

## Annex B: Provision of Security Risk Management (SRM) capacity building of UNICEF implementing partners in South Sudan

### 1. BACKGROUND AND OBJECTIVE:

The security situation in South Sudan is largely impacted by the economic changes related to global oil prices and COVID-19, coupled with impacts from climate change, political and ethnic dynamics, which continues to ignite armed conflict, intercommunal violence, and criminality. The level of criminality has increased throughout the country with the United Nations (UN) and humanitarian communities being targeted. Specifically, there has been an increasing trend of compound intrusions, ambushes against humanitarian supply convoys as well as local communities expelling humanitarian entities and staff from areas and demanding employment only for the local populace. Humanitarian access and space diminished in 2021.

UNICEF and its Implementing Partners (IP) have been involved both directly and indirectly in incidents and events. These incidents extend to suppliers and contractors supporting UNICEF particularly those involved in delivering supplies throughout the country.

UNICEF recognises that both its personnel and IPs are involved in security incidents / events and understands that there is an ever increasing need to provide support to these organisations to ensure that both UNICEF's mandate is delivered, and that IPs can operate as securely as possible. Within UNICEF, this recognition is found in UNICEF's Framework of Accountability as well as the recently published Core Commitments for Children (CCC) that commits UNICEF to the use of Security Risk Management (SRM), that security resources are adequate, and coordination occurs to manage risks and to enable the delivery of all programmes<sup>1</sup>. There are wider UN Security Management System (UNSMS) policies that recognizes this requirement to support IPs including, but not limited to, the Safety and Security Incident Report (SSIR) policy and the Saving Lives Together (SLT) concept.

The objective of this project is to engage a third-party contractor to provide Security Risk Management (SRM) capacity building of IPs that are delivering services under the World Bank South Sudan COVID-19 Emergency Response and Health Systems Preparedness Project (COVID-19 ERHSPP).

### 2. SCOPE OF WORK:

UNICEF South Sudan works with IPs to deliver services under the COVID-19 ERHSPP. Specifically, the role and function of these IPs focuses primarily on channelling essential support to health service providers in specific geographical areas (or lots) through the provision of support such as training, supervision, financial incentives, essential commodities, and pharmaceuticals, etc. In addition, it is anticipated that UNICEF will support IPs in all ten States in the country for COVID-19 vaccine deployment. UNICEF global policies and procedures apply to IP arrangements and for purposes of COVID-19 ERHSPP, they are complemented by specific requirements outlined in the Social Assessment and Environment and Social Management Framework documents

As part of this project, the UNICEF South Sudan Security team has developed a Security Management Plan (SMP) that provides dedicated support to the project IPs. The SMP is comprised of five components:

- a. Principles and Approaches, which include United Nations Security Management System (UNSMS) and the Inter-Agency Security Management Network (IASMN) and Saving Lives Together Framework (SLT).
- b. Collaborative IP and UNICEF Working Practices (including Security Incident / Event Reporting).

<sup>1</sup> The UNICEF Office of Security Coordination (OSC) has drafted *Strengthening Security Support to UNICEF Implementing Partners (IPs)*, which 'provides guidance on the type of support that can be utilized by UNICEF managers at Regional and Country offices to extend security-related support and advocacy to IPs'.

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- c. Security Service Providers / Contractors.
- d. Road Safety Procedures.
- e. Security Preparedness and Response.

### **The selected third-party contractor will be required to undertake the following in this project:**

- a. Undertake a needs assessment with UNICEF and Implementing Partners on the training requirements and modules to be developed. This includes risk assessment of the security situation to ensure that the training development meets with the current and future risk profile of the country. The contractor will present key recommendations and analysis to UNICEF South Sudan.
- b. Develop training packages for IPs in the following security-related areas to include:
  - *Development and Implementation of Project Area Specific Security Plans.* The security plan will be specific to IPs role and geographical areas under COVID-19 ERHSPP. The IP's security plan will be viewed as a confidential document with limited distribution within UNICEF.
    - The security plan should focus on the IPs personnel, although consideration should be given to local volunteers. The IP's security plan will consider:
      - Training of its personnel, contractors, consultants and volunteers on safety and security prevention and mitigation measures and procedures
      - Physical security of all IP locations and COVID-19 ERHSPP financed assets used for the duration of the programme, this includes access control, communications, vehicle, and medical equipment
      - Demonstrate how the IP will relocate / evacuate its personnel, when the IP security risk management (SRM) process establishes risks as unacceptable.
      - Security of stocks/supplies/equipment provided by UNICEF for the execution of the project.
    - The format of the security plan is at the discretion of the IP but should include the following subject areas:
      - Security Management Policies / Procedures. This should include mass casualty incident plans (see Medical below), response to GBV and Business Continuity Plans as well as security incident reporting protocols.
      - Training. To include any mandatory security trainings that the IP personnel are required to complete before deployment. Further to this, the IP should detail any exercises / drills to test its crisis management procedures.
      - Physical Security. This includes all static locations that the IP is operating from, and consideration be given to access control measures, guarding requirements, perimeter surveillance, visitor registration (UNICEF can provide detailed advice following UNSMS policy on Premises Security).
      - Emergency Equipment and Supplies. This should include emergency food and water requirements, adequate stock of fuel for vehicles / generators and any Personnel Protective Equipment (PPE).
      - Medical. This should include CASEVAC / MEDEVAC, country PEP Kit protocols as well as first aid / emergency trauma kits.
      - Telecommunications. This should include any emergency communications equipment that is required, for example, VHF, HF and satellite phones.
      - Transportation of project supplies and Project Personnel. This should include any protocols to be followed when moving project supplies and Project Personnel by the IP.
  - *Development of financial proposals in support of identified security-related requirements.* Based on IP Security Plans and, if the security situation requires additional budgetary support, the IPs should be able to provide financial justification on the requirements.

