

ATTACHMENT I: TECHNICAL PROPOSAL GUIDELINES

Please use the below country security risk level rating and corresponding listed countries as reference throughout the technical and cost proposals.

A country's overall security risk rating is dependent on the following sub-categories:

- Prevalence of crime (petty, violent, and random acts of violence)
- Capability of country's security services in responding to crises
- Level of civil unrest and demonstrations
- Geo-political stability
- Threat of terrorism
- Threat of kidnapping for national and international travelers

Very High Security Risk: Most territories in this category lack a political infrastructure with any democratic premise and have a high rate of corruption, unstable economy and high unemployment rates. There is a very high rate of violent and petty crime, with general lawlessness throughout the region. Overland travel throughout the region should be avoided. Many domestic and international terrorist groups are operating, with some areas controlled by rebel factions. Anti-government actions and demonstrations are common and violent. Cross border and international warfare exist.

Countries: Afghanistan, Burundi, Central African Republic, Democratic Republic of Congo, Iraq, Libya, Mali, Pakistan, Gaza, Somalia, South Sudan, Sudan, Syria, Ukraine (Donetsk, Luhansk), Yemen

High Security Risk: Most areas in this category have unstable political and economic systems with high rates of unemployment. Violent and petty crimes are common and random acts of violence do occur. Some areas have a general state of lawlessness. Government security services lack training and equipment and are prone to corruption. Civil unrest is common and usually violent. Organized anti-government and terrorist groups are well organized and conduct bombings and other violent acts against the government, targeting local and international interests. Countries at this threat level may be involved in cross-border warfare.

Countries: Algeria, Bangladesh, Brazil, Burkina Faso, Cambodia, Chad, Colombia, Côte d'Ivoire, Djibouti, Ecuador (Guayaquil), Egypt, El Salvador, Ethiopia, Gambia, Guatemala, Guinea, Guinea-Bissau, Haiti, Honduras, Indonesia, Iran, Kenya, Kosovo, Lebanon, Madagascar, Malawi, Mauritania, Mexico, Mozambique, Nepal, Niger, Nigeria, Palestinian Authority, Papua New Guinea, South Africa, Tunisia, Turkey, Ukraine, Venezuela, Zimbabwe

Moderate Security Risk: Most countries or cities in this category will have a somewhat stable political and economic infrastructure, but unemployment and rising inflation cause some instability. These territories have moderate levels of crime, including random incidents of violent crime and armed assault. Government security services may suffer from corruption and lack of training. Civil unrest may occur and dissolve into violence, disrupting daily life. Organized anti-government and terrorist groups may conduct incidents of violence.

Countries: Albania, Algeria, Angola, Argentina, Armenia, Azerbaijan, Belarus, Belgium, Belize, Benin, Bolivia, Bosnia & Herzegovina, Bulgaria, Cambodia, Cameroon, Chile, Comoros, Congo, Costa Rica, Dominican Republic, Ecuador, Equatorial Guinea, Eritrea, French Guiana, Gabon, Georgia, Ghana, Greece, Guyana, Hungary, India, Indonesia, Israel, Jamaica, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Laos, Lesotho, Liberia, Macedonia, Malaysia, Maldives, Mauritania, Moldova, Montenegro, Morocco, Myanmar, Namibia, Nicaragua, Panama, Paraguay, Peru,

Philippines, Puerto Rico, Russia, Sao Tome & Principe, Saudi Arabia, Senegal, Serbia, Sierra Leone, Solomon Islands, South Africa, Sri Lanka, Suriname, Swaziland, Tajikistan, Tanzania, Thailand, Timor L 'Este ,Togo, Trinidad & Tobago, Turkey, Turkmenistan, Uganda, Ukraine, Uzbekistan, Vietnam, Zambia

Low Threat: Most areas in this category have a stable political infrastructure with some unemployment, low crime rates and rare instances of violent crime. Petty crimes are a concern and travelers may be targeted.

Countries: everywhere else that the United States may legally operate

A. Global Reach and Network

- i. List all countries in which your company currently operates or has the capacity to do so.
- ii. Highlight at least 2 countries in each region where active, demonstrate in-country security network, including collaboration with existing global networks (US Embassies and Regional Security Officers, UN, INSO and/or others). Elaborate on the vetting, training, and use of local security providers as subcontractors for projects or in other capacities.
- iii. Describe how your company would leverage relationships with the military, police, and/or local government to better protect and inform URC staff without compromising URC’s policy for neutrality.

B. Risk Management and Security Approach

Please complete the table below to communicate your company’s security strategy. Although generalized promotional literature is welcomed, it may not substitute for original narrative responses to the questions posed below. URC-CHS reserves the right to disqualify any proposal for lack of responsiveness or specificity.

Services	Moderate Risk Country	High Risk Country	Very High Risk Country
Organizational Risk Management Approach			
Communications Capacity			
Vehicle Options			
Journey Management Approach			
Close Protection Services			
Static Security Services			
Weapons Protocols			

Site Assessments			
Staff Training			

Organizational Risk Management Approach

Describe risk management approach employed using the following strategies based on level of risk: acceptance, protection, and deterrence.

Communications Capacity

Describe communications plan/protocols and strategy for field offices, noting where variance may occur due to threat and general location differences. Additionally, describe communications equipment employed per varying risk levels.

Vehicle Options

Describe vehicles available for use and the mechanism by which they are obtained (e.g. through contracted vendors, vehicle fleet, etc.), recommendations for vehicle type (e.g. sedan, SUV, or 4WD; soft-skin or armored, etc.), and appurtenances included (e.g. spare tires, repair and first aid kits, fire extinguisher, etc.) per risk level.

Journey Management Protocols

Describe policies and protocols for vehicle management (tracking, maintenance, and record-keeping), as well as logistics management (vehicle and driver coordination) per risk level.

Close Protection Services

Describe capacity and protocols for close protection services per risk level.

Static Security Services

Describe capacity for static security at project offices (e.g. shifts, guard training, weapons policy, back-up policies, etc.) per varying risk level.

Weapons Protocols

For each country in which your company currently operates, please describe your weapons policy and protocols (e.g. rules of engagement, weapons licensing, etc.) per risk level.

Site Assessments

Describe process for office and regional physical security assessments, including capacity for emergency action and contingency planning for projects.

Staff Training

Describe staff training capabilities for defensive driving, first aid/CPR, HEAT, and emergency response drills, including any trainer certifications.