

ANNEX 3

SAMPLE FORMAT FOR INITIAL SECURITY PLAN

INTRODUCTION

The items contained herein are to be considered a baseline in the development of a Security Plan. As this guidance was developed for use across the Agency, it cannot take into account all “on-the-ground” situations. Thus, developers must consider the augmentation of their security plans to meet specific threats and possible emergencies posed by the environment.

Each USAID partner will look at its security posture differently. The plan will include:

- 1) An opening statement of management responsibilities with a brief description that summarizes the corporate, company, and or organizational philosophy regarding security in general (high profile, low profile etc.) and specifically towards this program/project.
- 2) A description/summary with an overview of the particular program/project. The plan must also indicate the intended method of managing the “safety and security program” i.e. in house by a security manager or contracted to a third party.
- 3) A Threat Analysis and a Risk Assessment conducted by a competent authority, preferably a professional Security Expert. This product must cover all facets of the Offerors operations (i.e. lodging, office, transportation, operational area, etc.)
 - Current and previous security situation (to include crime, insurgent activity, kidnappings, police and military operations, etc.) in the area(s) of proposed program/project activities, the company's offices, and employee living areas.
 - Previous security incidents that involved the company and/or its personnel or other organizations in the vicinity previous and current threats against the company and/or its personnel.
- 4) Location(s) of proposed program/project offices and activities.
- 5) Period of Performance of the contract.
- 6) The company's current security plan (if applicable) including perimeter security (i.e. "11' high, 1' foot thick, concrete and brick wall, with razor wire on top totaling approx. 13' that surrounds the facility/ies, CCTV system, 10' high metal entry/exit door manned by a 24/7 armed guard, with cabin, etc.).
- 7) For requests of vehicles:
 - Number of vehicles requested
 - Vendor that will be utilized
 - Frequency of travel utilizing vehicles
 - Terrain
 - Driver Training Plan

- Passenger orientation and driver training plan.

Note: Armored vehicles have different handling characteristics and drivers and perspective passengers must be trained in evasive driving techniques as well as handling the particular type of vehicle in emergency situations.

8) A security point of contact in case for questions or clarifications.

9) Planned methods to mitigate the threats, including evidence of an assessment or evaluation of alternative security precautions. These may include but not be limited to:

Issuance and use of two-way radios and/or other communication networks, upgrading buildings, deploying guards and/or guard force, CCTV system, or purchasing additional vehicles as recommended by security experts, assessing the manner in which the FAV is envisaged to be used in terms of safety etc.

10) A cost breakdown along with comprehensive budget narrative. Initial funding request must be identified broken out by line item and incremental funding identified capturing annual cost and overall funding limit for the life of the award.

Please note that the above items are not an all-inclusive list; there may be additional relevant information or items to be considered. Therefore, when submitting a Security Plan, all relevant and necessary information must be addressed/explained.

SECURITY COUNTERMEASURES

The following topics are not part of an all-inclusive list, but represent a guidance of the elements the developer can consider to protect life and property from attack, theft, or environmental loss. If any of the topics is not considered relevant for the specific program/project, a short statement outlining why the topic is not relevant to the plan must be included.

Physical Security for the Program/Project Office(s) and/or personnel residences

- Facility Location(s) – provide pertinent security information for each facility and/or residences
- Site Plan(s) / photographs
- Perimeter
 - o Barriers (bollards/vehicle control/personnel access control/ditch)
 - o Perimeter wall (anti-climb/construction)
 - o Visitor and package/mail screening
 - o CCTV coverage and data storage – method to monitor and security of the storage medium.
 - o Lighting
 - o Setback

- 'Hardline' protection
 - o Wall construction
 - o Man-passable openings
 - o Doors and Locks
 - o Windows and Shatter Resistant Window Film (SRWF)
 - o Access control procedures
 - o Eliminating climbable platforms if applicable
- Interior
 - o SRWF
 - o CCTV (archiving)
 - o Imminent Danger Notification System type alarm
 - o Safe room - procedures
 - o Room locks
 - o Emergency procedures posted, drilled, and documented

Guard Force Considerations for the Program/Project Office(s) and/or personnel residences

- Guard Force
 - o Guard force duties
 - o Staffing per shift
 - o Equipment that will be issued (armed/unarmed etc.)
 - o Shift hours (avoid 12 hour shifts)
 - o Pre-hire screening
 - o Documented training (rules of engagement, firearms, first aid etc.)

Infrastructure

- Power
 - o Generator (back-up power) size
 - o Fuel delivery and storage
- Other Considerations
 - o Potable water source and emergency supply
 - o Environmental factors (flood/seismic)
 - o Proximity to emergency response
 - o Fire safety, smoke and carbon-monoxide alarms
 - o Emergency food stores

SAFETY & SECURITY POLICIES AND PLANS

Corporate, company, and or organizational policies and plans that are specific to the program/project must be addressed.

Policies

- Incident reporting (SIR, IR, SR, etc.)
- Weapons on the premises/
- Premises access
- Pre-hire staff vetting
- Branding (USAID and other)
- ID issuance and display
- Medical treatment
- Movement on foot and vehicular
- Vehicle accident
- Night letters and other threats to staff
- Visitors access procedures
- Safeguarding sensitive information
- Travel policies including local, field and international.
- Compliance with licenses under Pakistan laws.

Plans

- Communications plan (including emergency cascade phone list)
- Fire in/on the premises
- Bomb threat
- Emergency Evacuation from premises
- Emergency Evacuation area/country
- Personal Recovery/Kidnapping release plan
- Emergency Action Plan

STAFF TRAINING

Training must be addressed at the outset of the program/project with scheduled refresher training included. Additionally, all training must be documented and recorded. Drills to establish the level of comprehension must also be considered.

- Operational Security
 - o Cell phone
 - o Travel
 - o Handling of sensitive information
 - o Public
- Environmental Awareness/Cultural Sensitivity
- First Aid – what supplies and capabilities will be on premises
- Driving/Passenger
- Counterintelligence