



REPUBLIC OF SOUTH SUDAN
Ministry of Finance & Planning



PROJECT MANAGEMENT UNIT

Ministry of Finance and Planning and Local Government Board

**Enhancing Community Resilience and Local Governance Phase II
(ECRP II)**

and

**Public Financial Management and Institutional Strengthening
(PFMIS)**

Security and Safety Management Plan (SMP)

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TABLE OF CONTENTS

TABLE OF CONTENTS	2
Acronyms and Abbreviations	4
1. Introduction	5
1.1. Projects Description	5
2. Identification of Types of Workers and Project-Affected Parties	10
3. Overview of UN Security Approach	11
Security Assessments	12
UN Security Classifications	13
4. Institutional Arrangements and Decision-Making Processes	15
Minimum Conditions for Implementation	16
5. Protection Measures for Workers and Project-Affected Parties	17
Saving Lives Together	17
Duty of Care	17
Protection Measures for Direct Workers	18
Pre- deployment training – SSAFE, BSAFE, and ePROTECT	18
Insurance – Malicious Acts Insurance Policy (MAIP) and personal coverage	19
Communication Equipment	19
Loss of Computing devices	19
Hacking incidents	19
Residential Security Measures	19
Security Clearances / SRM Compliant travel	20
Force Protection and Armed Escort	21
Protection Measures for Third Party (non-UN) Contracted Workers and Primary Supply Workers	21
Measures for Community Workers and other Affected Parties	22
6. Monitoring and Compliance Inspections	24
7. Crisis and Emergency Management Plan for All Workers	25
Emergency Response Plans	25
Major Security Incident	25
Medical Emergency (casualty and fatality)	25
Relocation and Evacuation	26

Road Traffic Accident	27
Arrest	28
Hostage Incident Management	28

Acronyms and Abbreviations

ASMT	Area Security Management Team
CASEVAC	Casualty Evacuation
CD	Country Director
DO	Designated Official
ECD	Early Childhood Development
ECRP	Enhancing Community Resilience and Local Governance Project
FSA	Field Security Adviser
FSCO	Field Security Coordination Officer
GOSS	Government of South Sudan
GRM	Grievance Redress Mechanisms
GSM	Global System for Mobile Communications
HSSE	Health, Safety, Security and Environment
HQ	Headquarters
IASMN	Inter-Agency Security Management Network
IDA	International Development Association
IVA	Independent Verification Agent
MAIP	Malicious Acts Insurance Policy
MEDVAC	Medical Evacuation
PMU	Project Management Unit
POM	Project Operations Manual
PPE	Personal Protective Equipment
PSEA	Preventing Sexual Exploitation and Abuse
SA	Security Adviser
SIR	Security Incident Report
SLT	Saving Lives Together
SMT	Security Management Team
SRM	Security Risk Management
SSAFE	Safe and Secure Approaches in Field Environments
SRSR	Special Representative of the Secretary-General
TTL	Task Team Leader
TPM	Third Party Monitor
UN	United Nations
UNDSS	UN Department for Safety and Security
UNHAS	UN Humanitarian Air Services
UNSMS	United Nations Security Management System
VHF / HF	Very High Frequency / High Frequency
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

1. Introduction

The World Bank's Environmental and Social Standard ESS1 (Assessment and Management of Environmental and Social Risks and Impacts), ESS2 (Labor and Working Conditions) and ESS4 (Community Safety and Health), as well as the overall ESF, were identified as applicable for the project. In accordance with the requirements of ESF, PMU, IOM and implementing partners developed this Security Management Plan for the implementation of Enhancing Community Resilience and Local Governance Phase II (ECRP II) and Public Financial Management and Institutional Strengthening (PFMIS) Projects implementation. The purpose of the Security Plan is to set out the ways in which the actors will ensure security protection and duty of care to all project workers and project-affected parties.

1.1. Projects Description

Project Objective 1: Enhancing Community Resilience and Local Governance (ECRP II) Project: The Project Development Objective (PDO) is to improve access to basic services and to strengthen the service delivery capacity of local institutions. The project consists of the following components:

A. Project Components

Component 1: Infrastructure and Services for Community Resilience

The component supports eligible investments in community-level infrastructure and services as well as physical investments for flood risk reduction.

Subcomponent 1.1: Community Infrastructure and Services. This subcomponent supports eligible investments in community-level infrastructure and services in selected vulnerable areas, including additional support for refugee hosting counties, through a participatory planning process. Eligible investments include construction or rehabilitation of community services, such as water supply and sanitation facilities, footpaths and community roads, community-level dykes for flood protection, community water reservoirs (*haffir*), health and education facilities, among others.

The selection of infrastructure will be made from an open menu¹ (subject to a short negative list – see **Error! Reference source not found.**), from which communities will choose their priorities in a participatory manner. Selected community infrastructure will utilize renewable energy sources (solar panels) and adopt disaster and climate resilient approaches. The participatory planning process will be supported under Component 2. All *payams* and *bomas* within the target counties will be eligible for funding.

Subcomponent 1.2: Flood Risk Reduction Investments: This subcomponent will finance physical infrastructure for flood risk reduction and related technical assessments including feasibility studies, detailed engineering designs, and safeguards assessments. The appropriate solutions and physical investments for flood risk reduction will be determined on the basis of detailed studies considering the flood hazard, exposure of people, and assets, as well the vulnerabilities of at-risk communities in the target counties. Eligible investments will include flood protection infrastructure such as levees, dikes, polders, or stormwater drainage; combined flood/drought reduction measures such as small water

¹ List of selected counties are: Pibor, Duk, Twic East, Baliyet, Fashoda, Renk, Maban, Panriang, Leer, Rubkona, Wau, Raja, Awiel East, Awiel South, Gogrial West and Twic

reservoirs or haffirs, nature-based solutions and integrating green infrastructure solutions in riverine flood management in defined areas (for negative list, see Annex 1).

