Centre for Information Technology and Development – CITAD

Security and Emergency Response Plan

Introduction

All CITAD offices must have in place local crisis plans covering
Emergency response, linkages to the national crisis management structure, and business continuity plans. This plan covers the CITAD in Nigeria.

For the purposes of this plan and the overall crisis management process, the following key definitions will be used:

- *Crisis* — Any event, or series of events, that threatens to have a severe negative impact on CITAD's brand, reputation, or relations with employees, clients, or suppliers.
- *Disaster* — an incident, emergency, or crisis that has extremely adverse consequences for a geographic area.
- *Emergency* — an incident that threatens human life, health, safety, property, or the environment if not controlled, contained, or eliminated immediately.
- *Incident* — an event, series of events, or set of circumstances that interrupts normal operating procedures. Incidents can occur fairly regularly and often do not escalate to the point of an emergency or crisis.

If an emergency or natural disaster should occur, all personnel present should remember that the highest priority is the preservation of lives and the safety of our people. Immediate protective actions for life, health, and safety of personnel take precedence over internal reporting of any incident. Once protective actions have been taken and emergency responders contacted, the situation should be reported to the CITAD offices as soon as possible. This notification should take place in addition to any other internal, local, or business unit procedures that may be in place for reporting an incident. All emergencies that could become potential crises should be reported.

Security Team Members

In general, the CITAD Security Team is responsible for planning for and responding to an emergency impacting its office. Examples would include fires, floods, power failures and other events which directly impact the office facility. Any situation that could potentially affect the business line, attract media attention, or that has broader or longer-term impacts (such as a flood or coup d'état, etc) requires additional coordination with Donors.

In response to emergency, the Security Team will

- Declare a crisis
- Close office
- Evacuate office
- Lockdown office
- Assess damage to facility and assets
- Assess damage to technologies and systems
- Begin recovery and restoration activities

During the recovery phase, the Security Team will

- Declare an end to the crisis
- Reopen office
- Continue recovery and restoration activities
- Document lessons learned and update crisis management plan

Roles and Responsibilities
- **Team leader (Administrative Officer)**
  The crisis management team leader is responsible for leading the development of the crisis management planning and preparedness activities. In a crisis, he or she is responsible for coordinating office response and recovery activities. He or she is also responsible for the safety and well-being of CITAD staff. During a crisis, he or she would coordinate activities to account for people and render assistance. Further, he or she is responsible for performing an initial assessment impact of the crisis to technologies, determining which of those technologies are the most critical, and prioritizing recovery efforts.
- **Deputy team leader (Program Manager)**
  the deputy crisis management leader is the alternate and/or successor to the team leader. He or she is responsible for leading the crisis management team in the event that the team leader is incapacitated or unavailable. He or she is also responsible for maintaining and updating the plan and for logging / recording actions during a crisis response. He or she is also responsible for maintaining an up-to-date contact list for all staff, short-term technical assistance providers, and other relevant visitors.
- **Communications representative (Executive Director and Administrative Officer)**
  the communications representative will coordinate all communications to CITAD and Donors, clients, media, and other third parties. There should be collaboration and coordination with State CSO/NGO crisis management team's communications representative (If one is available in state)

Assess Incident

Once basic information is known about a specific event, the likely impact to CITAD should be evaluated. The effects on CITAD's people, facilities, assets, infrastructure, and reputation should be quickly assessed. If there are likely to be significant impacts in any of these areas, a crisis should be declared. The scope of the crisis should be defined as a local office crisis, a national crisis, or a global crisis, depending on the magnitude and potential impacts beyond the immediate crisis location.

If the crisis is localized to the CITAD office, then the CITAD security team should declare and address the emergency.

Account for People

In order to ensure that all staff and visitors can be accounted for in an emergency, the CITAD Crisis Management Team Lead must have an up-to-date list of contact information for all CITAD staff. This list should include cell phone numbers (both work and personal), land line numbers, work email, personal email, and personal instant messenger accounts. In addition, all visitors must check with the CITAD Crisis Management Deputy Team Lead to provide a phone email, personal email, and personal instant messenger account, so that they can be contacted in the event of an emergency.

The CITAD Crisis Management Deputy Team Lead will physically account for all staff immediately following a building emergency and/or evacuation.

