



ENVIRONMENT AND SOCIAL MANAGEMENT FRAMEWORK (ESMF)

PRODUCTIVE SAFETY NET FOR SOCIOECONOMIC OPPORTUNITIES PROJECT (SNSOP)

MARCH 2023

JUBA, SOUTH SUDAN

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11.0 REFERENCES

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ACRONYMS AND ABBREVIATIONS

AC	Appeals Committee
AAP	Accountability to Affected Populations
BDC	Boma Development Committee
CCT	County Core Team
CSO	Civil Society Organisation
CPA	Comprehensive Peace Agreement
DIS	Direct Income Support
ECD	Early Childhood Development
ESCP	Environmental and Social Commitment Plan
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
FCV	Fragility, conflict and violence
GBV	Gender-based Violence
GoSS	Government of South Sudan
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HH	Household
HSSE	Health, Safety, Social and Environmental
IDA	International Development Association
IDP	Internally Displaced Person
IEC	Information, education and communication
IGA	Income-generating activity (ies)
ILO	International Labour Organization
IP	Implementing Partner
IPs	Indigenous Peoples
IUCN	International Union for Conservation of Nature
LIPW	Labour-intensive Public Works
LMP	Labour Management Plan
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
MIS	Management Information System
NAC	National Advisory Committee
NBI	Nile Basin Initiative
NSPPF	National Social Protection Policy Framework
NTC	National Technical Committee
PCU	Project Coordination Unit
PDC	Payam Development Committee
PIU	Project Implementation Unit
PWD	Persons with disabilities
QC	Quarter Council
SEA	Sexual exploitation and abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SMP	Security Management Plan
SNSOP	Productive Safety Net for Socioeconomic Opportunities Project
SP	Social Protection

SSSNP South Sudan Safety Net Project
STC State Technical Committee
TPM Third-party monitoring
UNOPS United Nations Office for Project Services
WASH Water, Sanitation and Hygiene
WB The World Bank
WHR Window for Host Communities and Refugees
WSEEP South Sudan Women's Social and Economic Empowerment Project

EXECUTIVE SUMMARY

Project activities under the South Sudan Productive Safety Nets Project (SNSOP) are expected to have an impact on the country's socioeconomic and natural environment. The holistic impact is expected to be overwhelmingly positive, however, in order to ensure that risks of negative environmental and/or social impacts emerging from the complexities of this project are being addressed, this Environmental and Social Management Framework (ESMF) has been developed. The framework has been prepared to guide the implementation of the SNSOP, a follow-on project to the World Bank financed SSSNP. The SNSOP aims to provide access to social and economic opportunities to poor and vulnerable households and strengthen the national safety net delivery system. The SNSOP will be implemented in 15 counties across South Sudan, i.e. 10 SSSNP counties, 2 refugee/IDP locations namely Maban and Pariang, as well as in 3 new locations that will be selected by the Government using the World Bank's Project Targeting Index (PTI). The Project has 4 components which are outlined below:

Component 1: Cash Transfers and Complementary Social Measures

This component will provide cash assistance to poor and vulnerable households to meet immediate consumption gaps, while also supporting accompanying social measures to promote improved household awareness and investment in children's human capital growth);

Component 2: Provision of Economic Opportunities

This component will pilot measures aimed at enhancing economic opportunities of poor and vulnerable youth in selected project locations in an effort to support the "Idle Youth" to become productive citizens of South Sudan.

Component 3: Strengthened Institutional Capacity and Social Protection System

This component will support institutional capacity building for SP and strengthening of the safety net delivery system to serve as the foundation of an eventual government-led national safety net program in South Sudan

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

This component will support the day-to-day project management, monitoring, and coordination, as well as broader knowledge generation.

The ESMF provides the necessary guidance for the implementation of the SNSOP. It seeks to establish clear procedures and methodologies for environmental and social planning, review, approval and implementation. It prescribes project arrangements for the preparation and implementation of projects in order to adequately address World Bank's Environmental and Social Standards (ESS); assesses the potential environmental and social impacts of the programs/projects; proposes mitigation measures which will effectively address identified negative impacts; specifies appropriate roles and responsibilities; outlines the necessary reporting procedures for managing

and monitoring environmental and social concerns related to sub-projects; and determines capacity building and technical assistance needed to successfully implement the provisions of the ESMF.

Project implementation is associated with the following positive impacts: creating employment opportunities and generating income to support the livelihoods for the youth and women; and providing opportunities and resources to engage in agricultural production, wage and self-employment, and/or other economic activities.

It is expected that the Labour-Intensive Public Works (LIPWs) component may have negative environmental and social impacts. As such, the project has triggered seven World Bank safeguards standards - Assessment and Management of Environmental and Social Risks and Impacts (ESS 1), Labour and Working Conditions (ESS 2), Resource Efficiency and Pollution Prevention and Management (ESS 3), Physical Community Health and Safety (ESS 4), Biodiversity Conservation and Sustainable Management of Living Natural Resources (ESS 6), Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities (ESS 7), Cultural Heritage (ESS 8) and Stakeholder Engagement and Information Disclosure (ESS 10).

Social issues may include: (a) Lack of participation by some of the most vulnerable people as beneficiaries due to inclusion error, selection bias, and/or elite capture resulting in failure to receive wage transfers from participation in public works activities; (b) inadequate design of public works activities failing to take into account specific gender considerations, i.e. activities requiring hard physical labour which may impede women's participation; and (c) communal conflicts over resource distribution in some areas of South Sudan.

The potential negative environmental impacts may include increased soil erosion, increased surface water runoff/flash flood; open borrow pits; open shallow wells; improper waste disposal; loss of biodiversity; pest management and health and safety issues.

However, due to the small-scale nature of public works investments, the potential negative environmental and social impacts of the proposed sub-projects are expected to be localised, temporary, and easily mitigated through sensible construction management techniques and diligent management practices. Therefore, proposed project activities under public works will be designed at the local level to ensure that they are screened for potential impacts and that they comply with the requirements set out under the World Bank environment and social framework. A solid Grievance Redress Mechanism (GRM) will help mitigate some of the socio-economic risks identified, it is built on lessons from previous GRMs.

1.0 INTRODUCTION

The ESMF guides the project implementation. It identifies the potential impacts and risks of the LIPW component and seeks to mitigate the environmental and social impacts during project development and implementation. Consistent with the existing Republic of South Sudan national legislation and the World Bank E&S standards and guidelines, the objectives of the ESMF help to ensure that activities under the SNSOP: (1) protect human health and enhance positive environmental and social outcomes; (2) prevent or mitigate negative environmental and social impacts as a result of either individual projects/programs or their cumulative effects; and (3) prevent or compensate any loss of livelihood. It provides guidelines and procedures on how to carry out and prepare environmental and social screening/ assessment, including an Environmental and Social Management Plan (ESMP) to mitigate negative environmental/social impacts of project activities, while also enhancing positive environmental/social aspects.

This document provides guidance to ensure satisfactory design and implementation of all environmental and social actions relating to project activities. It describes the procedures to be followed which are consistent with national and World Bank Environmental and Social Standards. Hence the ESMF provides the mechanism to be followed to: screen proposed project interventions, identifying potential environmental and social impacts and management of project activities and their implications; design implementation arrangements by SNSOP including institutional roles and responsibilities; train and ensure adequate capacity of institutions to carry out their desired functions; monitor the ESMF measures implementation; adequately identify and engage with stakeholder; determine the costs related to the implementation of the ESMF.

The specific objectives include:

- To establish clear procedures and methodologies for environmental and social planning, review, approval and implementation of the SNSOP.
- To prescribe project arrangements for the preparation and implementation of projects in order to adequately address World Bank's ESS;
- To assess the potential environmental and social impacts and risks of the project;
- To propose mitigation measures which will effectively address identified negative impacts and risks;
- To specify appropriate roles and responsibilities, and outline the necessary reporting procedures for managing and monitoring environmental and social concerns related to sub-projects; and
- To determine the training, capacity building and technical assistance needed to successfully implement the provisions of the ESMF.

1.1 PROJECT DESCRIPTION AND COMPONENTS

The proposed SNSOP aims to focus from the outset to strengthen government capacities in terms of systems, procedures, and institutional development in a phased manner for an eventual government-led national safety net system. Efforts will be given to build on the experiences and lessons of previous relevant interventions in South Sudan to scale up what works and pilot new initiatives, starting small and expanding gradually, taking into account capacity and operational constraints. Project activities will be informed by analytical work by the World Bank and partners in the social protection (SP) sSector in South Sudan and other Fragility, Conflict and Violence (FCV) contexts, providing opportunities for testing innovations and advancing on policy dialogue around increased coherence in safety net approaches guided by evidence of success. Further, the project design will actively aim to strengthen the humanitarian-development-peace nexus for longer term stability and development in support of on-going recovery efforts. Lastly, considerations on gender, Gender-Based Violence (GBV), and climate change adaptations will be mainstreamed across all project components.

The proposed project is a US\$ 129 million IDA grant with four components, implemented over four years. The components are: (i) Cash transfer and complementary social measures; (ii) Provision for economic opportunities; (iii) Strengthening institutional capacity and social protection system; (iv) Project management, monitoring and evaluation, and knowledge generation. Some of the proposed project activities, particularly under Component 1, contribute towards climate change adaptation and mitigation in the targeted geographic areas.

Beneficiary/Household Targeting

The selection of beneficiaries will be carried out through community-based targeting to reach the poorest and most vulnerable. The registration committee members will identify the poorest and most vulnerable households in their community and the list of the selected households will be presented to the larger community meetings to be vetted to eliminate those who are not eligible to benefit from the project. The County Core Team (CCT) will allocate the number of beneficiaries allocated to the county across the selected payams and bomas within the county based on the set criteria. The main principle for selecting payams and bomas, and allocating beneficiaries is based on the proportion of the number of poor and vulnerable people (poor with limited income opportunities, affected by disaster such as drought, chronic food insecurity, disability) within the Payams.

If no PDC and BDC have yet been established in the selected Payam and its Bomas, the CCT will work with other county officials, the Local Government Board and UNOPS to establish PDCs and BDCs in accordance with the local government procedures for doing so. Once established, the PDC will then select Bomas and allocate a number of beneficiaries to each Boma based on the same principles outlined in the table below. After which the beneficiary registration committee is selected, trained and then beneficiary selection will commence.

Table : HH targeting

Steps	Criteria	Tasks/outcomes	Responsible institution
Identification of beneficiary HH for LIPWs	<p>The targeting of beneficiaries will be done at HH level and hence the condition of the entire HH needs to be taken into account during the selection process. HH with able bodied members who can participate in public works and who meet the below criteria:</p> <ul style="list-style-type: none"> • Be poor with no sufficient income to sustain the HH • Contain youth member (18-30) and/or older women • Be living in the project area (Boma) • Be healthy enough to participate in the project • Poor HHs headed by young men and women between the ages of 18 and 30, • Poor HHs headed by females • Poor HHs with many members who are dependents (children, disabled and elderly) • Poor HHs which have persons with severe disabilities. • At least 65% of people actually working on public works should be women 	Eligible vulnerable HH selected	UNOPS, Payam and Boma development committees, and selection committees etc.
Identification of beneficiary HH for Direct Income Support (DIS)	<p>The targeting of beneficiaries will be done at HH level and hence the condition of the entire HH needs to be taken into account during the selection process. Vulnerable HH without able bodied members (labor constrained) who can participate in public works and who meet the below criteria:</p> <ul style="list-style-type: none"> • Child headed HHs with no alternate income support • Poor and vulnerable HHs headed by pregnant and/or lactating women lacking able-bodied member and alternate income support 	Eligible vulnerable HH selected who should be around 10% of the LIPWs HH.	UNOPS, Payam and Boma development committees, and selection committees etc.

	<ul style="list-style-type: none"> • Poor and vulnerable HHs headed by an elder (as identified by the community) and lacking alternate income support • Poor and vulnerable HHs headed by persons who are disabled or chronically ill requiring full time care and lacking alternate income support 		
Identification of beneficiary HH for Complementary Social Measures	<ul style="list-style-type: none"> • Once the selection of LIPW beneficiaries is finalized, HHs with pregnant and lactating women and under 2 children will be selected using the project's MIS. • All LIPW beneficiaries will be targeted for the light-touch complementary activities while DIS beneficiaries will be encouraged to participate in the light touch messaging • 1000 days LIPW HHs (HHs with pregnant and lactating women as well as children under 2) will be selected to participate in the intensive complementary social measures related activities. In case of the number of eligible HHs exceeds the target of the project, additional criteria such as willingness of fathers to participate in the process will be used 	For the complementary social measures 23 percent of LIPW beneficiaries will be targeted	Specialized NGO, UNOPS, Payam and Boma development committees, and selection committees
Administrative Targeting			
Administrative verification	<ul style="list-style-type: none"> • HH (sample 30%) and public (100%) verification of the identified HH to ensure that they meet the set selection criteria • Verification to ensure that HHs are not selected for both components 	<ul style="list-style-type: none"> • Verification results • Action taken – replacement of ineligible HH 	UNOPS, Payam and Boma development committees, and selection committees etc.
Validation	<ul style="list-style-type: none"> • Posting of the verified lists on all public places • Signing of the final lists 	<ul style="list-style-type: none"> • Final validated lists 	UNOPS, Payam and Boma development committees, and selection committees etc.

Beneficiary biometric registration	<ul style="list-style-type: none"> ● Biometric registration of the final list of beneficiaries for both Public works and direct income support 	<ul style="list-style-type: none"> ● All eligible HH biometrically registered and the final list posted 	UNOPS
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Component 1: Cash Transfers and Complementary Social Measures (98 Million Dollars). This component will provide cash assistance to poor and vulnerable households to meet their immediate consumption gaps, while also supporting accompanying social measures to promote improved household awareness and investment in children’s human capital growth. Specifically, cash assistance will be provided through two modalities, namely (i) Cash Transfer through participation in Labor-Intensive Public Works (LIPW) or participation in behavioural change communications training that aim to promote human capital development, and (ii) Direct Income Support (DIS) to the poorest and most vulnerable HHs that are labor constrained to engage in LIPW. The combination of protective support to households and investment in resilience building community assets will help sustain livelihoods, strengthen resilience, and prevent the most vulnerable from falling into destitution or being forcibly displaced. It will also directly support the Government’s Community Empowerment and Socio-economic Development Strategy for Refugee Hosting Areas in South Sudan, with cash transfers promoting section 4.6 of the strategy on creation of livelihood and income generating opportunities given the lack of employment prospects in refugee-hosting environments.

Sub-component 1.1 Cash for Labor-Intensive Public Works and Complementary Social Measures (US\$75 million equivalent)

This sub-component will continue the LIPW component (see Table 1.1 page 11) which is being implemented under the SSSNP to provide poor and vulnerable households with cash assistance to meet urgent consumption gaps, with refined design to promote social opportunities. The objective will be to increase and sustain household assets and smooth consumption during economic hardships through reliable and predictable cash assistance for enhanced household resilience to shocks and stresses. LIPW activities will continue to be labour intensive and will focus on activities that will benefit the community at large, with the aim that improved community assets lead to better natural resource management, thereby contributing to climate adaptation. Innovations learned under the SNSDP and SSSNP aimed at promoting food security and livelihoods opportunities (i.e., group-based small scale agricultural subproject activities) will be given priority, as well as sub-projects that are focused on supporting flood control and integrated watershed management and promoting “climate smart” public works. Recognizing the highly crisis-prone context of South Sudan, with sporadic localised violence and recurring weather shocks, implementation of the LIPW will embed an adaptive approach to waive labour requirements and continue providing cash assistance to existing beneficiary households, thereby flexibly switching from LIPW to DIS, as necessary.

Description of LIPW

LIPW is where Poor and vulnerable HHs with work-able members will receive cash assistance through participation in selected activities. It builds on the experiences of the LIPW implementation under the previous World Bank-funded safety net projects to provide poor and vulnerable HHs with cash assistance to meet urgent consumption gaps in exchange for their participation in the LIPW activities or who will participate in behavioral change communication training. A beneficiary household under LIPW will receive 15 months of cash transfer at the rate of US\$2.7 per day for 20 days per month. The objective will be to create community assets that will reduce the risk of natural disasters and smooth consumption during economic hardships through reliable and predictable cash assistance for enhanced household resilience to shocks and stresses. Recognizing the highly crisis-prone context of South Sudan, with sporadic localized violence and recurring weather shocks, implementation of the LIPW will embed an adaptive approach to waive labor requirements and continue providing cash assistance to existing beneficiary HHs, thereby flexibly switching from LIPW to DIS, as necessary.

Implementation of the LIPW will continue to prioritise in-depth stakeholder engagement and will be linked to measures focused on enhancing social opportunities for improved human capital development. In-depth stakeholder mobilisation and awareness building with target communities and local governments will be undertaken through intensive beneficiary outreach and communication campaigns to enhance understanding and capacity for project implementation. Attention will be given to the gender and child sensitivity in the LIPW design and implementation by: (i) strengthening measures to incorporate women’s priorities during the selection of sub-projects; (ii) including sub-projects that contribute towards nutrition and Early Childhood Development (ECD), such as kitchen gardens and community based ECD sites; (iii) providing childcare at LIPW sites and allowing women to fulfil their LIPW requirement by fulfilling childcare duties; (iv) implementing three-hour workdays for women (compared to four-hour work days for men) and prioritise the assigning of less intensive tasks to women.

Table 1.1: Possible Menu of Public Works Activities

Areas of Work	Activitie
Community Access Roads (maintenance and/or rehabilitation only)	<ul style="list-style-type: none"> ● Urban and rural community access roads; ● Access roads to community farms/public facilities and other villages

Areas of Work	Activitie
Waste and Sanitation Management (maintenance and/or rehabilitation only)	<ul style="list-style-type: none"> ● Road-side drainage systems ● Collection of waste from open drainage channels ● General cleaning and landscaping of common areas
Integrated Watershed Management	<ul style="list-style-type: none"> ● Soil and water conservation ● Land productivity, soil fertility restoration ● Nursery site establishment and management ● Afforestation ● Area closure/fencing using woodlots ● gully control ● small-scale dykes
Small-scale Food Production	<ul style="list-style-type: none"> ● Small-scale group farming ● Rehabilitation and/or maintenance of small-scale irrigation schemes ● Compost making
Water Harvesting (maintenance and/or rehabilitation of existing developed water sources)	<ul style="list-style-type: none"> ● Springs/surface water ● Ponds ● Hand-dug wells ● Haffirs
Social Infrastructure (maintenance and/or rehabilitation only)	<ul style="list-style-type: none"> ● School fences ● School classrooms ● Simple storage facilities ● Health facilities ● Community centres

Sub-component 1.2: Direct Income Support (US\$23 million equivalent) under this sub-component the project will continue the DIS component under the SSSNP to provide unconditional cash transfers to the poorest and most vulnerable households that either are labour constrained to engage in LIPW or are identified as extremely vulnerable within targeted refugees and host communities. Both the experience of the SNSDP and SSSNP demonstrate that relatively large segments of vulnerable populations (i.e. the elderly, people living with severe disabilities, and child- and female-headed households) are often excluded from LIPW activities because they cannot provide labour, and therefore are most impacted by climate and other shocks in the absence of safety net assistance. The cash assistance will also be linked to measures aimed at promoting enhanced social opportunities for improved human capital development. It will be delivered using the same operational tools as the LIPW, as beneficiary households of both sub-components will be from the same counties and communities, and transfer amounts and duration will also be aligned.

Component 2: Provision of Economic Opportunities (US\$15million Equivalent)

This component will pilot measures aimed at enhancing economic opportunities of poor and vulnerable youth in selected project locations in an effort to support the “Idle Youth” to become productive citizens of South Sudan. This component will target a subset of eligible cash transfer beneficiaries, with priority given to male youth, and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. Pairing cash transfers with economic opportunities will support households to focus their investments on livelihoods, with the cash transfer used to smooth consumption in times of need. Targeting a subset of Component 1 beneficiaries will also enable the proposed project to use a single mobilisation, targeting, payment, grievance, and monitoring system for both components, thereby ensuring cost-efficiency and harmonisation and synergies of efforts. To that end, in addition to the cash assistance, these beneficiaries will be provided with a series of interventions tailored to the local context, recognizing the impact of limited formal economic opportunities and youth capacity on design choice and the need to ensure differentiated approaches across rural and urban areas. Possible activities to be further explored during preparation are:

- **Business and soft skills training:** In-depth training on relevant business and soft skills, particularly on financial literacy, can help provide the foundation for improved livelihood outcomes and better resource management at the household level. This activity will build on the experiences and lessons learned from the financial literacy Cash ‘Plus’ training delivered through the SSSNP and SNSDP to expand and refine the training content and strengthen delivery modalities targeted at youth.
- **Livelihood grant:** Following a set of training, a cash grant may be provided to beneficiaries to facilitate the start of livelihoods and Income Generating Activities (IGA) for the household, based on a viable livelihoods plan.
- **Coaching and mentorship:** The regular and accessible presence of community-based coaches and mentors can be instrumental in the success of economic inclusion interventions, albeit also expensive and time and effort intensive. As such, cost-effective options for identifying and training community-based coaches and mentors with a strong understanding of local contexts will be discussed.
- **IGA groups or cooperatives:** Forming IGA groups and/or cooperatives can help build resilience and ensure sustainability, as group members can support each other during times of need or shock. Groups may also have more access to additional resources or services and can provide peer guidance and lessons learning.
- **Formation of Savings/Lending Groups or Rotating Funds:** The practice of informal savings groups is already strong in South Sudan, particularly around markets. Experience has however found that male youths find it difficult to operate and sustain within these groups. As such, options for forming and sustaining these groups for youth, leveraging existing practices, will be explored as possible sources of capital funding and cushions during a shock.
- **Linkages to financial services like Microfinance Institutions (MFIs):** Linkages with existing financial services, such as MFIs, can be highly valuable in promoting financial inclusion and access to resources. However, the MFI system in South Sudan is highly

underdeveloped and largely concentrated in urban areas. Therefore, possibilities for facilitating linkages to existing MFIs, including the Government's Youth Enterprise Fund currently under development, will be assessed, particularly in urban centres. The MFIs will be engaged in biometric registration and payment of beneficiaries. ESS9 will not be triggered since the MFIs are recruited to deliver cash to beneficiaries and do not have overall responsibility in managing project funds.

Component 3: Strengthened Institutional Capacity and Social Protection System (US\$6 million equivalent)

This component has a shift back to government-led implementation under the SNSOP now provides an important opportunity to continue strengthening institutional capacity and delivery systems to enable the Government to gradually take over in a phased approach the full management and implementation of a nationally owned safety net program. Focus will be on enhancing the capacity of the Ministry of Gender, Child and Social Welfare (MGCSW) to enable it to effectively lead and coordinate the SP sector and eventually establish and implement a national safety net program. As such, technical assistance will be provided to the Social Protection Department of the MGCSW on the following possible activities: (i) review the National Social Protection Policy Framework (NSPPF) to align it with changing country dynamics and needs; (ii) develop an implementation framework to operationalize the NSPPF; (iii) establish a national high-level strategic governance arrangement for SP; (iv) develop and implement a Capacity Building Plan; (v) provide technical assistance and capacity building (e.g., training), as appropriate; and (vi) develop design options of a Government-led national safety net program, among others.

Support will also be given to further strengthen the key safety net delivery tools and serve as the backbone of the eventual Government-led national safety net program, to be managed by the Social Protection department. Specifically, the component will enhance the existing Management Information System (MIS) and community-based GRM. For the MIS, focus will be on supporting innovative options for the Social Protection department to manage the MIS for transparent and effective delivery of safety net given the effort and time that will be required to sufficiently build the department's capacity to host and manage the MIS on its own. Attention will also be given to integrating an Monitoring and Evaluation (M&E) system within the MIS and supporting data deduplication with partner MIS Technical assistance will be provided to support the development and roll-out of an integrated beneficiary registry to enable shock responsive safety net and linkages with social services through rapid and cost-effective identification of beneficiaries, pending availability of additional funding, possibly through the proposed Multi-Donor Transition Trust Fund. For the GRM, focus will be on continuing to strengthen community sensitization and awareness building and social accountability measures for GBV prevention, risk mitigation and response, building on the ongoing SSSNP efforts and GBV analytical work undertaken by the World Bank.

Component 4: Project Management, Monitoring and Evaluation, and Knowledge Generation (US\$ 10 million equivalent)

This component will support the day-to-day project management, monitoring, and coordination, as well as broader knowledge generation. Thus, it will support the on-boarding of necessary human resources and technical assistance to implement the envisioned activities. It will also ensure that robust monitoring and supervision arrangements are established, including a Third-Party Monitor (TPM), to track progress, take stock of implementation experience, and identify challenges for timely response and course correction. Further, this component will support coordination and collaboration with partners to leverage on existing efforts for maximum impact. Related, it will include a strong learning agenda to take stock of lessons learned and experiences of particular aspects of the socioeconomic interventions to facilitate the scale-up of activities. In addition, while it is not anticipated that a rigorous impact evaluation will be undertaken given insecurity and access challenges as well as the funding limitations and short project duration, some form of process evaluation and qualitative assessments of impacts will be undertaken to learn from the implementation experience.

The SNSOP will be implemented in 15 counties across South Sudan, i.e. 10 SSSNP counties, 2 refugee/IDP locations namely Maban and Pariang shown in figure 1.1 below, as well as in 3 new locations, and to be selected using World Bank’s PTI.

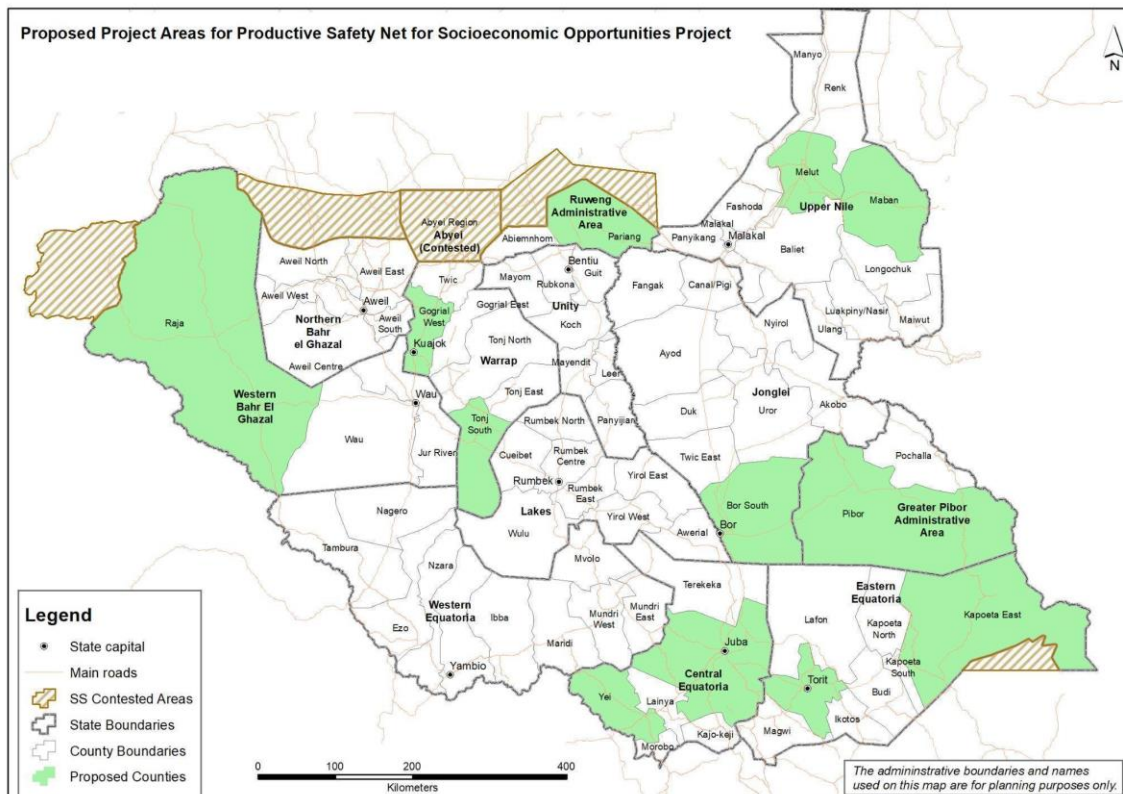


Figure 1.1: Proposed target locations for the SNSOP

Project Locations and Target Beneficiaries

The proposed project would be implemented in three categories of locations. These include: (i)

the ten existing SSSNP counties; (ii) two refugee hosting counties; and (iii) three new counties. Selection of the new areas would be determined at the time of implementation based on the established targeting criteria. This would allow flexibility in implementation in case of insecurity, weather conditions, and/or any other logistical issues preventing implementation in a certain area, and/or require stopping and selecting another location mid-implementation.