The investments under this subcomponent will be focused in defined counties, which have been identified and selected through a geographic targeting methodology considering the following criteria: (a) flood affectedness and exposure; (b) concentration of physical assets and economic activities; and (c) operational considerations including physical accessibility, security and conflict affectedness, and overlap with ECRP-I counties to maximize leverage of field presence and minimize support costs.

Subcomponent 1.3: Operations and Maintenance (O&M). The ECRP-II envisions implementing a variety of O&M approaches based on type of infrastructure, the socioeconomic character of project communities, and demographic features of locations (e.g., urban, peri-urban, or rural). In urban or peri-urban areas, or where demand for services and willingness to pay is high, a market-based O&M approach may be employed, where market research and evidence warrant. In some cases, community center–type sub-project infrastructure in rural areas may also be considered for market-based support in order to monetize these spaces for income generation. In most cases and primarily in rural areas, O&M will be carried out by O&M committees established and trained by ECRP II personnel using resources raised through a combination of user’s fees, periodic household collections, one-time (as needed) collections for repairs, and government support. O&M committees will be trained in bookkeeping, fundraising, finance, and planning, to develop boma-level maintenance plans and budgets. The committees and IOM will also map existing value chains and suppliers, in-kind and local contribution options, expected government contributions, and options for combining O&M needs among several bomas to improve negotiating strength and cost advantages. Community-level “barefoot mechanics” will also be trained to help communities contend with major repairs. O&M performance will factor into performance assessments for subsequent sub-project allocations.

Component 2. Institution Strengthening

The component supports the participatory planning process for the identification of sub-projects to be financed under Component 1, monitoring of the construction of sub-projects, as well as capacity building of relevant national and local institutions.

Subcomponent 2.1. Community Institution Strengthening. This subcomponent will build on the activities undertaken under ECRP-I, albeit recalibrated based on lessons learned. The methodology for community institution strengthening includes: (a) community mobilization into BDCs and PDCs² in line with the LGA from 2009, that include representatives from demographic groups within project communities including refugees, IDPs, , youth, women, people with special needs, etc.; (b) participatory conflict-sensitive disaster risk mapping/analysis and disaster preparedness training for BDCs/PDCs; (c) support for BDCs/PDCs on participatory development planning, infrastructure construction, rehabilitation, basic environmental and social safeguards including screening of sub-projects, and monitoring; and support O&M committees to do their roles (d) facilitation of constructive interaction between BDCs/PDCs and the county government; (e) gender transformative training/GBV training for men and women at boma and Payam levels; (f) Carrying out needs assessments and organizing trainings on emergency preparedness and early warning; and (g) psychosocial training to address trauma for women and men at boma and Payam levels, where

² BDCs comprise of about 10-15 people selected from different socioeconomic groups (e.g.- women, youth, refugees, IDPs, people with special needs, etc.) that exist in a community. 50% of the members will be women, and 50% of the leadership will also be women. 2 BDC representatives (1 male, 1 female) from each boma within a payam will then form a PDC. It is at the PDC where members discuss and prioritize different boma’s priority sub-projects that can be financed from the payam allocation. Not all bomas will receive sub-projects due to budget constraints.

feasible. This subcomponent encourages refugee and host interaction in sub-project activity to promote peaceful coexistence, socio-economic engagement, and to support marginalized members of the community. needs.

Subcomponent 2.2. County Government Strengthening. This subcomponent will support county governments to fulfil their responsibilities for local service delivery and disaster risk management. Specific activities include: (a) ongoing county government functionality assessments to assess staffing, equipment, core function capacities, local service mapping capability; (b) B technical assistance for county government officials will be offered on: local service delivery planning; participatory development planning; sub-project environmental screening;; BDCs/PDCs' performance monitoring; providing O&M support; and(c) county performance grants based on county capacity and constructive project-related engagement and support of project communities.

Subcomponent 2.3 National and State Government Strengthening. This sub-component will support the capacity building of the PMU, the MOFP, and the LGB (based on an assessment of their technical competencies) in the areas of financial management (FM), procurement, project planning, monitoring and evaluation (M&E), O&M planning and execution community engagement methods, and environmental and social (E&S) standards. They will also participate in and be supported to evaluate county performance to determine eligibility for country performance grants. Basic office facilities and equipment will be provided as needed to the Aid-Coordination Unit of MOFP and LGB to enhance their functionality. Further, this sub-component will provide capacity support to the Commission for Refugee Affairs, the Ministry of Humanitarian Affairs and Disaster Management (MHADM), Ministry of Water Resources and Irrigation (MWRI) and other relevant government entities at the national and state level to support basic service delivery, DRM, and flood management

Component 3: Emergency Flood Response: Providing emergency flood response activities in selected flood-affected vulnerable areas including areas experiencing large inflow of displaced population in Northern Bahr El Ghazal (NBeG) and Warrap States.

Component 4: Project Management and Learning

This component will support (a) project management including technical planning, Financial Management, procurement, E&S risk management, and communications; (b) project monitoring which includes a geo-enabled monitoring system and beneficiary feedback/grievance redress mechanism (GRM) which will be accessible by refugees, IDPs and host communities; (c) impact evaluation; (d) continuous conflict analyses; (e) just-in-time studies, as needs arise; (f) financing for a third-party monitoring agent (TPM); and (g) PMU operating costs.

Component 5: Contingency Emergency Response

A contingency emergency response component (CERC), initially without a budget allocation, will allow for the rapid reallocation of project funds in the event of natural or man-made crisis and major disease outbreaks of public health importance during the implementation of the project, in accordance with the World Bank Investment Project Financing (IPF) Policy, paragraphs 12 (Projects in Situations of Urgent Need of Assistance or Capacity Constraints). Implementation modality and eligible activities to be financed under the CERC will be described in a separate CERC Project Implementation Manual.