For emergencies occurring outside of a facility or during non-business hours, or for those where the impact is more widespread, the national crisis management team may be involved. The Crisis

Management Team Lead and his or her deputy will attempt to call all staff and visitors as outlined below. If phones are not working, she will attempt to contact everyone by email, using both CITAD email and personal email accounts. All staff are required to answer the phone call, text, or email immediately when they receive it to verify their well-being.

The Crisis Management Deputy Team Lead will fill the log verifying that staff are safe.

Accounting for people when a crisis impacts facility during business hours	Accounting for people when a crisis occurs off-site or during non-business hours
The CITAD Crisis Management Team Lead accounts for the following groups when a crisis occurs during business hours: • **CITAD staff** All CITAD staff regardless of whether or not the individual was working at the facility at the time of the emergency • **Visiting partners and staff** Professionals assigned to other CITAD facilities who were known to be visiting the impacted facility • **Contractors** All contractors scheduled to work in or visit the impacted facility at the time of the emergency • **Visitors** All other visitors	The CITAD Crisis Management Team Lead accounts for all of the following groups when a crisis occurs away from the CITAD offices, during non-business hours, or if the crisis impacts a large geographic area: • **Local staff** All CITAD staff assigned to a facility in close proximity to the impacted area • **Visiting partners and staff** Professionals assigned who are temporarily working at a facility in close proximity to the impacted area • **All partners and staff on travel** on visits to locations in close proximity to the impacted area • **Other professionals** All other professionals believed to have been in close proximity to the affected area

Assess Impacts

An impact assessment during a crisis identifies what steps are needed to accomplish immediate relief and begin recovery operations. Gaps between basic needs and current conditions should be identified and addressed. The assessment must be done immediately and, as it is based on the information known at the time, recognized that available data may be incomplete.

People

The process of accounting for the safety and whereabouts of all CITAD professionals will provide the foundation for the assessment of impact to CITAD's people. The focus will be on providing the basic needs required for survival (rescue services, water, health care, food, shelter, etc).

Reputation
Potential risks to CITAD's reputation should be identified and documented. Examples may include significant loss of or damage to CITAD property or casualties or injuries sustained by CITAD or Donor professionals.

Technologies
The Finance and Administration Manager will make an initial assessment of the impact of the crisis to the IT infrastructure in order to implement steps to restore any damaged systems as soon as possible. Where necessary, he or she will engage the Donors' office for support of those systems.

Facilities
In the case of a building evacuation or other incident which causes damage to CITAD facility, a member of the Crisis Management Team Lead will meet with building management and the appropriate external authorities/public safety officials to determine when access to the building will be granted. CITAD staff must not re-enter the building until the Crisis Management Team Lead determines that it is safe to do so.

Other (legal, financial, risk)
Depending on the nature of the incident, there may be legal, financial or risk impacts that should be considered.

Some jurisdictions require employers to take reasonable steps to protect their employees under "duty of care" legislation. During the "Respond" phase, diligent documentation of steps taken may assist later in demonstrating compliance with any legal requirements.

Depending on the type of crisis, there may be a need for additional and/or immediate financial resources. The CITAD Executive Director and Crisis Management Team Lead should work with the Donor office if immediately financial resources exceed what is available through CITAD.

If the situation warrants, the appropriate insurance agents should be contacted and advised of the situation and related damages.

Crisis Response
Based on the nature of the incident, the Crisis Management Team Leader will make an immediate decision as to actions required.

Evacuate the facility
In the event of a building evacuation, all CITAD staff and visitors must exit the building in a rapid and orderly manner, using the closest exit point, and proceed to Rock view Hotel, wuse2. The Crisis Management Team Lead will account for all staff at this point, and the Crisis Management Deputy Team Lead will log all staff as safe and present at this time. Building management will call the response teams (fire department, etc) and will alert the Crisis Management Team Lead when it is safe to return to the building. CITAD staff must wait for the Crisis Management Team Lead to allow them back into the building.

Large-scale evacuations

Under some circumstances, evacuation may be necessary. Potential triggers for evacuation include
- Widespread armed confrontation
- Targeted armed assault against development workers or international business partners
- Total breakdown of law and order
- Declaration of martial law
- Government/embassies order evacuation notice
- Natural disasters (e.g. flooding or earthquake)
- Credible threat of any of the above

If the need for large-scale evacuation arises, the Crisis Management Team Lead will coordinate to determine who needs to be evacuated and what actions need to be followed, such as suspending work or transferring specific authorities. The Crisis Management Team Lead will also, in concert with authority, determine the means of evacuation (air, road, etc). If both local offices intend to evacuate all staff.

