International Rescue Committee
(SOUTH SUDAN COUNTRY PROGRAM)

Request for Proposal (RFP)

(SECURITY SERVICES- ALL FIELD LOCATIONS)

Ref: #: IRC/SS/MSA/2026/20

Planned Timetable	
Issue Request for Proposal	*22nd September 2026*
Suppliers return signed Intent to Bid forms due date	*25th September 2026*
Questions from Suppliers due date	*28th September 2026*
Answers to Suppliers questions due date	*30th September 2026*
Bid submission due date	*13th October 2026 @ 1630hrs South Sudan time*
Bid Opening and Evaluation date	*23rd October 2026*
Suppliers visit if applicable	*26th – 29th October 2026*
Award of Business	*1st December 2026*
Contract start	*1st December 2026*

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A. INTRODUCTION

1. *The International Rescue committee*

The International Rescue Committee, hereinafter referred to as "the IRC", is a non-profit, humanitarian agency that provides relief, rehabilitation, protection, resettlement services, and advocacy for refugees, displaced persons and victims of oppression and violent conflict.

2. *The Purpose of this Request for Proposal (RFP)*

It is the intent of this RFP to secure competitive proposals to select Vendor(s) for the International Rescue committee South Sudan Country Program to provide Security services at the following locations **Juba, Maban, AjoungThok, Koch, Rumbek, Malualkon, Panthou and Renk**. All qualified and interested Vendors are invited to submit their proposals.

The winning Bidder(s) will enter into a fixed price Master Service Agreement (MSA) for two (2) years. Bidders shall be domiciled in and shall comply with all Government Regulations to operate in (South Sudan). Bidders shall be regular taxpayers and shall furnish a copy of their operating license/certificate of registration valid for the fiscal year (2026). Bidders shall not be under a declaration of ineligibility for corrupt or fraudulent practices.

3. *Cost of Bidding*

The Bidder shall be responsible for all costs associated with the preparation and submission of its bid, and IRC hereinafter referred to as "the Purchaser", will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

B. THE BIDDING DOCUMENTS:

4. *The Bidding Documents*

The Bidder is expected to examine all instructions, forms, terms, and specifications in the bidding documents prepared for the selection of qualified suppliers. Failure to furnish all information required as per the bidding documents or to submit a bid not substantially responsive to the bidding documents in every respect will be at the Bidder's risk and may result in bid rejection.

The Bidding documents shall include the following documents:

- *The Request for Proposal – RFP (this document);*
- *Price Schedule* ***Annex A***
- *TOR (Terms of Reference):* ***Annex B***
- *Vendor information form and IRC Conflict of interest & code of conduct****: Annex C***
- *Intent to Bid:* ***Annex D***

5. *Clarification of Bidding Documents*

A prospective Bidder requiring clarification of the Bidding Documents may notify the Purchaser in writing at SS-Procurement@rescue.org. The request for clarification must reach the purchaser not later than **25th September 2026.** The Purchaser shall respond by e-mail providing clarification on the bid documents no later than **28th September 2026**. Written copies of the Purchaser's response (including an explanation of the query but without identifying the source

of inquiry) shall be communicated to all prospective Bidders which express an intention to submit bids.

C. PREPARATION OF BIDS:

6. ***Language of Bid***

The Bid and all related correspondence and documents exchanged between the Bidders and the Purchaser shall be written in (English Language). Any printed literature furnished by the Bidder and written in another language shall be accompanied by a (English Language) translation of its pertinent passages, in which case, for purposes of interpretation of the bid, the (English Language) version shall prevail.

7. ***Documents Comprising the Bid***

The submitted bid shall include the following information. Failure to provide all requested information or to comply with the specified formats may disqualify the Bidder from consideration.

1. Eligibility

- *A cover letter explaining Bidder's interest in supplying the good or service to the IRC.*
- *Completed the Intent to Bid.* ***Annex D***
- *Completed Vendor Information Form and IRC Conflict of Interest and Supplier Code of Conduct form* ***Annex C***
- *Certificate of Incorporation*
- *Memorandum & Articles of Association with names of the owner's shareholders/directors of the company.*
- *Copies of National I.D or Passport Bio-page of company owners/directors*
- *Operation License*
- *Any other legal document in South Sudan*
- *Proof of property ownership for business premises/ lease agreement.*
- *Profile of the Company – Maximum 4 Pages*
- *Bank statement Details / Financial Capability Docs (Bank Statement for the last three (3) months /last audit report 2024/2025*
- *A Certificate of Business Registration or Trading License in (South Sudan)*
- *Taxpayers' documents in (South Sudan) including a valid Tax Clearance*
- *3 references from current or past clients - preferably NGOs (at least in the last two years. Same Clients should be included in the Vendor Information form* ***Annex C****)*

2. Financial Proposal

- *Price schedule. Duly Signed and Stamped.* ***Annex A***
- *Preferred payment terms*
- *Other important documents which Bidder attaches to support its bid.*

3. Technical /Supporting Documents

- *Sample of the Monthly Security Report\Snapshot*
- *Sample of the Daily Security Report*
- *Sample of the Guards Training Courses*

8. ***Bid Prices.***

The Bidder shall clearly indicate the unit price of the goods it proposes to supply. All unit prices shall be clearly indicated in the space provided in the price schedule, and all unit prices quoted in the RFP response shall be agreed to be in effect for a minimum of twelve (12) months beginning on the date when the contract is executed, with the exception of products or services which are subject to significant and unavoidable market forces which prevent this, in which case the Bidder shall describe and justify the driver(s) of potential price fluctuation during the first twelve (12) months of the agreement. The Bidder shall sign the price schedule and shall stamp the price schedule with the Bidding Company's seal where feasible.

