SOUTH SUDAN PRODUCTIVE SAFETY NET FOR SOCIOECONOMIC OPPORTUNITIES PROJECT (SNSOP)

SECURITY MANAGEMENT PLAN (SMP)
FOR ADDITIONAL FINANCING

MARCH 2024

JUBA, SOUTH SUDAN

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ABBREVIATIONS AND ACRONYMS

ASMT	Area Security Management Team
ASP	Area Security Plan
BDC	Boma Development Committees
CASEVAC	Casualty Evacuation
CPA	Comprehensive Peace Agreement
DO	Designated Official
ESCP	Environmental and Social Commitment Plan
ESS	Environmental and Social Standards
FSA	Field Security Advisor
FSCO	Field Security Coordination Officer
FSP	Financial Service Provider
GRM	Grievance Redress Mechanism
GRSS	Government of the Republic of South Sudan
HoFOs	Heads of Field Offices
IDA	International Development Association
IDP	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IP	Implementation Partner
LoA	Letter of Agreement

MAFS	Ministry of Agriculture and Food Security
MEDVAC	Medical Evacuations
MGCSW	Ministry of Gender, Child and Social Welfare
NGO	Non-governmental Organization
PCU	Project Coordination Unit
PDC	Payam Development Committees
PIU	Project Implementation Unit
PM	Project Manager
PoC	Protection of Civilians
PSA	Principle Security Adviser
R-ARCSS	Revitalised Agreement on the Resolution of the Conflict in South Sudan
RTGoNU	Revitalised Transitional Government of National Unity
SMP	Security Management Plan
SSSNP	South Sudan Safety Net Project.
SNSOP	Productive Safety Net for Socioeconomic Opportunities Project
SNSOPAF	Productive Safety Net for Socioeconomic Opportunities Project Additional Financing
SMT	Security Management Team
SPLA	Sudan People's Liberation Army
SRA	Security Risk Assessment
SRM	Security Risk Management
SRSG	Special Representative of the Secretary General
SSAFE	Safe and Secure Approaches in Field Environments
TOR	Terms of Reference
TPM	Third Party Monitor
TRIP	Travel Request Information Processing
TTL	Task Team Leader

UNCT	United Nations Country Team
UNDSS	United Nations Department of Safety and Security
UNHAS	United Nations Humanitarian Air Services
UNMISS	United Nations Mission in South Sudan
UNOPS	United Nations Office for Project Services
UNSMS	United Nations Security Management System
VHF	Very High Frequency
WHR	Window for Host Communities and Refugees
WFP	World Food Programme

EXECUTIVE SUMMARY

The Security Management Plan (SMP) is updated to guide the implementation of Productive Safety net for social economic opportunity project (SNSOP) as a requirement for the Additional Financing. The value of the Additional Financing is a US $55 million that will support 40,000 households including refugees, returnees, IDPs and host communities in the three additional counties. This additional financing will complement the parent project which is a US $ 129 million targeting 96,000 households across the fifteen (15) counties.

MAFS is the lead executing agency of the project with responsibility to provide oversight in fiduciary and environmental and social safeguards while MGCSW is responsible for component 3. The project is funded by the WB and implemented by United Nations Office for Project Service (UNOPS) and two specialized NGOs will be contracted to implement Complementary social measures and economic opportunities on behalf of the MAFS & MGCSW.

The Project has four (4) Components: (i) Cash Transfer and Complementary Social Measures (ii) Provision of Economic Opportunities (iii) Strengthened Institutional Capacity and Social Protection System (iv) Project Management, Monitoring and Evaluation, and Knowledge Generation

The objectives of the Security Management Plan are to set out Identification and assessment of security risks including an analysis of contextual factors that could cause or exacerbate human security risks and decision-making process in the three additional counties for additional financing. The SMP is updated to ensure the project is implemented in safe environment where security protection and duty of care for all the project staff including those from the Ministry of Agriculture and Food Security (MAFS), Ministry of Gender, Child and Social Welfare (MGCSW), Implementing partners (Ips) and other key stakeholders is guaranteed. The implementation of the SMP will ensure safety of all the project assets including different types of project workers and project-affected parties which include Direct Workers, Contracted Workers, Refugees, Returnees, & IDPs, etc.

The United Nations security Management System (UNSMS) is consistent with the ESF security requirements and UNOPS falls under the UN Security Management System (UNSMS) at national level as well as in a more decentralised manner at State Levels. The UNSMS operates under a 'Framework of Accountability for the United Nations Security Management System[1] that provides guidance for the various security actors and mechanisms in a country.

The Government of the Republic of South Sudan (GRSS) bears overall responsibility for security risks and risk mitigation of all activities under the SNSOP. MAFS is the lead executing agency of the project with responsibility to provide oversight in fiduciary and environmental and social safeguards while MGCSW is responsible for component 3. The project is funded by the WB and implemented by UNOPS on behalf of the MAFS & MGCSW.

All the partners including UNOPS headquarters will be required to ensure compliance with the during implementation of the project.

the lead parties to this project will undertake routine supervisory visits to ascertain how the implementing partners and contractors are implementing the security measures and safeguard compliance

[1]See United Nations Department of Safety and Security, United Nations Security Management System, Security Policy Manual

1. INTRODUCTION

The purpose of the Security Management Plan (SMP) is to set out the ways in which security protection and duty of care will be ensured to staff of the Ministry of Agriculture and Food Security (MAFS), the United Nations Office for Project Services (UNOPS) as the lead technical partners, other implementing partners and other parties involved in the implementation of the proposed South Sudan Productive Safety Net for Socioeconomic Opportunities Project (SNSOP) parent project and additional financing.

The objectives of the Security Management Plan are to set out:

(a) Identification and assessment of security risks include an analysis of contextual factors that could cause or exacerbate human security risks.
(b) Processes of identification of different security requirements
(c) Decision-making processes and minimum conditions for project implementation
(d) Standard Operating Procedures and policies
(e) Duty of Care and the applicability to different parties
(f) Institutional arrangements for the implementation of the SMP.

In compliance with Security Management Plan, Security Risk Assessment (SRA) for each county will be conducted before the implementation of project activities by the United Nations Office for project Services (UNOPS). The objectives of security Risk Assessment are:

- Maps out security risks and threats in project locations and its impact on the various stakeholders, properties, equipment, and implementation processes.
- Enhance insight into county-based socioeconomic and political conflicts to better prepare and respond where possible.
- Ensure that implementation does not lead to or exacerbate existing tensions.
- Establish security focal points and emergency rescue in the project location.

1.1 Project Description

The parent project is a US$129 million grant from the International Development Association (IDA) and will support four components, to be implemented over a 4-year period. The components are: (i) Cash Transfers and Complementary Social Measures; (ii) Provision of Economic Opportunities; (iii) Strengthened Institutional Capacity and Social Protection System; (iv) Project Management, Monitoring and Evaluation, and Knowledge Generation. There is a proposed additional Financing (AF) of US$55 million from IDA20 Window for Host Communities and Refugees (WHR) that will provide an opportunity for SNSOP to expand safety net assistance to vulnerable and displacement-affected populations (refugees, host communities, and South Sudanese returnees) utilizing the existing delivery systems. This is in response to the inflow of refugees and returnees to South Sudan following the Sudan crisis in April 2023. The objective of including refugees and hosts in the SNSOP is to foster their socio-economic integration through longer-term and more predictable support through their participation in Labour-intensive Public Works (LIPW) and Direct Income Support (DIS) which would promote social cohesion and socio-economic integration. In addition to cash transfers, the proposed AF will also accompany complementary social measures aimed at supporting human capital development and economic inclusion of both hosts and refugees. The project will be guided by principles of government ownership, capacity strengthening and close collaboration with partners for strengthened humanitarian-development-peace nexus.

1.2 Project Development Objective and Components

The Project Development Objective (PDO) is to provide cash transfers and and strengthen the National

Safety Net Delivery System

Component 1: Cash Transfers and Complementary Social Measures

This component will provide cash assistance to poor and vulnerable households to meet immediate consumption gaps, while also supporting accompanying social measures to promote improved household awareness and investment in children's human capital growth. Specifically, cash assistance will be provided through two modalities, namely Labour-Intensive Public Works (LIPW, sub-component 1.1) and Direct Income Support (DIS, sub-component 1.2), with special attention given to adjusting the design of these activities to promote linkages to enhanced social opportunities, as appropriate and feasible. Accompanying social measures will be mainstreamed across LIPW and DIS for delivering in-depth Cash "Plus" trainings and other measures targeted to eligible female beneficiaries to deepen their understanding and investments in relevant social areas for strengthened human capital development.

Large share of the additional financing (US$43 million) will be allocated to this component to extend safety net transfers to an estimated additional 40,000 households (at least a third of them refugees) across existing and additional three counties. The transfer duration (15 months), frequency (every two months) and amount will be the same as the parent project (US$2.7 per day). Geographic expansion will be guided by distribution of refugee population location and food security vulnerability and will adopt dual approach" as follows:

(i) Increasing the current caseload in selected existing SNSOP counties because of challenges associated with hosting refugees (this will include considering additional Payams and bomas in existing counties) AND

(ii) Additional of three new counties to factoring in the impact due to refugee influx and poverty indicators. The Expansion of additional counties has two benefits: 1) To have flexibility to respond to the refugee crisis, 2) to gradually expand the geographic footprint of safety nets in South Sudan. The new counties will be identified and agreed upon by appraisal.

Given the burden a state shoulders when there is influx of forcibly displaced populations within its boundaries, it was agreed that 'refugee-hosting' locations will be defined as 'counties within refugee-hosting states.' This will enable the SNSOP to reach both returnees and local communities residing within those refugee-hosting states by focusing on areas that need the most support. South Sudanese returnee households residing within SNSOP counties can be targeted if they meet the project's targeting criteria. Complementary social measures (CSM): All new beneficiaries that will be added to the project under the AF's envelope will benefit from the light and in-depth CSM as per the standard package that is attached to the safety net transfers under SNSOP's design. It was agreed not to further expand the intensive complementary social measure (new pilot under SNSOP) but to maintain the scope to only three counties as per the parent project design. Given that the parent project did not include an evaluation/review of the intensive arm of the complementary assessment, the AF provides an opportunity to ensure a learning agenda is integrated into the complementary social measures sub-component. More detailed information on the activities proposed under this component is provided below.

Component 2: Provision of Economic Opportunities

This component will pilot measures aimed at enhancing economic opportunities of poor and vulnerable youth in selected project locations in an effort to support the "Idle Youth" to become productive citizens of South Sudan. This component will target a subset of eligible cash transfer beneficiaries, with priority given to poor and vulnerable youths, and support them to strengthen their livelihoods and income

generating opportunities for enhanced economic welfare. Pairing cash transfers with economic opportunities will support households to focus their investments on livelihoods, with the cash transfer used to smooth consumption in times of need. Targeting a subset of Component 1 beneficiaries will also enable the proposed project to use a single mobilisation, targeting, payment, grievance, and monitoring system for both components, thereby ensuring cost-efficiency and harmonisation and synergies of efforts. Under the parent project, this component targets a subset of eligible cash transfer beneficiaries from Component 1 and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. This component is implemented in three counties under the parent project, one of which will be a refugee hosting county. It was agreed during the mission to increase the number of SNSOP target households (including refugees) that will participate in the economic opportunities' component in existing three counties (with an indicative AF allocation of US$7 million). Further geographical expansion was ruled out to focus on proof of concept and because the three parent counties will already have adequate diversity amongst them. The number of additional SNSOP households that can participate in this component will be firmed once the cost of undertaking the non-grant related activities of component II is determined under the parent project (to be firmed up by the time of appraisal). All other design elements will be the same as the parent project including to that end, in addition to the cash assistance, these beneficiaries will be provided with a series of interventions tailored to the local context such as Business and soft skills training; Livelihood grants; Coaching and mentorship; IGA groups or cooperatives; Formation of Savings/Lending Groups or Rotating Funds; and Linkages to financial services like Microfinance Institutions (MFIs).

Component 3: Strengthened Institutional Capacity and Social Protection System

This component will support institutional capacity building for SP and strengthening of the safety net delivery system at the MGCSW in a process for a government-led implementation. This will support increased citizen confidence in national institutions by signalling the Government's commitment to supporting the welfare of its people. Technical assistance will be provided to the Social Protection department of the MGCSW on the following possible activities: (i) review the National Social Protection Policy Framework (NSPPF) to align it with changing country dynamics and needs; (ii) develop an implementation framework to operationalize the NSPPF; (iii) establish a national high-level strategic governance arrangement for SP; (iv) develop and implement a Capacity Building Plan; (v) provide technical assistance and capacity building (e.g., training), as appropriate; and (vi) develop design options of a Government-led national safety net program, among others.

The component will enhance the existing MIS and community-based Grievance Redress Mechanism (GRM). Attention will also be given to integrating an M&E system within the MIS and supporting data deduplication with partner MISs. Under additional financing, there is an estimated US$2.5 million allocation that will be used for strengthening the existing social protection delivery systems that will continue to serve as the building blocks of national integrated systems and amplifying existing capacity building activities geared towards enhancing the Government's capacity to design, plan and implement SP interventions. Activities will include:

a. Further enhancements to the SNSOP Management Information System including upgrading the MIS to new technology that will enable future inhouse maintenance and management by the Government, improvement of the GRM module of the MIS including exploring the use of a mobile application to collect GRM data, automation/digitalization of key functions, e.g. targeting and public work attendance monitoring, improvements on reports to be more comprehensive and user-friendly using Business Intelligence tools such as Power BI, improving Government hosting infrastructure and internal capacity to develop/improve MIS and, interoperability to facilitate a move towards a social registry.
b. Physical and Human resource capacity building: Based on the capacity building plan that is being developed under the parent project, the AF will complement efforts started under the parent project to build core GoSS staff's capacity on social protection.
c. Policy: The parent project will support the revision of the social protection policy framework. The AF provides an opportunity to support follow up activities such as increased advocacy on domestic contribution to the SP sector, high level policy dialogue on the contribution of social protection to the human capital agenda and role of different stakeholders.
d. Coordination and governance: The parent project is working to improve the functionality of social protection coordination structures at the national/central government level. The AF will include activities to extend this to sub-national level particularly given the importance of sub-national and county level coordination for refugee and returnee response.

