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**MINISTRY OF PUBLIC WORKS, HOUSING AND WATER RESOURCES,
NATIONAL ROADS ADMINISTRATION, PUBLIC INSTITUTE**

CLIMATE RESILIENT ROADS FOR THE NORTH (P500488)

In the Provinces of Cabo Delgado, Nampula & Niassa – Mozambique

SECURITY RISK ASSESSMENT (SRA)

MAY 2025

PREPARED FOR



Administração Nacional de Estradas (ANE)

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Comentado [F4]: Updated to final version

Acronyms

ANE, IP	National Roads Administration, Public Institute
CRRNP	Climate Resilient Roads for the North Project
CSOs	Civil Society Organizations
EHS	Environmental Health and Safety
EHSS	Environmental, Health, Safety and Security
ESG	Environmental and Social Governance
GBV	Gender-Based Violence
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GDP	Gross Domestic Product
M&E	Monitoring and Evaluation
GoM	Government of Mozambique
GRS	Grievance Redress Service
ILO	International Labor Organization
ICOCA	International Code of Conduct Association
ISO	International Organization of Standardization
INATRO	National Institute of Road Transport
MPWHWR	Ministry of Public Works, Housing and Water Resources
OHS	Occupational Health and Safety
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
RF, PF	Road Fund, Public Fund
SRA	Security Risk Assessment
SRAp	Security Risk Appetite
SRT	Security Risk Treatment
SEP	Stakeholder Engagement Plan
SCP	Stakeholder Consultation Plan
SMP	Security Management Plan
SOP	Security Operating Procedures
ToRs	Terms of Reference
UN	United Nations
WGRC	Workers Grievance Redress Committee
WB	World Bank

Terms & Definitions (ISO Guide 73)

Risk: Effect of uncertainty on objectives. **Consequence:** Result of an event that affects objectives.

Probability: Likelihood of something happening. **Inherent Risk:** Risk that exists without any treatment (control measures) that could alter the probability and consequence of a risk.

Driving Risk: Risks that can cause other risks.

Residual Risk: The risk that "remains" after the implementation of a specific treatment (control measures) to alter the probability and consequence.

Risk Management: Coordinated activities to direct and control an organization regarding risk.

Risk assessment process: Comprehensive process of identifying, analyzing, and assessing risks.

Risk identification: Aims to find, recognize, and describe risks that may help or hinder the achievement of objectives.

Risk analysis: Aims to understand the nature of risks and their characteristics, including the level of risk, where applicable.

Risk assessment: Aims to support decision-making.

Control: Measure that maintains and/or modifies the risk.

Risk Appetite: Level of accepted risk.

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Executive Summary

With the aim of improving climate-resilient, safe, and sustainable road connectivity in the northern region of the country, the Government of Mozambique (GoM), through the National Roads Administration, Public Institute (ANE, IP), and the Road Fund, Public Fund (RF, PF), is preparing for the implementation of the Climate Resilient Roads for the North Project (CRRNP).

Considering the security situation in the country in general and, particularly, in the northern region, where we have been witnessing the phenomenon of insurgent's attacks and their consequences since 2017, the need for conducting a Security Risk Assessment for the project's coverage area was raised, specifically in the provinces of Cabo Delgado, Niassa, and Nampula. In this context and in order to determine the required security level for the project, a Security Risk Assessment was conducted, considering the districts covered by the project, which served as the basis for designing the Security Management Plan for the same area.

A risk matrix (Probability vs. Consequence), was developed utilizing the guidelines of ISO 31000:2019 and ISO 31010:2019 in conjunction with the Environmental and Social Governance, with the criteria below, resulting in the immediate diagnosis outlined in the following:

Probability		Consequence (considered: people, tangible and intangible assets, and infrastructure)	
Improbable	1	Human harm (staff and community): No impact on the physical integrity of individuals; Reputational: Minor internal complaints; In operations: Operations halt for a maximum of 2 hours	1
Possible	2	Human harm (staff and community): temporary disability and/or hospitalization; Reputational: local media backlash; Operations: 50% operations constraint	2
Probable	3	Human harm (staff and community): disability (30%), temporary disability and/or hospitalization; Reputational: negative national backlash; Operations: 75% operations constraint	3

Almost certain	4	Human harm (staff and community): disability (+30%) or death; Reputational: negative international backlash; Operations: Conditions the entire operation	4
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Risk	Average risk level –all districts
Insurgents' attacks	Lower category of the Extreme Risk
Kidnapping	Last category of the High Risk
Theft/Assault	Last category of the High Risk
GBV	Second category of the Extreme Risk
Demonstrations/tumults/vandalism	Last category of the High Risk
Fire	Lower category of the extreme Risk
Traffic Accidents	Last category of the High Risk
Natural disaster and Health Risk	Last category of the High Risk
<i>Logistics:</i> Inability to transport materials to the project due to insecurity	Last category of the High Risk
<i>Social:</i> Conflicts with the community related to land access and unemployment	Last category of the High Risk
Infiltration of insurgents among the project workers	Lower category of the extreme Risk

Cons.		Fire; Infiltrations of insurgent	Insurgents' attacks	
			GBV	
			Kidnapping; Theft/Assault; D/T/V; TA; ND/HR; Logistic and Social risk	
	Prob.			

Comentado [JC5]: This is new information, it was not presented in the previous version.

Please also include risks related to the use of public/private security forces, as per ESS4 AS MENTIONED BY THE WB QUALITY ASSURANCE TEAM (Refer to email from June 10, 2024).

Comentado [F6R5]: This information was included in the first review

The issue has been flagged in the SMP, specifically at point 6.2 under the risk of insurgent attacks.

Comentado [JC7]: This table is also new information. However, it is incomplete and does not address the QA team comment which recommends the inclusion of risks outlined plotted on a 4X4 risk matrix for ease reference (Refer to email from June 10, 2024).

