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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)

20 FEBRUARY 2024

PREPARED FOR



Administração Nacional de Estradas (ANE)

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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
STIs	Sexual 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 insurgents 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

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 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 insurgents 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.

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 Vulnerable Groups

Special attention should be given to 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.

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 outlined by the World Health Organization (WHO) 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.

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.

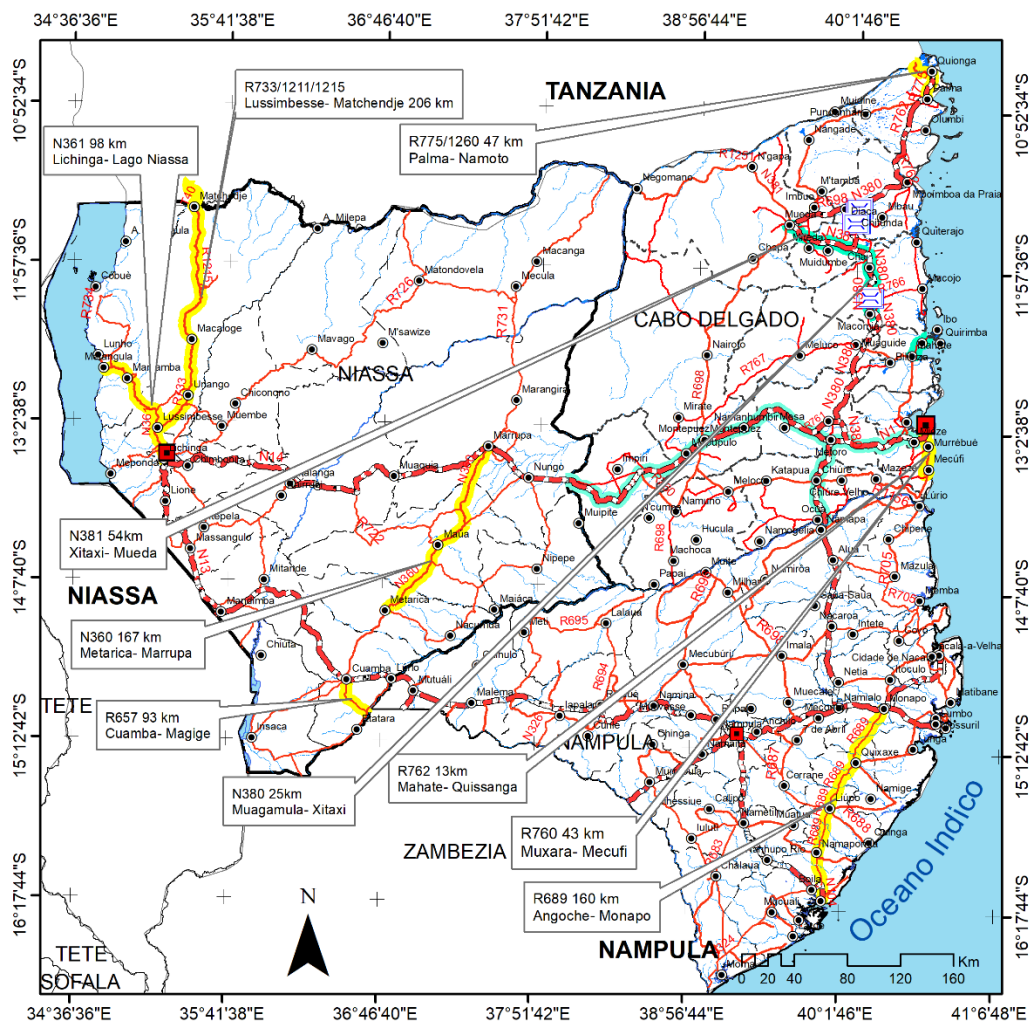


Figure 1 – Project target área

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)	<p><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.</p>
	<p><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</p>

	<p>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.</p>
<p>Component 2: Improvement of Road Safety and Transport Mobility (US\$ 2.5 million).</p>	<p>The Safe System approach for road safety will be an integral part of the road design and implementation. This component will finance:</p> <ul style="list-style-type: none"> • 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.
<p>Component 3: Institutional Strengthening and Project Management (US\$ 2.9 million).</p>	<p>Component 3 will include incremental operating costs and institutional strengthening activities. It will cover:</p> <ul style="list-style-type: none"> • 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

	<p>sub-component to provide opportunities for conflict-impacted local labor in the road works.</p> <p>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.</p>
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Table 1: Summary of project componentes

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 32 million, and approximately two-thirds of this population live and work in rural areas (World Bank, 2022).