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- *Conducting the bidding process for Third-party security service providers.* If the IP decides to conduct its own process of contracting third-party security guard force providers, the methodology used by the UN will be provided. Technical support can be provided by UNICEF Security team. The IP will report to UNICEF, as part of its progress reporting on the PCA, on the screening and hiring process, including number and type of security personnel, and follow-on trainings.
- *Security Preparedness.* To ensure that Implementing Partners are aware and prepared of the prevailing security situation, whilst operating in the field, several training modules will be provided to Implementing Partners. These modules are similar to the UNDSS Safe and Secure Approaches to Field Environment (SSAFE):
  - Working in field environments
  - Communication and Technology
  - Captivity and detention
  - Managing injuries in field environments
- *PSEA and GBV-related trainings.* To ensure gender considerations are mainstreamed in security management programmes and to ensure appropriate response to gender-based security incidents and events.
- *Traffic and Safety Training.* Traffic and Road Safety is a key component to the safety of IP personnel and UNICEF will require all IPs to introduce a road safety strategy based on existing UNSMS and UNICEF road safety standard operating procedures. IPs are responsible for the engagement and management of personnel, ensuring compliance with road safety and convoy procedures. In summary, IPs will be trained on the following:
  - Ensure that all relevant activities are conducted in a way that manages road safety risks
  - Familiarize themselves and comply with road safety management mitigation measures
  - Attend and complete all road safety training and briefing relevant to their level and role
  - Ensure vehicles used for COVID-19 ERHSPP activities are in good working condition
  - While travelling by road, exercise proper caution; and avoid taking unwarranted risks that endanger their safety and security or that of others
  - In the case that a convoy is used, comply with convoy procedures; and,
  - Report all road safety-related incidents and events in line with SSEMF and the use of prescribed forms
- *Security reporting and analysis.* Security risks for service providers include risks associated with the ongoing conflict, such as threats to personal security of the workers due to fighting. The greatest security risks in many locations are the threat of crime and physical violence for individuals involved in the implementation of the COVID-19 ERHSPP. The package will provide means to identify and mitigate these security risks for service providers and contractors, which include:
  - Implementing a clear mechanism to identify security threats to the requirement and to communicate changes in threat levels to the various parties involved.
  - Establishing communication and facilitation arrangements to secure the support of all relevant political and community actors at the national, governorate, and local levels to promote safe and politically neutral implementation of the requirement.
  - Suspending project activities in areas where political and governance risks cannot be effectively managed
  - In areas impacted by landmines / UXOs, (1) ensure updated and real-time mapping of roads and potentially affected areas, (2) ensure that all workers from service providers / contractors are duly trained on the security measures to be implemented, with a focus on mine risk education, (3) ensure continual coordination between service providers / contractors and UNICEF at field level

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- *Residential Security Measures.* This module assists Implementing Partners to:
    - Understand the threats that may affect residential security in their geographical areas
    - Understand the theoretical approaches to residential safety and security
    - Complete the residential security assessment process
    - Learn about the residential security of female personnel living alone
    - Know the emergency preparedness and response procedures
  - *Security Incident and Event Report writing.* This module is based on the Security and Significant Event Management Framework (SSEMF), which provides the reporting mechanism required by IPs and UNICEF. This module should allow IPs on the information required as well as guidance on how to obtain such information.
- c. Conduct four sessions of training workshops to IPs using the nine training packages that have been developed as of above. The training sessions will take place in Juba, Bentiu, Bor, and Malakal. The contractor is responsible to provide suitable training staff, training materials and facilitate the workshops.
- d. Final project report detailing lessons learnt and recommendations for UNICEF on future training efforts.

