

# Centre for Population and Environmental Development (CPED)

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## Women RISE Project In Edo and Delta States

**Project Title:** Gender Inequality and Rural Women's Health in Post-Covid-19 Nigeria: Towards Inclusive and Sustainable Rural Women's Health in Nigeria”

## Security Risk Management Plan (SRMP)

Updated December, 2022

*(Project Title)* **Gender Inequality and Rural Women's Health in Post-Covid-19 Nigeria: Towards Inclusive and Sustainable Rural Women's Health in Nigeria**

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### List of Annexes

- Annex A: Road Movement Emergency Response Procedures
- Annex B: Centre for Population and Environmental Development (CPED) WOMEN RISE Project site minimum security standards

#### I. Register of Changes and Amendments

DATES	NATURE OF CHANGES / AMENDMENTS

- II. **Reference documents:** (drum-cussac travel-risk-advice Document
- III. <https://www.drum-cussac.net/traveladvices/countries/ng/country/travel-risk-advice>
- IV. **Commonly used abbreviations and Acronyms**  
 SRMP: Security Risk Management Plan  
 CPED: Centre for Population and Environmental Development  
 Women RISE: Women's health and economic empowerment for a **COVID-19 Recovery** that is **Inclusive, Sustainable and Equitable**  
 DoC: Duty of Care DoC  
 CEO: Chief Executive Officer  
 EVP: Executive Vice President EVP  
 SSFP: Safety and Security Focal Point  
 PM: Programme Manager  
 PD: Programme Director  
 CCTV: Close Circuit Television  
 HEAT: Hazardous Environment Awareness Training  
 IMT: Incident Management Team  
 VPPC: Vice President of People and Culture  
 HQ: Head Quarter  
 UN: United Nations  
 RTA: Road traffic accident  
 SRA: Security Risk Assessment  
 SRM: Security Risk Manager  
 HSE: Health, Safety and Environmental

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PPE: Personal Protective Equipment

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## 1. Introduction

The Security Risk Management Plan (SRMP) is a series of guidelines and procedures intended to mitigate against identified and likely risks to (Centre for Population and Environmental Development (CPED), projects and staff. It also addresses the (Client and/or International Best Practice) Duty of Care (DoC) requirement, in that the responsibility belongs to Centre for Population and Environmental Development (CPED) for the safety and well-being of Centre for Population and Environmental Development (CPED) Personnel and any Third Parties affected by activities, including appropriate security arrangements.

This SRMP is applicable to all (Centre for Population and Environmental Development (CPED) projects and personnel in (**Delta and Edo States, Nigeria**), including visitors and one-off international consultants. Local subcontractors (Consultants and Consulting Services, suppliers of Goods, Works and Non-Consulting services, etc.) are responsible for their own security, except if expressly stated otherwise in the applicable contracts.

As of October 2022 Centre for Population and Environmental Development (CPED) projects are active in (Nigeria with specific activities in Edo and Delta States):

The SRMP is neither exhaustive nor restrictive, in that it is intended to reduce the identified risks to an acceptable level, not eliminate risk, and in doing so is intended to enable, not inhibit, the implementation of projects.

The mitigations, articulated through the guidelines and procedures described in this SRMP are derived from Drum-Cussac travel-risk-advice Document which can be accessed here (<https://www.drum-cussac.net/traveladvices/countries/ng/country/travel-risk-advice>)

None of these standards or systems are considered infallible. For both the assessed criteria and, internally in Centre for Population and Environmental Development (CPED) management, a degree of accepted risk is explicit, and the understanding a risk event may occur is implicit.

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## 2. Objectives of the Security Risk Management Plan (SRMP)

### 2.1. Aims of the SRMP

- V. **To identify and evaluate potential risks, best approach to reducing potential security risks and to translate the identified mitigations into practical guidelines and procedures in order to reduce the likelihood or impact, or both, of risks;**
- To enhance the safety and security of Centre for Population and Environmental Development (CPED) staff;
  - Protect the assets and locations of Centre for Population and Environmental Development (CPED) projects; and
  - Be a reference document for any other Centre for Population and Environmental Development (CPED) activities or projects in (Nigeria with focus on Edo and Delta states).

### 2.2. Content of the SRMP

The SRMP includes:

- Guidelines on routine activities, such as international visitors or field visits;
- Procedures for actions, such as road movements;
- Preparations in terms of equipment and training;
- Incident management; and
- Contingency planning.

