

# ANN

## PHYS-SEC AGORA

LAGOS - APRIL 24<sup>TH</sup> 2024

POST SESSION REPORT



AGORA NEXUS

# AGORA

In ancient Greek cities, an agora was an open space serving as an assembly area and a place for commercial, civic, social, and political activities

# NEXUS

Latin nexus (“the act of binding together; bond”), from nectō (“bind”).

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Together Agora Nexus has a simple meaning  
**A bonded gathering & market**

**PROUD  
TO SUPPORT**





Welcome Esteemed Colleagues,

We have started 2024 with a very rocky road packed with much uncertainty and concern, so I would like to firstly thank you for your continuous involvement in the security Agora network and of course your time investment into attending today's Agora.

As we all know, operations in the country encompass the consistent threat and reality of malicious activity whether it be petty criminality and vandalism right the way up to highly organised and sophisticated crime.

With you all having security and operational responsibility within your respective organisations, the aim of today and future programmes is to share best practice, benchmark strategies and more importantly have very open debate around issues and 'wahala' being faced.

The Agora mantra is to ensure that these end user driven meets, are purely focused around the requirement and needs of everyone involved.

Today's agenda has been formulated around the issues highlighted by you as a group, so please do continue to influence and advise.

Without sounding like a Roman Emperor this a 'for the people, by the people' initiative so I actively encourage open debate and opinion.

The Agora modus operandi is strict Chatham House Rule to ensure we have a trusted and confidential environment

I look forward to an insightful engagement today.

Best,

*Phil Manny*

**Founder & Director.**

# AGENDA



- 09:00 - 09:30** ● **Registration & Breakfast Networking**
- 09:30 - 09:45** ● **Welcome Remarks & House Keeping**  
Phil Manny - Director & Founder - Agora Nexus
- 09:45 - 10:45** ● **Session 1 - Group Workshop**  
Moderator: Nelson Wilbert, General Manager, Operations Integrity - Heritage Energy  
"Securing more with less. The Nigerian economic downturn and its effect on operating organisations"
- 10:45 - 11:45** ● **Session 2 - Use Case**  
Session Leader: Paul Terry, Principal - Control Risks  
"In the current volatile economic and security environment, a risk management strategy that lacks robust methodology, is a risk generator not a risk solution. A discussion around why best practice is of paramount importance and what it should look like operationally"
- 11:45 - 12:45** ● **Session 3 - Group Workshop**  
Food Security - A 'hungry man is an angry man'
- 12:45 - 14:00** ● **Brain "Buster" Lunch**
- 14:00 - 15:00** ● **Session 4 - Use Case**  
Session Leader: Amb. Franklin Chijioke Okpara, West Africa Security Manager - Unilever  
"Confronting Banditry: Challenges and Solutions in Nigeria"
- 15:00 - 15:15** ● **Networking Break**
- 15:15- 16:15** ● **Session 5 - Debate**  
Session Leader: Hashim Zein, Managing Director - Summa Infra and Energy Ltd  
"Well-being of Staff & Personnel - The Inter-Connection to Security"
- 16:15 - 16:20** ● **Closing Remarks & Prize Draw**
- 16:20 - 18:30** ● **Post Agora Networking**

## USE CASE PARTNER



## NETWORKING PARTNER



Agwe

Energy Marine Risk & Vetting

## ENDORSORING PARTNER

**PROUD  
TO SUPPORT**



# ATTENDEES



QR code is now Password Protected.

Contact [phil.manny@agoranexus.com](mailto:phil.manny@agoranexus.com) for access

# Session 1

## Group Workshop

Moderator: Nelson Wilbert, General Manager, Operations Integrity - Heritage Energy

"Securing more with less. The Nigerian economic downturn and its effect on operating organisations"



**NELSON WILBERT**

## Takeaways:

During the opening session Nelson introduced the topic with a short presentation

- The Security Landscape and Challenge
- Engineering Out Vulnerabilities
- Call to Action - Building a More Secure Nigeria: A Collaborative Effort

Session slides: Please click [HERE](#)

Following the introduction, we split the group into teams where each team was assigned sub-topics to debate amongst their table and present back the findings, in order to gain a collective mindshare from the entire room, (Please refer to slides for specific Team Tasks)

