specified for a given post.

24. The guards might be classified in the following categories:
   - Site Supervisor
   - Senior Guard, (may be dual hatted as shift or post supervisor and/or static and roving)
   - Guard (may be static or roving)

25. In totaling the required posts, breaks (rests and meals) should also be considered.

26. Once the UNSMS organization has determined the location, function, number and language requirements of a post, they are consolidated into a single table, with each post being labeled and numbered for reference. This table functions as the general template of requirements and allows for quick review against schedules and invoices for contract compliance purposes. Following the basic definition of posts, the UNSMS organization will begin to specify different guard orders, which include General Post Orders, Specific Post Orders, Special Orders and Standing Operating Procedures (SOPs).

G. Establishment of General, Specific Post Orders and Standard Operating Procedures.

27. When performing duties on behalf of a UNSMS organization, private security company personnel must conduct themselves in accordance with the requirements of the contract. While the contract defines how the private security company shall perform, Post Orders and SOPs are used to define how the individual guards shall perform. Well-articulated Orders and SOPs help to ensure that the UNSMS organization receives the highest quality of security services. Private security company personnel must read, understand, adhere to and perform their duties to these standards at all times. There are four types of orders and SOPs:

   a. **General Post Orders**: General Post Orders apply to uniformed security personnel, regardless of rank, position, shift, post or work assignment; they specify information
that applies to all posts. For example, General Post Orders specify what the private security company personnel shall do upon arrival to/relief of a post, how to maintain the duty log or daily activity report, how to prepare for duty, post protocols and/or patrols protocol. A General Order may include, but not necessarily be limited to, the following topics:

- Introductions to the facility
- Post hours and security force management
- Public relations
- Professional conduct of a security officer
- Mission description
- Manner of performance of duty and uniform
- Guard conduct
- Prohibitions on alcoholic beverages, narcotics and dangerous drugs
- Post logs
- Responsibility of shift supervisor
- Official incident reports
- Identification of persons
- Telephone and radio communication
- Removal of UNSMS organization property
- Safeguarding official information, records and documents
- Use of force
- Fire prevention and reporting
- Bombs, incendiary devices and firearms
- Chemical/biological awareness and countermeasures
- Questions (related to any orders provided/received)

b. Specific Post Orders. Specific Post Orders establish the individual tasks to be performed. While some may overlap with other posts, there shall be a set of Specific Post Orders for each post assigned to a facility. There does not have to be a separate set of Post Orders for each shift. For example, the guard booth at the pedestrian entrance may be filled in three 8-hour shifts, 24-hours per day, 7 days a week. That individual post requires just one Specific Post Order. Specific Post Orders establish the tasks that must be performed, location, hours and language requirements of that individual post. They do not specify the exact procedures on how to carry out those functions. A Post Order should be between half a page to two pages long, outlining in simple language what the security officer is responsible for, the reports the security officer needs to write and the emergency contacts. Specifics on how to carry out the functions are established in the SOPs.

c. Special Orders. Special Orders are short term or limited-scope instructions which cover special subjects such as temporary posts, special event coverage and unusual or non-recurring duties. Often times these are annotated in the log book of a post and to be
carried out by each shift for short durations. Special Orders are also briefed to the oncoming shift by the shift supervisor, prior to guards starting duty.

d. **SOPs.** SOPs assist in the performance of the assigned duties during emergency and day-to-day operations. SOPs are written instructions that provide step-by-step procedures on how to perform the individual tasks required of a post. In general, SOPs cover the whole range of various subjects that the private security company personnel are likely to encounter on the job. Sample SOPs may include, but are not limited to, the following topics:

- How to open, close and lock vehicle gates
- Registration and issuance of visitor passes
- Issuance and return and safe keeping of keys
- Traffic and parking
- Chain of command
- Traffic and parking supervision
- Inspection of persons and packages
- How to conduct foot patrols
- Detention and removal of unauthorized persons
- Telephone etiquette
- Email and internet usage
- Speaking to the public
- Information to the public
- Two-way radio and radio codes
- Stop and search
- Exit inspection
- Emergency contacts and emergency evacuation procedures
- Extortion and bomb threats, including telephone threat calls
- Civil disturbance emergency procedures
- Fire prevention, fire alarms and fire emergency/evacuation procedures
- Trespassers/unauthorized persons and hostile intruder
- Suspicious packages and envelops
- Sexual harassment reporting
- Law enforcement relations
- Medical emergencies and medical evacuation procedures
- Natural disaster procedures
- Weather-related emergencies
- Utility/power outrage procedures
- Safety procedures
- Workplace violence and other violent incidents procedures
- People stuck in elevators procedures
- Chemical spills procedures
- Lost, stolen or damaged key procedures
• Report/record-keeping (incident reports, accident reports, inspection reports, lost and found reports and reporting of security breaches and forms)
• Radio discipline and procedures
• Handling of sensitive/confidential UNSMS proprietary information
• Hostile surveillance

28. All orders and SOPs shall be tested and rehearsed by the UNSMS organization and private security company periodically, with amendments made as a result of these tests. Additionally, the periodic review must include compliance with updates to UNSMS policies and guidelines. All private security company personnel filling any post shall read and familiarize themselves with the SOPs. This can be done through mandatory training on SOPs. For accountability, each person to fulfil tasks on the United Nations premises shall sign the log acknowledging that he/she knows the current SOPs.

29. The General and Specific Post Orders are included with the Statement of Work and are part of the agreed contract between the UNSMS organization and the private security company and these orders are then used as part of the inspection process and contract compliance measurement. Failure of private security company personnel to comply with the orders and SOPs is a failure of the private security company to comply with the conditions of the contract.

H. Use of Force

30. Any private security company wishing to provide UPSS to a UNSMS organization is required to develop and implement its own Use of Force Policy, related to unarmed security services, which is consistent with the applicable national laws in force in the country or territory in which the services are to be provided and is consistent with the United Nations “Use of Force Policy”, as found in the Security Policy Manual, Chapter IV, Section H and the International Code of Conduct for Private Security Service Providers (which shall be made available to the private security company for reference). In all cases, the Use of Force Policy of the private security company must be as or more restrictive than the “United Nations Use of Force Policy”.

I. Training Requirements and Standards

31. Training is a key component of the success of any organization. As noted at the beginning of these guidelines, the use of UPSS is a Security Risk Management measure that serves two main functions: providing a visible deterrent to potential criminal elements or attackers and acting as an appropriate response to repel any criminal intent or attack which was not deterred. To fulfill these two major functions, private security personnel must be properly trained as well as equipped, supervised and integrated into the wider security system.

32. It is imperative that a sustainable initial and refresher training programme be put in place by the contracted private security company. A sustainable training programme should be considered a partnership between the private security company and the UNSMS
organization. As such, some training modules might be delivered by the UNSMS organization directly, while others would remain with the contracted private security company. The contracted private security company as both the vendor and employer is nevertheless responsible for ensuring that requisite training is conducted to their required standards. The UNSMS organization should be focused on site training, drills and training on specific UNSMS organization standards and equipment on a site.

**Initial “Certification” Training**

33. Any contracted private security company providing UPSS shall maintain initial certification training for newly hired personnel assigned to a UNSMS organization facility or facilities. At minimum this certification programme shall comply with any local laws required for security officer certification as well as the requirements specified in the contract. Initial certification requirements may include, but are not limited to, the following:

a. **Orientation.** Introduction to the training program, training objectives and the role of the guard force in the UNSMS Security Plan. (Possible presentation by UNSMS.)

b. **Basic Guard Duties.** General description of guard actions for protection of facilities. Denial of access to unauthorized persons, preparation and maintenance of guard force records, logs and reports.

c. **Local Law.** The powers and legal limitations of the guard to use force and the relationship of the guard force to the host Government security forces.

d. **The Use of Personal Equipment.** Procedures for all equipment issued by the contractor.

e. **UNSMS Assets.** Description of assets to be protected, including their names, locations and functions. (Possible UNSMS involvement.)

f. **Threats to the UNSMS.** Description of the nature of the threats to UNSMS assets. (Possible UNSMS involvement.)

g. **General Orders and Specific Post Orders.** Emphasis on guard responsibilities, conduct and penalties for violating orders and training for specific individual posts. Included in this section is management of workplace conflict resolution, preventing sexual harassment and cultural sensitivity training. (Possible UNSMS participation.)

h. **Physical Security Measures Employed by the UNSMS.** Description of the access control systems employed, including alarms used (anti-intrusion and fire). (Possible UNSMS involvement.)
i. **Access Control Equipment Use and Procedures.** Use of X-ray machines, walk-through metal detectors, hand-held metal detectors, manual body searches, vehicle and building searches for suspected bombs, and visitor control systems, including grounds pass systems. (Possible UNSMS involvement.)

j. **United Nations Emergency Plans.** Role of the guard force in cases of fire, explosions, bomb searches and building evacuations. (Possible UNSMS involvement.)

k. **Use of Force and Restraint of Disorderly Persons.** Procedures for defending against physical attacks, procedures for restraining others and guidance on the use of force. These blocks include awareness of human rights issues. (Possible UNSMS involvement.)

l. **Guard Force Communications.** Procedures to be used in case of incident that outline, for example notification of others and use of radio equipment.

m. **Surveillance Techniques.** Use of observation techniques for static guards, mobile patrol units and foot patrols to identify, report and record suspicious acts and persons, with special emphasis on surveillance detection techniques for all guards.

n. **Dealing with United Nations Employees and the General Public.** Focuses on the communication approach when dealing with UNSMS personnel, with specific focus on visitors and members of the diplomatic community. (Possible presentation by UNSMS.)

o. **First Aid**

*Annual Refresher Training*

34. The contracted private security company shall have each employee successfully complete an annual refresher training programme. The refresher training is a shortened version of the certification training and includes any updates to SOPs or UNSMS emergency plans. Upon completion of annual refresher training, the contracted private security company shall notify the Contracting Officer’s Representative (COR) which guards have completed the required training.

