

# TERMS OF REFERENCE: PUI SAFETY & SECURITY MANAGEMENT SYSTEM DEPLOYMENT -NIGERIA MISSION-

Zone/Country	Maiduguri / Nigeria
Start Date	27/10/2017
Duration	14 field days + 2 days of transit (going and coming back)
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## 1. INTRODUCTION

### 1.1. CONTEXT

Première Urgence Internationale (PUI) is a non-governmental, non-profit, non-political and non-religious international aid organization. Our teams are committed to supporting civilians' victims of marginalization and exclusion, or hit by natural disasters, wars and economic collapses, by answering their fundamental needs. Our aim is to provide emergency relief to uprooted people in order to help them recover their dignity and regain self-sufficiency. The association leads on average 190 projects per year in the following sectors of intervention: food security, health, nutrition, construction and rehabilitation of infrastructures, water, sanitation, hygiene and economic recovery. PUI is providing assistance to around 5 million people in 20 countries – in Africa, Asia, Middle East, and Europe.

Following the intensification of the Chad Lake conflict in Nigeria (North East of the Country), PUI has decided to also respond to this crisis (since the organization already assists the Nigerian refugees in Cameroon) from Nigeria.

With the biggest population in Africa, (between 178.000.000 and 200.000.000 habitants), Nigeria is ranked as the first economy in Africa mainly thanks to oil and petroleum products as well as mineral resources (gold, iron, diamonds, copper etc.). Despite a strong economy, Nigeria suffers from huge socio-economic inequalities, and from high rates of corruption, at every level. Within this volatile environment, the insurgency in the North-East of the country and the linked widespread violence triggered a large scale crisis. Indeed, over 2.5 million people are forcibly displaced in the Lake Chad Basin region due to the Boko Haram insurgency, and new displacement continues. Resorting to terror, widespread sexual and gender-based

violence (SGBV), forced recruitment and suicide bombings, Boko Haram attacks on civilians persist. Ongoing threats from Boko Haram in all affected countries as well as the absence of basic services have created acute humanitarian and protection risks for those impacted by the crisis, including refugees, internally displaced persons (IDPs) and local communities. Despite considerable advances in counter-insurgency operations, continued insecurity led to new large-scale and secondary displacements towards Cameroon and inside Niger.

The end of 2016 and first months of 2017 have seen an increase in attacks in north-eastern Nigeria, while the security situation in Chad's Lake region, Cameroonian border areas and Niger's Diffa region remains volatile and unpredictable. In 2016, a great number of civilians were released from Boko Haram captivity in north-eastern Nigeria with the liberation of Local Government Areas (LGAs) where some 800,000 persons had been trapped over past years. Assessments conducted in newly recovered areas reveal severe humanitarian and protection conditions. Still, many people remain inaccessible to humanitarian actors due to insecurity, particularly in Nigeria's Borno State and border areas of Cameroon and Niger.

The violence in the Lake Chad Region has uprooted around 2.3 million civilians within their own countries, including over 1.8 million IDPs in Nigeria alone. In addition, some 200,000 Nigerian refugees have fled to neighboring Cameroon, Chad and Niger.

As of March 2017, close to 1,200,000 refugee returnees have been registered in Nigeria, sometimes under conditions that have not been voluntary, safe and dignified. Many of these return movements have resulted in secondary displacements as areas of origin remain insecure and inaccessible. Between 2015 and mid-2017, the number of Nigerian returnees registered by the Nigeria Immigration Service (NIS) reached nearly 360,000 individuals. They represent individuals both registered in official refugee camps and others who fled the insurgency but were never registered in the countries of asylum. The number of registered returnees between January and May this year stood at 19,257 individuals.

The crisis has adversely affected the most vulnerable civilian populations, particularly women and children, older persons and those with disabilities or serious medical conditions. Around 60 per cent of those displaced are children and the number of female and child-headed households is on the rise because male heads of households have either disappeared, been killed or fear to return to join their families. Sexual and gender-based violence (SGBV) is widespread, and many people have suffered the trauma of violent experiences.

