NIRA
NATIONAL IDENTIFICATION & REGISTRATION AUTHORITY
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Terms of Reference –Security Risk Assessment, Risk Management and Security Enhancement for NIRA HQ and registration centers

1. Background

The National Identification and Registration Authority (NIRA) is a Government Agency in Somalia, first established in 2020, with the aim of creating and maintaining the national identification system. NIRA is, inter alia, responsible for registering citizens and residents and for providing them with secure and verifiable credentials, including a unique identification number and a national identity card. It also serves as a trusted provider of identity verification and authentication services, promoting the use of the foundational identification system. With the establishment of NIRA Somalia, the government is committed to providing a reliable and efficient identification system that will enable individuals to access services and participate in the development of the country.

Under the Somalia Capacity Advancement, Livelihood, and Entrepreneurship through Digital Uplift Project (SCALED-UP), funded by the World Bank, the Federal Government of Somalia (FGS) seeks to engage a Security Consultancy Firm for NIRA to enhance the security of NIRA's operations, premises, and personnel to ensure the agency can carry out its mission.

2. Objectives of the Consultancy

The Security Risk Management Consultancy (SRMC) Firm ("Firm") will support NIRA with security risk management in the context of the ID system's rollout across the country. The Firm will be responsible for establishing a framework for security risk assessment, developing security risk management plans, and providing security risk management advisory services. These activities will be carried out in adherence with NIRA's and the FGS's policies as well as with international best practices, such as ISO 31000. The focus is on identifying and mitigating risks to physical assets, human security, including staff and registrants, and ensuring the safety/operational integrity of the ID registration, issuance, and distribution process. Specifically, the firm will:

- Advise NIRA on security-related aspects to support decision-making in the rollout of the ID registration process, including planning for logistics.

- Advise NIRA, through a security risk assessment, on the extent, if any, by which registration activities may cause or exacerbate tension and inequality among beneficiaries and communities.
- Identify potential security and safety risks and vulnerabilities specific to the operating environment, with a particular emphasis on mitigating security related threats including terrorist attacks.
- Assess the adequacy of physical security measures at both the headquarters and registration sites, ensuring the safety and security of workers, affected parties, and beneficiaries, including government officials, staff, and the general public (e.g., registrants).
- Provide detailed recommendations to enhance the security posture of NIRA's infrastructure, including a rigorous examination of access controls, surveillance systems, and perimeter protection.
- Offer comprehensive recommendations and best practices to strengthen security measures, reduce risks, and guarantee the seamless operation of NIRA's activities.
- Advise NIRA on managing the risks posed by the use of armed security to workers and communities (as applicable)
- Evaluate emergency response plans and procedures to effectively mitigate risks and ensure a prompt and coordinated response to any critical incidents that may arise.
- Build capacity within NIRA on security risk management.

3. Scope and Deliverables

The Firm will be expected to provide the following deliverables:

I. Security Risk Assessment (SRA) – Framework & Application in Select Sites

To develop a security risk assessment framework and conduct security risk assessment, the Firm will:

a) Review any previous security risks documentation and mitigation measures prepared by NIRA, alongside relevant guidance for World Bank-financed activities.
b) Develop a detailed methodology (including key tools, questions, areas of focus, World Bank Environmental and Social Framework considerations[1], etc.) to serve as a framework for area-specific security risk analysis. The methodology should be aligned with international good practice and applicable World Bank guidance[2]; and concurrence from the SCALED-UP Project Management Unit (PMU) and the

[1] https://www.worldbank.org/en/projects-operations/environmental-and-social-framework
[2] https://documents.worldbank.org/en/publication/documents-reports/documentdetail/692931540325377520/environment-and-social-framework-esf-good-practice-note-on-security-personnel-english

World Bank should be sought for the methodology. The methodology, including the tools for its application (templates, models, etc.) are to be transferred to NIRA.

c) Conduct detailed and current site-specific security risk assessments through on-site visits and other information sources in the initial areas of NIRA operation in 5 Federal Member States (FMS), and Banadir Regional Administration (BRA) . The assessment shall provide an analysis of;
   i. contextual factors that could cause or exacerbate human security risks including local socio-political landscape, clan dynamics, the potential involvement of security actors, minority, and internally displaced persons (IDPs), business and religious interests, political events, historical population movements, existing and potential violence and tensions, the dynamics of extremist and terrorist influences, identification of vulnerable groups, and other accessibility considerations.
   ii. the differentiated risk profiles of the various registration locations (e.g., based on potential terrorist threats, historical incident patterns, and identification of potential targets and methods of operation), including the respective mitigation measures.
   iii. nature and extent of registration activities that could pose risks to the communities.
   iv. presence of security personnel in the proposed registration locations, existing protocols for interaction with civilians and legacy issues including on human rights violations and use of proportional force.
   v. risks posed by these security arrangements to those within and outside the registration site in accordance with the principles of proportionality and good international practices, and by applicable law, in relation to hiring, rules of conduct, training, equipping, and monitoring of such security workers.

d) Prepare a comprehensive SRA report and presentation summarizing key findings, incorporating an analysis of the current security situation in the initial areas of NIRA operation (as described above)

e) Provide training to NIRA staff on the application of the Security Risk Assessment methodology/framework and its application to future NIRA registration sites.