Selection of the new geographic locations will utilise the Project Targeting Index (PTI) that has been developed for the World Bank’s South Sudan portfolio. Specific indicators at the county level include: poverty rate, concentration of poor people, food insecurity, availability of services, number of Internally Displaced Persons (IDPs), security and operating constraints. The PTI has been developed by aggregating these indicators with specific weights assigned to each indicator based on SNSOP’s priorities (i.e. to reach the most vulnerable counties with the highest levels of poverty and vulnerability, food insecurity, number of IDPs and operating constraints).

Selection of communities would continue to follow the procedures established under the SNSDP and SSSNP. Communities would be selected based on levels of vulnerability, poverty and food insecurity, informed by a vulnerability assessment and mapping, in collaboration with local authorities and partners on the ground, where feasible. The table below provides a general overview.

Table 1.2: General Overview of Geographic Targeting Process Under SNSOP

Steps	Criteria	Tasks/outcomes	Responsible institution
National	<p>The SSSNP 10 counties will be maintained. Three new counties will be selected based on the World Bank’s Project Targeting Index (PTI) for South Sudan. Key variables in the PTI include:</p> <ul style="list-style-type: none"> ● Poverty rate ● Share of IDPs ● Density of functional clinics and primary schools ● IPC1 status ● Rates of Severe Acute Malnutrition (SAM) ● Number of registered conflicts. <p>These variables capture poverty and vulnerability, conflict and displacement as well as development level</p>	Three new counties.	<p>MAFS PCU, National Technical Committee and with participation of WB</p> <p>Confirmed by the National Advisory Committee.</p>

¹ Integrated Food Security Phase Classification (IPC) categorises the severity of Food insecurity from 1 to 5. 1 means minimal severity and 5 means famine.

	<p>and access to social services. In addition, implementation feasibility is assessed jointly by the implementing partner and government.</p> <p>The same tool can be repurposed to select the 3 counties for intensive complementary social measures.</p> <p>Potential variables to consider include:</p> <ul style="list-style-type: none"> • Prevalence of stunting • Availability of WASH and health services • Presence of other WASH, nutrition and Early Childhood Development focused programs in the county 		
Payams/Block (P/B)	<p>As data exists:</p> <ul style="list-style-type: none"> • level of poverty, • food insecurity, • population density • conflict affected • Number of IDPs • Accessibility to the P/B • P/B with a limited security risk which may hinder implementation • P/B where there is a minimum level of government structure already in place (P/B Administrator and officials and a B/PDC) • Presence of Implementing Partners 	Vulnerable Payams/blocks selected	MAFS PCU, IPs County/Municipality Core Team, B/PDCs
Boma/Quarter council (B/QC_	<p>As data exists:</p> <ul style="list-style-type: none"> • level of poverty, • food insecurity, • population density • conflict affected • Number of IDPs • Accessibility to the B/CQ • B/CQ with a limited security risk which may hinder implementation • B/CQ where there is a minimum level of government structure already in place (B/QC Administrator and officials and a B/CQ DC) • Presence of Implementing Partners 	Vulnerable Bomas/ Quarter Councils selected	MAFS PCU, IPs, B/PDCs, QC/BDCs

Geographical allocation of beneficiary numbers	<ul style="list-style-type: none"> Based on level of vulnerability and population densities of the selected counties, payams/blocks, bomas/quarter councils 	Beneficiary numbers per geographic location for both public works and direct income support identified.	MAFS PCU, County/Municipality Team, PDCs, BDCs IPs, Core
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1.2 Project Institutional Arrangements

The project will be implemented by the MAFS, which is the lead implementing agency, while the MGCSW will implement activities under Component 3 and will participate in project monitoring and supervision. The MAFS will be the lead implementing agency responsible for overall implementation and fiduciary and safeguards compliance for the project through the established PCU. The MAFS has strong previous experience in implementing the SNSDP with day-to-day oversight and management, including on project management, coordination, partner and community mobilisation and facilitation, capacity building, training, environmental and social risk management, fiduciary, and M&E. MGCSW will actively participate in the implementation, monitoring, supervision and preparation of project progress reports through the PCU that will be established, which will allow the MGCSW an opportunity for learning by doing and building capacity for future project implementation. The PCUs in MAFS and MGCSW will work closely in the project implementation supervision process and this collaboration will facilitate learning by doing processes for MGCSW. Detailed implementation arrangement is outlined in Figure 1 below.

The MGCSW will be responsible for implementing activities on institutional capacity building and systems strengthening under Component 3 and will also be involved in overall project supervision and M&E.

The overall implementation of the project will be coordinated with and guided by the existing structures established under SNSDP and SSSNP. At the national level, the current NAC, composed of Undersecretaries from the relevant ministries for safety net and chaired by MAFS and co-chaired by the Ministry of Finance and Planning (MoFP) and MGCSW, will continue to provide policy and strategic guidance and coordination. The CRA and UNHCR will also be included in the NAC. In addition, the NTC, composed of Director Generals and Directors of relevant ministries, will also continue to provide technical and operational support for implementation of the project. The NAC and NTC will facilitate critical local engagements, including State and County authorities. At the local level, the local institutional and community governance and coordination structures established under the SNSDP and strengthened under the SSSNP will continue to support daily implementation, coordination and provide operational support to the project.

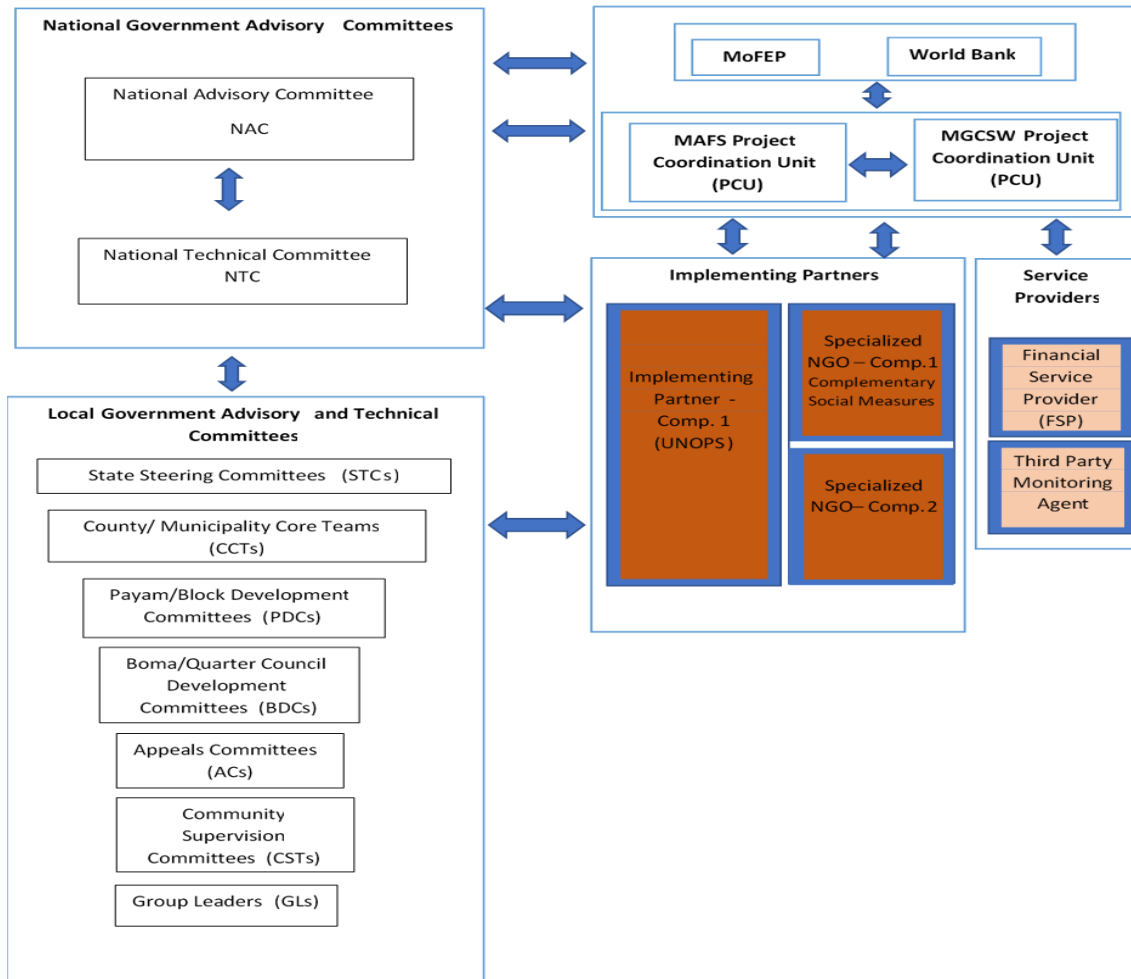
The project will engage UNOPS through a Standard Output Agreement to support the implementation of cash transfers (sub-components 1.1 and 1.2). Recognizing the significant

institutional capacity gaps at the local levels to ensure effective and accountable delivery of safety net assistance and compliance with environmental and social risk mitigation measures, the MAFS PCU will engage UNOPS through a Standard Output Agreement for the implementation of cash transfer activities under sub-components 1.1 and 1.2. The already-established PCU structure within MAFS will oversee the overall performance and activities of UNOPS. In addition, the MGCSW will also collaborate with MAFS PCU in the supervision, M&E of the implementation by UNOPS through its PCU and SP Unit. While implementation of cash transfer will be contracted to UNOPS, the project will include necessary capacity building measures for both MAFS and MGCSW to strengthen the Government project implementation capacity and ensure gradual handover of implementational responsibility to the government.

In addition, specialised NGOs and/or firms will be hired to support the implementation of complementary social measures and economic opportunities activities at the local level. The project will hire a specialised local NGO to deliver the modules for complementary social measures to promote human capital development under Component 1. The contracted NGO will work closely with existing local committee structures to effectively deliver the activities and leverage local-level capacity implementation on the ground. Such structures may include boma health workers and agriculture extension services, where feasible and available. A specialised NGO or firm will be selected under Component 2. It will develop context-specific modules for providing economic opportunities and deliver activities on the ground.

The SNSOP will closely engage with UNHCR and the Commission for Refugee Affairs (CRA) on the implementation of Window for Host Communities and Refugees (WHR)-supported activities in the refugee-hosting areas of Pariang and Maban. At a broad level, these projects will seek UNHCR's advice on how to facilitate an integrated approach to inclusive, Government-led development across WHR-supported Bank-financed projects. UNHCR and the CRA will not be directly involved in the implementation of activities but will support the overall implementation process in the refugee hosting counties by (i) identifying existing refugee and host community structures, community-based targeting method, (ii) sharing information on the activities implemented in the refugee camps and host communities by UNHCR and other agencies, (iii) participating on the coordination committees established at central and local government levels, and (iv) participating on the project implementation monitoring and supervision missions.

Figure 1: Implementation Arrangements



At all levels, the corresponding staff of the MAFS will engage closely with UNOPS and other implementing partners to ensure coordination and collaboration in implementation of the proposed project. It is important to note here that in the most conflict-affected and opposition held areas, these local level structures may be constituted differently based on the existing structures and systems on the ground.

Table 1.3 SNSOP institutional structures and their roles and responsibilities

Institution	Composition	Roles and Responsibilities
National Advisory Committee	<ul style="list-style-type: none"> ● Composition: Ministry of Finance and Planning (MoFP), Ministry of Agriculture and Food Security (MAFS), Ministry of Gender, Child, Community and Social Welfare (MoGCSW), LGB – at Undersecretary (US) level, or as delegated ● Chaired by US MAFS ● Co-chaired by US Planning-MoFP ● National Technical Committee members ● PCU Director and Project Manager ● WB Task Team Leader ● UNOPS Country Director 	<ul style="list-style-type: none"> ● Overall policy and strategic guidance, ● Coordination with other government agencies and other development partners at national level; ● Updates on progress and planning <p>NB: Meet quarterly, or more as necessary</p>
National Technical Committee	<ul style="list-style-type: none"> ● Composition: Ministry of Finance and Planning (MoFP), Ministry of Agriculture and Food Security (MAFS), Ministry of Gender, Child, Community and Social Welfare (MoGCSW), LGB – at Director Generals (DGs) and Directors level, or as delegated ● Chaired by the DG of MAFS ● Co-Chaired by DG-Aid Coordination of MoFP ● Project Director PCU ● Project Manager PCU ● Project Manager UNOPS (Secretary) ● WB Task Team Leader 	<ul style="list-style-type: none"> ● Technical support to the project ● Facilitate partnerships with other stakeholders ● Coordination with state level authorities and other development partners ● Update on work plan progress and annual planning <p>NB: Meet monthly initially and will be changed quarterly after relative stabilisation of the project</p>

Institution	Composition	Roles and Responsibilities
State technical Committee	<ul style="list-style-type: none"> ● Composition: State Ministry of Finance (SMoF), State Ministry of Agriculture (SMoA), State Ministry of Social Development (SMoSD), State Ministry of Physical Infrastructure (SMoPI), State Ministry of Local Government (SMoLG), State Secretariat General - at DGs and Directors level ● Chaired by DG MoA ● Co-Chaired by DG MoSD ● UNOPS Team Leader (TL) at State level-Secretary 	<ul style="list-style-type: none"> ● Technical support to the project ● Coordination with local level authorities and other development partners ● Facilitate and support integration of project plans with overall state and county plans, and project implementation within the State;
County/Municipality Core Team	<ul style="list-style-type: none"> ● Composition: Director of Public Works (DoPWs), Director of Social Development (DoSD), Director of Health (DoH), Director of Education (DoE) ● Chaired by the County Executive Direct (ED) ● Co-Chaired by the Planning Officer ● UNOPS TL- Secretary 	<ul style="list-style-type: none"> ● Support implementation of the project at the county/municipality level including; ● Identification and selection of vulnerable Payams/blocks and Bomas/quarter councils; ● Identification and selection of vulnerable households; ● Participate in the deliberation and dissemination of targeting criteria; ● Participate in the identification of sub-projects ● Provide technical support to the Payam Core Team; ● Report to the state technical committee through UNOPS TL

Institution	Composition	Roles and Responsibilities
Payam/Block Development Committee	<ul style="list-style-type: none"> ● All Payam/Block Development committee (DC) Members ● Chaired by Payam/Block (P/B) DC Chair ● UNOPS Community Mobilisation Assistant (CMA) - Secretary ● P/B ED/Administrator-Deputy Secretary ● All Technical Team of the Payam/Block as Ex-Officio 	<ul style="list-style-type: none"> ● Work with Boma and village leaders during beneficiary targeting, and sub project identification and prioritisation; ● Work with UNOPS in the development of subproject proposals; ● Manage allocation of day to day tasks for efficient and effective use of the available labour force and resources; ● Report to the County Executive Director through the secretary (UNOPS CMA) ● Work toward sustaining the management of created assets during and after completion; ● Ensure the security and maintenance of hand tools, inputs industrial goods, etc. ● Ensure quality of work output.
Boma/Quarter (B/Q) Council Development Committee	<ul style="list-style-type: none"> ● B/Q Council DC Members as members ● Chaired by the B/Q DC Chair ● UNOPS Community Mobilisation Clerk (CMC) as Secretary ● Deputy secretary B/Q Administrator where they exist 	<ul style="list-style-type: none"> ● Facilitate identification of target beneficiaries and validation by the community; ● Facilitate the identification and prioritisation of subprojects; ● Supervises the subproject implementation; ● Together with local chief maintain peace and stability at project and payment sites; ● Monitor the daily attendance and ensure quality of work output; ● Ensure the safekeeping of hand tools, inputs (industrial goods, etc.) provided by the project; ● Ensure the approved beneficiary list is posted in public places.

Institution	Composition	Roles and Responsibilities
Boma/Quarter Council Appeal Committee (AC)	<ul style="list-style-type: none"> • Chair-Elected among the beneficiaries • Secretary – identified by the Appeal Committee members • 50% will be women • 	<ul style="list-style-type: none"> • Supervise the identification and registration of beneficiaries; • Receive, record and resolve complaints related to project implementation; • Complaints that will not be resolved at this level will be escalated up the institutional management structure (to the relevant level). • Monitor project implementation at the project localities.
Community Supervision Team (CSTs) and Group Leaders	<ul style="list-style-type: none"> • Five members per location selected from the beneficiaries 	<ul style="list-style-type: none"> • Enforce work norms and beneficiary norms and responsibilities; • Receive and handle site-related complaints and passes them to ACs; • Guides the implementation of the public works activities; • Oversee implementation progress, oversee measurement of work and payment of wages, and certification of work completion

1.3 WORLD BANK ENVIRONMENTAL AND SOCIAL FRAMEWORK AND RELEVANT STANDARDS (ESS)

The Environmental and Social Framework (ESF) sets out the World Bank’s commitment to sustainable development through a Bank Policy and a set of Environmental and Social Standards that are designed to support borrowers’ projects with the aim of ending extreme poverty and promoting shared prosperity. The short summary of several relevant Environmental and Social Standards (ESSs) from the Bank’s Environmental and Social Framework are presented in section 4.2 below.

The Environmental and Social Standards set out the requirements for borrowers relating to the identification and assessment of environmental and social risks and impacts associated with projects supported by the Bank through Investment Project Financing. The Bank believes that the application of these standards, focusing on the identification and management of environmental and social risks, will support borrowers in their goal to reduce poverty and increase prosperity in

a sustainable manner for the benefit of the environment and their citizens. The standards will:

- a. support borrowers/clients to achieve good international practice relating to environmental and social sustainability;
- b. assist borrowers/clients to fulfil their national and international environmental, and social obligations;
- c. enhance non-discrimination, transparency, participation, accountability and governance;
- d. enhance the sustainable development outcomes of projects through ongoing stakeholder engagement.

Management of Change Process

SNSOP builds on the previous SSSNP project implemented by UNOPS under a tripartite agreement between the World Bank, Government of South Sudan Ministry of Agriculture and Food Security; and UNOPS. The project will be implemented in the ten (10) counties in which SSSNP targeted, with additional two counties hosting IDPs and refugees (Pariang and Maban) and three (3) new counties will be added during implementation stages. These 15 counties were considered through consultations with the national and state governments and were informed by the WB criteria for geographical and beneficiary targeting.

Under guidance from the WB County Office for South Sudan, MAFS was supported to prepare environmental and social safeguards documents to suit SNSOP. These documents include the environmental and social management framework (ESMF), Social Assessment (SA), Labor Management Procedures (LMP), Security Management Plan (SMP), environmental and social commitment plan (ESCP), and Stakeholder Engagement Plan (SEP).

SNSOP was designed in such a way to enhance gradual transition from third party implementation arrangement to direct government project implementation. This arrangement includes component three on capacity building of the government institutions from the national Ministry to state and county level departments.

2.0 COUNTRY CONTEXT AND GENERAL OVERVIEW

The Republic of South Sudan gained its independence from Sudan in July 2011 following an overwhelmingly positive referendum. It is a landlocked country and has an estimated population of 12.35 million people, according to 2021 estimates and an area of 644,330 sq. km. Administratively, South Sudan is subdivided into 10 States and three administrative areas (Central Equatoria, Eastern Equatoria, Jonglei, Unity, Upper Nile, Western Equatoria, Lakes, Northern Bahr El Ghazal, Warrap, Western Bahr El Ghazal States, Greater Pibor Administrative Area, Abyei Administrative Area and Ruweng Administrative Area). Since South Sudan is located near the Equator in the tropics, much of its landscape consists of tropical rainforest and its protected national parks are home to a plethora of migrating wildlife. South Sudan also has extensive swamp and grassland regions.

The White Nile, a main tributary of the Nile River passes through the country (Figure 4.1). The highest point in South Sudan is Kinyeti at 10,456 feet (3,187 m) and it is located on its far southern border with Uganda. The climate of South Sudan varies but it is mainly tropical. Juba, the capital and largest city in South Sudan, has an average yearly high temperature of 94.1°F (34.5°C) and an average yearly low temperature of 70.9°F (21.6°C). The most rainfall in South Sudan is between the months of April and October and the average yearly total for rainfall is 37.54 inches (953.7 mm).

The following section describes key environmental features of the country as the project activities shall be carried out over a broad area. The sensitive ecosystems and protected areas have been identified and the screening needed will be carried out before subproject execution is defined.

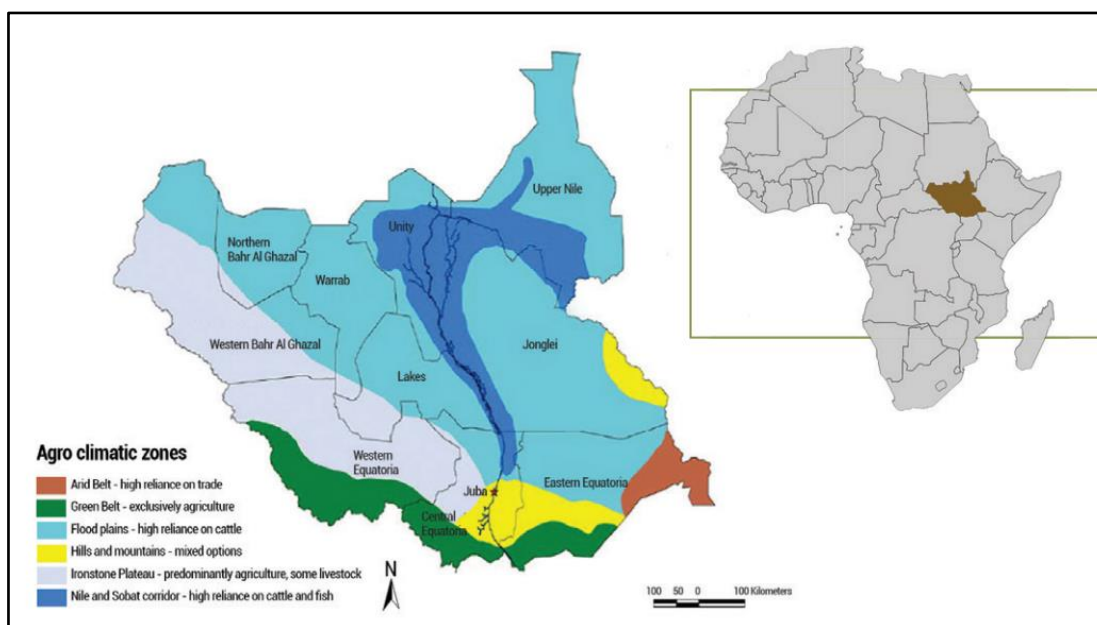


Figure 2.1: Agro-ecological zones of South Sudan. Source: FAO, 2021

2.1 BIOPHYSICAL INFORMATION

Although South Sudan lies within the tropics, the climate ranges from arid in the north to tropical wet-and-dry in the far southwest. Temperatures do not vary greatly with the season at any location; the most significant climatic variables are rainfall and the length of the dry season. From January to March, the country is considered to be in the dry season. By early April, it enters the rainy season, bringing heavy rains and thunderstorms. Yambio, close to the border with Democratic Republic of Congo, has a nine-month rainy season (April-December) and receives an average of 1,142 millimetres of rain each year. Temperatures are highest at the end of the dry season when cloudless skies and dry air allow them to soar. The far south, however, with only a short dry season, has uniformly high temperatures throughout the year.

The country's soils can be divided into two categories: the clay soils of the central region, and the laterite soils of the south. Less extensive and widely separated, but of major economic importance, is a third group consisting of alluvial soils found along the lower reaches of the White Nile and Blue Nile rivers.

South Sudan is drained by the Nile and its main tributary, the White Nile (Al Bahr al Abyad). The White Nile flows north from central Africa, draining Lake Victoria and the highland regions of Uganda, Rwanda, and Burundi. In Bor, the great swamp of the Nile, Sudd begins. The river has no well-defined channel here; the water flows slowly through a labyrinth of small spillways and lakes choked with papyrus and reeds. The White Nile has several substantial tributaries that drain South Sudan.

According to Harrison's and Jackson's (1958) classification, South Sudan is savannah woodland (high and low rainfall), flood region, mountainous zone, and semi-desert. From a national perspective, the protected areas conserve a substantial portion of the terrestrial areas of South Sudan (10.4%), which is well above the African average (estimated at 9%), and protect an exceptionally high diversity of animals, habitats, and birds. The protected areas provide protection to a variety of habitats and species and their management will guard against any future soil degradation, deforestation, habitat fragmentation, and species loss. As such, they are an important source of carbon sequestration, watershed protection and biodiversity conservation with two endemic mammal species (Nile lechwe, estimated at 4,300 and white-eared kob, estimated at 800,000). An estimated 4,000 Shoebills (out of a global population estimated at between 5,000 and 8,000 individuals) are within the South Sudan Sudd, with the main threats being habitat destruction, disturbance, and hunting.

Out of the 22 Important Bird Areas (IBAs) in the Sudan, South Sudan comprises several national parks including Boma National Park, the Sudd Animal Sanctuary (Ramsar Site), Southern National Park and Bandingilo National Park. The Leer and Panyikang counties comprise parts of the Sudd where hundreds of species of birds, out of which 12 are endangered such as the Shoebill and Black Crowned Crane, dwell here or use the area as an important stepping stone on their migration. Key large mammals of the forests and some woodland savannah areas include Waterbuck (*Kobus defasa*), Bushbuck, oribi, duiker, Uganda kob (*Kobus kob*), warthog

(*Phacocoerus ethiopicus*), hartebeest (*Alcelaphus sp.*), giant eland (*Tragelaphus derbianus*), buffalo (*Syncerus caffer*), and various species of primates including the Black and White colobus monkey. A rich diversity of avifauna, reptiles, amphibians, and invertebrates also occurs here. However, the high levels of illegal hunting have decimated most of the wildlife populations in these areas.

South Sudan also ranks among the best timber wood exporting countries to the international market. Some of the states with the best Teak and natural trees for timber are Western Equatoria and Central Equatoria states. In Central Equatoria some of the existing Teak plantations are at Kegulu, the other oldest planted forest reserves are Kawale, Lijo, Loka West and Nuni. While Western Equatoria has its resources, Mvuba trees at Zamoi. However, several factors have contributed to the degradation of forest resources in Sudan leading to over-exploitation of the natural forests resulting in high rates of deforestation and forest conversion to waste land (Gafaar, A 2011).

2.2 DISASTER VULNERABILITY

South Sudan is susceptible to natural hazards, especially drought and floods but climate change is exacerbating their intensity, frequency and duration. In addition, multiple socioeconomic stressors, including the ongoing conflict, poverty, famine and economic and political instability, create a state of extreme fragility and vulnerability to the impacts of these natural hazards. Given the population's dependence on seasonal rains to support their livelihoods, the severe disruption of rainfall patterns combined with increased vulnerability will jeopardise the capacity of huge numbers of people to sustain themselves, a situation that is already occurring in several parts of the country. Armed rebellions, cattle raids and rustling, and inter communal conflicts are very frequent in certain parts of the country especially among the pastoral communities resulting in mass displacements, loss of lives and livelihoods, severe hunger and malnutrition. These conflicts and cattle raids impact spill over into neighbouring communities. Thus worsening vulnerable conditions of people including IDPs, returnees and refugees in terms of increased pressures on the available resources such as fertile lands for crop production, pastures and freshwater.

2.3 AGRICULTURE

Agriculture is the backbone of the subsistence economy of South Sudan, accounting for one-third of GDP in 2009. About 81 per cent of households cultivate land, about 22 percent of the population is engaged in fishing and 74 per cent of the population keeps livestock. There is an estimated total of 38 million livestock in the country, compared to its human population of 8.2 million. A huge variety of crops are grown in South Sudan, where the diversity of soil and climatic conditions provide multiple options for different cereals, legumes, fruits and vegetables.

Climate and soils are primary determinants of the type of agricultural occupations that can be undertaken along with how, where and when they occur. Generally, mixed cultivation takes place in the Green Belt, and livestock rearing and extensive cultivation are practised in the Iron- stone Plateau and semi-arid zones.

In South Sudan about 80 percent of the population lives in rural areas where subsistence agriculture is the mainstay of people's livelihoods. The agriculture sector is characterised by small, hand-cultivating household units belonging to larger family aggregations practising different combinations of rain-fed agriculture, livestock grazing and pastoralism, wild food harvesting and fishing.

Although agriculture is the back-bone of the subsistence economy of South Sudan, production is very low. A 2012 analysis showed that the total value of agricultural production (or "realised potential") was about US\$800 million (US\$600 million from crops) or less than US\$300 per hectare which is much lower than production in neighbouring countries. In 2009, the agriculture sector contributed one-third of the country's GDP.

Soil and climatic conditions allow for a wide variety of food and cash crops. The nature of crop production varies according to different agro-ecological zones of the country. The Green Belt Zone is the main high potential region for crop production, with the highest levels of rainfall. Main crops include maize, sorghum, finger millet, cassava, sweet potato, and groundnuts. Rice production was introduced and greatly expanded in the Aweil rice scheme. Soybean and cowpea are common but relatively new crops, introduced to a large extent by emergency seed support interventions. Some white seeded sesame is cultivated, coffee is grown commercially and there are a few tobacco plantations. Fruit trees include banana, plantain, pineapple and citrus. Vegetables include onion, okra, amaranthus, cabbage, carrot and cucumber.