1. BACKGROUND OF THE PROJECT

Mozambique's economy grew steadily until 2015, averaging 7.3 percent. From 2016 to 2020, economic activity decelerated sharply, and in 2020, gross domestic product (GDP) declined by 1.2 percent, marking the first economic contraction in three decades.

Agriculture employs about 80 percent of the total workforce and generates about 30 percent of gross domestic product (GDP). This sector is the mainstay of Mozambique's economy and is critical for overall poverty reduction. However, agricultural productivity remains low and constrained by many factors, including limited access to transport infrastructure and services in rural areas.

In addition to the poor accessibility to rural areas, Mozambique is highly exposed to extreme weather events, principally flooding that may become even more frequent because of Mozambique's geography and long coastline.

The recovery of the economy has a low impact on the reduction of poverty for the rural people as is driven by capital-intensive and import-dependent sectors, while low-skilled jobs in the agriculture sector continue to dominate employment. As a result, the poorest people, living mainly in rural areas of Mozambique's northern region, have benefited less from economic growth than the overall population.

In Cabo Delgado province, the cyclones, heavy rains and floods destroyed various infrastructures, including roads and bridges, hitting an already vulnerable population, which was in many areas affected by terrorism, violence and poverty.

According to CRRN Project Concept Note (2023), the delays in rebuilding road infrastructures caused by insufficient financial resources had increased the degradation of the road network and bridges, especially steel bridges, causing partial isolation of the Mueda, Quissanga, Muidumbe, Macomia, Mecufi and Metuge districts, affecting around 378,762 people.

In line with the above, the Government of Mozambique (GoM) through the National Roads Administration, Public Institute (ANE, IP) and Road Fund, Public Fund (RF, PF) is therefore preparing the implementation of the **Climate Resilient Roads for the North Project (CRRNP)** to enhance climate-resilient, safe and sustainable road connectivity in the Northern Provinces of Mozambique.

The involvement of project-affected persons (PAPs) and other interested parties is one of the activities that must be carried out throughout the project life cycle, starting during the process of preparation, selection, implementation and operation of the project and within a time frame that allows relevant consultations with PAPs on project design.

In this context, the need to prepare the Stakeholder Consultation Plan (SCP) inclusively is established, providing relevant data on the security situation for people, infrastructure, assets, and operations in the areas covered by the project, serving as the basis for the Security Risk Assessment and Security Management Plan.

1.1 Objectives of the Stakeholders Consultation Plan

The Stakeholder Consultation Plan (SCP) is an integral part of the project Stakeholder Engagement Plan (SEP). A methodology has been defined for its implementation, aiming to create a robust engagement plan with effective collaboration from stakeholders while respecting critical aspects of an area characterized by some insurgent's attacks. In this context, the following steps were followed in the methodology:

Identification and Mapping of Stakeholders

Preliminary identification and mapping of key stakeholders to be consulted for the Security Risk Assessment and Security Management Plan in the provinces of Cabo Delgado, Nampula, and Niassa.

- Governmental and non-governmental institutions directly or indirectly involved in managing security risks impacting people, infrastructure, assets, and project operations;
- Institutions handling data related to security issues concerning people, infrastructure, assets, and project operations;
- Institutions with relevant information regarding security risks for people, infrastructure, assets, and project operations;
- Local communities and citizens with relevant information (guards, drivers, traders, etc.).

Definition of Objectives:

- Gain a deep understanding of the local context and identify security risk factors for people (ANE and project staff, PIU, IPs, and communities), infrastructure, assets, and project operations in the project-covered areas;
- Bring different parties together to negotiate their interests;
- Enable the public to discuss and analyze project-related security issues;
- Achieve sustainable development of the project;
- Incorporate the wishes and opinions of interested and affected parties on security matters.

Comentado [JC8]: Please make sure this is prepared as part of the updated version of the SEP. Note that a draft SEP was disclosed (V001) on March 8, 2024 and there is a need to submit a final version.

Please updated this paragraph tio include the stage of the preparation of the SCP

Comentado [F9R8]: Noted. The consulting team will send the final version.

Principles of Stakeholder Consultation:

- Public consultations will be organized throughout the project's life cycle, conducted openly, free from external manipulation, interference, coercion, or intimidation;
- Information will be provided and widely distributed among all stakeholders in an appropriate format, providing opportunities for stakeholder feedback, analysis, and addressing comments and concerns;
- Stakeholder identification is carried out to support better communications and build effective relationships. The participation process is inclusive, encouraging all stakeholders to participate in the consultation process.

Special Attention to Critical Groups

Special attention should be given to project workers |vulnerable groups such as individuals | (ANE, PIU, and IPs), drivers, who frequently travel to high-security risk zones, those involved in high-security risk project operations, and affected communities.

|Further| details about identified risks and treatment measures for project workers can be found in sections 6, 7, and 8 of this document and in sections 6.1 and 6.2 of the SMP

Commitment, Integrity, and Respect

Commitment to understanding, engagement, and stakeholder identification recognized and practiced from the outset. Integrity occurs when engagement is conducted in a way that promotes mutual respect and trust.

Transparency and Trust

Transparency is demonstrated when community concerns are responded to in a timely, open, effective manner and with the knowledge of all stakeholders. Trust is achieved through open and meaningful dialogue that respects and defends differences expressed in the community's beliefs, values, and opinions.

Ethical Considerations

The consulting team will rigorously adhere to the recommendations to maintain the utmost confidentiality and privacy of all participants during the consultation and data collection processes. Informed consent will be diligently obtained from each participant involved.

Comentado [JC10]: ANE, PIU and IPs are not considered vulnerable groups. The correct term is PROJECT WORKERS: PIU, ANE, IP, drivers, locals workers and affected communities. The SRA, SMP have to assess the risks for project workers, assets and infrastructure and present measures to be in place to protect them.