Technical assistance may also be provided to support the development and roll-out of an integrated beneficiary registry to enable shock responsive safety net and linkages with social services through rapid and cost-effective identification of beneficiaries, pending availability of additional funding, possibly through the proposed Multi-Donor Transition Trust Fund.

Component 4: Project Management, Monitoring and Evaluation, and Knowledge Generation

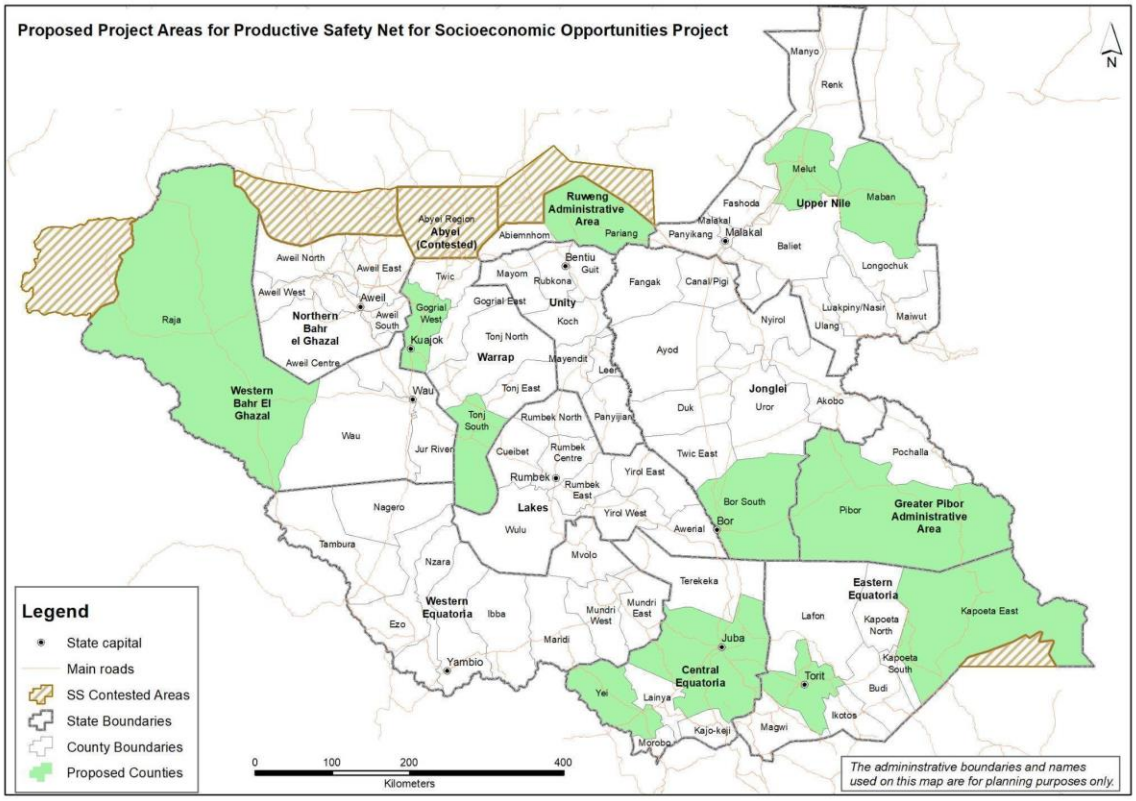
This component will support the day-to-day project management, monitoring, and coordination, and third-party monitor (TPM). Further, this component will support coordination and collaboration with partners to leverage on existing efforts for maximum impact. Related, it will include a strong learning agenda to take stock of lessons learned and experiences of particular aspects of the socioeconomic interventions to facilitate the scale-up of activities. This component has a US$2.5 million allocation, the additional financing will aim to

(1) Increase the scope/frequency of existing M&E instruments in a manner that is proportional to component and geographic scale up.
(2) Enable new learning pieces linked to AF scale up areas, e.g., documenting the process of extending safety net to refugees and the benefits.
(3) Fill the existing funding gap to complete the economic opportunities component impact evaluation.

Under this component the AF will support the efforts of the Commission for Refuges Affairs (CRA) to deploy integrated approach to refugees and returnees. This may include technical support to selected priority areas of GoSS's pledges at the Global Refugees Summit to the extent they are aligned with the project's interventions of social protection and productive economic inclusion. This will be done in coordination with other WHR funded WB projects in South Sudan

1.2 Project Locations

The SNSOP will be implemented in 18 counties across South Sudan shown in figure 1.1 below, i.e., 10 SSSNP counties, 2 refugee-hosting Counties, namely Maban and Pariang, 3 host counties (Mundiri West, Aweil West and Pochalla) as well as 3 new locations, which will be selected using the Project Targeting Index (PTI) for the additional financing.



Adopted from MAFS-Social Assessment Report March 2023 https://mafs.gov.ss/wp-content/uploads/2023/04/SNSOP-South-Sudan-Social-Assessment-_final.pdf

Figure 1: Proposed target locations for the SNSOP

1.3 Identification of Types of Workers and Project-Affected Parties

The Security Management Plan (SMP) will be administered for different types of project workers and project-affected parties:

Direct Workers. People employed directly by MAFS and MGCSW to work specifically in relation to the project. This category includes personnel in the Project Coordination Unit in Juba.

Contracted Workers. People engaged through UNOPS and other implementation partners (IPs) in Juba and field personnel based in various project sites within the states/counties. Under the SNSOP, many project activities on the ground are undertaken by UNOPS direct workers. Most of these will be South Sudanese nationals and they are – where possible – recruited from the communities in which activities are implemented. Under the SNSOP, the contractors anticipated are for the activities to be carried out through IPs including cash transfer service providers and for the third-party monitoring activities. The project will hire 2 NGOs to implement component 2 and complementary social measures who will as well hire contractors to provide either services or good.

Community Workers and other project-affected parties. People engaged by the project to lead the community-based project interventions and people affected by the project, such as beneficiaries engaged in LIPWs under the project.

2. COUNTRY CONTEXT

South Sudan is a highly fragile country with a history of recurrent conflict and violence although recent progress in consolidating peace and implementing key reforms offers cautious hope for longer term stability and development. South Sudan has experienced decades of armed conflict before and after its independence in July 2011. Conflict-induced poverty, displacement and trauma weakened kinship and community ties, endangering participation, inclusion, transparency, and accountability. The outbreak of violence in December 2013 further eroded the country's development potential, worsened the humanitarian situation, and deepened vulnerabilities. The nearly five years of conflict formally ended in September 2018 with the signing of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan, which now serves as a foundational milestone in the country's development. A series of key reforms have been undertaken as part of the peace process to support longer term stability and development outcomes. While encouraging, prospects for consolidated peace and stability remain fragile. Subnational violence and insecurity persist in large parts of the country, such that in 2021, at least 3,414 civilians were victims of violent incidents and death.

On-going insecurity and weak economic performance have worsened poverty and deepened vulnerabilities, driven by escalating food insecurity, localized insecurity, and repeated climate-induced natural disasters.[2] Between 2015 and 2017, real consumption declined for virtually all households (HHs). Correspondingly, the incidence of poverty worsened from an estimated 73 percent in 2016 to nearly 80 percent in 2019, with poverty being more prevalent among female headed HHs at 83 percent, compared to 73 percent for male headed HHs.[3] Vulnerability is particularly high among poor HHs in the country. The World Bank estimates that a 10 percent consumption shock will force about 160,000 additional people into poverty, while a 20 percent shock would force more than 300,000 people into poverty, disproportionately impacting those already living in poverty or extreme poverty.[4] Moreover, it is estimated that between April and July 2022, nearly two-thirds of the population (7.74 million people), faced acute food insecurity, of which 87,000 were in famine conditions, and 1.3 million children were acutely malnourished.[5] The food insecurity has been exacerbated in recent months by localized insecurity as well as climate-induced floods and locust outbreak.[6] Consequently, it is estimated that some 8.9 million South Sudanese will require humanitarian assistance in 2022, reflecting an increase by 600,000 from the previous year.[7] In the current IPC analysis period of February to March 2022, an estimated 6.83

[2] Climate induced natural disasters have increased in recent years in terms of intensity, frequency, and complexity, such that in 2017, South Sudan ranked among the five worst-performing countries in the world in tackling the impact of climate change, according to the Climate Change Vulnerability Index.

[3] World Bank. 2021. *South Sudan - Country Engagement Note for the Period FY21-FY23.*; World Bank. 2019. *Strengthening Gender Outcomes in Social Protection and Poverty Focused Programs in South Sudan.*

[4] World Bank. 2020. *South Sudan Economic Update: Poverty and Vulnerability in a Fragile Environment.*

[5] Integrated Food Security Phase Classification. 2022. https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1155527/

[6] Damaging floods in 2019 and 2020 displaced over one million people in 30 counties across the country (especially in Jonglei, Upper Nile, and Warrap). Since May 2021, it is estimated that 426,000 people have been affected and displaced by floods in South Sudan, mainly in Jonglei and Unity states, followed by Northern Bahr el Ghazal and Upper Nile states. See *https://reliefweb.int/disaster/fl-2021-000108-ssd*.;
Swarms from the East Africa desert locust upsurge reached South Sudan in late February/early March of 2020, at which time, a rapid assessment determined they damaged over 20,000 hectares farmed by just under 19,000 families. See World Bank. 2020. *Project Appraisal Document: South Sudan Emergency Locust Response Project.*

[7] United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA). 2022. *South Sudan Humanitarian Needs Overview 2022.*

million people (55.3% of the population) are facing Crisis (IPC Phase 3) or worse acute food insecurity, of which 2.37 million people are facing Emergency (IPC Phase 4) acute food insecurity. An estimated 55,000 people are classified in Catastrophe (IPC Phase 5) acute food insecurity. It is expected that food insecurity levels will remain elevated due to the impact of severe flooding and drought on livelihoods, conflict, and persistent macroeconomic challenges. The percentage of the population that has experienced crisis (IPC3[8]) or emergency (IPC4) conditions have increased significantly over the last few years (Figure 1). In addition, an estimated 2 million people, including 1.3 million children under the age of five, and 676,000 pregnant and lactating women, are expected to be acutely malnourished in 2022.[9]

The country has suffered from recurring climate-related shocks that have particularly affected already vulnerable populations in the country. Other shock that has worsened poverty and deepened vulnerabilities include strictive gender and social norms significantly limit socioeconomic opportunities for women and girls and increase the risk of gender-based violence (GBV), pressure on natural resources due to high number of IDPs and hosting of refugees as well as limited economic opportunities for the youth.

2.1 National and Local Security Issues

Country Context Security Status

South Sudan is considered one of the most dangerous countries in the world to operate for humanitarian aid workers, particularly for national staff of implementing partners[10]. State and non-State armed actors demonstrate poor adherence to International Humanitarian Law and Humanitarian principles. Incidents of direct attacks on identified humanitarian aid workers are on the rise as well as the number of relocations of staff.

In February 2024, there were 33 reported incidents related to humanitarian access across the country. Among these, 14 cases involve violence against humanitarian staff, Assets and personnel. Six incidents related to active hostilities and 5 incidents involve operational interference. Upper Nile, Unity and Jonglei States faces faces the highest number of access challenges with 8, 6 and 5 incidents respectively. Violence against humanitarian operations, Assets and personnel involves active looting, and theft of response supply, robbery and ambush targeting humanitarian conveys as well as threats, harassment and intimidation of humanitarian workers. Incidents of ambush and robbery targeted humanitarian conveys travelling between Bor and Pibor road, with track drivers of commercial contractors being robbed of cash and personnel belongings. Active hostilities in Jur river, Western Bahr el ghazal State, Abyei administrative Area and Nassir, Upper Nile State led to the delays in the movement of supplies and personnel, suspension of programmes, assets looting and injuries of personnel. In Juljok, Abyei Administrative Area, clashes among armed youth resulted into injuries to a nurse and a security guard as well as looting and suspension of services into health facilities.

According to UNMISS Annual brief on violence affecting civilians (February 2023), “there were at least 3,469 civilians affected by violence and subjected to killing, injury, abduction, and conflict-related sexual violence (CRSV) in South Sudan. This represents an increase of two per cent as compared with 2021 when 3,414 victims were recorded. Majority of the violence was geographically concentrated in 208 payams (39 per cent of the 540 payams in the country), accounting for more than 92 per cent of the victims. The

number of killings decreased by 16 percent as compared with 2021, while the number of recorded cases of injuries increased by 17 percent and the number of abductions increased by six per cent. However, the number of CRSV cases increased significantly by 96 per cent, remaining an issue of great concern. Despite a 27 per cent overall decrease of violence in 2022 (from 982 to 714), civilians continue to be at risk of violence. Sub-national violence involving parties to conflict accounted for 38 per cent of the documented incidents and accounted for 48 percent of victims, while community-based militias and/or civil-defence groups accounted for 54 per cent of the incidents involving 47 per cent of the victims". Based on the findings from the Security Risk Assessment (SRA) reports, the main security threats and crimes across the the country include but not limited to intercommunal fighting over grazing areas and water points for the cattle, revenge attack due to weak judiciary system to settled cases on time, cattle raiding, Dowry, Economic crisis, road ambushes, attacks by unknown gun men along the highways and early and forced marriages among others. Although the new counties for the additional financing are yet to be selected, it's likely that similar security concerns outlined above will be identified in the counties.

