











STATE OF THE PEACE AND STABILITY OPERATIONS INDUSTRY SURVEY

IMPORTANT! The survey may only be filled out online. This outline is only intended to prepare the survey recipient prior to submitting the online survey.










Types of Question:

-  Yes/No Question
-  Follow-Up Question – only applicable if you answered “Yes” to a preceding Yes/No Question.
-  Multiple-Choice List
-  Text Answer Required
-  Numerical Answer Required
-  Percentage Answer Required

1. Company Background

- 1.1.  Enter your Unique Identification Number (UIN).
- 1.2.  In what year was your company founded?
- 1.3.  In what country are your headquarters located?
- 1.4.  Please estimate your company's average gross revenue in U.S. Dollars for 2006, 2005, 2004, 2003 and 2002 (if applicable).

2. Operations and Services

- 2.1.  Does your company offer private security services?
Includes contextual information on area of operation (AO); general and cross-cultural security awareness.
  *If yes, please indicate what percentage of your operational capacity is devoted to private security services.*
- 2.2.  Does your company offer training and security sector reform (SSR) services?
Includes contextual information on area of operation (AO); general and cross-cultural security awareness; cultural sensitivity and history of region/conflict; weapons/equipment training; law enforcement training; survival (surviving in extreme conditions/climates, first aid, hostage and battlefield situations, navigation); adapting to and coping with stress (psychological support centers, post-traumatic stress disorder).
  *If yes, please indicate what percentage of your operational capacity is devoted to security sector reform (SSR) services.*
- 2.3.  Does your company offer information analysis and consultancy services?
Includes risk analysis/security audit: development of a security strategy (identification, reduction planning, and implementation); context-based security planning for field offices; crisis response/contingency planning (evacuation plans, sensitive information leakage, kidnapping/extortion management).
  *If yes, please indicate what percentage of your operational capacity is devoted to information analysis and consultancy services.*

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- 2.4. **YN** Does your company offer logistics and operational support services?
Includes tactical equipment operation and maintenance (mobile repair service, inventory management); engineering (constructing infrastructure); medical services; strategic participation in humanitarian action; counter-intelligence measures (surveillance, intelligence gathering, IT and communications security); assistance in demobilizing/reforming combatant groups.
▶▶ % *If yes, please indicate what percentage of your operational capacity is devoted to logistics and operational support services.*
- 2.5. **YN** Does your company offer EOD/mine action services?
Includes humanitarian mine clearance (and other unexploded devices); mine awareness training/education.
▶▶ % *If yes, please indicate what percentage of your operational capacity is devoted to EOD/mine action services.*
- 2.6. **YN** Does your company offer development services?
Includes institution building; humanitarian aid.
▶▶ % *If yes, please indicate what percentage of your operational capacity is devoted to development services.*
- 2.7. **IXI** If your company's services fall within the "Other" category, please specify what services your company offers.

3. Clients

- 3.1. **YN** Do you contract with governments?
Includes national governments and their militaries: i.e., for the United States, "government" may include Department of Defense and the U.S. Army/Navy/Marines/Air Force, U.S. Department of State, U.S. Department of Agriculture, USAID, etc.
▶▶ % *If yes, please indicate what percentage of your contracts are with governments.*
- 3.2. **YN** Do you contract with non-governmental organizations?
Includes organizations that are not governmental nor private companies. May include organizations such as ICRC, CARE, Oxfam, etc.
▶▶ % *If yes, please indicate what percentage of your contracts are with non-governmental organizations.*
- 3.3. **YN** Do you contract with international organizations?
Includes organizations such as the United Nations, African Union, NATO, OSCE, etc.
▶▶ % *If yes, please indicate what percentage of your contracts are with international organizations.*
- 3.4. **YN** Do you contract with other private sector companies?
Includes any other private company.
▶▶ % *If yes, please indicate what percentage of your contracts are with private sector companies.*
- 3.5. **YN** Do you contract with private individuals?
Includes any private individual who is not part of a company, government or other kind of organization.
▶▶ % *If yes, please indicate what percentage of your contracts are with private individuals.*

4. Areas of Operation

- 4.1. **YN** Does your company operate in North America?
Includes Canada, Mexico, United States of America.
▶▶ **≡** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*