Comentado [F11R10]: Done and agreed. The identified risks to people, assets, and infrastructure have been mapped, and their treatment is indicated in sections 7, 8, and 9 of the SRA and sections 6.1 and 6.2 of the SMP

Comentado [F12R10]: Note: Given the lack of evidence to remove "vulnerable", the term has been retained. Additionally, the suggested terms have been included

Comentado [F13]: The alignment with the SMP has been incorporated

Continuous Evaluation

Conduct ongoing assessments of engagement, adjusting the approach as necessary based on feedback and the evolving situation.

This plan aims to ensure an ethical, inclusive, and transparent consultation process, considering the diversity and specific needs of stakeholders and affected communities.

Tools for information collection

The tools used in this process for information collection were the integration of interviews (formal and informal), brainstorming, and checklists based on ISO 31010:2019.

2. PROJECT DESCRIPTION

2.1 Project Development Objectives and Description

The project objective is to enhance climate-resilient, safe and sustainable road connectivity in the Northern provinces of Mozambique, namely Cabo Delgado, Niassa and Nampula. It will target the upgrading, rehabilitation, and maintenance of selected secondary and tertiary roads, as well as the construction and rehabilitation of bridges in the secondary road network and installation of Bailey bridges in the tertiary road network.

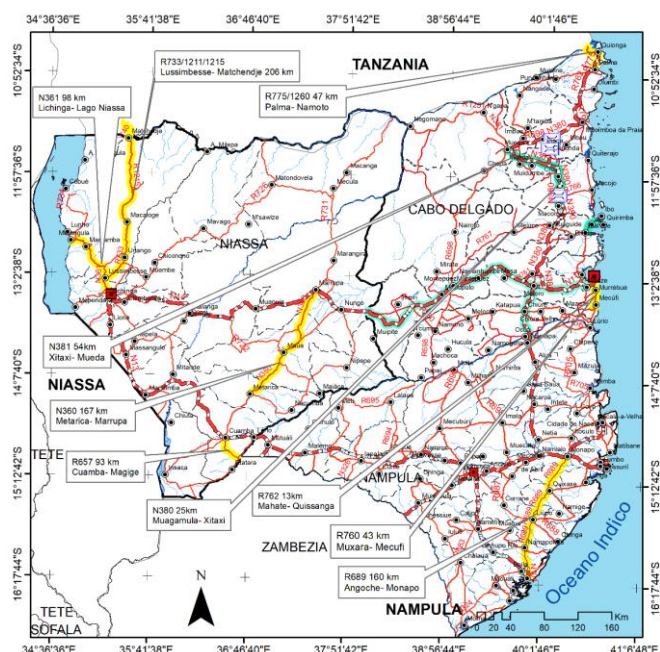


Figure 1 – Project target área

2.2 Project Components

The project consists of three (3) components, as described in the table below:

Component	Subcomponents and Description
Component 1: Climate Resilient, Safe and Sustainable Improvement of Roads (US\$ 119.6 million)	<u>Sub-component 1.1: Improvement and maintenance of road network (US\$81.5 million)</u> . This sub-component will focus potentially on the following: (i) Upgrade of 52km of the secondary road N381 Mueda – Xitaxi; and 15km of the tertiary road R762 Muepane – Quissanga; and rehabilitation of 25km of sealed secondary road N380 Muagamula – Xitaxi in Cabo Delgado province, including the rehabilitation or reconstruction of culverts and other drainage infrastructure; (ii) Consultancy services for the preparation of concept design and bid documents for upgrading/rehabilitation of roads, including for follow-on operations, and the monitoring of road works; and (iii) Land acquisition and resettlement of project affected persons. Road safety audits/inspections will be conducted at different stages of the project, speed management and improved Vulnerable Road User (VRU) facilities will be ensured across project roads and bridges. Pedestrian sidewalks, and cycle lanes in urban and community centers, including wider shoulders along road segments will be introduced for non-motorized traffic to increase road safety of VRUs. Through this Subcomponent, Community infrastructure (markets, schools, health centers, agriculture produce storage facilities) will be provided to rural population along segments of roads targeted by the project and incorporated into the works contracts.
	<u>Sub-component 1.2: Improvement of bridges and drainage structures (US\$38.1 million)</u> . This sub-component will focus on: (i) Construction and rehabilitation of five concrete bridges along the secondary road N380 in Cabo Delgado (Mirohote (45m), Muaguamula (40m), Muera 1 (55m), Muera 2 (30m) and Nango (35m); (ii) Consultancy services for the preparation of concept design and bid documents, and the monitoring of the bridge works

	in Cabo Delgado province; (iii) acquisition and installation of 1,500m of bailey/metallic bridges in tertiary roads in all three northern provinces, including the construction of substructure of the bridges; and (iv) Consultancy services for design and preparation of bid documents for construction of the substructure for installation of the bailey/metallic bridges in all three northern provinces.
Component 2: Improvement of Road Safety and Transport Mobility (US\$ 2.5 million).	The Safe System approach for road safety will be an integral part of the road design and implementation. This component will finance: • The enhancement of the capacity of the National Institute of Road Transport (INATRO) on road safety regulation, inspection and supervision, and ANE on road safety engineering. • A pilot program on safe road infrastructure, inclusive road safety programs targeting youth, awareness-raising and dissuasive measures, and improving gender disaggregated crash data collection. • First responder training for youth across project roads. • A “safer route to school” pilot to improve access to schools. • Capacity building and accreditation on road safety audit; and • A study on improving transport services in rural areas, including addressing the recommendations of the report.
Component 3: Institutional Strengthening and Project Management (US\$ 2.9 million).	Component 3 will include incremental operating costs and institutional strengthening activities. It will cover: • An institutional assessment of the road sub-sector. • Road asset management. • Enhancement of climate resilience in planning and management of road infrastructure. • Road and traffic data collection. • Preparation of a road maintenance strategy. • study on facilitation of public private partnerships in road rehabilitation and maintenance; (vii) development of community resilience committees led by women to support emergency preparedness and response; and • Promotion of women’s employment in the road sub-sector. Effort will be made to incorporate a skills development and

	livelihoods sub-component to provide opportunities for conflict-impacted local labor in the road works. This component will also provide technical assistance for the implementation of the project including procurement, FM and audits, environmental and social oversight, and M&E.
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Table 1: Summary of project components

3. MOZAMBIQUE SECURITY CONTEXT

A detailed analysis of the political, social, economic, and cultural situation of the country was conducted by cross-referencing security data (crime statistics, reports on the Mozambican population, and various other available data) collected from different sources. The aim was to highlight security trends and specific threats in different regions of the country, particularly in the project-covered areas.