9. Bid Currencies

All financial rates and amounts entered in the Bid Form and Price Schedule and used in documents, correspondence, or operations pertaining to this tender shall be expressed in **United States Dollars.**

10. Document Establishing Goods Eligibility and Conformity to Bidding Documents

Pursuant to Clause 7, the Bidder shall furnish, as part of its bid, documents establishing the eligibility and conformity to the Bidding Documents of all services which the Bidder proposes to supply under the Contract.

The Documentary evidence of the services' conformity to the Bidding Documents may be in the form of technical specifications, literature, drawings, data (tables, graphs etc.), and shall furnish:

- A detailed description of the services' essential technical and performance characteristics.
- A clause-by-clause commentary on the Purchaser's Technical Specifications demonstrating the services' substantial responsiveness to those specifications or a statement of deviations and exceptions to the provisions of the Technical Specifications.

The Bidder may propose alternate standards, brand names and/or catalogue numbers in its bid, provided that it demonstrates to the Purchaser's satisfaction that the substitutions are substantially equivalent or superior to those designated in the Technical Specifications.

11. Bid Security

For the Purpose of this Tender Process, Bid Security or Bond is not applicable.

12. Period of Validity of Bids

Bids shall remain valid for 90 working days after the date of bid opening prescribed by the Purchaser. A bid valid for a shorter period may be rejected by the Purchaser as non-responsive.

In exceptional circumstances, the Purchaser may request the Bidders to extend the period of validity. The request and the responses thereto shall be made in writing by letter or e-mail. A bidder agreeing to the request will not be required nor permitted to modify his bid.

13. Format and Signing

The original bid shall be signed by the Bidder or by a person or person authorized to bind the Bidder to the contract. Financial proposal pages of the bid shall be initialed by the person or person signing the bid and stamped with the Bidder's company seal.

Interlineations, erasures, annotations, or overwriting shall be valid only if they are initialized by the person or persons signing the bid.

Please note: A single bidder may not bid on the same tender via more than one company under his or her ownership. In addition, bidders having close relationships with other bidders (members of the same family, subsidiary, or daughter companies, etc.) may not bid on the same tender. This type of action, or any other action judged by the Purchaser to constitute collusive behavior, will lead to the bidder(s) being automatically eliminated from this tender and disqualified from participating in future IRC tenders. On the other hand, one bidder may submit more than one offer in response to the same tender only if the offers demonstrate clear differences in specifications, quality, lead time, and other characteristics of the goods and services offered.

D. SUBMISSION OF BIDS

14. Submission and Marking of Bids:

Bidder shall submit sealed bids addressed to

The Procurement Committee,
International Rescue Committee
Aptech Building 3rd Floor
Konyokonyo Road
Juba, South Sudan

All bids shall be submitted before 4:30pm on the 13th October 2026 (South Sudan local Time). All bids shall be submitted physically at the IRC head office in Juba, South Sudan. **NOTE: Bids submitted after the deadline will not be accepted**

The PURCHASER may, at its discretion, extend the deadline for the submission of bids, in which case all rights and obligations of the PURCHASER and Bidders, as documented in the RFP, will be applicable to the new deadline.
Bidders shall sign the bid register form at the reception of the IRC office indicating their company name, telephone number, and date of submission.

Format

The Bidder's proposal shall include a technical proposal and a financial proposal, in separate sealed envelopes.

1. **Eligibility documents as per Clause 7**
2. **Financial proposal.**
3. **Technical/ Supporting Documents**

The bids shall be submitted, in separate sealed envelopes to the above address, clearly indicate the tender reference number **Ref: #: IRC/SS/JUB/MSA/2026/17**

15. Modification and Withdrawal of Bids

The Bidder may modify or withdraw its Bid after submission, provided that written notice of the modification, including substitution or withdrawal of the Bids, is received by the Purchaser prior to the deadline prescribed for submission of Bids.

The Bidder's modification or withdrawal notice shall be prepared, sealed, marked, and dispatched. No Bid may be modified after the deadline for submission of bids.

E. BID OPENING AND EVALUATION

16. *Preliminary Examination*

The Purchaser will examine the bids to determine whether they are complete, whether any computational errors have been made, whether required sureties have been furnished, whether the documents have been properly signed and whether bids are generally in order.

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17. *Evaluation and Comparison of Bids*

Bids determined to be substantially responsive as per section 7 above will be considered and evaluated by the IRC Procurement Committee, with the scoring criteria below.