II. Support the Development of Security Management Plans (SMPs)

The Firm will assist in the development of a methodology for the preparation of Security Management Plans and developing site-specific SMPs, using the Security Risk Assessment findings. The SMP should reflect NIRA's objectives and international standards (e.g., ISO 31000). The SMPs will remain confidential and the property of NIRA.

a) The SMP framework and site-specific SMPs shall include:

   i. Mitigation measures for identified security threats and risks, considering their likelihood and impact on NIRA's operations.
   ii. A detailed methodology (traffic light approach) to set and define permissible conditions for operational permissibility, including indicators, processes and procedures for flexibility in the application of differentiated and dynamic security situations to allow for a stop-start, or switch approach in accordance with changes in risk profile.
   iii. Develop the accompanying standard operating procedures and tools (based on the needs/priorities identified through the SRA),
   iv. Crisis and emergency contingency management plans, ensuring efficient emergency response and incident management, including coordination with local law enforcement and emergency services.
   v. Provisions and cost estimates for security management processes.
   vi. A transparent outline of the use of security actors, as necessary, including type, number, and location, with risk management measures guided by the World Bank's ESS4 Good Practice Note on the Use of Security Forces[3].
   vii. Detailed Terms of Reference for local security providers, reinforcing codes of conduct, use of force, and necessary trainings, as stipulated in the aforementioned Good Practice Note.
   viii. Guidance for asset security during ID registration activities.

b) In addition, the Firm will:

   i. Develop and provide NIRA with standard operating procedures and tools (based on the needs/priorities identified through the SRA) that can be deployed to support the long-term management of security risks
   ii. Conduct training for the NIRA security focal person and other relevant staff and ensure they are effectively equipped to manage security risks and deploy relevant mitigation tools and measures.

III. Continued Overall Security Management Advisory for NIRA

The Firm will also:

a) Provide ongoing support to review and update the SRAs and SMPs, as required by NIRA.

[3] https://documents1.worldbank.org/curated/en/692931540325377520/Environment-and-Social-Framework-ESF-Good-Practice-Note-on-Security-Personnel-English.pdf

b) Offer regular and ad hoc security risk assessment and management support to NIRA, its implementing partners, and contractors. This includes travel advisories, incident investigations, reporting, etc., over a period of 18 months.
c) Engage in monitoring and reporting activities, including the submission of quarterly security reports based on the Firm's independent data collection.
d) In the case of any incidents, provide additional incident response and investigation support, such as root cause analysis and corrective action plans.
e) Perform other security and safety-related tasks required by NIRA (e.g., threat assessment, physical security measures, incident response/management, coordination, health and safety support). The nature and scope of those services will be agreed upon between the firm and the client prior to the contract start.

4. Payment Schedule

The indicative payment schedule is contingent on the completion of services by the firm and approval of the deliverables by NIRA.

#	Deliverables	Payment
1	Security Risk Assessment Framework, Site-Specific SRAs, and Presentation/Training	30%
2	Security Management Plan Framework, Site-specific SMPs, and Training	30%
3	Security Management Advisory Services Report (Q1)	10%
4	Security Management Advisory Services Report (Q2)	10%
5	Security Management Advisory Services Report (Q3)	10%
6	Security Management Advisory Services Report (Q4)	10%

5. Requirements, Qualifications and Competencies

The firm/organization for this assignment should meet the following minimum requirements:

a) A minimum of 8 years' experience in security risk management in the Horn of Africa region or a similar environment with a strong preference of firms with direct experience or operational presence in Somalia. Evidence of operational security risk management advice experience to national governments and/or international organizations such as the United Nations. Experience in supporting World Bank-financed projects is desirable.
b) Comprehensive working knowledge of the security situation across Somalia and socio-economic and geo-political factors that drive and exacerbate conflict within the country.

c) Demonstrated experience with international best practice on security including an understanding and application of ISO 31000 and ISO 18788. The Firm is required to have a valid and current ISO 18788 accreditation for the scope of planning, provision and oversight of risk management and risk consultancy in Somalia; and demonstrate experience with international best practice on security including an understanding and application ISO 31000.

d) Membership with, and adherence to the International Code of Conduct for Private Security Service Providers (ICoCA).

e) Good understanding and experience with the World Bank Environmental and Social Framework (ESF) preferred.

f) Specific experience and a clear understanding of the bigger picture threats and issues affecting Government staff.

6. Key Personnel

NIRA seeks to engage a competent consulting firm staffed with key professionals, comprising a minimum of three experts who possess substantial experience in their respective fields relevant to the assignment. The consulting firm team shall be based in Somalia and familiar with the Somalia context. The table below outlines the minimum key personnel requirements that the firm must fulfill:

No	Position / Qualifications	Number of experts
Key Expert 1	**1. Project Manager**	**1**
Qualification and Skills	▪ A professional Degree or Certificate in Security Management, Safety Management, Risk Control Management or an equivalent field, ▪ Minimum of 10 years' experience in safety and security related project management. ▪ Experience in development of security management plans and security risk analysis	(1) Team leader
Key Expert	**2. Security Specialist**	**2**
Qualification and Skills	▪ Minimum of 5 years' experience in security risk assessment and risk management ▪ Experience in developing Security management plans and risk analysis Reports ▪ Experience in security policies, standards, procedures and manuals	(2) Security and Safety Experts

7. Duration of the Assignment

The estimated timeline for the security assessment is 18 months, including planning, site visits, data collection, analysis, and report preparation. Specific dates and milestones will be mutually agreed upon between the assessment team and NIRA.

8. Reporting

The Firm will report to NIRA Security Uni, maintaining regular communication and progress updates throughout the assessment process.