3.1 Socio-political Context

Mozambique's current estimated population is about 33 million, and approximately two-thirds of this population live and work in rural areas¹.

Since October 2017, Mozambique has registered Insurgents' attacks in the northern province of Cabo Delgado leading to significant displacement and loss of life. Between 2018 and 2021, Al-Shabaab insurgents linked to the Islamic State Group have carried out more than 800 attacks against civilian and military targets in Cabo Delgado's northern districts and there are signs the conflict is spilling over into neighbouring provinces of Nampula and Niassa².

The Insurgents' attacks in Cabo Delgado occurred with greater incidence in the districts of Mocimboa da Praia (the district which registered the first attacks), expanding later to other districts such as Macomia, Quissanga, Ibo, Muidumbe, Nangade, Palma and Meluco.

Nampula, with documented evidence of at least one attack targeting a Christian institution (resulting in one fatality) and other facilities (such as economic infrastructure) being destroyed, remains highly vulnerable to the risk of insurgent activity. Memba district is particularly susceptible to this threat.

The consequences of this phenomenon are multidimensional, starting with the destruction of private homes, buildings and public and private entities, the paralysis of essential health and education services, the looting of commercial establishments, economic stagnation due to the lack of regular movement of people and goods, death and the existence of displaced people

¹ World Bank, 2023

² World Bank. Mozambique Gender Assessment, leveraging women and girl's potential.2023

throughout the country³ and abduction of women and adolescent girls⁴. Generally, the insecurity in the region makes it less attractive for investment and economic activity, thus negatively affecting an already vulnerable population.

According to the latest annual report of the President of the Republic for 2023, the phenomenon of terrorism has led to the displacement of 627,846 people, of whom 50% are children, and 29.4% are women.

Mozambique will have presidential elections in 2024, this political event considered critical during the entire electoral period (propaganda/campaign period, elections, dissemination of results and post -elections period), will create great pressure on civil society organisations and, consequently, the need for observance of specific security procedures since wrong elements could seize the opportunity to harm the unsuspecting population.

In this context, a security risk assessment was carried out, considering the probability and consequence matrix, using the ISO 31000:2018 guidelines, in conjunction with IEC/ISO 31010: 2019.

3.2 Crime and Security

According to data made available by the National Statistics Institute (statistical yearbook - INE, 2022), the crimes registered and cleared by the Police of the Republic of Mozambique in the period 2020 to 2021, went from 16,624 to 14,985 registered crimes and from 14,321 to 14,230 cleared crimes, which corresponds to a reduction of 9.9% and 0.6%, respectively.

The category of crimes **against property** (robberies, armed robberies, thefts in their most different forms, arson, among other crimes related to loss of possession of property) and crimes **against persons** (voluntary and frustrated homicide, bodily harm in its most diverse forms, rapes, rape and others), are the categories that registered the highest number of cases for the year 2021, not being different in other previous years.

3.3 Insecurity

The Insurgents' acts that have a greater incidence in the northern area, specifically in Cabo Delgado Province, perpetrated allegedly by armed insurgents, considering the **Modus Operandi** (attacks against the local population, creating fear and panic, burning residences, stealing food and people's goods, etc), in addition to grief and pain, have contributed to the destruction of socio-economic infrastructures, reduction of productive capacity, increase in unemployment and setback in the levels of social welfare.

³ Macalane, at all 2022

⁴ Feijó 2021 & COSACA, 2019

This scenario in Mozambique has a direct and indirect impact on the presence of NGOs in the northern region, who, fearing that they could potentially be secondary or collateral victims, may simply withdraw and avoid their direct presence, despite the enormous needs, including humanitarian needs, of the communities.

In order to respond fully to the insurgency in the north and considering that terrorism is an event that does not stop at the border, the Mozambican government, under cooperation agreements, is currently counting on the presence of Rwandan and SADC forces.

3.4 Kidnapping

Since 2011 to date, 214 people have been kidnapped⁵. A network of human traffickers has been operating in the country and cross boarder for years, kidnapping mainly successful entrepreneurs. Families of the victims and survivors are being forced to pay millions of dollars. This crime, which produces significant impacts on the human, social and economic aspects, tends to occur in large urban centres, especially in Maputo Province, Maputo City, Sofala and Manica, and has created a feeling of insecurity among citizens.

The most common **motive** is financial (ransom demand), but we also have situations of adjustments of accounts between groups and scenarios motivated by cultural issues (for superstition purposes), etc.