The UNMISS annual brief on violence in South Sudan, states that areas/counties of Juba, Yei, Lainya, Malakal, Fashoda, Panyikang, Wullu Rumbek highway and Tonj North experienced the highest levels of violence. Areas/counties with moderately reported cases of violence against the civil population included the towns and highways leading to Torit, Magwi, Juba - Bor, Bor - Uror road, Ayod, Waat, Tombura, Tonj South and Gogrial counties. Counties that reported low cases of violence were Juba (Lirya Payam), and Twic. However, due to inaccessibility due to armed conflicts and floods to certain remote areas in tropical dense forest counties and those in the Nile-Sobat and Sudd wetlands, some cases of violence were not reported.

The Map below shows types of security incidents affecting aid workers in South Sudan in 2024.

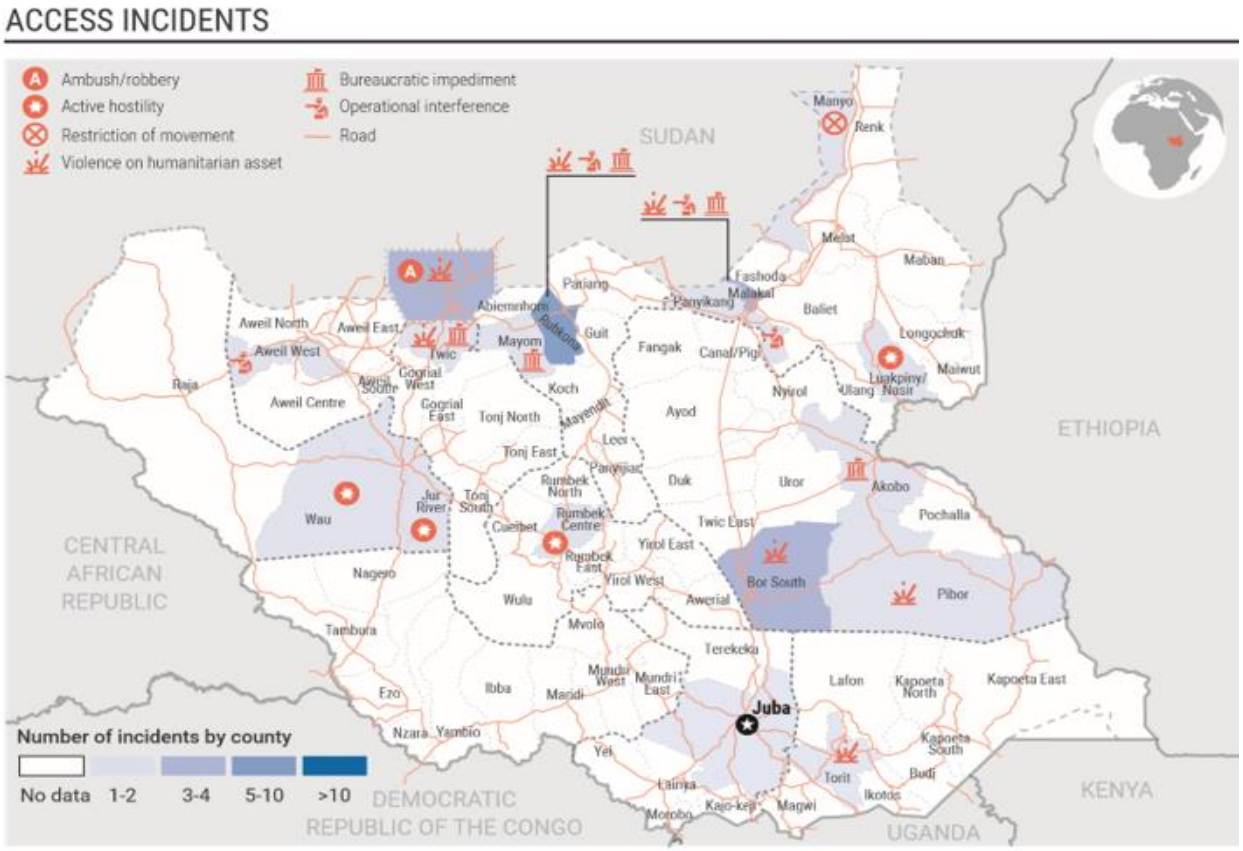
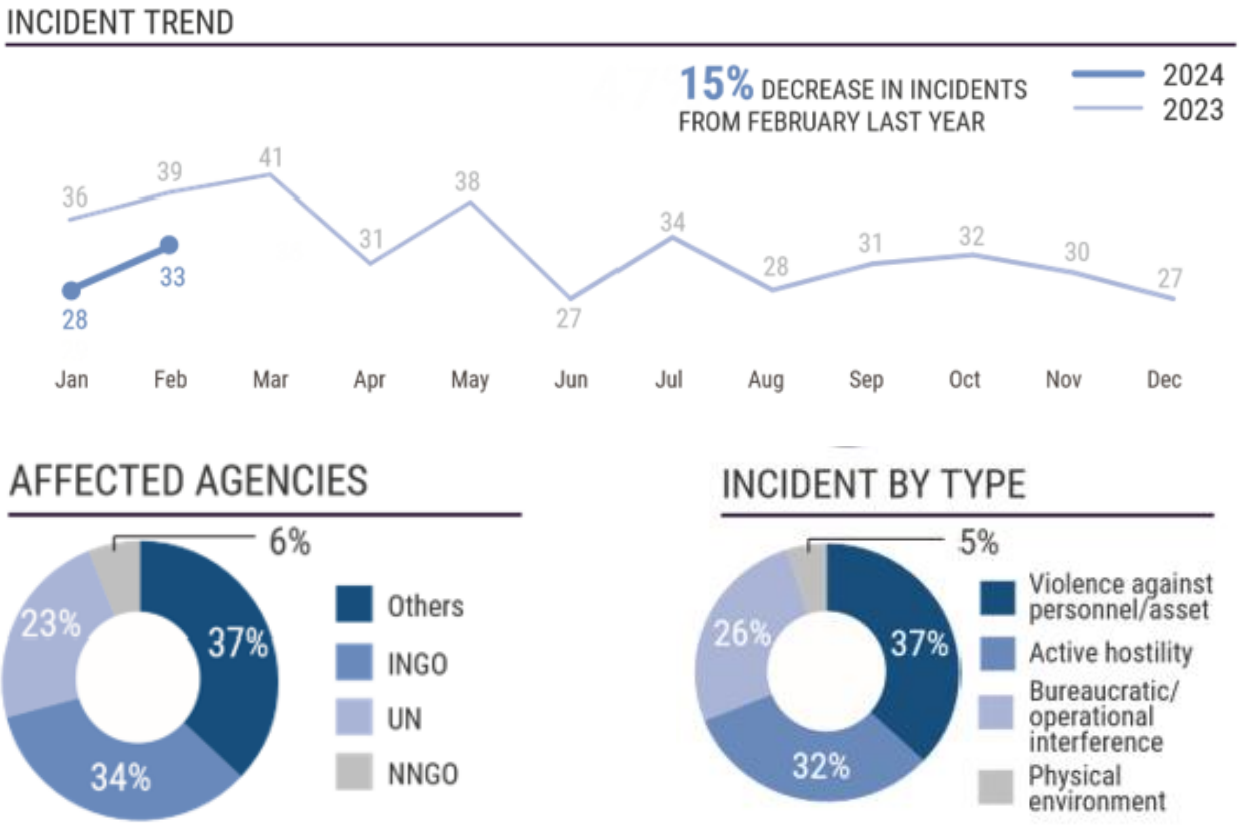


Figure 2 : incidents trend, Affected agencies and incident type (Source UNOCHA SNAPSHOT 2024)



2.2 UN Security Personnel

UNOPS and UN security personnel will enable robust security information gathering and dissemination as well as the adoption of mitigation measures in a timely manner for the SNSOP security management. The United Nations Mission in South Sudan (UNMISS) is mandated by the UN Security Council to maintain the overall UNMISS force levels with a troop ceiling of 17,000 personnel and a police ceiling of 2101 personnel, including 88 corrections officers. It expresses a readiness to consider making necessary adjustments to match security conditions on the ground. The main tasks for UNMISS in relation to security include: (i) Protection of civilians; (ii) Creating the conditions conducive to the delivery of humanitarian assistance; (iii) Supporting the implementation of the revitalized agreement and the peace process; and (iv) Monitoring, investigating, and reporting on violations of international humanitarian law and violations and abuses of human rights.

UNMISS provides protection for civilians - both outside and inside protection of civilians (PoC) sites, which have now transitioned to conventional IDP camps following a significant reduction in immediate threats – primarily from threats such as killings, abductions, sexual violence and the looting of civilian property, among other violations. Those violations are perpetrated predominantly during intercommunal clashes between armed groups of young people. UNMISS military operations are in line with the mission's objective to support the government in consolidating peace and security and establishing conditions for development. To this end, UNMISS:

- Supports the South Sudanese government and the South Sudan People's Defense Force (SSPDF) in conflict prevention, mitigation, and resolution and in the creation of a stable and secure environment. The SSPF is the official national army of the Republic of South Sudan under the Ministry of Defense and Veterans Affairs. It provides the Ministry of Agriculture and Food Security with the required security information about the field locations. This same information is provided to UNOPS by UNMISS.
- Provides physical protection of civilians under imminent threat of physical violence, particularly when the Government is not providing such security.
- Provides support to security sector reform and the Disarmament, Demobilisation and Reintegration process.
- Facilitates access and providing protection for civilian humanitarian and development actors.
- Assists in efforts to build the capacity of the SPLA and other security agencies.
- Builds relations and supports South Sudanese communities through civil-military activities in areas such as health, veterinary practice and engineering.
- Protects UN personnel, installations, and equipment.

2.3. NATIONAL POLICY AND LEGAL FRAMEWORK

The following are some of the key national policy and legal frameworks that addresses security issues in the republic of South Sudan:

Sudan People's Liberation Act 2009, Roles and Functions of the SPLA are as follows; (i) To defence the constitution of Republic of South Sudan, (ii) To protect the people of South Sudan and their properties, (iii) To secure the territorial integrity of the Republic of South Sudan, (iv) To participate in international peacekeeping missions, (v), To undertake the responsibility for the defence against the internal and external aggression and threats.

South Sudan National Security Service Act (NSS, 2014), Power and Functions of the Service. The Service shall: (1) Protect the national interest of the Republic of South Sudan; (2) Monitor, investigate and conduct search of suspects and places related to crimes or offences against the State in accordance with the provisions of this Act; (3) Maintain security, protection of the Constitution, national social fabric, and safety of South Sudanese from any internal or external danger.(4) Provide opinion, advice, consultation, and services in respect of security and intelligence to various national organs for realisation of stability and safety of the nation.

South Sudan National Police Service (SSNPS, 2009), SSNPS Act 2009, Sec 6(2) Establishment of Police Service. The Police Service shall be a regular service with the primary responsibility of ensuring the security of citizens and maintaining public order, implementing the law, in full neutrality and honesty and adherence to the law, national and international standards. SSNPS Act 2009 7(b, c) 7. Functions and Powers of the Police Services Personnel - ensure security of Southern Sudan and protecting people's lives and properties; carry out crime prevention awareness campaign among the public to enhance their

contribution to the maintenance of security.

3. OVERVIEW OF UNITED NATIONS SECURITY APPROACH

The UN security Approach is consistent with the ESF security requirements. In particular for contracted companies which are not covered by UNSMS policies, although similar security requirements as in the UNSMS policies will be required and ensured through integrating the requirements in the procurement and bidding processes, monitoring and supervision of the implementation of contractors' security measures. UNOPS falls under the UN Security Management System (UNSMS) at national level as well as in a more decentralised manner at State Levels. The UNSMS operates under a 'Framework of Accountability for the United Nations Security Management System[11] that provides guidance for the various security actors and mechanisms in a country. The Designated Official (DO) is the highest-ranking official in a given area. He/she is supported by a Security Management Team (SMT) – which is usually constituted by the heads of all UN agencies and UN Security Professionals and chaired by the Special Representative of the Secretary General (SRSG). The UNSMS policies and procedures apply universally to all UN personnel[12], regardless of contract type or whether they are local or international. The UNSMS is a bottom-up system through the Area Security Management Team (ASMT) analysis and modifications are suggested for final approval of the SMT (national level). All policies apply to all SNSOP implementation locations.

All projects should include the United Nations Department of Safety and Security (UNDSS) Security Risk Management (SRM) and Area Security Plan (ASP) for specific project location States. Both documents are ASMT-driven for final approval of the DO under advisory from the UNDSS Principal Security Adviser (PSA). On an annual basis, the DO seeks approval from United Nations Country Team (UNCT) Heads of Agencies for the adoption of the plans. However, changes can be made in the best of delays through an Ad-Hoc SRM, driven by the ASMT. Presence and contribution by the UNOPS Field Team Leaders is essential through the ASMT as this ensures specific local operational challenges are considered in both the SRM and ASP. The DO-approved SRM and ASPs are shared with all UNOPS staff at the State Level.

The UNOPS Field Security Advisor (FSA) contributes to the work of the UNCT Security Cell under the leadership of the UNDSS PSA. At the State level, UNOPS Team Leaders participate in the ASMT meetings under the leadership of a UNDSS Field Security Coordination Officer (FSCO). The ASMT is responsible for the drafting of the SRM and ASP. This process ensures the gathering and dissemination of security related information amongst UN Agencies at the State level.

At a minimum, at national and state level, meetings are held on a weekly basis. However, during a deterioration of the security situation ad-hoc meetings are called and ad-hoc mitigation measures can be adopted in a timely manner.

MAFS PCU personnel will be covered by the government security policies as administered by the national, state and county security wings. The MAFS PCU Director will coordinate with the relevant security wings and authorities in the project locations to ensure safety and smooth implementation of project activities. As most project workers under the SNSOP will be contracted directly by UNOPS, the large majority will be

[11]See United Nations Department of Safety and Security, United Nations Security Management System, Security Policy Manual

[12] Individual consultants/contractors are also considered UN personnel.

covered by the UNSMS policies. Contracted companies – as required - are not covered by UNSMS policies, but similar security requirements as in the UNSMS policies will be required from the respective companies. This will be ensured through integrating the requirements in the procurement and bidding processes and later through monitoring and supervision of the implementation of contractors' security measures. All UN staff in South Sudan must register with the UNMISS Emergency Notification System and receive alerts and security updates.