*Additional or Site Training*

35. In addition to the above training the UMSMS organization in question will conduct various drills and spot training on issues specific to UNSMS security plans (e.g., fire evacuation, medical response, intruders and demonstrations). These training sessions would also likely include host Government security units to rehearse reaction and communications. Such training may be designed in consultation with the Senior Security Professional in the host country.
I. Management and Oversight of the Private Security Companies

Management and Oversight of the Private Security Companies

36. Formal administration of the contract will be the responsibility of the Contracting Officer, while the day-to-day management and oversight of the private security company providing the UPSS is the responsibility of the COR. These personnel should be assigned by the relevant procurement authority and participating UNSMS organization, respectively. They should be identified, preferably by position, formally in the contract itself. Below is a general outline of responsibilities:

a. **Contracting Officer:**

   - Official administrator of the contract on behalf of the contracting UNSMS organization;
   - Responsible for overseeing the procurement process, making an award, making any official modifications and finally for terminating the contact when appropriate;
   - Does not deal with the private security company on day-to-day performance issues, however, when issues of significant non-compliance arise, the Contracting Officer will engage the private security company senior management to seek satisfactory resolution to any concerns;
   - Available as a resource for guidance and assistance for the COR.

b. **Contracting Officer’s Representative**:\n
   - Interacts with the private security company providing the UPSS on a day-to-day basis to ensure services are received in accordance with the SOW\[12\].
   - Conducts on-site inspections, as outlined in greater detail below, to ensure generally that:
     - The private security company is filling all posts/positions required with trained, equipped and qualified personnel;
     - The private security company personnel understand their roles and are in compliance with all General and Specific Post Orders;
     - Key Performance Indicators (KPIs) as outlined in the SOW are being met.
   - Addresses all deficiencies identified through ‘on the spot’ correction if possible. If that is not possible or such deficiencies persist, requests that the Contracting Officer formally address the issue with the private security company, requiring a corrective action plan and timeline for resolution of the concern.

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\[11\] May be called Contract Manager in some organizations.

\[12\] For a COR not assigned on-site, these functions may be delegated to a security focal point, but the COR remains responsible for ensuring all duties are carried out.
• Requests removal of private security company personnel from the post and/or contract, as deemed appropriate and with the Contracting Officer’s formal assistance (this may be gained after the fact depending on the urgency of the situation/issue).
• Reviews invoices to ensure billing is only for services received and that rates are in compliance with the price schedule agreed to in the contract.\(^\text{13}\)
  - Levies deductions in accordance with the contract if applicable;
• Observes private security company’s training to ensure quality;
• Reviews training and personnel records of private security company personnel assigned to the contract to verify compliance with the SOW;
• Requests additional and emergency services as allowed in SOW for those needed on a short-term basis;
• Coordinates with the Contracting Officer to request a contract modification for any permanent changes to the contract (i.e. addition or deletion of positions or hours, changes in personnel qualifications or training requirements).

**Performance Reviews**

37. An inspection/review of the following should be conducted daily/weekly/monthly, as appropriate/necessary with the intent of discussing all findings with the private security company in regularly scheduled monthly meetings. Monthly meetings and discussions of the topics below should be recorded and maintained as part of the contract file. Reviews should include, but are not limited to, verifying that:

• Guards are carrying required equipment
• All equipment is functional (both UPSS provider furnished and UNSMS furnished)
• Physical condition of the posts is satisfactory
• Continuity of personnel (i.e., limited rotation of guards)
• All posts filled as outlined in the guard schedule in the SOW
• Conduct of all guards reflects that required in the SOW and guard orders
• Guards respond appropriately to spot checks regarding their post orders and emergency drills
• Guards respond appropriately to actual situations arising on duty
• Security logs are complete, accurate and maintained in accordance with the SOW and guard orders
• Clients receiving service from the UPSS provider are satisfied; any complaints or concerns are addressed as necessary
• All incident reports are being submitted on time and are complete and accurate
• All reports of escalation of force are reported immediately and are reviewed appropriately

\(^{13}\) Some UNSMS organizations may have different processes regarding how invoices are reviewed and paid. While working within those guidelines, the COR should still meet this duty as outlined.
- Training is ongoing and records are kept accordingly
- Individual personnel files are maintained and up-to-date
- All contract terms and conditions are being met by both parties (the UPSS provider and UNSMS organization).

**Performance Issues**

38. The COR must immediately submit a report of any performance issues or concerns identified that cannot be remedied by on-the-spot correction or are systemic in nature, along with recommended remedial action, to the Contracting Officer for further action as deemed appropriate. Notification to appropriate stakeholders should also be made as necessary by the COR (i.e., the Country Representative, United Nations elements, etc.), depending on the severity of the issue identified.

**J. Conclusion**

39. These guidelines provide further detail in support of the Policy. A model SOW and model contract are also attached and are to be used by UNSMS organizations when developing a contract with a private security company for the provision of UPSS.
UNSMS

Chapter XII
GUIDELINES ON SECURITY PLANS

Promulgation Date: 28 September 2018
A. Introduction

1. These Guidelines should be read in conjunction with the United Nations Security Management System (UNSMS) Security Planning Policy, and with the Management of Security Crisis Situations Guidelines.

2. The policy on security planning provides the purpose and guiding principles related to security planning; these Guidelines provide additional details on the preparation, format and maintenance of Security Plans. They are therefore complementary.

B. Preparation of Security Plans

3. The Designated Official (DO), in consultation with the Security Management Team (SMT), is responsible for approving the Security Plans. It is the primary responsibility of the most senior security professional directly supporting the DO, with the assistance of other key personnel, to prepare and maintain the plans for relevant security areas.

4. The most senior security professional directly supporting the DO ensures that Security Plans are coordinated with available and relevant UN actors such as medical personnel, relevant mission components in peacekeeping and special political missions (police, military, and logistics, among others) and with the UNSMS in safe haven locations for the purpose of evacuation. They are also responsible for engaging with host government authorities to coordinate their support and ensure their engagement in the provisions of the plans and its implementation, as well as relevant diplomatic missions and NGOs.

5. The United Nations Department of Safety and Security (UNDSS), Division of Regional Operations, is responsible for undertaking a technical review of the security plans prior to their approval by the DO.

C. Security Plan – Content

4. The purpose of a Security Plan is to provide a set of predetermined and rehearsed responses to various crisis situations that could impact UNSMS personnel and operations for a relevant security area. This can include crises requiring a relocation or evacuation of United Nations personnel and eligible dependants, abductions, acting as a safe haven for another security area, responding to a natural disaster, and medically evacuating UNSMS personnel who have received life-threatening injuries.

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2 This is usually the Principle Security Adviser (PSA), Chief Security Advisor (CSA) or other Security Advisor (SA), including their officer in-charge ad interim. Where a P/C/SA is not present, this term is equivalent to the titles of Chief Security Officer, Chief of Security and Safety Services, Country Security Focal Point (CSFP) or Local Security Assistant (if necessary) in countries where no international professional security adviser has been assigned or is present.
5. Security Planning goes beyond the development of the security plans and requires the management of contact lists for UNSMS personnel. These lists can be maintained separately from the Security Plan.

6. The Security Plan should include the following critical components:\(^3\):
   - UNSMS contact lists;
   - Warden system;
   - Evacuation and relocation plans;
   - Medical plans;
   - Specific response plans, depending on threat identified in the Security Risk Management process (SRM);
   - Emergency field telecommunications.

7. In addition, the DO and the SMT will ensure that all organizations of the UNSMS locally maintain and update the following lists and that these lists\(^4\) are transmitted in a regular manner to the relevant security office:
   - a list of internationally recruited personnel and their eligible family members at the duty station;
   - a list of nationally recruited personnel and their eligible family members at the duty station;
   - A list of eligible family members of UN personnel officially assigned to other duty stations who are living in the security area.

8. Personnel belonging to organizations which do not have a representative or an office in the country are personally responsible for providing the required information through their security clearance procedure (TRIP)\(^5\). Personnel who have eligible family members living in a country other than their officially assigned duty station should inform their organisation or convey this information to the local security office through the relevant UNDSS desk.