The Humanitarian Needs Overview (HNO) 2017 estimated some 14 million people in need of humanitarian assistance in Nigeria across the six states of the north east. In determining the response for 2017, humanitarian partners agreed to focus on states assessed as the most affected by the violent conflict, infrastructure destruction, mass displacement, ongoing insecurity and ensuing factors. The most critical areas requiring humanitarian assistance

## 1.2. PUI ACTIVITIES IN THE REGION/COUNTRY

PUI has been present in the region for more than a decade, implementing projects in Chad since 2004 and in Cameroon since 2008. In Cameroon, PUI is implementing a project in response to Boko Haram -related displacement in the Extreme North, and in Adamawa. In early 2016, PUI conducted an assessment in Maiduguri which confirmed the critical nature of the humanitarian situation and the need for a rapid intervention in order to address primary needs of people affected by the conflict in this area, especially those who had not received any assistance.

The PUI Nigeria Mission has been officially opened in April 2016. Following the findings of the initial assessment, PUI prioritized two objectives: **1.** providing food aid to the IDPs and affected host communities in Maiduguri through a cash-based approach / **2.** Improving accessibility to community-based protection mechanisms and psychosocial support for the most vulnerable HH of the IDP and local populations affected by the crisis.

Since then, PUI further developed its response which is currently focusing on **Bolori II area of Maiduguri city** with the following main elements:

- *Food aid through a cash-based electronic voucher approach*
- *Pilot livelihood recovery activities focused on fostering income generating activities for crisis affected populations*
- *Primary Health Care including nutrition services (OTP) through the management of one Primary Health Care Center and 3 mobile clinics (one additional PHC is being currently taken over by PUI who will manage it as of early 2018)*
- *Community sensitization in terms of health and nutrition through a community health network approach*
- *Logistics support (storage and cargo transport) for around 30 humanitarian actors intervening from Maiduguri*

## 1.3. MISSION JUSTIFICATION

Between 2016 and mid-2017, PUI designed a new global system for Safety & Security Management of its humanitarian operations. Since July 2017, the process of deploying this new system has been initiated. To that end, PUI mission in Nigeria is recruiting an external consultant whose objective is the effective full deployment of PUI Safety & Security Management system in Maiduguri base of PUI.

## 2. MISSION OBJECTIVES

The consultant has the following objectives:

- ➔ **Produce / update the compulsory safety & security management documents for Maiduguri base using PUI deployment participative methodology and pre-defined tools**
- ➔ **Produce training material (in PUI internal capacity building formats) and effectively implement pre-defined training to field staff**

## 3. TASKS AND RESULTS

### 3.1. PARTICIPATIVE WORKSHOPS TO EFFECTIVELY DEPLOY PUI SAFETY & SECURITY MANAGEMENT SYSTEM IN MAIDUGURI

The consultant should try to fit with the following participative step by step approach:

### Step 1: Introducing / Refreshing staff about the System

Safety & Security Policy  
Safety & Security Management Framework  
Deployment Presentations

Presenting the global logic and the architecture / content of the system to all staff

### Step 2: Analyzing the Context & Determining the Security Phase Level

Context & Risk Assessment Tool: Sheet  
"PARAM\_Context Indicators" to be used and updated according to the context and Sheet "Tool\_Phase Calculation" to be filled giving the phase.  
Base Risk Mitigation Plan / Deployment Presentations

Participatory work with IMT Members and other key staff to categorize the context through the pre-determined contextual indicators and determine the security phase level.

### Step 3: Analyzing the Stakeholders impacting PUI Security

Context & Risk Assessment Tool: Sheet  
"Tool\_Stakeholder Analysis" to be filled  
Base Risk Mitigation Plan  
Deployment Presentations

Participatory work with IMT Members and other key staff to analyze external stakeholders impacting security and determining their strategy, impact and relevant approach from PUI towards them

### Step 4: Analyzing Threats, PUI Vulnerabilities and determining / scoring Risks

Context & Risk Assessment Tool: Sheet  
"Tool\_Risk Mitigation" to be filled with threats, vulnerabilities, risks and risk probability and impact.  
Base Risk Mitigation Plan  
Deployment Presentations

Participatory work with IMT Members and other key staff to analyze main threats, PUI exposure to these threats and determining the emanating main risks.  
In addition to the identification of risks, this step also covers the scoring of risks (probability and impact)

