



## **ANNEX 1: SECURITY MANAGEMENT PLAN TEMPLATE**

### Document Approval

|                     |  |                  |  |
|---------------------|--|------------------|--|
| Approved by:        |  | Location:        |  |
|                     |  | Document number: |  |
| Responsible Person: |  | Version:         |  |
|                     |  | Effective date:  |  |

### Revision history

| Version | Effective date | Approved by | Summary of changes |
|---------|----------------|-------------|--------------------|
|         |                |             |                    |



## CONTENTS

---

|   |           |
|---|-----------|
| <b>1. PURPOSE</b> .....   | <b>4</b>  |
| <b>2. PROJECT SECURITY ARCHITECTURE</b> .....                                       | <b>4</b>  |
| 2.1 PHYSICAL SECURITY MEASURES.....   | 4         |
| 2.2 ACCESS CONTROLS.....  | 4         |
| 2.3 POLICIES AND PROTOCOLS.....   | 4         |
| 2.4 INCIDENT RESPONSE.....  | 4         |
| 2.5 COMMUNICATIONS.....   | 4         |
| <b>3. SECURITY MANAGEMENT</b> .....   | <b>4</b>  |
| 3.1 REGIONAL SECURITY MANAGERS:.....  | 4         |
| 3.2 ROLES AND RESPONSIBILITIES OF THE SENIOR SECURITY ADVISER (SSA) TO CoPREP:..... | 4         |
| 3.3 ROLES AND RESPONSIBILITIES OF THE REGIONAL SECURITY MANAGER (RSM) TO CoPREP:    | 5         |
| 3.4 STATE SECURITY FOCAL POINT (SFP):.....  | 7         |
| 3.5 SPHCDA INCIDENT MANAGEMENT TEAM (IMT).....                                      | 9         |
| <b>4. STANDARD OPERATING PROCEDURES (SOPS)</b> .....                                | <b>10</b> |
| <b>5. EMERGENCY RESPONSE PLANS (ERPS)</b> .....                                     | <b>11</b> |
| <b>6. MEDICAL TREATMENT/MEDICAL EVACUATION INSURANCE</b> .....                      | <b>11</b> |
| <b>7. PERSONNEL LOCATION TRACKING</b> .....   | <b>11</b> |
| <b>8. SECURITY AWARENESS BRIEFING</b> .....   | <b>11</b> |
| <b>9. TRAINING</b> .....  | <b>11</b> |
| <b>10. PHYSICAL SECURITY</b> .....  | <b>11</b> |
| 10.1. PROJECT PERMANENT SITES (STORAGE DEPOTS AND OFFICES).....                     | 11        |
| 10.2. TEMPORARY SITES (PHCs).....   | 11        |
| 10.3. ACCESS CONTROLS.....  | 11        |
| <b>11. CYBER SECURITY</b> .....   | <b>11</b> |
| 11.1. PASSWORD MANAGEMENT AND TWO-FACTOR AUTHENTICATION.....                        | 11        |
| 11.2. EMAIL VIGILANCE AND PHISHING AWARENESS.....                                   | 12        |
| 11.3. PASSWORDS.....  | 12        |
| 11.4. IT INDUCTION TRAINING.....  | 12        |
| 11.5. VIRTUAL PRIVATE NETWORK.....  | 12        |



|            |  |           |
|------------|--|-----------|
| 11.6.      | FIREWALL.....  | 12        |
| 11.7.      | SAFE REPORTING.....  | 12        |
| <b>12.</b> | <b>LEGAL &amp; REGULATORY .....</b>                                    | <b>12</b> |
| <b>13.</b> | <b>HUMAN FACTORS .....</b>   | <b>13</b> |
| 10.2       | CIVILIAN STAKEHOLDERS.....   | 13        |
| 10.3       | SAFETY & SECURITY AGENCIES.....  | 13        |
| 10.4       | LOCAL GOVERNMENT .....   | 13        |
| <b>11</b>  | <b>PROJECT COMPLIANCE – HEALTH, SAFETY AND ENVIRONMENT (HSE) .....</b> | <b>13</b> |
| 12.1       | SPHCDA STAFF AND SECURITY AGENCY PERSONNEL.....                        | 13        |
| 12.2       | COMMUNITY SAFETY. ....   | 13        |
| <b>12</b>  | <b>COMMUNICATIONS.....</b>   | <b>13</b> |
| 13.1       | COMMUNITY FORUMS.....  | 13        |
| 13.2       | MESSAGING AND SEQUENCING. ....   | 13        |

## 1. PURPOSE

The purpose of this document is to outline the measures that have been agreed with CoPREP management to mitigate the risks of Covid-19 vaccine delivery in XX state. The MD has directed that this plan is adhered to in full and that Project Managers ensure that all CoPREP project personnel in XX state comply fully with the contents.

## 2. PROJECT SECURITY ARCHITECTURE

### 2.1 Physical Security Measures

#### ACCESS CONTROLS

### 2.2 Policies and Protocols

CoPREP's Security Management Framework provides guidance on the security policies, protocols and procedures necessary to ensure the safety and security of staff, and stakeholders as to the Duty of Care (DoC) provisions, standard and emergency operating procedures, HSE rules and RoE required by CoPREP. All project staff and supporting security agency personnel must undergo induction on these policies prior to programme deployment and receive periodic refresher training thereafter. DoC requirements should be written into individual staff contracts.

### 2.3 Incident Response

State programmes must arrange for a rapid reaction force (RRF) of armed security personnel, to be based appropriately to ensure rapid intervention at programme delivery locations. The RRF will be transported in vehicles provided and maintained by the state delivery body.

### 2.4 Communications

The Security Agency will provide a VHF radio security network consisting of site base stations, vehicle fits and handheld radios. The security communications centre will be symbiotically located with the state programme's technical operations centre.

## 3. SECURITY MANAGEMENT

CoPREP has appointed XXX to manage security architecture for the project countrywide. The following SWA personnel are providing direct support:

### 3.1 REGIONAL SECURITY MANAGERS:

- Senior Security Adviser –
- NW Security Manager –
- NE Security Manager –
- NC Security Manager –
- SE Security Manager –
- SS Security Manager –
- SW Security Manager -

### 3.2 ROLES AND RESPONSIBILITIES OF THE SENIOR SECURITY ADVISER (SSA) TO COPREP:



The SSA will assist the RSAs with advice and support as required, be involved with any crisis management and act as the POC for Abuja based CoPREP staff.