Since 2017, Mozambique has registered Insurgents' attacks in the province of Cabo Delgado, and currently incidents (albeit sporadically) in the province of Nampula and threats in the province of Niassa.

The province of Cabo Delgado, in northern Mozambique, has been suffering Insurgents' attacks, with greater incidence in the districts of Mocímboa 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 a record of at least one case of proven attack, whose target was a Christian institution (with one death recorded), and other facilities (Economic infrastructure) destroyed, Furthermore, Memba district, despite being a recruitment center for the Insurgents' is highly vulnerable to the risk.

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 throughout the country (Macalane, at all 2022). 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.

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

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 for citizens, especially the victims.

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

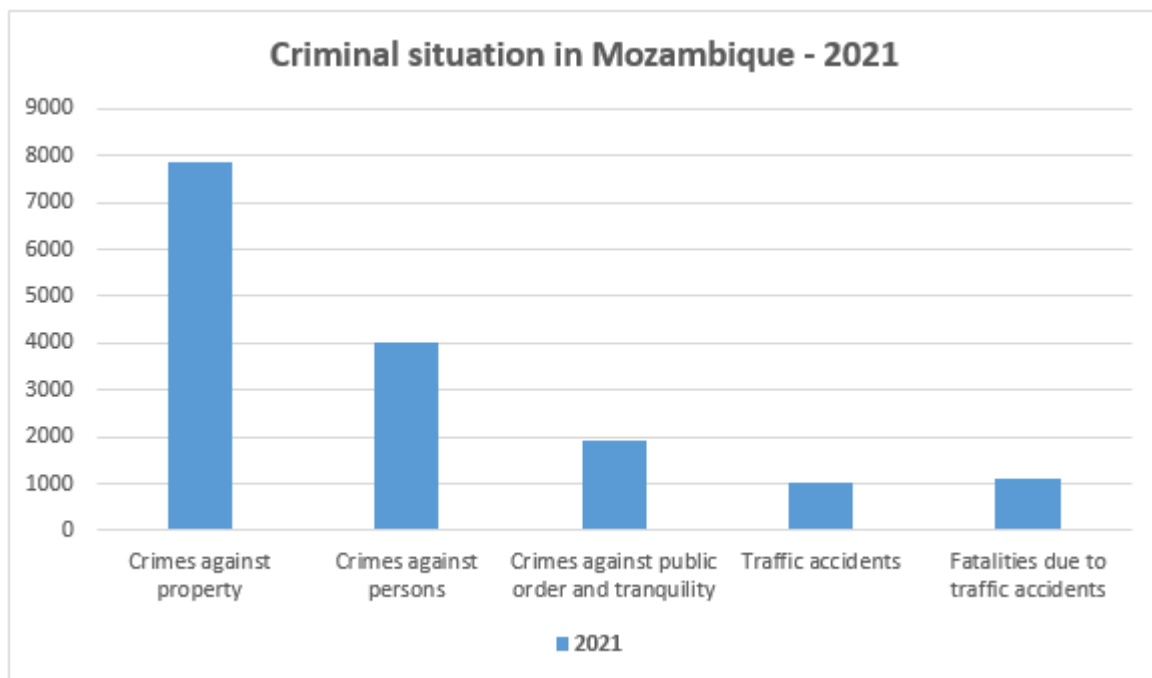


Figure 2 – Mozambique criminal situation 2021

Source – INE

3.6 Armed Conflicts Recorded

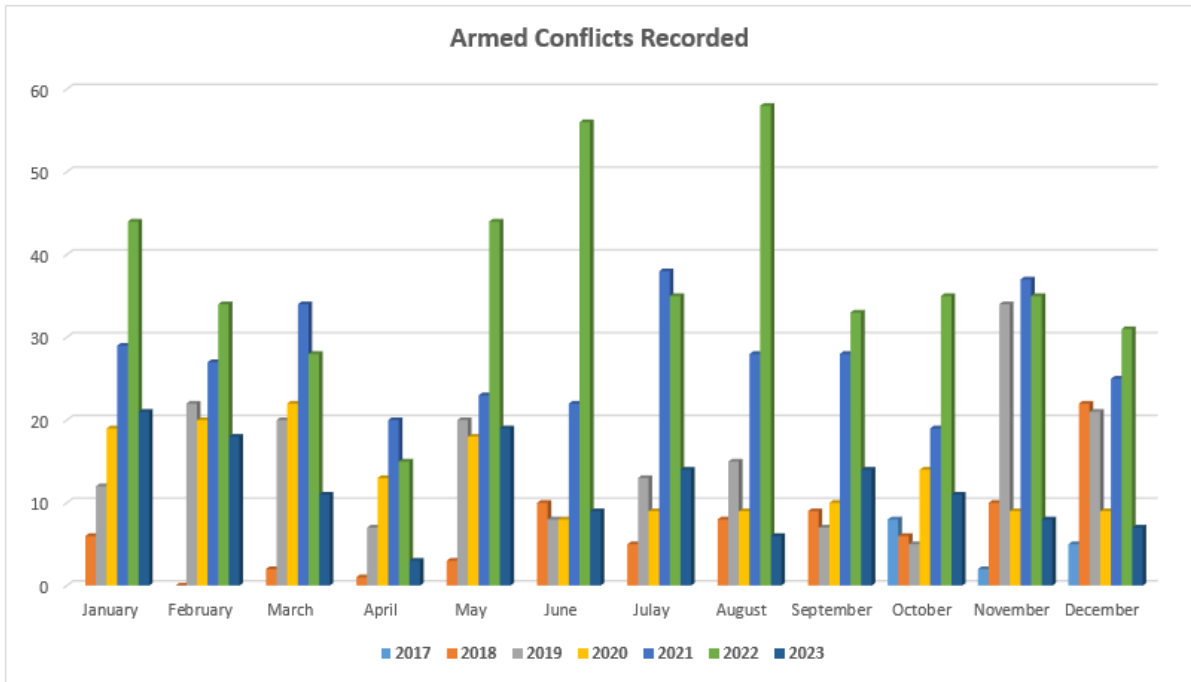


Figure 3 – Armed conflicts recorder 2017 to 2023

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

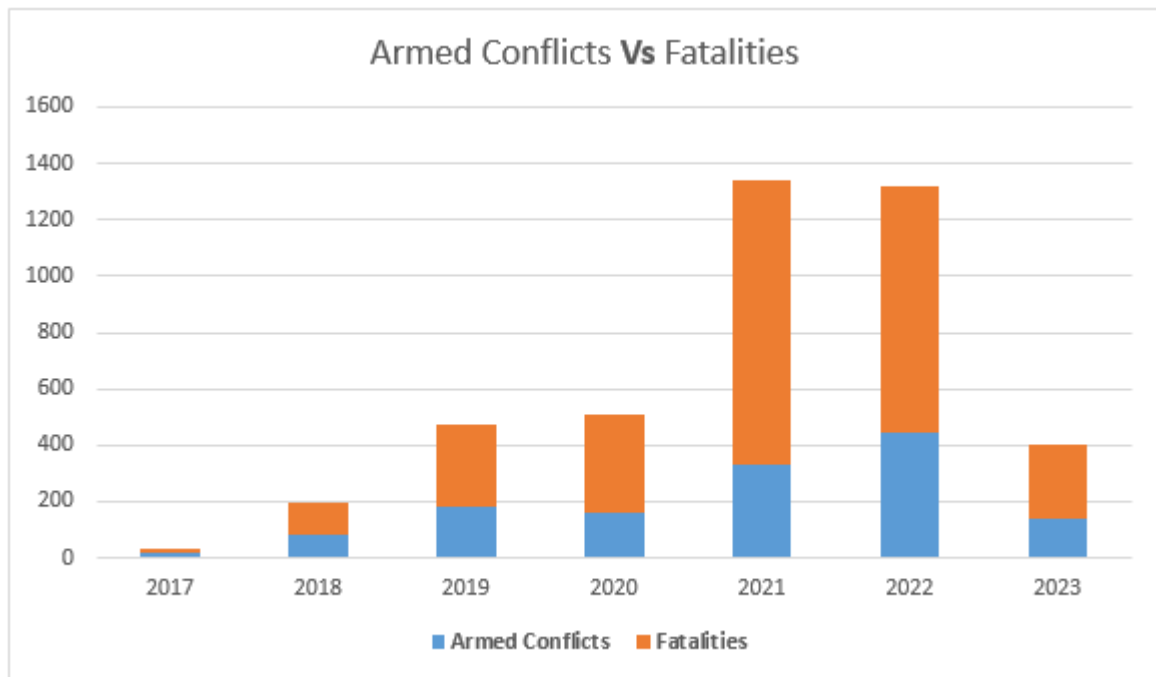


Figure 4 – Armed conflicts and fatalities 2017 to 2023

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
	1	Low risk: Maintain practices and procedures
	2,3	Moderate risk: Define management responsibilities
	4,6	High risk: high-level management action

4	8	12	16	8,9,12,16	Extreme risk: Immediate action
3	6	9	12		
2	4	6	8		
1	2	3	4		

Table3 – Inherent/Residual risk matrix level

6. ANE SWOT ANALYSIS

Strengths:

- Top management aware of the importance of security issues and the value it adds to the entire business;
- Good relations with stakeholders in the project.

Opportunities:

- Security providers with the capacity to meet ANE's needs in the northern region.
- Existence of institutions that can form partnerships for specific topics.

Weaknesses:

- Lack of a department or personnel managing security issues;
- Absence of guiding documents (policy, plans, and security procedures).

Threats:

- Districts covered by the project exposed to armed attacks/terrorism/bombs and all associated risks;
- Criminal activity and all risks linked and associated with it.

Prioritization of actions:

- Weaknesses Vs Threats: Vulnerabilities – Priority 1 in strategic actions;
- Strengths Vs Opportunities: Offensive actions capacity – Priority 2 in strategic actions;
- Weaknesses Vs Opportunities = Weaknesses – Priority 3 in strategic actions;
- Strengths Vs Threats = Defensive actions capacity – Priority 4 in strategic actions.

7. SECURITY TREATS

7.1 Security Threats in the Districts Covered by the Project

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

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	Lussimbesse - Matchedje	Sanga	17
Total			18	109