Evaluation Criteria	Description	Weight (%)
Eligibility	Refers to Bidder's ability to demonstrate that they have valid business registration, tax certificate, all registration as required by the laws of South Sudan. Eligibility criteria will be scored YES / NO. Yes, will proceed to full technical evaluation and NO will be excluded from the next step.	**Preliminary to pass to the next stage**
Payment Terms	Refers to the Bidder providing the most favorable terms of payment. The Purchaser payment terms are to pay within **30 calendar** days of acceptance of goods/services and receipt of invoice	**5%**
Past - Experience	Refers to Bidders ability to demonstrate relevant experience and technical knowledge of the goods and services required, experience working with IRC, UN, Diplomatic Missions, and other INGOs. At least 3 positive references or recommendation letters within no more than the last 2 years same reference should be provided on the Vendor information form Annex C.	**15%**
Capacity	Refers to bidder's ability to provide adequate staffing (security guards) and other security equipment & services as demonstrated from a physical visit by IRC Procurement Committee and the samples of monthly and daily security reports as well as the guards' training courses, the vendor capacity, and technical skills should clearly reflect as mentioned in the TOR (Annex B)	**30%**
Availability	Refers to availability for immediate commencement of activities after being contracted (Less than one week lead time) as demonstrated from a physical visit by IRC staff members/ Procurement Committee	**15%**
Financial proposal	Competitive Offer in the Financial proposal Offer as per Price schedule/ Quote to be clearly indicated. Annex A	**35%**
TOTAL		**100%**

18. *Contacting the Purchaser*

Subject to Clause 5, no Bidder shall contact the Purchaser on any matter relating to its bid, from the time of the bid opening to the time the Contract is awarded, or the selected qualified supplier is announced.

19. Notification of Award

Prior to the expiration of the period of bid validity, the Purchaser shall notify the successful bidder in writing or where necessary by telephone that his or her bid has been accepted and selected for Master Service Agreement (MSA) for the specific services. At this stage IRC may also choose to negotiate with the selected bidder to finalize the offer.

F. CONTRACTING

20. Contract award and notification

The Purchaser shall award the Contract to the notified successful Bidder(s) whose bid has been determined to be substantially responsive and has been determined to be the best evaluated bid considering price and performance factors, provided further that the Bidder is determined to be qualified to enter into a Master Service Agreement (MSA) and perform its obligations satisfactorily.

21. Warranty

The Supplier shall warrant that the goods to be supplied are new, unused, of the most recent or current models (products) and meet the Purchaser's specifications.

The warranty shall remain valid for a period of time as may be specified by the supplier in the Bid and this warranty period shall be considered as one of the bids advantages and shall in no case be less than that which is provided for by South Sudan Law if any.

22. Inspection

The Purchaser shall have the right to inspect the goods to confirm their conformity to the specification. The inspection will be conducted by assigned staff of the Purchaser or a reputable relevant consultant selected by the Purchaser.

In future business relations, should any inspected property fail to conform to the specification, the Purchaser may reject them, and the Bidder shall replace the rejected property without extension of time except at the Purchaser's sole discretion.

23. Price Schedules and Location

Vendors interested in the provision of the security services to the IRC South Sudan Country Program should submit their proposals as per price schedule Annex A which is part of this RFP.

24. Service or consultant agreements

For service or consultant agreements time and material awards are not authorized unless it is the only suitable award, and a ceiling is established.

25. Disclaimer

The Purchaser reserves the right to alter the dates of the timetable.

The Purchaser does not bind itself to accept the lowest or any proposal.

G. ETHICAL OPERATING STANDARDS

1. Compliance to the IRC Way

The IRC Way: Standards for Professional Conduct ("The IRC Way"), the IRC's code of conduct, which can be found at: https://www.rescue.org/page/our-code-conduct and IRC's combating Trafficking in Persons Policy, which can be found at: https://rescue.app.box.com/s/h6dv915b72o1rnapxg3vczbqxjtboyel. The IRC Way provides three (3) core values - Integrity, Service, and Accountability – and twenty-two (22) specific undertakings.

The IRC Way provides, inter alia, that IRC does "not engage in theft, corrupt practices, nepotism, bribery, or trade in illicit substances." IRC's procurement systems and policies are designed to maximize transparency and minimize the risk of corruption in IRC's operations.

IRC requests that a supplier

(i) informs IRC upon becoming aware that the integrity of IRC's business has been compromised during the RFP process, and

(ii) reports such events through IRC's confidential hotline, Ethics point, which can be accessed at www.ethicspoint.com or via toll–free (866) 654–6461 in the U.S., or collect (503) 352–8177 outside the U.S.

2. Bidder Non-Collusion Statement

IRC prohibits collusion and will disqualify all bids where collusion is detected. Collusion happens when related parties submit separate bids for the same tender. Collusion includes situations where:

a) Members of the same family submit separate bids for the same tender.
b) Separate companies owned by the same person submit separate bids for the same tender.
c) Employees of a bidding company submit separate bids through companies they own for the same tender.
d) Partners in a bidder submitting separate bids under their own names/ companies they own for the same tender.

It is collusion for a person to be involved in more than companies/ businesses submitting a bid to the same tender. Collusion will lead to IRC disqualifying the involved Individuals or companies from that tender as well as disqualify them from submitting bids for future tenders. In addition, IRC may share information relating to this collusion with other international aid organizations operating in the region leading to loss of business opportunities for the colluders.

Annex A: Price schedule

S/N	LOCATION OF THE SERVICES	No. of Morning Shift Guards	No. of Afternoon Shift Guards	No. of Night Shift Guards	Total No. of Guards	Unity Measure	UNIT PRICE ($USD)	COMMENT (if any)
1	Security Service for Juba Staff Guesthouse	4	3	3	10	Monthly		
2	Security Service for Juba Warehouse	2	2	3	7	Monthly		
3	Security Service for Juba Office	0	1	0	1	Monthly		
4	Security Service for Rumbek Office	1	1	2	4	Monthly		
5	Security Service for Panthou Office	1	1	2	4	Monthly		
6	Security Service for Malualkon Office	1	1	2	4	Monthly		
7	Security Service for Ajoung Thok Office	2	2	2	6	Monthly		
8	Security Service for Ganyiel Office	1	2	2	5	Monthly		
9	Security Service for Nyal Office	1	2	2	5	Monthly		
10	Security Service for Koch Office	1	2	2	5	Monthly		
11	Security Services for Maban Office	7	3	2	10	Monthly		
11	Panic Alarm System rental with Rapid Response – Juba Office and GH				1	Monthly		
12	Mag Touch Rental per Month				1	Monthly		

NB. If the space and information provided above is not adequate, please feel free to attach your commercial proposal.