D. Specific components of the Security plans

9. UNSMS Contact Lists: This section identifies actors that are critical for the UNSMS at the security area and need to be contacted in times of crisis, including:
   - DO, DO a.i. and SMT members;
   - Host Government Contacts;
   - The most senior security professional directly supporting the DO\(^6\);

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\(^4\) The lists should contain personnel, with a break-down by duty station, gender, number of dependants at the duty station, and contact information (email address, call sign as necessary).


\(^6\) If there is no UNDSS P/C/SA or Agency Security Officer assigned, the person performing the functions of the SA must be identified and will be titled Country Security Focal Point. See Security Policy Manual, Chapter II, Section
Integrated security workforce\(^7\);
- Crisis Communication Center\(^8\);
- Area Security Coordinator (ASC) and ASC a.i;
- Points of contact at the designated place of relocation/evacuation (DO and most senior security professional advising the DO and their alternate).
- UNDSS Communications Center (COMSCEN) or UNOCC.

10. **Warden system:** This section describes the warden system adopted for both internationally and locally recruited personnel. The warden systems should be communicated to all personnel to ensure they know their respective warden(s).

11. **Evacuation and relocation plans:** This plan identifies the following arrangements:

11.1 **Concentration point:** This includes one or more locations where personnel and their eligible dependents can assemble for safety from their respective warden zones during a security emergency or pending evacuation or relocation to a safe haven. Emergency supplies such as food, water, medical supplies and sanitation facilities should be available for short periods of time, bearing in mind re-supply may be needed if the situation is prolonged. Concentration points can be any location such as a church, school, hotel, warehouse, airport terminal, a UN office, or even personnel accommodations. Concentration points should be selected or arranged to ensure that amenities are available and accessible to all personnel.

11.2 **Means of Relocation/Evacuation:** This section should contain a short narrative description of how personnel and their eligible dependents will be evacuated to the designated place of relocation/evacuation. The options can include air travel, road, boats, civilian buses or trains - all options that may be readily used by the UN in an emergency situation. Specific details regarding the route(s) to be taken, duration, as well as map(s) indicating the routes will be included for all evacuations. This section should also include a complete inventory of all official assets available for relocations/evacuations.

11.3 **Designated place of relocation/evacuation (safe haven):** A designated place of relocation/evacuation should be identified in every Security Plan. It is the responsibility of every DO to ensure that the DO at the receiving designated area is aware and that he/she receives a copy of the Security Plan.

11.4 **Local Personnel Relocation Plan:** The Security Plan should contain a plan that will facilitate relocating locally recruited personnel and their eligible family

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\(^7\) The Secretariat Integrated Security Workforce comprises personnel of UNDSS (including DHSSS) and safety and security personnel of peacekeeping operations and special political missions in the field and also includes personnel on specific contracts with UNDP funded by the Locally Cost-Shared Security Budget.

\(^8\) For more information on the role, equipment and maintenance of the CCC, refer to paragraphs 24 and 25 in the "Guidelines on Management of Security Crisis Situations".
to a safe location within their country, if required. This section outlines the details of the plan developed by locally recruited personnel representatives in conjunction with the most senior security professional advising the DO or Country Security Focal Point.

11.5 Relocation Response Plan: This section identifies preparations made at the designated place of relocation/evacuation to act as a reception place. It specifically addresses elements such as how the evacuees will arrive, how they will be identified, who will take care of their security, transportation, housing, food, water, sanitation needs, emergency medical and health support, and follow-on travel assistance. In addition, there will be issues that should be coordinated with the host government regarding policy for such issues as visas, additional host government security assistance, and special arrival and/or in processing requirements established by the host government.

12. Medical plans: This section describes emergency casualty evacuations (CASEVAC) and medical evacuation (MEDEVAC) procedures, as required by the SRM. Specifically, it addresses such questions as who can provide emergency medical treatment in the field, how the patient will be moved from the field, what transportation is available or can be used, who will be notified, who will be responsible for managing the evacuation and what authorizations are required.

13. Emergency communications: This section describes the emergency communications system operational at the designated area.

14. Specific response plans: This section contains the plans which may be required when specific threats are identified through the SRM process. They can be added as annexes to the Security Plan.

14.1. PEP kits management plan: This annex identifies country security management and custodians of the PEP kits.

14.2. Hostage Incident Management Plan: This annex may be prepared to respond to a hostage situation involving United Nations personnel. This plan should address the standard operating procedures to be used, identify a team of negotiators or a specific individual to act as a negotiator and establish the various support teams to respond to a hostage event. Press, medical, reception, transportation, communications

9 CASEVAC - Casualty evacuation is defined as the primary evacuation of any casualty from the primary point of injury to the closest appropriate medical facility. MEDEVAC – Medical Evacuation is the secondary evacuation of a patient from a medical facility to a higher level medical facility appropriate to the patient’s condition. Medical evacuations’ eligibility and processes are ruled by organizations’ administrative instructions and procedures. For peace operations, please refer to the DPKO/DFS/DPA/DSS Policy on Casualty Evacuation in the Field (Ref. 2017.24).

10 Security Management Operations Guidelines: "PEP kits Management Guidelines”.

and family assistance support teams should be established, trained and be fully prepared to successfully respond.

14.3. **Natural Disaster Plan**: For those countries that are vulnerable to natural disasters, this annex outlines the major natural disasters likely to affect the duty station and the plan provides for ensuring the security and safety of United Nations personnel and dependents. This Annex should also outline arrangements for dealing with mass casualties within the United Nations community.

14.4. **Area Security Plans**: This annex would be prepared by each Area Security Coordinator, for each of the sub-office operations outside the capital.

E. **Maintenance and Testing of Security Plans**

15. Security Plans should be regularly maintained and tested, at minimum on an annual basis, or more frequently as required, through the following means:

- Table-top crisis management exercises;
- Evacuation and relocation drills;
- Activation of the warden systems and communications trees.

16. Exercise scenarios should be built around the event descriptions and security threats identified through the SRM process. Where possible, participation should include the SMT or Crisis Management Team, Security Cell, relevant Host Government Agencies, medical personnel, police and military personnel in peace operations. Testing of Security Plans can be done concurrently or separately through the different means identified above.
Chapter XIII
GUIDELINES ON THE SSAFE PROGRAMME

Promulgation Date: 23 January 2019
A. Introduction

1. The Safe and Secure Approaches in Field Environments (SSAFE) training package consisting of a course curriculum and trainer program were developed in 2007 with the support of the United Nations System Staff College (UNSSC) to equip United Nations Security Management System (UNSMS) personnel with essential practical knowledge, skills and attitudes to help them operate safely in areas of higher risk and was based on experience from the Security Awareness Induction Training (SAIT) course that had been in place in Iraq.

2. These Guidelines are developed pursuant to requests from the Interagency Security Management Network (IASMN) to establish a global standard for the SSAFE programme and ensure a consistent and streamlined approach to its delivery which allows for improved quality control and for the course to be transferable across locations globally.¹

B. Aim and Scope

3. These Guidelines outline the decision-making and operational framework for the delivery of the SSAFE programme within the UNSMS. The guidelines are in accordance with the recommendations of the IASMN to be applied in all locations globally and supersede all previous guidance on the implementation of SSAFE.

4. The guidelines set out the standard for all SSAFE courses and delineate the process for determining whether to launch a SSAFE course, and if launched, for the effective management of each SSAFE course. The guidelines also outline the process for certification of SSAFE trainers.

5. These Guidelines apply primarily to Principal, Chief Security Advisors, and Security Advisors (P/CSA/SAs) and Security Focal Points (SFPs) at Headquarters who have primary responsibility for the aforementioned processes. PSA/CSA/SAs and SFPs at Headquarters shall also ensure that all their SSAFE trainers are familiar with and implementing these Guidelines.

6. P/CSA/SAs are strongly encouraged to supplement these Guidelines with local level Standard Operating Procedures (SOPs) detailing SSAFE programme implementation arrangements for a specific Designated Area. Local level SOPs should be consulted with the Security Management Team (SMT) and approved by the Designated Official (DO) to ensure clarity on resourcing and overall accountabilities. Should there be any inconsistency between these Guidelines and the local guidance on SSAFE, the text of these Guidelines shall prevail.

¹ See related IASMN reports of the 15th session (June 2011), 26th session (June 2017), the 27th session (Feb. 2018)) and 28th session (June 2018)).
C. **Key concepts**

7. The SSAFE programme is a security risk management measure that must be linked to specific threats in the Security Risk Management (SRM) process.\(^2\) The SRM process is therefore the strategic driver which determines whether a SSAFE course is needed in a particular location within the Designated Area. Each course covers eight core modules and includes a series of practical exercises all of which shall be delivered over a minimum period of three days. For a course to be considered a SSAFE course, all eight core modules and the practical exercises must be delivered and completed by each participant who receives a SSAFE certificate.

8. The core modules for SSAFE\(^3\) are:

   a) UNSMS
   b) History, background and culture\(^4\)
   c) Personal security
   d) Radio and phone communication
   e) Weapons awareness
   f) Vehicle and convoy security
   g) Hostage survival
   h) First aid and basic life support

9. SSAFE is exclusively a UNSMS course and SSAFE completion certificates are issued by UNDSS/TDS. There are no equivalencies with other courses outside the UNSMS. When delivered, it must be led by at least two UN certified SSAFE trainers (see section E below for more details on delivery procedures). External partners or stakeholders may be used to assist delivery or take on role plays but shall not run a SSAFE course on behalf of the UNSMS.