Project Objective 2: Public Financial Management and Institutional Strengthening Project (PFMIS)

The main objective of the project is to improve and build capacity for budget preparation and implementation.

This objective is expected to be achieved through improvements in budget preparation reflected in a timelier submission of the annual budget to the Council of Ministers in line with the timetable contained in the Public Financial Management Act (PFMA). Improvements in budget implementation will be reflected in more predictable and timely payment of central government salaries and State transfers, greater transparency through timely disclosure of annual financial statements and procurement data, and improved submission of budget reporting by line ministries to the MOFP. The increased capacity in budget preparation and implementation will be reflected in sustained achievement of these improvements.

B. Project Components

Component 1: Strengthening Budget Preparation Processes

This component will support the establishment of a budget preparation process with adequate arrangements, processes, and tools over time to support timely and orderly resource allocation and contribute to the enabling environment for improved service delivery in focus sectors. Through this, the MOFP will develop and strengthen the core underlying elements and functions needed to improve, over time, the accuracy and timeliness of budget preparation and better inform the allocation of funds in priority spending areas

Component 2: Strengthening the Transparency and Predictability of Budget Implementation and Procurement for Priority Spending Areas

Through this component, the government will strengthen its ability to make timely payments and transfers for priority spending areas including salaries and service delivery sectors, as well as to improve its ability to report on and manage expenditures. The prompt payment of civil servants' salaries is a first priority as its absence is highly detrimental to motivation of civil servants in performance of their duties.

Component 3: Supporting Institutions, Capacity Development and Facilitating Change for Public Financial Management Reform. The objective of this component is to strengthen the institutional and human capacity of the government to manage PFM reforms. This cross-cutting component will enhance the foundations of PFM capacity for civil servants in the MOFP and line ministries. It will also facilitate change by helping the government to create an environment that encourages learning through capacity building and engagement with citizens and other stakeholders. This component will improve and promote communication across institutional boundaries and stakeholder groups, including through workshops and events to provide information on implementation of the budget and report back on feedback received from citizens.

Component 4: Project Management and Learning

This component will support the management, coordination, and monitoring and evaluation (M&E) of project activities and funds. It will finance: (i) the establishment of a Project Management Unit (PMU) in the MOFP and the recruitment of PMU staff; (ii) project monitoring, which includes a geo-enabled monitoring system and beneficiary feedback/grievance redress mechanism (GRM) which will be accessible to the public; and (iii) PMU training and operating costs. The services of the fiduciary specialists (financial management and procurement), environmental and social specialists, and M&E specialist will be shared

with the proposed Enhancing Community Resilience and Local Governance Project, Phase II (ECRP II) to enhance efficiency and economy and harness potential synergies.

2. Identification of Types of Workers and Project-Affected Parties

The Security Management Plan will be administered for different types of project workers and project-affected parties, as listed below:

- (a) **Direct Workers.** These are people, both nationals and internationals, employed directly by PMU (MOFP), IOM and other implementing partners to work specifically in relation to the project at both head offices in Juba and in the field locations that were selected as project sites. International and national project workers deployed in field sites will mainly be working from county-level locations. International field staff may include project management staff and technical leads. National direct workers may either be recruited nationally and deployed to the project site or will be recruited from the area of project implementation (e.g., as community facilitators).
- (b) **Third Party (non-UN) Contracted Workers.** This category includes employees of non-UN contractors (NGOs and construction companies, for example), and sub-contractors procured and contracted by PMU, IOM and other implementing partners to implement project activities. It also includes local construction companies that support local construction activities. Employees of international or national NGOs are likely to be deployed at county level while employees of construction companies may be deployed at county, *Payam* or *boma* level. Furthermore, PMU will be engaging Third Party Monitor-(TPM), which will operate through contracted workers and be present at all project levels.
- (c) **Community Workers or Project-Affected Parties.** Community workers are people engaged in providing community-based project interventions. These will include community members who will be working in minor community infrastructure works. The community workers are usually identified by the local communities and they play a pivotal role of linking the project to local structures. They are deployed at the county, *Payam* and *boma* level. This category also includes any other person affected by the project, for example beneficiaries.
- (d) **Primary Suppliers and their workers.** Due to the community infrastructure investment, it is unlikely that significant supplies are sourced from primary suppliers. However, this will need to be revisited based on the type of investment chosen by the community. If, for example, quarry material would be sourced from a primary supplier, then the project would consider this relevant under ESS2 as well as this SMP

3. Overview of UN Security Approach

IOM is implementing Components 1 and 2 of the ECRP II Project and falls under the UN Security Management System (UNSMS). The UNSMS operates under a 'Framework of Accountability for the United Nations Security Management System' that provides guidance for the various security actors and mechanisms in a country. The Designated Official (DO) is the highest-ranking UN official in a given area. He/she is supported by a Security Management Team (SMT) – which is usually constituted by all heads of agencies and UN Security Professionals. The UNSMS policies and procedures apply universally to all UN personnel³, regardless of contract type or whether they are local or international. All policies apply to all ECRP II implementation locations.

As most project workers under the ECRP II will be direct workers, the large majority of them will be covered by the UNSMS policies. Not covered by UNSMS policies are contracted workers who are contracted through international or national NGOs, research companies, TPM/IVA, construction companies or community workers, as well as workers of primary suppliers for the project. However, for contracted workers similar security requirements as laid out in the UNSMS policies will be required from their respective hiring companies or organizations (henceforth named 'contractors'). This will be ensured through integrating these requirements in the procurement and bidding processes and later through monitoring and supervision of the implementation of contractors' security measures.