## Outcomes and debated areas:

### Team "Eagle" – Group 1: Physical Security Optimization

- Conceptualising Problems
- Need to understand:
  - Counter Measures
  - Cost Benefit Analysis
- Implementation - Key elements and system integration with PPT (People, Process & Technology)
- Process needs to be strong
  - i.e. CCTV monitoring system / prevention
- How effective is response time
- 2MFA - Effective for Security & HR
- Measure overall effectiveness
  - Sec Awareness Training - Not just classroom based
  - CAPEX vs OPEX analysis to doing more with less
- Minimum Wage Staff are not always ideal



Team "Eagle"

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## Team “Osprey” - Group 2 – Supply Chain Security

### Cashless transactions

- Investments into firewalls
- Build Cash movement houses – reduce risk of transfers by road
- Armoured Vehicles

### Effective Vendor Selection

- Require references from existing customer
- What are their standards and KPI's
- Continuity – telematics and trackers
- Awareness of issues and how to support
- Audits of vehicles
- Road risk assessment – How regular and is it reported back
- Resume every 6 months
  
- Build external networks of peers
- Conduct training and awareness programme including vetting of drivers
- Threat spectrum – Losses calculated accordingly

## Team “Falcon” - Group 3 – Virtual Security in the Nigerian Context

### Data Backup and Recovery for SMEs:

- Mitigate cyber risks
- Adjust global standard for Nigeria
- Automated cloud back up
- Solid Access Control
- Standardised documentation

### Combating Phishing and Social Engineering:

- Awareness around social media – not just email
- Access control is siloed so that it is isolated
- Identify and report
  
- Ensure bootleg software is not being used



Team “Osprey”



Team “Falcon”



Outcomes cont:

### Team Condor - Group 4 – Securing Personnel

High-Risk Personnel Protection and Low-Risk Personnel Security:

- Identification of asset and its value
- Threat profiles need to be different
- Vulnerability assessment is key
- What is the company policy for each level of seniority
- Risk analysis needs to be categorised
- Draw up countermeasures – How frequent for each group?
- Comms and JM – Key
- Control room monitoring – Find out security briefs
- Security training and advisory
- Evaluation of counter measures

Important to:

- Create awareness of why value is different based on risk **NOT** the value of an individual
- Look at own specifics and see what tweaks can be made

### Team Hawk - Group 5 – Community Engagement

#### **Building Trust with Local Communities**

- Procurement Opportunities – Create Trust
- CSR – Relationships are key
- Implement Scholarships and internships to feel entrusted
- Ensure this is viewed by the business as an investment not a cost

**Information Sharing Mechanisms:**

- Focal point – Interface with community
- Information sharing forums
- Informants with benefits – Heads up incentives for proactiveness
- Networking and building relationships with other companies in region/community
- Have official and 'unofficial' information sharing
- Develop confidentiality amongst peers



Team "Condor"

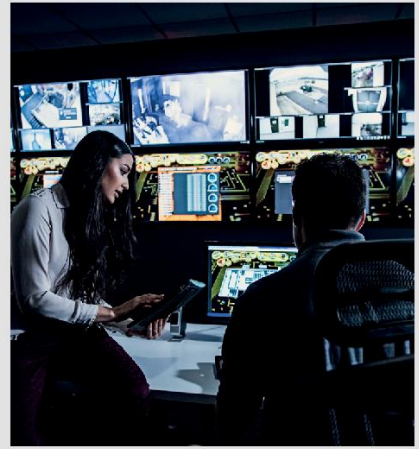


Team "Hawk"



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In a rapidly changing business landscape, **an agile, adaptable and dependable workforce** can be the difference between capitalising on market shifts, meeting regulatory requirements and executing on strategic initiatives...or finding yourself behind the curve.

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# Session 2

## Use Case Partner

Session Leader: Paul Terry, Principal - Control Risks

“In the current volatile economic and security environment, a risk management strategy that lacks robust methodology, is a risk generator not a risk solution. A discussion around why best practice is of paramount importance and what it should look like operationally”

Supported by:

**Control Risks**



PAUL TERRY

## Overview:

Paul led a very engaging and frank discussion with the participants with a focus on:

- Where are we currently from a threat & risk perspective
- Risk Appetite vs. Risk Tolerance
- Risk Perception
- Risk Related cost saving decisions
- Crisis Costs
- The financial imperatives
- Preparation case study
- The impact on shareholder value
  
- The potential impact of poor risk related decision making
- Risk that effect security come in many forms
- Evaluating Risk
- Formulae for quantifying key concepts
- Risk treatment planning
- ISO 31000
- Organisational Resilience
- Monitoring and Review
- What does tomorrow look like?
  