10. UNSMS personnel that have already completed a SSAFE course, do not need to repeat the full course when deploying or travelling to another location in another Designated Area that requires SSAFE.\(^5\) There are no global refresher requirements related to SSAFE. Information or training on country-specific threats should be addressed in the Security Induction Programme which is mandatory for all UNSMS personnel. UNSMS personnel who wish to repeat the SSAFE course to refresh their knowledge shall be permitted to do so.

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\(^2\) As agreed by the IASMN at its 28\(^{th}\) session in June 2018.

\(^3\) On UNSMIN, the SSAFE modules can be found in the Training Materials and Guidance section of the UNSMIN Training Page ([https://dss.un.org/unsmin/Library/Training.aspx](https://dss.un.org/unsmin/Library/Training.aspx)) contained in the Library. The same modules are also available on the UNSSC SSAFE trainers’ platform here: [http://newunkampus.unssc.org/mod/folder/view.php?id=20731](http://newunkampus.unssc.org/mod/folder/view.php?id=20731)

\(^4\) For a SSAFE course run at headquarters level, Module B will be generic. Personnel will receive location-specific updates on this subject as part of the Security Induction Programme (see para. 10, 13 and 17)

\(^5\) Although a precursor to SSAFE, the SAIT is not considered an equivalent. Therefore, UNSMS personnel who have completed a SAIT course must complete a SSAFE course to be considered SSAFE certified.
11. The SRM process shall determine whether SSAFE is a necessary risk management measure, and for which UNSMS personnel it is mandatory (e.g. based on the job requirements and whether such personnel are working in the field) and at what point in time SSAFE shall be completed (e.g. prior to deployment, upon arrival, after a certain period of time, or when travelling to a particular location).

12. Normally there shall not be any exemptions for individual personnel required to attend SSAFE as per the SRM. In exceptional circumstances the DO may exempt a particular individual from the requirement to complete a SSAFE only if other commensurate security risk management measures are in place. All location-specific SSAFE requirements must be published in the respective Designated Area’s ‘Travel Advisory’ including relevant information on where the programme is run, how often and a point of contact for further information.

13. UNSMS entities who wish to run SSAFE courses to prepare personnel for surge deployments or travelling to locations where SSAFE is required shall also adhere to the standards set out in these guidelines. Headquarters SFPs or the Chief TDS for UNDSS are responsible for ensuring that participants in such SSAFE courses are told of their obligation to complete a Security Induction Programme upon arrival in a specific location.

14. The sections below outline the procedures that should be followed for:

- Determining whether a SSAFE course shall be launched in a specific location (Section D)
- Delivering an individual SSAFE course (Section E)
- Obtaining certification from UNDSS as a SSAFE trainer (Section F)
D. Determining whether a SSAFE programme shall be launched

15. As indicated in the process flow, the SRM shall determine whether a SSAFE programme is a relevant security risk management measure and on that basis how a P/CSA/SA shall launch the SSAFE programme in a specific location with the DO’s approval. The P/CSA/SA is responsible for ensuring these steps have been followed and that the SSAFE course in their area of responsibility adheres to the global standard for SSAFE, particularly as the security situation evolves and related SSAFE curriculum changes. The P/CSA/SA shall also ensure that the DO is aware of and in agreement with the content of the SSAFE curriculum prior to submission to UNDSS/TDS for approval. The DO, following discussion with the SMT, shall also approve the funding arrangements for the SSAFE programme to ensure sufficient resourcing for sustainable delivery and quality control.

---

6 As indicated in para. 12, Agency Security Focal Points at Headquarters or TDS for UNDSS may also launch a SSAFE course for their own organization, or a group of UNSMS entities, in order to prepare their personnel who may be travelling or deploying to designated areas where SSAFE is a requirement, as per the SRM. In those cases, steps 1 and 2 in the process flow do not apply, however, the other steps in these Guidelines apply as well as the standards outlined in paras. 8-9 above.

7 It is up to the DO and SMT to determine the appropriate funding modalities, which could consist of cost-sharing arrangements, use of the locally cost-shared budget or a fee-based approach etc.
16. For a SSAFE programme to receive UNDSS approval and for participants to receive SSAFE certificates after completing a course, it must include all eight core modules in the curriculum, which is submitted to UNDSS for approval before launching the first course.

17. Where courses have been launched prior to promulgation of these Guidelines, steps shall be taken to ensure that those courses adhere to the minimum SSAFE standards. These changes shall be submitted to ssafe@un.org to confirm adherence to the global standard. In cases where country-specific modules have previously been added to SSAFE courses, these shall be removed from SSAFE and inserted into the Security Induction Programme to ensure that all personnel arriving in the Designated Area have access to that learning irrespective of when or where they have previously completed SSAFE.

18. Changes to existing curricula or an new curricula and information required in step 3 above can be submitted to UNDSS via the SSAFE platform at http://newunkampus.unssc.org/course/view.php?id=172 or by email to ssafe@un.org. The SSAFE platform also contains standard lesson plans, templates for field day and safety instructions and examples of agendas and materials from other Designated Areas.

19. To ensure adherence to the SSAFE standards, curricula are approved by UNDSS/TDS when a new course is launched, or a course is revised. It is then posted on the SSAFE trainer platform for transparency and as a resource to other trainers and Headquarters’ Security Focal Points. In order for a curriculum to be approved it must include all the learning objectives and the timing of sessions outlined in the core modules. The P/CSA/SA has the primary responsibility for ensuring that the SSAFE course is delivered in their area of responsibility in accordance with the global standard by:

- endorsing the curriculum and any changes prior to submitting these to UNDSS; and,
- periodically reviewing delivery of the course.

UNDSS/TDS will also periodically undertake assessment visits to review SSAFE programme delivery globally and provide support to ensure adherence to the global standards. P/CSA/SAs should contact ssafe@un.org to request such support and a potential assessment visit.

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8 As a further measure of quality control all STWG members shall also have access to the SSAFE trainer platform in order to review approved curricula and materials.
E. Procedures for delivering an individual SSAFE course (following UNDSS approval of the curriculum as outlined in section D)

20. The process flow above outlines the process for the delivery of an individual SSAFE course and how participants who successfully complete the course will receive their certificates. The SSAFE lead trainer and at least one other co-trainer must be certified as a SSAFE trainer. Each session, and in particular all the practical exercises must be supervised by a certified SSAFE trainer to ensure adherence to SSAFE standards and safety instructions. Participants who have demonstrated to the certified SSAFE trainers throughout the course that they have met the majority of the objectives and competency levels outlined for each module shall be deemed SSAFE certified. SSAFE trainers can contact ssafe@un.org for clarification on non-certification.

21. Templates for the submission of participant lists to UNDSS as well as more detailed FAQs and support information can be found on the UNSMIN Training page (UNSMIN>Library>Training) or the UNSSC SSAFE platform at http://newunkampus.unssc.org/course/view.php?id=172. As outlined in the standard safety instructions, checklist and planning guide located on the UNSMIN Training page and the SSAFE trainers’ platform http://newunkampus.unssc.org/course/view.php?id=172 during the practical exercises, participants shall not be physically harmed, nor shall scenarios simulate
torture, rape or sexual assault under any circumstances. All role players, as well as all participants shall be appropriately briefed on the practical exercises and the safety instructions prior to start of the practical exercises.

22. During the practical exercises training, where feasible, it is recommended that a medical practitioner is available. Similarly, it is strongly recommended to have a counsellor present, as appropriate, to help de-brief participants following practical exercises. If possible, have a counsellor available as well to provide complementary sessions on stress management during classroom sessions, especially in relation to emotionally sensitive modules such as hostage survival. Where a counsellor is not part of the UNSMS at a particular Designated Area, SSAFE lead trainers may contact the Critical Incident and Stress Management Unit at undsscismu@un.org to determine if recognized local counsellors are available to support the SSAFE training. Wherever possible, SSAFE training activities should be designed to allow all UNSMS personnel to participate in the course safely, irrespective of their physical and psychosocial capabilities.

23. At the end of each course, participants shall complete the standard evaluation form at https://www.surveymonkey.com/r/LGCV5P9. The results are collected and analyzed by UNDSS/TDS for quality control. In addition, course participants or any UN personnel who has concerns about the conduct of a SSAFE course may confidentially raise their concerns with UNDSS/TDS at undss.learning@un.org.

24. UNSMS personnel are responsible for keeping a copy of their SSAFE certificate. UNSMS personnel may contact ssafe@un.org or UNDSS Training and Development Section (UNDSS/TDS) for assistance if they have lost theirs. Security personnel wishing to verify whether UNSMS personnel have completed a SSAFE course may also contact UNDSS/TDS for support.
F. Process for obtaining and maintaining certification as a SSAFE trainer

25. The process flow above outlines how to obtain and maintain a SSAFE trainer certification. Certification as a SSAFE trainer is granted once candidates have successfully co-delivered a SSAFE course with a certified SSAFE trainer, who provides feedback to UNDSS/TDS on the candidate’s knowledge of, and ability to, deliver a SSAFE course in accordance with the standards. Certified SSAFE trainers will be entered into the SSAFE database as a certified trainer and will be given access to the SSAFE trainer platform.