IOM have both deployed the services of respective Field Security Officers (FSOs), who are security professionals and who are responsible for overseeing the security arrangements relating to the implementation of the ECRP II. In the field, the local team leader is dedicated to security as the Security Focal Point. Other implementing partners will or have put in place similar arrangements. They have or shall receive basic security training, for example SSAFE and BSAFE and the Security Focal Points are equipped with Tetra radios, cellular phones and laptops with internet access for direct communication with the closest UNDSS security office and with the respective FSO. IOM FSOs are based in Juba and are the coordinators and Security Focal Points for all IOM personnel respectively and will advise UNDSS and the Designated Official (DO) on any matters concerning the safety of IOM staff.

UNDSS deploys Field Security Coordination Officers (FSCO) out in the field sites who are tasked with managing and overseeing the UN security efforts in a particular geographical area. All UN FSA (UN agency) and FSCOs (UNDSS) are highly trained and have significant experience in the development of Security Risk Management (SRM) and detailed Security Plans that include all types of workers and spell out the particular local facilities.

All UN entities, as part of the UNSMS, require security assessments to be conducted for all areas in which they operate. SRM is a UNSMS tool to identify, analyze and manage security risks to all 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 risk.⁴

³ In , individual consultants/contractors are also considered UN personnel. In contrast to other UN agencies, most of personnel is deployed on 'Individual Contract Agreements' (ICA for internationals and LICA for local personnel). 'Consultants' under the system are contracted under the same arrangement (ICA and LICA), but on a retainer rather than full time basis. As such, all these categories are subject to UNSMS policies.

⁴ '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.

The IOM South Sudan Country Office is involved in the process of developing the SRM, with both security and programs/project managers providing input as required. The SRM results in clear security requirements for respective areas which have to be implemented and adhered to.

Security Assessments

According to the policy - prior to deployment, travel or implementation of project activities in a certain area, UN entities and NGO implementing partners need to carry out a Security Risk Assessment, ensuring appropriate liaison is conducted with political, military and/or humanitarian stakeholders. IOM's respective FSO and/or the Field Security Coordination Officer (FSCO) from the UN Department for Safety and Security (UNDSS) and implementing partners' security focal points go physically into the areas in which project activities are planned and conduct security assessments.

This can involve establishing ground contact with local authorities as well as international NGOs and national NGOs on site. Safety assurances for all workers and activities are obtained from local actors prior to deployment and community and traditional leaders are involved in to mobilize local people to support the program in targeted locations. The security risk assessment can be conducted remotely where permissible.

Thereafter, further risk assessments are delivered or existing ones reviewed, depending on the prevailing security situation. The detailed assessments capture issues that can lead to decisions such as on temporary pull-back of staff from certain facilities and communities. In addition, general regional assessments (area SRMs) are conducted and revised and updated on an annual basis. These general regional updated assessments are shared by UNDSS with all UN entities. Area-specific assessments are conducted based on three approaches:

- a. UN Field Security Advisors (FSA). The respective FSO will visit program 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 of accommodation and location. These are usually based on a request by the respective FSA or the project manager. Based on the findings of the security assessments, UNDSS prepares a report that includes SRM recommendations. The implementation of SRM recommendations is obligatory and compliance needs to be ensured prior to the 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 – IOM and other implementing partners also work closely in liaison with the local administration (state and county governments) in the respective project areas. Through IOM community engagement officers, information on security threats and dynamics is collected from the local administration and individual volunteers. The UN teams gather important security-related information which then, in turn, informs the SRM and its mitigation actions.

In addition to the formal assessments, ECRP field teams will be conducting community security diagnostic in the field on a monthly basis, based on a simple set of key questions. These will be reported to the and

IOM Chief of Mission (COM) as well as to the PMU on a monthly basis. The PMU will integrate these reports into quarterly reports to the World Bank.

In addition, if there is any apparent change to the local security situation, the local field teams will conduct a localized security assessment. That way local teams can sound the alarm whenever necessary and sometimes before formal security assessments are implemented. Security risk responsibilities will be decentralized to the teams in the counties. Staff in the field will be trained in this regard and will work closely with the local UNDSS offices. In every state, IOM and other implementing partners will deploy a Security Focal Points.

Security Classifications

General Risk Matrix⁵:

Risk Matrix		Impact				
		Negligible	Minor	Moderate	Severe	Critical
L I K E L Y H O O D	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

The general UNDSS security assessments lead to the classification of the 10 former States of South Sudan and counties at any given time. The ratings can change when there is new information or updated security assessments. This security plan will follow the current classification of UNDSS, while the security assessments of IOM 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 security alert levels which allow for a more rapid response to either the sudden onset of risk or an early warning about a potential increase in risk. The risk can be to a specific location, incident, compound or to broader areas. The alert state levels can be applied for any length of time when the risk prevails. All direct workers should be aware of the procedures to follow during various alert levels as defined in the alert state Standard Operating Procedures (SOP). Currently all operational areas for ECRP II in South Sudan are rated green.

⁵ United Nations Department of Safety and Security, United Nations Security Management System, Security Policy Manual.

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

4. Institutional Arrangements and Decision-Making Processes

The IOM COM for the Mission in South Sudan or Heads/Country Directors of other implementing partners bear overall responsibility for the implementation of all security risk mitigation measures (hence the implementation of this Security Management Plan) under the ECRP II. The IOM COM or Heads of other implementing partners take executive decisions on security-related issues, including in relation to the ECRP II activities, while UNDSS acts in an advisory capacity. If a COM/implementing partner Country Director is out of reach, the respective FSO (in close coordination with UNDSS) will take security-related decisions. While the IOM COM/Head of implementing partner will take his own executive decisions on security, PMU and COM/Head of other implementing partner organization bear the overall responsibility for the correct implementation of all security risk mitigation measures. The PMU will monitor all implementers in view of their compliance with the SMP. In the case of non-compliance, correctional measures will be proposed. The IOM COM's or Head of other implementing partner's executive decision-making on security-related matters has to be aligned with the procedures and mitigation measures outlined in this SMP.