In the event of an evacuation, the Finance and Administration Officer will bring backups of all necessary financial records and data, including copies of contracts. All staff will carry their laptops. The Crisis Management Team Lead will account for all individuals being evacuated at the gathering point and again prior to the evacuation.

Lockdown / shelter-in-place
In some situations, a shelter-in-place strategy is necessary. In the event that sheltering-in-place is necessary, personnel should immediately drop to the floor in the location where they are and stay away from doors and windows. The Executive Director or Crisis Management Team Lead will announce when a shelter-in-place strategy is necessary. Staff not at the facility will be texted instructions as necessary.

Office closure
If a situation occurs involving a fire, natural disaster, civil disorder, or other event which results in a potential or real risk to CITAD people, data, and facilities, a decision may be taken to close the office. The Executive Director will make this decision and will communicate it to the Crisis Management Team Lead, who will disseminate the message to staff and visitors through text and email.

Medical emergency
In the event of a medical emergency, local emergency medical responders should be notified immediately. The following information should be provided:
- Name of building and address
- Floor number
- Exact location of the emergency (hallway, office number, bathroom, etc.)
- Type of injury, illness or symptoms

Workplace violence
 If an immediate emergency response is required due to a workplace violence incident, the first line of response is to contact appropriate law enforcement officials and take steps to remove other CITAD people from the scene and out of danger (example, evacuate a floor or building). Each case is unique, and there is no single approach that can be applied.

Immediately following a violent incident, the Security Team and others should work closely with law enforcement officials to assist with any medical emergencies and to ensure that no CITAD people or visitors are in danger.

Communications

Prompt and timely communication is critical. The CITAD Security Team should be prepared to communicate quickly and substantively to both internal and external stakeholders. Effective crisis communication should be proactive rather than reactive and should focus on the following:

• The facts as we know them – what is going on?
• Immediate impact to CITAD (people, facilities, technology, reputation, etc.)
• What CITAD is doing to deal with the crisis

The Executive Director should work with the full Security Team where applicable, to gauge the scope of interest the crisis is likely to attract and engage additional communications teams as appropriate. In addition, a log should be kept of all information that was released, when, to whom, and by whom.

Recovery

Declare crisis is over

Typically, a crisis would be considered over when:
- All CITAD people are out of danger from the crisis
- Employee anxiety levels have returned to normal levels
- Inquires about the crisis from external groups (clients, vendors, etc.) have dropped significantly
- The media is no longer covering the event or making it a priority

At that point, the crisis management team leader should officially declare that the crisis is over.

De-activate crisis management team

Whether the crisis is natural or man-made, the Crisis Management Team Lead or his/her designee should communicate that the crisis is over to all the internal and external stakeholders
Clear and continuing communication is as important immediately after a crisis as it is during the crisis. As with all internal and external communications, messages should:
- Be timely
- Candid and honest
- Include the extent of the impact on CITAD's people, facilities, information, and reputation, as appropriate
- Outline what is being done to recover from the event
- Indicate if there is any ongoing investigation and by whom

Update Security Plan

Any lessons learned from the crisis should be used to update the security plan within two weeks of the declared end of the crisis.

Individual Responsibilities in a Non-crisis Period

In order to minimize the impact of an emergency or disaster, each colleague has individual responsibilities to carry out on an ongoing basis during the non-crisis period. These include, but are not necessarily limited to, the following:

1) All CITAD staff should review the local security plan and familiarize themselves with the details. All personnel are required to follow these emergency procedures.
2) All personnel should be aware of evacuation routes and participate in fire drills. This applies to visiting personnel and technical assistance providers if they are on-site during a drill.
3) All personnel must update their personal and emergency contact information with the Crisis Management Deputy Team Lead as necessary. Personnel should ensure that emergency information and travel itineraries are provided to the Administrative Officer. All travelers to the CITAD office (short-term technical assistance providers, etc) must provide their personal and emergency contact information to the Crisis Management Deputy Team Lead.
4) Laptop computers should be taken home every night.
5) All personnel should download needed tools and information to their laptops.
6) All personnel and visitors must have the Crisis Management Deputy Team Lead's contact information in order to apprise him or her of their status (text messages may be more effective).
7) All personnel should take precautions to minimize the risk of damage or destruction to any critical paper files or documents if entrusted with the custody of such files.