UNOPS Team Leaders are responsible for security management of projects in their field locations. They liaise closely with the UNDSS FSCO. The Team Leaders receives basic security training and are equipped with VHF radios, cellular phones and laptops with internet access for direct communication with the closest UNDSS security office and with the FSA. The UNOPS FSA is based in Juba. He is the coordinator and Security Focal Point for all UNOPS personnel and will advise the UNOPS Country Director and Representative (CD) on any matters concerning the safety of UNOPS staff. A Security Associate (s) may be recruited to support the FSA during the implementation of the SNSOP.

The FSCOs are UNDSS security officers tasked with managing and overseeing the UN security efforts of a particular geographical area. All UN FSA and FSCOs are highly trained and have significant experience in the development of SRMs and detailed Security Plans that include all types of workers and spell out the particular local facilities.

UNOPS, as part of the UNSMS, requires Security Risk Assessments (SRAs) to be conducted for all areas in which it operates. SRM is a UNSMS tool to identify, analyse and manage security risks to UN personnel, assets and operations. The process is guided by the UNSMS policy, providing guidance to personnel on the ground. The UNSMS is risk-based and not threat-based. Decisions are taken on the basis of risks.[13] The UNOPS South Sudan Country Office is intimately involved in the process of developing the SRM, with both security and programs/project managers inputting as required. The SRM results in clear security requirements for respective areas, which have to be implemented and adhered to.

3.1 Security Risk Assessments (SRAs)

Responsibilities

MAFS and MGCSW ensures that UNOPS as the project implementing agent undertakes, through UNDSS, comprehensive security risk assessments in all the project target locations. The UNOPS FSA contributes to the UNCT Security cell for validation of the SRM/ASP before final approval by the SMT (DO and Heads of Agencies). This is done in a manner that does not duplicate tasks between UNOPS and UNDSS at local and national levels. Thereafter, location-specific risk assessments are delivered whenever required. The detailed assessments capture issues that can lead to decisions such as on temporary pull-back of staff from certain facilities and communities. Based on the findings from the Security Risk Assessment (SRA) reports, the main security threats and crimes across the the country include but not limited to intercommunal fighting over grazing areas and water points for the cattle, revenge attack due to weak judiciary system to settled cases on time, cattle raiding, Dowry, Economic crisis, road ambushes, attacks by unknown gun men along the highways and early and forced marriages among others. Although the new counties for the additional financing are yet to be selected, it's likely that similar security concerns outlined above will be identified in the counties. In addition, general assessments in different regions of South Sudan are conducted and revised and updated on an annual basis. These general regional updated

[13] 'Risk-based' thinking is considering historical facts to predict the future. 'Threat-based' thinking considers that just because something has not happened in the past, it still may take place in the future.

assessments are shared by UNDSS with UNOPS. Travel Advisories for South Sudan are also provided on the UNDSS website. Area-specific assessments are conducted based on three approaches:

a. UN Field Security Advisor (FSA). The FSA will visit respective programme sites with the regional UNDSS FSCO and conduct a joint security assessment.

b. United Nations Department for Safety and Security (UNDSS) – UNDSS conducts security assessments in the targeted area, including a focus on the security and safety of accommodation and location. These are usually based on a request by the UNOPS FSA or the Project Manager. Based on the findings of the security assessments, UNDSS prepares a report that includes SRM recommendations. This report will be shared with MAFS and the World Bank Task team for review and No-Objection, respectively. The implementation of SRM recommendations is obligatory, and compliance needs to be ensured prior to deployment of personnel to field locations. Following the implementation of SRM recommendations, an Area Security Management Team (ASMT) – comprising all UNSMS entities in the respective area - will meet to approve the camp and operational activities in the area.

c. Local Administration - UNOPS will work closely in liaison with the local administration in the respective project areas. Through community liaison officers, information on security threats and dynamics will be collected from the local administration, individual community members and local NGOs. The UNOPS team will gather important security-related information, which then, in turn, will inform the SRM and its mitigation actions.

In addition to the formal assessments, SNSOP project teams will conduct a localised security assessment. That will allow local teams to sound the alarm whenever necessary and sometimes before formal security assessments are implemented. Security risk responsibilities will be decentralised to the teams in the counties. Staff in the field will be trained to this regard and will work closely with the local UNDSS offices.

3.2 Security Classifications

The SRA is the identification of threats that could, if they occur, disrupt the operations of UNOPS. Threats are identified in the assessment as set out in the UN Security Risk Assessment and are categorized according to the likelihood and impact ratings. It is the combination of the likelihood and impact that determines the risk level of each threat.
Likelihood in this case is defined as a rating of the assessed potential for a harmful event to affect the organization while Impact refers to a rating of the assessed potential harm that an event would have (if it were to occur) on the organization. In the SRA process, likelihood and impact are assessed on a 1-5 scale and combined in a risk matrix below.

Risk Matrix		**Impact**				
		Negligible	**Minor**	**Moderate**	**Severe**	**Critical**
LIKELIHOOD	**Very Likely**	**Low**	**Medium**	**High**	**Very High**	**Unacceptable**

	Likely	**Low**	**Medium**	**High**	**High**	**Very High**
	Moderately Likely	**Low**	**Low**	**Medium**	**High**	**High**
	Unlikely	**Low**	**Low**	**Low**	**Medium**	**Medium**
	Very Unlikely	**Low**	**Low**	**Low**	**Low**	**Low**

Figure 3. Risk-rating matrix

The below are the main threats and risk levels as identified by the UN Security Management System in South Sudan.

General Threat Assessment

Category	**Threat Rating**
Armed Conflict	High
Terrorism	Low
Crime	Very High
Civil Unrest	High
Hazards	Moderate/medium

Definition of risks.

1. **Low risk**: it is one that has no or little impact on the project activities and may not require mitigation measures. For example, training of staff
2. **Medium risk**. These are risks whose impact is moderate and can be managed through mitigation measures. The medium risk needs mitigation measures to be put in place. For example, Access denied, tension, armed clashes.
3. **High risk**; These are risks whose impact is moderate on the project activities, which may cause operational delays and financial lost. Examples include civil unrest, disease outbreak. High risk can cause failure of project activities if not identified and mitigated.
4. **Very High risk**: These are risks whose likelihood is high and have severe/serious damage on the project activities. These risks need to be avoided since the have severe impact on project activities.
5. **Unacceptable risk**: These are risks whose impact is critical on the project activities and can not be tolerated. These risks could change the project goals/ fatality leading to project closure.

Impact rating.

1. **Negligible impact**: it is impact that is not worth considering and has little impact or consequences.

2. **Minor impact**: these are impacts that whose severity is to a mild extent, for example, minor injuries and sickness.
3. **Moderate impact**: An impact whose severity is substantial but cannot stop the project activities and can be mitigated to avoid the reoccurrence. For example, elite capture, property damaged that require cost for replacement, major injuries/accidents, delay in project activities.
4. **Severe impact**: An impact whose severity is significant and can result into irreversible consequences on the project activities. Examples include, Displacement of beneficiary-community, loss of major assets, permanent disability.
5. **Critical impact**: An impact whose severity is significant and unacceptable. Examples include fatality, project suspension, diversion of project funds.

The general UNDSS security assessments lead to a classification of the different States of South Sudan at a given time. The ratings can change due to newly received information or updated security assessments. This Security Plan will follow the current classification of UNDSS to guide the implementation of the SNSOP, while UNOPS security risk assessments and other security-related insights will also be fed to UNDSS in order to continuously ensure that the risk classification is up to date.

UNDSS provides Alert Levels. Security Alert Levels allow for a more rapid response to sudden onset of risk or early warning of potential increase in risk. The risk can be localized to a specific location, incident, and compound or to broader areas. The Alert State Levels can be applied for any length of time as long as the risk prevails. All staff should be aware of the procedures to follow during various alert levels as defined in the Alert State SOP. Refer to figure 4 below for the description of Alert Levels.

ALERT STATE **GREEN** Precautionary	ALERT STATE **GREY** Restriction of Movement	ALERT STATE **WHITE** Stabilization	ALERT STATE **YELLOW** Concentration	ALERT STATE **RED** Relocation/Evacuation
ASC	ASC	ASC	ASC consult DO	DO
• **Normal day-to-day** Alert State levels. UN operations on going and standard security measures are in effect, as per SRM/advisories.	• All UN travel is restricted, except for travel movements explicitly authorized by the HoA/Sections on a case-by-case basis linked to PC 1-2 activities. This includes cross-cutting support services to PC1 & 2 activities and air movement. • Increased physical security measures.	• All UN personnel move to and/or remain at nearest safe location, accounted for and remain there. • Only DO and/or ASC may authorize travel involving PC1 activities and cross-cutting support services to PC1 activities along with emergency responses • Increased physical security measures.	• Move all personnel identified (PC levels) for relocation/evacuation to the dedicated concentration points.	• Implementation of relocation or evacuation plan, as applicable. • Commence relocation or evacuation of personnel, as applicable. • Emergency relocation or evacuation movements only.

Figure 4: Alert levels

4. PROJECT SECURITY INSTITUTIONAL ARRANGEMENTS AND DECISION-MAKING PROCESSES

4.1 Introduction

The Government of the Republic of South Sudan (GRSS) bears overall responsibility for security risks and risk mitigation of all activities under the SNSOP. The project is being implemented by the MAFS and MGCSW which are responsible for overall implementation and fiduciary and safeguards compliance for the project through the established PCU, with the MGCSW supporting the implementation of activities on institutional capacity building and systems strengthening under Component 3.

The overall implementation of the project will be coordinated with and guided by the existing structures established under SNSDP and SSSNP. At the national level, the current National Advisory Committee (NAC), composed of Undersecretaries from the relevant ministries for safety net and chaired by MAFS and co-chaired by the Ministry of Finance and Planning (MoFP) and MGCSW, will continue to provide policy and strategic guidance and coordination.

The National Advisory Committee (NAC) and National Technical Committee (NTC) will facilitate critical local engagements, including State and County authorities. At the local level, the local institutional and community governance and coordination structures established under the SNSDP and strengthened under the SSSNP will continue to support daily implementation, coordination and provide operational support to the project.

MAFS and MGCSW will engage UNOPS for the implementation of sub-components 1.1 and 1.2, two NGOs to implement component 2 and complementary social measures mandated to implement the SMP and will be responsible for security risks and mitigation activities under their respective mandates. The already-established PCU structure within MAFS will oversee the overall performance and activities of UNOPS and the two NGOs which will be recruited including the management of safeguard (environmental, social and security) issues. UNOPS will implement this SMP in collaboration with UNDSS which will coordinate with the relevant government security wings at national, state and county levels. Therefore, the UNOPS Country Manager for South Sudan Country Office shall bear responsibility for security risks and risk mitigation for SNSOP activities under UNOPS' mandate. The Country Manager Takes final decisions on security-related issues in relation to UNOPS projects, while UNDSS acts in an advisory capacity. If the Country Manager is out of reach, the FSA will take security-related decisions in consultation with the Head of Programs/ Project Manager.

UNOPS has established a Project implementation Unit (PIU) embedded in the Country Office in South Sudan and headed by a Senior Project Manager (PM). The PM will regularly discuss security assessments, arrangements and risk mitigation measures with the CD and with the FSA. Based on advice from the FSA and UNDSS UNOPS will make recommendations to MAFS and to the World Bank Task team regarding decisions on project-related matters. Such decisions can include whether to suspend project activities in certain areas; whether to commence project activities in high-risk areas; how to respond to arising security risks (e.g., decisions on evacuation from project areas); as well as extending of risk mitigation measures to contractors, sub-contractors and project-affected parties. Project activities in areas that change from Green to Grey alert status should also be the subject of further analysis, as authorization from CD is required for all travel/project implementation in areas under Grey alert status.

Project activities will not be implemented in areas that have received the classification 'white', 'yellow' or 'red'. UNOPS, after consultation with the MAFS and the World Bank, will suspend ongoing project activities immediately upon a change of security risk rating to 'white', 'yellow', or 'red'. Project areas with a risk rating of 'high' will be subject to more frequent security risk assessments by the UNOPS FSA, in close coordination with UNDSS. These assessments will be conducted whenever required or whenever updates are requested. The CD will decide on project implementation in 'high' risk areas on a case-by-case basis in consultation with the PCU.

An evacuation plan is in place at all UNDSS field sites and is included in the ASP. The evacuation plans are drafted at the State level with final approval by the SMT at the national level. The ASPs currently in effect in South Sudan will be annexed to this Plan for reference once available.

The project design has resulted in a pre-selection of counties for implementation. Immediately prior to the commencement of project activities, security risk assessments will be conducted in all applicable areas. Based on these updated assessments, some decisions on beneficiary counties may be overturned, and a revised county list will be provided to MAFS and the World Bank for approval.

The CD will be in close contact with the PCU, who will keep the World Bank Country Director and the Task Team Leader (TTL) informed on any changes in security assessments, security status, decisions on the selection of project activity areas, as well as the suspension of activities due to security risks.

4.2 Minimum Conditions for Project Implementation

Minimum conditions will apply for implementation of project activities in specific counties, *Payams* and *Bomas*. These criteria include that full access to all areas in a county is possible for project staff; that agreements have been entered with local government representatives in view of guarantees of safety of staff and project-affected parties; and that communities selected for the implementation of activities are sensitised on the project and its inherent benefits for them, to encourage a safer environment for all project partners.