The PMU, embedded in South Sudan and headed by a Project Manager, will discuss security assessments, arrangements and risk mitigation measures with the COM/Head of other implementing partners and the FSO. Final decisions on project-related matters as they concern activities rest with the COM or Heads of other implementing partners. Based on advice from the FSO, IOM Project Manager and UNDSS, the COM will take security-related decisions on project activities. 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 risk mitigation measures to contractors, sub-contractors and project-affected parties. IOM and other implementing partners will follow a similar internal arrangement and their compliance will be monitored by the PMU. Final security decisions will rest with the IOM COM/Heads of other implementing partners, but have to be aligned with this SMP.

The PMU will monitor IOM's and other implementing partners' implementation of security measures and ensure that security protocols as spelled out in this Security Management Plan are adhered to by both agencies. This will include regular monitoring field missions, as indicated in the Environmental and Social Management Framework (ESMF).

Project activities will not be implemented in areas that have received the classification 'white', 'yellow' or 'red'. Ongoing project activities will be suspended immediately if the security risk rating changes to these colors. Project areas with a risk rating of 'high' will be subject to more frequent security risk assessments by the IOM and other implementing partners, in close coordination with UNDSS and PMU. These assessments will be conducted whenever required or whenever updates are requested. In coordination with the PMU and the WB, the COM and Heads of other implementing partners will decide on project implementation in 'high' risk areas on a case-by-case basis. An evacuation plan is in place at all UNDSS field sites.

The project design has resulted in the pre-selection of counties for the implementation of the ECRP II. Immediately prior to the commencement of project activities, security risk assessments will be conducted in all applicable areas by the respective implementing partners that have been designated to implement activities in the respective areas. Based on these updated assessments, some decisions on beneficiary counties may be overturned and a revised county list will be provided to the World Bank.

Based on the overall standards of the United Nations security system and given the context in South Sudan, it is expected that the decision-making criteria, known as “triggers”, for security in UN operations in South Sudan are higher than in the World Bank and the Government of South Sudan. For this reason, the IOM COM and PMU project manager will keep the PMU and the World Bank informed of 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. The Government of South Sudan and or the World Bank will reserve the right to weigh in on UN security risk decisions and can request the suspension or continuity of project activities in respective areas in South Sudan.

Minimum Conditions for 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 all relevant local government representatives (State, county, Payam, boma – depending on what is reasonable for the level of intervention) in view of guarantees of safety of staff and project-affected parties; and that communities selected for the implementation of activities ensure the safety and security of all project stakeholders (this is in addition to the above described Government, UN and the World Bank security procedures).

In case of decisions taken by the IOM COM or Heads of other implementing partners to exit a project area due to security risks (see the above decision-making process), appropriate communication (as reviewed and cleared by PMU) with the communities, county governments and state governments will be made where possible to ensure that they understand why project activities have been suspended. A clear communication protocol will be established during the inception phase. Such communication will be conducted through locally applicable means such as radio, as well as engagement with local authorities (both formal and informal) prior to exiting the areas per project Stakeholder Engagement Plan (SEP).

5. Protection Measures for Workers and Project-Affected Parties

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 trainings, cooperate on operational and logistical arrangements, identify resource requirements for enhancing security coordination and 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 not expected that all project stakeholders such as PMU, contractors and sub-contractors, or primary suppliers of the ECRP will or could join the SLT as some of them are expected to be local contractors (for example local construction companies or local NGOs). In which case, IOM and other implementing partners would 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.

Duty of Care

PMU, IOM and other implementing partners will have full duty of care of all direct workers on the project. This includes internationals and nationals with all types of contracts. To reiterate, for the sake of the SMP, PMU, IOM and all other implementing partners' staff will be considered direct workers.

In regards to 'Third Party (non-UN) contracted workers' and workers engaged by primary suppliers for the project – SLT principles will be included in the procurement and bidding process to ensure that either contractors or primary suppliers become members of the SLT and adhere to its principles, or have in place security measures for their staff and assets adhering to SLT measures. This includes the close coordination and exchange of security-related information between all project implementers, contractors, and primary suppliers through putting in place of internal security risk management procedures, or contingency planning and emergency response arrangements. These will be legally binding clauses in contracts and the implementation will be subject to monitoring and supervision by the PMU. Duty of Care will be provided by the local contractors to all their workers.

On a case-by-case basis, PMU and or IOM can decide to build certain security-related capacities where they do not exist among contractors and suppliers or to extend security services (for example in regards

to secure transport and accommodation) to third party (non-UN) contracted workers. This will be clarified during the contracting process.

With a view to the risks of community workers or project-affected parties, IOM and other implementing partners will consider the suspension of project activities where appropriate, in consultation with PMU. If project activities expose either community workers or project-affected parties to higher risks, the Project Manager/CD or IOM COM or Heads of other implementing partners will decide on the suspension of activities in close consultation with the PMU and the WB. Decision-making will be based on all available information, including such that has been produced under the various consultation and analysis by the Project. Other security measures and procedures, for example hostage incident management, can be extended to project-affected parties.

IOM and other implementing partners 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 (such as valuable construction machinery). Since the contractor has entered the area because of project activities, IOM and other implementing partners cannot abandon the contractors and their 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.

However, given that IOM and other implementing partners will mostly work with local contractors, experience has shown that local contractors will be an important contributor to security assessments, as they are often well-versed with local political and conflict dynamics.