ANNEX B: TERMS OF REFERENCE

Provision of Security Services

IRC South Sudan Country Programme — 1 December 2026 to 30 November 2028

Document	Terms of Reference — Provision of security services
Contract type	Master Service Agreement (MSA)
Initial term	24 months, 1 December 2026 to 30 November 2028
Extension	At IRC's option, subject to performance review — see Section 9
Locations covered	Juba and 8 field locations — see Table A

1. Purpose and Project Description

The International Rescue Committee (IRC) wishes to engage a security Organisation for the provision of security services across its offices, warehouses, guesthouses, compounds and field locations in South Sudan.

The successful bidder or bidders will enter into a fixed Master Service Agreement (MSA) for an initial period of two years, from 1 December 2026 to 30 November 2028, extendable at IRC's option in accordance with Section 9.

The service provider must be officially registered and licensed to operate in every location listed at Table A.

2. Objectives

IRC seeks a provider that will:

- Protect IRC personnel, premises, assets and information at every location listed at Table A.
- Control access to IRC facilities and maintain an accurate record of all persons and vehicles entering and leaving.
- Deter and report unauthorized access, trespass and any attempt to enter IRC premises by force.

- Provide timely, accurate security information on the operating environment to support IRC decision-making.
- Respond to security incidents and emergencies within agreed response times, and coordinate with local authorities where required.
- Deploy guards who are properly vetted, trained, equipped, supervised and lawfully paid.

3. Definitions and Abbreviations

Term	Meaning
MSA	Master Service Agreement — the framework contract under which services are ordered and delivered.
Static guard	A guard assigned to a fixed post at an IRC facility for the duration of a shift.
Panic alarm	A fixed or portable device that transmits a duress signal to the provider's control room.
Response team	The mobile team to be dispatched by the provider following a duress activation or incident report.
PSEA	Protection from Sexual Exploitation and Abuse.
Post	A guarded position at a facility, staffed continuously across a defined number of shifts.
Provider	The security company awarded the MSA.

4. Scope of Services

The provider will deliver the following services at the locations, in quantities and across the shift patterns set out in Table A, which forms part of this ToR and is the basis on which bidders must price.

4.1 Coverage and deployment

- Guarding is required at IRC main offices, warehouses, guesthouses, compounds and field locations as scheduled in Table A.
- Table A states, for each location, the facilities to be covered, the number of posts, the number of guards per shift, the shift pattern and whether coverage is 24 hours or part-day.

- IRC may increase or reduce the number of guards at any location on written notice, at the per-guard rates quoted. Rates are fixed for the contract term regardless of the number deployed.
- The Juba Office reception post must be staffed by a female guard. Female visitors and staff must not be searched or screened by a male guard at any location.
- Table A states the number of female guards required per location. At least one female guard per shift is required at each guesthouse, given that female staff are accommodated there; female guards are not required at field office posts unless stated in Table A.

4.2 Static guarding

- Provide unarmed security personnel to IRC facilities.
- Maintain the security of both IRC staff and property.
- Deter any person entering an IRC facility either if armed, or if attempting to enter by force or without approval from IRC personnel.
- Report any insecurity observed to IRC security personnel in the field and to the security department at the Juba office.
- Guards must remain at their assigned post for the whole shift and may not leave it unattended. Where a guard must leave the post, the provider must ensure relief cover.
- Guards must not sleep on duty, consume alcohol or other substances before or during a shift, or carry a weapon of any kind.
- A guard must not work more than one consecutive shift and must not be deployed to a second shift without a rest period compliant with Section 5.5.

4.3 Access control and records

- Record staff, visitors and vehicles entering and leaving IRC facilities.
- Verify the identity of every visitor against photographic identification before admission and confirm the visit with the IRC focal point where the visitor is not expected.
- Operate visitor screening using the metal and firearms detection equipment provided under Section 6 and refuse entry to any person carrying a weapon.
- Maintain gates register in a legible, complete and tamper-evident form. Registers are IRC property, must be surrendered on request, and must not be copied, photographed or disclosed to any third party.
- Personal data recorded in gate registers must be handled in line with IRC's data protection requirements and used only for access control purposes.

4.4 Patrols and patrol monitoring

- Provide torches to guards on patrol and night duty, in the quantities set out in Table B.
- Patrol routes and patrol frequency for each facility to be agreed with the IRC security department within 30 days of contract signature, and patrols to be recorded in the guard logbook.

4.5 Emergency management and response

- Provide a panic alarm system for rental, with rapid response services.
- Operate the IRC panic alarm and respond to any security incident warranting a response from the security head office. The response team is unarmed, consistent with the unarmed static guarding requirement at Section 4.2.
- Conduct an emergency response drill once every six months, in coordination with the IRC security department.
- Respond to a duress activation within 15 minutes at Juba locations, and within 30 minutes at field locations, as set out in Table A.
- The provider must notify the IRC security department immediately by telephone of any incident affecting IRC staff, premises or assets, and must follow up with a written incident report within 24 hours. Incidents must not wait for the monthly report.
- The provider must maintain a 24-hour control room contactable by telephone and radio and must always give IRC current contact details for the duty controller.