### 2.3. SRMP as a living document

The SRMP will be periodically reviewed and updated so that it accurately reflects Centre for Population and Environmental Development (CPED) projects in (Delta and Edo States in Nigeria), staffing, the acquisition of safety and security equipment and changing guidance.

### 2.4. Schedule and triggers for review

Annually, after the completion of the Annual Work Plan (AWP), the SRMP is to be reviewed by the project team and Centre for Population and

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Environmental Development (CPED) management. Changes to the SRMP are to be shared with HPRO for technical review and endorsement.

As there is likely to be further instability in the context of (Delta and Edo States in Nigeria), particularly leading up to the general elections in 2023, the SRMP also needs the ability to pre-empt risk thresholds and ensure mitigations are adjusted.

Any of the following incidents or contextual developments may trigger a review of the SRMP, and may also trigger a review of the SRA:

- Commencement of regular, or a series of, planned trips outside (Edo and Delta Capital cities).
- An incident involving a significant staff injury, threat or the 'near miss' of a serious staff injury.
- Theft or robbery of a substantial amount of cash or property of value from the project.
- Reported targeting of development organisations, particularly in (Edo and Delta Capital cities), by Islamist Armed Opposition Groups (IAOGs) or other armed groups in (Nigeria), which includes statements or communications from the groups.
- Attempted abduction or attack on Internationals in (Nigeria), particularly within (Delta and Edo States).
- Violent protests, or peaceful civil unrest targeting international or development interests in (Delta and Edo States).
- Outbreak of a potentially lethal disease.



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### 3. Delegation of Authority and Responsibilities

#### 3.1. Safety and Security Responsibility on Centre for Population and Environmental Development (CPED) Projects

As detailed in Reference B, Centre for Population and Environmental Development (CPED) has the responsibility for safety and security of the projects.

#### 3.2. Framework of Accountability for CPED Security Risk Management

Internally, Centre for Population and Environmental Development (CPED), and its programmes and/or projects, follow a framework of accountability. This framework enables (Centre for Population and Environmental Development (CPED) to fulfil its Duty of Care (DoC) as an employer while enabling project management in dynamic environments.

(Centre for Population and Environmental Development (CPED) is responsible for:

- Integrating security risk management planning and resourcing into the project, and budget during the proposal development;
- Technical risk management expertise and support through the (Centre for Population and Environmental Development (CPED) appointed delegate; and
- Ensuring sufficient material support to the project in country in the event of a critical incident.

For Centre for Population and Environmental Development (CPED) security risk management:

- HPRO is the technical authority; and
- The CPED Executive Director is the management authority.

The Programme Manager (PM) in-country is responsible for:

- Ensuring the relevance and accuracy of information in the SRMP;
- Implementation and management of the SRMP in-country;

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- Identify a Safety and Security Focal Point (SSFP) in the project team for the administration of the SRMP;
- Alert and advise the Programme Director of developments in the context or emerging threats and suggest specific mitigations;
- Approving travel and activities within the country.

The Programme Manager (PM) is the Risk Owner in-country, while the PD is the representative Risk Owner for the programme or project on behalf of (Centre for Population and Environmental Development (CPED)).

The Security Manager, Safety and Security Focal Point (SFFP) or relevant Security Staff member in-country is responsible for:

- Ensuring information in the SRMP is disseminated to other staff and visitors;
- Collection and dissemination of safety and security information to other staff and visitors;
- Routine implementation of the SRMP procedures;
- Procurement and maintenance safety and security equipment;
- Monitoring clearance and tracking of personnel and vehicles;
- Alert and advise Programme Manager (PM), or similar role, of significant incidents or developments; and
- Other tasks related to the implementation of the SRMP.

All Centre for Population and Environmental Development (CPED) staff or consultants, national and international, in (Nigeria with focus on Delta and Edo states) are responsible:

- Primarily of their own safety and security;
- To be informed of, and adhere to, the guidelines and procedures detailed in the SRMP;
- To be active in communicating risks to the PM and SSFP; and
- To formally report incidents possibly affecting the project to the PM and the SSFP as soon as possible. See SRMP Section 9: Incident reporting for the format.

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The safety and security of staff and the project is a shared responsibility. Staff or consultants willingly or negligently failing to follow the SRMP and CPED's policy and procedures potentially endanger themselves, other staff, the project and Centre for Population and Environmental Development (CPED).

A staff or consultant who significantly or consistently fails to follow the SRMP and/or Centre for Population and Environmental Development (CPED) policy and procedures can be subject to disciplinary action, including termination.