Vehicle Theft

Theft of project vehicle, the driver shall take the following action to report the incident:

1) Inform the Administrative Officer immediately, who would in turn inform the Police, Executive Director, The insurance company, Donor.
2) An incident report form and Stolen/Damaged goods form should be completed and submitted to The Administrative Officer as soon as possible.
3) Obtain names of witnesses if possible.
4) Administrative Officer would follow through with all other administrative requirements.

KIDNAPPING

The chances of your being kidnapped or taken hostage is becoming quite rampant in Nigeria . If it does happen, your chances of survival are high. Kidnapping is a terrifying experience, but you probably possess more personal resources than you think to cope with the situation. Remember, you are of value to those who are holding you only if you are alive, and they want to keep you that way. Your best defense is passive cooperation. The more time passes, the better your chances of being released alive. Kidnapping can happen anywhere -- you can be taken off the street, from a car, or from your hotel room or residence. The best opportunity for escape is in the beginning, during the confusion of the apprehension while you are still in a public place. If escape is impossible or too risky, you should nevertheless try to cause as much commotion as safely possible to draw attention to the situation. You need to make others aware that an abduction has taken place so that the authorities are notified and the

search can begin. Otherwise, it could be hours or days before your absence is reported.

Once you have been forced into a vehicle, you may be blindfolded, beaten (to cause unconsciousness), drugged, or forced to lie face down on the floor of the vehicle. In some instances, hostages have been forced into trunks or specially built compartments for transporting contraband. If drugs are administered, do not resist. Their purpose will be to sedate you and make you more manageable. It is probably better to be drugged than to be beaten unconscious. If you are conscious, follow your captors' instructions.

While being confined and transported, do not struggle. Calm yourself mentally and concentrate on surviving. Attempt to visualize the route being taken, make a mental note of turns, street noise, smells, etc. Try to keep track of the amount of time spent between points. You will be asked questions about this after your release in an effort to determine where you were held.

Once you have arrived at your destination, you may be placed in a temporary holding area before being moved again to a more permanent detention site. If you are interrogated:

- Retain a sense of pride but act cooperative.
- Divulge only information that cannot be used against you.
- Do not antagonize your interrogator with obstinate behavior.
- Concentrate on surviving. If you are to be used as a bargaining tool or to obtain ransom, you will be kept alive.

After reaching what you may presume to be your permanent detention site (you may be moved several more times), quickly settle into the situation.

- Be observant. Notice the details of the room, the sounds of activity in the building and determine the layout of the building by studying what is visible to you. Listen for sounds through walls, windows or out in the streets, and try to distinguish between smells. Note the number, names, physical description, accents, habits , and rank structure of your captors. Try to memorize this information so that you can report it after your release.
- Know your captors. Memorize their schedule, look for patterns of behavior to be used to your advantage, and identify weaknesses or vulnerabilities. Use this information to assess opportunities to escape.
- Expect to be accused of being an intelligence agent and to be interrogated intensively. Do not admit to any accusations. Keep your answers short and don't volunteer information or make unnecessary overtures.
- Try to establish a rapport with your captors. Family is a universal subject. So are sports and many hobbies. Your goal should be to get the hostage takers to view you as a real person, rather than simply an object. Listen actively to the terrorists' feelings and concerns, but never praise, participate in, or debate their "cause." If you know your captors' language, use it. Ask them to teach you their language.
- Speak normally. Don't complain. Avoid being belligerent and comply with all orders and instructions. Once a level of rapport or communication is achieved, try asking for items that will increase your personal comfort. Don't be afraid to ask for anything you need or want such as medicines, books, or papers. Make requests in a reasonable, low-key manner.
- Plan on a lengthy stay and devise a way to keep track of the passage of time. If isolated, you can approximate time by noting changes in temperature between night and day, the frequency and intensity of outside noises (traffic, birds), and by observing the alertness of guards.
- Establish a daily schedule of mental as well as physical exercise. If your movement is extremely limited, use isometric and flexing exercises to keep your muscles toned. To maintain your strength, eat what you are given even if it does not look appetizing and you don't feel hungry. Use relaxation techniques to reduce stress.
- If you detect the presence of other hostages in the same building, try to devise ways to

communicate.