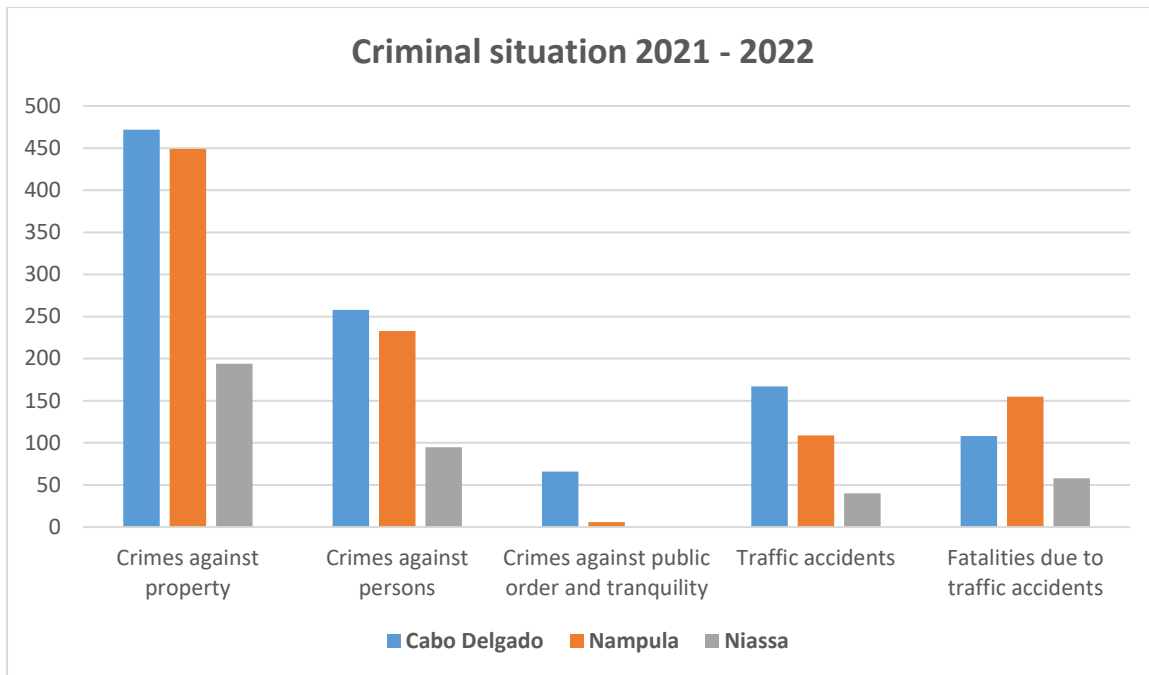


Figure 4 – Cabo Delgado, Nampula and Niassa criminal situation 2021 - 2022

Source – INE

7.2 Cabo Delgado Districts Covered by Project

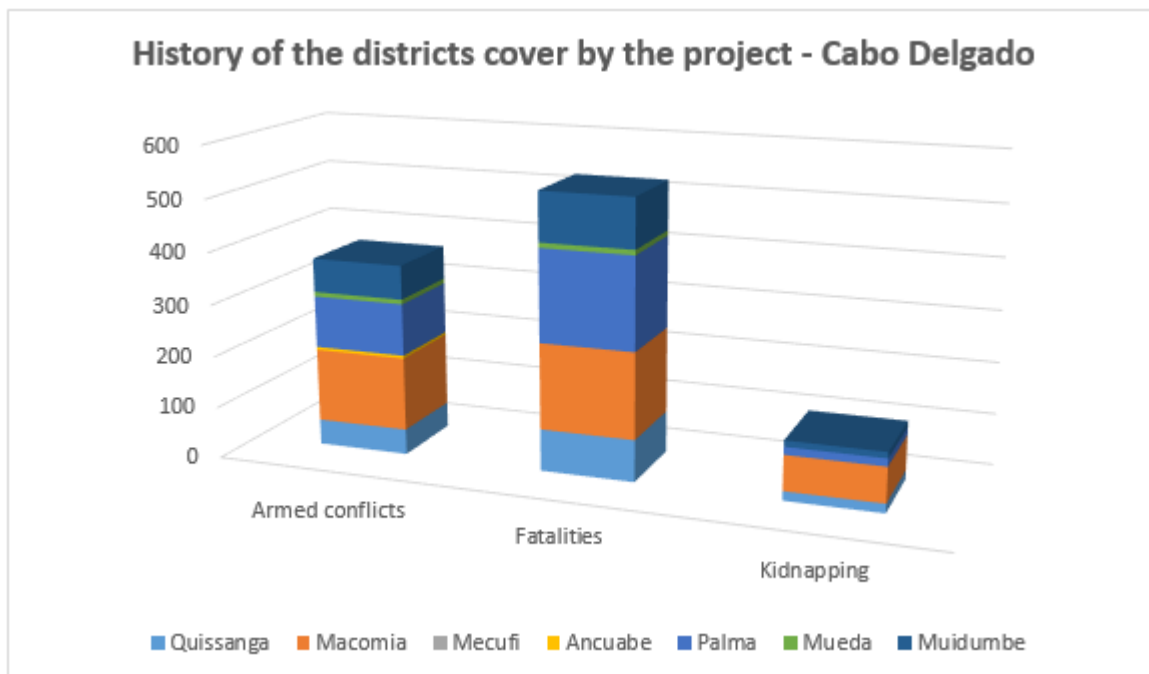


Figure 5 – Armed conflicts history recorder 2017 to 2022

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

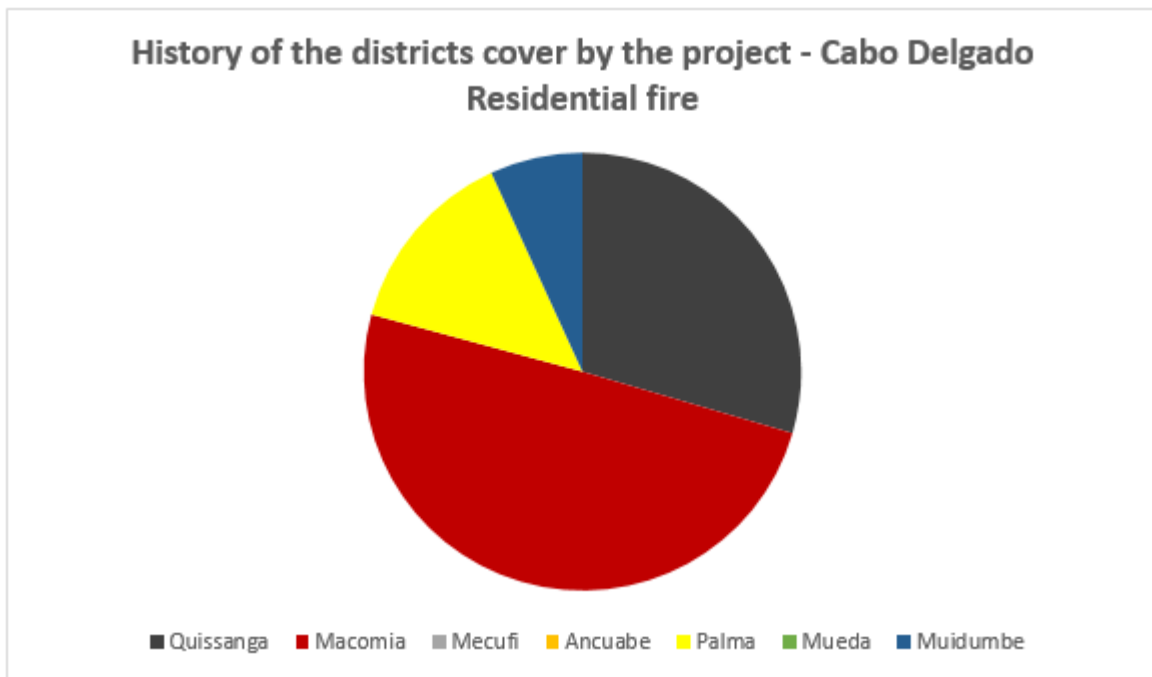


Figure 6 – Residential fire history recorder 2017 to 2022

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

8. 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

Table 4 – Project risks exposed

8.1 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.

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

9.1 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	

Table 5 – Quissanga Risk Matrix

9.2 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	

Table 6 – Macomia Risk Matrix

9.3 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	

Table 7 – Mecufi Risk Matrix

9.4 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	

Table 8 – Ancuabe Risk Matrix

9.5 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	
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Table 9 – Palma Risk Matrix

9.6 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	

Table 10 – Mueda Risk Matrix

9.7 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	

Table 11 – Muidumbe Risk Matrix

9.8 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	

Table 12 – Nampula districts Risk Matrix

9.9 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	2	3	6	
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	

Table 13 – Niassa districts Risk Matrix