Minor crops such as sweet potatoes, yams, coffee, mangoes, papayas are also grown for home and some localized commercial use. Teak is a common non-native plantation tree species grown for timber. Nonetheless, agricultural production methods remain largely poor, limiting households to cultivate an average of 0.5-3.5 feddans, with each feddan producing only 0.9 ton of cereal per year (FAO/WFP, 2008). In general agricultural production is mainly affected by poor seed supply, timing and methods of weeding, use of inputs, pest and disease and security challenges at local level.

FOOD SECURITY AND LIVELIHOODS

The livelihood system in South Sudan is predominately subsistence small-holder agriculture among which about 12-15% of the population depends on fishing for their livelihoods (FAO/WFP, 2008). Employment opportunities both in the public and private sector are few, but are increasing with the current political stability and economic growth. Petty trading provides a source of income for many households in the rural towns and around market centres. The total land area is over 100 million hectares (FAO/WFP, 2008), of which about half is arable, rainfall is plentiful in most parts of the country and soils are relatively fertile. Sorghum is the most important crop. Livestock production provides an important livelihood base for large groups of people but is hampered by disease and environmental degradation. The road network is poor and many areas of the country are not accessible by road, particularly in the wet season which provides a major obstacle for marketing and commercialization of agricultural production. Poverty escalates

during the dry season and in most parts of the country periods of 3-6 months per year of food deficit is common. During these periods most families move around for income generation, i.e. selling of charcoal, doing casual labour etc.

2.4 LIVESTOCK

In addition to rain-fed farming, livestock keeping is the other dominant agricultural land use in South Sudan. Livestock are a productive livelihood asset, providing pastoralists with milk, which constitutes their main diet, but they also play a key role in socio-cultural life, especially for pastoralist peoples such as the Dinka, Nuer, Shilluk and Mundari. For those who keep cattle, the animals are traditionally the most significant source of prestige, providing the currency for marriage dowries, fines and other societal dealings, which account for about 80 percent of cattle transactions. According to a Food and Agriculture Organization (FAO) report, “South Sudan's livestock population is estimated at 12 million cattle, 20 million sheep and 25 million goats according to the National Ministry of Livestock and Fisheries Industry, making it a world leader in terms of animal wealth per capita”.

In South Sudan agro pastoralism is the main livelihood system in rural areas. Although agropastoralism involves both livestock rearing and crop production, a household's financial capital is held in the form of livestock. Livestock also supply milk and other foods, and are sold to purchase cereals for food and meet other domestic needs. Poorer households aim to build their herds; this is the key and economically logical strategy for building their financial capital. Due to the seasonality of food production, milk is a critical food at specific times of year, when other foods e.g. cereals, are not readily available. Milk is an especially important food for young children, and pregnant and lactating mothers. Livestock is also important in South Sudan's pastoralist and agrarian areas. In addition to the role of livestock as financial capital and food, traditional social support systems in South Sudan are based on livestock transactions. In particular, the use of livestock as bride wealth creates social networks, with reciprocal assistance in times of hardship. An individual's vulnerability depends heavily on their social connectedness, and social connections are created and maintained through livestock exchanges. This critical role of livestock in South Sudan is difficult to quantify, but has huge significance in communities facing crises such as protracted conflict and market failures. Further information on the impact of conflict on livestock is provided in the recent K4D report *Livestock and conflict in South Sudan* (Idris, 2018). Information on trends in livestock points to a decline in livestock among wealthier and middle wealth households as a result of targeted raiding during the recent conflict. Consequently, affected households have shifted into a category of poor households i.e. there are now higher numbers of poor households in South Sudan, with relatively few animals. From an economic perspective, agro-pastoralism is associated with the ownership of at least three Tropical Livestock Units (TLU) per capita, equivalent to about four cattle or 30 sheep or goats per person. However, using a Food Security and Nutrition Monitoring Bulletin from May 2018 (World Food Programme, 2018), average livestock ownership in South Sudan was estimated at only 0.87 Tropical Livestock Units per capita. This low level of livestock ownership is broadly consistent with the recent categorization of 5.4 million people in South Sudan as severely food insecure

(Integrated Phase Classification 3, 4 and 5). At the same time, South Sudan's oil wealth up to 2015 and conflict since 2013 seems to have created a class of "super-rich" elites with very large herds of livestock. In addition to problems such as conflict and market access, the critical livelihood issue for many households is the extent to which they can rebuild their herds or access livestock products, especially milk. For the millions of poorer herding households who still rely on livestock or with aspirations to rebuild their herds, the danger is that within aid circles, livestock is viewed as the domain of the rich, rather than the critical financial asset of the poor.

2.5 FORESTS

The total area of forest cover in South Sudan is thought to be almost 20,000,000 ha, which represents about 30 percent of the country's total land area. Of this total, gazetted forest reserves account for 3.1 per cent and plantation forests represent 0.1 per cent. Plantations consist mostly of teak forests thought to be the oldest such forests in Africa and the largest plantations of its kind in the world. Acacia plantations for Gum Arabic are also important. South Sudan's forests are in danger of disappearing; the annual deforestation rate is likely between 1.5 and 2 per cent.

The main drivers and pressures are population growth and the increased demand for fuelwood and charcoal, the conversion of forests to urban areas and uncontrolled fires and timber harvesting. This has led to the degradation or deforestation of parts of the country's natural forest areas and woodlands, localised soil erosion, biodiversity loss and altered hydrological and nutrient cycles. Sustainably managing its forest resources offers South Sudan the opportunity to provide jobs and income and to maintain the ecological goods and services they provide.

The Government aims to set aside about 20 percent of natural forests as reserve forests to protect them from deforestation and it has an ambitious afforestation program, amongst other plans and strategies. It has also made ambitious commitments related to forests under its Intended Nationally Determined Contributions for climate adaptation and mitigation. However, on-going conflicts prevent the forests from being developed and sustainably managed to provide goods and services for future generations.

South Sudan also ranks among the best timber wood exporting countries to the international market. Some of the states with best Teak and natural trees for timbers are Western Equatoria and Central Equatoria states. In Central Equatoria some of the existing Teak plantations are at Kegulu, the other oldest planted forest reserves are Kawale, Lijo, Loka West and Nuni. While Western Equatoria has its resources, Mvuba trees at Zamoi. However, much of the forest cover and biodiversity has been lost due to 50 years of war (FAO/WFP, 2008).

Numerous reports have also documented that the status of forests especially in and around towns in South Sudan is decreasing. Deforestation is increasing due to the continuous clearing of land for crops and cutting of wood for energy. Natural forests and woodlands in most areas have been stripped bare of trees leaving landscapes strewn with patchily distributed trees of little

value. Most of the products used in most urban areas are collected from nearby teak plantations. Communities in these areas collect their wood products from natural forests.

Moreover, the consumption patterns of households in most of South Sudan shows that on average a household consumes approximately 0.3 to 0.6m³ of firewood and approximately 50 kg of charcoal per week. As there are few alternatives for fuel or construction, households are dependent on forest resources. However, the status of forests and woodlands for instance around and in proximity to Bahr el Ghazal and Upper Nile are less degraded. Khaya (Mahogany), Milicia, and Phoenix reclinata trees are abundant and extend from Rumbek County to Yirol County.

2.6 BIODIVERSITY AND PROTECTED AREAS

South Sudan is covered in a rich diversity of ecosystems which are dynamic complexes of plant, animal and microorganism communities and their non-living environment, interacting as functional units. South Sudan's large range of ecosystems is most commonly divided into the following categories: Lowland forest; Mountain forest; Savannah woodland; Grassland savannah; Sudd swamps and other wetland, and Semi-arid region.

According to Harrison and Jackson (1958) classification, South Sudan is classified as savannah woodland (high and low rainfall), flood region, montane zone, and semi-desert. Savannah woodland is sub-divided into low rainfall savannah and high rainfall savannah. Low rainfall savannah occurs mainly in the north and is only represented in the south by a small area in the northern parts of Upper Nile State. High rainfall savannah covers most of Southern Sudan with the exception of the floodplain around the Nile and the montane region of Didinga and Imatong Mountains. High rainfall savannah woodland is further divided into two sub-zones, savannah woodland and savannah woodland recently derived from rainforest.

South Sudan's wide range of habitats supports a very rich diversity of both animal and plant species. However, the variety and number of different species is unknown. A glimpse of the richness of species is provided in a 2015 study by biologists who took 105,000 motion-controlled photos in an area of about 7,770 km² of dense forest in the former Western Equatoria State. They found a total of 37 species, including four species never before documented in South Sudan: The African golden cat (*Caracal aurata*), water chevrotain (*Hyemoschus aquaticus*), red river hogs (*Potamochoerus porcus*), and giant pangolin (*Manis gigantea*). It also captured chimpanzees, bongos, leopard, forest buffalo, honey badger and the rare forest elephant. Forest elephants (*Loxodonta cyclotis*) are smaller than savannah elephants and tend to inhabit densely wooded rain forests. They play a crucial role in the ecosystem because they are voracious fruit eaters whose dung spreads tropical fruit tree seeds extensively. Numbers have declined dramatically over the last two decades however, primarily due to ivory poaching for international wildlife trafficking, and the species is critically endangered. Their presence in Western Equatoria is far to the north and east of forest elephants' previously known range.

The IUCN Red List of Threatened Species for South Sudan lists 4 critically endangered species and 11 endangered species. The hooded vulture (*Necrosyrtes monachus*), Rüppell's griffon (*Gyps rueppellii*), white-backed vulture (*Gyps africanus*) and white-headed vulture (*Trigonoceps occipitalis*) are all critically endangered. Endangered species include three mammals: The Cape hunting dog (*Lycaon pictus*), common chimpanzee (*Pan troglodytes*) and the Nile lechwe (*Kobus megaceros*); six birds: Basra reed warbler (*Acrocephalus griseldis*), Egyptian eagle (*Neophron percnopterus*), lappet-faced vulture (*Torgos tracheliotos*), Natal thrush (*Geokichla guttata*), Saker falcon (*Falco cherrug*) and Steppe eagle (*Aquila nipalensis*). Two plants, *Aloe erensii* and *Aloe macleayi*, while currently not threatened, are restricted to South Sudan (IUCN, 2016).

From a national perspective, the protected areas conserve a substantial portion of the terrestrial areas of South Sudan (10.4%), which is well above the African average (estimated at 9%), and protect an exceptionally high diversity of animals, habitats, and birds. Despite the long drawn out civil war, some of these areas still contain significant wildlife populations. For example, recent aerial counts conducted by WCS revealed that some 1.2 million white-eared kob, Mongalla gazelle and tiang migrate between the Boma Park, Bandingilo Park, and towards the Nile River every year. A migration that rivals the world famous Serengeti wildebeest migration. The protected areas of Southern Sudan also conserve important forest species, which are usually associated with the lowland forests of the Congo Basin such as bongo, giant forest hog, chimpanzee, red river hog and forest elephant.

Similarly, a lot of South Sudan's wildlife is found outside of protected areas. According to Salter (2006), a number of South Sudan's wildlife populations (notably White-eared kob and Tiang, but including several other species) undertake seasonal migrations outside protected areas. Even if adequately protected in national parks and game reserves (which is currently not the case), these species are vulnerable to hunting pressure and habitat loss when travelling outside protected areas

2.7 WATER RESOURCES AND WETLANDS

South Sudan's water resources are unevenly distributed both spatially across the country, and temporally, since water quantities vary substantially between years depending on periodic major flood and drought events. The Nile River hydrological basin covers most of the country. Water is held in perennial rivers, lakes and wetland areas, in seasonal pools, ponds, rivers, streams and extensive floodplains. Water demand is still low given the country's relatively small population, density and the lack of industrial development but it is expected to increase rapidly in the future with projected population growth and economic development. In 2007, the Ministry of Water Resources and Irrigation reported that the impact of human activities on the availability and quality of water resources was already evident and a growing concern. There is increased pollution, reduced river flows, declining water tables in urban areas and both surface and ground waters are becoming contaminated.

About 7 per cent of South Sudan is covered by vast expanses of tropical freshwater wetlands that occur at the confluence of the White Nile's main tributaries. They have a significant influence on

the Nile's hydrologic regime, storing and releasing water, retaining suspended solids, decreasing dissolved oxygen concentrations, increasing acidity and dissolved carbon dioxide concentrations, reducing sulphate concentrations, increasing total dissolved solids concentrations and losing water to evapotranspiration (NBI, 2012).

The Sudd, an inland delta of the White Nile, is the country's largest wetland, covering about 5 percent of the country's land area. It is made up of lakes, swamps, marshes and extensive flood plains. It includes the Bahr el Jebel swamps, the Bahr el Ghazal swamps, the wetlands at the Baro-Pibor-Akobo confluence and the Machar marshes.

In 2016, South Sudan's Ministry of Environment and Forestry reported that over the past two decades, water flow in a number of previously perennial rivers along the border with the Central African Republic had become seasonal. One of the main ecological impacts of decreased water flow is river siltation. A large part of the sediment created in the White Nile headwaters becomes confined in the Equatorial Lakes, held in the Sudd marshes or deposited along the river course downstream of the Sudd; thus, over its low gradient course, the Nile's flow is very sluggish. Other impacts include the congestion of irrigation channels, water-table declines, receding wetland areas and the loss of vegetation due to the lack of water. In turn, the loss of ecosystem goods and services is having adverse effects on the livelihoods of people who depend on wetlands within South Sudan.

It is thought that large areas of South Sudan are underlain by rich aquifers that are recharged by seasonal rainfall and river flooding, with some of these underground water reservoirs extending across international boundaries. There is little information on the distribution and hydrology of these under-ground waters, or about the rates of water extraction and the impacts of human activities, such as potential over abstraction and pollution.

Water quantity and quality in South Sudan have declined in the past two decades. In a number of previously perennial rivers, for example, water flow has become seasonal. Lower water flows can lead to siltation. Large quantities of sediment are held in the Sudd marshes or deposited along the river course downstream of the Sudd. With municipal wastewater, sewage and industrial effluents running straight into water sources due to a lack of wastewater and sanitation management, water quality is declining in urban areas and contaminated water is responsible for recurring incidences of gastrointestinal diseases. Other significant threats to water resources include the construction of large hydroelectric dams and other related development schemes within the Nile Basin, the overuse of agrochemicals and spillage during oil exploration, which risk polluting the Sudd wetlands.

3.0 SOCIO-ECONOMIC ENVIRONMENT OF SOUTH SUDAN

South Sudan has an estimated population of 12.35 million people with an average household size of 6.3. South Sudan has a slightly higher male population (about 52 %) versus females (about 48 %). In terms of ethnic composition, there are many ethnic groups in South Sudan of which the Dinka, Nuer, Murle, Mundari, Toposa in Kapoeta and Boya are the main agro-pastoralist groups.

South Sudan remains one of the least developed countries in the world. High levels of vulnerability arising from two decades of civil wars have forced a sizable proportion of the population to rely on humanitarian relief assistance to meet their livelihood needs. The Gross National Income per capita is estimated to be less than \$90 per year. Key education and health indicators are among the lowest in the world. Infrastructure is virtually non-existent, and a public administration system has to be developed almost from scratch. Low levels of income and purchasing power, together with disruption associated with conflict and very limited infrastructure, have constrained economic activity and market development. The incidence of poverty has also worsened, from 44.7% in 2011 to more than 57.2% in 2015, with a corresponding increase in the depth of poverty (WB, 2015).

Inadequate transport infrastructure poses a major problem for movement of people and commodities within and between states. Although efforts have been made to rehabilitate some of the main trunk roads, the conditions of most of the main roads, especially in the wet season, hinder transportation of goods, particularly perishable products. High transportation cost is a disincentive to farmers in potential surplus production areas from expanding production. However, the situation of various socio-economic infrastructures and the livelihood conditions of the people of South Sudan have substantially changed since the signing of the Comprehensive Peace Agreement (CPA) in January 2005.

The livelihood system in South Sudan is predominately subsistence small-holder agriculture, among which about 12-15% of the population depends on fishing for their livelihoods (UNDP, 2012). Employment opportunities both in the public and private sector are few but are increasing due to urbanisation. Petty trading also provides a source of income for many households in the rural towns and around market centres. Livestock production also provides an important livelihood base for large groups of people but is hampered by disease and environmental degradation. The road network is poor and many areas of the country are not accessible by road, particularly in the wet season, which provides a major obstacle for marketing and commercialization of agricultural production. Poverty escalates during the dry season and in most parts of the country periods of 3-6 months per year of food deficit is common. During these periods, most families move around for income generation, i.e. selling of charcoal, doing casual labour etc.

3.1 ECONOMIC OUTLOOK AND MACROECONOMIC PERFORMANCE

The country's economy has essentially collapsed since 2016. According to the World Bank, it depends on crude oil, which accounts for 90 percent of government revenue and 60 percent of GDP. The crude oil made up 95 percent of total exports from South Sudan in 2016. Oil production is considered the key for economic growth in the short and medium term. Exports of goods and services otherwise declined to 61.1 percent of GDP in 2017, from 66.3 in 2016. A World Bank economic brief estimates that the economy contracted by 3.5 percent during 2018 due to mismanagement and conflict. Due to conflict and economic shocks, the economy had negative GDP growth for five of the past seven years. Inflation has left food prices high. The cost of the minimum expenditure basket increased by 489 percent between May 2016 and May 2018. Foreign investment has been volatile due to the conflict situation. South Sudan ranks 185 out of 190 economies, and 178 out of 180 (together with Syria and only topped by Somalia) on Transparency International's Corruption Perception Index 2018.

The World Bank estimates that if the peace agreement is respected, and conflict does not reoccur, the economy should grow by 1.8 percent; if it is not respected and conflict reoccurs, growth may only reach 0.3 percent.

According to the WB's South Sudan Economic Monitor (2022) the improving macroeconomic conditions and relative peace have supported a rebound of growth in services and trade. South Sudan's economy is projected to grow by 1.2% in FY2021/22 after contracting by an estimated 5.4% in FY2020/21. The report finds that the unrelenting floods in 2021 affected both oil production and agricultural sector performance and constrained the country's ability to achieve higher growth.

The fifth edition of the South Sudan Economic Monitor (SSEM), Towards a Jobs Agenda, projects that South Sudan's economy could grow by 3.5-5.0% over the medium-term if the peace process holds, the economic management reform program succeeds, and global and regional economic recovery does not falter. The economy would also have to navigate additional challenges arising out of the COVID-19 pandemic and climatic shocks.

3.2 HUMAN DEVELOPMENT

South Sudan ranks 186 out of 189 countries on the Human Development Index, with a score of 0.413. With that it is below the average of countries in Sub-Saharan Africa (0.541) and countries in the low human development group (0.507).

South Sudan has further one of the world's worst health indicator outcomes globally. The maternal mortality ratio is 2054 per 100 000 births, and the mortality rate of children under five is 105 per 1000 live births. 261.424 children are estimated to be severely malnourished. Life expectancy at birth is 58 years for men and 60 years for women. 7 million people in South Sudan are in need of humanitarian assistance, and 1.74 million are internally displaced, with 2.47 million refugees.

The conflict situation further undermines any attempts of establishing sustainable services or simply delivering health and other services. For example, a World Bank study shows that there is

perceived non-neutrality in service delivery across areas held by the government or opposition forces, as well as limited oversight and ability by the government to provide satisfactory justification and evidence of supplies, drugs, and services arriving at their intended destinations.

Education in South Sudan has been similarly undermined by displacement, hyperinflation, civil conflict and food insecurity. The average duration of schooling is 4.8 years. According to a UNICEF report, 2.2 million school-aged children across the country do not attend school and 70% of primary teachers are untrained or underqualified, impacting the quality of learning. In conflict-affected areas, schools remain largely closed or school buildings are often occupied by armed groups or IDPs.

3.3 SOCIAL STRUCTURE

South Sudan consists of a broad variety of ethno-linguistic groups. Those entail three sub categories of speakers of the Nilo-Saharan language family: speakers of West Nilotic languages (Dinka, Nuer, Atuot); speakers of Western Nilotic / Luo languages (Shilluk, Anyuak , Maban in Upper Nile and Ethiopian borderlands; Acholi in Eastern Equatoria; and Jur-Luo in Western Bahr el-Ghazal); and speakers of Eastern Nilotic languages (Eastern and Central Equatoria: Bari, Lotuho and Lango). Furthermore, there are speakers of the Niger-Congo language family, including the Zande in Western Equatoria.

In many cases 'traditional' authorities were structurally influenced by some members of the society inside the local government authorities and colonial administrators in order to act as intermediaries for taxation, labour mobilisation, and other forms of coercion. For instance, some chiefs were appointed to serve in customary and statutory courts within the district/ county local government administration. Most of South Sudanese traditional societies were organised as decentralised chiefdoms which were otherwise difficult to engage with or to rule over. The only centralised traditional societies organised under the Kingdoms were the Azande, Chollo, Lotuho, and Anyuak. In both centralised and decentralised traditional societies in South Sudan, there existed clear governance structures with a King (heading a centralised kingdom with a council of chiefs and elders) and a chief (heading a decentralised chiefdom with a council of chiefs, sub chiefs and elders). This means that there needs to be a careful contextual analysis before entering a new area to create understanding about the actual representativeness of 'traditional authorities' for a community. Alongside these instated authorities existed other and older forms of authorities, which were based on local concepts of origin, power and authority. Kings and Chiefs would be enthroned to power by virtue of royal inheritance or through election under influence from the county local government. Many of the different forms of social structures in South Sudan are therefore based on the kinship concepts of a 'segment' or a lineage. Wealth is still a major marker in the social strata and the size of cattle herds – among the pastoralist societies - is a significant indicator for wealth.

'Civil society', however, is a difficult term in South Sudan, as most people belong to communities defined by lineages. Markets, on the other hand are poorly developed and most societies have been militarised so that distinctions between civilian and combatant young men are difficult.

Literature mostly treats 'civil society' as organisations that are dependent on foreign resources and deploying foreign rhetoric of rights and development.

Furthermore, it is important to understand that ethnic groups can be heterogeneous. As different experiences in the recent civil war have shown, those differences can even occur in the same localities. Many of the recent clashes have taken place in an intra-ethnic manner, such as among Nuer clans in Unity State, Dinka in Tonj Counties of Warrap State.

3.4 FORMAL AND INFORMAL GOVERNANCE STRUCTURES

After a general agreement in the 2005 Comprehensive Peace Agreement (CPA) that governance in South Sudan needs to be decentralised, the 2009 Local Government Act decentralised and devolved decision making powers from the national level to the states, to county and sub-county (Payam) levels and to Bomas. County commissioners and county legislative councils are elected representatives. Participation at the county level in decision-making fora must therefore be as inclusive as possible, representing the different interest groups at the Payam level. At the county level citizens' development committees such as Payam/Blocks Development Committees (PDC) and Boma development Committees (BDC) are formed for this reason. However, since 2011 many powers have been moved back to the central level in order to create a strong executive government model like appointment of state governors and county commissioners. Furthermore, the states also exercise a significant amount of power as they appoint payam administrators, executive directors, and control resources.

In 2015 the national government formed an additional 18 states to the existing 10 states. It added another 4 states in 2017, making it a total of 32, from an initial number of 10 at the signing of the CPA (2005) and independence (2011). However, in 2019 the government returned to the previous ten states plus additional three administrative areas.

Traditional authorities, in their various forms, have been integrated into local governance structures in order to improve service delivery, access to justice and eradicate poverty. The Local Governance Act deals with the distribution of powers between county, Payam and traditional leaders. Chiefs can be elected conventionally or according to traditional practice. However, in addition to the fact that many traditional authorities historically had been appointed and empowered by outside sources, their power was further eroded in the recent civil war. Massive displacement of populations saw new chiefs emerging, factions of the conflict appointed their own chiefs, and existing traditional chiefs often had to side with the dominant political and militant groups in a given area.

Other organisations outside of the government structures exist. These associations can include women's groups, youth or ethnicity-based urban groups, providing support systems for rural – urban migrants. However, especially youth groups can also turn into militant organisations at times. Town politicians can mobilise rural constituencies around ethnicities of clan lines for support. This is repeated at the national level, where there are general fears of domination of Dinka and Nuer influence in government.

3.5 LIVELIHOODS, LABOUR AND EMPLOYMENT

Livelihoods in South Sudan are largely influenced by the ecology of a region. For example, the Sudd swamps and southern clay plains with their water-logged soils of the flood region of the Upper Nile and the Eastern Bahr el-Ghazal are better for cattle herding rather than farming. Farming, on the other hand, is a prominent lifestyle in the waterlogged territory of the Nile's west bank, the Congo-Nile watershed and the forests of the border to the Democratic Republic of Congo (DRC).

Livelihoods in South Sudan have therefore been relying on agricultural production, cattle rearing, fishing, gathering of wild foods as well as trade. Cattle have particular economic and cultural significance among some specific groups (mainly the Nilotes i.e. Shilluk, Nuer, Dinka and Murle, and the eastern Nilotic group of the Mundari tribesmen). The livelihood system in South Sudan is predominately subsistence small-holder agriculture, among which about 12-15% of the population depends on fishing for their livelihoods.

Livestock production also provides an important livelihood base for large groups of people but is hampered by tropical diseases and environmental degradation. Localised conflict is therefore driven by politics, control of livestock and cycles of retribution in addition to competition over land and water resources. . The research shows that attempts to link livelihoods to peacebuilding were based on incomplete analysis, and livelihood reconstruction should be based on more contextual analysis. It is key to better understand the links between conflicts and livelihood before engaging in programming in a particular local context.

For example, in Jonglei State cattle-raiding remains the primary reason for constraints to livelihoods through a decline in livestock ownership. Raiding was rampant in 2012- 2013. Traditional cattle raiding became a commercial and political activity. Conflict was less about directly controlling grazing lands and access to water than it was about ownership of cattle and the relevance this plays in many other cultural aspects such as marriage, age sets and emphasising masculinity. But it was also about power and ethnic competition and cycles of revenge. This insecurity became the cause of poor livelihood outcomes. However, these social dynamics were overlooked as a cause of conflict. Livelihoods were severely stressed, but it was political disagreements and power struggles as well as unresolved leadership issues from the previous civil war era that led to the re-emergence of widespread violence in 2013.

In addition, the road network is poor and many areas of the country are not accessible by road, particularly in the wet season, which provides a major obstacle for marketing and commercialization of agricultural production. Inadequate transport infrastructure poses a major problem for movement of people and commodities within and between states. Although efforts have been made to rehabilitate some of the main trunk roads, the conditions of most of the main roads, especially in the wet season, hinder transportation of goods, particularly perishable products. High transportation cost is a disincentive to farmers in potential surplus production areas from expanding production. While there are plenty of natural resources, grazing land,

water, timber and oil, South Sudan is one of the poorest and least developed countries in the world. Conflict has constrained food production, trade and access to markets. Livelihoods have been largely destroyed in years of conflict. There had been a key assumption that after the civil war recovery would take off. However, this did not happen and the outbreak of renewed armed conflict in 2013 and continued local level conflicts prevented any growth. Livelihoods have further been determined by rapid urbanisation, especially by youth and returnees; by influx of foreign workers looking for economic opportunities; and the limited capacity of major demands placed on the government. Employment opportunities both in the public and private sector are few but are increasing due to urbanisation. Employment in South Sudan is underpinned by low-productivity, unpaid work in the agricultural sector, with informal employment as the main source of income. Petty trading also provides a source of income for many households in the rural towns and around market centres.

Poverty escalates during the dry season and in most parts of the country periods of 3-6 months per year of food deficit is common. During these periods, most families move around for income generation, i.e. selling of charcoal, doing casual labour etc. The World Bank estimates that more than half of South Sudan's population is currently facing a food crisis.

3.6 LAND ISSUES

There are multiple customary tenure systems, as well as formal legislation regulating access and ownership to land. The Land Act of 2009 lists customary tenure as a legal form of land tenure. It allows communities to register their collective interests in the land.

The situation has been under duress through the militarization of South Sudan, the outside investment that needs clarity on land ownership, the returning diaspora, frequent land grabbing and the drawing of administrative boundaries. For Community Driven Development (CDD)type programming it is key to be aware of the various interests in land in the different counties, and the legitimate rights of the communities over the land.

A distinct set of land issues stems from returnees, who return to find their land occupied. Disputes can further arise from double selling of land, illegal occupation, military land-grabs, unauthorised building, and attempts to reclaim land without documentation.

The CPA has further changed dynamics around land by bringing about incentives for communities to claim their own administrative units/land rather than encouraging them to share resources with neighbouring communities. The emergence of the state and a Land Commission has motivated communities to secure their territorial claims.

3.7 SECURITY AND CONFLICT ENVIRONMENT

In July 2011 South Sudan declared its independence from Sudan. However, conflict continued in different ways. In 2012, widespread intra-communal conflicts, including cattle raids and militia activity continued to divide the country and prevent peace and development. In December 2013 a civil war broke out in the northern parts and Juba, causing major displacement of people as

well as increasing food insecurity. Continued cross-border conflict with Sudan further led to the exit of traders from Sudan, while insecurity also affected trade routes from Uganda. Due to rising political disputes, in 2016, conflict intensified and expanded to the southern parts of South Sudan, resulting in mass displacements to Uganda and Sudan and the closure of the Sudanese border. This period rendered over half of the total population dependent on humanitarian assistance. The government declared a state of emergency.