In case decisions are taken to exit a project area due to security risks (see above decision-making process), appropriate communication towards the communities will be provided where possible to ensure that communities understand why project activities have been suspended. Clear communication protocols - usually covered in ASPs - will be prepared and established during the project inception phase. Such communication will be conducted through locally applicable means, including through radio as well as engagement with local authorities, prior to exiting the area. As an additional measure under the SNSOP, the triggers (indicators) shown in table 1 below shall be used to determine when to temporarily or permanently suspend project activities, evacuate personnel as well when to resume activities. As stated in 4.1 above, the final decision will be made in consultation with MAFS and the World Bank.

4.3 Protection Measures for Workers, Contractors, and Project-Affected Parties

4.3.1 Saving Lives Together

'Saving Lives Together' (SLT) is a voluntary initiative that responds to the fact that UN entities, international NGOs and International Organizations face similar security challenges in a given environment. The initiative provides a framework to improve collaboration on common security concerns

and enhance the safety of everyone involved in humanitarian and development assistance. The initiative includes UN entities, international NGOs and International Organizations. It does not include local NGOs or private entities.

All partners in the SLT are committed to establish security coordination arrangements; share relevant security information; cooperate on security training; cooperate on operational and logistical arrangements; identify resource requirements for enhancing security coordination; consult on common ground rules for humanitarian action.

SLT partner organizations remain fully accountable for the safety and security of their personnel in accordance with their 'duty of care' obligations as employing organizations. Organizations that wish to cooperate under the SLT framework are required to maintain internal security risk management procedures, contingency planning and adequate arrangements to respond to emergencies.

It is expected that not all contractors and subcontractors of the SNSOP have or can join the SLT. While the third-party monitor (TPM) may likely be an international NGO and/or research company, other activities under the project sub-components will be handled by local NGOs and companies. In that case, UNOPS will ensure that such contractors are aligned with the SLT rules, through the procurement and bidding processes and later through monitoring and supervision of the implementation of contractors' security measures.

Table 1: Trigger Table

UN State Alert Level	Alert State GREEN	Alert State GREY	Alert State WHITE	Alert State YELLOW	Alert State RED
UN Descriptor	**Precautionary**	**Restriction of Movement**	**Stabilisation**	**Concentration**	**Relocation/ Evacuation**
Potential Triggers	- Agreement by community/ all stakeholders; - Agreement between Project Manager MAFS PCU Director and WB TTL; - Clearance by UNDSS	-Community unrest/conflict; -Unrest/conflict in neighbouring bomas impacting on project activities -UN/NGO suspension of activities; -Limitation of access to target locations due to insecurity; -Major incident affecting project personnel, e.g. road traffic accident, fire or disease outbreak.	- All Grey Status Triggers, and additionally: - Community unrest/conflict (and/or in neighbouring boma) *with threats of violence*; - Specific threats against SNSOP team members; -Armed robbery at SNSOP office/ activity location; -Serious injury/illness of project personnel.	-All White Status Triggers, and additionally: -Armed conflict nearby impacting project activities.	-All Yellow Status Triggers, and additionally: - Serious assault/fatality of team member; -Collapse of R-ARCSS leading to widespread violence; -Withdrawal of UN Support from project (or nearby) location; -Withdrawal/lack of Govt support to ensure security.
UN Response	-Normal day-to-day business; - UN operations ongoing and standard security measures are in	-All UN travel is restricted, except for travel movements explicitly authorised by the HoA/Sections on a case-by-case basis linked to PC1-2	-All UN personnel move to and/or remain at nearest safe location, accounted for and remain there; -Only DO and/or ASC may authorise travel	-Move all personnel identified (PC levels) for relocation/evacuation to the dedicated concentration points.	-Implementation of relocation or evacuation plan, as applicable; -Commence relocation or evacuation of

	effect, per SRM/advisories	activities and air movement. -Increased physical security measures.	involving PC1 activities and crosscutting support services to PC1 activities along with emergency response.		personnel, as applicable; -Emergency relocation or evacuation movements only.
SNSOP Response	-Location TLs to monitor the security situation in liaison with the HSSE officers on the ground, the HSSE Specialist and UNOPS Security advisor.	-Temporary suspension of activities; -Regular check in of local staff; -County level TL to notify HSSE specialist, Field Sec. Advisor and Sr. PM who will in turn notify MAFS PCU Director and WBG TTL w/in 24 hours; -TL in liaison with the PMU assess potential for de-escalation. -Update MAFS and WBG on proposed options for de-escalation for agreement -Implement agreed de-escalation actions	-Team members to move to safe location; -TL to account for team members regularly. -TL to notify HSSE specialist, Field Sec. Advisor and Sr. PM who will in turn notify MAFS PCU Director and WBG TTL w/in 24 hours. -TL in liaison with the PIU assess potential for de-escalation. -Update WBG on proposed options for de-escalation for agreement -Implement agreed de-escalation actions	-Team members to move to concentration points and prepare to relocate to safe location; -TL to account for team members regularly; -TL to notify HSSE specialist, Field Sec. Advisor and Sr. PM who will in turn notify MAFS PCU Director and WBG TTL w/in 24 hours. -TL in liaison with the PIU assess potential for de-escalation. -Update MAFS and WBG on proposed options for de-escalation for agreement -Implement agreed de-escalation actions	-Team members to relocate/evacuate per UNDSS instructions; -TL to account for team members; -TL to notify HSSE specialist, Field Sec. Advisor and Sr PM who will in turn notify MAFS PCU Director WBG TTL w/in 24 hours; -MAFS to review viability of continuing with project activities in a particular location/country -MAFS to advise and agree with WBG on proposed way forward (pause/continue/ otherwise)

4.3.2 Duty of Care

World Bank Policies require that the borrower must ensure a safe working environment for all workers (ie. direct, contracted, community workers and primary supply workers) under a project. The GRSS will have full duty of care of direct workers employed under the project. MAFS will develop and implement project-specific Labour Management Procedures (LMP) that will set out ways in which project workers will be managed, in accordance with the national laws and the World Bank Environmental and Social Standard on Labour and Working Conditions (ESS2). Workers will be provided with all the information pertaining to their conditions of service including working hours, wages, overtime, compensation and benefits. The project will ensure protection of workers against discrimination, occupational and work-related injuries or illnesses as well as prevention of child labour. In addition, a grievance redress mechanism will be established through which workers can channel work related complaints and concerns.

UNOPS will have full duty of care of all UNOPS personnel on the project. As mentioned above, this will be the large majority of project workers.

In regard to workers of contracted entities (i.e., Payment Service Providers and TPM), SLT principles will be included in the procurement and bidding process to ensure that either contractors become members of the SLT and adhere to its principles, or that they have in place security measures for their staff and assets complying with the SLT measures. This means that close coordination and exchange of security-related information will take place between all project implementers. While the 'duty of care' will be the responsibility of each contractor, the selection process of contractors will ensure that all contracted organizations comply with the standards of the SLT, including in regard to internal security risk management procedures in place, contingency planning and emergency response arrangements[14]. These will be legally binding clauses in the respective contracts, and the implementation will be subject to monitoring and supervision by the MAFS PCU and UNOPS PIU.

With a view to the risks to community members, for example, MAFS and UNOPS will consider the suspension of project activities where appropriate. If project activities expose project-affected parties to higher risks, the UNOPS Project Manager and/or CD in consultation with the MAFS PCU Director and the World Bank TTL, will decide on the suspension of activities. Other security measures and procedures, for example hostage incident management, can be extended to project-affected parties.

UNOPS will further include the protection of contractors' assets and equipment, which for example may remain behind in a volatile high-risk scenario and may be lost. This may include, for example, biometric gadgets. Since the contractor has entered the area because of project activities, UNOPS cannot abandon the contractor and its equipment. Measures will be put in place as part of the procurement and bidding requirements, to ensure that contractors obtain insurance for their assets. This will be legally required in the respective contracts.

4.3.3 Protection Measures for UNOPS-Contracted Workers

[14] The detail is presented under Crisis and Emergency Management Plan for All Workers section below

Depending on the SRM recommendations, a variety of risk mitigation measures will be undertaken to protect direct workers under the project. These typically include the following:

Pre- deployment training – SSAFE and BSAFE

Upon recruitment of UNOPS SNSOP personnel, the staff will be inducted and shall take the various mandatory courses, including security courses. Some of the key courses that ensure that personnel are ready for deployment in high-risk duty stations are the 'Safe and Secure Approaches in Field Environments' (SSAFE) and BSAFE trainings. Both these two trainings are mandatory for all UN staff, regardless of grade, nationality or position. SSAFE is a three-day course that includes physical presence, whereas BSAFE is an online course. These trainings prepare the personnel to be able to respond or react to some of the security situations that they may encounter during their course of deployment.

Both courses are mandatory for all UN personnel in South Sudan. An electronic BSAFE course is the only mandatory training at time of writing this Plan. UN personnel are not allowed to travel to field locations without completing BSAFE and SSAFE training, which are a requirement for TRIP Clearance (an online clearance system for travel into insecure environments). This policy will apply for all UNOPS personnel/ consultants.

Insurance – Malicious Acts Insurance Policy (MAIP) and personal coverage

MAIP coverage is provided to all UN personnel - regardless of their contract type and their nationality - for when a staff member is injured while on duty or performing a work-related task, he or she is covered under the MAIP. When off duty and at home/leave etc. he or she is not covered. Staff are never considered to be 'off-duty' while in-country.

Communication Equipment - VHF/HF, Satellite and GSM Phones, Dish/WiFi Internet

Before deployment, staff are provided with necessary communication equipment and are trained on how to use them for communication, including for emergency situations. UNOPS provides VHF Radio equipment, Thurayas, as well as Dish/ WiFi internet. These gadgets ensure that personnel have the means to communicate with the base station, receive security updates and are informed about escalating security situations. As per standard security protocol, all staff can receive a VHF radio, and all missions should have a satellite phone. It is a prerequisite that missions must have VHF contact with UN radio rooms for areas they travel to. This is all standard security protocol. However, UNOPS will determine in communication with the team leaders what kind of equipment to provide staff with. In some instances, for example, the possession of VHF equipment has led to increased security risks. Appropriate communication instruments will be jointly identified to avoid staff being put in danger.

Residential Security Measures

Through the SRM, UNOPS provides SRM-compliant offices and accommodation that befits the local context. UNOPS will ensure no deployment of SNSOP international direct workers prior to full compliance with residential security standards. Direct workers that are South Sudanese but not from the area of operation will be advised to reside in UNDSS compliant private accommodation to minimize the risk of being attacked on the basis of ethnicity.

At some camps (places where personnel works/offices and where equipment is stored), accommodation is also provided for UNOPS national staff working in the area, if the staff is originally from other areas. However, no international staff is allowed to stay in the camps, as Internationals are not allowed to stay in any field locations besides UN Compounds or UNDSS approved hotels/accommodation. UNOPS deploys trained security guards at these camp sites. In most cases, project staff cooperates closely with local communities such that security is provided efficiently by local communities in addition to the guards. The guards are not armed but do have codes of conduct and adequate communication facilities. They are deployed through a company that has been vetted and recruited by the UNMISS/UNDSS South Sudan. The company will be encouraged to join the International Code of Conduct Association (ICoCA) and follow the ICoCA code[15]. Local personnel, originating and living in the town of deployment do not receive accommodation nor are security assessments done of their accommodations. Furthermore, there are protocols on minimum conditions that include available contact numbers for emergencies, local security support, regular drills for staff, etc.

In view of the locations for implementation of the SNSOP, it is important to note that UNOPS will establish SRM-compliant offices and accommodations for the secure residential arrangements of South Sudanese staff not from the areas of operation, where required. International staff visiting SNSOP areas can be hosted in UNDSS approved hotels/accommodation. In addition, UNDSS has offices in these areas where international staff can be accommodated.

In cases where there is no UNDSS presence in the county, UNOPS will: a) aim to mostly rely on the selection of locally recruited personnel, as it is usually very familiar with local risks; and b) set up a camp, which is cleared by UNDSS, and which can accommodate international and national staff. The location will be covered by the nearest UNDSS Office and will be cleared by UNDSS and in compliance with UNDSS standards. However, UNDSS would not have to have a direct presence in these locations for UNOPS to accommodate national and international staff. Further, in the high-risk former opposition areas, UNOPS will follow the same DSS regulations when international staff visits or is deployed.

TRIP

TRIP is a system of UNDSS travel security clearance. Any UN staff that needs to travel must submit a TRIP or Travel Clearance Request – via their official UN email address - prior to travelling from anywhere in the world. In case of non-compliance, the MAIP will not pay. Furthermore, without the TRIP approval, no flight tickets will be issued with the United Nations Humanitarian Air Services (UNHAS). This policy will apply to all SNSOP UNOPS workers/ consultants. For MAFS staff, the TRIP clearance will be accompanied with a letter of introduction/approval from the MAFS Undersecretary authorising their official travel to the field location.

If personnel are deployed to a certain area, and have to travel to another community, it is not necessarily considered a trip. It depends on the location. For example, travelling from Juba to Bor requires a trip clearance, while in Bor the personnel will have to receive daily clearance from the local DSS field office in regard to travelling to a specific area or location. However, as the trip to Bor was cleared, insurance covers all movement within the area.

Security Clearances / SRM Compliant travel

[15] https://icoca.ch/the-code/

Security Clearances are provided by UNDSS and must be in place before commencing travel - whether on land, air or water. These daily clearances are provided by the local UNDSS field office, and they are different from TRIP. Security clearance under TRIP counts for a whole area and the person can travel within that area but will still receive local daily clearances. MAFS staff will also be required to obtain written approval from the MAFS and security clearance from UNDSS to enable them to travel on UNHAS flights and UN vehicles in the field locations. All UNOPS vehicles are fitted with communication equipment VHF as well as PPE. A minimum of two SRM compliant vehicles are used for land travel with frequent communication with the base stations. UNOPS drivers are trained on safe and defensive driving.

UN Force Protection and Armed Escort

UNOPS has access to UN-provided armed escorts. However, in order to avoid militarising development activities, deterioration of a security situation to the extent of requiring force protection to operate safely, will be considered as one of the thresholds for suspending activities in an area until the situation is assessed to have stabilised to allow for normal operation. At this stage, force protection will only be used to provide passage through high risk to operational areas with low security risk.