4.6 Risk management and information services

- Provide security updates by SMS or email whenever there is an observation that may affect the security of IRC, directly or indirectly, in the operating areas.
- Provide daily security updates covering the areas of operation listed in Table A.
- Provide a monthly security report and snapshot covering the main trends affecting security stability in South Sudan.
- Ad-hoc alerts affecting an area where IRC has staff or assets must be issued as soon as the information is received, and in any event, within one hour of the provider becoming aware.
- Reports must distinguish confirmed incidents from unverified reports and must state the source and time of each.
- Weekly and monthly reports must describe crime statistics, security risks, security trends and criminal tactics in Juba and in the other areas of operation listed in Table A.

- The provider must carry out security and fire safety audits of IRC facilities when requested.

5. Guard Personnel Requirements

5.1 Recruitment, vetting and screening

- Every guard deployed to an IRC facility must be vetted by the provider before deployment. Vetting must include verified identity, confirmation of age, two traceable references, and a criminal record check or the nearest equivalent available.
- No person under the age of 18 may be deployed to any IRC facility under any circumstances.
- No serving member of the armed forces, police or any organized armed group may be deployed to an IRC facility.
- The provider must screen all personnel against applicable sanctions and designated persons lists.
- Guards must be literate to the standard required to complete gate registers and logbooks accurately in English.
- IRC may require the immediate removal and replacement of any guard, without stating a reason, and the provider must provide a suitable replacement within 24 hours at no additional cost.
- The provider must maintain a personnel file for each deployed guard and make it available to IRC on request.
- Guards must hold a certificate of good conduct, have completed secondary level education, and have not less than three years' security experience. Supervisors must have not less than five years' experience.
- Guards and supervisors must be fluent in English and in Juba Arabic, able to speak, read and write to the standard required to complete registers and reports.
- All personnel must be physically able to perform the work assigned, confirmed by an annual physical examination arranged by the provider.
- The provider must identify the proposed guards and supervisors to IRC for approval before services commence. Any subsequent change of personnel requires IRC's prior written approval.
- No substitution of approved personnel may be made in the first 90 days of the contract unless requested by IRC or necessitated by illness, death or termination of

employment. Proposed substitutes must be comparable conduct, training, qualification and experience.

5.2 Conduct, PSEA and safeguarding

- All guards must sign and comply with IRC's Code of Conduct and its policy on Protection from Sexual Exploitation and Abuse before deployment.
- Guards are stationed at guesthouses and compounds where staff live. Any form of harassment, intimidation, sexual exploitation or abuse of IRC staff, visitors or members of the community is grounds for immediate removal and for termination of the MSA.
- The provider must have a written reporting mechanism through which guards and third parties can raise safeguarding concerns and must notify IRC of any allegation involving a guard deployed to an IRC facility within 24 hours.
- Guards must not solicit or accept any payment, gift or favor from staff, visitors, contractors or members of the public in connection with access to IRC premises.

5.3 Training

- Conduct at least one internal capacity building and training session on humanitarian principles and security guards' duties within the first three months of signing the contract, and annually thereafter.
- Training must cover, as a minimum: humanitarian principles and IRC's acceptance-based approach; access control and visitor screening; incident recognition and reporting; the Code of Conduct and PSEA; fire response and use of extinguishers; and basic first aid.
- At least one guard per shift per location must hold a current first aid certificate.
- Training must also cover counter-surveillance techniques, so that guards can recognize and report surveillance of IRC premises, staff or vehicles.
- The provider must prepare site-specific security standard operating procedures for each location, agreed with the IRC security department, and train guards against them.
- Training standards must be maintained through periodic refresher courses, including basic first aid and fire safety.
- The provider must make fire trainers available to assess fire compliance against local legislation, and to support fire risk assessments, fire contingency plans and fire marshal training at IRC facilities.
- A training record for each guard must be maintained and submitted with the annual training report.

5.4 Supervision and continuity

- The provider will assign senior staff to each location as the point of contact between the guards and the company.
- A supervisor must physically visit every post at least twice during each day shift and must make unannounced visits after hours at least once per shift. Every supervisory visit must be recorded in a site Occurrence Book kept at the location.
- The provider must stipulate its shift rotation pattern and method of rotation, whether by supervisor posting or self-posting, and notify IRC of any change.
- A guard must not leave duty until satisfied that a replacement guard has taken over the post. IRC must be notified immediately of any unplanned shift change.
- No separate supervisor post is specified in Table A. The supervision requirements above are obligations of the provider regardless of how it chooses to resource and price them, whether through a dedicated supervisor, a mobile supervisor covering several locations, or its own management overhead. Bidders must include the cost within their quoted rates; IRC will not accept a later claim that supervision was not priced.
- The provider must maintain a relief pool sufficient to cover absence, sickness, leave and turnover, at its own cost. A post must never be left unstaffed, and IRC must be notified immediately where cover fails.
- Guards should not be rotated between locations more often than necessary, so that they become familiar with staff, vehicles and normal patterns at their facility.