### 3.3. Duty of Care (DoC)

Centre for Population and Environmental Development (CPED), and its projects, has a Duty of Care (DoC) to staff and consultants. The extent of DoC is determined by how much an individual is relocated for work activities.

For National staff there is a DoC:

- During working hours;
- While undertaking work activities, including travel to and from a location, such as a field trip; and/or
- If an event or incident is related to their work, for example if a staff member is threatened outside of work hours but is threatened due to their role with a CPED project.

For International and National staff/consultants located in a Government of (Nigeria) (Host Gov.) office or buildings:

- The Government of (Nigeria), as host government, has primacy in the personnel's DoC. This means the Government of (Nigeria) determines and maintains the standard of safety and security for all personnel within Nigeria's premises;
- Conversely personnel are obliged to adhere to the relevant Nigeria Government safety and security policy and procedures; and
- Where there is a significant inconsistency in standard of safety and security between personnel located in a Government of (Nigeria) premises and the CPED Project office, the in-country PM can decide to provide additional safety and security support or material for Empowerment of Women in Pastoralism and Agriculture in Nigeria's Sahel Region Project personnel to achieve DoC. An example is that international consultants embedded in

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Nigeria can be provided with first aid kits not otherwise provided by the Nigerian Government.

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## 4. Safety and Security Contacts

### 4.1. Key Safety and Security Staff for (Edo and Delta States)

Name	Role	Contact Number and Email	Notes
Ernest Imorgan	To coordinate and report security incident to program manager	Phone: +234-806012545 Email: imonganernest@gmail.com	In-charge of Edo state
Osagie Joseph Aitokhuehi	To coordinate and report security incident to program manager	Phone: +234-7060554615 Email: osagieaitokhuehi@ymail.com	In-charge of Delta state

### 4.2. General Safety and Security Contacts in Edo and Delta states

Organisation	Section	Contact Details
Edo Police/Community Relation	Control Room Number State Command	+234-8037646272, +234-8077773721, +234-8067551618
	Command CP	+234-8034103621
Delta Police/Community Relation	Command Control Room	+234-8036684974
	Command Complaint Desk	+234-9029070037. +234-9155570007

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## 5. Travel Safety and Security

- 5.1. **Accommodation:** Ensure that accommodation has fire escape exit. Choose a room near the elevator to avoid having to work down a long empty corridor. Know the room numbers of your colleagues. When first enter your room, check the closest, bathroom and balcony.
- 5.2. **Accommodation equipment:** Stay in a hotel or accommodation that has a safe box where you can keep your valuables. Check to see the accommodation has fire extinguishers, fire alarm system and Close Circuit Television (CCTV).
- 5.3. **Vehicle equipment:** Ensure to use AC fitted vehicles. Check to ensure that all CPED vehicles have spare tyre, jack, jumper cable, first aid kits, reflective triangle, car hammer and pressure gauge e. t. c.
- 5.4. **Vehicle Communications:** Always have a phone inside the vehicle. Ensure the vehicle has a tracking system for monitoring location of vehicle at any point in time.
- 5.5. **Domestic Travel outside Edo and Delta state capital cities:** Never pick a stranger or stranded motorist. Before getting into vehicle look inside first to make sure no one is hiding in the back seat. Check underneath the vehicle from a distance. If possible, drive together with another vehicle especially at night. If you suspect someone is following you make a few turns down active streets where you can obtain help. Be alert when you are at a red light or stop signs. Always ensure you wear your seat belt. Be aware of the dangerous areas in your locations and avoid these areas. If someone tries to force you off the road, blow your horn to attract attention. Vary your route and routine in situations where you and your organisation may be regarded as target. Plan your trips with your drivers always.

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5.6. Clearance and Tracking: Ensure you have proper security clearance. Inform the appropriate office of your arrival. Ensure your colleagues are aware of your plans. Be sure CPED is aware of your plans. Ensure that your vehicle has a copy of any government and local official authorisation.

