



**FSI**  
WORLDWIDE



[www.FSI-Worldwide.com](http://www.FSI-Worldwide.com)

## **FSI TECHNICAL CAPABILITY STATEMENT**

## INTRODUCTION

FSI is a wholly British owned manpower and security services provider. FSI is the leading proponent of 'ethical recruitment' of Nepali nationals for the security, construction and humanitarian aid sectors.

FSI Worldwide was established by the MD and founder, a former British Gurkha Officer, to provide the legendary Gurkhas of the British and Indian armies with good, well managed employment after their retirement from the military. FSI has become an organisation focused on providing Clients with high quality manpower and security solutions, whilst ensuring the men are provided with a solid and reliable income, working in a structure and environment that they know and understand, within which they can excel.

The following document outlines the FSI services all of which are delivered in line with our ethical recruitment policy, management ethos and Gurkha ancestry.

FSI is a full member of the International Peace Operations Association ("IPOA") IPOA Is a well respected industry organization with a strict code of conduct, which ensures that each of its members acts responsibly and ethically in the theatres in which they operate. FSI's dedication to the welfare of our personnel and the high standards of conduct upon which we insist fits well with the ethos of IPOA. FSI was an active partner in the October 2008, IPOA Conference in Washington which focused on the work of AFRICOM.

FSI clients include the U.S. Government, the UK Ministry of Defence and The British Foreign and Commonwealth Office, The United Nations, major U.S. and UK government contractors, regional governments, and the private sector.

## TECHNICAL APPROACH

FSI's technical approach to delivery of services on contracts is based on efficient and careful management, the delivery of the highest calibre services, personnel, and equipment and robust standard operating procedures and contract management disciplines. Quarterly performance reviews will be conducted and performance indicators will be provided as benchmarks of Client satisfaction. FSI will work to understand fully the Client's culture and objectives in the delivery of services. This is complimented by FSI's commitment to a culturally sensitive approach in order to achieve buy-in and positive feedback from stakeholders for the benefit of all involved in the projects.

## FSI WORLDWIDE RANGE OF SERVICES

### SECURITY SERVICES

- We provide a comprehensive suite of security related services. These services include the following core competencies:
- Security consultancy, assessments and audits
- Information operations
- International "best practices" training
- Crisis response, contingency planning, and recovery
- Close protection and mobile security
- Security management
- Security Training and Capacity Building
- Static security and facility protection
- Pre-deployment and hostile environment training
- Medical support and training
- Unexploded ordnance (UXO) and mine clearance operations
- Recruitment and vetting of personnel

#### Additional Capabilities and Services :

- Maritime security and anti-piracy
- Aviation Security
- Technical security enhancements
- Kidnap and ransom training and response
- Explosive detection dog teams
- Emergency response and quick reaction capabilities, scenario testing and planning
- IT and Information security
- Communications
- Satellite tracking
- Defence Construction
- Facilities management
- Equipment procurement
- Supply chain management
- Vehicle fleet management and garage facility maintenance
- Background screening

#### Close Protection Services

FSI provide highly professional and experienced International Close Protection (CP) Teams. FSI CP personnel all have extensive experience of CP duties in high threat environments. Our CP Officers have a minimum of 10 years operational experience as well as recent knowledge gained from operations in Afghanistan, Iraq, Africa and other theatres worldwide.

#### Static Security Solutions

##### Ex-British and Indian Army Gurkha Solutions

- FSI has a comprehensive database of ex Gurkha personnel from both the British and Indian Armies in which details of their respective experiences and qualifications are captured. This allows FSI to tailor security solutions directly in accordance with the Clients' needs by ensuring that the right skill sets and qualifications are incorporated into the overall solution. The combination of Indian Army Gurkhas (fit, robust and highly-disciplined) commanded by hand-picked British Army Gurkhas (proactive, flexible and intelligent) provides the perfect balance in a Gurkha Guard Force, and FSI successfully delivers this model to all our Clients.
- FSI Gurkha and Local National guard forces have consistently won commendations from the US State Department, The British Foreign and Commonwealth Office and the British Ministry of Defence for their outstanding performance. FSI Company Directors and Project Managers are British Ex Gurkha Officers and as such are uniquely qualified to lead and manage these impressive men. FSI TCN static personnel are genuine former Gurkhas recruited personally by British Ex Gurkha Officers. The FSI recruiting and welfare infrastructure in Nepal includes four offices located around the country enabling rapid recruiting of large numbers of high quality personnel. The unique FSI recruitment process ensures that turnover on contracts is between 0% and 2%. This record is vastly superior to that of any other company as the average turnover on TCN contracts is between 20% and 60% per year.