3.5 Mozambique Criminal Situation

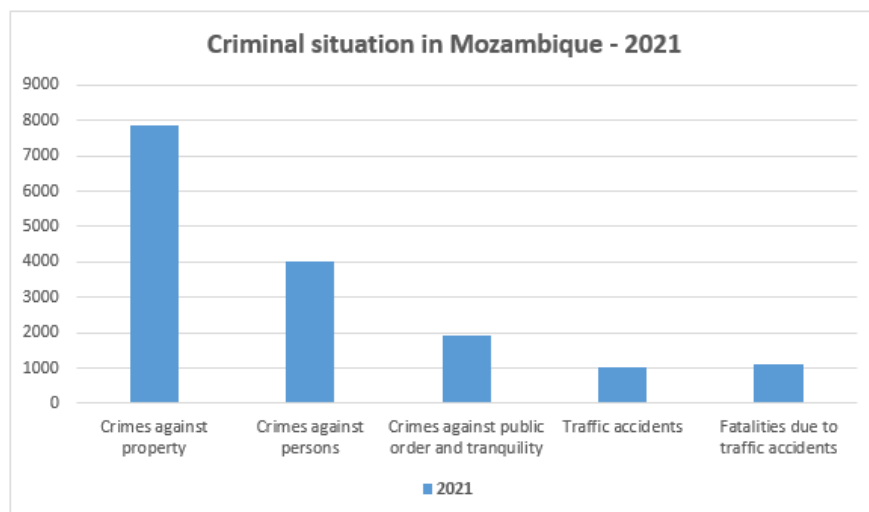


Figure 2 – Mozambique criminal situation 2021
Source – INE

⁵ TV sucesso, 2024. <https://www.youtube.com/watch?v=qVB9JfJNvIA>

GBV

One third of Mozambican women between 15 and 49 years old have experienced physical violence since age 15, and 12 percent of women have reported being forced to have sex at least once in their lives. The country has the second highest rate of child marriage in the Southern Africa region following Tanzania– 4.4 million⁶. The cycle of violence starts early with 32 percent of young women and 40 percent of young men having experienced some form of physical, sexual, or emotional violence during their childhoods. Violence begets violence and men exposed to violence at young age or who witness it in their households more likely to become perpetrators and girls more likely to become victimized.

MINT's GBV 2023 report indicates 9,833 domestic violence cases filed in 2023 compared to 11,302 in 2022, representing a 13% decline. The victims included 327 children (123 boys and 204 girls), 9,038 adults (1,477 men and 7,561 women) and 468 elderly (166 men and 302 women), accounting for 3%, 92% and 5%, respectively. Physical violence is the most prevalent, with 5,013 cases compared to 6,093 in the preceding quarter of the year, followed by psychological violence (1,868 versus 2,241), patrimonial violence (1,513 versus 1600) and severe violence (1,251 versus 1,181).

Regarding the involvement of minors in criminal crimes, a category known as Minors in conflict with the Law, the Department notified a total of 336 cases, up from 265, an increase of 71 (26.8%) cases. Of these we highlight the Sexual Interactions with Minors of 12 years⁷ (63) Theft (59), Corporal offenses (56), theft (55), other sexual acts with minors (34).

⁶ <https://africanlii.org/articles/2023-07-06/carmel-rickard/child-marriage-and-the-law-challenges-cautions-and-alarming-statistics-from-new-report>

⁷ Article 202 of Law 24/2019 addresses sexual interaction with minors under 12 years of age. Sexual relations with minors under 12 are punishable by a 16–20-year prison sentence. Previously, this act was referred to as "violence of minors."

3.6 Armed Conflicts Recorded

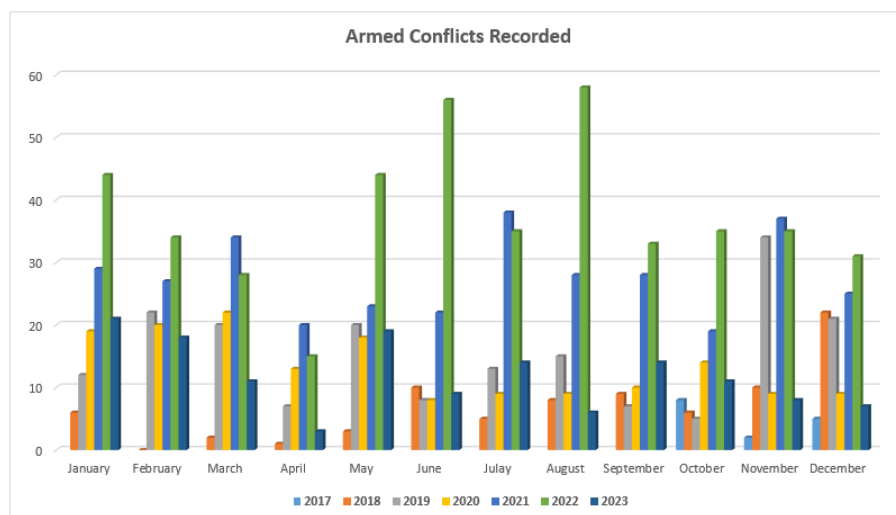


Figure 3 – Armed conflicts recorder 2017 to 2023

Source: compiled by the consultant through the cross-referencing of various data from different sources

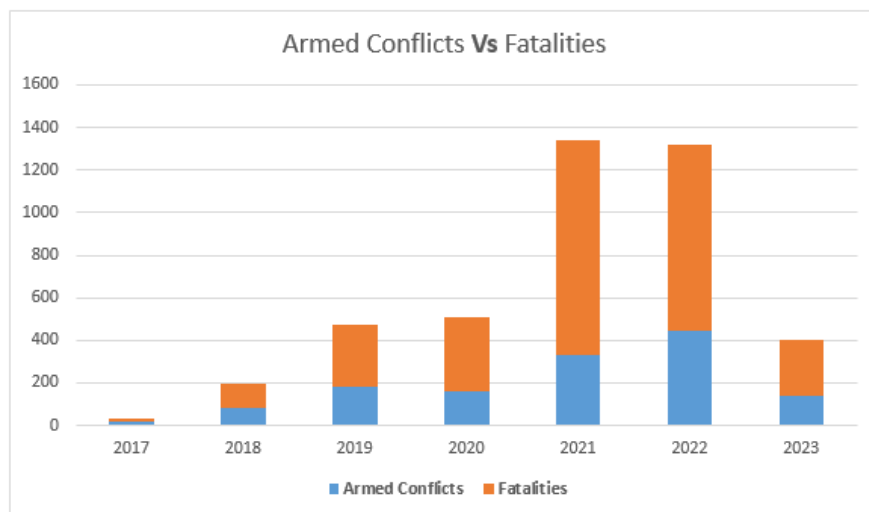


Figure 4 – Armed conflicts and fatalities 2017 to 2023

Source: compiled by the consultant through the cross-referencing of various data from different sources

4. SECURITY RISK ASSESSMENT

4.1 Objectives

The objectives of the security risk assessment for the project in question are:

- Identify, analyze, and assess security risks and potential threats in the mapped locations for the project implementation in the provinces of Cabo Delgado, Nampula, and Niassa;
- Develop risk treatment strategies to promote security for individuals (project implementers and local communities), assets, and infrastructure;
- Assist in decision-making; and
- Serve as a foundation for the Security Management Plan.