5.5 Terms of employment and welfare

- The provider must ensure financial payments to guards are made properly and in accordance with the labour laws of South Sudan and other relevant national laws.
- Guards must be paid not less than the applicable statutory minimum wage, paid in full and on time each month, and must not have deductions made for uniforms, equipment or training.
- The provider must provide payroll evidence to IRC on request, demonstrating that guards deployed to IRC facilities have been paid. Persistent failure to pay guards is grounds for termination of the MSA.
- The normal working day is 8 hours. Table A is structured on three 8-hour shifts per 24-hour location, with a rest period between shifts compliant with national labour law.
- A bidder may propose a different shift pattern, for example two longer shifts in place of three. Where a shift exceeds 8 hours, the hours beyond 8 are overtime and must be paid at the statutory overtime rate. The cost is the provider's and must be shown in the

price offered; IRC will not pay any additional amount for it and will not accept a pattern that leaves the excess hours unpaid.

- The provider must be able to demonstrate, from its payroll records, that overtime worked has been paid. Rostering a guard beyond 8 hours without overtime pay is a breach of this ToR.
- The provider must maintain valid workers' compensation or employer's liability cover for all deployed guards.
- Guards must have access to sanitation facilities and shelter from sun and rain at their post. Where a facility does not provide these, the provider must raise it with IRC rather than leaving guards without them.

6. Equipment

The provider will equip all guards covering IRC facilities to conduct their duties. Minimum quantities are set out at Table B. Equipment is provided and maintained at the provider's cost, and no cost may be passed on to the guards.

7. Reporting and Deliverables

Reporting requirements and due dates are set out at Table C. All reports are delivered to the Field Coordinators and the IRC Juba office unless stated otherwise.

- Reports must be submitted in English, in a format agreed with the IRC security department within 30 days of contract signature.
- Bidders are requested to submit samples of their daily and monthly reports with their bid.

8. Performance Management

Performance will be measured against the following indicators. Results feed into the extension decision at Section 9.

Indicator	Target	Measured by
Post coverage — posts staffed at agreed strength	100%	Attendance logbooks and unannounced IRC checks
Guard punctuality and shift handover	No unstaffed post	Attendance logbooks, supervisor records

Response to duress activation	Within the agreed time for the location	Alarm logs and incident reports
Incident notification to IRC	Immediate by phone, written within 24 hours	Incident reports
Daily and monthly reports submitted on time	100%	Receipt records
Patrols completed on route and on schedule	100% of scheduled patrols recorded in the guard logbook	Guard logbook
Gate registers complete and legible	No material gaps	IRC spot checks
Guard turnover at IRC posts	Not to exceed 20% per annum	Deployment records

- IRC will conduct unannounced checks of guard posts, including at night, and the provider must cooperate fully with them.
- Persistent failure against these indicators, or any single serious failure, entitles IRC to require corrective action within a stated period, to withhold payment for the affected service, or to terminate the MSA.
- Where a post is unstaffed for a full shift, IRC will not pay for that shift. No further service credit or penalty applies beyond non-payment for the unstaffed shift.

8.1 Performance review meetings

Performance is managed through a scheduled cycle of reviews. The quarterly review is the principal mechanism: it scores performance, drives corrective action, and in its final occurrence before the end of the term becomes the extension review.

Review	Frequency	Participants	Purpose and output
Operational review	Monthly	Provider account manager and site supervisors; IRC security focal point and supply chain	Incidents, post coverage failures, equipment faults, guard changes and open actions from the previous month. Minutes issued by the provider within 5 working days.

Contract performance review	Quarterly	Provider senior management; IRC security, supply chain and operations	Formal scoring against the indicators at Section 8, issued as a written scorecard. Any indicator below target requires a corrective action plan with a named owner and a completion date.
Extraordinary review	Within 48 hours	As required by the issue	Convened by IRC after a serious incident, a post left unstaffed, or any failure IRC considers urgent.

- Corrective actions agreed at a monthly or quarterly review must be closed within the agreed period. An action that remains open across two consecutive quarterly reviews is a persistent failure for the purposes of Section 6 and may be treated as grounds for termination.
- Quarterly scorecards are the evidence base for the extension decision at Section 9. Nothing may appear in that decision which has not already been raised with the provider at a monthly or quarterly review.
- IRC may vary the frequency of operational reviews at any location where performance is stable, but not below quarterly, and will reinstate monthly reviews on written notice where performance declines.
- The provider must attend each scheduled review. Non-attendance without prior agreement is itself recorded as a performance failure.

9. Contract Duration, Extension and Performance Review

- The initial term is 24 months, from 1 December 2026 to 30 November 2028.
- IRC may extend the MSA for up to two further periods of 12 months, at its sole option, subject to a satisfactory performance review, to continued need and to budget availability.
- IRC will notify the provider in writing not less than 30 days before the end of the current term whether it intends to extend. If no notice is given, the MSA expires at the end of the term.
- Bidders must quote in their financial proposal the per-post monthly rate for the initial term and for each extension period.

- Unit rates are fixed and firm for the term. The single exception is a government-announced increase in the statutory minimum wage, or a change in a statutory contribution rate or legally enforced allowance that directly affects the cost of the guards deployed. The provider must produce evidence of the statutory change, and any revision is limited to the effect of that change on the affected cost lines.

10. Compliance, Licensing and Insurance

- The provider must be legally registered in South Sudan and licensed to provide security services in every location listed in Table A. Copies of all licenses must be submitted with the bid and kept valid throughout the contract.