Protection Measures for Direct Workers

Depending on the SRM recommendations, a variety of risk mitigation measures will be undertaken to protect direct workers under the project. These provisions are part of the contractual agreements between IOM, PMU, other implementing partners and the direct workers. These typically include the following:

Pre- deployment training – SSAFE, BSAFE, and ePROTECT

Upon recruitment of personnel all staff, both national and international, are inducted and taken through 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), BSAFE, and ePROTECT trainings. All trainings are mandatory for UN staff, regardless of grade, nationality or position. SSAFE is a 5- day course that requires physical presence, while BSAFE is an online course. Both are mandatory for all UN personnel in South Sudan.

These trainings prepare the personnel to be able to respond or react to some of the security situations they may encounter during the course of their deployment.

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).

Staff of PMU and other implementing partners will undergo similar security awareness training based on the context of project and their respective security protocol. If needed, however, UN implementing

partners may assist other partners of this project in the delivery of SSAFE training to their staff in order to ensure quality, standard and consistency with materials and resources being used. Such activities will be budgeted for and organized by individual partners.

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

MAIP coverage is provided to all direct workers regardless of their type of contract or nationality. Only when a staff member is injured while on duty or performing a work-related task, is he or she covered under the MAIP. While international staff are in their country of origin they are never considered 'off-duty'. This policy applies to all personnel contracted under the ECRP II for all implementing partners and PMU.

Communication Equipment

Before deployment, staff are provided with the necessary communication equipment and are trained on how to use it, including in emergency situations. IOM provide VHF/ HF radio equipment, satellite and GSM Phones as well as Dish/WiFi internet. PMU provides computer, internet and mobile phone airtime to its personnel. These gadgets ensure that personnel have a means to communicate with the base station, receive security updates and are informed about escalating security situations. As per standard security protocol, all IOM staff can receive a VHF radio and all missions should have satellite phones. It is a pre-requisite that missions must have VHF contact with UN radio rooms for areas they travel to. This is all standard security protocol. However, IOM will determine in communication with the team leaders what kind of equipment to provide staff with. In some instances, for example, the possession of a VHF and or a camera has led to increased security risks. Appropriate communication instruments will be jointly identified to avoid putting staff in danger.

Loss of Computing devices

This relates to loss of computing devices which are critical to our everyday work and loss of confidential data used by staff. The devices in question are laptops, phones, desktops etc. Loss of computing devices could be through theft, misplacement of devices and accidental damage. Security measures need to be put in place to protect computing devices such as user training, safe custody, etc.

Hacking incidents

Hacking incidents could be as a result of unauthorized internal and external parties gaining access to your devices which store critical and confidential information. Security measures need to be put in place to protect data and systems from hacking incidents such as centrally managed backups, access controls and user training.

Residential Security Measures

Through the SRM, the PMU, IOM and all implementing partners must provide SRM-compliant offices and accommodation for international direct workers that befits the local context. PMU, IOM and other implementing partners will ensure that no international or national direct workers are deployed prior to full compliance with residential security standards. There are no exceptions to this rule.

At some camps (places of work/offices/equipment storage), accommodation is also provided for national direct workers in the area if the staff come originally from other areas. However, no international staff are allowed to stay in these camps. Only nationals stay in these camps, as internationals are not allowed to stay in any field locations besides UN Compounds or DSS approved hotels / accommodation. Camp sites have trained security guards deployed. Furthermore, in most cases, project staff cooperate closely with local communities and security is provided efficiently by local communities in addition to the guards. The guards are not armed, but they do have codes of conduct and adequate communication facilities. They are deployed through a company that has been vetted and recruited by the United Nations Mission in South Sudan (UNMISS)/UNDSS South Sudan.

For example, personnel who are not from a specific town but do get deployed there will stay in accommodation provided by IOM which is security-cleared. Local personnel who originate from and live in the town of deployment do not receive accommodation and security assessments of their accommodation are not performed.

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 ECRP II, UNDSS has offices in all 10 States and three Administrative Areas, as well as some counties where international staff can be accommodated. In case UNDSS is not present, IOM and other implementing partners will limit the visits of international staff to the area and operate mostly through its national personnel, especially those recruited from the area of implementation who are usually very familiar with local risks.

TRIP is a system of UNDSS travel security clearance. Any UN staff needing to travel must submit a TRIP or Travel Clearance before travel 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). In order to ensure compliance with the MAIP procedure, PMU and other implementing partners will come up with their own travel requirements that comply with the World Bank and national security standards.

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

Security Clearances / SRM Compliant travel

Security Clearances for IOM personnel 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 are different from TRIP. All IOM vehicles are fitted with communication equipment VHF/HF as well as PPE. A minimum of two SRM-compliant vehicles are used for land travel with frequent communication with the base stations. UN drivers are trained on safe and defensive driving. Nevertheless, in locations where UN vehicles cannot be availed, UN Personnel can rent vehicles in compliance with the SOP for the use of non-UN LVs for official travel in South Sudan. Personnel of PMU and other implementing partners are required to obtain security clearances based on their respective procedures. All project-related road

trips must ensure a minimum of two vehicles well fitted with PPEs, first-aid kits and other minimum safety requirements is provided.

Force Protection and Armed Escort

While PMU has access to government armed security service, IOM have access to UN-provided armed escorts. However, in order to avoid militarizing development activities, the deterioration of a security situation to the extent that force protection is required to operate safely will be considered as one of the thresholds for suspending activities in an area until the situation is assessed to have stabilized enough to allow for normal operation. At this stage, force protection or armed escort will only be used to provide passage through high risk to operational areas with low security risk, in compliance with the force protection map, which is updated on a monthly basis.