#### Managing and Training Local National Security Forces

Gurkhas represent an ideal solution for training and capacity building due to the cultural similarities between Gurkhas and many local nationals of post conflict environments. FSI, the UK military and the UN have used Gurkhas to great effect for training local national security personnel in Afghanistan including the ANA and ANP and security personnel in Iraq including the NIA, IP and civilian security personnel.

## Capacity Building – Train the Trainer

FSI's highly experienced trainers have military or police backgrounds and have been extremely successful in training Local National Military, Police and Security personnel. We are committed to capacity building through training and mentoring the officers and NCOs of our clients so they can run the essential continuation training for their own troops.

## Maritime Security

While observing international and regional laws and regulations, FSI provides security to commercial vessels transiting dangerous waters by utilising sound strategies, superior equipment, robust and experienced personnel and in the vast majority of incidents employing only non-lethal devices. In circumstances where FSI personnel are armed, lethal force will only be considered as a last resort and only in the act of self defence and the preservation of life as prescribed by international humanitarian regulations.

Uniquely, FSI employs former Gurkha Soldiers commanded by Gurkha, SBS and Royal Marine Supervisors. Our personnel have all been trained to the highest level in maritime safety and security. The combined maritime experience of the SBS and Royal Marine Supervisors and the steadfast professionalism of our Gurkhas provide the ideal on board security solution for clients transiting high risk areas.

## CONSTRUCTION AND LOGISTICS SUPPORT

Engineers, mechanics, Electricians, carpenters, plumbers, steel fixers, stone masons, medics, administrators..... Using the same Ethical recruitment policies and recruitment infrastructure in Nepal and India, FSI Worldwide can provide manpower across a wide range of skill sets. FSI has its own training facilities in Nepal where candidates are vetted and trained in a variety of disciplines to ensure the Client is provided with the requisite skilled labour.

## FSI ETHICAL RECRUITMENT

FSI, unlike the vast majority of manpower providers, are committed to providing personnel to our clients through an ethical recruitment process that has wide reaching benefits both in terms of productivity and enhancing our clients' reputations as ethical employers. FSI Directors (British, Nepali speaking, former Gurkha Officers) oversee all elements of recruitment and mobilisation. FSI will only interact with the recruit directly and with the client company, no agents or intermediaries are permitted. This ensures that no money changes hands at any stage of the recruitment process. FSI works with clients to ensure that all recruits are treated well in their employment and that their terms and conditions of employment encourage productivity and high morale.

## FSI MODEL

The FSI model is extremely cost effective, despite the fees we charge, as carefully recruited, well managed, well looked after men perform better than men provided by traditional manpower companies. Such companies treat the men badly and provide no ongoing management advice or assistance to clients. FSI personnel will be significantly more productive than the best non FSI teams.

FSI provides well trained and motivated management and supervisory teams with all appropriate language skills and with a disciplinary regime based on the military Gurkha NCO structure. As FSI supervisors are generally from a military background (British or Indian Army) they provide an inbuilt security capability to assist in combating site theft or fraud and in securing the site from external criminal or terrorist threats.

The FSI model enables the deployment of a smaller workforce which itself costs less to house, feed, administer and transport.

## **FSI PROJECT SUPPORT**

FSI's experienced senior management team is always on hand to advise clients in relation to the management of the personnel. In so doing FSI assist clients in maintaining a high level of morale and thus consistently high levels of productivity. FSI recommends management visits by an FSI Director on initial deployment and then every 3 months.

FSI have developed a highly efficient payroll operation in Nepal to ensure that personnel are paid their salaries in full and on time every month directly into their bank accounts. This ensures that the men can have complete confidence that their wages are safe and they will not suffer from the high levels of fraud and fear over cash payments that often exists. Equally their families are able to access their funds far more easily through this method.

FSI's has a strong relationship with an accredited Security training academy in Nepal, which ensures that the men deployed by FSI have the skills required by the client. Where clients require specific training for a particular project FSI is able to organise bespoke training courses.