The following must be submitted with the bid and kept valid throughout the contract:

- Business license to operate in the provision of security services in South Sudan.
- Certificate of incorporation issued by the Business Registration and Licensing Agency.
- South Sudan Police Service permit to operate a private security company.
- South Sudan Revenue Authority tax clearance certificate.
- South Sudan Revenue Authority certificate of registration for Taxpayer Identification Number (TIN).
- South Sudan Fire and Rescue Service certificate of competence.
- Occupational safety and health registration of the workplace, where applicable.
- Membership of a recognized security industry association, where applicable.
- ICoCA certification, membership or affiliate status, or third-party certification to ISO 18788, ANSI/ASIS PSC.1 or ISO 28007 issued by an accredited certification body. IRC will accept any of these; a bidder will not be excluded because of the form its certification or standing takes. This criterion is scored during bid evaluation rather than mandatory.
- The provider bears sole responsibility for obtaining and renewing all legally required licenses and permits as specified by the relevant regulating agencies, at its own cost.
- The provider must comply with all applicable national labour, tax and security industry legislation.
- The provider must hold and maintain workers' compensation or employer's liability insurance and third-party liability insurance and provide evidence on request.

- The provider must comply with IRC's anti-fraud, anti-bribery, anti-corruption, anti-terrorism and sanctions requirements, and must not be subject to any sanctions or appear on any designated persons list.
- The provider must not subcontract any part of the service without IRC's prior written consent.
- All information about IRC staff, premises, movements and security arrangements is confidential and must not be disclosed to any third party, including local authorities, without IRC's prior authorization, except where disclosure is required by law.
- The provider must comply with IRC's Code of Conduct and PSEA policy at organizational level, not only at guard level.

11. Responsibilities of the Parties

Item	Provider	IRC
Recruitment, vetting, training and payment of guards	Yes	—
Guard uniforms, ID cards, torches, communications and protective items	Yes	—
Panic alarm equipment and response service	Yes	—
Supervision and relief cover	Yes	—
Insurance for deployed personnel	Yes	—
Guard post structures, lighting and sanitation at IRC facilities	—	Yes
Access control policy and visitor authorization rules	—	Yes
Briefing guards on IRC site-specific procedures	—	Yes

12. Contract Implementation and Transition

- An existing security provider is currently on site at IRC locations. Where the contract is awarded to a different company, IRC will convene a pre-performance meeting with the incoming provider's authorised representatives, providing a full review of the contract requirements and of the provider's transition plan.

- Bidders must submit a transition plan with their bid, setting out how they will take over the service without any gap in coverage, the timeline, who is responsible for each step, and the period required to commence services.
- Where no successor provider is in place at the end of the contract, whether through non-award or termination, the incumbent must continue the service on the same terms until the incoming provider is fully operational. This continuation may not extend more than 90 days beyond the expiry of the term or any extension.
- The provider's authorised representatives will meet IRC quarterly, and on an as-needed basis, under the review cycle at Section 8.1. Written minutes will be prepared by the provider, signed by both parties and held on the contract file. There is no separate annual meeting; the final quarterly review before the end of the term serves as the extension review.

12.1 Contract representatives

- Within 14 days of signature, the provider must nominate in writing not more than two authorised representatives, giving name, position, telephone number and email address. IRC will nominate its contract focal point on the same basis.
- An authorised representative must have authority to commit to the provider on matters arising under this contract, including agreeing corrective actions, accepting performance findings and confirming changes to deployment. IRC will treat any statement or agreement made by an authorised representative as binding on the provider.
- Minutes of a review signed by an authorised representative bind the provider. Corrective actions recorded in signed minutes are enforceable without further confirmation.

Attendance is expected at the following levels:

Review	Provider attendance	IRC attendance
Monthly operational (Section 8.1)	Account manager and the site supervisor for the location	Security focal point and supply chain
Quarterly performance (Section 8.1)	An authorised representative	Contract focal point, security and supply chain
Extraordinary (Section 8.1)	An authorised representative, or the person able to resolve the issue	As required by the issue

- Where an authorised representative cannot attend, the provider must nominate a substitute with the same authority in advance and in writing. Attendance by a person without authority to commit to the provider counts as non-attendance for the purposes of Section 8.1.
- Either party must notify the other in writing within 7 days of any change to its representatives. The provider remains bound by anything agreed by an outgoing representative before the notification.

Table A. Locations, Facilities and Guard Deployment

The deployment below is carried forward from the current contract and is the basis on which bidders must price.

- The figures below are posts to be filled, not the number of people employed. Each post must be staffed for the whole of the stated hours, every day of the contract.
- Filling each post is the provider's responsibility. The provider must maintain whatever establishment, roster and relief pool it needs to cover rest days, annual leave, sickness, absconding and turnover. IRC pays for the post, not for the individuals rostered against it, and no additional charge arises from relief, overtime or replacement.
- Bidders must state in their technical proposal the establishment and roster pattern they will use to fill these posts, so that IRC can see the relief arrangement is real and lawful. The rate quoted must already include it.

S/N	Location of services	Morning shift	Afternoon shift	Night shift	Posts per day	Supervisor	Female guards
1	Security service for Juba Office — reception only	1	—	—	1		1
2	Security service for Juba Guesthouse	1	1	2	4		
3	Security service for Ajoung Thok Field Office	1	1	2	4		
4	Security service for Maban Field Office	1	1	2	4		
5	Security service for Koch Field Office	1	1	2	4		
6	Security service for Rumbek Field Office	1	1	2	4		
7	Security service for Malualkon Field Office	1	1	2	4		
8	Security service for Panthou Field Office	1	1	2	4		
9	Security service for Ganyiel Field Office	1	1	2	4		

10	Security service for Renk Field Office	1	1	2	4		
	Total	**11**	**10**	**20**	**41**		**1**

Posts are priced on a monthly unit basis. Bidders must quote a rate per post per month in accordance with Table D, inclusive of relief cover.