Specifically, the role is responsible for:

Developing and managing the Security Plan by:

- Preparing, maintaining and updating the Nigeria security plan as well as contingency plans and SOPs.
- Acting as the in-country lead in the event of any crisis including medical evacuation/assistance, K&R situations, Road Traffic Accidents or Arrest and Detention.

Coordinating Reporting and Liaison by:

- Working with the embedded Security Adviser to remain current on the political situation in areas of operations to ensure that risks are mitigated.
- Establishing and maintaining contacts with National and State Security Agencies to obtain best information and protection for CoPREP staff
- Providing travel security advice to CoPREP personnel for travel within Nigeria.

### **3.3 ROLES AND RESPONSIBILITIES OF THE REGIONAL SECURITY MANAGER (RSM) TO COPREP:**

The RSM will lead on the overall management of the CoPREP State Security Program within their region. CoPREP's delivery at state level is delegates to the SPHCDA. The position also incorporates the management of key security relationship to support the project.

Specifically, the RSM is responsible for:

Developing and managing the Security Plan by:

- Preparing, maintaining and updating the Nigeria security plan as well as contingency plans and SOPs.
- Ensuring staff and consultant familiarity with emergency response plans, medical evacuation plans, SOPs, etc.
- Ensuring compliance with SOPs and reporting non-compliance to the CoPREP SSA.
- Establishing consultant and staff lists, including details of visiting delegations and consultants for whom CoPREP has Duty of Care.
- Establishing and updating lists of approved hotels, hospitals, domestic airlines and approved vehicle hire companies.
- Establishing and updating lists of road routes between the project site(s) and outlying sites of operation.

Coordinating Reporting and Liaison by:



- Working with the Senior Security Adviser to remain current on the political situation in areas of operations to ensure that risks are mitigated.

#### Monitoring Emergency Communications by:

- Ensuring that all partner security agency personnel have communications equipment which is functioning and in good repair.
- Developing, implementing and supervising a communications monitoring mechanism in conjunction with CoPREP operations room staff and conducting routine communications checks with CoPREP staff and Security agency management.
- Ensuring communications training is provided during induction.

#### Managing Office and Residential Security by:

- Working with the security agency to ensure that access control mechanisms are understood and implemented.
- Developing and implementing a vehicle screening mechanism for all vehicles entering SPHCDA project sites and leased properties.
- Implementing and maintaining fire safety measures in accordance with SOPs.
- Preparing fire/building evacuation plans and conducting periodic drills.
- Ensuring medical packs are distributed and up to date.
- Conducting regular and ongoing physical security surveys of all SPHCDA managed properties and recommending changes/upgrades as well as for any properties being considered by SPHCDA for rental purposes.
- Reporting any breaches to the SPHCDA management.

#### Other Duties Including:

- Immediately reporting all critical security related incidents involving SPHCDA staff to the SPHCDA Representative and the SSA.
- Immediately disseminating critical incident information through channels as prescribed.
- Following up on the arrest and detention of any CoPREP or SPHCDA staff.
- Coordinating investigations of death of or serious injury to CoPREP or SPHCDA staff.
- Coordinating 24-hour response to all security related incidents involving CoPREP or SPHCDA staff.
- Delivering security-related training as approved by the CoPREP SSA.

#### Conducting reviews of compliance on an ad hoc basis with the SRMP and in particular:

- The daily location and contact spreadsheet of SPHCDA personnel in Nigeria.
- Fire safety measures.
- The maintenance of SPHCDA vehicles.
- Medical Pack contents.
- SPHCDA driver, driving standards in consultation with operations staff.
- The medical insurance status of all personnel.



Additional tasks include:

- Reading daily security reports, highlighting any significant change or escalation of threat, and providing guidance relating to any required change of behaviour by SPHCDA personnel, including disseminating such changes.
- Presenting security awareness briefings to all SPHCDA staff and CoPREP visitors to the region.
- Maintaining familiarity with ERPs and SOPs.
- Regularly reviewing ERPs and SOPs.
- Assisting in the vetting of new locally hired staff.
- Assisting Projects in the co-ordination of the medical evacuation of SPHCDA personnel if required.
- Maintaining a list of medical facilities in the region.
- Monitoring the safety records of internal Nigerian airlines.
- Establishing and maintaining relationships with other security professionals, Nigerian police, military intelligence and SSS to share security information.
- Establishing and maintaining relationships with Nigerian police (if not the security agency provider) to facilitate their response to incidents involving CoPREP staff.
- Testing the driving standards of driver candidates as part of the pre-deployment process.
- Conducting assessments of hotels in states where CoPREP works.

### 3.4 STATE SECURITY FOCAL POINT (SFP):

The roles and responsibilities of the State SFP are as follows:

Developing and managing the Security Plan by:

- Ensuring staff and stakeholder familiarity with emergency response plans, medical evacuation plans, SOPs, etc.
- Ensuring compliance with SOPs and reporting non-compliance to the RSM.
- Establishing consultant and staff lists, including details of visiting delegations and consultants for whom CoPREP has Duty of Care.
- Establishing and updating lists of approved hotels, hospitals, domestic airlines and approved vehicle hire companies.
- Establishing and updating lists of road routes between the project site(s) and outlying sites of operation.

Coordinating Reporting and Liaison by:

- Working with the RSM to remain current on the political situation in areas of operations to ensure that risks are mitigated.

Monitoring Emergency Communications by:

- Ensuring that all partner security agency personnel have communications equipment which is functioning and in good repair.



- Developing, implementing and supervising a communications monitoring mechanism in conjunction with SPHCDA operations room staff and conducting routine communications checks with SPHCDA staff and Security agency management.
- Ensuring communications training is provided during induction.