26. To maintain certification, SSAFE trainers are responsible for staying up to date regarding SSAFE development and with any changes to core modules or approach. This involves checking the SSAFE trainer platform for updates on a regular basis and participating in any development initiatives by UNDSS. Certified SSAFE trainers shall deliver at least one course every two years to maintain their SSAFE trainer certification. Delivery of a SSAFE course to maintain certification can be with any UNSMS entity.

G. Roles and Responsibilities

27. The DO is responsible for ensuring that the SRM process determines whether a SSAFE programme is launched in their Designated Area, and if so, ensuring that the P/CS/SA is implementing the programme in accordance with the global standards set out in these Guidelines. The DO is also responsible for ensuring the SSAFE programme is properly resourced.

28. UNSMS personnel are responsible for checking the travel advisory when travelling or being recruited to and completing all the core modules of the SSAFE programme where it is
mandatory. Representatives of Organizations Participating in the UNSMS are responsible for ensuring that their respective personnel attend SSAFE where it is mandatory.

29. PSA/CSA/SAs have the primary operational responsibility for the delivery and monitoring of SSAFE programme in his/her area of responsibility in accordance with the global standard. This responsibility includes reviewing and endorsing the course curriculum prior to submission to UNDSS or when there are subsequent changes, ensuring DO approval of the curriculum and funding arrangements, periodically attending the SSAFE course to review the delivery of the course and addressing any problems or non-adherence to the guidelines.

30. Security Focal Points at Headquarters are responsible for the delivery and monitoring of SSAFE programmes organized for their specific entities, and the Chief TDS is responsible for the delivery and monitoring of the UNHQ-New York SSAFE. This responsibility includes reviewing and endorsing the course curriculum prior to submission to UNDSS or when there are subsequent changes, ensuring funding arrangements, periodically attending the SSAFE course to review the delivery of the course and addressing any problems or non-adherence to the guidelines.

31. For SSAFE curricula approved prior to the promulgation of these guidelines, the relevant PSA/CSA/SA, Headquarters Security Focal Point or Chief TDS is responsible for ensuring that the programme adheres to the standards and core modules set out in these guidelines.

32. The lead trainer for each SSAFE course is responsible for ensuring the appropriate delivery of each SSAFE course in accordance with the standards in these Guidelines. They are accountable to the PSA/CSA/SA, or SFP at Headquarters for SSAFE courses run by their UNSMS entity or to the Chief TDS for SSAFE courses run by UNDSS at Headquarters.

33. The Chief TDS is responsible for ensuring that these Guidelines and all related materials and templates are accessible on UNSMIN and the SSAFE trainers platform and are up to date. The Chief TDS is also responsible for managing a timely process for the approval of SSAFE curricula in accordance with the standards in these Guidelines.

H. Conclusion

34. The SSAFE programme is a security risk management measure for UNSMS personnel working in field locations. Accordingly, it is important that the content of the SSAFE and these guidelines are periodically reviewed and updated to ensure that the SSAFE programme continues to meet the needs of UNSMS personnel in the field.
**Annex. SSAFE Implementation Checklist**

Duty station or UNSMS entity for which this is applicable: ________________________________

Please confirm that the programme and related issues below have been discussed with the DO: YES/NO

Compiled by ______________________________ Position _______________ Date _______________

Approved by P/CSA or HQ Security Focal Point ______________________________ Date _______________

Use this form when submitting new or revised curriculum for approval by emailing ssafe@un.org or uploading it via the SSAFE platform at: http://newunkampus.unssc.org/course/view.php?id=172

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Explanatory note</th>
<th>Indication</th>
<th>Further detail</th>
<th>Indication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are most or all of the 8 core modules relevant to the threats identified in the SRM? Is SSAFE included as a necessary security risk management measure in the SRM?</td>
<td>SSAFE, with all 8 core modules, must be included in the SRM process as a risk management measure for the course to be launched. Given the resources required to run a full SSAFE course, if only one or two modules are relevant to the threats in your duty station, consideration should be given to providing an enhanced Security Induction Programme to staff with supplementary training or exercises focused on the specific threats rather than launching a full SSAFE. Contact <a href="mailto:ssafe@un.org">ssafe@un.org</a> for further advice, if needed on this issue.</td>
<td>YES/NO</td>
<td></td>
<td>YES/NO</td>
</tr>
<tr>
<td>Criteria for mandatory completion is clear?</td>
<td>Does the SRM or MOSS clearly define who is required to complete SSAFE and when (see para.11 of the operational guidelines)? This should be as detailed as possible in order to avoid any unnecessary requests for exceptions, e.g. does it include VIPs or SUNOs, personnel travelling to the Designated area for a limited time etc. This will also need to be spelled out in the ‘Travel Advisory’ once the SSAFE course is launched.</td>
<td>YES/NO</td>
<td>Who? When?</td>
<td>YES/NO</td>
</tr>
<tr>
<td>Target numbers to be trained identified?</td>
<td>It is important for the DO or AFPO Representative to consider the numbers of people requiring SSAFE training for planning. In the beginning, there may be an initial surge of numbers that settles to attrition over the longer-term.</td>
<td>YES/NO</td>
<td>Estimate – initial Estimate – annually thereafter</td>
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| Training team identified? | To ensure appropriate quality and consistency of SSAFE courses, there must be a professional training team in place. Depending on the number of participants to be trained and courses to be rolled out, consideration will need to be given whether trainers are needed full or part time. SSAFE trainers must be certified and there are trainer-participant ratios that need to be met for safety (see Step 2 in the process flow in section D.2 of the SOP for details). It is important to identify sufficient trainers to meet the need that will be maintained as trainers move on and to plan for trainers who need certification to attend the Trainer Development and Certification (TDC) course with a SSAFE element included in Turin. | YES/NO | SSAFE certified?  
Sufficient to meet target numbers?  
Dedicated staff, if necessary? | YES/NO | YES/NO | YES/NO |
|--------------------------|-------------------------------------------------------------------------------------------------|-------|-------------------------------------------------|-------|-------|-------|
| Appropriate training facilities identified and available? | SSAFE requires a reasonable classroom setup and a safe and, at least, moderately realistic, practical/field environment. If this is not available, arrangements may be made with neighbouring designated areas/duty stations. | YES/NO | Are suitable classroom facilities consistently available?  
Is a suitable area for practical/field exercises consistently available? | YES/NO |
| Additional training resources identified? | Consistency between SSAFE courses requires access to the same level of instruction, simulation and role play. It is important that SSAFE is planned for long-term implementation so that there are sufficient resources for each course to be consistent. | YES/NO | First aid/medical trainers and equipment?  
Stress counsellor?  
Stationery?  
Role players?  
Vehicles?  
Personal Protective Equipment (PPE)?  
Simulated weapons/firearms?  
Simulated noise/light/pyrotechnics? | YES/NO | YES/NO | YES/NO | YES/NO | YES/NO | YES/NO |
| Costs assessed? | General estimates should be compiled for all the costs during the first year after launch, and the years thereafter in order to determine how the course can be funded sustainably. In consultation with the SMT, decisions will | YES/NO | Travel/DSA – first year  
Travel/DSA – annually thereafter  
Classroom – first year  
Classroom - annually thereafter | Please provide estimated |
need to be made on whether a course fee is charged, or whether the locally cost-shared budget shall include SSAFE delivery costs, or other resourcing mechanisms will be used to ensure sustainable delivery of SSAFE.