4.3.4 Protection Measures for Other Contracted Workers

For Implementing Partners and contractors who are not covered under UNSMS, the PMU will ensure that all risk mitigation measures – training, insurances, residential measures and security communication equipment – will be integrated as part of the requirements in the procurement/bidding process. These will be included in the procurement and bidding process and will be subject to monitoring and supervision during project implementation. Within the bidding documents, contractors will also be required to hold subcontractors to the same standards.

As part of the contracting process, UNOPS will organise an assessment of the security capacity (for example capacity to ensure security at payment sites by payment providers) of the contractor. If the contractor lacks security measures to a limited degree, UNOPS will organise capacity building training. If the contractor falls significantly short of security requirements, the contracting process will not be finalised.

The PMU will further focus on the key steps with non-UN contractors:

a) The tender processes for the award of contracts to suppliers and contractors provides advance information on the minimum compliance requirements from contractors including the requirements on duty of care and preventative security measures. Minimum compliance requirements will be developed in the project initiation phase.
b) Upon award of contracts, UNOPS meets with the winning bidder in a pre-commencement meeting to re-state the requirements that the suppliers must meet to verify that all security, HSSSE, PSEA arrangements will be in place before commencing the delivery of services.

The following risk mitigation measures will be required from contracting companies as part of the procurement process, and will be legally binding in the respective contracts:

Pre-deployment Safety Training: UNOPS requires that all contractors enrol and complete training courses related to security and security procedures to ensure that the personnel become aware of the risks in their operational contexts and of ways in which these can be mitigated, as well as the expected behaviour in the performance of the contracted service.

Insurance – Malicious Acts Insurance Policy (MAIP) and personal coverage: contractors will need to budget for and provide insurance to all personnel. Contractors are required in the contract to provide ALL RISK Insurance Policy that sufficiently covers their personnel, equipment and assets, materials, and works from any form of damage or loss, including security incidents. Where this insurance is not available, UNOPS will assist in connecting companies to relevant insurance companies.

Communication Equipment - VHF/HF, Satellite and GSM Phones, Dish/WiFi Internet: Contractor needs to provide and budget for communication equipment that is compliant with the UN standards for contracted workers.

Residential Security Measures: In deep field locations and for smaller contractors and suppliers who may not have resources to deploy sufficient security arrangements, equipment etc. for their personnel, UNOPS provides a waiver and allows them to co-locate within UN Agency camps as well as to travel in UNOPS-provided transport. South Sudan is currently governed by a Revitalized–Transitional Government of National Unity. Some opposition groups conduct guerrilla-type war actions but do not hold specific territory. Therefore, the main direct threat for this project will be of a criminal nature by state and non-state armed actors. At the time of writing this document, classic armed conflict which started in 2013 is at a record low, though implementation of the peace process is regularly challenged. Inter-communal violence remains a large-scale security challenge in most States of South Sudan, however an indirect threat to UN staff and activities.

4.3.5 Measures for Community Workers and other Affected Parties

The SNSOP will focus on strong community mobilization/sensitization and local community buy-in into the project. In accordance with the World Bank's Environmental and Social Standard on Community Health and Safety, ESS4, the GRSS has the responsibility of ensuring that security risks and impacts on project-affected communities are avoided or minimized.

When requested by the World Bank or in the event violence occurs against any persons associated with the project due to their participation in the project, MAFS and UNOPS will halt activities in the relevant area. The project aims to build strong ownership and commitment by communities. This will act as a social deterrent for violence within communities and will be reinforced by chiefs and elders. This was a key lesson from previous project activities. Significant support will be provided to ensure community mobilization/sensitization, community buy-in, and community capacity building – as per the community engagement and capacity building plan - to standardize and make coherent mobilization and communication approaches across project locations and uphold them to an agreed standard.

There may be security risks for community workers and other project-affected parties that relate to their role in the project. For example, community workers could be subject to attacks because of their association with the project. Such dynamics will be included in the site-specific risk assessments. In order to protect community members from security risks related to the project, the GRSS may deploy security personnel to provide security services to specific locations. Where this occurs, the GRSS shall commit to ensuring that the principles of proportionality and GIIP and applicable laws are adhered to in relation to

the conduct, training, equipping and monitoring of such security personnel. Also, the GRSS will (i) make reasonable inquiries to verify that the direct contracted workers retained to provide security services under the Project are not implicated in past abuses; (ii) determine that they are properly trained in the use of force (and where applicable, firearms) and appropriate conduct towards workers and affected communities; and (iii) require them to act within the applicable laws and requirements set out in the Environmental and Social Commitment Plan (ESCP).

4.4 Security Arrangements for Project Sites and Activities

4.4.1 Project Sites

UNMISS procedures will apply as per UN SOPs regarding entry controls and restrictions to public works sites, camps or workers' residential sites, etc. as this ensures a more robust system for ensuring the safety of project workers and assets. All workers will be informed of the relevant procedures once the sites have been identified and security measures agreed upon in relation to the ASPs. Any breaches in security rules and regulations by project workers are to be reported to the PM and FSA, who will then inform the CD for further investigation and action.

4.4.2 Tools/ Equipment Distribution and Distribution Sites

Suppliers of tools and equipment will be selected on a competitive basis and are expected to take responsibility for the transportation and delivery of the tools/ equipment to the designated UNOPS field office. The suppliers are responsible for the safety of the items while in transit and are expected to have valid insurance cover in place during transportation and up to the agreed delivery destination. UNOPS will ensure that insurance coverage is in place during storage. Where implementation is through an IP, they assume full responsibility for the storage, handling and management of inputs provided by UNOPS and shall assume liability for any damage and losses after the inputs come under its physical control, custody or possession. They are therefore expected to have commensurate security management plans for this as will be stipulated in an addendum to their Letter of Agreement (LoA).

The exact modality for distribution will be decided based on the project location, needs and security risk assessment. Distribution will be done only in locations with relative peace to avoid escalating situations where there are already tensions or conflict.

4.4.3 Cash Distribution and Distribution Sites

The payment service provider (PSP) for direct cash transfer in sub-component 1.2 will be one selected on a competitive basis and is expected to be a private sector company and will be responsible for implementing the distribution of cash to the beneficiaries. In order to ensure security during distribution activities, the distribution sites will be located within the community/boma to avoid long distances travelled by recipients. Information on payment date, time, and location (once confirmed by the PSP) will be quietly communicated to the Group Leaders by the UNOPS field teams who will then communicate to the beneficiaries under their groups. Given that the Group Leaders are also project beneficiaries, this is deemed to be the safest communication method as the Group Leaders will have a stake in minimizing risks and ensuring that payments are distributed in a smooth and secure manner, to the extent possible. Security arrangements around payments will be included as part of the procurement process and contractual obligations of the selected PSP, which may require coordination by the PSP with the local governments on the use of local police and security officers on payment days. The presence of these security personnel can pose risks to, and have unintended impacts on, both project workers and local communities. For example, the way in which security personnel interact with communities and project workers may appear threatening to them or may lead to conflict. The Project will establish Codes of

Conduct for the workers, including security personnel to mitigate this risk by specifying what constitutes unacceptable behavior. A binding agreement (MoU) with security personnel will be documented, spelling out, among other matters, that use of force always be proportional to the nature of the incident. However, the PSP will be obligated by MAFS and/or UNOPS through its contractual obligation to formally document such agreements with the local government, and PSP will communicate to local governments that activities may be halted in a location if violence occurs against any person associated with the project due to their participation in the project. As such, arrangements will be discussed under which the police may cordon off the distribution site, but not engage with beneficiaries or interfere in the distribution activity itself.

The exact modality for distribution will be decided based on the project location, needs and security risk assessment. Distribution will be done only in locations with relative peace to avoid escalating situations where there are already tensions or conflict.

4.4.4. Identified Potential Risks and Mitigation Measures

The table II below shows a broad potential security risk factors across SNSOP target locations and the corresponding proposed mitigation measures

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
1.	Project Coordination	-Misunderstandings and/ or disagreements over selection of areas during geographical and administrative targeting could lead to delay or disruption of project activities; -Change in government leaders are likely to trigger insecurity Climate or weather changes may trigger project suspensions e.g. flooding -Politics (power struggles) among different stakeholders at the local level affects project activities -Ethnic tension relating to employment opportunities.	Likely	Severe	High	-Regular consultation and timely involvement of relevant stakeholders and government ministries in project implementation; -Develop and implement a local security plan for each county that includes the mapping of project staff, their potential security risks and means of protection; -State-level monitoring of political situation by government and UNOPS	USD 104,664	MAFS PCU MGCSW PCU UNOPS PIU Other Implementing Partners

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
						-Dissemination of early-warning messaging by the FSA to all parties involved in the project when there is imminent danger; -Suspension of project activities when there is potential for harm on beneficiaries, project personnel and damage to project equipment; -Employ transparent recruitment process through the RRC to ensure that local nationals and as practicable as possible recruit personnel from the field location; -Undertake comprehensive stakeholder and community engagement and sensitization; -Establishment and implementation of a functional GRM; -Liaison with state government, local government, county officials and other stakeholders in disseminating information about selection criteria;		

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
2.	Community Engagement and sensitization	-Tension over selection criteria -Conflicts over selection of beneficiaries, and inadequate identification of all groups -Exclusion of nomadic households -The vulnerable Communities failed to be reached due to insecurity. -Inter and intra communal conflicts and protests can cause threats to the targeted communities and other parties involved -Challenges associated to engagement of refugees and IDPS in Maban and Pariang Counties	Likely	Severe	High	-Involvement of the key community leaders during selection process -Continuous sensitization of communities on selection criteria -Involvement of government and other stakeholders (UNHCR, CRA) during project planning and implementation. -Suspension of project activities when there is potential for harm to beneficiaries, project personnel and damage to project equipment.	USD 65,000	Community Mobilisation Team Team Leader
3.	Beneficiary target/ Registration	-Intra communal conflicts that can cause displacement might increase vulnerability; -Flooding that can cause threats to the beneficiaries; -Possible Insecurity for the field staff -Attempts/pressure by community leaders for their relatives to be included as beneficiaries may lead to	Likely	Severe	High	-Timely involvement of all key stakeholders including beneficiary representatives and community leaders; -Using other methods of transport like canoes, motor boats to reach the affected beneficiaries; -Liaise with government, UN and local police in the area on security matters; -Suspension of project activities when there is potential for harm on beneficiaries, project	USD 108, 000	Community Mobilisation Team FSA/UNDSS Team leader

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
		harassment of registration teams				personnel and damage to project equipment; -Constitute a multi stakeholder targeting and registration teams (BRC, QCDC, UNOPS) to reduce incidences of conflict of interest from chiefs and other community leaders.		Community Mobilisation Team
4	LIPWs	Accidents, which may lead to injuries, death, conflicts and loss of property. Theft of tools	Moderately likely	Moderate	Medium	Community sensitization, provide first Aid and training on First Aid	USD 34,000	Community Mobilization Team and Team leader

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
5.	Payment of beneficiaries	-Delayed payment leading to complaints and conflict -Possibility of increased gender-based violence target on women by men -Risk of theft, robberies and attacks targeted on beneficiaries, the project staff or/and payment agents. -Hard to reach the beneficiaries due to floods and insecurity Potential risk to beneficiaries and local community from the security provider to the PSP (i.e. excessive use of force, human rights abuses, GBV, etc - per ESS4),	Moderately likely	Moderate	Medium	-The payment service provider should ensure that the necessary security measures are put in place ; -Payment of beneficiaries made on time and if there is any delay should be communicated early enough; -Conduct sensitization on gender-based violence and security issues; -Identifying community GBV focal person -Sensitising the community on financial management; -Finding other means of transport like the use of canoes and motor boats subject to approval by the World Bank; -Obtain security clearance from local police and UNDSS prior to undertaking payment and activities in the field -Suspension of project activities when there is potential for harm to beneficiaries, project personnel and damage to project equipment.	USD 00	Project manager Payment Service provider Community mobilisation team MAFS and UNOPS Safeguard unit Team Leader /FSA
6.	Grievance and Redress	-Anticipated increase on gender-based violence targeted on female beneficiaries	Moderately like	Moderate	Medium	-Community sensitization should include male community members.	USD 50,000	MAFS and UNOPS

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
		-High level of insecurity that might hinder the implementation of activities. -Displacement of beneficiaries due to floods and insecurities.				-Training of GBV focal person on early and confidential reporting of GBV cases -Create awareness on GBV protection and prevention. -People living with disabilities, elderly and women should be represented in the Appeal Committee and their issues highly considered.		Safeguard units
7	Storage of tools and chemicals	- Tools may be stolen in the stores -chemicals (e.g., pesticides), paints and fuel and oil products may leak and cause harm to workers and security guards				- Tools and chemicals should be properly stored - Train security personnel and community members on handling of tools and chemicals	USD 00	IPs, Community Mobilizers, Team Leaders
8	Procurement and distribution of LIPWs Tools	Administrative routines may increase delays in the procurement processes and affect project implementation leading to conflicts	Unlikely	Low	Low	-Exercise quality control on all aspects of the procurement process, including developing ToRs, technical specifications, bidding documents, proposals, request for quotations, evaluation, and award - Monitor, on a regular basis, the Procurement Plan implementation and set up a close follow-up in relations with beneficiaries and official bodies involved to ensure that	USD 9,272, 120	MAFS procurement unit Project manager