#### Managing Office and Residential Security by:

- Working with the security agency to ensure that access control mechanisms are understood and implemented.
- Developing and implementing a vehicle screening mechanism for all vehicles entering SPHCDA project sites and properties.
- Implementing and maintaining fire safety measures in accordance with SOPs.
- Preparing fire/building evacuation plans and conducting periodic drills.
- Ensuring medical packs are distributed and up to date.
- Conducting regular and ongoing physical security surveys of all SPHCDA managed properties and recommending changes/upgrades as well as for any properties being considered by SPHCDA for rental purposes.
- Reporting any breaches to the SPHCDA management.

#### Other Duties Including:

- Immediately reporting all critical security related incidents involving SPHCDA staff to the SPHCDA Representative and the RSM.
- Immediately disseminating critical incident information through channels as prescribed.
- Following up on the arrest and detention of any CoPREP or SPHCDA staff.
- Coordinating investigations of death of or serious injury to CoPREP or SPHCDA staff.
- Delivering security-related training as approved by the CoPREP SSA.

#### Conducting reviews of compliance on an ad hoc basis with the SRMP and in particular:

- The daily location and contact spreadsheet of SPHCDA personnel in State.
- Fire safety measures.
- The maintenance of SPHCDA vehicles.
- Medical Pack contents.
- SPHCDA driver, driving standards in consultation with operations staff.
- The medical insurance status of all personnel.

#### Additional tasks include:

- Reading daily security reports, highlighting any significant change or escalation of threat, and providing guidance relating to any required change of behaviour by SPHCDA personnel, including disseminating such changes.
- Presenting security awareness briefings to all SPHCDA staff and CoPREP visitors to the region.
- Maintaining familiarity with ERPs and SOPs.
- Regularly reviewing ERPs and SOPs.
- Assisting in the vetting of new locally hired staff.





- Assisting Projects in the co-ordination of the medical evacuation of SPHCDA personnel if required.
- Maintaining a list of medical facilities in the state.
- Establishing and maintaining relationships with the nominated security agency, other security professionals, Nigerian police, military intelligence and SSS to share security information.
- Establishing and maintaining relationships with Nigerian police (if not the security agency provider) to facilitate their response to incidents involving CoPREP staff.
- Testing the driving standards of driver candidates as part of the pre-deployment process.
- Conducting assessments of hotels (if required).

### 3.5 SPHCDA INCIDENT MANAGEMENT TEAM (IMT)

An IMT will be formed in the event of an emergency<sup>1</sup>. It will consist of the following individuals:

| Organisation  | Name | Role                                | Contact |
|---|------|-------------------------------------|---------|
| SPHCDA Project Manager                                  |      | IMT Lead                            |         |
| SPHCDA Ops Manager                                      |      | IMT Member (operations)             |         |
| SPHCDA HR/logistics manager                             |      | IRT member (staffing/logistics)     |         |
| SPHCDA Community Relations Manager                      |      | PR/Media/ Communications            |         |
| Security Adviser  |      | Security Coordinator                |         |
| Additional support from Security provider (as required) |      | Advice/ Liaison /forward deployment |         |

The responsibilities of the IMT are:

---

<sup>1</sup> Refer to CoPREP Crisis Management Plan for full details of crisis management.

- To arrange and manage the in-state response to the incident.
- To refer to the Crisis Management Plan (CMP) for guidance on specific responses to each category of incident.
- To action, and adapt, if required, the instructions provided within the CIMP.
- To inform the Responsible Person of the details of the incident.
- To keep the Responsible Person fully informed of the response to the incident, highlighting any key decisions.
- To provide Emergency Contact Information (for example next of kin, insurance details) to the Responsible Person.
- To provide details of project work activities to the Responsible Person should the client and press require briefing.
- Brief other in-country team members if required - having agreed how this should be done with the Responsible Person.
- Documenting all actions and decisions.
- Following any other instructions from the Responsible Person.

Post incident:

- Contributing to the lessons identified process.
- Implementing lessons.
- Briefing other team members.

#### 4. Standard Operating Procedures (SOPs)

The following SOPs provide details of procedures to be followed and minimum standards to be maintained in order to mitigate risk to an acceptable level. SOPs are continuously reviewed and amended to reflect changing circumstances<sup>2</sup>.

SOP 01 - Vehicles and Equipment.

SOP 02 - Travel Management.

SOP 03 - Security Force Orders.

SOP 04 - Delivery Site Security.

SOP 05 - Communications.

SOP 06 - Vetting.

SOP 07 - Medical Plan.

SOP 08 - Fire Safety.

SOP 09 - Occupational H&S.

---

<sup>2</sup> The final list of SOPs will be predicated on risk management needs as the project mobilises and begins delivery.



## 5. Emergency Response Plans (ERPs)

The following ERPs are specific responses, based on the Crisis Management Plan and provide details of procedures to be followed in the event of an emergency:

- ERP 01 – Major Security Incident (Bomb, armed attack).
- ERP 02 – Missing Person (Kidnap)
- ERP 03 – Civil Unrest
- ERP 04 – Medical Emergency
- ERP 05 – RTA/Vehicle Breakdown
- EPR 06 – Natural Disaster

## 6. Medical Treatment/Medical Evacuation Insurance

ERP 02 makes provision for the movement of casualties from the point of injury to the nearest medical facility.

## 7. Personnel Location Tracking

The geographical location of all personnel (by state and city) is tracked by the SFP and monitored by the RSM.

## 8. Security Awareness Briefing

## 9. Training

## 10. PHYSICAL SECURITY

- 10.1. PROJECT PERMANENT SITES (STORAGE DEPOTS AND OFFICES)
- 10.2. TEMPORARY SITES (PHCS)
- 10.3. ACCESS CONTROLS

## 11. CYBER SECURITY

- 11.1. DATA COLLECTION MANAGEMENT
- 11.2. PASSWORD MANAGEMENT AND TWO-FACTOR AUTHENTICATION

The CoPREP IT platform should use a password manager that will allow strong and unique passwords across different personal and corporate accounts from both mobile and desktops/laptops. The multi-factor or two-factor authentication should be switched on for all your accounts that support it.