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<tr>
<td>Training curriculum developed?</td>
<td>The training curriculum may or may not be developed at the initial decision to implement SSAFE. It must, however, be forwarded to UNDSS/TDS-UNSSC Team at least 4 weeks in advance of launching the course. When developing the curriculum, it should be take into consideration the trainer and resource requirements should accord with the above assessments.</td>
<td>YES/NO</td>
<td>Standard lesson plans used?</td>
<td>YES/NO</td>
<td>Standard learning objectives met?</td>
<td>YES/NO</td>
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<tr>
<td>Safety assessed as sufficient?</td>
<td>If safety cannot be assessed at the time of approving SSAFE as a security risk management measure, it should be assessed as soon as practicable and well prior to the conduct of any SSAFE training. Safety instructions tailored to your curriculum and your duty station will need to be submitted as part of the approval of the curriculum by UNDSS.</td>
<td>YES/NO</td>
<td>Training location/s?</td>
<td>YES/NO</td>
<td>Role players?</td>
<td>YES/NO</td>
<td>Simulated weapons/firearms?</td>
<td>YES/NO</td>
<td>Simulated noise/light/pyrotechnics?</td>
<td>YES/NO</td>
<td>Hostage methods?</td>
<td>YES/NO</td>
<td></td>
</tr>
<tr>
<td>Continuous improvement measures?</td>
<td>Measures should be put in place from the launch of the course to ensure quality control and continuous improvement of the course.</td>
<td>YES/NO</td>
<td>Will all participants be able to fill out the online centralized evaluation? (If not, what measures are in place to ensure paper evaluations are completed, scanned and submitted to UNDSS?)</td>
<td>YES/NO</td>
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<td>Overall - Sustainable?</td>
<td>Based on the responses to all the preceding questions, you will need to determine if the SSAFE programme can be run effectively and consistently in the long term. If there are concerns about whether the training team or resources/budget can be maintained, consideration should be given to whether SSAFE is an appropriate measure to implement. To discuss possible alternative training solutions, please contact UNDSS/TDS at <a href="mailto:ssafe@un.org">ssafe@un.org</a>.</td>
<td>Has the P/CSA (or HQSFP) planned regular visits to review the course?</td>
<td>YES/NO</td>
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<td></td>
<td>YES/NO</td>
<td>Is there a mechanism to ensure sustainable funding?</td>
<td>YES/NO</td>
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<td>If course fees are being used to recover costs, are they reasonable?</td>
<td>YES/NO</td>
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<td>Initial target numbers achievable in the required timeframe?</td>
<td>YES/NO</td>
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<td>Are the annual target numbers sufficiently high to justify the resource requirements?</td>
<td>YES/NO</td>
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Chapter XIV

OPERATIONAL CONSIDERATIONS FOR EXPOSURE TO TOXIC CHEMICAL WEAPON

Promulgation Date: 23 January 2019
Table of Contents:

A. Introduction on Chemical Warfare Agents 3

B. Chemical Warfare Agents 4
   a. Vesicant/ Blister Agents 4
      i. Mustard 5
      ii. Lewisite 6
      iii. Phosgene Oxime 7
   b. Nerve Agents 9
      i. V- Agent + G- Agent 9
   c. Irritant gas/ Choking Agents 12
   d. Cyanides/ Blood Agents 13
   e. Riot Control Agents 14

C. Considerations and Recommendations 16
   a. Medical Considerations 16
   b. Training Considerations 18
   c. Equipment Recommendations 19

D. References 22
Disclaimer

This document contains information, observations, including medical treatment observations, and other material addressed to the United Nations. It is made available to the recipient for informational purposes. It is not meant to be used by the public or as a guide directly by United Nations personnel who might be exposed to chemical agents. All decisions regarding patient care must be made by a healthcare provider considering the unique characteristics of each patient. The information contained in this paper is accurate to the best of the Organization for the Prohibition of Chemical Weapons’ (OPCW) knowledge; however, neither OPCW nor the OPCW personnel involved in drafting this report assume liability under any circumstances for the correctness or comprehensiveness of such information or for the consequences of its use.
A. Introduction on Chemical Warfare Agents

1. This document has been produced by the OPCW for the Inter-Agency Security Management Network Working Group on United Nations Management of Chemical, Biological, Radiological and Nuclear Risks (CBRN Working Group) for the purposes of defining “operational considerations for unintended chemical weapon exposure” for United Nations personnel operating throughout the world.

2. This document and the observations on training included therein are not intended to provide the basis for any certification of United Nations personnel as being suitable to work in areas affected by chemical weapons. Rather, this document is designed to offer concise operational, training and medical considerations for possible inclusion by the United Nations Security Management System (UNSMS), in its own guidelines to United Nations personnel who operate specifically in areas where there is the potential for them to be exposed to the use of a chemical weapon, or a Riot Control Agent (RCA) as defined in the Chemical Weapons Convention (CWC).¹

3. To protect individuals operating in the field and to enable UNSMS security professionals to appropriately plan for and implement risk management and mitigation measures, it is important to understand the risks associated with the different types of chemical weapons which might be used. Understanding how a specific type of chemical weapon reacts in the environment, how to protect individuals before, during and after exposure and how to medically mitigate injuries from exposure is imperative to defining protective measures (OPCW, 2012).

4. The UNSMS risk management process includes both static and mobile risk mitigation concerns; additional considerations need to be considered in an environment where there is the potential of a CBRN risk. Recent lessons learned from Iraq and Syria show that these areas are the current epicenter of chemical weapon use. However, the reach of these concerns is not limited to this part of the world.

¹ The Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on their Destruction (the Chemical Weapons Convention or CWC), 27 September 2005, OPCW.
Therefore, CBRN emergencies need to be considered as part of the risk management and operational management scheme of maneuver regardless of where United Nations personnel is operating. This document aims to contribute to the protection and knowledge management scheme of UNSMS, rather than create any guidelines directly applicable to “qualified CBRN” operators and/or United Nations personnel.

B. Chemical Warfare Agents

6. Toxic chemicals and their precursors\(^1\), except where intended for peaceful purposes, and provided that the types and quantities used are consistent with such purposes, may constitute as such chemical weapon (Article II (1) (a) CWC). Against this background, a toxic chemical is defined by the CWC as “any chemical which through its chemical action on life processes can cause death, temporary incapacitation or permanent harm to humans or animals […]” (Article II(2) CWC). The toxic component of a chemical weapon is also commonly referred to as a “chemical agent”.

7. The list of chemicals that have the potential for use as a warfare agent is extensive. This document covers some of the more common agents and their classes, based on their mode of action (the way they penetrate the human body), and their effects on the human body.

8. Vesicant/ Blister Agents

Vesicants produce chemical burns through a variety of mechanisms (e.g. inhalation or contact with skin) depending upon which agent the casualty has been exposed to. The effects can be immediate or delayed, be limited to tissue damage or have ongoing systemic effect lasting years. Vesicants vary in persistence and have the potential to

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\(^1\) “Precursor” means any chemical reactant which takes part at any stage in the production by whatever method of a toxic chemical. This includes any key component of a binary or multicomponent chemical system (…) (Article II (3) CWC)
remain present in the environment from hours to months. Sulfur Mustard was first used widely in World War One and has seen contemporary use as well, during the Iran/Iraq war (1980-1988), and more recently in Iraq by the so-called Islamic State of the Iraq and the Levant (ISIL). Lewisite and Phosgene Oxime have not yet seen battlefield use.

9. **Mustard**

Persistence: Mustard Agent is persistent and can last for years in the environment where it has the ongoing potential to cause injury.

Routes of Exposure: Inhalation and contact. Mustard easily penetrates intact skin and clothing.

Targets of toxicity: Immediate – Eyes, skin, airways; Delayed – Liver, kidneys, nerve system, bone marrow

Signs and Systems: Although the tissue damage caused by mustard occurs almost immediately, observable physical manifestations may not occur until 6 to 24 hours after exposure. The danger in mustard lies in the latent period after exposure while the agent has already begun to cause damage, which is why immediate decontamination is vital if mustard is suspected.

<table>
<thead>
<tr>
<th>Organ</th>
<th>Severity</th>
<th>Effects</th>
<th>Onset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eyes</td>
<td>Mild</td>
<td>Tearing, itching, burning</td>
<td>4-12 h</td>
</tr>
<tr>
<td></td>
<td>Moderate</td>
<td>Above plus: Eyelid swelling, moderate pain, reddening</td>
<td>3-6 h</td>
</tr>
<tr>
<td></td>
<td>Severe</td>
<td>Increased eyelid swelling, corneal damage, severe pain</td>
<td>1-2 h</td>
</tr>
</tbody>
</table>

Operational Considerations for Unintended Toxic Chemical Weapon Exposure
<table>
<thead>
<tr>
<th></th>
<th>Mild</th>
<th>Severe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airway</td>
<td>Sneezing, running nose, bloody nose, hoarse voice, cough 6-24 h</td>
<td>The above plus productive cough, mild to severe shortness of breath 2-6 h</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skin</td>
<td>Reddening</td>
<td>Blister formation 4-12 h</td>
</tr>
</tbody>
</table>

First Aid: There is no antidote for mustard exposure. The treatment consists of supportive care only.

Decontamination: For decontamination of the eyes initial treatment should consist of copious irrigation using water. The primary method of initial treatment for the skin is rapid removal of the agent itself via decontamination with a Reactive Skin Decontaminant Lotion (RSDL) or aM291 Skin Decontamination Kit. If specific decontaminating solutions are not available copious soap and water may be used.

10. Lewisite

Lewisite is similar to mustard in that it causes chemical burns on contact. Where the effects of mustard are delayed for several hours, lewisite causes immediate pain on contact and the inflammatory effect occurs much faster. Any long-term effects after exposure are not known.

Persistence: Although less persistent than mustard, lewisite can last for days in the environment where it has the ongoing potential to cause injury.

Routes of Exposure: Inhalation of vapors and direct contact with the agent. Lewisite easily penetrates intact skin and clothing.

Targets of toxicity: Immediate targets are the eyes, skin, airways. Delayed targets are cardiovascular (potential for extremely low blood pressure after exposure to a large amount of agent)

Signs and Systems:
### 11. Phosgene Oxime

Phosgene (COCl2) is a highly toxic gas or liquid that is classified as a pulmonary irritant. Exposure to phosgene gas produces delayed-onset non-cardiogenic pulmonary edema.