5. SRA METHODOLOGY

5.1 Assessment Criteria for Probability and Consequence

Probability		Consequence (considered: people, tangible and intangible assets, and infrastructure)	
Improbable	1	Human harm (staff and community): No impact on the physical integrity of individuals; Reputational: Minor internal complaints; In operations: Operations halt for a maximum of 2 hours	1
Possible	2	Human harm (staff and community): temporary disability and/or hospitalization; Reputational: local media backlash; Operations: 50% operations constraint	2
Probable	3	Human harm (staff and community): disability (30%), temporary disability and/or hospitalization; Reputational: negative national backlash; Operations: 75% operations constraint	3
Almost certain	4	Human harm (staff and community): disability (+30%) or death; Reputational: negative international backlash; Operations: Conditions the entire operation	4

Table 2 – Probability and Consequence criteria

Inherent/residual risk level (IRL/RRL) Matrix	Ref.	Action
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4	8	12	16	1	Low risk: Maintain practices and procedures
3	6	9	12	2,3	Moderate risk: Define management responsibilities
2	4	6	8	4,6	High risk: high-level management action
1	2	3	4	8,9,12,16	Extreme risk: Immediate action

Table3 – Inherent/Residual risk matrix level

6. SECURITY TREATS

6.1 Security Threats in the Districts Covered by the Project

This SRA aims to provide a comprehensive overview of the prevalent security threats in the districts covered by the project. In this context, the list of provinces, districts, and communities to be covered by the project is presented below.

Province	Road to be intervened	Road section	District	Number of communities
Cabo Delgado	R762	Mahate - Quissanga	Quissanga	2
Cabo Delgado	R762	Mahate - Quissanga	Macomia	1
Cabo Delgado	R760	Muchara - Mecufi	Mecufi	5
Cabo Delgado	R760	Muchara - Mecufi	Ancuabe	5
Cabo Delgado	R775/1260	Palma - Namoto	Palma	4
Cabo Delgado	N380	Muagamula - Mueda	Mueda	2
Cabo Delgado	N380	Muagamula - Mueda	Muidumbe	8
Nampula	R689	Angoche - Monapo	Angoche	6
Nampula	R689	Angoche - Monapo	Mogincual	10
Nampula	R689	Angoche - Monapo	Monapo	3
Niassa	R657	Magige - Cuamba	Cuamba	17
Niassa	N360	Metarica - Marupa	Metarica	4
Niassa	N360	Metarica - Marupa	Maua	6
Niassa	N360	Metarica - Marupa	Marupa	3

Niassa	N361	Lichinga - Lago Niassa	Lichinga	3
Niassa	N361	Lichinga - Lago Niassa	Sanga	8
Niassa	N361	Lichinga - Lago Niassa	Lago	5
Niassa	R733	Lussimbessse - Matchedje	Sanga	17
Total			18	109