## **MANPOWER IN THE SECURITY INDUSTRY**

The vast majority of Third Country Nationals working overseas in the Security industry have been recruited from the sub-continent through a shadowy network of agents and fixers. These workers will usually have paid significant sums of money to be bonded by recruitment companies in their country of origin. This divisive recruitment process is extremely difficult for International Companies to police within their manpower providers and results in a lack of quality and low morale amongst the men. It is not uncommon for men to have to work for 2 or 3 years to pay back the loans from the recruitment companies, who impose punitive levels of interest on those loans. The manpower companies' powerful hold over workers employed overseas often results in a downward spiral of productivity and morale – this can lead to a situation where staff turnover is very high and significantly more men than necessary are employed to complete a given task. The cost implications of this for the employer are very significant.

## **UNETHICAL RECRUITMENT**

The manpower company or recruitment agent will usually charge the recruit the full cost of obtaining his working visa and will then take 25% of his first month's salary. These are the 'official charges'. In addition there are the unofficial charges, which personnel are often too afraid to admit having paid for fear of retribution from the powerful manpower companies back in their home country. The agent will have charged the recruit between USD 1500 and USD 5000 for the job and will force the recruit to pay for his own travel. Assuming the recruit cannot pay this in cash (which most cannot) he will be charged a very high rate of interest on the money loaned. The repayment of the loan, interest and other fees will often take the recruit 2 years or more

## TESTIMONIALS FROM FSI CLIENTS

### GardaWorld

“FSI Worldwide have provided GardaWorld with outstanding management and support on a number of site security manned guarding operations in Iraq and Afghanistan over the last 2 years through their provision of vetted and highly trained ex British and Indian army Gurkhas. The FSI management team are all ex Gurkha officers which is critical to their ability to recruit and deploy men of excellent quality and character and their exceptional assistance in the management of these Gurkhas has enabled us to maintain a highly efficient and happy guardforce with an industry leading turnover rate of less than 2%.”

Managing Director – International

### FCO

“Since the team took over in Baghdad you have been totally professional, the project management team and the Gurkha guards are of an extremely high caliber and supportive to the personnel on the ground. There has not been even one complaint since the beginning of the project, instead, nothing but expressions of admiration and praise for the team. They have absolute confidence in you all.”

Comments during GW/FSI progress review by the FCO Iraq

### G4S

“G4S has worked with FSI throughout 2007; FSI has a unique approach in its fast and efficient response to opportunities, its attention to detail and its thorough knowledge and experience of working in demanding security environments. FSI’s cultural understanding of the Gurkha market is unparalleled and they have provided G4S with excellent staff from the outset”

Jamie Robertson Macleod, Group 4 Securicor

## FSI PAST PERFORMANCE

The following past performance relates to contracts managed and delivered by FSI's Management Team:

Contract Number	Company Role	Contract Description	Contract Value
CPA Iraq	Recruiting and Training New Iraqi Army (NIA) Personnel	Provision of former UK Senior Officers and Gurkha trainers and development of doctrine and training programme to train NIA personnel.	\$10,300,000
UNOPS Afghanistan	Recruiting and Training Afghan Security personnel of behalf on UNOPS	Provision of former 100 Gurkhas to provide facility security and close protection of international staff across Afghanistan and to manage and train Afghan security personnel.	\$10,700,000
UK MoD PDT Contract NO: LAND/AIO/5261	Prime Contract	Provision of 200 Senior Gurkha Officers and NCOs to provide Training Support to British Army Afghanistan and Iraq Pre Deployment Training.	£5,400,000 per year
FCO Contract Iraq	Provision of Guard Force for the British Embassy and Ambassador's residence Baghdad	Provision and management of Gurkha Guard Force for mobile escorts and Static Guarding. The provision of a 200 man Gurkha Guard Force supplied to protect the British Embassy compound and Ambassador's residence in Baghdad.	£4,400,152 per year
The Freedom Compound Contract Iraq	Provision and management of Gurkha Guard Force for Static Guarding and training of local National security guards.	Static Guarding and Training: The provision of a 200 man Gurkha Guard Force supplied to protect the Project and Contracting Office (PCO) in the International Zone, Baghdad Iraq. Also to train the Local National Guard Force.	\$5,382,000 per year

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