5.6.1. CONTINGENCY PLAN FOR MISSION TEAM

**Details of the mission:**

<b>Dated</b>		
<b>Destination (s)</b>	Locality	
	Town	
	Region	
<b>Point of contact at the destination (s)</b>	Name	
	Function	
	Contact Number (s)	
<b>Vehicle used for travel</b>	Make and model	
	Color	
	License plate number	
<b>Mission Team</b>	Head of Mission	
	Driver	
	Participant/s	
<b>Proposed travel times</b>	Departure	
	Meeting or event	
	Return	
<b>Accommodation details (if relevant)</b>	Name	
	Address	
	Contact Number (s)	
<b>Pre-identified secure locations, if delayed or</b>	Chairman of LGA:	
	Community town hall:	



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<b>withdrawal required</b>	Police	
	Other organisations in the area	

**Operation procedures:**

Before leaving	Confirm that the area is safe, and the mission is feasible (morning)
	Confirm travel times: <ul style="list-style-type: none"> <li>• Departure time</li> <li>• Time of the event / meeting</li> <li>• Return time</li> </ul>
	Confirm the availability of the following equipment: <ul style="list-style-type: none"> <li>• First aid kit</li> <li>• Fire extinguisher</li> <li>• Water and non-perishable food</li> <li>• Vehicle repair equipment</li> <li>• Other security equipment</li> </ul>
During the mission	Communicate position / location at: <ul style="list-style-type: none"> <li>• Departure</li> <li>• Updated every 2 hours or at prolonged stops</li> <li>• Arrival</li> </ul>

**In case of loss of contact with the mission for more than 3 hours:**

Police	
Partner Organisations	
Other Contacts in the area	

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## 6. Location Security

- 6.1. Edo and Delta States Project Office
- 6.2. Security Information and Communication

To achieve staff's Informed Consent, the following mechanisms are used for safety and security information sharing.

- 6.3. In-country and new staff security brief

The recommendation is an in-country safety and security brief be developed that can be provided to new staff, national and international, and visitors.

The outline of the brief is follows:

- Overview of the project, including areas of operations;
- Risks identified in those areas and generally in Nigeria that could affect the project and staff;
- Project security risk management system, including:
  - Staff with safety and security responsibilities, and their contacts;
  - Individual staff safety and security responsibilities;
  - Movement tracking and clearance;
  - Office safety and security equipment;
  - Security Information WhatsApp groups; and
  - Contingency plans.

- 6.4. Security Information Groups

(Centre for Population and Environmental Development) maintains a WhatsApp group (CPED-Women RISE Project) for the dissemination of safety and security reporting within the project, staff and visitors.

- 6.5. Information Liaison

Centre for Population and Environmental Development, through the CPED-Women RISE PD and PM, has security information sharing relationship with Nigeria Police

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## 7. Staff Training

As part of the security risk management of the projects in Edo and Delta states, the following are considered a minimum training requirement.

The project Risk Owners yearly conduct an audit of staff training, to assess level of compliance and any significant staff training deficiencies.

The following table details frequency and requirements for CPED staff training in Edo and Delta states.

Training	Required for the following staff	Recommended for the following staff	Frequency
Medical First Aid Training	Project team members, project technical staff and project field staff	Project team members, project technical staff and project field staff	Twice a year i.e. April, 2023 and August 2023
Advanced Medical First Responder	Project technical staff and project field staff	Project technical staff and project field staff	Twice a year i.e. April, 2023 and August 2023
Basic Safety and Security Training	Project technical staff and project field staff	Project technical staff and project field staff	Twice a year i.e. April, 2023 and August 2023
Hazardous Environment Awareness Training (HEAT) or similar training	Project team members, project technical staff and project field staff	Project team members, project technical staff and project field staff	Twice a year i.e. April, 2023 and August 2023
Defensive Driver Training	CPED drivers	CPED drivers	Twice a year i.e. April, 2023 and August 2023
Critical Incident Exercise	Project technical staff	Project technical staff	Twice a year i.e. April, 2023 and August 2023

- **Medical Training:** Provide first aid training for all staff and enhanced first medical responder training for key staff, such as drivers and focal point in each office.

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- **Safety and Security Training:** Basic safety and security training, contextualised to Edo and Delta states, for all staff. The training requires information on threats from armed conflict, IEDs, armed robbery and abduction.
- **Hazardous Environment Awareness Training (HEAT) or similar training:** Advanced safety and security training for international staff and consultants deployed for significant periods of time to Edo and Delta state. Ideally, this training is conducted prior to deployment and incorporates medical training.
- **Defensive Driver Training:** Training on defensive driving and vehicle recovery from an accident or breakdown.
- **Critical Incident Exercise:** Once established run a critical incident exercise for the incident management team to test understanding and capability of the security risk management system.

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## 8. Incident Reporting

Any incident, or 'near miss' that could potentially affect staff, visitors, projects and CPED must be recorded and reported as soon as possible. The project needs to retain a copy of the report.