### **11.3. EMAIL VIGILANCE AND PHISHING AWARENESS**

Password policies, multi-factor authentication, encryption, patching and restricting public Wi-Fi usage are all valid measures that should be implemented. However, the weakest links are always behavioural. During security refresher training, staff should be reminded to look for suspicious requests, attachments, links and forged sender identities in emails. All should know how to check the sender of an email and to look at any URL or attachment before clicking, and they should notify IT/Security when they find something suspicious.

### **11.4. PASSWORDS**

CoPREP IT policy should include a mandatory password change with an automated prompt and lockout mechanism on a regular basis (quarterly?). Most documents can be password protected as well, adding an extra step for would-be hackers to cause a security breach.

### **11.5. IT INDUCTION TRAINING**

The biggest cybersecurity holes are created by employees and human beings rather than systems and encryption. CoPREP IT protocols should require new employees to undertake an IT security induction package in order to educate employees on social engineering and tactics used to exploit their human nature. By focusing attention on decision making, people are less likely to rely on computers to protect them from foolish human errors.

### **11.6. VIRTUAL PRIVATE NETWORK**

If staff are to access the systems from outside of CoPREP workplaces, they must do so through a virtual private network, or VPN. A VPN encrypts everything that passes through, improving cybersecurity. This administrative protocol ensures that all employees access via an encrypted channel.

### **11.7. FIREWALL**

All CoPREP IT systems should be firewalled to defend from any cyber-attack. This firewall should be able to identify and control applications on any port, control circumvention, scan for viruses, generate real-time alerts, and control traffic to and from applications.

### **11.8. SAFE REPORTING**

Employees are to be actively encouraged to report potential vulnerabilities and near misses. Policy and documented procedures will not protect against deliberate sabotage or vulnerabilities so staff detection and prompt reporting are critical to cyber safety. The “protocol” is a culture of trust and transparency. Make employees feel heard.

## **12. LEGAL & REGULATORY**

All project security actions are to follow best international practice/standards to project, including but not limited to:



- Nigerian Law.
- UN Guiding Principles on Business and Human Rights.
- Voluntary Principles on Security and Human Rights.
- International Code of Conduct for Private Security Companies.
- IFC Performance Standards (2012):
  - Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts
  - Performance Standard 4: Community Health, Safety and Security.

## **13. HUMAN FACTORS**

### **10.2 CIVILIAN STAKEHOLDERS**

Civilian stakeholders include traditional village heads, religious and community leaders, civil societies and youth group leaders. The mindset and perspectives of all need to be considered in preparing the ground for each phase of the programme delivery. Communication messages and methods of delivery will be critical to the smooth progress of project delivery.

### **10.3 SAFETY & SECURITY AGENCIES**

### **10.4 LOCAL GOVERNMENT**

## **11 PROJECT COMPLIANCE – HEALTH, SAFETY AND ENVIRONMENT (HSE)**

### **12.1 SPHCDA STAFF AND SECURITY AGENCY PERSONNEL.**

12.2 Community Safety.

## **12 COMMUNICATIONS**

### **13.1 COMMUNITY FORUMS.**

### **12.2 MESSAGING AND SEQUENCING.**



## **ANNEX 2: CODE OF CONDUCT**

### **Introduction**

The success of the CoPREP programme relies on the reputation and conduct of all programme staff and supporting security agency personnel, both whilst deployed in the field and in the various working environments of management and the cold chain logistical support.

To that end, this code of practice is to be followed by all stakeholders involved in the CoPREP programme.

The guidelines below pertain particularly to the supporting security agency personnel, but the basic tenets of behaviour are relevant to all.

### **PERSONAL APPEARANCE**

A Security Guard should at all times:

- Wear uniform which is smart, presentable and easily identifies the individual as a member of the selected security agency, and is in accordance with the employing agency's guidelines.
- Wear his/her ID badge on the outside of their clothing whilst on duty, displaying the photograph side.

### **Professional attitude and skills**

A Security Guard should:

- Have undergone the full CoPREP induction training package prior to deployment.
- Greet visitors to the Vaccination centres in a friendly and courteous manner.
- Be friendly and not discriminate on the grounds of gender, sexual orientation, marital status, race, nationality, ethnicity, religion or beliefs, disability, or any other difference in individuals which is not relevant to the Security Guard's responsibility.
- Carry out his/her duties in a professional and courteous manner with due regard and consideration to others.
- Behave with personal integrity and understanding.
- Use moderate language, which is not defamatory or abusive, when dealing with members of the public and colleagues.
- Be fit for work (not sick, tired or under the influence of drugs/alcohol) and remain alert at all times.



- Develop knowledge of the local environment appropriately to ensure constant awareness of threats.

## **General Conduct**

In carrying out his/her duty a Security Guard should:

- Never solicit or accept any bribe or other consideration from any person.
- Not drink alcohol or be under the influence of alcohol or drugs.
- Not display preferential treatment towards individuals.
- Never abuse his/her position of authority.
- Never carry any item which is or could be considered threatening. Weapons should be slung unless there is a clear reason and intent to use them.
- Report all incidents to the management.
- Co-operate fully with other statutory agencies with a legitimate interest in the CoPREP programme.

## **Security Agency values and standards**

A Security Guard should:

- Make him/herself familiar with the employing Site/Company standards.
- Be perceptive of the SPHCDA culture and values.
- Contribute to the goals and objectives of the employing Organisation/Company.

## **Local 'Site' rules**

A Security Guard should:

- Become familiar with the vaccination centre layout: Emergency Exits, Gates, Muster Points, Fire Alarm Positions and Fire Fighting Equipment.
- Report any hazards or incidents that have occurred throughout the course of the duty period and, if appropriate, record them in the duty log book.
- Look after and support the welfare and needs of colleagues whilst on duty.
- Do not use mobile phones during work unless it is to contact the emergency services.



## **ANNEX 3: RULES OF ENGAGEMENT**

### **Hostile Actor.**

You may engage persons who carry out a hostile act or show hostile intent with the MINIMUM FORCE necessary to counter the hostile act or demonstrated hostile intent and to protect yourself, your fellow security personnel and all vaccination programme stakeholders.

- Hostile Act – Attack or other use of force against the Vaccination programme staff, stakeholders or security agency personnel, or a use of force which directly inhibits the mission of the Vaccination programme.
- Hostile Intent – Threat of imminent use of force against programme stakeholders or threat of force to prevent or impede the mission of the Vaccination programme.