After five years of protracted civil war, a peace agreement was signed in September 2018, which was expected to reinforce a permanent ceasefire, create an enabling environment for the delivery of humanitarian aid and support reforms for social and economic reconstruction as well as the creation of a new transitional government of national unity by May 2019. Conflict has persisted since and little reform activities have taken place as the government has focused on security. This has severely hampered any positive development, including in the economic sector. As the World Bank economic brief describes 'Peace and reconciliation are required to achieve macroeconomic stability and support a return to positive economic growth. 'On February 22, 2020, a new Unity Government was formed that represents the key conflict parties, and Riek Machar was sworn in as the first vice president sealing the peace deal in Juba.

Conflict dynamics in the last six years have varied in the different areas of South Sudan and it is difficult to distil a common narrative. Different types of conflict prevail throughout South Sudan. Inter-communal conflicts are mostly based on tensions between pastoralist groups and relate to cattle raiding and competition over pasture; tensions between pastoralists and agriculturalists about land use/natural resources and tensions between neighbouring communities over administrative or communal boundaries (state resources). Added to that and not necessarily political, conflict can pose significant risks for project implementation, as it may temporarily destabilise a project area, and as it may fuel underlying tensions between communities, which can play out over development or aid resources.

Furthermore, since the signing of the CPA state resources have increased. That means that competition over those resources increases as well. Access to these resources is usually defined through a patronage system, including through membership in the government or army system. The weak government further exacerbates this phenomenon.

Another significant risk for conflict and insecurity is the increased formation of youth gangs, which is described in the section on youth below. These gangs are responsible for the rapid spread of criminal activity, which has begun to destabilise some areas of South Sudan. Criminality can similarly pose risks on project activity, for example where it heightens general violence or GBV crimes, or in the theft of people's assets.

South Sudan has been undergoing rapid urbanisation. This is where numerous ethnic groups come together, causing cultural change and disintegration. Tensions in towns emerge due to different social and economic strata rather than between members of different ethnic groups. However, others have observed that there are significant tensions between different ethnic

groups in towns. In any case, this mix of society has led to the erosion of conflict resolution mechanisms usually applied within the group, while in some cases those mechanisms have been able to adjust, in many cases, they leave conflicts unresolved. The World Bank categorised the key features of the conflict in South Sudan as follows: the spread of weapons, militarization of society following decades of civil war, strategies of warlords to mobilise support along ethnic identities, and the impacts of war on inter-community relations.

3.8 DISPLACEMENT AND INTEGRATION

The conflicts in South Sudan have led to significant displacement of populations. Since 2013, over 1.9 million people (53.4 percent of them children) have been internally displaced in South Sudan. An additional 2.1 million have left the country as refugees. However, there has been displacement throughout South Sudan's conflicted history. Displacement has mostly taken place from the rural areas, where people are unprotected, to towns, where there is increased provision of services and humanitarian aid delivery. Displacement has also been an important tactic of war used by different sides.

The movement of populations complicates the appearance of a community and shifts the dynamics in a given place. Often parallel administrative structures develop where 'returnees' settle in a place. Furthermore, displacement and returns put significant questions on the tenure, ownership and use of local lands. The remaining insecurity therefore keeps populations mobile and often does not allow for new permanent settlements and for the reconstruction of livelihoods.

One coping mechanism that has developed is that people often split family members to assess situations on the ground and to diffuse risks. While part of the family remains in a camp, another part may explore returning to the rural community site. In addition, for many returning means to entirely rebuild their lives, as often all assets have been destroyed and resources lost. For some, houses have been completely destroyed or they are still occupied by others.

Furthermore, there are numerous ex-combatants among the returnees in South Sudan, which are not always easily accepted back into communities. Thinking about 'interest groups' in view of returnees and ex-combatants in the Payam in Community Driven Development (CDD)-type projects is therefore important, as there is high risk that communities have diverse interests and do not all feel included and catered for.

In most areas of South Sudan returnees are currently reported, although the numbers do not yet match the numbers of displacement. Many returns are partial in order to 'test the ground', while returnees retain strong connections to their families in refugee camps. Other returns are driven by the difficult conditions in displacement sites. Urban areas appear as a key transit point for returnees, given the availability of information, economic opportunities, and provision of services. Given the recent peace agreement in 2018 and the new unity government, increased returns are anticipated.

3.9 GENDER-BASED VIOLENCE

Gender Based Violence is rampant in South Sudan. Women and girls in South Sudan have been the victim of physical and sexual violence at some point in their lives, with the majority of them experiencing it for the first time before the age of 18. The patriarchal norms prevailing in South Sudan - especially among the rural population – are an expression of inequitable gender attitudes. Although there are signs of women being less accepting of GBV, the normalization of violence against women and men and existence of gender inequitable norms minimize the impact of observed attitudes.

The culture of violence and impunity that has emerged from decades of conflict continues to provoke violent behaviour toward women inside and outside their home. Across the country, law enforcement services remain weak and police are under-trained and under-resourced. Aside from the Police Special Protection Units (SPUs) that handle SGBV, police have received little training on how to handle cases of GBV and for the most part, they have little knowledge of women’s rights. In a bid to address GBV, the Government together with partners launched a special GBV court to expedite GBV and juvenile cases in the country. The economic downturn and loss of livelihoods caused by the conflict forced many women and girls to engage in sex to make a living. Even many female members of the armed groups report physical abuse or rape by fellow group members. Also, conflict and violence exacerbate the exposure and vulnerability of women to GBV. In particular, the proliferation of young male group gangs presents a high-level risk for women, as these groups target women and men in their attacks.

3.10 YOUTH AS A VULNERABLE GROUP

Years of conflict have provided distinct motivations for youth and their livelihoods choices, including engagement in conflict and violence. In turn, farming, hunting and fishing are major modes of employment for youth. In urban areas, some youth operate some form of businesses, with only 11 percent of the overall employment force counting as ‘youth’. In urban areas there is a serious lack of opportunities, which forms the biggest constraint to livelihood security for youth. There is a lack of financial capital, education, relevant marketable skills and work opportunities.

Many young people suffer from the lack of fulfilled expectations after independence. Many hopes and aspirations for them have not materialised. Aspirations of a modern lifestyle bring many young people into the urban areas. However, in urban areas they have to compete with more educated returnees and often fail to secure income.

3.11 BENEFICIARY TARGETING AND CONFLICT

The targeting of project beneficiaries in South Sudan is an important process, as it needs to reduce shocks, restore social cohesion, and integrate excluded groups – rather than drive local conflicts. In this complex environment, it needs to be understood who the most severely affected are, such as IDPs, youth, ex combatants, and others. At the same time, a delicate balance needs to be established by ensuring that whole political or ethnic groups are not left out, as that could

further promote conflict. Methodologies for targeting in South Sudan will need to account for challenges of working in conflict.

Community tensions can undermine project activities in many ways. For example, the selection of beneficiary communities in the first place can be a highly politicised process, especially as government forces have played a partial role in the conflict of the last five years. If the government is seen in the driver's seat of selecting beneficiary communities, that alone can raise tensions. However, international organisations – often ignorant of key local dynamics – may also not be best placed in the selection process. This is especially the case as conflict dynamics have developed around different lines of identity and have taken many different shapes throughout the different areas in South Sudan.

Once beneficiary states, counties and payams or communities are selected, interactions between project staff (who may be from differing local identities to the beneficiary community) and/or involvement of local government officials (often seen as partial in the preceding conflicts) pose risks of making beneficiaries fundamentally suspicious of project modalities and how resources are distributed, or how labour inputs, and employment opportunities are designed and partners selected. As shown above, the development and aid sector has become a distinct resource and provider of employment – in some areas the only one. This turns development resources and aid into highly desired 'goods', for which people may remain in IDP camps rather than returning to their home communities. And it may provide the only employment in the area, dominated by gatekeepers. Employment through development partners also standing for access and power over resource distribution. Access to resources in turn, can be an enabler for dominance in conflict.

Occupational Health and Safety (OHS)

Under the SNSOP, community workers in the LIPWs will be using basic hand tools. They will work in groups of tens or more. There are risks associated with this communal way of working together such as exposure to communicable disease, transportation accidents, accidental injuries from hand tools, workplace violence due to misunderstanding among team members, slipping and falling during work or under wet surfaces, exposure to mines or UXOs explosions since South Sudan has undetected areas formerly used as battlefields. There are also biological hazards related to snake bites, insects, and certain bruises from plants which may cause body and skin infections. Besides, LIPWs will raise a significant amount of dust which may trigger respiratory tract infections to workers. The project will provide thematic training on OHS, proper use of PPEs and first aid measures for the Implementing Partners and community workers to manage risks and impacts which will arise during the project implementation.

4.0 POLICY AND LEGAL FRAMEWORK

Since attaining Independence in July 2011, the Government of the Republic of South Sudan has adopted a new constitution, as well as a number of policies and legislation related to environmental and social standards. At the same time, other laws and regulations are still being drafted, with the ultimate aim of enhancing sustainable socio-economic development. The policies and laws provide procedures to be followed in the planning and implementation of activities in order to utilise resources and execute programs to maximum benefit.

4.1 NATIONAL LEGAL FRAMEWORK

The **Transitional Constitution of the Republic of South Sudan** from 2011 provides that people should have a right to a clean and healthy environment and that everyone is obliged to protect the environment, especially for future generations. The South Sudan Draft Environmental and Protection Bill (2013) introduces the requirement for Environmental Impact Assessments. The objective of the EIA is to ensure that environmental considerations are explicitly addressed and incorporated into the development decision-making process and to anticipate and avoid, minimise or offset the adverse significant biophysical, social and other relevant effects of development proposal, among others.

The purpose of the **South Sudan Draft Environmental and Protection Bill** (2013) is to protect the environment and to promote ecologically sustainable development that improves the quality of life for both the present and future generations. Section 18 of the South Sudan Draft Environmental and Protection Bill introduces the requirement for Environmental Impact Assessments. An Environmental Impact Assessment (EIA) is defined as a systematic examination conducted to determine whether or not a project will have any adverse impact on the environment and prescribe mitigation measures. The objective of the EIA is to ensure that environmental considerations are explicitly addressed and incorporated into the development decision-making process and to anticipate and avoid, minimise or offset the adverse significant biophysical, social and other relevant effects of development proposal, among others.

In addition, Section 32, Cap 5, intends to introduce the requirement for Environmental Audits. An Environmental Audit is defined as the systematic, documented, periodic and objective evaluation of how well environmental organisation, management, and equipment are performing in conserving the environment and its resources. The main objectives of Environmental Audit are to: Assess how far project activities and programs conform with the approved environmental management plans as well as with the required environmental quality standards; provide mechanisms for coherent implementation procedures of a project so as to mitigate adverse environmental impacts and to provide regulatory bodies with a framework for ensuring compliance with, and the performance of an environmental management plan.

Section 20, Cap 5, intends to introduce the requirement for Environmental Monitoring. Environmental Monitoring is defined as the continuous determination of actual and potential

effects of any activity or phenomenon on the Environment, whether short term or long term. The bill mandates the line ministries to: Monitor environmental phenomena with a view to making an assessment of possible changes in the environment and their possible impacts; monitor the operations of any industry, project or activity with a view to determining its immediate and long-term effect on the environment; compel the proponent to carry out a baseline survey to identify basic environmental parameters in the project area before implementation except where a baseline survey has been carried out; determine the parameters and measurable indicators to be used in the monitoring of projects and conduct measurement of environmental changes that have occurred during implementation.

The **National Environment Policy (2015-2025)** aims to ensure the protection, conservation and sustainable use of the natural resources of South Sudan without compromising the tenets of inter-generational equity. The NEP calls for the comprehensive assessment of impacts associated with the proposed project, with a focus on negative impacts, their mitigation, management, and remediation.

The **South Sudan Forest Policy (2012)** was formulated to broadly protect the roles forests play in the ecological stability of rivers, lakes, swamps and agricultural production systems. The policy recognizes the critical role played by forests in providing critical environmental services, water catchment, and in mitigating climate change. The policy integrates forest sector actions with rural development efforts to ensure that the rural population of South Sudan shall have access to basic needs such as sustainable household food security, shelter, wood fuel, safe clean water, sanitation and health facilities, primary education, good local governance, empowerment and self-reliance. It proposes the establishment of a designated national authority to facilitate the flow of climate change benefits to South Sudan.

The **Agriculture Policy Framework (2012-2017)** of the Ministry of Agriculture, Forestry, Cooperatives and Rural Development emphasises the need to transform agriculture from traditional/subsistence systems to achieve food security through science-based, market oriented, competitive and profitable agricultural systems without compromising the sustainability of the natural resources for generations to come. In order to achieve the above, it developed key strategic objectives that include: priority policies that quickly boost agricultural production such as making available agricultural inputs, including a credit facility, at an affordable cost; rehabilitating and expanding rural infrastructure including feeder roads and markets and developing and providing research and extension services and market linkages.

The **Land Act of 2009** (The Laws of Southern Sudan) promotes a land management system that protects and preserves the environment and ecology for sustainable development. It further reinforces the Government's recognition of customary land tenure. The Land Act requires the Government to consult local communities and consider their views in decisions about community land. The Act also gives pastoralists special protection.

The Food and Agriculture Policy Framework (2007) of the Ministry of Agriculture, Forestry, Cooperatives and Rural Development emphasises the need to transform agriculture from traditional/subsistence system to achieve food security through science-based, market oriented, competitive and profitable agricultural system without compromising the sustainability of the natural resources for generations to come. In order to achieve the above, it developed key strategic objectives that include: priority policies that quickly boosts agricultural production; Make available agricultural inputs, including credit facility, at affordable cost; Rehabilitate and expand rural infrastructure including feeder roads, markets; Develop and provide research and extension services, and market linkages.

The **Labour Act** of 2017 establishes a legal framework for the minimum conditions of employment, labour relations, labour institutions, dispute resolution, and provisions for health and safety in the workplace. It provides additional protections for children. The minimum age for work is 14, as per section 12 of the Labour Act, and minimum age for hazardous work is 18. Section 10 spells out that forced labour is prohibited.

However, the Act lacks clarity on prohibitions on the worst forms of child labor. The national army and other military factions continue to recruit, sometimes forcibly, children to fight opposition groups. Children are further engaged in other worst forms of child labor including commercial sexual exploitation. The Act spells out that minor community services performed by community members in the direct interest of the community – if the members of the community are consulted – does not constitute forced labour.

South Sudan has signed and/or ratified most relevant international conventions, including the **United Nations Framework Convention on Climate Change; the United Nations Convention on Biological Diversity; the Convention on the Rights of the Child; the Constitution of the International Labour Organization; the Convention on the Elimination of all forms of Discrimination against Women and UN SCR 1325/2000 on Women, Peace and Security.**

The Pesticide Control Bill for South Sudan (Proposed as of 2021).

The Proposed Pesticide Control Bill for South Sudan (2021) addresses all stages of the pesticide life cycle from the manufacture, import, packaging, storage, use and final disposal of pesticides, to ensure their quality, efficacy and safety; so that they do not set off any damage to the environment and cause human and animal health hazards. Chapter IX focuses on Safety, Health and Environmental Measures including appropriate use of pesticides and their products and in the context of integrated pest management. There are also guidelines on occupational safety, reporting of accidents, intervals of harvest after application of pesticides, control of pesticides residues in food, and associated duty of care.

4.2 WORLD BANK E&S FRAMEWORK AND GUIDELINE

World Bank Environmental and Social Framework and Relevant Standards (ESS) The Environmental and Social Framework (ESF) sets out the World Bank's commitment to sustainable development through a Bank policy and a set of environmental and social standards that are designed to support borrowers' projects, with the aim of ending extreme poverty and promoting shared prosperity. The Environment, Health and Safety Guideline (EHS2) will provide examples of Good International Industry Practice (GIIP) i.e., the exercise of professional skill, diligence, prudence and foresight that would be reasonably expected from skilled and experienced professionals engaged in the same type of undertaking under the same or similar circumstances, in the management of SNSOP project activities. They will apply selectively to the diverse community driven sub project activities rather than on a general basis.

The project will comply with the EHS guideline on occupational health and safety EHS2 and community health and safety EHS3. In addition, South Sudan Standard Operating Procedures (SOPs) on COVID-19 will be complied with such as provision of information and PPEs for handwashing stations and hand sanitizers, facemasks, working in planned schedules/ shifts, and ensuring access to medical facilities where necessary. The project will develop protocols for responding to any confirmed cases of COVID-19 of workers including isolation and quarantine (LMP COVID19 prevention measures).

The project applies 9 of the 10 World Bank ESS Standards described below. ESS9 will not be applicable to this Project.

ESS 1. Assessment and Management of Environmental and Social Risks and Impacts: Sets out the Borrower's responsibilities for assessing, managing and monitoring environmental and social risks and impacts associated with each stage of a project supported by the Bank in order to achieve environmental and social outcomes consistent with the Environmental and Social Standards (ESSs);

ESS 2. Labour and Working Conditions: Recognizes the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. As such, it seeks to ensure and promote sound worker-management relationships and enhance the development benefits of a project to all workers and the project host community by ensuring that workers are treated fairly and high standards of labour are followed.

ESS 3. Resource Efficiency and Pollution Prevention and Management: This ESS recognizes that economic activity and urbanisation often generate pollution to air, water, and land, and consume finite resources that may threaten people, ecosystem services and the environment at the local, regional, and global levels. As such, seeks to ensure these are avoided or otherwise mitigated. At the same time, it promotes more efficient and effective resource use.

ESS 4. Community Health and Safety: This standard appreciates that project activities, equipment, and infrastructure can increase community exposure to risks and impacts. In addition, communities that are already subjected to impacts from climate change may also experience an acceleration or intensification of impacts due to project activities. The ESS therefore seeks to address the health, safety, and security risks and impacts on project-affected communities and the corresponding responsibility of Borrowers to avoid or minimise such risks and impacts, with particular attention to people who, because of their particular circumstances, may be vulnerable.

ESS 5. Land Acquisition, Restrictions on Land Use and Involuntary Resettlement: The ESS recognizes that project-related land acquisition and restrictions on land use can have adverse impacts on communities and persons. Project-related land acquisition or restrictions on land use may cause physical displacement (relocation, loss of residential land or loss of shelter), economic displacement (loss of land, assets or access to assets, leading to loss of income sources or other means of livelihood), or both. The term “involuntary resettlement” refers to these impacts. Resettlement is considered involuntary when affected persons or communities do not have the right to refuse land acquisition or restrictions. Further, experience and research indicate that physical and economic displacement, if unmitigated, may give rise to severe economic, social and environmental risks: production systems may be dismantled; people face impoverishment if their productive resources or other income sources are lost; people may be relocated to environments where their productive skills are less applicable and the competition for resources greater; community institutions and social networks may be weakened; kin groups may be dispersed; and cultural identity, traditional authority, and the potential for mutual help may be diminished or lost. For these reasons, involuntary resettlement should be avoided. It is for these reasons that this project will seek to exclude all sub-projects likely to result in involuntary resettlement during the screening phase. The general principle of the standard is that, where involuntary resettlement is unavoidable, it should be minimised and appropriate measures to mitigate adverse impacts on displaced persons (and on host communities receiving displaced persons) should be carefully planned and implemented.

ESS 6. Biodiversity Conservation and Sustainable Management: It recognizes that protecting and conserving biodiversity and sustainably managing living natural resources are fundamental to sustainable development. Biodiversity is defined as the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are a part; this includes diversity within species, between species, and of ecosystems. Biodiversity often underpins ecosystem services valued by humans. Impacts on biodiversity can therefore often adversely affect the delivery of ecosystem services and this ES aims at harmonising the two in projects supported by the Bank;

ESS 7. Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities: This ESS recognizes that Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities have identities and aspirations that are distinct from mainstream groups in national societies and often are disadvantaged by traditional models of development. In many instances, they are among the most economically marginalised and vulnerable segments of the population. Their economic, social, and legal status frequently limits their capacity to defend their rights to, and interests in, land, territories and natural and cultural resources, and may restrict their ability to participate in and benefit from development projects. In many cases, they do not receive equitable access to project benefits, or benefits are not devised or delivered in a form that is culturally appropriate, and they may not always be adequately consulted about the design or implementation of projects that would profoundly affect their lives or communities. This ESS takes cognizes of the fact that the roles of men and women in indigenous cultures are often different from those in the mainstream groups, and that women and children have frequently been marginalised both within their own communities and as a result of external developments, and may have specific needs and thus seek to protect them from this silent project risk and exposure;

ESS 8. Cultural Heritage: Recognizes that cultural heritage provides continuity in tangible and intangible forms between the past, present and future and tries to integrate this into project design, implementation and operation. People identify with cultural heritage as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions. Cultural heritage, in its many manifestations, is important as a source of valuable scientific and historical information, as an economic and social asset for development, and as an integral part of people's cultural identity and practice. ESS8 thus sets out measures designed to protect cultural heritage throughout the project life cycle;

ESS 9. Financial Intermediaries (FI): This ESS requires FIs to develop and maintain, in the form of an Environmental and Social Management System (ESMS), effective environmental and social systems, procedures and capacity for assessing, managing, and monitoring risks and impacts of subprojects, as well as managing overall portfolio risk in a responsible manner where the Bank is involved. **This standard does not however apply in this project.**

ESS 10. Stakeholder Engagement and Information Disclosure: This ESS recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

The Bank seeks to ensure application of these standards, by focusing on the identification and management of environmental and social risks, with the aim of supporting clients in their goal to reduce poverty and increase prosperity in a sustainable manner for the benefit of the environment and their citizens. The World Bank ESS are, by and large, aligned to the UN standards. A gap analysis between national legislation and World Bank ESS is presented in Annex 10.

4.3 UN SAFEGUARDS POLICIES

The ESMF will further be based on the 'UN Common Approach to Environmental and Social Standards in UN Programming', which standards that have recently been developed by the United Nations Environment Management Group (EMG): 'Moving Towards a Common Approach to Environmental and Social Standards for UN Programming'. However, this UN E&S System has not been assessed in terms of equivalence with the WB's ESF. The Project's E&S requirements will therefore follow the Bank's ESS in full. In regard to the UN common approach, the following standards apply for this Project: Biodiversity, Ecosystems and Sustainable Natural Resource Management (Thematic Area 1): This policy aims to conserve biodiversity, promote sustainable management of natural resources and ensure fair and equitable sharing of the benefits of resources. It calls to avoid activities that would lead to adverse impacts on critical habitats.

Pollution Prevention and Resource Efficiency: This policy aims to avoid and minimise adverse effects on human health, promote sustainable and efficient use of resources and avoidance of hazardous and non-hazardous waste.

Indigenous Peoples: This policy recognizes and promotes the rights of indigenous people including to their land and resources. As most of South Sudan's population consists of ethnic groups, which is one of the definitions of 'indigenous people', this project will largely cover 'indigenous peoples'. To mitigate any negative impacts on indigenous peoples, this project will implement meaningful consultation and participation, request free, prior and informed consent, support rights to lands and ensure culturally appropriate benefits, among other measures, as per policy.

5.0 POTENTIAL ENVIRONMENTAL AND SOCIAL RISKS AND IMPACTS

Only Component 1 of the SNSOP (labour-intensive public works) may be associated with direct environmental and social impacts, while questions of vulnerability will also be addressed for Component 2. Under Component 1, communities in consultation with the BDCs select the public works activities with preference given to works that promote local economic opportunity and greater public benefits, such as movement of produce from farms to the market, improving productivity of land through flood control and increased surface irrigation, storage facilities to reduce post-harvest losses, collection and proper disposal of solid waste and cleaning of drainage channels, and environmental sanitation activities in urban areas. A list of possible sub-projects is provided in table 1.1 in section 1 above.

The beneficiaries of this project will include vulnerable individuals and communities who are mobilised and participate voluntarily in public works activities. Key stakeholders will include vulnerable individuals, communities, IPs, local government, and the relevant sector ministries and departments (agriculture & forestry, water, environment, and wildlife, lands and communities).

The public works activities will involve direct interventions in the biophysical and human environments. These impacts can occur at various stages of the project and can be positive or negative, temporary or permanent, and cumulative. On balance, it is envisioned that the potential positive impacts of the project outweigh the negative impacts. In fact, the SNSOP has the potential to make a significant contribution to South Sudan's efforts to protect and preserve the environment while reducing poverty in rural areas.

Among the expected positive impacts, the public works intervention is an important step in building skills and institutions that can encourage low-skill wage jobs in the future and create the basis for the future job creation in the private sector. In addition, the SNSOP contributes to strengthening both central and local government capacity to deliver social protection services and improve the conditions of the poorest, moving away from NGO-led implementation and delivery of social protection services to strong involvement of the government as the leading actor in designing and providing such services. Lastly, the SSSNP serves as a useful bridge between the humanitarian and development efforts and contributes to the graduation of the most vulnerable individuals and communities from aid dependency to self-sufficiency. The trickle-down effect of the SNSOP is therefore expected to generate many positive social economic impacts to the vulnerable groups /beneficiaries. SNSOP activities shall also result in a multiplier effect on the local economy through development of entrepreneurial activities such as access to market outlets. Productive employment opportunities especially for women and

female-headed households will increase as the public works component aims to have 50 % of the beneficiaries be women.

5.1 PROJECT ACTIVITIES WITH POTENTIAL ENVIRONMENTAL AND SOCIAL RISKS

Below is a summary of anticipated environmental and social risks associated with the activities to be implemented under the various components of the project. A detailed identification and analysis of the risks and proposed mitigation measures will be covered under the project ESMP. The project does not anticipate the development of an ESIA.