During interrogation, do not be uncooperative, antagonistic, or hostile towards your captors. Captives who display this type of behavior are often held longer or become the object of torture or punishment. Take a simple, tenable position and stick to it. Be polite and keep your temper. Give short answers. Talk freely about nonessential matters, but be guarded when conversations turn to matters of substance. Don't be lulled by a friendly approach. Remember, one terrorist may play "Good Guy" and one "Bad Guy." This is the most common interrogation technique.

Watch for signs of "Stockholm Syndrome" which occurs when the captive, due to the close proximity and the constant pressures involved, begins to relate to, and empathize with, the captors. In some cases, this relationship has resulted in the hostage becoming sympathetic to the point that he/she actively participates in the activities of the group. Establish a friendly rapport with your captors, but maintain your personal dignity and do not compromise your integrity.

If forced to present terrorist demands to authorities, either in writing or on tape, state clearly that the demands are from your captors. Avoid making a plea on your own behalf.

Be patient, as hostage negotiations are often difficult and time consuming. Remember, your chances of survival increase with time. Most episodes of kidnapping or hostage-taking end with no loss of life or physical injury to the captive. Eventually you will probably be released or rescued. Do not try to escape unless you are certain of success. If you are able to escape, go first to police station.

If an attempt is made to rescue you, keep a low profile and immediately follow all instructions. Rescue will generally be attempted only after negotiations have failed. That means that lives of hostages, terrorists, and rescue forces are all at risk during the rescue. You don't want to be shot in the confusion while the rescue team identifies the terrorists, who may try to disguise themselves as hostages. To protect yourself, follow these rules:

- DO NOT RUN. Drop to the floor and remain still. If that is not possible, cross your arms on your chest, bow your head, and stand still. Make no sudden moves that a tense rescuer may interpret as hostile.
- Wait for instructions and obey all instructions you are given.
- Don't be upset if a rescuer isn't sure whether you are a terrorist or hostage. Even if you are handcuffed and searched, do not resist. Just wait for the confusion to clear.

Working in the Terrorist prone region

CITAD operates in Yobe and Bauchi states considered to be amongst the crisis region Nigeria. Staff while on tour duties to this region are advised to abide by the following guidelines :

- Before embarking on tours of these areas, endeavor to obtain security information of the area.
- Upon submission of travel authorization, the Executive Director would request a security status from the Administrative Officer before approving any trip to these locations.
- Obtain emergency numbers from Admin before embarking on tours to this region.
- Staffs are **only** authorized to use transportation cleared by the Admin for all official movement.
- Staffs are **only** authorized to stay at CITAD approved hotels. Confirm list from Admin.
- Upon arrival at the hotel, try to pace out the hotel and identify emergency exits.
- Always ensure that your hotel room door is locked at all times.
- Avoid movement after 7pm.
- When in a vehicle, ensure that doors are securely locked and cannot be opened from the outside.
- Keep luxury items, cash and equipments out of site as at all times.

- Maintain constant communication with colleagues and leave as much trail as possible in all movement.

  Avoid large gatherings, and sensitive spots.
- **ALWAYS** be security conscious of your environment.
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Annex 1: CITAD Contact Information

Project Team, Nigeria

Person	Role	Location	Telephone	Email

Annex 2: Respond to a crisis responsibilities matrix

Responsibilities	Executive Director	Team Leader	Deputy Team Lead	Comm	Building Mgmt	Medical	Local
Evaluate incident to determine if it is a crisis	X	X					
Declare crisis and escalate as required		X					
Maintain log of actions taken to respond to crisis			X				
Assess crisis impact							
Assess potential impact to CITAD people	X	X					
Assess impact to facilities		X	X				
Assess impact to systems and technology		X	X				
Assess impact to assets and information		X	X				
Assess potential impact to CITAD reputation	X	X					
Take action in response to crisis impacting facilities							
Evacuate facility		X			X		
Lockdown facility		X					
Close facility		X					
Take action in response to crisis impacting people							
Account for local staff		X					
Provide emergency assistance to impacted employees		X	X				
Communicate crisis information to staff and leadership							
Communicate crisis information to staff	X			X			
Communicate crisis information to leadership	X						
Begin restoration and recovery operations							
Establish temporary facilities							X
Repair damaged facilities					X		
Replace damaged technologies and assets			X				
Restore damaged systems and technologies			X				X

Annex 3: Emergency Contact Information

Contact Type	Address	Phone number	Website
Clinic			
Hospital			
Police Headquarters			
Aminu Kano International Airport			
Federal Fire Service			
Security Guard Company			
Building Management			

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