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
						appropriate actions are taken on time		
9	Compliance to COVID 19 SOPs	-Stigmatisation/ victimisation of the project staff by the community members assuming that they are the ones spreading Covid-19; -Community members resisting to observe the SOPs	Unlikely	Low	Low	-Continuous sensitization and awareness on the dangers and risks of Covid-19 and the importance of observing the SOPs -Coordination and collaboration with state public health authorities; -Provision of PPEs such as face masks to the project staff, beneficiaries and committee members.	USD 00	Community Mobilisation Specialist Team Leader MAFS/UNOPS Safeguards unit
10	Land acquisition and access to land for project activities	-Conflict over land trespass -Destruction of private property like crops during LIPWs;	Unlikely	Moderate	Medium	-Proper acquisition of land following voluntary land donation guidelines including consent of all land user households; -Consultations of beneficiaries and communities with landlords, land users, and chiefs for the allocation of land;	USD 00	Community Mobilisation team MAFS/UNOPS Safeguards unit

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
						-Signing of lands consent document following voluntary granting of land by all land users; -Communication in locally appropriate ways how land is acquired; Communicate and implement GRM		
11	Health and safety in the workplace	- Accidental injuries from use of tools, - Biological hazards from wild beasts e.g. snake bites - Mud flows, landslides may injure workers, - Risk of wildfires, floods	Unlikely	Low	Low	- Proper operation and maintenance of work tools - Proper use of PPEs - Avoid heavily weak soils in steep areas, - Early and monitoring Training and awareness sessions	USD 00	Community Mobilisers, Team Leaders MAFS/UNOPS Safeguards unit
12	GBV/ PSEA/SH	SEA - exploitation of a vulnerable position, - use of differential power for sexual purpose; - actual or threatened sexual physical intrusion; Workplace sexual harassment - unwanted sexual advances; - -requests for sexual favours, sexual physical contact; Human trafficking - sexual slavery coerced transactional sex,	Unlikely	Low	Low	- community awareness on SEA/SH - legal penalties for the perpetrator, referral pathway for the survivor - training on self-defence, reporting intrusion timely - reporting perpetrators for disciplinary measures - training on (abstinence, being faithful, condoms ABCs) - mainstreaming GBV in all project activities	USD 36,000	Community Mobilisers, Team Leaders MAFS/UNOPS Safeguards unit

Item	Task/ Activity	Potential Hazards/Risks	Likelihood	Impact	Risk Rating	Mitigation/ Control Measures	Cost estimate ($)	Responsibility
		- illegal transnational movement of people; Non-SEA: - Physical assault, psychological or physical abuse, denial of resources, - opportunities or services, IPV.				- provision of first kits (prophylaxis, psychological counselling / trauma management) - criminalise slavery and report to police, rescue victims where possible - establishment of a functional GRM system - wider dissemination of GBV/ PSEA/ SH information to increase awareness		

5. MONITORING AND COMPLIANCE INSPECTIONS

In order to ensure ongoing compliance with security requirements during implementation by UNOPS, and contractors and subcontractors, UNOPS deploys its officials from HQ level (Copenhagen) to inspect, audit and report compliance issues. The findings of such inspections are used to design mitigation measures, as well as support and train field personnel to meet requirements. In order to ensure continuous improvement on the management of security, HSSE issues are always sought.

The PMU will undertake routine supervisory visits to ascertain how the implementing partners are monitoring compliance of contracted workers since the PMU will only offer oversight role and not direct implementer to avoid the called elaboration on PMU safeguards capacity because the narrative text seems to suggest that the PMU safeguards will have direct role to implement monitoring and compliance of contracted workers which is the mandate for the Implementing partner rather.

"The PMU safeguards staff will supervise UNOPS in all areas of implementation on a regular basis (see ESMF). The PMU safeguards staff will further guidance on the bidding process for all contractors to ensure that contractors are fully compliant with all security risk mitigation measures and have budgeted accordingly. Furthermore, the PMU will provide technical guidance to the implementing partners to conduct security Assessments specific to the SNSOPAF and monitor their implementation" A template for Security Risk Assessment was developed and shared with UNOPS for operationalization. It include an assessment of key conflict issues and drivers of conflict which are unique to each SNSOP county. UNOPS will work closely with UNDSS security personnel to ensure that compliance to security and safety. It will also undertake field supervisory and monitoring missions to conduct spot checks on the implementation of the SMP by all partners (see ESMF), in collaboration with the PCU.
Furthermore, the TPM will act as a robustness check on the implementation of risk mitigation measures. They can provide additional opportunities for identifying and addressing issues in a rapid manner. This deliverable will be included in their TOR. Below is an indicative outline TOR for the third-party monitoring agent.
The SNSOP is a US$129 million four-years project which commenced in June 2022 with Project Development Objectives (PDO) to provide cash transfers and access to income generating opportunities and strengthen the National Safety Net Delivery System. The project has four components as follows; (i) Cash Transfer and Complementary Social Measures, (ii) Provision of Economic Opportunities, (iii) Strengthened Institutional Capacity and Social Protection System and (iv) Project Management, Monitoring, Evaluation, and Knowledge Generation. The third party monitoring agent (TPMA) is therefore expected to verify and assess the existence, functionality and effectiveness of the following project activities.

1. Confirm that beneficiaries were selected in line with the targeting and selection procedures outlined in the project Operations Manual (POM).
2. Verify that community mobilization and verification, including publication of beneficiary lists and feedbacks are taking place according to the POM.
3. Confirm that beneficiaries have been included in the payroll and that there are no duplications or ghost beneficiaries in the payroll and reconcile beneficiary lists from the PIU, Commercial Banks transferring money to the beneficiaries and IPs.
4. Verify the integrity of the payroll system, including beneficiary details and accuracy of the amounts payable to beneficiaries.

5. Verify the physical existence of the beneficiaries paid, including matching each ID numbers and attendance sheets to the physical identity and location of each beneficiary.
6. Verify evidence of participation in public works by the beneficiaries including by matching the attendance sheets with the physical identity of the beneficiaries.
7. Verify and confirm that payments to beneficiaries were based on participation in public works in line with the Project Appraisal Document and IP Contract Deliverables.
8. Verify evidence that the funds disbursed by the project were received by the intended beneficiaries and any uncollected funds were reported to and refunded to the project in a timely manner.
9. Confirm the accuracy of the reconciliation of the funds received from the World Bank against payments made by the project for eligible expenditures, and report any funds not properly accounted for or irregular payments.
10. Verify the procurement of public works tools by the IPs are according to approvals given by the MAFS/SPCU and in line with World Bank procurement guidelines.
11. Verity that public works activities are progressing and being completed as reported to the PIU and according to Contract Deliverables.
12. Verify and confirm physical outputs produced through the public works activities such as roads, drainages, tree planting etc.
13. Verify that Environmental and Social Management Framework (ESMF) screenings are taking place for all public works activities according to the Environmental and Social Management Plan (ESMP).
14. Verify that all mitigation measures are being implemented for all public works activities per ESMF and according to ESMP.
15. Verify that all ESMF reports are being documented and submitted to the PIU according to agreed standard.
16. Verify that all complaints and grievances are being received and recorded according to the Resettlement Policy Framework (RPF).
17. Verify that all complaints and grievances are being addressed according to the RPF, including upgrading it to the appeals structures where necessary.
18. Verify that all Grievance Redress Mechanisms (GRM) reports, detailing complaints and grievances received and the ways in which they were addressed.

Table 5:1 Security Risk Management and Monitoring Plan.

Item	Task/activity	Indicators	Frequency	Estimated Cost	Responsibility
1	Project Coordination	Number of consultations meeting conducted with the stakeholders	Quarterly	USD 104,664	MAFS, MGCSW and UNOPS.
2	Conflict Mapping	Prevalence of conflict and violence in the selected project counties	Biannually	USD 00	MAFS and UNOPS
3	Security Risk Assessments	Number of SRA reports. Number of security threat and crimes in project counties.	Biannually	USD 00	MAFS and UNOPS

4	Community Engagement and sensitization	Number of community meetings conducted.	Throughout the project period	USD 65,000	MAFS and UNOPS
5	Beneficiary target/ Registration	• Number of incidences of conflict of interest during the registration. • % of grievances received during the registration	Once	USD 50,000	MAFS and UNOPS
6	Public work activities	Number of first aid training conducted. Number of accidents registered	Throughout the public work period	USD 00	MAFS and UNOPS
7	Payment of beneficiaries	• Number of security threat during the payment. • % of petty crime during the payment of beneficiaries.	Through out the public work period	USD 00	SPCU, UNOPS and FSP
8	Land acquisition and access to land for project activities	• Percentage of grievances on land acquisition donation and tenure. • Percentage of person affected by the project related to land donation.	September 2024.	USD 00	UNOPS
9	Grievance Redress Mechanism (GRM)	Number of grievances received. % of resolve grievances.	Throughout the project period	USD 50,000	UNOPS

6. CRISIS AND EMERGENCY MANAGEMENT PLAN FOR ALL WORKERS

6.1 Major Security Incident

Emergency Response Plans are a part of UNSMS and included in all State SRM and ASP. These plans are administered and implemented by UNDSS and will be made available to the MAFS PCU Director and the WB Task Team. In a situation where security risks suddenly deteriorate massively and unexpectedly, making immediate evacuation (see below) from the conflict area impossible, workers will be directed to the nearest safe or concentration facility in their locality while negotiations are on-going, and interventions are readied. These concentration facilities may be co-located with other UN agencies or humanitarian agencies in the respective area.

Safe Haven/Concentration Points: These locations are within the UN Compounds, where there are security forces and temporary facilities for workers. From there workers can conduct their work if necessary and possible, until the situation has returned to normal, and they can return to their areas. This is based on the judgement and instruction of the CD. Efforts will be made to provide protection where appropriate for contractor companies. These will include close coordination to ensure that UN protection is afforded where possible and practical.

6.2 Medical Emergency (casualty and fatality)

The MAFS shall make provisions for PCU staff to enable them access emergency health care in case of a casualty. These provisions will be embedded either directly or indirectly in their service/ consultancy contracts. Where such provisions are made indirectly (included in consultancy fees), staff will be encouraged to make their own arrangements for insurance and medical cover. UNOPS shall provide insurance for all its personnel to access medical services nearest to them. Medical Evacuations (MEDVAC) for ill or injured UNOPS staff shall be effected to a location where suitable medical services are available to manage the injury/sickness and to ensure that lives are saved. All medical facilities in field locations are reviewed and surveyed by UN field hospitals. All UN workers – regardless of their contract type and nationality -- are eligible for MEDVAC, and contracted workers should be insured through their respective contractor (see above). In “lifesaving” cases, MEDVAC will assist UNOPS, with a cost recovery. If the medical emergency is not life threatening, or if not stipulated within contract, the worker can apply his or her own arrangements, or he or she can be evacuated on a cost recovery basis. Contracted workers will be subject to similar insurances by their contractors.

Evacuations are coordinated with UNDSS and the World Food Programme (WFP). A different approach will be taken for Sexual Exploitation and Abuse survivors (SEA), in which case the survivor will be evacuated to a place that offers referral services. These evacuations will be performed at project costs.

6.3 Relocation and Evacuation

Evacuation is defined as the official movement of any personnel or eligible dependent from their place of assignment to a location outside of their country of assignment (safe haven country, home country or third country) for the purpose of avoiding unacceptable risk.

Casualty evacuation (CASEVAC) or Security evacuation will apply to situations where the lives of direct workers or contracted workers are in danger as a result of armed conflict, or other forms of disaster. This is triggered by a “Life Threatening” situation like armed conflict and attacks. In the field at specific

locations, the FSA / FSCO and CD take the respective decisions for evacuations. If the threats are more extensive, the CD and the DO and SRSG take the decision to evacuate.

Depending on the context, staff and personnel will be initially evacuated to the nearest safe area and/or to UNSMS approved evacuation locations within or outside the country.

Locally recruited personnel will be evacuated to the locality of origin, as this would be the preferred option that unites them with their families. However, the personnel may not be sent directly to these locations but to the nearest approved safe location. National direct workers with family can decide not to be evacuated or to be evacuated to another location from where it is easier for him/her on his/her own means to be reunited with the family.

The DO, in consultation with the SMT, may recommend the relocation or evacuation of personnel and/or eligible family members when residual risks are deemed unacceptable. The final decision, however, lies with the CD. This recommendation is submitted through the UN Under-Secretary-General for Safety and Security to the UN Secretary-General. After assessing the situation, the Under-Secretary-General for Safety and Security makes a recommendation to the Secretary-General for approval of evacuation or relocation. Further, post evacuations depend on the threat and the decision of the CD and the SRSG. If there is a possibility of the threat and risk exceeding a period of, for example, 5-days, staff will be asked to return to their homes and work and stay in contact from there.

All contractors with a limited capacity to conduct security evacuation in the operational context are included in the UNOPS or respective UN evacuation plan. MAFS staff if operating from the location of the security emergency will also be included in the UN evacuation plan. There may be cost implications for evacuation to some of the locations, depending on the circumstances. Capacity assessments will be undertaken as part of the bidding process. UNOPS, as contributing members of the country SMT, rely on the services of UNDSS and WFP for evacuation of personnel on a cost recovery basis. Evacuation can also be conducted through support of UNHAS.

Relocation is defined as the official movement of any personnel or eligible dependent from their normal place of assignment or place of work to another location within their country of assignment for the purpose of avoiding unacceptable risk. Relocation is a risk avoidance measure that can be applied to all personnel and eligible family members.

Example for evacuation: If a particular town is under heavy threat or attack and it is decided to evacuate, the following actions in view of personnel are required:

- International staff will be evacuated on a priority and with cost implications.
- Local staff from other areas of South Sudan will be evacuated without cost implications
- Local staff from the town under attack may be evacuated depending on the specifics of the situation (e.g., is the staff in a life-threatening situation). Community mobilizers, for example, will be employed from local areas in consultations with formal structures. They are covered by UNOPS If there is need for evacuation. Depending on the case, UNOPS may tell them not to come to the office. Or, in cases of serious threat, UNOPS will consider evacuating them out of the area.
- Payment service provider staff contracted by UNOPS will be evacuated, depending on if they have used an UNHAS flight. If not, they can be evacuated with priority – and cost implications.