Table 5.1: Summary of anticipated environmental and social risks

Component	Main task	Activities	Potential E&S risks and impacts
Component 1 Sub Component 1..1	Cash Transfer and Complementar y Social Measures	Cash Payments	<ul style="list-style-type: none"> ● Manipulation of cash distribution activities by political, ethnic, or military factions (ESS1) ● Conflicts over selection of beneficiaries, and inadequate identification of all groups for which free, prior, informed consent should be accorded. (ESS 4,7 &10) ● GBV in the forms of domestic violence, sexual exploitation and abuse, and sexual harassment, may occur as a result of women project beneficiaries and women project workers using money earned from the project to make purchasing and other financial decisions. This risk can be exacerbated by the amount of time women project beneficiaries or women project workers may spend outside of the household and away from their usual, traditional domestic duties. (ESS1&4) ● Delayed payment leading to complaints and conflict (ESS2); ● Disputes on wage value (ESS 2 & 10)
		Complementary activities (awareness and trainings)	<ul style="list-style-type: none"> ● Exclusion of nomadic households (ESS 7 and ESS 10) ● Gathering of communities for trainings and awareness campaigns may lead to spread of diseases like COVID 19 (ESS 4 & ESS 10)
Component 1 Sub Comp. 1.1	LIPWs	Rehabilitation and maintenance of community access roads and drainages	<ul style="list-style-type: none"> ● The implementation of LIPWs could potentially cause short-term environmental and social issues such as soil erosion, soil and water contamination, noise and dust emission and safety hazards for the nearby population. These issues in turn can potentially affect the cultivation fields, soil fertility, human health, ecological degradation and public nuisance (ESS3); ● Lack of inclusion leads to grievances over sub-project selection and benefits (ESS 1,7, &10); ● Traffic accidents and community safety; ● Occupational Health and Safety (OHS): Injuries, loss of man hours, infections, increased medical bills through improper use or lack of PPE and human error

Component	Main task	Activities	Potential E&S risks and impacts
			<p>(ESS 4)</p> <ul style="list-style-type: none"> Loss of ecological assets if sub-projects are inappropriately located or encroach into forests/swamplands or historical/cultural buildings/areas or disrupt the hydrology of natural waterways, regional flooding, and drainage hazards (ESS 6); <p>Gender Discrimination and GBV (ESS 1 & 4)</p> <p>(complete list of potential risks and impacts is in annex 12)</p>
		<p>Rehabilitation and maintenance of social infrastructure such as school fences, classrooms, storage facilities, health centres and community centres.</p>	<ul style="list-style-type: none"> Lack of inclusion leads to grievances over sub-project selection and benefits (ESS 1,7, &10); Occupational Health and Safety (OHS): Injuries, loss of man hours, infections, increased medical bills through improper use or lack of PPE and human error (ESS 4); Discrimination of women and GBV (ESS 1 & 4) Fires and or explosions resulting from ignition of flammable materials or gases like paint can lead to injury or fatalities to project workers Lack of first aid facilities and health care facilities in the immediate vicinity will aggravate the health conditions of the workers. Exposure to hazardous waste like paint, fuel, chemicals, oil, petroleum products, bitumen, empty paint cans, spent solvents and oily rags etc. may harm the project workers Exposure of workers to dangerous medical waste e. g; sharp medical instruments such as needles and syringes, disposable masks, used bandages or other dressings, samples from tests, like blood, urine , or stool, chemicals in treatments or tests, contaminated medical devices etc.
		<p>Water harvesting infrastructure (water pans, wells, etc.)</p>	<ul style="list-style-type: none"> Lack of inclusion leads to grievances over sub-project selection and benefits (ESS 1,7, &10); Occupational Health and Safety (OHS): Injuries, loss of man hours, infections, increased medical bills through improper use or lack of PPE and human error (ESS 4) Risks to community health and safety (ESS 5) Communal disputes over shared water resources (ESS 1, 3, 7 & 10); Disturbance to aquatic life and habitats and upstream impacts; Contamination of water sources Outbreak of waterborne related diseases such as diarrhoea, typhoid, Giardia, amoebiasis etc. due to consumption of contaminated water.
		<p>Small-scale food production</p>	<ul style="list-style-type: none"> Lack of inclusion leads to grievances over sub-project selection and benefits (ESS

Component	Main task	Activities	Potential E&S risks and impacts
		(group farming, rehabilitation and maintenance of small scale irrigation schemes, compost making, etc.)	<p>1,7, &10);</p> <ul style="list-style-type: none"> • Encroachment on private land, damage to private property (ESS 5); • Communicable and waterborne diseases (ESS 4) • Potential impacts/risks due to pesticide use • potential for over-exploitation of water source used for irrigation • Potential contamination of soils, and ground and surface water due to irrigation (especially over mid to long term) • Potential risk of promoting clearing of natural habitats for new/addition ag production
		Integrated watershed management (Soil and water conservation, land productivity, tree nursery establishment, afforestation, gully control and small scale dykes)	<ul style="list-style-type: none"> • Lack of inclusion leads to grievances over sub-project selection and benefits (ESS 1,7, &10); • Occupational Health and Safety (OHS): Injuries, loss of man hours, infections, increased medical bills through improper use or lack of PPE and human error (ESS 4) • Ecological disturbance: this could be caused by changes in land form and habitat, habitat fragmentation, blockage of migration paths, water consumption or contamination (ESS 6). • Introduction of pests and alien invasive species (ESS6).
Component 2	Provision of Economic opportunities	<ul style="list-style-type: none"> • Business and soft skills training • Livelihood grants • Linkages to financial services 	<ul style="list-style-type: none"> • Ethnic tension • Exclusion complaints • GBV/SH/SEA
Component 3	Strengthened institutional capacity and social protection system	<ul style="list-style-type: none"> • Institutional capacity building • Strengthening safety net delivery system 	<ul style="list-style-type: none"> • Selection of institutions • Low levels of literacy • GBV/SH/SEA
Component 4	Project Management, monitoring and Evaluation and Knowledge generation	<ul style="list-style-type: none"> • Coordination • M & E including TPM 	<ul style="list-style-type: none"> • Insecurity • Low levels of literacy • GBV/SH/SEA

Component	Main task	Activities	Potential E&S risks and impacts
Sub Component 1.1	E&S screening of proposed sites	<ul style="list-style-type: none"> Field visits/ stakeholder consultative meetings one proposed sites Risks and impacts analysis of the proposed sites Voluntary land donations 	<ul style="list-style-type: none"> Conflict of interest on choice of proposed sub-project sites and activities. Heavy rains, slippery grounds, floods, broken road infrastructure (bridges and culverts) may disrupt screening Risks of biohazards from wild beasts (snakes, scorpions, insects)
All Components	E&S monitoring	<ul style="list-style-type: none"> Field visits, site inspections on compliance to ESF 	<ul style="list-style-type: none"> Change of screened sites Elite capture, manipulation of community decisions, suppression of women and youth voices Limited access due to insecurity and floods
All Components	Waste management	<ul style="list-style-type: none"> Bush clearance, tree pieces and debris Used paint tins, cement bags Water collection for tree planting, domestic water uses (drinking, handwashing, bathing, laundry) Collection of water for rehabilitation/ construction works). 	<ul style="list-style-type: none"> Soil erosion Vector breeding sites for mosquitoes, micro organisms Contamination and or turbidity of local water sources (ponds, streams, rivers)
Component 1, subcomponent 1.1.	Supply of materials e.g. sand, gravel, water	<ul style="list-style-type: none"> Collection of sand, water and gravels for construction/ rehabilitation works. 	<ul style="list-style-type: none"> Conflict over payment for collection of raw materials by the community and local government. Local taxation rates may discourage contractors
All Components	COVID-19 SOPs	<ul style="list-style-type: none"> Mobilisation works involve interactive meetings, travels with stakeholders. , 	<ul style="list-style-type: none"> Exposure to respiratory tract infections such as COVID-19, common colds and flues
Subcomponent 1.1	Use of pesticides	<ul style="list-style-type: none"> Application of pesticides to protect crops from pests and diseases. 	<ul style="list-style-type: none"> Risks of respiratory tract infections and diseases Pollution of soil and water sources causing biochemical accumulation in the food chain and associated disease development.

5.2 POTENTIAL NEGATIVE ENVIRONMENTAL IMPACTS

On the whole, SNSOP interventions will focus on implementation of specific activities that improve the long-term sustainability of the ecosystems. The environmental risk classification of the proposed sub-projects will fall in Low to Moderate Risk and the potential impacts are likely to be small and localised and can be easily mitigated by implementing the guidance under the ESMF given lessons learnt from the SSSNP project. The actual potential environmental risks and impact on human populations is low. This is because the project is not complex or large, does not involve activities that have a high potential for harming the environment and is located away from environmentally sensitive areas. As such, the potential risks and issues are likely to have the following characteristics: Be predictable and temporary or reversible; low in magnitude; site-specific and without the likelihood of impacts beyond the actual footprint of the project; the probability of serious adverse effects to human health and/or the environment is low (e.g. does not involve the use or disposal of toxic materials and routine safety precautions are expected to be sufficient to prevent accidents) and risks can be easily mitigated in a predictable manner. However, the country lacks robust institutional set up and monitoring mechanisms as well as the capacity to adequately implement environmental risk management instruments. In addition to the anticipated environmental and social risks and impacts listed above in Table 5:1, the potential negative risks and impacts include:

5.1.1 Increased Soils Erosion: during the rehabilitation of roads, excavated areas will need to be assessed for potential soil erosion damage. Mitigation measures, as necessary, will be implemented to avoid the displacement of eroded soil into watercourses and onto adjoining areas, including the worksite. Arrangement to limit the area that is being excavated (murrum borrow sites), including the use of temporary storm water control devices and associated cut off drains/bunds to minimise sediment transport into watercourses shall in such cases be considered.

5.1.2 Increased Surface Water Run Off/Flush Floods: the rehabilitation and maintenance of roads is associated with potential impact of increased surface runoff/flush floods due to drainage channelled water alongside the road drainages. The use of temporary storm water control devices and associated cut off drains to minimise collection of water in the drainage channel shall be employed. The cut off drains will be redirected away from peoples' residences.

5.1.3 Open Borrow Pits: materials such as murrum soils should ideally be sourced from existing borrow sites on land. However, it is likely that given the remote location of many of the project sites that materials may need to be sourced locally. Should materials for the project be sourced from a community, the project team will assess the site using the screening form to enlist the potential impacts. UNOPS will liaise with the State Ministry of Agriculture in the respective states

to ensure that murrum extraction permits are obtained, as required by law. Any such murrum extraction/burrow sites that are opened shall be restored and/or rehabilitated at the end of the project.

5.1.4 Open Shallow Wells: shallow wells shall be established as part of cash for work in the hard-to-get water areas. These wells are very useful for providing water for domestic use and watering of animals. Experience shows that community members and IPs often leave these wells open. As such, they also pose a risk to small children, animals, and others who may fall in and be grievously harmed, or even killed. Therefore, all shallow wells that will be located within the community homesteads and or community grazing areas shall be covered and secured properly.

5.1.5 Waste Disposal: It is common practice in South Sudan to burn collected waste materials. This practice increases carbon dioxide in the atmosphere, which negatively affects the climate. In particular, large quantities of solid material waste such as plastics, which may accumulate as by-products of public works activities, should not be dumped in the open pit for burning. Sorting of wastes shall be encouraged as this enables the recyclable wastes to be identified and re-used and the non-recyclable wastes be disposed of safely. Following in line with the World Bank safeguards standards requirements, it will be ensured that residual non-hazardous waste is not dispersed in unauthorised sites or openly in the environment. The incinerator, provided by the Implementing Partner (IP) as per the input requirements when needed, should be used to burn any substance with hazardous chemicals. Should there be liquid waste, such as unusable oil, it cannot be dispersed to the environment. There shall be a need to liaise with the Ministry of Environment to dispose of all hazardous chemical wastes in accordance with this. Prior to collection and disposal by licensed waste handling contractor; waste oil shall be stored within a restricted bounded area or in a sealed / labelled container away from wind, sunlight and rain. Soil and other oil contaminated material shall be classified as hazardous waste and will be placed in the bounded area in clearly labelled containers.

5.1.6 Pest Management: It is important to note that certain public works activities related to soil and water conservation and land productivity measures undertaken by SNSOP beneficiaries may require pest management strategies. To this end, where appropriate, the MAFS will make resources available to beneficiaries to: (i) adopt Soil and Land Management (SLM) practices and technologies to mitigate land degradation and achieve greater productivity of crops, trees and livestock; and (ii) adopt sustainable alternative livelihood options to diversify and increase income and reduce the pressure on the natural resources. A number of activities, such as irrigation, may result in the introduction or expansion of pest management activities in certain areas.

5.1.7 Health and Safety Issues: Health and safety risks include small harms such as cuts, falls, blisters etc. at work sites. The IPs shall observe general health and safety requirements as a minimum, including abiding by the World Bank’s Environmental Health and Safety Guidelines and the UN’s Community Health, Safety and Security guidelines (Thematic Area3), and abiding by the EHS guides. The IPs shall further provide medical support and First Aid Kit at all working areas and Personal Protective Equipment where appropriate. Contractors will prepare OHS plans, safe working procedures (SWP) and task risk assessment (RA) for all the site activities, the facility workers will be appropriately trained in OHS aspects including on the SWP and RA while use of appropriate personal protective equipment (PPE) will be mandatory at all project worksites.

In the long run, the improved surface will increase traffic speed and coupled with greater traffic volumes increases the potential for accident numbers and severity. IPs will determine the potential safety threats associated with public works activities and work with the Government to take appropriate measures, including; the installation of traffic calming devices and developing alternative footpaths for pedestrians, installations signage and increase community awareness of traffic hazards through education programs.

5.1.8 Conflicts over provision of employment or contracts: Similarly, the selection of project partners, local project staff, contractors or other local implementers can lead to grievances, including through perceptions of being left out due to clan, ethnic, gender, or other affiliations. This is a particularly pertinent risk given that development and aid partners are seen as the sole source of employment in some regions. Furthermore, in some areas there is a perception that governmental and ‘aid’ jobs and contracts are provided as rewards for assistance during conflict, or solely along clan or ethnic lines. This perception alone can lead to clear misgivings about project-related employment or contract, and further fuel existing tensions or conflict. (ESS1/ESS2/ESS7).

The construction of sub-project facilities can potentially cause short-term environmental and social issues such as soil erosion, soil and water contamination, noise and air pollution, and safety hazards for the nearby population. These issues in turn can potentially affect the cultivation fields, soil fertility, and human health, and cause ecological degradation and public nuisance. (ESS 4).

The project contractors and sub-contractors might not adhere to national labour laws and World Bank ESS2 requirements when implementing the project. Given that the implementation of South Sudanese laws and judicial institutions are weak throughout the country there is a likelihood that contractors, and sub-contractors, might not adhere to national and international

labour laws and World Bank ESS2 requirements when implementing the project. This can include the risk of child labor, forced labor, discrimination in recruitment and employment of project workers, and failure to provide workers with minimum salaries, benefits, compensation, adequate PPE and other labor requirements under national law and the World Bank ESS2. (ESS2).

Vehicular traffic during facility construction and operation may potentially cause congestion on the local routes, generate noise, and pose safety hazards for the local population, particularly for children and elderly people. Depending on the traffic volume and the condition/nature of local routes, a traffic management plan may need to be prepared, Community consultations will be carried out before the facility establishment, share messages on road safety in schools and child friendly spaces in order to ensure children are taught about the use of the road and how to avoid accidents, community liaison will be maintained, safety signage will be erected at appropriate places, safe driving practices will be promoted among drivers and the GRM will be put in place (ESS4).

5.1.9 Environmental Awareness: In many institutions, there is inadequate awareness and information dissemination on issues related to the environment. As a result, there is poor environmental management, requiring the development of an environmental awareness program to ensure that all staff members and the MAFS, Ministry of Gender, Child and Social Welfare (MGCSW), UNOPS and other implementing partners understand environmental conservation. As such, efforts aimed at raising awareness regarding the environmental impacts of SNSOP implementation will be an important way to build the Ministry's capacity in ensuring adherence to the environmental legislation requirements, to be verified by the EA undertaken in the future. Such capacity building efforts will go a long way in ensuring the successful implementation of the project, as failure to undertake or adhere to the EIA & EA may lead to prosecution and stoppage of on-going projects by the Ministry of Environment.

5.1.10 Protection of People, Property and Environment: There is a small risk of people, property and the environment being damaged through harmful effects of miss-operation or failure of haffirs. In order to mitigate risks associated with rehabilitation or maintenance haffirs, such as unusually large flooding of human settlements and wildlife/ livestock grazing areas, disturbance of agricultural fields and arable land, damage to ecosystems, disturbance to natural flow of rivers and streams, sedimentation and erosion, haffirs will be screened to not exceed 5 meters in height and no rehabilitation or maintenance works will be done near or on dams higher than 5 meters. Furthermore, measures, such as early warning and communication to communities, avoiding carrying out rehabilitation/ maintenance works near haffirs during high river flow seasons and coordinating with key stakeholders / local institutions responsible for the operation of these haffirs, will be undertaken to control the discharge downstream of the haffirs, to restrict the likelihood of events that might lead to a loss of control over the stored volume and the spillway

and other discharges, and to mitigate through onsite accident management and/or emergency planning the consequences of such events if they were to occur. Detailed safety guidelines for haffirs are presented in [Annex 9](#).

There will be no construction of new haffirs under the SNSOP and works will only be limited to rehabilitation and/or maintenance of existing ones, subject to the outcome of the risk hazard assessment (RHA) and/or screening process (see Negative List in Annex 3) and World Bank approval.

Table 5.2: Anticipated negative environmental impacts & risks and proposed mitigation measures

Environmental issue	Nature of impact	Area affected i.e. land, water, air, or socio/economic, flora and fauna	Activities for the impact	Proposed mitigation measures
Soil erosion	Gullies, washing away soil, bare rock/Soils, silting, blocking channels and carrying away property	Land soils, water, air	Slashing and vegetation clearance; Desilting of drainage channels Digging to uproot vegetation Road rehabilitation and maintenance	Scour checks Where possible plant shrubs or grass or shed trees on road reserves, minimise clearing of vegetation with a hoe but slash Limit the area that is being excavated (murrum barrow sites), including consideration of the use temporary stormwater control devices and associated cut off drains/bunds to minimise sediment transport into watercourses
Surface Water Run Off/Flash Floods	Increased Surface Water Run Off/Flash Floods	Land, soils	Road rehabilitation and maintenance	Use of temporary stormwater control devices and associated cut off drains to minimise collection of water in the drainage channel Off-drains will be redirected away from peoples' residences as well as roads

Environmental issue	Nature of impact	Area affected i.e. land, water, air, or socio/economic, flora and fauna	Activities for the impact	Proposed mitigation measures
Biodiversity	Loss of biodiversity	Land, air and water	Slashing, desilting drainage channels digging, trampling	Minimise clearing of vegetation with a hoe but slash, where possible plant grass and shrubs or ornamental plants on road reserves, sensitization
Littering of solid wastes	Bad smell, infections, ugly scenery, deterioration of land and water quality, blockage of pipes/drainage channels	Water, air, channels, road reserves, undeveloped plots,	Slashing, desilting drainage channels digging.	Sorting; composting, reuse of bottles (packing water and drip irrigation), use light polythene as pothole filling material Engage QC on solid waste management and community sensitization
Loss of aesthetic beauty and lack of safety	Uncovered borrow pits and open shallow wells - contamination of water, breeding grounds for mosquitoes and likely accidents	Water, air, channels, road reserves, undeveloped plots,	Murram and stone extraction/quarrying for road rehabilitation	Restore borrow pits through land filling, planting of grass/shrubs and use of signage.
Disruption of traffic law	Accidents which may lead to injuries, death, conflicts and loss of property.	Water, air, channels, road reserves, undeveloped plots, farms, schools, Health facilities	Cleaning of public places, working on farms and	Signage, sensitization, provide first Aid and training on First Aid
Use of chemicals	Accidents which may lead to injuries, death, conflicts and loss of property.	Water, air, channels, road reserves, undeveloped plots, farms, schools, Health facilities	Cleaning of public places, working on farms and	Integrated management of chemicals(communicating hazards to everyone in the facility, maintaining an organised and orderly facility, use PPE as needed or required etc.)

Environmental issue	Nature of impact	Area affected i.e. land, water, air, or socio/economic, flora and fauna	Activities for the impact	Proposed mitigation measures
Health and Safety issues-	Cut, falls, blisters, communicable diseases injuries, loss of man hours, infections, increased medical bills through improper use or lack of PPE and human error (ESS 4); Discrimination of women and GBV (ESS 1 & 4)	People,	All labour-intensive Public works	Implement WBG general health and safety guideline requirements as a minimum provide medical support and First Aid Kit at all working areas and Personal Protective Equipment where appropriate
Damage to people, property and environment	Breakage of small-scale man-made dykes; Flooding during peak flows; Failure of existing small irrigation dams.	Land, water	Rehabilitation and maintenance of haffirs/dykes haffirs	Existing small haffirs will be screened to not exceed 5 meters in height Control the release damaging discharges downstream of the haffirs during rehabilitation works; Restrict the likelihood of events that might lead to a loss of control over the stored volume and the spillway and other discharges Onsite accident management and/or emergency planning the consequences of such events if they were to occur.
Haffirs safety	Flooding during peak flows; Failure of existing small irrigation haffirs.	People, land, water, flora fauna	Working near haffirs; Rehabilitation and maintenance of haffirs	Engage specialised team of experts for the works; Implement haffirs safety guidelines as highlighted in Annex 9 ; Develop an emergency preparedness plan to guide response procedures in case of a haffirs-related emergency.

Environmental issue	Nature of impact	Area affected i.e. land, water, air, or socio/economic, flora and fauna	Activities for the impact	Proposed mitigation measures
Encroachment/ Displacement	Surface and groundwater contamination; Stagnation of water poses a risk of breeding of pests and waterborne disease; Flooding of crop fields and arable land.	Land and water	Rehabilitation of Water harvesting infrastructure such as Springs/surface water sources, ponds and hand-dug wells	Ensure proper siting of irrigation schemes by competent teams; Conduct comprehensive SE; Obtain free, prior and informed consent (FPIC) in writing from affected parties; Implement ESMP; Implement GRM
	Disputes over shared water resources; Health and safety related injuries and illnesses, including potential for accidents such as falling into water wells.	Land and water	Small scale irrigation schemes	
The implementation of LIPWs could potentially cause short-term environmental issues	Water contamination, noise and dust emission and safety hazards for the nearby population. These issues in turn can potentially affect the cultivation fields, soil fertility, human health, ecological degradation and public nuisance (ESS3);	Land and water	Land clearance, irrigation water for small scale gardening	Limit land clearance to areas of LIPWs, limit work hours to day time only, regulate number of workers per unit to minimise noise from workers and activities. Ensure that some minimum grass cover is maintained to prevent soil erosion and prevent ecological degradation

Environmental issue	Nature of impact	Area affected i.e. land, water, air, or socio/economic, flora and fauna	Activities for the impact	Proposed mitigation measures
Loss of ecological assets	if subprojects are inappropriately located or encroach into forests/swamplands or historical/cultural buildings/areas or disrupt the hydrology of natural waterways, regional flooding, and drainage hazards(ESS 6);	Forests, swamps across feeder roads works, cultural sites, waterways	Community roads rehabilitation, cleaning of culverts, damage of historical sites, landscaping	Avoid encroachment into forest overs, limit areas of work within designated LIPW scope, avoid wetlands drainage when cleaning culverts, don't dredge waterways
Exposure of workers to dangerous medical waste	e.g.; medical sharps, such as needles and syringes, disposable masks, used bandages or other dressings, samples from tests, like blood, pee, or stool, chemicals in treatments or tests, contaminated medical devices etc.	Health Care Centres	Rehabilitation of health care centres walls, windows, doors, floors and incinerators	Rehabilitate health care centres' incinerators, Use PPEs to collect medical wastes for incineration
Fires and or explosions resulting from ignition of flammable materials or gases like paint can lead to injury or fatalities to project workers	Lack of first aid facilities and health care facilities in the immediate vicinity will aggravate the health conditions of the workers. Exposure to hazardous waste like paint, fuel, chemicals, oil, petroleum products, bitumen, empty paint cans, spent solvents and oily rags etc. may harm the project workers	Health care centres	Rehabilitation of health care facilities, waste incineration,	Segregate flammable wastes from non-flammables, don not burn flammable waste products but dispose them, Provide first aid medical care for workers

Environmental issue	Nature of impact	Area affected i.e. land, water, air, or socio/economic, flora and fauna	Activities for the impact	Proposed mitigation measures
Contamination of water sources and soils	<p>Disturbance to aquatic life and habitats and upstream impacts;</p> <p>Outbreak of waterborne related diseases such as diarrhoea, typhoid, Giardia, amoebiasis etc. due to consumption of contaminated water</p> <p>Vector breeding sites for mosquitoes, micro organisms</p> <p>Contamination and or turbidity of local water sources (ponds, streams, rivers)</p> <p>Risks of respiratory tract infections and diseases biochemical accumulation in the food chain and associated disease development.</p>	<p>Ponds, streams, rivers, wells</p> <p>Community sources of water for domestic uses</p>	<p>Fetching water for local rehabilitation works on community infrastructure;</p> <p>Water collection for household uses, worker's uses</p> <p>Livestock grazing on grasses contaminated by paint, fuel, chemicals, oil, petroleum products, bitumen, empty paint cans, spent solvents and oily rags etc.</p>	<p>Maintain sustainable access and use of water from community sources</p> <p>Chlorinate water before using for domestic purposes</p> <p>Avoid grazing livestock in areas of communal waste disposal sites</p>
Weather changes -	<p>Heavy rains, slippery grounds, floods, broken road infrastructure (bridges and culverts) may disrupt environmental and social screening</p> <p>Risks of biohazards from wild beasts (snakes, scorpions, insects)</p> <p>Limited access due to insecurity and floods</p>	Proposed sites for sub projects development;	Travels to and from proposed sites for sub project development; security clearance	<p>Conduct weather forecasting at the project offices using available online meteorological predictions for project locations before travelling to the field.</p> <p>Equip the project first aid kit with medicine to counter snake bites, scorpion stings etc.</p> <p>Don't travel to insecure project sites under threat by floods and communal fights.</p>

Environmental issue	Nature of impact	Area affected i.e. land, water, air, or socio/economic, flora and fauna	Activities for the impact	Proposed mitigation measures
Pesticide use	Stinging eyes, rashes, blisters on the skin, eye blindness, nausea, dizziness, diarrhoea and severe dehydration. Examples of known chronic effects are cancers, birth defects, reproductive harm, immunotoxicity, neurological and developmental toxicity, and disruption of the endocrine system.	Land, air, water, flora and fauna	Sprays on crops, insects	Sprays should be done under less windy time; Proper labelling and formulation of chemicals

5.3 POTENTIAL SOCIAL AND ECONOMIC IMPACTS

5.3.1 Occupational Safety and Health: Through the improper use of PPE and human error, injuries, loss of man hours, infections, and increased medical bills can occur. This is because many rural workers in South Sudan have limited training, experience and understanding of OHS risks, PPE and other OHS equipment, thus there is a potential for OHS risks and impacts. It will therefore be crucial to provide appropriate PPE, as well as continuous reminders on how to use PPE, how to use signage, and to provide continuous and strong supervision. Basic First Aid training will also be necessary for selected groups of people involved in the implementation of project activities on the ground, e.g. Community Supervision Teams (CSTs) and Group Leaders).

5.3.2 Social Ills: There are a significant number of social ills related risks, most of all beneficiary exclusion, which can lead to conflict; corruption such as the obtaining of money under false pretence from beneficiaries by leaders; delayed payments leading to complaints and conflict; the destruction of property (such as crops) through slashing desilting of drainage channels; as well as issues of sexual exploitation and harassment, GBV, rape including rape through impacts of the projects on gender dynamics and roles inside the household, but also through the large gathering of workers that can endanger the women and children of the locality. Most of these risks can be mitigated through clear communication of beneficiary selection and other project approaches and strategies, in locally appropriate ways; as well as through clear communication and implementation of a refined GRM.

5.3.3 Encroachment on private and public land: The opening up/rehabilitation of rural feeder and urban roads, rehabilitation of school fences, and the establishment of compost sites may lead to encroachment or trespassing on privately used land. Such sub- projects will only be feasible if land can be donated voluntarily as outlined above. Public works activities may also lead to chance archaeological or cultural finds; which beneficiaries or community members may want to appropriate for themselves. In such a case, a Chance Find Procedure shall be followed.

5.3.4 Land conflicts: Small-scale farming and agriculture activities and hand-dug wells will require land that is possibly claimed or owned by someone. However, given the communal ownership of the land tenure system in South Sudan, where local landlords and chiefs have the final say on voluntary land acquisition for community activities, the beneficiaries/community will consult with the landlords and chiefs for the allocation of the land for the activities as well as for consent of all households currently using the land. It is furthermore not planned to take individual land for agricultural purposes, as they will be implemented on communal land, allocated by the chiefs and for which consent by all current land users has been obtained. Furthermore, for the voluntary granting of the land, MAFS will require a land consent document provided by the community and signed by the landlords and chiefs. This approach has been successful in the previous project and will be strengthened by the new operations, ensuring consent of all stakeholders, including individual user households.

5.3.5 Equity Issues: In irrigation schemes, equity issues may occur over decisions on where water should travel down, who will receive water first and who will receive it last. With regards to water harvesting and hand-dug wells, questions may arise who will benefit from access to water. New access to water can create unwanted beneficiaries, where some benefit from charging for water. This will be avoided by implementing water projects on communal land, allocated by the Chief. The water will be accessible by all community members who live permanently or temporarily in the catchment of the well; i.e. arrangements will also be made with pastoralists who pass through the area regularly.

5.3.6 Elite capture: The project runs the risk of undeserving beneficiaries as a result of influence by powerful members of society, which can lead to intra-communal and inter-communal conflict. Given the high conflict potential in most areas of South Sudan, elite capture of funds inserted through external programs are a significant risk. This can be mitigated through solid conflict analysis and political economy analysis of each location that is newly selected for project implementation, through clear beneficiary selection guidelines that are communication in appropriate ways to different social groups (including illiterate populations etc.); and well-communicated GRM that circumvent reporting lines through local elites. Equally, all land donated will require consent by all user households.

5.3.7 Increased number of people coming into the area and spread of communicable and waterborne diseases: All public work activities will entail bringing together many people from different Bomas, which may enhance the spread of communicable diseases. In order to counter the various types of communicable and waterborne diseases, community members will be educated over the importance of washing their hands before eating food, drinking of clean and safe water, and practising personal hygiene on and off site. Community members will also be sensitized over HIV/AIDS preventive measures (i.e. use of condoms, including female condoms), safer sex education, and the need to treat any sexually transmitted infections in early stages as well as the need of undertaking HIV testing and counselling.

It is important to note that the project does not encourage migration of people from one area to another, which helps minimise the influx of people who may be infected with communicable diseases, and thereby reduces the chance of cases of new diseases within the project area. In addition to communicable diseases, opening up of urban drainage channels and borrow pits, as well as digging hand dug wells may also lead to increased cases of waterborne diseases. In an effort to mitigate possibilities of waterborne diseases, murrum sites will be restored, all shallow and hand dug wells be covered and stagnant water within construction sites will be meticulously drained.

5.3.8 Transparency and inclusiveness of targeting of beneficiaries: Lack of proper communication and application of the targeting and selection criteria for both the locations and beneficiaries may lead to lack of trust in the project as well as conflicts between and within communities. The will therefore ensure a comprehensive stakeholder engagement highlighting the vulnerability assessment and mapping process as well as beneficiary selection criteria.

5.3.9 Risk of diversion of resources for conflict (youth): While the project intends to support idle youth by equipping them with soft skills and providing them with financial support through LIPWs and livelihood grants, there is a potential risk of diversion of cash earned to negative vices such as alcohol abuse, gambling and use of illicit drugs. This may further exacerbate the risk of conflict and physical violence among the youth. The project will ensure that adequate sensitization on financial literacy is provided to the youth and all other beneficiaries. In addition, coaching and mentorship programs shall be implemented to motivate the youth into becoming productive and responsible citizens. All beneficiaries shall abide by the code of conduct which shall stipulate the beneficiary norms and responsibilities.