Shift times and response times

Location	Morning shift	Afternoon shift	Night shift
Five 24-hour locations	06:00 – 14:00	14:00 – 22:00	22:00 – 06:00
Juba Office reception	08:00 – 17:00, Monday to Friday	Not applicable	Not applicable

- The times above give three 8-hour shifts, 24 hours, consistent with the normal working day at Section 5.5. Bidders proposing a different pattern must comply with the overtime requirement at Section 5.5.

Location	Coverage required	Response time to duress activation
Juba Office — reception	One shift, office hours	15 minutes
Juba Guesthouse	24 hours	15 minutes
Ajoung Thok	24 hours	30 minutes
Maban	24 hours	30 minutes
Koch	24 hours	30 minutes
Rumbek	24 hours	30 minutes
Malualkon	24 hours	30 minutes
Panthou	24 hours	30 minutes
Ganyiel	24 hours	30 minutes
Renk	24 hours	30 minutes

The Juba Office sits within a managed building whose perimeter, gates and common areas are guarded by the building management. The provider's responsibility at this location is limited to the IRC reception post: verifying and registering visitors, screening, and controlling

access to IRC's floor. Perimeter, boundary and gate requirements do not apply here. The provider must coordinate with the building's security management and must not assume responsibility for the building.

• Table B. Minimum Equipment Schedule

Provided and maintained at the provider's cost. No cost may be deducted from guards' wages.

Item	Minimum quantity	Specification
Company uniform	2 sets per guard	Company-specific, clearly identifying the provider
Identification card	1 per guard	Photographic, worn visibly on duty
Torch	1 per guard on night shift	Rechargeable or with spare batteries supplied
Metal and firearms detection equipment	1 per screening point	Hand-held detector, serviceable
Communication equipment	1 per guard post	GSM handset or VHF radio, with charging and airtime provided
Panic alarm units	Per Table A	Tested monthly, with response service
Weather protection	1 set per guard	Raincoat and, where the post is exposed, umbrella
Public health items	As required	Masks, gloves, sanitizer
First aid kit	1 per post	Restocked quarterly
Logbooks and registers	As required	Bound, numbered pages
Site Occurrence Book	1 per location	Bound; records supervisory visits, incidents and handovers
Mobile panic button	1 per guard post	Linked to the provider's control room
Whistle	1 per guard	—
Handheld radio	Per post and per supervisor	Supervisors carry both radio and mobile phone; communication redundancy always
Notepad and pen	1 per guard	For logging observations during the shift
Boots and raincoat	1 set per guard	Suitable for the posting and the season

Table C. Deliverables and Reporting Schedule

Deliverable	Due	Comments
Signing of contract and start of services	1 December 2026	—
Report on guard training and awareness	28 February 2027	Within the first three months of signing, and annually thereafter
Report on the conduct of an emergency response drill	30 June 2027	Every 6 months
Monthly logbooks — gate records and guard attendance	Within the first week of each month	To Field Coordinators and IRC Juba office
Monthly report on security incidents	Within the first five calendar days of each month	To Field Coordinators and IRC Juba office
Daily security updates	Daily	To Field Coordinators and IRC Juba office
Ad-hoc security alerts by SMS or email	Within 1 hour of becoming aware	To Field Coordinators and IRC Juba office
Incident notification	Immediately by phone; written report within 24 hours	To the IRC security department
Patrol route and reporting format agreed	Within 30 days of signature	With the IRC security department
Payroll evidence for deployed guards	On request	Section 5.5

Table D. Cost Structure

Bidders must complete the schedule below. Rates are quoted per post per month unless stated otherwise, in United States Dollars (USD), and must be inclusive of relief cover, all statutory contributions and all taxes. The total contract cost is derived from these rates and the deployment schedule in Table A.

Cost element	Unit	Notes
Guarding salary	Per post per month	Gross wage paid to the guards rostered against the post, including relief, before employer contributions
Statutory employer contributions	Per guard per month	Social security and any other employer-borne statutory cost
Uniform and equipment	Per guard per month	Amortized; per Table B. No cost to be deducted from guards
Supervision	Per location per month	Optional line. Show here or within the administrative fee; the obligation at Section 5.4 applies either way
Communications	Per post per month	GSM handset or VHF radio, airtime and charging
Training	Per guard per year	Per Section 5.3
Panic alarm rental	Per unit per month	Per Table A
Emergency response service	Per location per month	Response team availability
Insurance	Per guard per month	Workers' compensation and third-party liability
Administrative fee	Percentage or fixed	State the basis
Total per post per month	—	Sum of applicable elements, inclusive of relief
Medical emergency response	Per call-out	On demand; IRC pays per use
Fire response	Per call-out	On demand; IRC pays per use
Evacuation support	Per call-out	On demand; state what the service covers
Vehicle tracking	Per vehicle per month	Optional; only if IRC elects to take this service

- Services shown as on demand are not part of the fixed monthly cost. Bidders must quote a unit rate for each so that IRC can call them off when needed without renegotiating.
- Bidders must state the rate for the initial 24-month term and, separately, the maximum rate for each extension period referred to at Section 9.
- The guarding salary line must equal the amount actually paid to the guard. IRC may compare it against the payroll evidence required at Section 5.5, and a discrepancy is grounds for corrective action or termination.

Rates quoted are fixed for the initial term. Costs not itemized in this schedule may not be invoiced later.