### **Use of Force**

You may use force, up to and including deadly force, against hostile actions:

- In self-defence;
- In defence of your unit or other security agencies;
- To prevent the theft, damage or destruction of programme property designated by the Programme lead as vital to achievement of the mission.

### **ESCALATION OF FORCE**

When possible, use the following degrees of force against hostile actors:

- **SHOUT**; verbal warnings to desist from the action.
- **SHOVE**; physically restrain, block access or detain.
- **SHOW**; your weapon and demonstrate intent to use it.
- **SHOOT**; to remove the threat of death or bodily injury or to protect designated property.
- **IF YOU MUST FIRE:**
  - Fire only single, aimed shots.
  - Fire no more rounds than necessary.
  - Fire with due regard for the safety of others.
  - Take reasonable effort not to destroy property by your action.
  - Stop firing as soon as the situation permits

### **Crowds**





Control civilian crowds, protesters or rioters interfering with the project's mission with the **minimum necessary force**. When circumstances permit, attempt steps to control crowds and encourage de-escalation:

Repeat verbal warnings.

Show of force, including riot control measures.

Block access, or other reasonable use of force necessary under the circumstances and proportional to the threat.

### **Detainees**

You may stop, detain, search and disarm persons posing a threat as required to protect the mission. Detainees must be handed over to the proper authorities ASAP.

6. Treat all persons with the correct level of dignity and respect.



## **ANNEX 4: TERMS OF REFERENCE -STATE SECURITY FOCAL POINT**

### **Overview of Approach by the Security Risk Management Team (SRMT) for CoPREP**

To ensure a comprehensive and tailored risk management system for the CoPREP Covid-19 vaccination programme in Nigeria, the SRMT would:

#### **Be consultative, flexible & inclusive in decision-making:**

The SRMT recognises the importance of working closely with the state delivery teams which face widely different security challenges in Nigeria. Therefore, the security profile that will support the implementation of project deliverables will not only keep CoPREP staff, project partners and beneficiaries safe and secure, but will also be based on inputs from all involved to ensure a collaborative, flexible & inclusive approach.

#### **Conduct pre-emptive risk management and mitigation:**

The goal of the security team is to never have to escalate to an interventionist approach. The team will continuously monitor (actively & passively) the program areas & regions of intervention. Constant & consistent risk rating evaluations with the corresponding safety & security elements of project over-watch will limit risk and exposure as much as possible while endeavouring to ensure project delivery & implementation at all sites and in all LGAs.

#### **Role and SRMT Integration**

The State Security Focal Point (SFP) will be based in XX and be key to the day-to-day operational management of SPHCDA activities occurring in XX state. S/He will be responsible for working with the project's operations manager to operationally manage field trips and to ensure that they are coordinated with the activities of partner organisations.

The XX SFP post is a critical part of the SRMT's capacity and provides the detailed and dedicated security focus necessary to support field work in the state. S/he will report on a regular basis to the Regional Security Officer and liaise with nominated Security Agency Managers and SPHCDA project management to coordinate project activities.

#### **Accountability/Reporting**

Accountable to Regional Security Manager.

To report weekly on routine SRMT matters as a minimum with immediate reporting of operational issues.

#### **Qualifications and characteristics**

##### **Required Skills:**

- At least 3 years previous security risk management experience.
- Fluent in written and spoken XX.
- Educated with a high standard of writing and numerical skills.
- Able to present matters concisely and coherently in both spoken and written English
- Experience in security and context analysis in XX Region.



- Knowledge of the context and the recent history of the region.
- Demonstrable team/personnel management experience/skills.
- Demonstrable IT knowledge and skills compulsory (Microsoft Office 365 suite, word processing, etc.)
- Ability to work independently, as well as in a team (with both expat and national staff)
- Adaptability, flexibility and diplomacy.
- Demonstrable problem-solving skillset.
- Politically and culturally aware and sensitive.
- Effective relationship builder
- Patience and strong character.
- Able to cope with stress and work in an unstable context.

### **Desired Skills**

- Bachelor's degree
- Certified Security qualifications.
- Has undertaken recent security management work.

### **Specific deliverables:**

#### Key Tasks

- Assist in the delivery of programme stakeholder induction training, include RoE.
- Collaborate with programme and security agency personnel to ensure coordination and management of security related issues on current and planned operations and movements in the State.

### **Safety and Security Coordination:**

- Provide Safety and Security briefings to SPHCDA staff.
- Coordinate & collaborate with partner Security Agency and other elements in the state.

### **Documentation:**

- Produce risk and threat assessments for the state.
- Produce situation reports, alerts and trend analysis pertaining to the state.
- Collaborate with the Security Liaison Officers of other projects working in the state.
- Build and maintain an updated list of state focused intelligence & information contacts & details.
- Assist in production of any CoPREP/NCDC requested safety and risk management documentation.

### **General Tasks**

- Oversee quality assurance & compliance of Occupational Health & Safety aspects, as outlined in the state SMP.
- Any other reasonable tasks as determined by the Senior Security Manager.

**Advise:**

- Provide the SPHCDA with professional state focused security services, including written and verbal security risk management advice and analysis.
- Report security incidents and events to CoPREP RSM and other key staff in accordance with agreed response times.

**Liaise:**

- Liaise with security focal points in similar organisations working in the state to share knowledge.
- Liaise with key contacts within the state security apparatus.
- Liaise with peer professionals within the security fraternity.

**Manage**

- Security risk manage CoPREP programme movement within the region. This management includes clearance and tracking of movements.
- Monitor and report safe vehicle usage.

**Train:**

- Coordinate relevant training including security elements of induction training, driver and first aid training. Instructional delivery of courses where appropriate.
- Deliver or coordinate security awareness training programme, compliance score card reviews and due diligence checks in accordance with CoPREP's timelines.
- Responsible for the successful delivery of training and accountable for quality assurance, VFM and reporting.