5.3.10 Poor consultation with project beneficiaries and stakeholders: In order to prevent grievances that originate from a lack of understanding of the project target locations, selection modalities, beneficiary selection modalities, the project will implement a solid awareness and sensitization campaign through locally appropriate means (including local languages and media that are accessible by everyone and that have a broad reach).

5.3.11 Youth demand for more resources: Given the high demand for employment coupled with lack of vocational skills among the youth, there are high expectations by the youth to be included in the project. The limited support that the project will provide may result in youths demanding more resources and support from the project. This has the potential to lead to petitions, protests or even open conflict. In order to mitigate this risk, the project under component 2, business and soft skills training and livelihood grants will be provided to the selected youth to enable them to become self-sustaining beyond the project period. Furthermore, coaching and mentorship programs shall be implemented to motivate the youth into becoming productive and responsible citizens.

5.3.12 Grievances easily escalate to violence: Complaints from both project beneficiaries and non-beneficiaries, if not addressed conclusively and in a timely manner may escalate in violence. The project will implement a robust and transparent GRM at all levels of governance i.e. through established oversight committees at community, local, state and national government levels.

5.3.13 Risk of child labor: There is a high possibility of child labour during the implementation of project activities. Under the LIPWs sub-component, the registered primary beneficiary when not available can assign their alternate or other household members above the age of 18 years to undertake the works on their behalf. This poses a risk for members of the household who are aged below 18 years to be assigned work on behalf of their household. In order to address this risk, the project will develop and implement a Labor Management Plan in line with ESS 2.

5.3.14 Risk of marginalization of women, vulnerable groups: Women and other vulnerable groups such as people living with disabilities, orphans and the elderly risk being marginalised during beneficiary targeting and implementation of project activities. Given the existing

discriminatory cultural norms and practices in some of the communities, women may be restricted from participating in LIPWs or taking up leadership roles on the project. The project will ensure inclusiveness and empowerment of women and other vulnerable groups by deliberately targeting them and incorporating them in vocational skills development activities and decision making groups such as project committees.

5.3.15 Sexual exploitation, harassment and GBV: GBV risks including sexual exploitation and abuse/ harassment and child abuse are considered high in South Sudan. Despite these risks, it is anticipated that the project will indirectly have some positive effects on the occurrence of GBV, as it provides better infrastructure (e.g. improved access roads within the project area), enhances livelihoods and therefore lessens the risks of exposure to risks. The economic support (cash transfers) provided by the SNSOP will not only empower a majority of vulnerable women but also contribute to lessening the levels of violence in communities and households. It is important to note that it is beyond the scope of SNSOP to address the full extent and scope of GBV in the country and to transform deeply rooted norms and dynamics that perpetuate GBV and gender inequality more broadly. However, the project will engage, throughout the project lifecycle, with World Bank GBV experts/consultants and other development partners under the GBV sub-cluster to further enhance understanding of interlinkages between this project and GBV and incorporate lessons-learned to mitigate noted risks and enhance opportunities to reduce the overall prevalence of GBV in the project locations.

5.3.16 Community health and safety and security: The implementation of project activities has the potential to expose communities to health and safety and security-related risks. For example, the use of hand tools as well as the execution of some of the LIPWs could result in injuries during implementation. In addition, security risks such as robberies, may arise during payment of beneficiaries. Community health and safety and security concerns and risks under the project will be addressed through the development and implementation of the ESMP, LMP and SMP. Sensitization of communities in the target locations on health, safety and security risks associated with the project activities shall be conducted periodically during the implementation of the project. Specific mitigation actions will include, but not be limited to the following:

- Conduct in-depth contextual analysis before entering counties, including detailed understanding of the previous and current conflict modalities and resulting different groupings and interests
- Only implement projects in communities which are predictably stable, or receive prior agreement from potential conflict groups expressing the joined interest in a subproject and committing to implement / maintain the outcomes jointly
- Develop and implement a local security plan for each county that includes the mapping of local staff, their potential security risks and means of protection;
- Establish emergency prepared and response procedure

5.3.17 Flooding risk and accidents due to poor construction: Construction of flood control infrastructure such as dykes and drainages in flood-prone areas, if not well managed, can further exacerbate flooding, thereby increasing the risk of accidents. The Project will ensure quality

control by conducting proper design and construction supervision based on the applicable technical and safety standards.

Table 5.3 Anticipated Negative Social Impacts and Risks and Proposed Mitigation Measures

Social Issue	Nature of Impacts	People Affected	Activities for the Impact	Proposed Mitigation Measures
Selection and E&S screening of sub project sites	Misunderstandings and/ or disagreements over selection of areas during geographical and administrative targeting	Community members, project beneficiaries	E&S screening, community meetings	Explain the selection criteria for proposed subproject sites; Involve community members in a participatory E&S screening process
Beneficiary targeting and registration	Conflict over selection of beneficiaries Obtaining money by false pretence from beneficiaries by leaders (Leaders taking advantage of the beneficiaries and promising favours with payment economic	Beneficiaries, Service Providers, Implementing Partners	Targeting of beneficiaries in the community; registration of beneficiaries.	Ensure that the selection of beneficiary counties and payams is highly inclusive and covers a broad array of different clans, ethnic groups, Internally Displaced Persons (IDPs), returnees, refugees & host communities and other groups; Ensure that women, particularly female heads of households, people with disabilities and youth are included in the identification of beneficiaries and locations; Ensure that selection of beneficiary locations and beneficiaries, modes of selection and decision making are widely disseminated among the public as per SEP;
Discrimination of vulnerable groups including women, youth and people living with disabilities	Restriction of participation of vulnerable groups, use of child labour, grievances including GBV/SEA/SH	Vulnerable people, beneficiaries	Lack of adherence to selection criteria; Lack of compliance to applicable standards and codes of conduct; Lack of awareness on GRM/ GBV' Lack of proper supervision and monitoring.	Education of the public on selection criteria Implementation of transparent selection Location-appropriate communication of selection criteria and reasons for selection addressing different social groups (including women, illiterate populations etc.) Regular supervision and monitoring; Strong communication of zero tolerance to sexual violence; Communicate and implement GRM.
Social exclusion	Exclusion of nomadic households; Ethnic/ intercommunal tension	Nomadic households	Community engagement, beneficiary registration	Involve representatives of women, youths and community leaders during the selection process Liaison with state government, local government, county officials and other stakeholders in disseminating information about selection criteria

Social Issue	Nature of Impacts	People Affected	Activities for the Impact	Proposed Mitigation Measures
				Undertake comprehensive stakeholder and community engagement and sensitization;
Sexual harassment, GBV including rape	Stigma; loss of work hours; infections; low work morale and poor performance at work	Beneficiaries; Community members	Lack of compliance to applicable standards and code of conduct Lack of awareness on GRM and GBV Lack of proper supervision and monitoring	Conduct sensitization on gender-based violence and security issues; Identifying community GBV focal person Adherence to ethical code of conduct Strong communication on zero tolerance to sexual violence Communication and implementation of GRM with specific inclusion of anonymous reporting Establish a robust GRM system Linkage to functioning justice authorities or institutions for redress
Elite capture	Manipulation of sub projects by political, ethnic, or military factions. This may include inequitable sharing of subproject benefits due to domination by some political/ ethnic groups or leaders.	Beneficiaries, Service Providers, Implementing Partners	Community engagement	Conduct Political Economy Analysis (PEA) prior to entering new project locations to understand and avoid possible elite capture Undertake comprehensive stakeholder and community engagement and sensitization; Ensure that selection of beneficiary locations and beneficiaries, modes of selection and decision making are widely disseminated among the public; Beneficiary selection criteria should be transparent and well communicated as per the subproject's SEP.
Conflict over land use and access to land for LIPWs project activities	Conflict over land trespass Destruction of private property like crops during LIPWs;	Community members, beneficiaries, Service Providers, Implementing Partners	Land access and use for LIPWs project activities;	Proper acquisition of land following voluntary land donation guidelines including consent of all land user households; Consultations of beneficiaries and communities with landlords, land users, and chiefs for the allocation of land;

Social Issue	Nature of Impacts	People Affected	Activities for the Impact	Proposed Mitigation Measures
				<p>Signing of lands consent document following voluntary granting of land by all land users;</p> <p>Communication in locally appropriate ways how land is acquired;</p> <p>Conduct a complementary in-depth contextual analysis, when previous and recent context analysis are not enough relevant, before entering new communities with activities investments, including a detailed analysis of customary land tenure systems and potential conflict lines;</p> <p>Communicate and Implement the GRM and the GBV Mitigation and Action Plan for instances related to gender-discrimination within the land tenure arrangements;</p> <p>Avoid implementation of the activities in protected areas and/or their buffer zones, as per the exclusion list;</p> <p>Consider involuntary resettlement to be excluded from activities as referred to in the subproject exclusion list;</p> <p>Ensure minutes of meeting on conflict resolution are attached to the land donation consent form;</p> <p>Ensure there is no damage to private property and where damage occurs restoration or repair works must be done immediately;</p> <p>Observe cultural norms and history of the project location.</p>
<p>Conflict of Interest over selection of a specialised NGO to implement the Component 2: Provision of Economic opportunities</p>	<p>Competition among specialised Non-Governmental Organisations</p>	<p>Members of specialised Non-Governmental Organisations, Beneficiaries/ Youth and Women Groups</p>	<p>Assessment of competent national; Selection of a specialised NGO</p>	<p>Provide clear selection criteria based on the WB's procurement guideline.</p> <p>Advertise the need for call of expression of interest through the available media agencies e.g. print media and FM radio stations.</p>

Social Issue	Nature of Impacts	People Affected	Activities for the Impact	Proposed Mitigation Measures
Occupational Health & Safety	Accidents, which may lead to injuries, ill health, increase medical bills, death, conflicts and loss of property, Disruption of project activities and loss of productive time	Beneficiaries, Community members	LIPWs activities	Develop safe working procedures and provide health and safety training to all beneficiaries on work norms and the procedures through provision of First Aid toolbox; Provision of appropriate PPE; Ensure the provision of safe & correct tools for the work; Communicate the emergency preparedness and response plan to the beneficiaries; Use of appropriate signage, barriers & notices.
Damage on cultural heritage	Loss of cultural heritage (tangible & intangible) resource or artefacts		LIPWs activities	Creation of awareness on the project cultural heritage and chance find procedure; Ensure that all such chance finds are clearly delineated to prevent damage during project works; Avoid culturally sensitive sites such as graveyards, cultural places of worship etc.;; Observe cultural norms and history of the project locations.
Loss of tools	Loss of work hours for some beneficiaries Conflict among the beneficiaries	Beneficiaries	Storage of tools and beneficiary selection	Proper storage and management of work tools: Security Guards measures put in place; Consistent and effective supervision; Communicate and implement GRM.

Social Issue	Nature of Impacts	People Affected	Activities for the Impact	Proposed Mitigation Measures
Delayed Payment of beneficiaries	<p>Manipulation of cash distribution activities by political, ethnic, or military factions;</p> <p>Delayed payment leading to complaints and conflict (ESS2);</p> <p>Disputes on wage value (ESS 2 & 10);</p> <p>Exclusion of nomadic households (ESS 10)</p> <p>Possibility of increased gender based violence target on women by men</p> <p>Risk of theft, robberies and attacks targeted on beneficiaries, the project staff or/and payment agents.</p>	Beneficiaries, Service Providers,	Beneficiaries Payments	<p>Timely involvement of all key stakeholders including beneficiary representatives and community leaders;</p> <p>Payment of beneficiaries made on time and if there is any delay, should be communicated early enough;</p> <p>The payment service provider should ensure that the necessary security measures are put in place;</p> <p>Conduct sensitization on gender based violence and security issues;</p> <p>Identifying community GBV focal person;</p> <p>Sensitising the community on financial management;</p> <p>Transparency of payment based on local means of communication</p> <p>Communicate and implement GRM</p>
Spread of COVID-19	<p>Community members resisting to observe the SOPs</p> <p>Stigmatisation/victimisation of the project staff by the community members assuming that they are the ones spreading Covid-19</p>	Workers at LIPW sites, Meeting venues	Compliance to COVID-19 SOPs	<p>Continuous sensitization and awareness on the dangers and risks of Covid-19 and the importance of observing the SOPs</p> <p>Provision of PPEs such as face masks, hand sanitizers, soap & handwashing facilities etc. to the project staff, beneficiaries and committee members</p> <p>Coordination and collaboration with state & County public health authorities</p>

Social Issue	Nature of Impacts	People Affected	Activities for the Impact	Proposed Mitigation Measures
				Isolation of beneficiaries who are test positive or with symptoms
Complaints from project oversight committees	Loss of motivation	Members of the Project Oversight Committees	Appeals committee sittings and supervision by QCs	Quarter counsels be counselled and if possible explore ways of motivation / incentives Implementation and communication of GRM
Public health and safety	Increased people coming to the project area Spread of diseases Increase SEA/SH and GBV cases	Community members, project beneficiaries	Groups of beneficiaries (workers) interacting with communities	Community awareness on communicable diseases; Encourage good hygiene practices and vaccination Adherence to ethical code of conduct Strong communication of zero tolerance to sexual violence Communication and implementation of GRM with specific inclusion of anonymous reporting Linkage to functioning justice authorities or institutions for redress
Equity Issues	Competition/ Conflicts relating to use of water resources	Community members; Beneficiaries	Improper stakeholder consultation; Improper siting of water infrastructure	Implement water projects on communal land, allocated by the Chief with consent by all land user households; The water is accessible by all community members who live in the catchment of the well permanently or temporarily; In close cooperation with Boma leaders, agreements shall be reached with pastoralists regularly crossing the area.

Social Issue	Nature of Impacts	People Affected	Activities for the Impact	Proposed Mitigation Measures
Emergency events such as inter communal conflicts, political insecurity	<p>Unexpected occurrences resulting in disruption of project activities;</p> <p>Threats /Attacks to beneficiaries and project personnel;</p> <p>Disruption of project activities;</p> <p>Theft/looting of project tools and property;</p> <p>Robberies targeting beneficiaries during payments</p>	Community members; Beneficiaries	<p>Improper beneficiary selection, change in government and climate change are likely to trigger insecurity</p> <p>Ethnic/political tension;</p> <p>Crime in the project targets locations</p>	<p>Conduct in-depth contextual analysis before entering counties, including detailed understanding of the previous and current conflict modalities and resulting different groupings and interests;</p> <p>Only implement projects in communities which are predictably stable, or receive prior agreement from potential conflict groups expressing the joined interest in a subproject and committing to implement / maintain the outcomes jointly;</p> <p>Develop and implement a local security plan for each county that includes the mapping of local staff, their potential security risks and means of protection;</p> <p>Establish emergency prepared and response procedure;</p> <p>Encouraging community policing with local authorities to provide security both for the community and local staff</p>
Safety of services	<p>Poor quality service provision;</p> <p>Exposure of beneficiaries, project personnel and communities to safety related social risks</p> <p>resentment</p>	Community members; Beneficiaries		<p>Engagement of qualified and experienced service providers;</p> <p>Inspection and monitoring of service provision;</p> <p>Ensure contractor compliance to ESMF through provisions stipulated in the contract.</p>
Community Mobilisation and Capacity building	<p>Lack of proper project information to project beneficiaries</p>	Community members; Beneficiaries	<p>Unstructured stakeholder engagement;</p> <p>Poor stakeholder mapping which may leave other critical stakeholders to the project</p>	<p>Ensure rigorous implementation of stakeholder engagement, including public consultations, prior to commencement of construction activities, as per SEP</p>

5.4 STEPS IN THE SCREENING PROCESS OF PROPOSED LIPWS

Under the SSSNP, communities and beneficiaries select their priority LIPW sub-projects based on their assessment of needs on the ground. Lessons learned suggest that certain sub-projects were particularly successful, i.e., those that contributed to flood mitigation, such as drainage channels. In addition, agriculture-focused sub-projects also provided an additional source of sustainable income, while supporting a diversified food base. Based on these experiences, the importance of thinking ahead to prioritize climate adaptive LIPWs which also support food security and sustainable income generation will be encouraged with communities at the time of sub-project selection, as appropriate. The SSSNP approach of sub-project selection will be adopted under the SNSOP. The below menu of sub-projects will be provided to guide the communities on the categories within which their proposed project should fit:

- maintenance and/or rehabilitation of community access roads;
- maintenance and/or rehabilitation of waste and sanitation facilities;
- integrated watershed management;
- small-scale food production;
- maintenance and/or rehabilitation of existing developed water sources; and
- maintenance and/or rehabilitation of school fences, school classrooms, simple storage facilities, health facilities, and community centres.

5.4.1 Sub-project identification, screening and selection

The process for selection of subprojects is as follows:

Step 1: Budget available for sub-projects as determined by the number of beneficiaries to work on the subproject in the Boma are provided to the BDC by the MAFS PCU;

Step 2: MAFS and UNOPS and the CCT brief the BDC on the overall objectives of the sub-projects and the criteria each sub-project must meet – central being that each sub-project must be labor-intensive.

Step 3: The BDC will organize community meetings to identify and prioritize types of public work through a participatory process, facilitated by UNOPS. The outcome of Step 3 is a list of desired projects by the community based on the subproject menu, community priorities and budgets available. The following requirements and considerations should be taken into account:

- Risk and impact: Sub-projects should ideally be of low environment and social risks with high impact and tailored to suit the level of capacity within each community;
- Labor intensive: They must have a minimum labor intensity (percentage of sub-project budget going to labor) of 70% and require only simple tools for completion;
- Common land: All sub-projects must be located on common or public (donated) land and cannot be located on private land;

- Duration: The duration of the sub-project implementation cannot be more than eight months
- Environmental and social impacts: The sub-project must pass all the environmental and social safeguard measures outlined in the ESMF which provide a guide on negative list;
- Proximity: sub-projects are provided as much as possible in the immediate localities of the people in need mainly to accommodate female participants;
- Complementarities: Sub-projects should be properly sequenced with other agricultural activities to maximize impact and not compete with agricultural projects or voluntary work. The sub-projects may also be linked to the livelihood strategies of the targeted communities;
- Maintenance: Sub-projects must be such that the community is able to do maintenance by themselves; and
- Gender sensitivity: As much as possible, priority should be given to sub-projects that involve women and which contribute to reducing women's regular work burden and increase access to productive assets.

Step 4: The BDC proposes a final list of sub- projects based on the available budget

Step 5: The proposed final list of sub-projects is presented, discussed and validated at the public community meeting attended by the PCU/UNOPS and Payam and CCT representatives. The MAFS PCU and UNOPS technical team (Safeguards Specialists and Engineers/ Public Works Experts) together with representatives of the BDC assess the selected sub-projects to determine their feasibility. The subproject screening checklist in [Annex 2](#) shall be utilised in the process. Possible mitigation measures for addressing the E&S risks associated with the proposed projects shall be discussed with the BDC and documented in the screening report by the PCU/ UNOPS Safeguards Specialists.

The PCU and UNOPS representatives in coordination with the BDC assess if the sub-projects are likely to have any of the following attributes contained in the Negative list in [Annex 3](#). If any of the negative list attributes are part of the sub-project design, the sub-projects will be rejected from funding and removed from the list.

Step 6: The final list of sub-projects is submitted to the PDC and CCT for ratification

Step 7: The final list of sub-projects is publicly displayed within the community at a location accessible to any member of the community.

5.4.2 Assignment of Generic ESMP

According to the sub-project type assigned above, the sub-project will apply the relevant generic ESMP to each LIPWs. Thus the generic ESMP will be updated to reflect the specific LIPWs. The EHS equipment will be provided by the Implementing Partners contracted for the LIPWs works.

5.4.3 Implementation and Monitoring

Once the ESMPs are prepared by the MAFS PCU Safeguards Team, the sub-projects will be implemented in line with the requirements outlined in the ESMF/Ps. Periodic and regular monitoring and stakeholder discussions, as per the timelines specified in the ESMPs shall be conducted throughout sub-project implementation. This monitoring and stakeholder discussions will be conducted during start, mid-term and at completion of the LIPW works .

5.5 SUB-PROJECT ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT

Within one week of receiving a draft sub-project proposal, UNOPS Environmental and Social Safeguards Specialists will prepare and sign a screening form (Template in Annex 2.) indicating if the ESMF is applicable to the sub-project and if the sub-project triggers any of the attributes in the negative list. The screening form will indicate the subproject type assignment.

The UNOPS Environmental and Social Safeguards Specialists will pass on the signed screening form to the Project Manager for further processing and onward submission to the PCU Director for approval.

Table 5.5: Proposed project implementation arrangements and roles and responsibilities

Party	Key Roles & Responsibilities
PCU (The Project Manager and Safeguards team)	<ul style="list-style-type: none"> ● Development of relevant safeguard tools; ● Capacity building of the IP, oversight committees ● Supervision and monitoring of IP's implement of the ESMF; ● Determine the costs related to the implementation of the ESMF;
Implementing Partner (UNOPS Project Manager and Safeguards team)	<ul style="list-style-type: none"> ● Screen proposed project interventions ● Identify potential environmental and social impacts and document subproject specific ESHS mitigation and monitoring measures; ● Management of project activities and their implications; ● Design implementation arrangements ● Train and ensure adequate capacity of community workers to carry out their desired LIPW functions ● Monitor the ESMF measures implementation and also the subproject specific ESHS measures; ● Adequately identify and engage with stakeholders;

5.6 SUB-PROJECT IMPLEMENTATION

Annex 4 contains annotated outlines for generic ESMPs². Generic ESMPs identify and summarise expected sub-project type environmental and social risks and impacts and present measures to mitigate them, including monitoring and reporting requirements, and supervision of the agreed mitigation measures.

5.7 CONSULTATION

The stakeholder engagement plan lays out the overall consultative processes of the project with its different stakeholders. In principle, PCU and the IP that oversee sub-component activities will follow participatory engagement and consultation methods being implemented under the existing SSSNP, especially with affected communities and beneficiaries. The Project will ensure that the tools and methods fulfil the requirements outlined in the SEP and are in line with the ESMF. In case any additional needs arise from identified deficiencies or from context changes, the project will update and adapt the SEP accordingly. The GRM will be another means of consultation, as complaints received will be filed, assessed and responded to.

Consultations prior to disclosure will be conducted with various high level key stakeholders. These include discussions on selection of target locations, project design and objectives, financing and budgeting and roles and responsibilities. Some of these have already been undertaken between MAFS and other key government ministries and departments, the World Bank, UNOPS and other agencies.

The current COVID-19 crisis requires short-term adaptation of the consultation approach. The project will therefore follow (i) WHO guidance on prevention of the spread of the COVID-19 virus; (ii) respective instructions by the Government of South Sudan; (iii) international good-practice on consultations under Covid-19 and innovative approaches established by World Bank, UN, and other development agencies. The stakeholder consultation mechanism will evolve as the situation of COVID-19 improves or deteriorates.

Stakeholder engagement will be an ongoing process. The PCU will conduct consultation with community members and other concerned stakeholders throughout the implementation of project activities using communication channels outlined above or deemed appropriate in relation to the specific stakeholder needs and circumstances. The draft SEP will be disclosed prior to formal consultations.

During LIPW implementation and cash payments, the project will continuously engage beneficiaries on matters of their interest and potential E&S risks and impacts of the project in line with the SEP presented in Annex 14. The approaches taken will thereby ensure that information provided is meaningful, timely, as complete as possible, and accessible to all affected stakeholders, use of different languages including addressing cultural sensitivities, as well as challenges deriving from illiteracy or disabilities, tailored to the differences in geography,

² The generic ESMP will be updated for each category of LIPWs.

livelihoods and way of life. The project will also ensure the establishment of a Grievance Redress Mechanism (GRM). The project will also establish a worker grievance mechanism in line with ESS2, to enable all direct workers and contracted workers to raise workplace concerns, including in relation to workplace sexual harassment.

5.7.1 Proposed strategy to incorporate the view of vulnerable groups: The project will ensure that women, persons living with disabilities, ethnic minorities and other members of vulnerable groups are participating effectively and meaningfully in consultative processes and that their voices are not ignored. This will require specific measures and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations. For example, women are usually more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings need to be held with young people, persons with disabilities or with ethnic or other minority groups. The more dominant groups will be sensitised so that they can accept the voices of the vulnerable. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media, SMS, or radio broadcasting, where feasible, to ensure that groups that cannot physically be present at meetings can participate. Where this is not possible, community facilitators will visit households of vulnerable people, in particular the elderly and persons with disabilities that are not able to attend communal meetings.

In view of promoting women's empowerment, it is most important to engage women's groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing in the decision-making process on issues such as community infrastructure should be encouraged, especially in governmental or traditional committees predominantly consisting of men. IPs are similarly encouraged to deploy female staff, in particular where staff interface with community members. GRMs will be designed in such a way that all groups identified as vulnerable (see below) have access to the information and can submit their grievances and receive feedback as prescribed.

Learning from the experience of the youth protests that occurred during the implementation of the SSSNP, a specific strategy to engage the youth will be employed. The youths in the target locations will be allowed to nominate their representatives who will be directly engaged and consulted on their expectations, concerns and needs under the Project. The project will ensure that limitations are clearly explained, expectations are managed and that communication channels, including channelling of grievances, are clearly laid out. The youth will also be adequately sensitised on the recruitment processes and why there may be a need to bring in external skills/people to implement certain aspects of the project.

The project will engage nomadic groups through their seasonal calendar of movements (to highlands in the rain season and to lowlands in the dry season). Their concerns on search for water (need for Haffirs in the dry season) and pastures will be documented to examine if these constitute aspects for LIPWs or DIS. They will be approached through their local government administrators and traditional chiefs. Field visits, meetings, interviews and public announcements will be used to consult with them.

5.7.2 Timelines: The project is planned for a duration of four years. The stakeholder consultations shall be conducted throughout the project lifecycle. Information disclosure and consultations during project implementation will include monthly visits and meetings with community leaders and regular meetings with county authorities. Activities under each sub-component will include further consultations prior to their commencement to ensure a good selection of beneficiaries, transparency and accountability on project modalities, and to allow community voices to form the basis of the concrete design of every intervention and consultations will continue throughout the project cycle.

The SEP will be updated, and the details will be prepared prior to commencement of the subproject activities depending on the local context.

5.7.3 Review and Integration of Stakeholder Consultations: The IPs implementing different sub-components of the project will gather all comments and inputs originating from community meetings, SMS, GRM outcomes, surveys and FGDs. The information gathered will be submitted to the Safeguards Team - to ensure that the project has general information on the perception of communities, and that it remains on target. This will then be shared with the PCU for oversight purposes. It will be the responsibility of the implementing partner to respond to comments and inputs, and to keep open a feedback line to the communities, as well as the local authorities.

Training on environmental and social standards facilitated by WB will be provided soon after the project becomes effective to ensure that all implementing staff are equipped with the necessary skills.

The SEP provides the overarching guidelines for the rolling out of stakeholder engagements. The Safeguards Team within the PCU will continue to monitor the capacity of the IP, and recommend appropriate actions, e.g. refresher training.

Given the Fragility, Conflict and Violence (FCV) context, the Safeguards Team within the PCU will also ensure that the individuals consulted are not exposed to risks as part of their participation in sub-project consultations, for example by avoiding large meetings, and not disclosing personal information/photos. Consultations might take the form of individual interviews and/or meetings carried out in safe places using limited questionnaires. In addition,

sub-projects should regularly consult with project-affected persons and communities throughout subproject implementation, as necessary, to address safeguards-related issues that affect them.

6. ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN (ESMP)

The ESMP will be prepared in compliance with the World Bank’s Environmental and Social Standards (ESS). It identifies the environmental and social management measures to be implemented throughout the course of the Project and will be integrated into all contractual and responsible party agreements with partners involved in project implementation.

Site specific risks and impacts will be identified with corresponding mitigation measures. Except for ESS9 on Financial Intermediaries, the rest of the World Bank’s ESS will be relevant to the Project. The ESMP includes the following management measures based on the risks and impacts identified.