### Step 5: Defining Mitigation Measures for Risks and Analyzing / Taking Decisions regarding Residual Risk

Context & Risk Assessment Tool: Sheet  
"Tool\_Risk Mitigation" to be filled with mitigation measures and consequent risk probability and impact + putting comments / decisions / analysis regarding residual risks.  
Base Risk Mitigation Plan  
Deployment Presentations

Participatory work with IMT Members and other key staff to determine key mitigation measures reducing risks scores and thus calculating residual risk levels. Following that, discussions and decisions should be made regarding residual risks (accept/ avoid...) while projecting the results of the risk visualization sheet of the Context & Risk Assessment Tool

### Step 6: Filling the Base Risk Mitigation Plan

[Safety & Security Management Framework](#)  
[Context & Risk Assessment Tool](#)  
[Deployment Presentations](#)

Following the workshops pertaining to context, stakeholders and risks, the Base IMT Leader (with possible partial delegation to other staff) will fill the [Base Risk Mitigation Plan](#) (most data comes from the [Context & Risk Assessment Tool](#))

### Step 7: Filling the Base Security Rules and determining list of needed SOPs

[Safety & Security Management Framework](#)  
[Context & Risk Assessment Tool](#)  
[Base Risk Mitigation Plan](#)  
[Base Security Rules](#)  
[Standard Operating Protocols \(SOPs\)](#)  
[Deployment Presentations](#)

Participatory work with [IMT Members and other key staff](#) to prefill the Base Security Rules document and determine which elective SOPs need to be produced. [Following this work the Base IMT Leader](#) (with possible partial delegation to other staff) will fill the Base Security Rules document and the SOPs (compulsory and elective ones)

### Step 8: Formal review/ setting up of IMT members and alternates and workshop on Incident Management

[Incident Management Guidelines](#)  
[Base Contingency Plans](#)  
[Deployments Presentations](#)

Participatory work with [IMT Members and Alternates](#) to review the composition of the base IMT (including alternates), to review [PUI Incident Management Guidelines](#) (to make sure that all concepts and processes are clearly understood and that responsibilities are determined) and to prepare the workshops for filling the [Base Contingency Plans](#).

### Step 9: Filling the Contingency Plans

[Base Contingency Plans](#)  
[Deployments Presentations](#)  
[Base Contingency Plans Individuals Under PUI Responsibility](#)

Participatory work with IMT Members and alternates to draft the contents of the [Base Contingency Plans](#) and [Individuals Under PUI Responsibility](#) document. [Base IMT Leader](#) will then finalize the documents (with possible partial delegation to other staff)

## 3.2. PRODUCTION OR UPDATE OF PUI TOOLS

The consultant, following the participative approach will produce the following documents. Additional documents may be requested according to the participatory workshops results.

Document	Current Status
Base Risk Mitigation Plan	To be drafted by Consultant
Context & Risk Assessment Tool	Drafted to be updated by Consultant
Base Security Rules	Drafted to be updated by Consultant
Constant Companion	Drafted to be updated by Consultant
Staff Field Briefing	To be drafted by Consultant
Health Management SOP	To be drafted by Consultant
Cash Security SOP	To be drafted by Consultant

Movement SOP	Drafted to be updated by Consultant
Vehicle Security Sticker	Drafted to be updated by Consultant
Contingency Plans & Annexes	To be drafted by Consultant

### 3.3. PRODUCTION OF TRAINING MATERIAL

The consultant will produce training material using PUI established formats. The trainings should be contextualized and the following topics should be covered a minima:

1. Personal security
2. Premises security
3. Movement security

### 3.4. CONDUCTION OF TRAINING

The consultant will provide training for guards and drivers. Also, the consultant will provide one general training regarding personal security for all international staff.

## 4. METHODOLOGY

The methodology is at the consultant's initiative, and constitutes an integral part of the methodological proposal. Nevertheless, the deployment logic included in PUI safety & security management framework document should be covered.

## 5. MISSION ORGANIZATION

### 5.1. CHARACTERISTICS OF THE MISSION

The mission has a representation office in Abuja and both coordination and field teams are based in Maiduguri. The mission team is comprised of around 20 international staff and around 150 national staff.