The report needs to be shared with:

- Project Management, including the PD, at CPED
- HPRO, and
- Other CPED projects or activities in Edo and Delta states.

If the incident has sensitive or confidential information, of a medical or personal nature, this is not shared with other projects or activities.

CPED Incident Report	
Incident:	Date of incident:
Who was involved: name and position of the employee(s):	
What happened:	
Where the incident took place there:	
When the incident occurred:	
Impact of the incident on the project (employee (s), property, infrastructure, reputation)	
Other pertinent details:	
Actions implemented and next steps:	

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## 9. Incident Management Team

The Incident Management Team (IMT) is a project and country level management mechanism to effectively and efficiently direct CPED's response to a critical incident or protracted state of instability.

The IMT is a key factor in Centre for Population and Environmental Development (CPED)'s resilience and its ability to quickly respond and recover from an event or situation that threatens staff, assets, programmes or reputation, or CPED and the project's ability to focus on implementation.

For this document the IMT is at the country level of (Edo and Delta state).

### 9.1. Purpose

The aim of IMT and planning is to:

- Prevent harm to staff and ensure the well-being of staff affected by the incident;
- Ensure program continuity and minimise asset loss/damage; and
- Safeguard the image and reputation of CPED.

### 9.2. Definitions

#### 9.2.1. Critical Incident

A critical incident is an event or situation posing, or causing, serious threat(s) to the welfare of Centre for Population and Environmental Development (CPED), project or personnel, potentially resulting in death, life-threatening injury or illness.

A critical incident can also have potentially severe impacts on the projects and may have wider implications for the organisation as a whole and are, therefore, initially managed by the IMT at the Project level, with additional support from Headquarters PM, PD, and Vice President of People and Culture (nee Human Resources (VPPC)), as required.

#### 9.2.2. Crisis

A critical incident or significant deterioration in an operating environment becomes a crisis when its nature, severity or broader consequences to CPED warrant a response beyond the capacity of routine project

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management mechanisms, thus requiring leadership and coordination from senior management level, i.e. country level response and/or Headquarters.

Examples of a crisis include:

- the abduction of staff;
- unexpected and non-voluntary closure of a project office or activities;
- security evacuation of international staff;
- direct threat or attack against an office;
- devastating natural disaster; and
- widespread allegations against the organisation.

### 9.3. Authority

The IMT should endeavour to inform the PD, and/or CPED Headquarters of its intentions; however, if this is not possible, the IMT Leader is authorised, in extremis, to make all operational decisions related to the immediate needs of the project and its staff. This includes hibernation, medical evacuation, relocation and evacuation of staff, as well as cessation of project activities on a temporary basis. This authority is only if CPED management cannot be contacted, and there is an immediate need.

### 9.4. IMT Members & Alternates

Function	Project and Location	Contact
IMT Leaders		
The Incident Management Team (IMT) direct CPED's response to a critical incident or protracted state of instability. The IMT Leader make all operational decisions related to the immediate needs of the project and its staff in the event the PD and CPED Headquarter are not reachable	CPED-Women RISE Project, Edo State	<p><b>Name:</b> Oluwafe Jolayemi</p> <p><b>Phone :</b> +234-8056616500</p> <p><b>Email :</b> emmanfemmy@gmail.com</p>