- 4.2. **Y/N** Does your company operate in the European Union?
 Includes Andorra, Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.
- 4.3. **Y/N** Does your company operate in non-EU states in Europe?
 Includes Albania, Belarus, Bosnia & Herzegovina, Croatia, Iceland, Liechtenstein, Macedonia, Moldova, Monaco, Montenegro, Norway, Russia, San Marino, Serbia, Switzerland, Turkey, Ukraine, Vatican City.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.
- 4.4. **Y/N** Does your company operate in the Middle East?
 Includes Bahrain, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestinian Territories, Qatar, Saudi Arabia, Syria, United Arab Emirates, Yemen.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.
- 4.5. **Y/N** Does your company operate in Central Asia?
 Includes Afghanistan, Armenia, Azerbaijain, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.
- 4.6. **Y/N** Does your company operate in South Asia?
 Includes Bangladesh, India, Maldives, Nepal, Pakistan, Sri Lanka.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.
- 4.7. **Y/N** Does your company operate in South-East Asia?
 Includes Bhutan, Brunai Darussalam, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Timor-Leste, Vietnam.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.
- 4.8. **Y/N** Does your company operate in East Asia?
 Includes China, Hong Kong SAR, Japan, Macao SAR, Mongolia, North Korea, South Korea, Taiwan.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.
- 4.9. **Y/N** Does your company operate in North Africa?
 Includes Algeria, Chad, Egypt, Libya, Mauritania, Morocco, Sudan, Tunisia, Western Sahara.
 >>> If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and
 >>> **123** how many company personnel operate in this region.

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- 4.10. **Y/N** Does your company operate in West Africa?
Includes Benin, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Congo (Republic), Cote d'Ivoire, Equatorial Guinea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Sao Tome & Principe, Senegal, Sierra Leone, Togo.
▶▶ **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*
- 4.11. **Y/N** Does your company operate in the Horn of Africa?
Includes Djibouti, Eritrea, Ethiopia, Somalia, Sudan.
▶▶ **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*
- 4.12. **Y/N** Does your company operate in the Great Lakes Region of Africa?
Includes Burundi, D. R. Congo, Kenya, Rwanda, Uganda.
▶▶ **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*
- 4.13. **Y/N** Does your company operate in Southern Africa?
Includes Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mozambique, Mauritius, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe.
▶▶ **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*
- 4.14. **Y/N** Does your company operate in South America?
Includes Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Suriname, Uruguay, Venezuela.
▶▶ **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*
- 4.15. **Y/N** Does your company operate in Central America and the Caribbean?
Includes Antigua & Barbuda, Bahamas, Barbados, Belize, Costa Rica, Cuba, Dominica, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Panama, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Trinidad & Tobago.
▶▶ **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*
- 4.16. **Y/N** Does your company operate in the Pacific?
Includes Australia, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, New Zealand, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu.
▶▶ **☰** *If yes, please indicate which countries in this region in which your company operates, what services are provided in this region; and*
▶▶ **123** *how many company personnel operate in this region.*

5. Employees

- 5.1. **123** How many employees currently operate as Administrative Staff out of your main headquarters?
- 5.2. **123** What is the average salary of your Administrative Staff? Please quote amount in U.S. Dollars.
- 5.3. **123** Please estimate the number of administrative and operational personnel (including independent contractors) operating under your company name worldwide at a minimum.
123 *Also indicate in which year this minimum occurred.*

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- 5.4. **123** Please estimate the number of administrative and operational personnel (including independent contractors) operating under your company name worldwide at a peak.
123 Also indicate in which year this peak occurred.
- 5.5. **YN** Is it company policy to hire Third-Country Nationals (TCNs)?
YY **%** If yes, indicate the average percentage of your in-country operational staff are TCNs.
- 5.6. **YN** Is it company policy to hire Local Nationals (LNs)?
YY **%** If yes, indicate the average percentage of your in-country operational staff are LNs.
- 5.7. **YN** Are any of your employees armed?
YY **%** If yes, what percentage of your employees are armed?
YY **%** If yes, what percentage of your TCNs are armed?
YY **%** If yes, what percentage of your LNs are armed?

6. Professional Standards

- 6.1. **YN** Does your company operate under any internal code of conduct or ethics?
- 6.2. **YN** Do you operate under an external code of conduct or ethics?
YY **☐** If yes, which of the following codes does your company operate under: IPOA Code of Conduct; BAPSC Charter; Code of Red Cross and Red Crescent; Contract SOW; Foreign Corrupt Practices Act; Iraq Theater Rules of Engagement; UN Code of Conduct for Law Enforcement; UN Mine Action Procedures; USACE Contract Requirements; Voluntary Principles on Security & Human Rights.
YY **TXI** If "other" please specify.
- 6.3. **YN** Is your company currently a member of an industry trade association?
YY **☐** If yes, which of the following trade association(s) is your company a member of: International Peace Operations Association (Worldwide); British Association of Private Security Companies; Private Security Companies Association of Iraq; National Association of Ordnance and UEW Contractors (U.S.).
YY **TXI** If "other" please specify.
- 6.4. **YN** Had you heard of IPOA prior to receipt of this survey?
- 6.5. **YN** Did you participate in the 2006 State of the Peace and Stability Operations Industry Survey?

7. Optional Section

- 7.1. **TXI** Have you or your company encountered major operational issues in the field that you would like to share with the POI?
- 7.2. **TXI** Do you or your company have any other serious concerns you would like to share with the POI?

Thank You!

If you have any questions, please contact the POI at survey@peaceops.org or +1 202.464.0721.