Table 6.1 -Anticipated Environmental and Social issues and proposed mitigation measures

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
ESS1: Assessment and Management of E&S Risks and impacts	E&S selection and screening of subprojects and beneficiaries	Destruction Construction of ecologically sensitive ecosystem	Construction of social facilities, road maintenance, agricultural activitiesLack of qualified personnel to do proper screening	<ul style="list-style-type: none"> Community consultations will be carried out before establishing the facility. Site E&S screening and ESMPS will be conducted and developed respectively for every subprojects Costed ESMPS and ESHS requirements to be made mandatory for all sub-projects 	MAFS, UNOPS and IPs
ESS2: Labour and Working Conditions	Occupational safety and health (Also refer for more details on OHS in the Labor Management Plan)	Injuries, loss of man hours, infections, increased medical bills	<ul style="list-style-type: none"> Insufficient Lack of skills training; Improper use of tools; Improper or lack of PPE; Human error Poor/ lack of supervision 	<ul style="list-style-type: none"> Awareness and training Proper use of correct tools; Provide appropriate PPE; Correct and consistent use of PPE; Use of signage; Close supervision and monitoring; Communicate and implement GRM 	MAFS, UNOPS and Ips UNOPS and Ips Safeguards team

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
	Application of labour standards not in accordance with national laws and international standards including ESS2	Violation of human rights, lack of motivation, grievances	<ul style="list-style-type: none"> • Unfair wagesLack of compliance to applicable laws and standards • Non-compliance with the Lack of codes of conduct; • lack of awareness on worker/ beneficiary rights • Lack of supervision 	<ul style="list-style-type: none"> • Application of applicable standards and enforcement of codes of conduct; • Regular close supervision and monitoring; • Awareness and training; on rights of workers • Communicate and implement GRM. 	MAFS, UNOPS and Ips PCU safeguards team
	Discrimination of vulnerable groups including women, youth and people living with disabilities	Restriction of participation of vulnerable groups, use of child labour, grievances including GBV/SEA/SH	<ul style="list-style-type: none"> • Exclusion of vulnerable groups, (women, youths, people living disabilities) • Lack of adherence to selection criteria; • Non-compliance with the Lack of compliance to applicable standards and codes of conduct; • Limited Poor Lack of awareness on GRM/ GBV' • Lack of proper supervision and monitoring. 	<ul style="list-style-type: none"> • Public awareness on the selection criteria • Education of the public on selection criteria • Implementation of transparent selection • Clear and transparent selection procedure of subproject type, sites and beneficiaries • Location-appropriate communication of selection criteria and reasons for selection addressing different social groups (including women, illiterate populations etc.) • Regular supervision and monitoring; • Strong communication of zero tolerance to sexual violence; • Communicate and implement clear GRM reporting and referral procedures. 	MAFS, UNOPS and Ips PCU safeguards team
ESS3: Resource Efficiency and Pollution Prevention and	Pollution Minor pollution of water, air and soils	The subprojects may generate a wide range of waste effluents. These could include wastewater from	<ul style="list-style-type: none"> • ImLack of proper waste disposal and management mechanisms • Poor sitting of subprojects 	<ul style="list-style-type: none"> • Proper waste management at the subproject sitesThe subprojects will be designed employing technologies that are the least polluting 	MAFS, UNOPS and Ips PCU Safeguards Team

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
Management		washing and cleaning operations, oils and oily water generated by machinery maintenance, leaked/spilled fuels and oils, waste effluent discharges from the processing operation, animal wastes and others	<ul style="list-style-type: none"> Dust from rehabilitation or maintenance activities, Cleaning of machines 	<ul style="list-style-type: none"> Watering the ground to prevent dust Settling/retaining tanks will be constructed at the site as appropriate to minimise contaminants leaving the subproject facilities Select appropriate project sites Recycling of waste effluents will be carried out as far as possible and practical It will be ensured that the wastes are not released into any drinking water source, cultivation fields or critical habitat Waste effluents will not be released in irrigation channels 	UNOPS Safeguards Team
	Soil Erosion	The construction of subproject facilities can potentially cause short-term environmental and social issues such as soil erosion, soil and water contamination, noise and air pollution and safety hazards for the nearby population. These issues in turn can potentially affect the cultivation fields, soil fertility, human health	<ul style="list-style-type: none"> Poor design and sitting subprojects Poor disposal of waste soils Improper attention to borrow pits 	<ul style="list-style-type: none"> Proper subproject sitting Proper subproject design and construction work The design of the facility and appropriate construction planning will ensure that construction activities do not cause any soil erosion or degradation; Borrow pits restoration by backfilling, trees and grass planting Spoils and excess soil, if generated, will be disposed of appropriately. Borrow areas will be dressed to minimise safety hazards and soil erosion; Community consultations will be carried out before commencing the construction activities, 	MAFS, UNOPS and IPsPCU Safeguards Team UNOPS Safeguards Team

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
				<p>informing the nearby population regarding the construction activities and possible impacts such as noise and additional vehicular traffic</p> <ul style="list-style-type: none"> Grievance redress mechanism (GRM) will be established in the area to address the public complaints regarding issues such as noise from the construction sites 	
	Equity Issues Inequitable access to communal resources	<p>Competition/ Conflicts relating to use of water resources</p> <p>Loss of access to communal resources, displacements</p>	<ul style="list-style-type: none"> Competition/ Conflicts relating to use of water resources Lack of stakeholder consultation; Improper siting of water infrastructure; 	<ul style="list-style-type: none"> Implement water projects on communal land, allocated by the Chief with consent by all land user households. Ensure equitable access for water resources in the community The water is accessible by all community members who live in the catchment of the well permanently or temporarily. In close cooperation with Boma leaders, agreements shall be reached with pastoralists regularly crossing the area. 	<p>MAFS, UNOPS and IPsPCU Safeguards Team</p> <p>UNOPS Safeguards Team</p>
ESS4: Community Health and Safety	Public Health and Safety	<p>Exposure of communities to project related traffic and road safety risks,public health issues like diseases and hazardous conditions</p>	<ul style="list-style-type: none"> Vehicular traffic during facility construction and operation may potentially cause congestion on the local routes, generate noise, and pose safety hazards for the local population particularly for 	<ul style="list-style-type: none"> Depending upon the traffic volume and the condition/nature of local routes, a traffic management plan may need to be prepared Community consultations will be carried out before the facility establishment Community liaison will be maintained Safety signage will be erected at appropriate places 	<p>MAFS, UNOPS and IPsPCU Safeguards Team</p> <p>UNOPS Safeguards Team</p>

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
			<p>children and elderly people;</p> <ul style="list-style-type: none"> Spread of diseases among communities, including HIV, respiratory tract infection, COVID19, skin irritations/infections and diarrhoeal complications. through labor influx 	<ul style="list-style-type: none"> Safe driving practices will be promoted among the drivers GRM will be put in place Sensitization on preventing common diseases among workers and communities Provision of safety equipment like PPEs, hand washing facilities Communication of risks through locally appropriate means – targeting specific social groups and genders 	
		Increased number of people coming into the area	Groups of beneficiaries (workers) interacting with communities	<ul style="list-style-type: none"> Sensitization on preventing common diseases; Communication of risks through locally appropriate means – targeting specific social groups and genders 	PCU Safeguards Team UNOPS Safeguards Team
	Emergency events such as floods, conflict, insecurity	<p>Unexpected occurrences resulting in disruption of project activities;</p> <p>Threats to project personnel and beneficiaries</p> <p>Displacement of households</p> <p>Destruction or loss of property, loss of lives,</p> <p>Suspension of project</p>	Improper beneficiary selection, change in government and climate change are likely to trigger insecurity, inter-communal conflicts	<ul style="list-style-type: none"> Conduct in-depth contextual analysis before entering counties, including detailed understanding of the previous and current conflict modalities and resulting different groupings and interests Implement project activities in communities which are accessible Only implement projects in communities which are predictably stable, or receive prior agreement from potential conflict groups expressing the joined interest in a 	MAFS, UNOPS and IPsPCU Safeguards Team UNOPS Safeguards Team

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
		activities, threats against project workers and beneficiaries		subproject and committing to implement / maintain the outcomes jointly <ul style="list-style-type: none"> ● Develop and implement a local security plan for each county that includes the mapping of local staff, their potential security risks and means of protection; ● Establish emergency preparedness and response procedure 	
	Poor Infrastructure and Equipment Design and Safety	Failure of infrastructure asset due to poor quality; Risk of injuries from infrastructure and equipment failure.	<ul style="list-style-type: none"> ● Poor designs; ● Lack of /poor quality control measures; ● Inappropriate use of Improper tools; ● Insufficient Lack of training of beneficiaries and project personnel involved in construction/ rehabilitation works. 	<ul style="list-style-type: none"> ● Hire competent and experienced personnel Utilisation of competent and experienced technical teams/ designers; ● Undertake comprehensive design review; ● structural elements of the ● design subproject in accordance with national legal requirements, the EHSs and other GIIP, taking into consideration safety risks to third parties and affected communities; ● Implement quality control through regular inspections during construction; ● Proper implementation of procurement processes to ensure only good quality tools and equipment are procured. 	MAFS, UNOPS and IPsMAFS PCU and UNOPS
	Poor quality of Safety of services	Poor quality service provision; Exposure of beneficiaries, project personnel and	<ul style="list-style-type: none"> ● Delayed or untimely payment of beneficiaries ● Duplication/ omission of beneficiaries names 	<ul style="list-style-type: none"> ● Engagement of qualified and experienced service providers; ● Regular Inspection and monitoring of service provision; 	MAFS, UNOPS and IPsMAFS PCU

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
		communities to safety related risks. Conflicts among beneficiaries poor performance on subproject work	<ul style="list-style-type: none"> Delayed delivery of goods and services 	<ul style="list-style-type: none"> Ensure contractor compliance to ESMF through provisions stipulated in the contract. 	
	InSecurity	Threats /Attacks to beneficiaries and project personnel; Disruption of project activities; Theft/looting of project tools and property; Robberies targeting beneficiaries during payments	<ul style="list-style-type: none"> Ethnic/political tension; Crime in the project targets locations. Payment of beneficiaries 	<ul style="list-style-type: none"> Proper implementation of SMP; Conduct security risk assessment and implement mitigation measures necessary;with Conduct proper stakeholders engagement Engage the local security and community chiefs 	MAFS, UNOPS and IPsMAFS National and State security UNDSS
ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Unlawful Land acquisition and access to private and communal land	Encroachment on private or communal land	<ul style="list-style-type: none"> Trespass on private or communal lands Destruction of private property like crops 	<ul style="list-style-type: none"> Proper acquisition of land following voluntary land donation guidelines including consent of all land owners user households; Consultations of beneficiaries and communities with landlords, land users, and chiefs for the allocation of land; Signing of lands consent document following voluntary granting of land by all land owner users; Communication in locally appropriate ways how land is acquired; 	MAFS, UNOPS and IPsPCU Safeguards Team UNOPS Safeguards Team

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
				<ul style="list-style-type: none"> Communicate and implement GRM 	
	Land restriction	Restrictions on land use	<ul style="list-style-type: none"> Slashing of vegetation; Construction of community assets such as roads and drainage channels 	<ul style="list-style-type: none"> Avoid unless with explicit permission in writing Implementation and communication of GRM Consult relevant stakeholders on land use boundaries. 	MAFS, UNOPS and IPsPCU Safeguards Team UNOPS Safeguards Team
ESS6: Biodiversity Conservation and Sustainable Management of Living Natural resources	Disturbance of natural habitats	Loss of biodiversity, deforestation, introduction of alien invasive species	<ul style="list-style-type: none"> Land clearing for construction Wetlands reclamation Breeding of imported poultry or livestock Encroachment into protected areas 	<ul style="list-style-type: none"> Avoid allocating subprojects in protected areas Avoid wetlands reclamation Minimize land clearance to be within the footprints of the subproject area Seek certification of imported plant or animal spp Implement the measure outlined in the ESMP Encourage ecosystem restoration Practise selective cutting down of trees 	MAFS, UNOPS and IPsPCU Safeguards Team UNOPS Safeguards Team
ESS7: Indigenous Peoples/ Sub-Saharan African Historically Underserved Traditional Local	Social exclusion Elite capture	Inclusion of undeserving beneficiaries and Exclusion of vulnerable and underserved communities Beneficiary exclusion leading to conflict; Grievances	<ul style="list-style-type: none"> Beneficiary exclusion leading to conflict; Grievances I Inclusion of undeserving beneficiaries and Exclusion 	<ul style="list-style-type: none"> Education of the public awareness on selection criteria Implementation of transparent selection Location-appropriate communication of selection criteria and reasons for selection 	MAFS, UNOPS and IPsPCU Safeguards Team UNOPS Safeguards

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
Communities			<p>of vulnerable and underserved communities</p> <ul style="list-style-type: none"> Elite capture 	<p>addressing different social groups (including women, illiterate populations etc.)</p> <ul style="list-style-type: none"> Implementation and communication of GRM Prior Free and Informed Consent of the indigenous people about the subproject locations, sites and types 	Team
ESS8: Cultural Heritage	Disruption of local cultural norms and practices	Cultural adulteration Foreign labour may bring culture norms which were not originally in the project area	<ul style="list-style-type: none"> Engagement of Foreign labour (Foreign labor may bring culture norms which were not originally in the project area) Cultural adulteration 	<ul style="list-style-type: none"> The project should encourage employment from the local community as much as possible 	MAFS, UNOPS and Ips PCU Safeguards Team UNOPS Safeguards Team
	Loss of cultural heritage	Destruction of tangible or intangible cultural heritage	<ul style="list-style-type: none"> Encroachment into any sites of archaeological, cultural, historical, religious significance 	<ul style="list-style-type: none"> Ensure rigorous implementation of stakeholder engagement, including public consultations, prior to commencement of construction activities, as per SEP Use of historical/scientific data and inclusive stakeholder engagement to ensure that subprojects will not be located in graveyards or on land of spiritual or other cultural significance The 'chance find' procedures will be included in the scheme agreements for use where applicable 	MAFS, UNOPS and Ips PCU Safeguards Team UNOPS Safeguards Team

Applicable ESS standard	Issue	Nature of Impacts	Activities for the impact	Proposed mitigation measures	Responsibility
ESS9: Financial Intermediaries	None	None	N/A	N/A	N/A
ESS10: Stakeholder Engagement & Information Disclosure	Insufficient Stakeholder engagement and information dissemination Community Mobilisation and Capacity building	Lack of proper project information to project beneficiaries Exclusion of vital stakeholders Rejection/resentment against the project Causes conflicts	<ul style="list-style-type: none"> • Inadequate Unstructured stakeholder engagement • Poor stakeholder mapping which may leave out other critical stakeholders to the project 	<ul style="list-style-type: none"> • Ensure rigorous implementation of stakeholder engagement, including public consultations, prior to commencement of construction activities, as per SEP • Information disclosure should be early, have wider coverage and transparent 	MAFS, UNOPS and IPsMAFS PCU and UNOPS Safeguard teams

7.0 MONITORING PLAN

7.1 REGULAR MONITORING AND INSPECTION FOR COMPLIANCE

Two strategies are used to build a simple system for monitoring of environmental and social impacts. First, the MAFS Secretariat, County Assistant Commissioners for public works, and other stakeholders will consider the environmental and social criteria that require measurement, with consideration of ESMPs used by sub-projects. Second, using this list of criteria, a set of indicators will be integrated into recording forms to be used in a participatory approach to environmental monitoring and evaluation. Each LIPW will have an ESMP from which EHS monitoring and evaluation indicators developed e.g. rangeland management, roads work etc. Hence Table 6.1 will be updated accordingly to show thematic areas of LIPWs.

The GRM will further help track complaints and effectiveness of interventions, including those with environmental and social impacts. Moreover, a Management Information System will be developed, which in addition to collecting necessary information on beneficiaries and projects to track progress, will also include a module to record complaints and the ways in which they were addressed. Community Score Cards and other accountability tools will also be utilised to track and evaluate effectiveness of interventions.

The goals of monitoring will be to measure the success rate of the MAFS activities and projects, determine whether interventions have handled negative impacts, and whether further interventions are required or monitoring is to be extended in some areas.

Monitoring indicators will depend on specific activity contexts. Monitoring and surveillance will therefore take place on a “sample” basis. It is not recommended to collect large amounts of data, but rather to base monitoring on observations by MAFS/M&E officers and stakeholders to determine trends of the indicators.

Table 7.1: Key indicators for monitoring (including Occupational Health and Safety and Work Environment in the LMP)

Selected Indicators	Frequency of data collection
Number and percentage of affected households consulted during the planning stage	During the development and implementation of the SEP
Number of subprojects screened	during subproject identification phase
Number of beneficiaries/households participating in implementation of micro-projects	At beneficiary registration stage
Levels of decision-making of affected people	During the development and implementation of the SEP

Selected Indicators	Frequency of data collection
Levels of understanding of activity impacts and mitigation	Quarterly
Effectiveness of local authorities to make decisions	Quarterly
Frequency and quality of meetings	Monthly
Percentage of women, youth, and disadvantaged/marginalised groups involved in discussions	Quarterly
Number of complaints received	Monthly
Number of accidents/incidents related to the projects	Monthly
Number of social conflicts and/or communal tensions	Monthly
Number and percentage of community members sensitized to public works activities, EHS, GBV (Harassment and violence against women and children) Disaggregated by gender and age group - adult, youth, children	Semi annual
Voluntary land donation (ha) and related grievance and redress (ha), Percentage of stakeholders consulted on perceptions of legitimate tenure rights Percentage of grievances on voluntary land donation and tenure Percentage of person affected by the project related to land donation	Annual
Percentage of sub-project nonconformity following ESMP (% of mitigation activities non conform) Percentage of IPs nonconformity with the E&S commitment plan within contract	Semi annual

7.2 QUARTERLY AND ANNUAL MONITORING AND REPORTING

MAFS is responsible for the overall M&E arrangement of the proposed SNSOP. It produces bi-annual and annual reports, which will be shared with all stakeholders, including relevant Government ministries. Most importantly, overall M&E reporting from MAFS to the World Bank will take place. MAFS strengthens the M&E tools and framework put in place by the SNSOP to monitor and measure the results of the proposed project. This is further strengthened with the support of the World Bank technical experts, including support expected to be undertaken by the Poverty Global Practice to strengthen targeting and M&E mechanisms across all the projects in the South Sudan portfolio.

A Third Party Monitoring (TPM) agency to support parts of the monitoring functions will be engaged by the MAFS to monitor the project implementation and achievement of results, including verification of payment and results, as well as the assessment of adherence at all implementation

levels to the procedures set out in the POM and other relevant project documents. It will also include verification of outputs of all project activities, particularly of LIPW, social and economic interventions, and payments. The contracted TPM agency will provide quarterly monitoring reports, which will augment the other monitoring tools and methods described above. Third party inspections and audits shall be carried out on a regular basis to identify any non-compliance to ESMF requirements. This will include regular inspections/ audits of actual sub- project activities to comply with the EHS requirements. Corrective actions, if proposed, shall be recorded, tracked and implemented to the satisfaction of MAFS.

This will be augmented by GIS-based real time data monitoring GPS coordinates for locations of sub-projects and length of roads, which will be scaled up across all the locations, learning from the experience and lessons of the GIS monitoring pilot in Juba. MAFS staff will be trained on this monitoring tool, accordingly. Sufficient funds have accordingly been included in the project budget for M&E activities.

SNSOP will follow a quarterly reporting cycle. Adequate institutional arrangements, systems and resources will be put in place to monitor the EMSF. Monitoring results can lead to corrective action.

Brief quarterly reports and an annual environment and social progress report will be completed for the SNSOP. The environment and social sections will be part of the overall project reports. Information about the sub-projects and (Voluntary Land Donations) VLDs will be presented as sections of the quarterly progress report. The format for completion of the environmental and social sections of the quarterly reports is set out below. The quarterly reports will be submitted within 6 weeks after the end of quarter.

Quarterly reports provide brief updates on environmental and social issues in sub-projects, to flag possible challenges and allow for immediate adjustments and assistance in the implementation of the ESMP. Furthermore, sub-project EMPs and VLD documentation will be subject to post-review by the World Bank.

The objectives of annual reviews of ESMF implementation are: (a) to assess the project performance in complying with ESMF procedures, learn lessons, and improve future performance; and (b) assess the occurrence of, and potential for, cumulative impacts due to project funded activities. In addition, data from the GRM will be considered. These reports will be the main source of information for the World Bank supervision missions, MAFS, IPs and national and state authorities, as needed.

Table 7.2: Annual Environmental and Social Progress Report outline

Section	Suggested Content
Introduction	
Objective	

Section	Suggested Content
Community Sub-Projects Approved	
Key Environmental and Social issues identified from screening	
Mitigation actions undertaken	
Capacity Building Implemented	Training sessions held, venues, attendance
Grievance reporting	Grievances filed, resolved and pending, relevant to project implementation
Results of Sub-Project ESMPs	e.g. including – Unanticipated negative environmental or social impacts; Accidents or Incidents that occurred and corrective actions;
Non-compliances with generic ESMPs and corrective actions	
Collaboration with NGOs and Govt. line agencies	
Conclusions	

As indicated above, the above reporting outline will be incorporated into the quarterly progress report.

7.3 INCIDENT AND ACCIDENT REPORTING

All incidents will be reported by SPCU/ UNOPS staff within 24 hours to the SPCU Program Director/ Project Manager using an Incident report form which captures a description of the incident, its categorization and root cause analysis. The SPCU Director will in turn notify the World Bank TTL of the incident. Incidents can be any undesirable occurrences that can cause harm, prevent work and or leads to suspension of project activities. These may be environmental, social and health and safety natures. Table 6.3 illustrates types of incidents.

The below steps and procedures for incident management and reporting will be employed for all types of incidents:

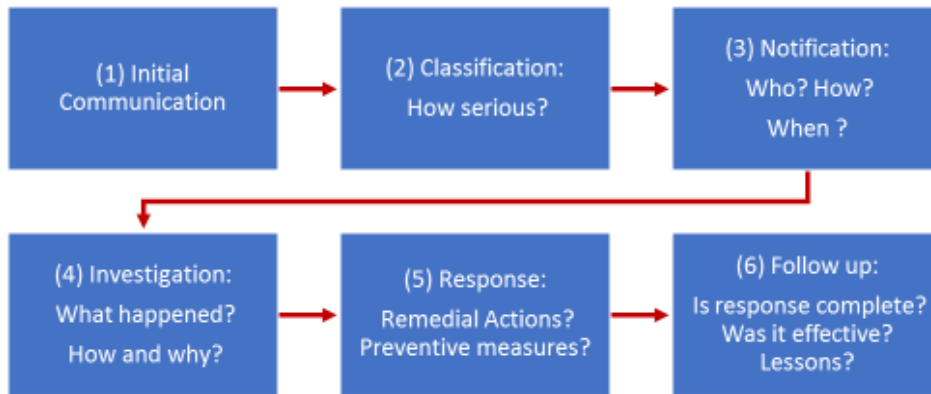


Figure 6.1: Steps and procedures for incident management and reporting

7.3.1 Indicative Incidents

These are relatively small-scale, localized and one-off non-compliance incidents that negatively impact a small geographic area or a small number of people, and do not result in significant or irreparable harm to people or the environment. These incidents can be investigated, evaluated, managed, and resolved by the Borrower using existing, project-level resources.

Table 7.3 Examples of indicative incidents

Environmental	Social	Occupational Health & Safety
Small-volume hydrocarbon or chemical spills	Small-scale crop damage or livestock deaths	Underuse of personal protective equipment (PPE) by project workers
Localized dust, light, or noise pollution	Grievances due to project use of public roads	Local increase in the occurrence of communicable disease
Illegal hunting of wildlife (non-endangered)	Project interference with locally significant incidents and sites	Minor job site injuries
Small volume sediment, pesticide, or fertilizer run-off into local waterways	Vehicle damage to public or private roads caused by project workers	Poor “housekeeping” at site, e.g., littering and random disposal of solid waste
Minor off-site disposal of solid waste from project	Nuisance-level contact between employees and community	Lack of understandable warning or traffic control signage
Poor quality or delayed site restoration and revegetation	Minor instances of inappropriate Behavior of security forces or other Contractor personnel	Almost empty first aid kit at work site
Poorly functioning erosion-control measures	Overloading of local commercial services from use by project personnel	Poorly organized or sporadic health & safety induction and training
	Minor impacts on livelihood restoration and/or access to community natural resources	Multiple “slip and trip” hazards throughout the site

Environmental	Social	Occupational Health & Safety
	Minor impacts on cultural sites/areas	Lack of Health & Safety plan and/or training for staff
	Minor social conflict related to or affecting the project	
	Some problems with consultation/outreach about the project	
	Delays by GRM in handling/addressing minor grievances	

7.3.2 Serious Incidents

Incidents that negatively impact moderate to large geographic areas; many members of a community; or result in significant or irreparable harm to individual people, community resources, or the natural environment. Also, repeated non-compliance incidents/failure to remedy non-compliance. In case of any serious or severe environmental, social or security incident, the MAFS PCU will report within 48 hours to the World Bank, followed by a root cause analysis and related corrective actions after that.

Table 7.4 Examples of serious incidents

Environmental	Social	Occupational Health & Safety
Large-volume hydrocarbon or chemical spills, or other hazardous substances impacting the environment	Widespread crop damage or livestock deaths	Injury/ies requiring off-site medical attention or loss time of work.
Poaching of threatened or endangered species, or systematic over-exploitation of local resources	Cases of mistreatment of communities potentially, including vulnerable groups, by project workers or security forces, including incidents such as sexual harassment	Instances of serious communicable diseases among workforce
Large-volume or long-term sediment, pesticide, or herbicide runoff into waterways	Significant impacts to protected physical cultural resources	Presence of Unexploded Ordinance (UXO) at worksite
Medium to large-scale deforestation	Works have commenced without compensation and resettlement being completed	Consistent lack of health & safety plans and training at work site
Lack of implementation of agreed environmental restoration program	Significant and repeated community impacts from project vehicles and construction activities	Chronic non-use of PPE at project work site
	Lack of clarity about consultations with Indigenous Peoples and broad community support for the project	Repeated non-compliance or failure to remedy non-compliance
	GRM not functioning	

Environmental	Social	Occupational Health & Safety
	Inadequate consultation and engagement of stakeholders in the project leading to significant conflict and/or delays	
	Non-violent community protests against the project, or mild community unrest	
	Incidents of Gender-based violence (GBV) and Sexual exploitation/ harassment and abuse involving community members in the project locations	

7.3.3 Severe Incidents which will be escalated to the Bank

Incidents that result in great harm to individuals or the environment, or present significant reputational risks that could endanger the Bank’s ability to operate in a country or region. Also, persistent non-compliance by the Borrower, including inability or unwillingness to remedy situations that could result in serious or severe harm. Severe incidents will often exceed the Project’s resources. Resolving the incident will also require the notification and engagement of the Bank’s Senior Management and tracking at the corporate level. The PCU Director will immediately notify the TTL who will in turn promptly notify the Bank’s Senior Management. A severe incident may cause the Bank’s Senior Management to temporarily suspend civil works or relevant components, depending on the circumstances.

Table 7.5 Examples of severe incidents

Environmental	Social	Health & Safety
Hydrocarbon or chemical spills, or release of other hazardous substances into the environment, causing widespread impacts, and/or requiring large-scale remediation	Forced evictions or resettlement of communities without due process or compensation	Any fatality Permanent disability
Poaching or hunting and trafficking of threatened or endangered species	Abuses of community members (including vulnerable groups e.g., women, children, youth, elderly, disabled/sick, LGBT) by site security forces or other project workers, including but not limited to GBV	Outbreak of life-threatening communicable disease
Sediment, pesticide, or herbicide runoff causing permanent damage to waterways	Significant damage to nationally protected areas or to UNESCO World Heritage sites	Criminal and political attacks at worksite
Large-scale deforestation or destruction of internationally recognized critical habitat	Human trafficking and child labor	Forced labor by project’s Works Contractor

Environmental	Social	Health & Safety
Major river contamination causing decimation of fish population or other aquatic resources	Violent community protests against the project	Works Contractor is unresponsive regarding ongoing worksite risks of bodily injury
	Significant impacts on Indigenous Peoples' land/natural resources and/or culture and there is no evidence of consultation, broad community support, mitigation of harm and/or culturally appropriate benefit-sharing	Persistent non-compliance and/or inability or unwillingness to remedy non-compliance that could result in bodily injury or harm
	Incidents of Gender-based violence (GBV) and Sexual exploitation/ harassment and abuse involving beneficiaries and project personnel	Murders, kidnappings, manslaughter and assaults, while criminal matters and not Safeguards incidents per se, have occurred in Bank projects and should be treated as severe incidents. These incidents would be referred to local authorities with notification to WB Security

8.0 ROLES AND RESPONSIBILITIES

The institutional arrangements and coordinating mechanisms of the SNSOP reflect the way in which the government in South Sudan is structured, including structures at the National, State, County, Payam and Boma levels. While MAFS will be the recipient and lead organisation, it will work very closely with key Government Ministries such as the Ministry of Gender, Child and Social Welfare, the Ministry of Finance and Labour and IPs.

MAFS was involved in the predecessor projects to SNSOP. Through this experience, it has deepened its understanding and strengthened its implementation capacity of safety net interventions, particularly regarding community mobilisation, targeting, implementation of public works, identifying and addressing grievances etc., which can be leveraged for a quick and smooth implementation of the proposed SNSOP. It has also gained familiarity with the World Bank's fiduciary and safeguards rules and procedures, which are an added advantage in ensuring accountability and smooth implementation.