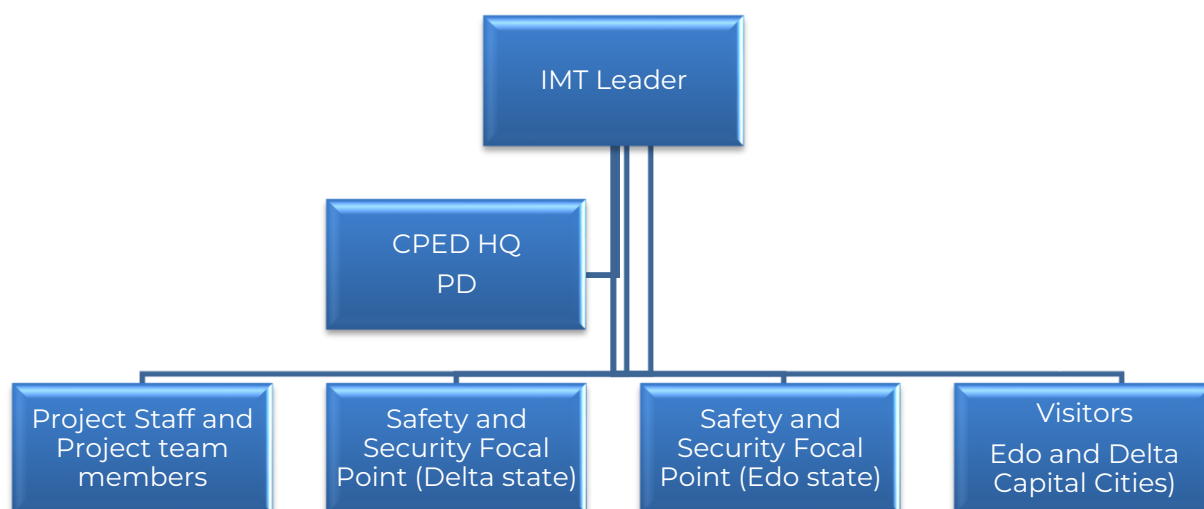
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<p>The Incident Management Team (IMT) direct CPED's response to a critical incident or protracted state of instability. The IMT Leader make all operational decisions related to the immediate needs of the project and its staff in the event the PD and CPED Headquarter are not reachable</p>	<p>CPED- Women RISE Project, Delta State</p>	<p><b>Name:</b> Eboka Ndidi  <b>Phone:</b> +234-7034723842  <b>Email:</b> ebokandidiemmanuel@gmail.com</p>
<p>Alternate</p>	<p>Project and Location</p>	<p>Contact</p>
<p>The IMT Leader make all operational decisions related to the immediate needs of the project and its staff in the event the PD and CPED Headquarter are not reachable</p>	<p>CPED- CPED- Women RISE Project, Edo State</p>	<p><b>Name:</b> Festus Anelu  <b>Phone :</b> +234-8060302168 <b>Email:</b> anelufestus4ever@gmail.com</p>
<p>The IMT Leader make all operational decisions related to the immediate needs of the project and its staff in the event the PD, VPRM and CPED Headquarter are not reachable</p>	<p>CPED- Women RISE Project, Delta State</p>	<p><b>Name:</b> Purity Onosiakpor  <b>Phone :</b> +234-7063002535 <b>Email:</b> purityovo2016@gmail.com</p>
<p>Security Focal Point/s</p>		
<p>To coordinate and report security incident to program manager</p>	<p>CPED- CPED- Women RISE Project, Edo State</p>	<p><b>Name:</b> Ernest Imongan  Phone: +234-806012545  Email: imonganernest@gmail.com</p>
<p>To coordinate and report security incident to program manager</p>	<p>Programme CPED- Women RISE Project, Delta State</p>	<p><b>Name:</b> Osagie Joseph Aitokhuehi  <b>Phone:</b> +234-7060554615  <b>Email:</b> osagieaitokhuehi@ymail.com</p>

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Support Services		
Other – as required		

9.5. IMT Communications Plan



9.6. IMT Log Template

For the duration of the critical incident, the IMT shall maintain a log of events or decisions. This is to ensure accountability, consistency in the response and continuity for longer incidents.

Incident Type:		IMT Leader:		Contact:	
Program:		IMT SSFP:		Contact:	
Location Affected:		IMT Member:		Contact:	
Office Location:		CPED)-HQ:		Contact:	

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Date	Time	WHAT happened?	Actions/Decisions Taken

9.7. General Guidelines on Incident Response

Stage	Risk Owners (PM CPED-WOMEN RISE Project with support from SSFP)	CPED Delegated Authority
<i>Planning and preparation</i>	<p>Ensure SRMP requirements are in place.</p> <p>Review IMT on a regular basis (quarterly) to ensure contact details are correct.</p> <p>Ensure all staff is briefed, trained and capacity built on their respective roles and the plan.</p>	<p>Monitor for compliance.</p> <p>Review SRA and SRMP with HPRO (annually or after a significant change in the context).</p>