**Coordinate:**

- Develop, establish and implement CoPREP's Security Management Framework in the state
- And develop the State Security Plan, including but not limited to:
  - Physical security surveys of offices, accommodation, routes and third locations;
  - Travel security Standard Operation Procedures (SOPs);
  - Project, area or office specific SOPs;
  - Incident and medical contingency plans;
- Coordinate delivery of Occupational health and safety across the state programme.
- Maintain and develop CoPREP safety and security documentation, including security risk assessments (to ISO31000:2009 or similar standard) and incident reports.

**Communicate:**

- Provide safety and security alerts, information, reports and analysis to all staff including visitors, partners and CoPREP HQ.
- Coordinate the delivery of CoPREP security induction training for programme stakeholders, including partner security agencies.



## **ANNEX 5: TERMS OF REFERENCE – SENIOR SECURITY ADVISER**

### **Role description**

Senior national security manager for CoPREP, Abuja based. Team lead for the national security architecture in support of the nationwide Covid-19 vaccination programme.

### **Accountability/Reporting**

Accountable to Managing Director and PCU Lead.

To report weekly on routine SRMT matters as a minimum with immediate reporting of operational issues.

Responsible for managing all members of the SRMT.

### **Qualifications and characteristics**

- Bachelor's Degree in Security Management, Social Sciences, Politics, Law, Economics, Business or related field, or a similar position in Nigerian military or security services.
- Demonstrable experience in report writing and analysis.
- Eight or more years of practical security experience in all areas of Nigeria.
- Familiarity with the philosophy, priorities and principals of the Nigerian Health delivery field. Excellent social, analytical and diplomacy skills.
- A strong verbal and written communicator in English, with preferably Hausa language skills. A great sense of humour and calm demeanour.
- Wide experience of project delivery, working with international partners.
- Sound understanding of risk management principles.
- Ability to develop and maintain culturally and socially diverse relationships and contacts.
- Previous experience in management and coordination.
- Experience of staff capacity development, training and knowledge transfer.

### **Specific deliverables:**

**Advise:** Provide the client with professional national and regional security services, including written and verbal security risk management advice and analysis to state projects.

**Report** security incidents and events to CoPREP senior management and other key staff in accordance with agreed response times.

**Liaise:** Liaise with security focal points in diplomatic missions, UN, international organisations and similar organisations working in Nigeria to share knowledge.

Liaise with key contacts within the Nigerian security apparatus.

Liaise with peer professionals within the security fraternity.



## Manage

Security risk manage CoPREP programme movement within Nigeria. This management includes clearance and tracking of movements.

### Monitor and report safe vehicle usage.

Lead on the allocation of workload as agreed with CoPREP via the monthly workplan.

### Train:

- Coordinate relevant training including security elements of induction training, driver and first aid training. Instructional delivery of courses where appropriate.
- Deliver or coordinate security awareness training programme, compliance score card reviews and due diligence checks in accordance with CoPREP's timelines.
- Responsible for the successful delivery of training and accountable for quality assurance, VFM and reporting.

### Coordinate:

- Develop, establish and implement CoPREP's Security Management Framework in Nigeria, including but not limited to:
  - Physical security surveys of offices, accommodation, routes and third locations;
  - Travel security Standard Operation Procedures (SOPs);<sup>[1]</sup><sub>[SEP]</sub>
  - Project, area or office specific SOPs;
  - Incident and medical contingency plans;
  - Coordinate delivery of Occupational health and safety across the CoPREP programme.
  - Maintain and develop CoPREP safety and security documentation, including security risk assessments (to ISO31000:2009 or similar standard) and incident reports.

### Communicate:

- Provide safety and security alerts, information, reports and analysis to all staff including visitors, partners and CoPREP HQ HQ.
- Communicate with, guide and oversee the SRMT staff.
- Coordinate the delivery of CoPREP security induction training for programme stakeholders, including partner security agencies.

## **ANNEX 6: TERMS OF REFERENCE- REGIONAL SECURITY MANAGER**

**Overview of Approach** by the Security Risk Management Team (SRMT) for CoPREP



To ensure a comprehensive and tailored risk management system for the CoPREP Covid-19 vaccination programme in Nigeria, the SRMT would:

Be consultative, flexible & inclusive in decision-making:

The SRMT recognises the importance of working closely with the state delivery teams which face widely different security challenges in Nigeria. Therefore, the security profile that will support the implementation of project deliverables will not only keep CoPREP staff, project partners and beneficiaries safe and secure, but will also be based on inputs from all involved to ensure a collaborative, flexible & inclusive approach.

### **Conduct pre-emptive risk management and mitigation:**

The goal of the security team is to never have to escalate to an interventionist approach. The team will continuously monitor (actively & passively) the program areas & regions of intervention. Constant & consistent risk rating evaluations with the corresponding safety & security elements of project over-watch will limit risk and exposure as much as possible while endeavouring to ensure project delivery & implementation at all sites and in all LGAs.

### **Role and SRMT Integration**

The Regional Security Officer will be based in XX and be key to the day-to-day operational management of SPHCDA activities occurring in XX region's states. S/He will be responsible for working with the project's State Security Focal Points to operationally manage field trips and to ensure that they are coordinated with the activities of partner organisations.

The XX Regional Security Officer post is a critical part of the SRMT's capacity and provides the detailed and dedicated security focus necessary to support field work in the region's states. S/he will report on a regular basis to the SRMT in Abuja and liaise with nominated Security Agency Managers, the region's Security Focal Points and SPHCDA project management to coordinate project activities.

### **Accountability/Reporting**

Accountable to Senior Security Adviser.

To report weekly on routine SRMT matters as a minimum with immediate reporting of operational issues.

Responsible for managing all State SFPs within the region.

### **Qualifications and characteristics**

Required Skills:

- At least 5 years previous security risk management experience in XX Region.
- Fluent in written and spoken XX.
- Educated with a high standard of writing and numerical skills.
- Able to present matters concisely and coherently in both spoken and written English



- Experience in security and context analysis in XX Region.
- Knowledge of the context and the recent history of the region.
- Demonstrable team/personnel management experience/skills.
- Demonstrable IT knowledge and skills compulsory (Microsoft Office 365 suite, word processing, etc.)
- Ability to work independently, as well as in a team (with both expat and national staff)
- Adaptability, flexibility and diplomacy.
- Demonstrable problem-solving skillset.
- Politically and culturally aware and sensitive.
- Effective relationship builder
- Patience and strong character.
- Able to cope with stress and work in an unstable context.