Table4 – List of provinces, districts and communities in the project target area

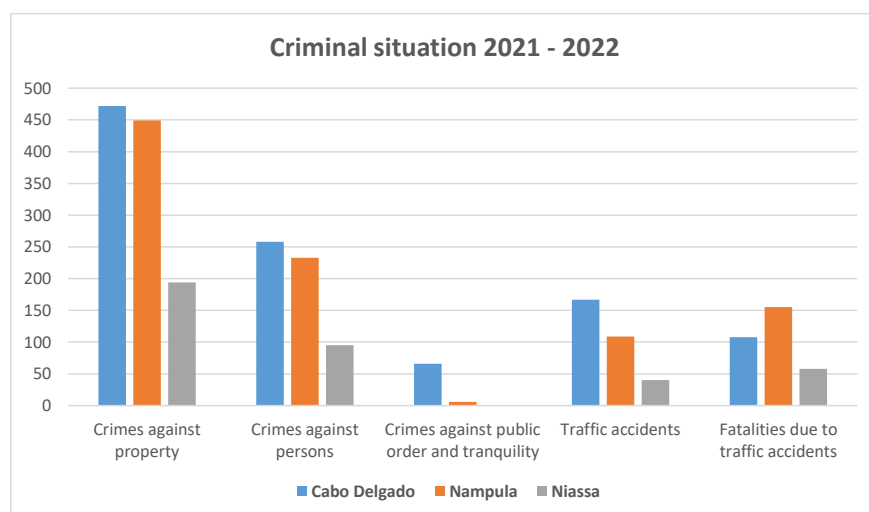


Figure 5 – Cabo Delgado, Nampula and Niassa criminal situation 2021 - 2022

Source – INE

6.2 Cabo Delgado Districts Covered by Project

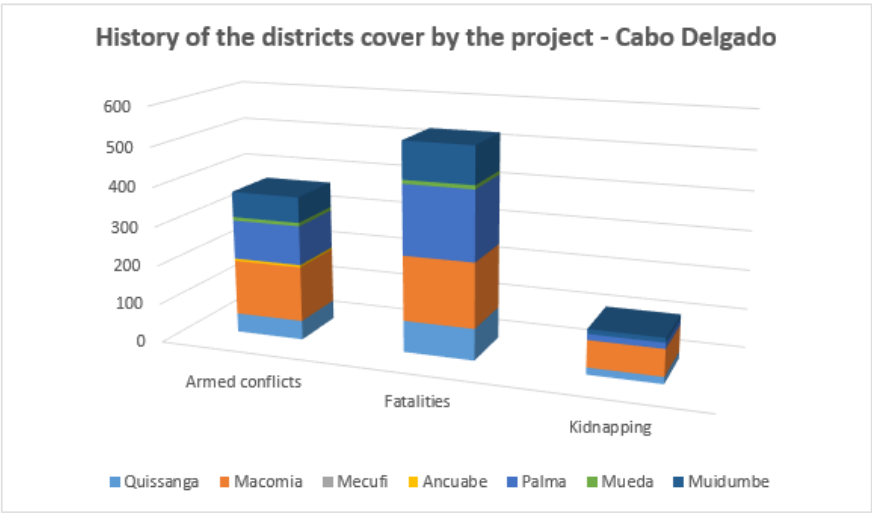


Figure 6 – Armed conflicts history recorder 2017 to 2022
Source: compiled by the consultant through the cross-referencing of various data from different sources

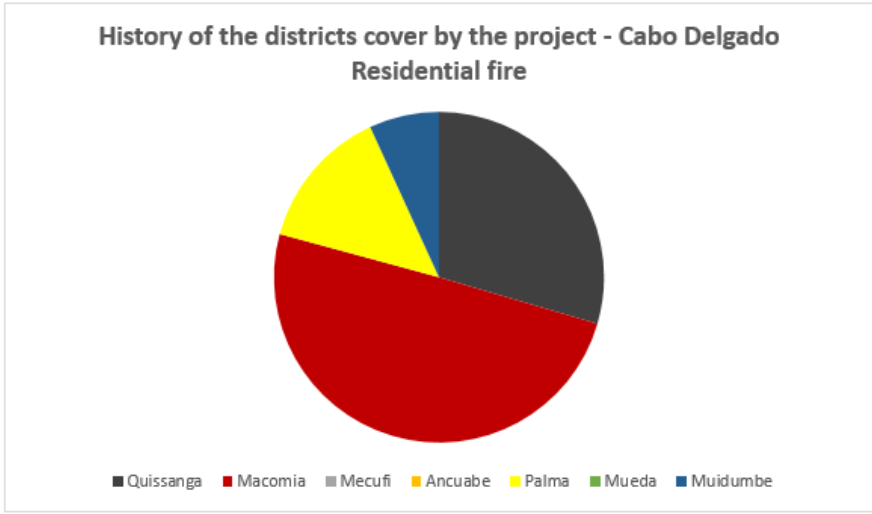


Figure 7 – Residential fire history recorder 2017 to 2022
Source: compiled by the consultant through the cross-referencing of various data from different sources

7. DISTRICTS COVER BY PROJECT MAJOR RISKS EXPOSED

Considering the activities developed by the ANE, below is a compilation of the greatest risks exposed:

Ref.	Description
R1	Insurgents 'attacks
R2	Kidnapping related to Insurgents' attacks
R3	Theft/Assault related to Insurgents' attacks
R4	GBV
R5	Demonstrations/tumults/vandalism related to Insurgents' attacks
R6	Residential Fire related to Insurgents' attacks
R7	Traffic Accidents
R8	Natural disaster and Health Risk
R9	<i>Logistics</i> : Inability to transport materials to the project due to insecurity
R10	Social: Conflicts with the community related to land access and unemployment
R11	Infiltration of insurgents among the project workers

Table 5 – Project risks exposed

Cons.		Fire; Infiltrations of insurgents	Insurgents sttscks	
			GBV	
			Kidnapping; Theft/Assault; D/T/V; ND/HR; Logistic and Social risks;	
	Prob.			

Table 6 – Project risks exposed Matrix (Prob.Vs Cons.)

7.1 Analysis of Interconnectivity Between Risks

The risk of a Insurgents' attacks presents as a driving risk, as it influences the occurrences of other risks such as kidnappings, theft/Assault, vandalism and residential fires. In this context, these risks have been mapped as realistic risk.

Comentado [JC14]: Please add the comments included in the Executive Summary

Comentado [F15R14]: They are already included in the second-to-last table

8. RISK ASSESSMENT PROCESS: IDENTIFICATION, ANALYSIS, AND ASSESSMENT OF RISKS

8.1 Cabo Delgado – Quissanga District

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	3	4	12	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 7 – Quissanga Risk Matrix

8.2 Cabo Delgado Macomia District

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	3	4	12	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 8 – Macomia Risk Matrix

8.3 Cabo Delgado – Mecufi District

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	2	4	8	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 9 – Mecufi Risk Matrix

8.4 Cabo Delgado – Ancuabe District

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	2	4	8	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 10 – Ancuabe Risk Matrix

8.5 Cabo Delgado – Palma District

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	3	4	12	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 11 – Palma Risk Matrix

8.6 Cabo Delgado – Mueda District

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	3	4	12	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 12 – Mueda Risk Matrix

8.7 Cabo Delgado – Muidumbe District

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	3	4	12	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 13 – Muidumbe Risk Matrix

8.8 Nampula Districts Covered by Project Major Risks Exposed

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	2	4	8	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 14 – Nampula districts Risk Matrix

8.9 Niassa Districts Covered by Project Major Risks Exposed

Ref.	Description	Prob.	Cons.	NRI	Exposed risks matrix
R1	Insurgents' attacks	2	4	8	
R2	Kidnapping	2	3	6	
R3	Theft/Assault	2	3	6	
R4	GBV	3	3	9	
R5	Demonstrations/tumults/vandalism	2	3	6	
R6	Fire	2	4	8	
R7	Traffic Accidents	2	3	6	
R8	Natural disaster and Health Risk	2	3	6	
R9	Logistics risk	2	3	6	
R10	Social risk	2	3	6	
R11	Infiltration of insurgents	2	4	8	

Table 15 – Niassa districts Risk Matrix

9. SECURITY RISK TREATMENT - SRT

ANE must ensure the presence of an internal staff member or consultant who will be responsible for managing security issues, ensuring the existence and implementation of a policy, plan, and procedures, as well as defining the Level of security risk tolerance.