6.4 Road Traffic Accident

UNDSS policies describe concrete responses and measures to be taken, including that the persons involved shall remain at the accident scene until directed otherwise by local authorities, unless his/her personal safety, or the safety of the occupants, is manifestly endangered or local United Nations security protocols determine another course of action.

Injured staff will be treated at one of the UN field clinics and be evacuated if required. All UN facilities are free of charge for any medical treatment. But the moment staff is being evacuated to a hospital in another country, then they are liable for their own costs. If the road traffic accident was caused by UNOPS personnel, injured community members will be assisted and compensated.

Contracted workers will be contractually liable to follow similar procedures. They can be offered treatment at UN field clinics if previously agreed on and can be assisted with medical evacuation against cost recovery.

In cases where community workers or other project-affected parties are injured, UNOPS will assist a worker as far as possible, including on-site treatment, transport to the nearest clinic or hospital.

UNDSS and HQ including World Bank must be informed within 24hrs by submitting a Security Incident Report (SIR).

6.5 Arrest

In case of an arrest of a direct worker, the arrest must be reported to UNDSS and UNOPS HQ within 24hrs, following incident management procedures. Appropriate actions will be taken by UNDSS and FSA. The Designated Official (DO) or the CD shall immediately contact the Foreign Ministry or relevant government office and request all relevant information about the arrest or detention. If there are concerns for the safety and/or welfare of the individuals arrested or detained, the UN will try to arrange that representatives of the United Nations are accompanied, if feasible, by a medical physician and be given access to the individual arrested or detained. If necessary and applicable, the most senior security professional directly supporting the DO shall use contacts at his or her level to assist the DO in seeking the Government's cooperation in this regard.

There is proactive awareness raising for local officials to ensure that no arbitrary arrests will take place as well as on UN immunity regulations, implemented by UNDSS and the UN Political Office. On the other hand, however, UNOPS staff are encouraged to avoid any kind of criminal activities, and signals should be given that in such cases there is no UN immunity and while DSS will ensure the staff is treated properly, it may not stand in for the staff's release.

6.6 Hostage Incident Management

The UNSMS will manage the risk posed by hostage-taking, as well as hostage incidents themselves, in accordance with the "Guidelines on Hostage Incident Management" available for DOs, members of a SMT and Security Officials with the organizations of the UNSMS.

Coordinated planning and a unified response by the United Nations, host Governments and any other national representatives of the hostages is critical to prevent negotiations being compromised by differing interests and is crucial to securing the release of the hostage(s).

6.7. Incident Management and Reporting Process

The project will notify the World Bank of any incident or accident related to the Project which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers, including, inter alia, cases of sexual exploitation and abuse (SEA), sexual harassment (SH), and accidents that result in death, serious or multiple injury within 24 hours. The project provides sufficient detail regarding the scope, severity, and possible causes of the incident or accident, indicating immediate measures taken or that are planned to be taken to address it, and any information provided by any contractor and/or supervising firm, as appropriate.

Subsequently, at the World Bank's request, prepare a report on the incident or accident and propose any measures to address it and prevent its recurrence.

ANNEXES

Annex 1: SLT Framework

SAVING LIVES TOGETHER

"A Framework for improving Security Arrangements among International Non-Governmental Organisations/International Organisations and the United Nations"

OCTOBER 2015

Objectives and Principles

Saving Lives Together, or SLT, is a series of recommendations aimed at enhancing security collaboration between the United Nations, International Non-Governmental Organisations and International Organisations ("SLT partner organisations"). It recognizes the collectively experienced security threats and the importance of collaboration to ensure the safe delivery of humanitarian and development assistance.

The objective of SLT is to enhance the ability of partner organisations to make informed decisions and implement effective security arrangements to improve the safety and security of personnel and operations.

To this end, SLT partner organisations commit to:

- Establish security coordination arrangements and forums;
- Share relevant security information;
- Cooperate on security training;
- Cooperate on operational and logistics arrangements, where feasible;
- Identify resource requirements for enhancing security coordination between the UN, INGOs and IOs, and advocate for funding; and
- Consult on common ground rules for humanitarian action.

It is recognised that SLT partner organisations perceive risks and assess vulnerabilities differently, accept different levels of risks, and implement security arrangements which they consider suitable for their organisation and operational conditions.

In this context, SLT partner organisations accept that they remain fully accountable for the safety and security of their personnel in accordance with their 'duty of care' obligations as employing organisations. Accordingly, organisations that wish to cooperate under the SLT Framework are required to maintain internal security risk management procedures, contingency planning and adequate and reliable arrangements to respond to security emergencies.

Implementation of SLT in the field will be achieved through the establishment of collaboration mechanisms at two levels: Regular and Enhanced. The arrangements associated with the two levels are designed to differentiate between "low/medium" and "high/very high" risk areas and the related security and operational conditions.

The SLT arrangements in the field will be supported by UN, INGO and IO headquarters security managers and through the SLT Oversight Committee. A feedback mechanism will be maintained for the resolution of coordination issues which may arise in the field.

Although Saving Lives Together is a voluntary engagement by the SLT partner organisations, the success and effectiveness of the initiative is dependent on the commitment of all participating organisations to work collectively towards the mutual goal of improving the security of personnel, operations and assets. Accordingly, organisations that wish to become SLT partner organisations must commit to the adoption of the principles, objectives and arrangements comprised in this framework.

Headquarters Support for SLT

UNDSS and OCHA will work with the headquarters of SLT partner organisations to achieve the following:

- Timely sharing of security incident reports and alerts;
- Timely responses to queries on SLT related issues;
- Supporting the resolution of security coordination problems which may arise in the field;
- Supporting the coordination of security incident response measures in the field;
- Sharing of contact information between security managers of SLT partner organisations;
- Collecting, compiling and cross-checking information for regular security reports and coordinate mutual assistance in maintaining relevant security incident databases;
- Making training events available to security managers of SLT partner organisations, when feasible;
- Organising workshops and conferences to enhance mutual knowledge and understanding of UN, INGO, and IO security collaboration;
- Exploring further areas of security cooperation between the UN, INGOs and IOs; seeking innovation and efficiencies in areas of security management.

To support the effective implementation of this framework with the required leadership and guidance, and to ensure monitoring and reporting, an SLT Oversight Committee[1] has been established to:

- Provide strategic guidance for the implementation of the SLT Framework;
- Monitor the implementation of the SLT Framework;
- Review and approve INGO HQs' requests for admission to SLT partnership;
- Maintain a feedback mechanism for the resolution of coordination issues in the field;
- Identify and disseminate good practice to enhance security cooperation between the UNSMS, INGOs, and IOs;
- Report on the implementation of SLT to the IASC on an annual basis; UNDSS, on behalf of the SLT OC, will compile regular reports to reflect the status of SLT implementation globally, record new developments and initiatives, and publicise good practices;
- Monitor the application of the SLT Levels to ensure their coherence.

The SLT OC is co-chaired by UNDSS and a representative of an INGO SLT partner organization. UNDSS and OCHA will function as a Secretariat for the SLT OC.

SLT Partner Organisations

The SLT partnership comprises the following categories of organisations:

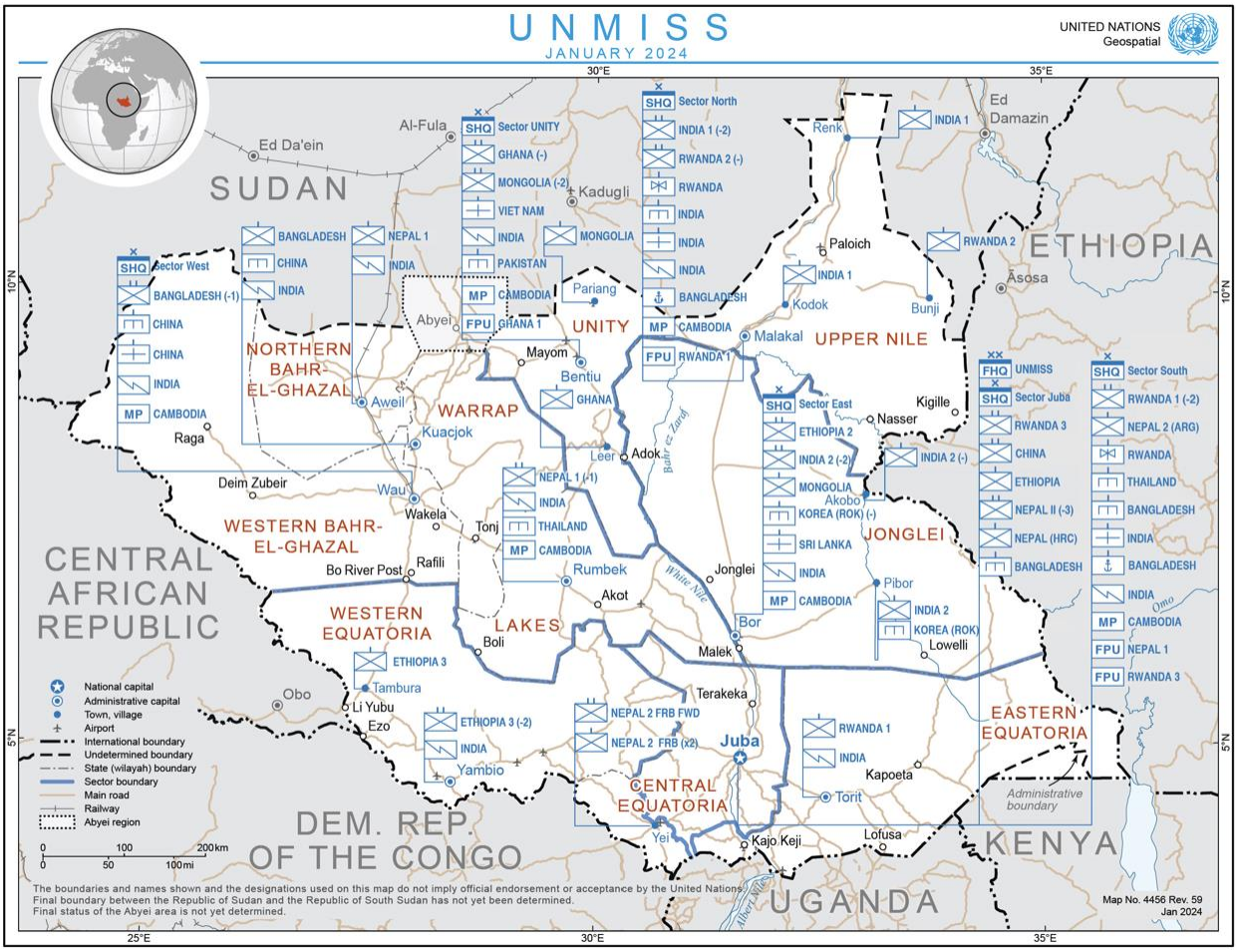
- United Nations Security Management System (UNSMS) Organisations;
- International Non-Governmental (INGOs)/ International Organisations (IOs) that are implementing or operational partners of United Nations Agencies, Funds and Programmes;

INGOs and IOs may request global SLT partnership status, which will be formalised through an exchange of letters of understanding (LOUs) between the headquarters of INGOs/IOs and UNDSS, upon review and agreement of the SLT OC.

SLT partnership is conditional to committing to implement the principles, objectives and arrangements comprised in this framework.

1 The SLT Oversight Committee is comprised of representatives of UNDSS, OCHA, WFP, UNDP, UNHCR, UNICEF, EISF, ICVA, InterAction, and SCHR. Other representatives of UN Agencies, Funds and Programmes, INGO consortia, forums and individual INGOs may be joining the SLT OC per invitation.

Annex 2: Force Protection Map as of February 2024



Annex 3: Security Risk Assessment template.

Productive Safety Net for Socioeconomic Opportunities Project (SNSOP)
Security Risk Assessment (SRA)

Project County:	State:
Assessment completion date:	Estimated date of update:

1. Background/General information

- *Location, neighboring counties, availability of resources*
- *Accessibility (and related constraints if any)*

2. Demography

- *Ethnic composition of the community (indicate numbers is available), IDPs/ Refugees figures and location*

3. Social and Economic Factors

- *Livelihoods*
- *Social networks*
- *Land and property*
- *Access to resources*

4. Humanitarian organization and partners

5. Political situation/conflict analysis

- *History of conflict (including actors)*
- *Drivers of conflict*

6. Recent security incidents

- *Recent conflict incidents, actors, localities, impact (within the last year, at a minimum)*

7. Current and Projected Risk Assessment

- *Provide an overview which will be detailed in Table 1.*

8. Recommended Security Measures

- *Provide an overview which will be detailed in Table 1.*
- *Indicate the process for managing a situation where conflict/ insecurity impacts or leads to the suspension of project activities*

9. Conclusion

10. County Map

- *Where possible, mark project sites*

Table 1: Current and Projected Risk Assessment (Please see Annex for Risk Rating Matrix)

Threat Category	**Likelihood (Very likely, likely, moderately likely, unlikely, very unlikely)**	**Impact (Negligible, Minor, Moderate, sever, Critical)**	**Risk rating (likelihood+impact as per the risk rating matrix below)**	**Description (Actors involved and impact)**	**Mitigation Actions (Differentiate between actions already being taken and those that are proposed but yet to be taken)**
Armed Incidents in the County					
Tensions/conflict among communities					
Demonstrations					
Crimes					
Illegal Checkpoints operations affecting International Humanitarian organization or UN					
Resource-based tensions/conflict (land, waterpoints, grazing land)					
Threats to transportation and movement					
Other (please list each item as needed)					

Annex: Risk Rating Matrix

Risk Matrix		Impact				
		Negligible	Minor	Moderate	Severe	Critical
LIKELIHOOD	Very Likely	Low	Medium	High	Very High	Unacceptable
	Likely	Low	Medium	High	High	Very High
	Moderately Likely	Low	Low	Medium	High	High

	Unlikely	Low	Low	Low	Medium	Medium
	Very Unlikely	Low	Low	Low	Low	Low