Protection Measures for Third Party (non-UN) Contracted Workers and Primary Supply Workers

For contractors, sub-contractors, and primary suppliers not covered by UNSMS, IOM and other NGO implementing partners will ensure that all risk mitigation measures such as trainings, insurance, residential measures and security communication equipment, will be integrated into part of the requirements in the procurement/bidding process and will be subject to monitoring and supervision during project implementation by the PMU. IOM and other implementing partners will include security standards in the bidding documents for contractors.

As part of the contracting process, IOM and other implementing partners will organize an assessment of the security capacity (for example, capacity to ensure security at payment sites by payment providers) of the contractor or primary supplier. If the contractor or primary suppliers lacks security measures to a limited degree, IOM and other implementing partners will organize capacity building training. If the contractor or primary supplier falls significantly short of security requirements, the contracting process cannot be finalized. This means the contractor or primary supplier will not be awarded the contract and/or contract may get suspended until IOM and other implementing partners can confirm that adequate security measures have been put in place.

Where it is not possible for contractors or primary suppliers to comply with all security requirements, arrangements can be made in specific circumstances that contractors or primary suppliers can travel in UN vehicles or reside in /IOM residential areas/camps. This is based on the agreements of the IOM CDs.

IOM and other implementing partners will further focus on the key steps with non-UN contractors:

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

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

Pre-deployment Safety training: IOM and other implementing partners will require all contractors and primary suppliers to enroll in and complete training courses related to safety and security procedures to ensure that the personnel are aware of the risks in their operational contexts and of ways in which these can be mitigated, as well as the expected behavior in the performance of the contracted service. These trainings should be similar to the trainings provided to direct workers by the UN. IOM and implementing partners may assist contractors with the training materials or provide technical personnel to conduct basic safety and security training ahead of deployment.

Insurance: Malicious Acts Insurance Policy (MAIP) and personal coverage: PMU, implementing partners, contractors and primary suppliers will need to budget for and provide insurance to all personnel. Contractors and primary suppliers are required 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, for example in the cases of local contractors, IOM and implementing partners will assist in connecting companies to relevant insurers.

Communication Equipment - VHF/HF, satellite and GSM phones, Dish/WiFi Internet: Contractors and primary suppliers need to provide and budget for communication equipment that is compliant with the UN, government and World Bank standards for contracted workers.

Residential Security Measures: In deep field locations and for implementers, contractors and suppliers who may not have the resources to deploy sufficient security arrangements (such as equipment) for their personnel, and IOM can provide a waiver and allow them to co-locate within /IOM camps as well as to travel in /IOM provided transport, pending signature and compliance with dedicated waivers for transport of non-UN Staff in UN vehicles, as applicable. This also applies to PMU personnel and staff of other implementing partners under the project.

Measures for Community Workers and other Affected Parties

The ECRP II will focus on strong community mobilization/sensitization and local community buy-in to the project. When requested by the PMU, and in line with the government regulations and World Bank standards, or in the event that violence occurs against any persons associated with the project due to their participation in it, IOM and other implementing partners 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 ensuring 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. IOM and implementing partners can take decisions on the suspension of project activities in a given area where risks are classified as “high” or above, so as to not increase security risks for community workers or other affected partners, all in close consultation with the PMU and the WB.

IOM and other implementing partners will be hiring community workers directly, and the provisions laid out in this plan will be part of the contractual agreement. IOM and other implementing will hire community workers through contractors. As part of the bidding process, contractors will be obliged to integrate provisions laid out in the plan into their contractual agreement with the community workers.

6. Monitoring and Compliance Inspections

In order to ensure ongoing compliance with security requirements during project implementation, IOM and other NGO implementing partners deploys its officials 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 and make recommendations to the PMU. Standard frequency of such monitoring is either quarterly, when required or bi-annually.

The PMU will be responsible for the regular monitoring of the compliance of IOM, NGOs and contractors with this Security Management Plan. The PMU Senior Social Safeguards Specialist (PMU Security Focal Point) will monitor and supervise IOM and all contractors in all areas of implementation on a regular basis (see ESMF). For example, they will guide and monitor bidding processes to ensure that contractors are fully compliant with all security risk mitigation measures and have budgeted accordingly.

Furthermore, the PMU will assist and monitor the development of Local Security Plans (see ESMF/ESMP) specific to the ECRP and monitor their implementation and evaluation. A template for local security plans will be developed during the initiation phase. It will include an assessment of key conflict issues and social divisions, risks mitigation measures, contacts of local government and police officials and community leader's dos and don'ts for staff, etc. It will also work closely with and IOM security personnel as well as UNDSS in South Sudan. The PMU will also undertake field supervisory and monitoring missions to conduct spot checks on the implementation of the Security Management Plan by all partners.

7. Crisis and Emergency Management Plan for All Workers

Emergency Response Plans

Major Security Incident

In a situation where immediate evacuation (see below) from the conflict area is impossible, workers will be directed to the nearest safe or concentration facility in their locality while negotiations are ongoing and interventions are readied. These concentration facilities may be collocated with other UN 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 direct 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 or IOM CD.

Efforts will be made to provide protection where appropriate for contracted workers / contractors. These will include close coordination to ensure that UN protection is afforded where possible and practical. As mentioned above, on a case-by-case basis, IOM can decide to allow company-contracted workers to reside in its residential areas. This does not apply for community workers, as they will be from the area. This issue will be defined in the contracts of the contractors.

PMU and its other implementing partners will or have established own arrangements for safe havens/security concentration points where they provide protection for direct workers.

Medical Emergency (casualty and fatality)

Medical evacuations for ill or injured direct workers 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 direct workers – regardless of their contract type and nationality - are eligible to medical evacuation (MEDVAC). For personnel of PMU and other implementing partners, the MEDVAC shall be coordinated through relevant authorities with the help of the United Nations and other possible means available in a given location.