The odor detection threshold for phosgene approaches the NIOSH-defined immediately dangerous to life and health (IDLH) level of 2 ppm. As a result, the odor of newly mown hay is an insufficient warning signal for dangerously high phosgene levels. Other pulmonary irritant gases, such as chlorine, are so noxious that exposed persons flee the immediate area of release, but persons exposed to phosgene may inadvertently remain in a highly contaminated area, unaware that they are in any danger.

*Persistence:* Phosgene is classified as a non-persistent agent due to its rapid evaporation. Because phosgene is four times denser than air, it tends to remain close to the ground and to collect in low-lying areas.
**Routes of Exposure:** Inhalation. Phosgene is usually transported as a compressed liquefied gas - direct contact with this form of the substance may produce frostbite injuries.

**Targets of toxicity:** Inhalation – direct effect on the lungs

**Signs and Systems:** Exposure to moderate-to-high concentrations of phosgene:

- Lacrimation
- Conjunctival irritation/burning
- Burning sensation in mouth/throat
- Throat swelling/changes in phonation - May reflect laryngeal edema
  - Latent period lasting four to 24 hours post-exposure:
  - Cough - Initially dry, then increasing frothy white/yellow sputum
  - Chest tightness, chest pain, or substernal burning
  - Dyspnea - Exertional early on, subsequently becomes present at rest
  - Altered taste sensation – If the patient is a smoker, metallic or unpleasant taste to cigarettes

Other signs and symptoms of this phase, which result primarily from hypoxemia or volume depletion, include the following:

- Lightheadedness
- Palpitations
- Angina
- Headache
- Anorexia
- Nausea, and vomiting
- Weakness
- Anxiety and sense of impending doom

**First Aid:** Patients exposed to liquid phosgene: decontamination. Patients with ocular exposure: eye flushes with saline or plain water for at least 15 minutes.

Because phosgene is poorly soluble in water, it reacts minimally with oropharyngeal and conducting airway tissues and, as a result, can penetrate deeply into the lungs,
where it exerts its effects at the alveolar-capillary membrane. One of the hallmarks of phosgene toxicity is an unpredictable asymptomatic latent phase before the development of non-cardiogenic pulmonary edema. Typically, the latent phase lasts from three to 24 hours, but it may be as short as 30 minutes or as long as 48 hours after phosgene exposure.

Nerve Agents

12. Nerve agents are organophosphorus compounds that affect the transmission of nerve impulses by inhibition of the enzyme acetylcholinesterase (AChE). When the nervous system sends a message, in many locations in the body that message is delivered in the form of the neurotransmitter acetylcholine (ACh). When the message reaches its target, that organ or muscle contracts, secretes etc. Once the desired action has been executed, the enzyme AChE is released to breakdown the ACh thus completing the organ’s function. When nerve agent inhibits the function of AChE the target organs or muscles continue to function without pause. The result of exposure is unmediated muscular and organ activity that leads to respiratory arrest and death.

13. For the purposes of this document all nerve agents are dealt with together, as they operate by the same mechanism of action and are all highly toxic. Any significant differences are noted regarding the persistence of the agent.

14. V Agents – VX, Vx, VX2 and G Agents – Tabun (GA), Sarin (GB), Soman (GD)

Persistence: V agents are persistent and can last for days in the environment where they have the ongoing potential to cause injury. G agents are much less persistent and can last in the environment for hours to days where they have the ongoing potential to cause injury.

Routes of Exposure: Inhalation of vapors and direct contact with the agent

Targets of toxicity: Central and peripheral nervous system
### Signs and Systems:

<table>
<thead>
<tr>
<th>Effects of vapor exposure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mild</strong></td>
</tr>
<tr>
<td>- Eyes: constricted pupils, dim vision, headache</td>
</tr>
<tr>
<td>- Nose: running nose</td>
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<tr>
<td>- Mouth: excessive salivation</td>
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<tr>
<td>- Lungs: shortness of breath, tightness in the chest</td>
</tr>
<tr>
<td>- Time of onset: seconds to minutes after exposure</td>
</tr>
<tr>
<td><strong>Severe</strong></td>
</tr>
<tr>
<td>All of the above, plus;</td>
</tr>
<tr>
<td>- Severe breathing difficulty or cessation breathing</td>
</tr>
<tr>
<td>- Generalized muscular twitching, weakness or paralysis</td>
</tr>
<tr>
<td>- Convulsions</td>
</tr>
<tr>
<td>- Loss of consciousness</td>
</tr>
<tr>
<td>- Loss of bladder, bowel control</td>
</tr>
<tr>
<td>- Time of onset: seconds to minutes after exposure</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effects of agent on skin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mild/moderate</strong></td>
</tr>
<tr>
<td>- Muscle twitching at site of exposure</td>
</tr>
</tbody>
</table>
• Sweating at site of exposure
• Nausea, vomiting
• Weakness
• Onset of action: 10 minutes to 18 hours after exposure

Severe

All of the above, plus

• Severe breathing difficulty or cessation of breathing
• Generalized muscular twitching, weakness, or paralysis
• Convulsions
• Loss of consciousness
• Loss of bladder and bowel control
• Onset of action: minutes to an hour after exposure

First Aid:

Decontamination in case of exposure to liquid agent on the skin:

The primary method of initial treatment for the skin is rapid removal of the agent itself via decontamination with a Reactive Skin Decontaminant Lotion or a M291 Skin Decontamination Kit. If specific decontaminating solutions are not available copious amounts of soap and water may be used.
Decontamination in case of vapor exposure:
There is no specific method for decontamination of exposure to nerve agent vapor. The casualty should be removed to fresh air to avoid further exposure to the agent.

Antidote
The initial treatment for nerve agent exposure is twofold and consists of the administration of two drugs; pralidoxime which reverses the action of the agent and atropine which blocks acetylcholine from continuing to stimulate the muscle or organ. During the rescue phase, these are typically administered simultaneously in the form of an auto-injector.

Irritant Gas/ Choking Agents

15. Irritant gasses react with water in mucous membranes to cause direct damage to eye, lung and airway tissue. They were used extensively in WWI and have seen suspected contemporary use as well. Many toxic chemicals in this category are widely used in industry and as such are easy to obtain.

Persistence: Irritant gasses are not persistent and disperse quickly into the environment (OPCW, 2017). They tend to be heavier than air and can be concentrated in low-lying areas (OPCW, 2017).

Routes of exposure: Inhalation and direct contact with vapors.

Targets of toxicity: Airway and breathing.

Signs and symptoms: The onset of effects of the agents differs based on their solubility in water.

Highly water-soluble gasses react with the mucous membranes in the eyes, nose, mouth and throat potentially causing airway obstruction due to inflammation. While moderately water-soluble gasses have similar effects, they can reach deeper into the lungs damaging not only upper airway tissue but also the lungs ability to utilize oxygen. The onset of effects is immediate depending on the concentration. Odor in dangerous concentrations is easily detected.

Examples – Ammonia (highly soluble), Chlorine (moderately soluble)

Signs and symptoms of moderately water-soluble irritant gasses
• Burning sensation in the eyes and throat
• Excessive tearing
• Excess mucus production
• Upper airway swelling
• Hoarse voice and cough
• Fast heart rate

Slightly water-soluble irritant gasses can reach deep into the lungs where they interfere with the lungs’ ability to utilize oxygen. The onset of effects can be delayed up to 24 hours. The odor is not easily detected in dangerous concentrations, which increases the risk for prolonged exposure.

Example – Phosgene

Signs and symptoms of moderately water-soluble irritant gasses

• Wheezing and crackles caused by fluid in the lungs

*First Aid:* There is no antidote for most irritant gasses. Although removing the casualty to fresh air is the primary concern, irrigation of the eyes with copious amounts of water may be beneficial after suspected exposure to highly or moderately water-soluble irritant gasses.

**Cyanides/ Blood Agents**

16. Cyanide binds to iron found at the cellular level, which prevents the cell from using oxygen. Because of the subsequent anaerobic (without oxygen) metabolism, patients develop lactate accumulation with severe acidosis and cellular asphyxiation leading to depression of the central nervous system that can result in respiratory arrest and death.

*Persistence:* Cyanide has a very low persistence in soil and water.

*Routes of exposure:* Inhalation and direct contact with vapors, ingestion of liquids.

*Targets of toxicity:* Cells (directly)

*Signs and symptoms:* Signs and symptoms of cyanide poisoning can be difficult to detect.

Mild (or Chronic):

• general weakness
• excessive sleepiness
• headache
• dizziness
• vomiting
• abdominal pain

**Severe:**
• confusion
• bizarre behaviour
• shortness of breath
• seizures
• coma.

The skin may be unusually pink or cherry-red, breathing may be fast, and heartbeat may be either slow or fast.

An acute ingestion of cyanide will have a dramatic, rapid onset, immediately affecting the heart and causing collapse, a seizure, or coma.

Treatment of exposure to cyanide involves removing cyanide from the cells, detoxifying cyanide, and providing supportive measures aimed at minimizing toxic effects.