- Engagement with management and the board

Session slides: Please click [HERE](#)



# Session 3

## Group Workshop

Food Security - A 'hungry man is an angry man'



## Overview:

1. Understanding the Nexus of Food Security and Insecurity:
  2. Economic Implications of Food Insecurity:
  3. Social Dynamics and Conflict:
  4. Health and Nutrition Outcomes:
  5. Migration and Displacement Patterns:
  6. Vulnerability to Extremism and Radicalization:
  7. Environmental Degradation and Resource Scarcity:
  8. Policy and Governance Responses:
  9. Community Resilience and Coping Mechanisms:
  10. Outcome: Future Strategies and Collaborative Approaches
- Q. How does this translate for us as Security Professional?
- Q. How do we prepare and plan for these factors outside of our general control?
- Q. Which impact is our biggest concern around food insecurity?



In the moment of crisis, the  
wise build bridges, and the  
foolish build dams.



AFRICAN PROVERB

# Session 4

## Group Discussion

Session Leader: Amb. Franklin Chijioke Okpara,  
West Africa Security Manager - Unilever

"Confronting Banditry: Challenges and Solutions in Nigeria"



**AMB. FRANKLIN  
CHIJOKE OKPARA**

## Overview:

During the group discussion Franklin opened up with a background on the inception of banditry in 2011 and its growth that has plagued Nigeria

Discussion areas:

- Can banditry in Nigeria be classified as organized groups or opportunists' groups?
- Should their activities be viewed as new form of terrorism?
- Are there any ideology or religious modus operandi we should worry about?
- Can the absence of a singular legislation that proscribe and describe banditry as a crime be seen as one of the problems that fuels the growth, although the component crimes are already criminalized in the extent law?
- More than 12,000 persons have been killed and properties destroyed by bandits in the North since 2011 till date, what impact does this have on humanity?
- What are the major drivers of banditry activities in the North?
- Arresting, detaining, rehabilitating and reintegrating the bandits into the society, has these yielded any meaningful result or is the approach concerning?
- What can the government do differently?

Slides: Please click [HERE](#)

## Debated areas

- How can we stop feeding the 'monster'
- Influence of ISIS - We need to distinguish between religious terrorism and banditry
- Lack of consequences
- Its likening to a parasite that needs to be attacked from the root
- Poverty & Unemployment - Govt. needs to address
- Gun availability
- Influence of drugs and controlled substances
- Need for strong governance and example setting
- Need to invest in intelligence and technology







You must not lose faith in  
humanity. Humanity is  
like an ocean; if a few  
drops of the ocean are  
dirty, the ocean does not  
become dirty.

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MAHATMA GANDHI

# Session 5

## Debate

Session Leader: Hashim Zein, Managing Director - Summa Infra and Energy Ltd

"Well-being of Staff & Personnel - The Inter-Connection to Security"



**HASHIM ZEIN**

## Overview:

Agenda:

- Employee Engagement and Alertness
- Psychological Resilience and Decision-Making
- Trust and Loyalty
- Reduced Vulnerabilities to Insider Threats
- Brand Reputation and External Perception

Slides: Please click [HERE](#)

Takeaways:

- ✓ Wellness and mental health aid empathy and trust of staff thereby reducing insider threats
- ✓ Job satisfaction comes from the understanding of the line manager to allow for emotive producing wellness and job satisfaction to maintain top of mind awareness for staff to remain alert to external threats
- ✓ COVID has changed the mindset of the workforce
- ✓ The EU Human mind audit has demonstrated there is no difference between employee and contractor
- ✓ Contract Staff - Often see no future and therefore no hope
- ✓ We have a duty of care to ensure when dealing with contract staff, that the contract itself has staff wellbeing as a priority and this is the standard, coupled with fair remuneration in line with at least minimum wage
- ✓ Don't cut costs unnecessarily
- ✓ Culture within an organisation is key - This naturally reduces risk



A SOCIETY GROWS GREAT  
WHEN OLD MEN PLANT TREES  
WHOSE SHADE THEY KNOW  
THEY SHALL NEVER SIT IN  
GREEK PROVERB





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