### 3. DELIVERABLES AND MILESTONE PAYMENTS:

No	Deliverable	%
1	Needs assessment with UNICEF and Implementing Partners on the training requirements and modules to be developed. This includes risk assessment of the security situation to ensure that the training development meets with the current and future risk profile of the country. Presentation to UNICEF on key recommendations and analysis.	10%
2	Development of 9 x training modules (as outlined above) and sharing with UNICEF Security Manager for review.	25%
3	First delivery of training workshops to IPs in Juba	15%
4	Second delivery of training workshops to IPs in Malakal	15%
5	Third delivery of training workshops to IPs in Bentiu	15%
6	Fourth delivery of training workshops to IPs in Bor.	15%
7	Final project report detailing lessons learnt and recommendations for UNICEF on future training efforts.	5%

\*Estimated completion dates will be reviewed and revised by UNICEF upon contract signing by both parties.

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### 4. MANAGEMENT OVERSIGHT:

The work will be managed by the Security Manager with fortnightly meetings with the project manager during Deliverables 1 and 2.

### 5. Qualifications and Experience Required:

The following is required in terms of the Third-Party Contractor and the proposed team experience.

#### Required qualifications and experience of the Third-Party Contractor:

- a. At least 10 years working experience in the design and training of Security-related activities and policy development training courses; experience in online courses is an added advantage. Able to award attendance certificates will also be considered.
- b. At least five years' relevant working experience in sub-Saharan Africa, preferably in a fragile and high-risk context.
- c. Prior knowledge and experience of working in security in South Sudan, at national and/or sub-national level will be an added advantage.
- d. Demonstrable experience in designing, developing, and conducting training of security personnel, including on-the-job training.
- e. Experience with the United Nations, or other international organisations will be an added advantage.

#### Required qualifications of team members:

- a. The team leader or any one senior member of the team should have a strong security background.
- b. The team leader should have a degree in security-related subject including Security Risk Management and / or security policy, and at least 10 years of experience and demonstrated ability in training on security-related subject matter.
- c. The other senior members of the team should also have a degree in security-related subject including Security Risk Management and / or security policy or demonstrate practical skills in lieu of education certification.
- d. Demonstrates, applies, and shares technical knowledge to a wide range of clients on security-related subjects
- e. Team should be fluent in oral and written English.
- f. Communicates effectively, both orally and in writing, to varied audiences
- g. Able to work effectively in a multi-cultural environment.

### 6. APPLICATION AND EVALUATION PROCESS:

Each proposal will be assessed first on its completeness and then technical merits and subsequently on its price. In making the final decision, both technical and financial aspects will be considered.

A weighted scoring evaluation methodology will be implemented.

The evaluation criteria will be a split between technical and commercial (price proposal) scores (a 70% / 30% split).

The technical evaluation will be limited to the contents of the Technical Proposals, site visits where necessary and reference checks.

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A maximum of **100 points** will be assigned to the Technical Proposals. Technical Proposals receiving **70 points** or higher will be considered technically compliant. Non-technically compliant and non-responsive proposals will not be given further consideration.

### **a. Technical Proposal**

Refer to Annex A for template that indicates the information to be provided and points awarded for the evaluation criteria of Technical Proposals.

### **b. Financial Proposal**

Bidders are expected to submit a lump sum financial proposal to complete the entire assignment based on the terms of reference. The lump sum should be broken down to show the detail for the following:

- Resource costs – technical fees multiplied by number of days
- Training workshop costs in Juba, Bentiu, Bor, Malakal – indicate nature and breakdown if possible
- Travel Costs - to South Sudan and internal travel within the country

UNICEF will not be held responsible for any duties, taxes or other levies including Value Added Tax (VAT) for which the contractor may be liable in the course of the contract. All duties, taxes, or other levies must be included in the fees as shown in the Financial Proposal.

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### Annex A: Technical Proposal Criteria

Technical Criteria	Description	Points
<b>Overall Response</b>	Completeness of response between RFP requirements and proposal	15
<b>Company Profile</b>	Evidence that the company is able to work and operate in South Sudan with the clearances provided by Host Government	Yes / No
	Range and depth of organizational experience with similar services (20pts)	65
	Key personnel: List of essential support staff with relevant experience and qualifications of the proposed team for the assignment. Proven technical experience on similar assignment. (provide CV, education degree, certificates, etc) (25pts)	
	List of previous clients with which similar work has been conducted. The information should include the minimum: <ul style="list-style-type: none"> <li>- Title of Project</li> <li>- Year and duration of project</li> <li>- Scope and amount of Project</li> <li>- Outcome of Project</li> <li>- Reference / Contact persons</li> <li>- Type of clients to whom the works were done (Private sector, Government, NNGO, INGO, UN Agency, etc)</li> </ul> (20pts)	
<b>Methodology and work planning</b>	Proposed work plan and approach of implementation of the tasks as per the ToR (10pts)	20
	Implementation strategies, monitoring and evaluation, quality control mechanism (10pts)	
<b>Financial Capacity</b>	Provision of Certified Audited Financial Statements/Reports issued in the past two (2) years	Yes / No

**Total**

100