### 5.2. LOGISTICAL, SECURITY, AND ADMINISTRATIVE ORGANIZATION

The consultant is expected to respect socio-cultural and security context of the mission and to act in a manner not to affect PUI image in the country. The consultant is responsible for assessing her/his needs in terms of human resources and logistics. PUI will provide HR, logistical and administrative support to the extent possible.

### 5.3. FOLLOW-UP MECHANISMS

The security consultant will be directly supervised by Nigeria Mission Country Director.

## 5.4. CHRONOLOGY

The chronology should be proposed by the applicants. 12 days in Maiduguri are needed for those activities. Briefing and debriefing can be done in Maiduguri. No need for staying in Abuja apart from transit. Preparation and completion days outside of the country should be proposed in the consultant's offer.

## 6. EXPECTED DELIVERABLES:

- Updated / produced compulsory documents of PUI System (**All formats are pre-established and must be used**)

Document	Current Status
Base Risk Mitigation Plan	To be drafted by Consultant
Context & Risk Assessment Tool	Drafted to be updated by Consultant
Base Security Rules	Drafted to be updated by Consultant
Constant Companion	Drafted to be updated by Consultant
Staff Field Briefing	To be drafted by Consultant
Health Management SOP	To be drafted by Consultant
Cash Security SOP	To be drafted by Consultant
Movement SOP	Drafted to be updated by Consultant
Vehicle Security Sticker	Drafted to be updated by Consultant
Contingency Plans & Annexes	To be drafted by Consultant

- Preparation of training modules using PUI PPT format and Curriculum WORD format for the following topics :
  - Personal Security
  - Vehicle Security
  - Premises Security
- Conduction of training for Guards and Drivers and for international staff

## 7. BUDGET

A financial offer should be submitted, including a budget with detailed section (i.e. all costs related to the mission, namely airline and other transportation expenses tickets if included, visa costs, medical coverage expenses and insurance, the cost of food as well as remuneration of expertise...).

## 8. REQUIREMENT

### 8.1 EDUCATION

- ➔ Initial training or continuing education in security and humanitarian security

## 8.2 EXPERIENCES

- ➔ Minimum 3 years of experience as a security advisor / officer in the international context / humanitarian context.
- ➔ Relevant experiences in international relations / geopolitics / security
- ➔ Relevant experience in training for humanitarian actors on security and safety
- ➔ Experiences in humanitarian mission in sensitive security context
- ➔ Organization of training for humanitarian workers

## 8.3 COMPETENCES & KNOWLEDGE

- ➔ Extensive knowledge on humanitarian Rights
- ➔ Communicating Information and Ideas: ability to initiate and facilitate open communication in the team;
- ➔ Knowledge of the Nigeria context within its political, social, and economic spheres.
- ➔ Ability to organize and complete multiple tasks by establishing priorities;

## 8.4 LANGUAGE REQUIREMENTS

- ➔ Fluency in English

# 9. APPLICATIONS

Interested candidates should submit in English:

- ➔ A technical offer (5-10 pages) including:
  - Understanding of the challenges of the mission and the Terms of Reference (ToR): development of a problematic and formulation of questions, which the offer proposes to respond to
  - The methodology proposed for the mission
  - The timetable showing the details for the completion of each of the mission phases. The proposed schedule should include time for briefing and debriefing on the mission and as much as possible at headquarter.
- ➔ A financial offer including a budget with detailed sections (fees, other costs)
- ➔ An updated CV
- ➔ 1 summary paper in English of similar assignments (any example of document is welcomed)
- ➔ References (2)

**Deadline for submission:** Documents to be submitted **by email** before



**23 of October 2017, 06:00 PM (Paris time).**

*Applications submitted after the above stated deadline for submission, for whatever reason or cause, shall be considered defaulting.*

**Submission of applications**

All documents must be submitted to the following email:

- [pchaves@premiere-urgence.org](mailto:pchaves@premiere-urgence.org)

Reference: NIGERIA-SECURITY EVALUATION

**Only applications including the full list of requested documents will be considered.**