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<p><i>Incident or significant deterioration of security situation</i></p>	<p>Activate support from Drum Cussac.</p> <p>IMT activated (Edo and Delta Cities).</p> <p>Establish nature of incident and affected staff.</p> <p>Verbal incident report to PD/HQ and HPRO</p> <p>Start the IMT log.</p> <p>Inform all CPED staff and advise of their initial course of action: hibernate in location or move to safe location.</p> <p>Review and contact relevant resources, such as Partners, DFID, Edo and Delta Authorities, Key Actors (United Nations (UN), NGOs, Canadian Consulate etc.) for information and support.</p> <p>Prioritise response actions accordingly:</p> <ol style="list-style-type: none"> <li>1. Ensure staff safety.</li> <li>2. Provide staff with medical assistance.</li> <li>3. Secure CPED assets.</li> <li>4. Determine likely developments and inform staff</li> </ol>	<p>Contact HQ staff, PD (PM) and HPRO</p> <p>Act in support to IMT decision-making process.</p> <p>Mobilise additional resources: such as diplomatic support and organisational insurance.</p> <p>Prepare organisational contingencies: Financial, Administrative, Human Resources and Client Reporting.</p> <p>Act as Communication Focal Point for third parties: media or other organisations.</p>
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	<p>on actions accordingly.</p> <p>5. Re-assess situation until resolved.</p> <p>Inform staff, PD/HQ, HPRO and relevant partners at conclusion of crisis.</p>	
<i>Recovery</i>	<p>Conduct a post-incident (lessons learnt) analysis of the event and response, including recommendations on:</p> <ol style="list-style-type: none"> <li>1. Change in project modalities</li> <li>2. Improvement to Incident Response Plan</li> </ol> <p>Conduct Risk Assessment in order to plan for resumption of project activities.</p>	<p>Input to post-incident analysis and monitor implementation.</p> <p>Validate post-incident Risk Assessment.</p> <p>Monitor and manage resumption of program activities.</p>

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## 10. Annex A: Road Movement Emergency Response Procedures

This section includes 'actions on' for the event of some emergency scenarios related to road transport in Edo and Delta states, given the risks associated with overland travel identified in the Centre for Population and Environmental Development (CPED) SRA. Actions follow the relevant scenario; this information can be reviewed in relevant training sessions.

### 11.1. Road traffic accident (RTA)

Situations following vehicle accident can deteriorate very quickly. Speed of thought and action is therefore vital.

Assess the security situation quickly. Remember, the "accident" may be a ruse to stop the vehicle.

Those not directly involved in the accident should leave the scene if possible and either continue their journey or move to the nearest safe haven.

The vehicle involved in the accident should remain with the driver and resolve the incident.

Immediately send to the Centre for Population and Environmental Development (CPED) Women RISE Project SRM, the following information:

- Who you are.
- Where you are.
- What has happened.
- Casualties.
- Damage to vehicle - is it driveable?
- Damage to third party property.
- What you are doing now.

Treat casualties when it is safe to do so. Remember, an area may be calm now, but the situation can quickly deteriorate.

Casualties should be evacuated to the nearest hospital for treatment.

Do not discuss or accept liability.

### 11.2. Medical emergency

Centre for Population and Environmental Development Project Driver/First Responder

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If medically trained, provide appropriate first aid response.

Contact the emergency services and Centre for Population and Environmental Development (CPED) Project medical provider.

Provide a notification to Drum Cussac if appropriate.

Provide Centre for Population and Environmental Development (CPED) Women RISE Project SRM with the following information (when safe to do so):

- Who is involved (all passengers)
- Where
- What has happened
- What you are doing about it

Remain with the casualty until appropriate services have arrived.

Maintain communications with the Centre for Population and Environmental Development (CPED) WOMEN RISE Project SRM and keep them informed as the situation develops.

Centre for Population and Environmental Development (CPED) Women RISE project team or SRM

Log all events.

Contact the appropriate emergency services and medical provider; if they have already been alerted by the driver/first responder, ensure that information relayed, and communication lines are clear.

Reconfirm availability of additional first aid equipment as needed.

In consultation/coordination with the medical provider, alert any Centre for Population and Environmental Development (CPED) Women RISE Project staff preferred medical institutions.

### 11.3. Vehicle hijack/robbery

If it is safe to do so, and you have the time, alert to your situation by activating the Centre for Population and Environmental Development (CPED) vehicle alarm system, SOS and/or by mobile phone.

Stay calm and do not resist. Give up the keys of the vehicle if that is what is being demanded.

Do not attempt a high-speed getaway.

Do not show any signs of resistance.

Respond to instructions calmly and promptly without question.

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Never make sudden physical movements.

Keep your hands visible.

Exit the vehicle leaving everything behind, including the ignition keys.

Avoid eye contact.

Do not antagonise the hijackers/ robbers in any way.

When it is safe to do so, inform the Centre for Population and Environmental Development (CPED) Women RISE Project Security Risk Manager (SRM) of the situation.

#### 11.4. Encountering a hostile crowd/demonstration

Prior to any deployment, all Centre for Population and Environmental Development (CPED) Women RISE Project personnel must ensure they monitor the latest travel advice alerts from

Centre for Population and Environmental Development (CPED) Women RISE project Security Risk Manager (SRM) regarding any planned civil disturbance, demonstrations.