*First Aid:* Since the body normally metabolizes cyanide into thiocyanate, which then is excreted in the urine, patients with mild exposures should improve when removed from the source of exposure and may not require any other intervention. Higher levels of exposure require urgent medical attention.

**Riot Control Agents**

17. Riot Control Agents (RCAs) means any chemicals not listed in a Schedule, included in the Annex on Chemicals to the CWC, which can produce rapidly in human’s sensory irritation or disabling physical effects which disappear within a short time following termination of exposure (Article II (7) CWC). The CWC expressly prohibits the use of RCAs as a method of warfare (Article I (5) CWC) while it permits the use of toxic chemicals for law enforcement including domestic riot control purposes (Article II (9) (d) CWC).
18. Riot control agents are therefore chemical compounds that temporarily disable casualties due to their noxious contamination of skin, eyes, mucous membranes, and respiratory tract. They are not meant to kill, but to render a victim momentarily helpless. However, in certain circumstances, they can cause long-term medical sequelae, including death. Tear gas (CS) and chloroacetophenone (CN) are by far the most important pulmonary irritants.

**Persistence**: RCA’s have a very low persistence in soil and water.

**Routes of exposure**: Inhalation and direct contact with vapors, ingestion of liquids.

**Targets of toxicity**: Mucus membranes, eyes and respiratory system. **Signs and symptoms**:

- Ocular pain and tearing are common; at high concentrations
- CN is known to cause corneal epithelial damage and chemosis.
- Conjunctival injection and periorbital edema may be noted
- More serious and even permanent eye injuries (e.g., corneal abrasions, foreign bodies) can occur; tear gas particles, other foreign particles, or the blast injury itself causes these injuries.
- Patients may complain of blindness because of the intense tearing and blepharospasm, but patients who can physically open their eyes have no significant change in visual acuity

Other manifestations are as follows:

- Nausea, vomiting, and diarrhea may occur
- Rhinorrhea, sneezing, and hypersalivation often occur as agents come in contact with sensitive mucous membranes.
- Patients also may report cough, chest tightness, dyspnea, and wheezing, but pulmonary function test results typically are not changed
- Exacerbation of a chronic pulmonary condition, such as asthma or chronic obstructive pulmonary disease, may occur
- Exercise exacerbates symptoms
• Psychological effects (e.g., anxiety) also provoke increased response

While the clinical effects of a CS spray may last for days, subjects sprayed with CS have shown no convincing physical evidence of pathology for up to 10 months afterward. First Aid: No antidotes exist. Treatment is supportive and begins with removal from the site of exposure. Patients with significant exposures require decontamination. Without continuing exposure, symptoms typically resolve spontaneously in 15-30 minutes,

**Decontamination**

A note on decontamination; although casualty decontamination is an important part of the initial management of chemical exposure care must be taken not to contaminate additional persons (OPCW, 2017). Appropriate precautions must be taken, and protective clothing/barriers used to avoid creation of further casualties (OPCW, 2017). If a hasty decontamination must take place, the victim should remove all contaminated clothing, being mindful of where the contamination is located so as not to cross contaminate. All exposed personnel should then thoroughly wash using a mild surfactant (soap) and water being mindful to not cross contaminate while washing. For example, if an individual is only exposed on their arm, they should wash that area first, prior to washing the rest of the body. The same principle also applies for treatment facilities and hospitals that may encounter contaminated casualties. All clothing should be removed, bagged and the casualty washed prior to medical treatment to limit cross-contamination.

C. **Considerations and Recommendations**

**Medical Considerations**

19. Certified CBRN operators typically undergo annual medical assessments to determine whether they are suitably fit to make entry into a toxic environment (OPCW, 2016). Additionally, individuals who will be expected to make a toxic entry will require pre and post-entry medical checks to ensure respectively that they are healthy enough to enter a contaminated environment and do not present any signs or symptoms of exposure after
having left the environment (OPCW, 2016). Medical checks are also normally required prior to separation from employment or after any exposure in a contaminated environment (OPCW, 2016).

20. Because UNSMS may consult this information as part of safety planning protocols, rather than for toxic entries, it is still important to highlight that some of the basic medical checks may need to take place if there is a high risk that an exposure to toxic chemicals could take place, specifically after any exposure or potential exposure.

21. Additional considerations for those who would be assigned to that type of mission may include the following:
   - Safety preparations such as Health and Safety Plans
   - Mask fit tests for all individuals who are assigned a respirator
   - Annual medical review of relevant personnel which may comprise the following: Full physical examination (including BP, BMI); Blood work comprising FBC, renal function, liver function, lipids, urate, glucose; Spirometry; ECG; Optometry eye examination and lens prescription review; Exercise/fitness testing
   - “Proficiency” training on equipment.
   - ACHE baseline assessment (OPCW, 2016)

22. The above listed medical considerations are not exhaustive and may not be appropriate for every agency. Depending on the risk level in the Area of Operations (AO) and Area of Responsibility (AOR), UNSMS along with the Designated Official may need to discuss the requirements associated with medical examinations for individuals in that area (United Nations, 2006). However, it is important to remember that any agency who issues respirators are likely to have a requirement to establish a medical program for individuals who may need to don them, even if it is only for escape purposes (OPCW, 2016).
Training Considerations

23. Dealing with chemical weapon threats normally requires training for all individuals who may be exposed to chemical weapon or deal with individuals who have been exposed to chemical weapon. As previously noted, the considerations included in this document are not intended to develop criteria for the suitability of CBRN operators; rather they may be referred to by UNSMS as part of its own overall risk reduction matrix. These considerations may also include the need for initial and follow up training on equipment designed to protect those in the field and those creating the risk management matrix. Initial training should be comprehensive enough to teach all parties the basics of unintended exposure and they include but are not limited to:

- the initial threats associated with chemical weapon;
- initial treatment protocols;
- actions to take in the event of an exposure;
- how to properly don and doff personal protective equipment;
- basic agent identification techniques and technologies (monitor or valid paper use) and;
- basic decontamination techniques and procedures (OPCW, 2017).

24. The OPCW training for Inspectors consists of an initial two-week toxic chemical training (TCT) covering these topics and more, at an expert level (OPCW, 2017). Additionally, the OPCW requires an annual Inspector Refresher Training (IRT) which is hosted in house and a renewal of TCT for all Inspectors every three years to remain qualified (OPCW, 2017). For the purposes of basic foundational training for those who may encounter or need to plan contingencies for chemical weapon, the UNSMS may consider developing a training protocol similar to that of the UN Safe and Secure Approaches in a Field Environment (SSSAFE).

25. This would include all the above-mentioned training along with hands-on practical work. Additionally, the UNSMS may consider a one-day annual refresher training that
could be held at the duty station.

**Equipment Recommendations**

26. When dealing with chemical weapon threats it is important to keep in mind that certain protective, detection and decontamination equipment is normally required to understand the threat; as is true with all CBRN threats. Without the appropriate protective equipment, individuals who inadvertently encounter CBRN threats may not be able to egress to a safe area or even identify that agent is present in the area. Similarly, if inadvertent contact is made, basic detection technology should be available to clear “safe areas”, identify the type of threat and report the specifics to more specialized teams. Even basic detection readings can assist the SRM in safeguarding personnel and assist in medical treatment. The vapor pressure and vapor density of chemical weapon varies, meaning protection measures may also vary as will medical treatment. Basic decontamination solution/lotion is also critical in reducing the long-term health effects of an inadvertent exposure and allowing medical treatment to begin sooner.

27. The OPCW realizes that there are multiple types of protective, detection and decontamination equipment available worldwide. Rather than name certain companies or products for recommendation, the OPCW prefers to class the protective, detection and decontamination equipment into more general capabilities. The following is a non-exhaustive list of relevant equipment for UNSMS’s consideration:
### Personal Protection
- Escape Respirator or Air Purifying Respirator (APR)
- Nitrile Gloves
- Water (1-2 liters per person)
- Chemical Weapon Nerve Agent Antidote Kits (should only be carried by trained medical personnel and the quantity will vary based on the size and composition of the mission)

### Detection
- Small handheld chemical weapon detector that provides quick identification of the type of chemical weapon used (LCD 3.3 or AP4C for example) (There should not be a necessity to purchase a significant number of these detectors rather there should be a few on hand that can be issued depending on the threat level associated with the mission and only used by qualified operators).
- Calid or M8 Paper (cheap and easily used, by far the most cost effective and user-friendly detection method and should be included with every personal protection kit.)

### Decontamination
- Decontamination solution to be used on exposed or potentially exposed individuals (There are many types available and if actual decontamination solution is not available a basic surfactant along with a 5% solution of bleach and copious amounts of water can be used if required).
- Individual Decontamination Kit (RSDL sachets for example)
- One Piece suit (to be used if normal clothing is contaminated and must be discarded)
- Footie’s (to be used if normal footwear is contaminated and must be discarded)
- Large Plastic garbage bag (to consolidate contaminated items if necessary)
- 1-2 rolls of duct tape (generally 1-2 per vehicle or convoy will suffice depending on the size) to seal and label bags containing contaminated items
- Permanent marker or pen to label the sealed bags
D. References