### **Desired Skills**

- Bachelor's degree
- Certified Security qualifications.
- Previous military or police experience.
- Has undertaken recent security work in XX Region.
- Previous security experience with medical programme delivery in Nigeria.

### **Specific deliverables:**

#### Key Tasks

- Assist in the design and delivery of programme stakeholder induction training, include RoE.
- Provide safety and risk management advice and guidance pertaining to the Region.
- Collaborate with programme and security agency personnel to ensure oversight of security related issues on current and planned operations and movements in the Region.

### **Safety and Security Assessments:**

- Conduct safety and security assessments as required/requested.
- Provide Safety and Security briefings to SPHCDA staff.
- Coordinate & collaborate with Security Agency and other elements in Nigeria, specifically with those in the region's states.

### **Documentation:**

- Produce risk and threat assessments for the region's states.
- Produce Building (including PHCs) and Accommodation assessments.
- Produce situation reports, alerts and trend analysis pertaining to the Region.
- Collaborate with the Security Liaison Officers of other projects working in the Region.
- Build and maintain an updated list of state focused intelligence & information contacts & details.
- Assist in production of any CoPREP/NCDC requested safety and risk management documentation.

### **General Tasks**





Oversee quality assurance & compliance of Occupational Health & Safety aspects, as outlined in the state SMP.

Collaborate with CoPREP Senior Security Manager to deliver Programme Safety and Security Focal Point capacity building.

Any other reasonable tasks as determined by the Senior Security Manager.

**Advise:** Provide the client with professional national and regional security services, including written and verbal security risk management advice and analysis to state projects.

Report security incidents and events to CoPREP SSA and other key staff in accordance with agreed response times.

**Liaise:** with security focal points in similar organisations working in the region to share knowledge; Liaise with key contacts within the regional security apparatus; Liaise with peer professionals within the security fraternity.

### Manage

Security risk manage CoPREP programme movement within the region. This management includes clearance and tracking of movements.

Monitor and report safe vehicle usage.

### Train

- Coordinate relevant training including security elements of induction training, driver and first aid training. Instructional delivery of courses where appropriate.
- Deliver or coordinate security awareness training programme, compliance score card reviews and due diligence checks in accordance with CoPREP's timelines.
- Responsible for the successful delivery of training and accountable for quality assurance, VFM and reporting.

### Coordinate:

- Develop, establish and implement CoPREP's Security Management Framework in the region, including but not limited to:
- Physical security surveys of offices, accommodation, routes and third locations;
- Travel security Standard Operation Procedures (SOPs);<sup>[1]</sup><sub>[SEP]</sub>
- Project, area or office specific SOPs;
- Incident and medical contingency plans;
- Coordinate delivery of Occupational health and safety across the CoPREP programme.
- Maintain and develop CoPREP safety and security documentation, including security risk assessments (to ISO31000:2009 or similar standard) and incident reports.

### Communicate:

- Provide safety and security alerts, information, reports and analysis to all staff including visitors, partners and CoPREP HQ HQ.
- Communicate with, guide and oversee the regional State SFPs.



- Coordinate the delivery of CoPREP security induction training for programme stakeholders, including partner security agencies.



## **ANNEX 7: MEMORANDUM OF UNDERSTANDING**

Memorandum of Understanding Between [state the name of the Security agency], AND

\_\_\_\_\_ (STATE) Vaccination programme

This Memorandum of Understanding (MOU) is made and entered as of the date fully executed below,

by and between the (name of Security Agency) and the \_\_\_\_\_ (STATE)

Vaccination Programme. LGA: \_\_\_\_\_, also known as \_\_\_\_\_  
 Vaccination programmes (\_\_\_\_\_ Vaccination programme):

WHEREAS, \_\_\_\_\_ (STATE) Vaccination programme and (Name of the Security Agency) share the goal of promoting safety and an ordered programme delivery.

WHEREAS, All parties acknowledge that crime prevention and crowd control is most effective when \_\_\_\_\_ (STATE) Vaccination programme staff, (Name of Security Agency), local government stakeholders and the community are working in a positive and collaborative manner;

WHEREAS, \_\_\_\_\_ (STATE) Vaccination programme and (Name of the Security Agency) commitment to a collaborative working relationship with the joint objective of respecting human rights, international humanitarian law, and World Bank requirements as per IFC PS1 & PS4.

WHEREAS, \_\_\_\_\_ (STATE) Vaccination programme and (Name of the Security Agency) agree it is important to create an environment in which conflicts are de-escalated and stakeholders are provided with an efficient vaccination service which keeps waiting times to a minimum.

WHEREAS, \_\_\_\_\_ (STATE) Vaccination programme staff should generally not involve (Name of the Security Agency)'s Security personnel in enforcement of \_\_\_\_\_ (STATE) Vaccination programme's discipline policies;

WHEREAS, \_\_\_\_\_ (STATE) Vaccination programme and (Name of the Security Agency) recognise that stakeholder contact with Security Agency's Security Guards and

\_\_\_\_\_ (STATE) Vaccination programme staff builds positive relationships leading to better outcomes; and

WHEREAS, \_\_\_\_\_ (STATE) Vaccination programme and (Name of the Security Agency) agree that vaccination site security management and associated crowd control should operate to the rules of engagement and principles of minimum force, as defined in Section 217 (2) (c) of the 1999 Constitution and Section (8) (1) and (3) of the Armed Forces Act, Laws of the Federation of Nigeria, (LFN) 2004, which provide code of conduct and rules of engagement for the Nigerian armed forces in internal security. This to ensure fair and equitable treatment for all \_\_\_\_\_ (STATE) Vaccination programme stakeholders.