This individual should ensure that the treatment for the inherent risk is observed and that the residual risk falls within ANE's Level of security risk tolerance.

Risk	Average risk level – all districts	Risk treatment	
		Change probability	Change consequence
Insurgents' attacks	Lower category of the Extreme Risk	X Strengthen physical security barriers; Establish a robust access control system; Implement Conflict Early Warning Systems through intelligence collection and analysis; Maintain constant collaboration with local	Design of a security procedure; Design of a travel policy for critical areas; Design of an emergency response procedure; Design of minimum-security standards for vehicles, individuals in high-risk areas, infrastructure, and assets;

Comentado [JC16]: Please address QA Team comments: consider measures to change probability, i.e. target hardening, conflict early warning systems..... (refer to email from June 10, 2024)...

Same for Kidnapping, theft/ assault, demonstrations/ tumults/ vandalism, and include training and the use of GRM.

Comentado [F17R16]: These recommendations have been recorded in the SMP, considered there, and updated in this document. This point has been duly noted

		forces and share relevant information; Use Artificial Intelligence or specific software for data analysis; Install Monitoring and Alert Systems – intrusion and explosive detection systems; Use drones for patrol and monitoring (within legal limits).	All project employees traveling to the districts must have a portable first aid kit and a first aid bag in the vehicle. They should also have a survival kit; Design of key risk indicator.
Kidnapping	The last category of the High Risk	Training and simulation exercises on procedures to follow in a kidnapping situation. Training to avoid kidnappings, including but not limited to the following topics: Operational security – sensitive information and route management; How to maintain a low profile; Techniques for escaping a captivity situation; Use of codes and secure communication systems; How to handle and avoid violence from the kidnapper.	Design of an emergency response procedure; Assigning panic buttons and gps equipment to individuals with specific profiles.
Theft/Assault	Last category of the High Risk	The internal security manager or consultant must close liaison with local authorities (police and military); Training on procedures to follow in a theft/assault situation.	Ensure that private security deployment is subject to a Code of Conduct and binding agreement on the use of force; Private security actor should be a member of ICOCA (International Code of Conduct Association).

		Training to avoid robbery/assault situations, including but not limited to the following topics: Identification of suspicious situations/people; Personal safety and the use of personal safety apps; Security at home, work, and of personal belongings; Protocols for managing valuable items;	
GBV	Second category of the Extreme Risk	Design awareness programs on topics of GBV/Sea/SH for the community and project contractors; Coordinate with the local integrated mechanism for support in matters of prevention and reporting of GBV/SEA/sH cases.	Design of a GBV/SEA/SH policy and procedures which should cover all people (stakeholders in the project) - ANE, PIU, IPs, and the local community
Demonstrations/tumults/vandalism	Last category of the High Risk	The internal security manager or consultant must close liaison with local authorities (police and military); Implementation of Grievance Redress Mechanism (GRM); Training on procedures to follow in a tumult's situation	X To reduce the consequence of this risk, the following measures should be observed: Adherence to emergency response procedures for applicable scenarios; Efficient communication process for all involved parties; Training people on what to do and not to do in these situations; Conducting simulation exercises; Placing first aid kits in strategic locations;

			Definition of safe havens.
Fire	Lower category of the extreme Risk	Training on procedures to follow in a fire situation. simulation exercises on procedures to follow in a fire situation; Train staff in firefighting, first aid, and emergency management.	Ensure the existence of fire prevention and combat equipment in contractor camps; Ensure the presence of visible emergency contacts;
Traffic Accidents	Last category of the High Risk	Ensure that all vehicles have undergone preventive maintenance; Travel by day where possible and with a 4x4 enabled vehicle; Test and ensure the operability of communication equipment; All drivers must undergo defensive driving training; All vehicles must have an emergency kit; Ensure daily checklist vehicles.	Ensure compliance with travel and communication plans;
Natural disaster and Health Risk	Last category of the High Risk	Simulation an evacuation exercises on procedures to follow in a natural disaster situation;	Design of an evacuation plan; Design of key risk indicator.
<i>Logistics:</i> Inability to transport materials to the project due to insecurity	Last category of the High Risk	Plan alternative routes that offer greater security, even if they are longer or less efficient – Plan B for logistics;	Train drivers and transport team in security procedures, emergency response, and attack evasion; Conduct simulation exercises for risk situations.

		Implement real-time monitoring systems to track transport vehicles; Establish clear communication protocols between drivers, the project command center, and security forces; Maintain confidentiality regarding transport route details to minimize the risk of information leaks and limit this information to essential personnel only.	
<i>Social:</i> Conflicts with the community related to land access and unemployment	Last category of the High Risk	Create engagement with the community and include community members in the decision-making process. Empower communities and prioritize hiring local workers. Implement Conflict Resolution Mechanisms.	
Infiltration of insurgents among the project workers	Lower category of the extreme Risk	Implement background check procedures for all workers, contractors, and subcontractors. Strengthen security in camps with controlled access and constant surveillance. Implement intelligence and monitoring systems to identify suspicious activities and potential infiltrators.	Regular training on recognizing signs of infiltration and personal security procedures.

Table 16 – Risk treat measures

10. CONCLUSION

Despite the country's security situation showing a slight decreasing trend, the situation of Insurgents' attacks in Cabo Delgado and exposure to the same scenario by the bordering provinces of Nampula and Niassa remains concerning, requiring a robust security strategy to create a safe working environment for the project's personnel, communities, assets, facilities, and operations.

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