In “lifesaving” cases, MEDVAC will assist IOM, with a cost recovery. If the medical emergency is not life threatening, or if not stipulated within contract, the direct worker can apply his or her own arrangements, or he or she can be evacuated on a cost recovery basis.

Contracted workers, including community workers, should be insured through their respective contractor (see above) for medical emergencies. Evacuations are coordinated with UNDSS and the World Food Programme (WFP), given that WFP has an expansive transport network throughout the country. A different approach will be taken for Sexual Exploitation and Abuse survivors (SEA) – see GBV/SEA Action Plan. As indicated in their contracts, PMU personnel are responsible for own medical insurance and therefore takes full responsibility for medical emergencies that are not life threatening.

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.

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.

Both relocation and evacuation may be triggered by life threatening situations, for example armed conflict and direct attacks. In the field at specific locations, the respective FSA / FSCO and CDs take decisions about relocations and/or evacuations. If the threats are more extensive, then CDs and the DO and Special Representative of the Secretary-General (SRSG) will take the decision to evacuate. Contracted workers can be evacuated if previously agreed between with UN in their contracts. For direct workers engaged by the PMU and other non-UN implementing partners, such decisions on relocation and evacuations shall be taken by the Project Director with the support of Project Manager and Senior Social Safeguards Specialist.

UN locally recruited direct workers, including PMU and other implementing partners personnel, will be relocated 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 relocated or to be relocated to another location from where it is easier for them on their own means to be reunited with the family.

Further, post evacuations depend on the threat and the decision of the CDs 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. Where it is not part of their contract, direct workers must have their own personal insurance and medical scheme.

All contractors and primary suppliers with a limited capacity to conduct security evacuation in the operational context are included in the or respective UN evacuation plan. Capacity assessments will be undertaken as part of the bidding process. IOM, as contributing members of the country SMT, rely on the services of UNSS and the World Food Programme for evacuation of personnel on a cost recovery basis. Evacuation can also be conducted through the support of UNHAS and the Armed Forces. PMU personnel in need of such services shall be supported through the United Nations/UNHAS and other available security system.

Potential triggers for relocation are:

- Armed clashes in the vicinity of the program site;
- Received threat information on the likelihood of armed attack in the locality and relocation/movement of the local population;
- Serious assault of a team member by beneficiaries or members of an armed group;
- Warning/threat of arrest of the team by local authorities;
- Looting/commandeering of aid supplies by beneficiaries or armed groups;
- Large scale demonstration of the target population against the team;
- Armed robbery at the site.

The sequence of events in case of relocation are the following:

- Noticeable development of a threat scenario while on site;
- The project manager, in consultation with FSO and COM, will decide to leave the site and relocate to a safer area;
- Agency FSO will immediately notify UNDSS/PSA of the development;
- Further relocation out from the safe location will be ordered by COM and coordinated by the FSO;
- FSO will contact immediately UNDSS/OCHA and UNHAS and request immediate support with the relocation;
- Radio Room will maintain regular contact with team leader on ground and obtain coordinates of the potential landing strip, weather and security conditions;
- Relocation takes place.
- For PMU personnel and other implementing partners, the Senior Social Safeguard Specialist will coordinate with the Project Manager evacuation procedure by working closely with existing government support mechanism, the United Nations security system and partners such as IOM.

Evacuation is applied for different categories of project workers in the following way:

- 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 if there is need for evacuation. Depending on the case, may tell them not to attend to the office. Or, in cases of serious threat, will consider evacuating them out of the area.
- Payment service provider staff contracted by will be evacuated, depending if they have used an UNHAS flight. If not, they can be evacuated with priority – and cost implications.
- Contractors will be evacuated, depending if they have used an UNHAS flight. If not, they can be relocated with priority and cost implications.
- The above procedure also applies to direct workers, both nationals and internationals, directly engaged by PMU and its other non- UN implementing partners.

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 direct workers 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 are evacuated to a hospital in another country they are liable for their own costs.

If the road traffic accident was caused by personnel, injured community members will be assisted and compensated.

Contractors and primary suppliers will be contractually liable to follow similar procedures in view of contracted workers or primary supply workers. 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, IOM and all implementing partners will assist a worker as far as possible, including on-site treatment and transport to the nearest clinic or hospital. This also applies to incidents directly involving the PMU and other implementing partners.

PMU, UNDSS and implementing agency HQ must be informed within 24hrs by submitting a Security Incident Report (SIR) or road traffic accident report/Near Miss Report.

Arrest

In case of an arrest of a direct worker, the arrest must be reported to UNDSS and /IOM country HQ and the PMU within 24hrs, following incident management procedures. Appropriate actions will be taken by UNDSS, the FSA and PMU. For the UN, the Designated Official (DO) or the IOM COM at the location where the arrest or detention has taken place shall immediately, and in consultation with their respective HQ Legal colleagues, contact the Foreign Ministry or relevant government office, including PMU and request all relevant information about the arrest or detention. If there are concerns for the safety or welfare of the individuals arrested or detained the UN will try to arrange that representative of the UN are accompanied by a medical physician and given access to the individual. 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. For the PMU and other implementing partners, the Ministry of Finance and Planning along with the Local Government Board will be contacted and the PMU Project Manager, through the designated Senior Social Safeguards Specialist, will follow up and facilitate the process in coordination with relevant government agencies.

There is pro-active 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, IOM staff are encouraged to avoid any kind of criminal activities and signals should be given that in cases where there is no UN immunity, while DSS will ensure the staff is treated properly, it may not be in a position to step in for the staff's release.

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 UN, 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). Direct workers engaged through the PMU fall under government protection mechanism. The PMU will coordinate required level of support to assist workers with relevant government security agencies.