NOW, THEREFORE, \_\_\_\_\_ Vaccination programme and (Name of the Security Agency) agree as follows:

## Section 1. Vaccination Centre Discipline and Security Program Goals:

1. To create a common understanding:

(a) the Vaccination programme site management team are ultimately responsible for site discipline and culture;

(b) (Name of Security Agency)'s Security Personnel should not be involved in the enforcement of vaccination site regulations; and

(c) a clear delineation of the roles and responsibilities of the Security Personnel as to crowd discipline, with regular review by all stakeholders, is essential.

2. To minimize crowd discipline issues so that they do not become riotous, requiring the suspension or total cessation of vaccine delivery;

3. To promote effectiveness and accountability;

4. To provide training as available to Security Personnel and appropriate \_\_\_\_\_ (STATE) Vaccination programme staff on effective strategies to work with stakeholders that align with programme goals;

5. To employ best practices so that all attendees are treated impartially and without bias by (Name of the Security Agency)'s Security Guards and the policies of (Name of the Security Agency), and also by \_\_\_\_\_ (STATE) Vaccination programme staff in alignment with rules and procedures applicable to \_\_\_\_\_ CoPREP Vaccination programme security framework; and

6. To utilise best practices for training and oversight with the goal of reducing any existing disproportionality.

## Section 2. Roles and Responsibilities regarding Crowd Discipline.

1. Management and discipline of attendees within vaccination clinics is the responsibility and authority of \_\_\_\_\_ (STATE) Vaccination programme staff. (Name of the Security Agency)'s Security Guards may only become involved with crowd discipline at the express invitation of the head of (STATE) Vaccination Programme.

Security is the responsibility of \_\_\_\_\_ (Name of the Security Agency).

\_\_\_\_\_ (STATE) Vaccination programme and (Name of the Security Agency) shall use best efforts to follow the principles in this MOU regarding the divisions between attendee discipline and Security.

2. (Name of Security Agency) can provide assistance when:

- Authorized by law;



- There is a clear threat to the safety of stakeholders at site;
- To assist with victims of crime, missing persons, and persons in suffering a mental health crisis;
- In an attempt to prevent criminal activity from occurring; or
- It is required as part of an emergency management response.<sup>3</sup>

3. Security personnel should not act as a crowd disciplinarian. (STATE) Vaccination programme staff should not involve (Name of the Security Agency) in disputes that are related to issues of crowd discipline; however, security staff should serve to complement vaccination programme staff in the role of a mentor or counsellor.

4. Security Guards should not conduct interviews or collect evidence in the event of an incident but should inform Programme staff senior management and hand the matter over to the NPF.

5. (Name of Security Agency) shall inform \_\_\_\_\_ (STATE) Vaccination programme of its policy that defines under what circumstances a community stakeholder will be advised of constitutional rights, prior to being placed under arrest by a security agent, prior to hand over to NPF, if not already a member of the NPF.

7. (Name of Security Agency) and \_\_\_\_\_ (STATE) Vaccination programme will both comply with Nigerian laws, the standards detailed within the Security Programme Framework and the agreed Rules of Engagement.

These rules and standards may be found at (INSERT REFERENCE).

8. (Name of Security Agency) shall keep records on each response to an incident occurring at a vaccination site that involves security personnel

9. Security Guards of (Name of Security Agency) will maintain a high level of confidentiality of all matters regarding the \_\_\_\_\_ (STATE) Vaccination programme, staff, and student information.

### **Section 3. Training.**

1. Within six months, (Name of Security Agency) personnel being assigned as Security Guards to \_\_\_\_\_ (STATE) Vaccination programme, shall each have undergone induction training, including but not limited to:

- Coursework focused on national law.
- Stakeholder rights.
- Understanding special needs of stakeholders and stakeholders with disabilities.
- Conflict de-escalation techniques.

---

<sup>3</sup> IFC Performance Standards on Environmental and Social Sustainability Effective January 1, 2012 - Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts – Security agency is to provide emergency assistance as defined within the programme's Environmental and Social Assessment and Management System (ESMS)



- Ethics as per IFC Performance Standard 1 & 4<sup>4</sup>.
- Implicit bias training.
- Diversity and cultural awareness.
- Trauma-informed responses.
- Programme security management framework
- Rules of Engagement.

Late changes of assignment of the Security Provider do not exempt security staff from undergoing the required training as set forth in this MoU.

#### **Section 4. Program Review.**

1. (Name of Security Agency) will inform \_\_\_\_\_ (STATE) Vaccination programme, of its system for processing grievances once received under the Security Management Framework process.

2. \_\_\_\_\_ (STATE) Vaccination programme, in collaboration with (Name of the Security Agency), shall conduct an annual review of the program and shall:

(a) make modifications as necessary to accomplish stated OR SECURITY GUARDS program goals; and

(b) create a report of the review to be provided to both parties and, to the extent permitted by law, made available online.

The parties will establish an evaluation process, to include community stakeholders, as part of the regular review of program goals and relevant data, including the specific measures, data points, and metrics included in the report process.

#### **Section 5. Community Partnerships.**

\_\_\_\_\_ (STATE) Vaccination programme and (Name of the Security Agency) shall continue to collaborate with community and other governmental agencies to further program goals, support strategies to streamline the vaccination delivery process and access additional support services as required. Where the programme has potentially significant adverse impacts on Affected Communities, the programme will conduct an Informed Consultation and Participation (ICP) process that will build upon the consultation process and will result in the Affected Communities' informed participation.

#### **Section 6. Liability and Indemnification.**

---

<sup>4</sup>IFC Performance Standards on Environmental and Social Sustainability Effective January 1, 2012 - Performance Standard 1: Assessment and Management of Environmental and Social Risks and Impacts Performance Standard 4: Community Health, Safety, and Security



Nothing in the performance of this MOU shall impose any liability for claims made against the parties, and the parties agree to indemnify the other for intentional wrongdoing or negligence by the offending party, related to this MOU.

**Section 7. Term, Termination, and Related Documents.**

(The Security Agency and the Vaccination programme should address and agree upon term/termination/renewal based on local needs.

Agreed upon by: Security Agency Director: \_\_\_\_ (Name and Title)  
\_\_\_\_ Date \_\_\_\_\_

Director of (STATE) \_\_\_\_ CoPREP Vaccination Programme\_(Name & Title) \_\_\_\_\_

\_\_\_\_ Date \_\_\_\_\_