Being caught in a hostile crowd can be both dangerous and frightening, large crowds can be volatile and can readily turn violent.

If you find yourself in a potentially hostile crowd, then attempt the following:

- Ensure vehicle doors are locked and windows up

- Look for the first available road to exit the area

- Avoid leaving your vehicle as this may offer you some physical security if you cannot leave the crowd

- Avoid eye contact

- “Go with the flow” until an opportunity presents itself to escape

Contact the Centre for Population and Environmental Development (CPED) Security Risk Manager /Operations Office and inform them of the situation.

#### 11.5. Police checkpoints

Drivers:

Police roadblocks & checkpoints in Edo and Delta states are poorly lit at night. Do not drive through - drivers must always stop unless waved on.

At night, turn on the interior car light as you approach.

Politely defuse any pressure for bribes. Do not pay bribes.

Should the officer demand to see any documents, co-operate fully with them. Keep the doors locked and only roll the window down enough to



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pass the documents out. If insistent, exit your vehicle ensuring you take your phone with you.

Be polite and calm throughout. A smiling open face and polite demeanour significantly improves relations.

If you are held, cooperate, but inform, or ask your passenger to inform Centre for Population and Environmental Development (CPED) Women RISE project Security Risk Manager (SRM) of your location and the situation immediately.

Passengers:

Allow your driver to handle the situation.

Be polite and calm throughout. Maintain a smiling open face and polite demeanour.

If you are held, cooperate, but inform CPED Security Risk Manager of your location and the situation immediately.

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## 11. Annex B: Centre for Population and Environmental Development (CPED) Women RISE Project site minimum security standards

All Centre for Population and Environmental Development (CPED) office locations and accommodations should be evaluated for their security posture prior to use and at regular intervals thereafter. The following considerations can be used during these evaluations:

- Surroundings
  - The site should not be near a source of particular hazards (considering nearby potential targets, high-profile buildings, or areas where social unrest is likely).
  - The site should be easily accessible to the emergency services and where possible, close to a reputable medical facility.
- Exterior
  - The site should be of modern construction, with well-maintained landscaping and sidewalks.
  - The site should have a perimeter with walls, fencing, or gates that clearly delineate public and private space.
  - The exterior of all sites should be well-lit, such that individuals approaching the perimeter are easily identified.
  - Access points to sites should be well-lit, monitored and secured (e.g. by a combination of a guard force, CCTV, and strong barriers/doors) at all times.
  - Parking areas should be well-lit, monitored and secured (e.g. by a combination of a guard force, CCTV, and strong barriers/doors) at all times.
  - Buildings should be of strong structure, presenting no physical failures on walls, ceilings, or floors.
  - All windows, doors and balconies should be kept locked and secured, including with the use of bars/grilles as appropriate.
- Interior
  - The building should have well-maintained common spaces, including reception, entrance ways, and staircases/elevators.
  - Where possible, there should be at least two paths of egress from the CPED areas for use in an emergency.
  - CPED Women RISE projects should have their own space within the building to ensure that privacy and information security can be maintained. Access to this space should be controlled and limited only to legitimate users of the space.

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- Regular Health, Safety and Environmental (HSE) assessments should be conducted to review the CPED project office space.
- As applicable, the site should have appropriate COVID-19 mitigation protocols in place (e.g. temperature checks, use of Personal Protective Equipment (PPE), maximum occupancy, enforced social distancing and signage communicating measures).
- Equipment and resources
  - All sites should have an equipped first aid kit which is regularly checked for expired/missing items and replenished.
  - All sites should have smoke/fire alarm systems.
  - Communications to the site, including phone and internet connections, should be well-maintained with any issues efficiently
- Procedures
  - All guard forces should be employed by a reputable company with the appropriate licenses. They should work no more than 12 hour shifts and be trained on procedures specific to the site, including related to access control, patrols, identification of suspicious behaviour, and emergency response.
  - All Closed-Circuit Television (CCTV) used for the protection of sites should be monitored by a trained, alert individual, with procedures in place for what to do in the event of observing an incident. Footage should be retained for 30 days.
  - The site should have written and clearly displayed emergency evacuation plan and procedures with designated egress routes.
  - All individuals should be aware of emergency response procedures specific to the site.
  - Smoke/fire alarm systems should be regularly tested and drilled with all Centre for Population and Environmental Development (CPED) staff who frequent the site.

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