10. 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		Design of a security procedure;

	the Extreme Risk		<p>Design of a travel policy for critical areas;</p> <p>Design of an emergency response procedure;</p> <p>Design of minimum-security standards for vehicles, individuals in high-risk areas, infrastructure, and assets;</p> <p>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;</p> <p>Design of key risk indicator.</p>
Kidnapping	The last category of the High Risk	Training and simulation exercises on procedures to follow in a kidnapping situation.	<p>Design of an emergency response procedure;</p> <p>Assigning panic buttons and gps equipment to individuals with specific profiles.</p>
Theft/Assault	Last category of the High Risk	<p>The internal security manager or consultant must close liaison with local authorities (police and military);</p> <p>Training on procedures to follow in a theft/assault situation.</p>	<p>Ensure that private security deployment is subject to a Code of Conduct and binding agreement on the use of force;</p> <p>Private security actor should be a member of ICOCA (International Code of Conduct Association).</p>
GBV	Second category of the Extreme Risk	<p>Design awareness programs on topics of GBV for the community and project contractors;</p> <p>Coordinate with the local integrated mechanism for support in matters of</p>	Design of a GBV policy and procedures

		prevention and reporting of GBV cases.	
Demonstrations/tumults/vandalism	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 tumult's situation	
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.

11. 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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