In order to establish and maintain a functional environmental and social risk management, enhance organizational structure and to spearhead the implementation of the ESMF throughout the project implementation period MAFS, PCU will have one Environmental Safeguards Specialist, one Social Safeguards Specialist and one Gender Specialist. The specialists will be part of the Management team at the SNSOP Secretariat and its role will be to coordinate on all environment and social safeguards issues in all field locations. In addition, the project through the implementing partner will deploy Environment and Social Safeguards Officers at the state level to coordinate environmental and social issues under the guidance of the national safeguards specialist. Their tasks will include:

- Contributing to and facilitating the active involvement of environmental and social stakeholder representatives in the national level;
- Ensuring that the outcomes of consultative meetings reflect the opinions and aspirations of all interest groups especially marginalised and/or disadvantaged groups (e.g. indigenous peoples, HIV orphans, etc.);
- Identifying environmental and social needs and priorities (e.g. within the design and implementation of SNSOP activities; for training/awareness raising; or for technical support activities); and
- Documenting the environmental and social dimensions of forum discussions.

The MAFS will implement the proposed project as guided by a Project Operations Manual. This includes a conflict-sensitive community mobilisation and targeting process, for example a Community Engagement and Capacity Building plan; robust GRM (to ensure the project is inclusive and protected from elite capture); GBV guidance for labour intensive public works; technical specification for project activities; social and environmental safeguards mitigations; M&E mechanism; and detailed implementation and institutional arrangements. To guarantee

timely and objective treatment of those who might have a grievance, the appeals system under the GRM will be strengthened, and its roles and responsibilities are also detailed in the POM.

MAFS collaborates closely with relevant ministries to ensure successful implementation and M&E. At the national level, a National Advisory Committee (NAC) composed of Undersecretaries of the relevant ministries will be established to provide policy and strategic guidance and coordination. In addition, a National Technical Committee composed of the relevant Director Generals and Directors will be formed to provide technical support in implementation of the proposed project. At the local levels, the current structures established under the SNSOP – the County Core Team , Payam Development Committee, Boma Development Committee, and Appeals Committees will—continue to support daily implementation and coordination. At all levels, the corresponding staff of the MAFS will engage closely with other government structures to ensure coordination and collaboration in implementation of the proposed project. It is important to note here that in the most conflict-affected and difficult to access areas, these local level structures may be constituted differently based on the existing structures and systems on the ground.

8.1 PROJECT IMPLEMENTATION ARRANGEMENT AND CAPACITY NEEDS

The project will be implemented by the MAFS, which will serve as the lead implementing agency, while the MGCSW will be responsible for implementing activities on institutional capacity building and systems strengthening under Component 3 and will also be involved in overall project supervision and M&E. The MAFS will be the lead implementing agency responsible for overall implementation and fiduciary and safeguards compliance for the project through the established PCU.

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

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

The MAFS PCU will engage UNOPS through a Standard Output Agreement for the implementation of cash transfer activities under sub-components 1.1 and 1.2. The already-established PCU structure within MAFS will oversee the overall performance and activities of UNOPS.

Detailed implementation arrangement is outlined in Figure 7.1 below.

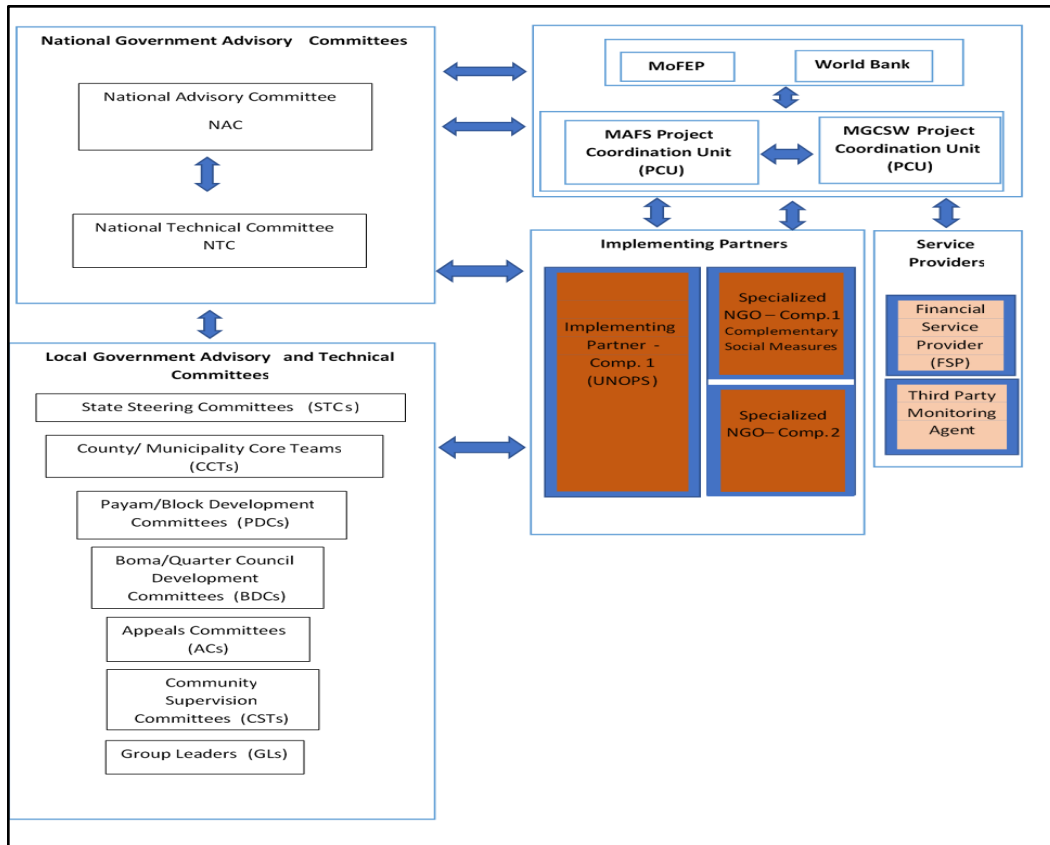


Figure 7.1: Project implementation arrangement

The MAFS PCU will manage the safeguard aspects of the project in accordance with ESMF, World Bank Environmental and Social Standards, national policies, legal and regulatory frameworks as well as other applicable policies, regulations and guidelines. The responsibility to adhere to the above stated requirements will be extended to the Implementing Partners as well as all other contractors engaged under the Project.

8.2 CAPACITY GAPS AND MITIGATION MEASURES

While the MGCSW is the mandated line ministry for SP, in particular policy development and implementation and coordination, its current capacity for management and implementation of projects and for ensuring fiduciary and safeguards compliance is significantly inadequate. As such, the SP Unit within the MGCSW will initially lead on institutional capacity building and strengthening of the safety net delivery system (Component 3), while participating in the implementation supervision and M&E with a view to gradually transition the management and implementation of a Government-led national safety net programs to the MGCSW in subsequent phases of interventions, building on past and on-going engagements. The SNSOP will support the on-boarding of key management and technical staff, including MIS specialist, within MGCSW, support hosting of the MIS and biometric system, support capacity building in the areas of procurement, financial management, M&E, and provide technical assistance and trainings on other priority areas such as MIS and biometric management, among others. A firm will be hired

by MGCSW to provide technical assistance to enhance the biometric beneficiary targeting and enrolment, MIS, GRM, and payment systems. The project will ensure alignment and coherence with the Bank-funded South Sudan Women and Social and Economic Empowerment Project (SSWSEEP) for opportunities of possible cost-sharing of positions.

In addition, there are significant institutional capacity gaps at the local levels to ensure effective and accountable delivery of safety net assistance and compliance with environmental and social risk mitigation measures.

UNOPS will be engaged by the MAFS through a Standard Output Agreement for the implementation of cash transfer activities under sub-components 1.1 and 1.2. UNOPS has proven capacity to implement safety net programs globally and in South Sudan. UNOPS not only has global experience in managing LIPWs, but it has also successfully implemented the Public Works component of the SNSDP and is serving as the direct implementation agency of the SSSNP, which has demonstrated strong results despite a very difficult operating context. Consequently, UNOPS has deepened its understanding of safety net interventions, strengthened its relationship with local authorities and communities in project locations, and enhanced its implementation capacity for community-based delivery mechanisms, all of which can be leveraged for a quick and smooth implementation of the SNSOP. It has also gained familiarity with the World Bank's fiduciary and safeguards rules and procedures, an added advantage in ensuring accountability and compliance. UNOPS continues to operate nation-wide regardless of outbreaks of violence. In particular, it operates successfully in the most remote and conflict-affected former opposition areas, demonstrating a proven ability to negotiate access and implement programs directly using UNOPS-contracted personnel in a cultural and ethnically sensitive manner.

In addition, specialized NGOs and/or firms will be hired to support the implementation of complementary social measures and economic opportunities activities at the local level. The project will hire a specialized local NGO to deliver the modules for complementary social measures to promote human capital development under Component 1. The contracted NGO will work closely with existing local committee structures to effectively deliver the activities and leverage local-level capacity implementation on the ground. Such structures may include Boma health workers and agriculture extension services, where feasible and available. A specialized NGO or firm will be selected under Component 2. It will develop context-specific modules for providing economic opportunities and deliver activities on the ground.

Additionally, capacity building and training will be conducted for staff in the MAFS and MGCSW PCUs, IP staff as well as government and community level oversight structures. Capacity building activities and trainings may be required for MAFS and Technical Leads, Project Consultants on:

- Stakeholder engagement
- Environmental and Social screening
- Occupational and Community Health and Safety including First Aid and road safety
- Emergency preparedness and response
- Gender-Based Violence Risk Mitigation

- Disability inclusion training
- Grievance Management
- Implementation, Monitoring and reporting of ESMPs
- Labor management procedures
- Code of conduct to prevent GBV and SEA;
- Complementary Cash Plus training sessions to beneficiaries including but not limited to WASH, ECD and Financial Literacy.

Training will be conducted for project workers, beneficiaries, oversight committees on:

- Occupational health and safety including on emergency prevention and preparedness and response arrangements to emergency situations;
- Gender-Based Violence Risk Mitigation
- Disability inclusion training
- Grievance management
- Implementation, Monitoring and reporting of ESMPs
- Labor management procedures
- Code of conduct to prevent GBV and SEA;
- Complementary Cash Plus training sessions to beneficiaries including but not limited to WASH, ECD and Financial Literacy.

8.3 THIRD PARTY MONITORING (TPM)

The project will adopt TPM to provide independent operational reviews of project implementation. A TPM agency will be contracted to monitor the project implementation and achievement of results, including verification of payment and results, as well as the assessment of adherence at all implementation levels to the procedures set out in the POM and other relevant project documents. It will also include verification of outputs of all project activities, particularly of LIPWs, social and economic interventions, and payments. The contracted TPM agency will provide quarterly monitoring reports, which will augment the other monitoring tools and methods described above.

Third party inspections and audits shall be carried out on a regular basis to identify any non-compliance to ESMF requirements. Corrective actions if proposed shall be recorded, tracked and implemented to the satisfaction of MAFS. Main steps for implementation will be:

- Competitive identification of TPM agency and specificity: The TOR would be made and agree jointly with the World Bank focusing on environmental and social risks impacts of the project with attention on Gender Based Violence & Sexual Abuse and Exploitation. It will include the assessment of the adherence at all implementation levels to the procedures set out in the Project Operation Manual, ESMF and other relevant project documents and in verifying outputs of all project activities;

- Selection and contracting of the TPM agency: Selected TPM agency would be independent from project preparation with limited previous role in the project as there are limited actors on the field. Particular attention would be made on ethical, fair, competency and international recognition of the TPM agency.

Managing the TPM agency: Monitoring time schedule might be adapted to event and incident and will be further discussed and detailed in the TOR.

Table 8.1: Capacity Building and Sensitization Plan

Objectives	Issues for engagement	Method of engagement	Stakeholders/Target population and area	Responsible person	Time frame	Estimated Budget
<ul style="list-style-type: none"> a) Ensure compliance to the group norms and ethics b) Instil discipline among beneficiaries c) Avoid cases of violence d) Ensure group cohesion. 	Group norms	Meeting; Plenary discussion with questions and answer	Beneficiaries at work	Group leaders	Every morning before start of work	\$50,000.00
<ul style="list-style-type: none"> a) Enhance awareness and knowledge on grievance structures and how it works. b) Avoid cases of violence c) Minimize escalation of grievances d) Provide a platform for all to air their grievances. 	Grievance redress mechanism/ Zero tolerance to violence	Meeting; Plenary discussion with questions and answer	Beneficiaries at place of work	Community Mobilizer/IP/PCU	Weekly	\$96,618.57
	Grievance redress mechanism (GRM)/ Zero tolerance to violence	Meeting; Plenary discussion with questions and answer	Appeals Committee at their respective offices	Community Mobilizers with support from PCU	Twice a month	
	Grievance redress mechanism/ Zero tolerance to violence	Meeting; Plenary discussion with questions and answer	Local Government leaders	IP/PCU	Twice a month	
<ul style="list-style-type: none"> a) Ensure compliance to implementation of ESMF b) Ensure there is no harm to the environment and people. c) Enhance knowledge and awareness of the environment. 	Environmental and Social Risks and how they are addressed	Focus group Discussions, site visits and interviews.	Beneficiaries, IP, Local Government	IP with support from PCU	Twice a month	\$466,184.59

Objectives	Issues for engagement	Method of engagement	Stakeholders/Target population and area	Responsible person	Time frame	Estimated Budget
a) Clear understanding of project modalities b) Improve community relations with IP.	Effective communication	Panel discussions and field visits	IPs	PCU	Monthly	\$11,000.00
a) Enhance knowledge and awareness on payment protocols. b) Raise awareness on utilisation of cash.	Payment protocols and cash utilisation	Meetings, plenary discussion with question and answer	Beneficiaries at work	IP with support from PCU and Bank	Weekly	\$11,000.00
c) Keep people informed on payment processes and schedules. d) Mentor IPs on how to handle beneficiaries during payments	Payment protocols and cash utilisation	Meetings, plenary discussion with question and answer	Local Government at the Counties	PCU	Monthly	\$11,000.00
	Payment protocols and cash utilisation	Meetings,	IP	PCU and Bank.	Monthly	\$11,000.00
a) Dispel miss-conceptions on Bi-metric machines b) Raise awareness on reasons for exclusion	Selection and Registration of Beneficiaries/Biometric system	Meetings, plenary discussion with question and answer	Beneficiaries	IP	Monthly	\$5,000.00
Raise awareness on a wide range of issues	Project benefits and modalities of implementation	Radio talk show	General public	PCU	Monthly	\$11,000.00
		Fact Sheets/Policy briefs	Local Governments and opinion leaders	IP/PCU	Monthly	

Objectives	Issues for engagement	Method of engagement	Stakeholders/Target population and area	Responsible person	Time frame	Estimated Budget
		Bulletins	Local Governments and opinion leaders	PCU	Monthly	
		Articles in print media.	General public	PCU	Monthly	

9.0 GRIEVANCE REDRESS MECHANISM (GRM)

World Bank research has shown that it is key to give stakeholders a voice, address grievances as early as possible, that there is no 'one size fits all', and that no reported grievances does not mean that no grievance exists (World Bank, RAI KN 19). This is why tailored grievance redress mechanisms are crucial for most projects. Grievance redress mechanisms (GRM) refer to institutions, instruments, methods and processes by which a resolution to a grievance is sought and provided. The GRMs provide an effective avenue for expressing concerns and providing redress for communities. Grievances and disputes may arise at several stages of project planning and implementation or may be a result of conflicts between groups affected by the project.

Through the previous project, a GRM has been implemented, with structures that start from the group level to the Bomas/Quarter councils, Payams and community support teams at county levels. It has provided the beneficiaries a platform for airing their views and has helped reduce grievances that would have otherwise escalated given the large number of people involved and the high levels of vulnerability and ethnic tension.

However, during consultations there was a general feeling of helplessness among the beneficiaries with regards to channelling grievances and their complaints for redress through the Appeals Committee (AC). A section of beneficiaries felt not helped by the appeals committee AC. Beneficiaries complained about lack of action on their issues. Also, the distance to the appeals committee offices to report their grievances was considered a key hindrance to accessing redress. Recommendations to strengthen the GRM therefore include:

- Engage a consultant to provide enhancement of the Grievance Redress Mechanism. In order for AC to function, provide lunch and transport every month;
- Enable the AC to sit every month and if necessary move to the communities instead of communities always looking for them;
- Provide ACs with skills of handling cases;
- Having engagements of only women groups in order to ensure that they freely express themselves;
- Establishment of focal points within beneficiary communities to identify and respond to issues of gender-based violence (GBV) and other issues; trained by UNOPS so as to ensure that they are fully equipped to execute their duties.
- Provide toll free lines at UNOPS for beneficiaries to report any grievances;
- MIS to include mechanisms to do monthly analysis of GRM (% of grievances received, resolved, referred and pending);
- A forum at state level, e.g. a task force or an already existing technical committee that is given the mandate to handle grievances;
- MAFS shall have functional Memorandum of Understanding with the states and counties in which they operate, which would stipulate the undertakings of the state and MAFS;
- There should be a mechanism to monitor the compliance to the MoUs by the National

Government.

The table below provides a summary of the main types of grievances documented under the SSSNP:

Table 8.1: Summary of main grievances documented under SSSNP

S/No	Grievance category	Grievance types
1.	Targeting/ Enrolment	<ul style="list-style-type: none"> • Exclusion/inclusion complaints/errors • Name spelling errors • Missing names • Duplication of household
2.	Payments	<ul style="list-style-type: none"> • Payment delays • Fingerprint failure • Registration of alternate (following death, illness or travel of primary beneficiary) • Requests for fees from beneficiaries by community leaders/ committee members
3.	LIPW	<ul style="list-style-type: none"> • Tool replacement • Request for additional PPE • Distance to worksite
4.	GBV	<ul style="list-style-type: none"> • Intimate Partner Violence • Domestic violence • Economic violence
5.	General Complaints	<ul style="list-style-type: none"> • General complaints relating to the project
6.	Queries	<ul style="list-style-type: none"> • Request for information about the project

The initial GRM that was developed during the implementation of the SNSDP was adapted under the SSSNP and the following measures were applied to enhance its performance:

- In order for the ACs to function, provide non-monetary incentives and facilitate their lunch and transport during engagements with beneficiaries;
- Enable the ACs to sit periodically, set up help desks during payments and if necessary move to the communities instead of communities always looking for them;
- Provide ACs with training on handling of cases, including GBV incidents;
- Having engagements of only women groups in order to ensure that they freely express themselves;

- Establishment of focal points within the ACs and beneficiary communities to identify and respond to issues of gender-based violence (GBV) and other issues; trained by UNOPS so as to ensure that they are fully equipped to execute their duties.
- Provide a GBV toll free line for beneficiaries to report any grievances;
- Establish a GRM submodule in the MIS to perform monthly analysis of GRM (% of grievances received, resolved, referred and pending);
- Develop beneficiary Norms and Responsibilities and committee Codes of Conduct in order to mitigate misconduct and encourage adherence to project values among beneficiaries and committee members;
- Develop procedures for dealing with serious complaints against beneficiaries and committee members.

The GRM for the SNSOP will therefore be further strengthened by building on the enhancements that have already been established under the SSSNP. Throughout the project lifecycle, a continuing enhancement based on lessons learned by the GRM will be implemented.

Generic elements of a GRM should contain the following:



Given the country context, the project design, and lessons learnt, some general principles for the re-design of GRM emerge. For example, the provision of multiple grievance channels allows an aggrieved party to select the most efficient institution, accessibility and timely response of ACs is crucial, circumvent partial stakeholders, and the ability to bypass channels that are not responsive. Furthermore, the GRM is rapid, confidential, independent, transparent, and protects witnesses and complainants.

For the first stage of the GRM value chain, it will be important to provide sufficient information on project modalities through awareness campaigns, as well as access to technical assistance for those who are aggrieved to help them understand whether their grievance is appropriate and provide advice on the adequate address. Information campaigns will be launched via radio or video in order to respond to high illiteracy rates. Following that, a grievance report will address different institutions, and means of reporting will be oral, via letters, drop boxes or a phone call. Once the grievance is received, it has to be acknowledged by the respective institution and a decision has to be taken whether it is to be processed locally or not. It then needs to be investigated by the adequate institution; a decision on sanctions and punishments to be taken; and an appeals mechanism provided. Feedback of the investigation and its results to the complainant are key in order to stop a grievance.

9.1 REVIEW OF PERFORMANCE OF THE GRM AND GAPS TO BE ADDRESSED

The GRM manual will provide for the review of the performance and revision of the GRM. The Safeguards Team will undertake monitoring of the GRM on quarterly basis and make adjustments where necessary. Monitoring will include stop checks at the Appeals Committees during various project activities such as payments and LIPWs. Key indicators for monitoring will include average length of time taken to resolve grievances, grievance documentation process and information handling. Furthermore, monitoring will also be done through the review and analysis of compiled grievance data to assess the overall efficiency of the GRM process and the percentage of grievances lodged through the Appeals Committee. Data collected through project M&E structures, such as the Post Distribution Monitoring Survey (PDM) will also be analysed. As and when required, a report shall be generated from the MIS on the status of the grievances recorded during a specified period.

In addition, the Third Party Monitor (TPM) to be engaged by the project shall undertake periodic third-party monitoring and verification of the implementation of the GRM. The TPM shall provide updates on the effectiveness and general performance of the GRM as well as recommendations for improvement to the project.

Based on the evaluation of the performance of the GRM under the current SSSNP, some gaps have been identified and will be addressed during the implementation of the SNSOP. These include the following:

- Dissatisfaction among members of Appeals Committees over lack of non-monetary incentives;
- Low literacy levels among committee members making documentation of grievances challenging;
- Very few GBV cases getting reported even when documented statistics indicate GBV is prevalent in the country;
- Low number of received through GBV helpline;
- Low literacy levels among GBV focal points;
- GBV focal points do not seem proactive.

In order to address these gaps the following will be undertaken during the design and implementation of the project:

- Undertake a review the provision of non-monetary incentives;
- Conduct timely and rigorous mobilisation and sensitisation necessary in preventing/mitigating most of the social safeguard issues;
- Ensure the GRM is functional in addressing non - beneficiaries complaints of non-inclusion thus reducing tension between beneficiaries and non-beneficiaries.
- Provision of a dedicated Toll free GBV helpline as well as wide dissemination of helpline number may enhance usage of the facility by beneficiaries to log GBV-related grievances.

Table 9.2: **Feedback and Grievance Redress Mechanisms**

Step of GRM	Function	Actors	Comments
<p>Assess and Clarify</p>	<p>Mechanism available to help aggrieved persons assess if grievance is warranted.</p>	<p><u>For Project Beneficiaries:</u></p> <ul style="list-style-type: none"> - Elected focal person / secretary of Appeals Committee - The Secretary ACs should ask if the complainant has already complained directly to the implicated committee or institution and if not should encourage the complainant to do so before lodging a grievance with the AC - Clear communication / information provided by the SNSOP <p><u>For Project/ Govt. Staff:</u></p> <ul style="list-style-type: none"> - SNSOP Program Manager 	<p>Prerequisite is a thorough information campaign for communities and Project Staff on modalities of project, project priorities and budgets.</p>
<p>Reporting</p>	<p>Depending on the type of grievance and the person aggrieved – institutions receive reports of grievances.</p>	<ul style="list-style-type: none"> • Most grievances and complaints will be received and recorded by the elected focal person/ secretary of the Appeals committee; • If other members of the AC are approached by community members, they should ask the member to make sure they direct their grievance to the focal person to ensure that it is recorded properly. However, if there are good reasons not to report to the focal person, the grievance should be reported to the State level project team or MAFS PCU. • Any GBV or sexual harassment complaints should be directly reported to the GBV focal point at the AC, through the GBV Toll free helpline or through the MAFS Project Director without disclosure of confidential, private information of the survivor or details on the case which could lead to the identification of the survivor. Further details on GBV see below. • Complaints and grievances can be submitted in writing or if the complainant cannot write he or she can make it orally. If it is done orally, the focal person must record 	<p>By being able to report directly to the State Level project team or the PCU, a complainant has the option to choose between alternative addresses.</p> <p>Grievances that relate to the government, but not directly to the project can be passed to the respective government office with a copy to the project (SNSOP).</p> <p>The telephone number for the GBV hotline will be adequately distributed at the local level, with a focus on reaching the most vulnerable populations and all women.</p>

Step of GRM	Function	Actors	Comments
		<p>this complaint in writing and read it back out to person lodging the complaint or grievance</p> <p><u>Complaints from Govt. or Project Staff:</u></p> <ul style="list-style-type: none"> - PCU or MAFS Project Director 	<p>Grievance mechanisms will be introduced through awareness campaigns in the beginning of project implementation, and posters in the communities will provide access information throughout the lifespan of the project</p>
<p>Acknowledge and Follow-Up</p>	<p>Rapid acknowledgement and follow-up are important in order to prevent conflicts. The officer who received the grievance has to decide where it should be handled. Some grievances should be solved locally, while others must not.</p>	<ul style="list-style-type: none"> • The Appeal Committee will meet either periodically or as required to discuss and decide how to address the complaints and grievances received. At the meeting, the focal person must present the grievance to the Committee for review and action; • At the meeting, the focal person must present the grievance to the Committee for review and action. The appeal committee must check whether the complaint is a perception only or whether there is a case of real unfairness and inconsistency in the implementation of the project and decide on the authority to which the appeal should be directed for redress; • Depending on the type of grievance, it will be directed to the appropriate channels. For example, while transparency issues, elite capture issues, or issues of beneficiary exclusion should be handled by the project, the committee should also involve local leaders to handle possible conflict in the community. 	<p>Grievances reported that relate to community dynamics outside project procedures, should not simply be passed back. Complainants may have deliberately circumvented 'traditional' conflict resolution institutions. If conflict management is required to address the grievance, project structures (committees and PCU) should cooperate with neutral personalities to facilitate the formation of a 'Special <i>Barraza</i>' (group of neutral and respected individuals that will manage the conflict). Special <i>Barraza's</i> have the advantage that grievances are solved locally where possible, using local structures, but still circumventing those</p>

Step of GRM	Function	Actors	Comments
		<ul style="list-style-type: none"> ● If the committee assesses the grievance cannot be resolved at the Quarter Council level, the APC must forward the case to the BDC, and MCT and seek a solution. ● <u>Local solutions can be found for:</u> <ul style="list-style-type: none"> – Intra community disputes over project sites or decision-making processes; – local disputes that do not concern violations of project; – disputes that arise after project completion. ● <u>Non- local redress:</u> (where project staff or local government officers are involved, or where accusations of fraud and corruption are made) <ul style="list-style-type: none"> – <u>MAFS PCU:</u> Grievances reported to focal point are registered and forwarded to the committee for investigation; – <u>Government:</u> Grievances regarding the government and not the project should go through government channels; 	<p>social structures that may be part of the grievance. They can be given powers to recommend punishment. Members should be selected on an ad hoc basis to avoid individuals manipulating the members.</p> <p>The Appeals Committee will be supported in meeting space, transport and food costs by the project</p>
<p>Verify, Investigate and Act</p>	<p>Once grievance reports have been forwarded to the appropriate address within project structures, grievances need to be verified, investigated and acted upon.</p>	<ul style="list-style-type: none"> – <u>The Appeal Committee</u> investigates and acts upon grievances that it does not pass on. – <u>MAFS PCU:</u> Project Manager investigates and acts upon a grievance report. Reports from project beneficiaries or from the government. staff that have been passed to the PCU are investigated by the Project Director. – <u>Appeals:</u> Appeals against decisions of the Appeals Committee are filed directly at the PCU. Appeals against decisions taken at the PCU can be filed with the MAFS Project Director. – <u>In cases of GBV</u> that have been reported to the GBV focal point, helpline, PCU and MAFS Project Director Office will jointly investigate if agreed on by the survivor and led by a respective GBV expert to be included by MAFS. A zero-tolerance policy 	<p>Investigation officers of the appeals committee have to act rapidly and have the capacity to set sanctions and punishments;</p> <p>Investigations are described, logged, and filed with the results / outcomes of the case;</p> <p>Complaints are treated confidentially. Complainants and witnesses are protected;</p> <p>Decisions are transmitted in a transparent manner.</p>

Step of GRM	Function	Actors	Comments
		<p>towards sexual harassment will prevail. Where project staff is involved, disciplinary measures have to be taken. Harassment and GBV actions by beneficiaries and other stakeholders will lead to immediate suspension from any project activities or benefits. Legal measures have to be considered. Further details see below.</p>	<p>The target time for responses to grievances should not exceed 48 hours</p>
<p>Monitoring and Feedback</p>	<p>Grievance reports, case logs and investigation results are registered and filed by the respective officers.</p> <p>Feedback is provided to the complainant and all aggrieved parties against every complaint received, in order to inform on the results of the investigation and show that the grievances were handled.</p> <p>Data on grievances should be used to refine projects/processes.</p>	<p><u>Filing of Data:</u></p> <ul style="list-style-type: none"> - <u>Focal person / appeals committee</u> forward their data on grievances to the MAFS PCU; - <u>The M&E Officer</u> in the PCU will file the case; cases relevant to possible alterations of project design/implementation will be forwarded by the M&E Officer to the relevant programme office with copy to the Project Manager; - <u>The M&E Assistant</u> will flag key issues that require project adjustment with the Project Management Team. - <u>The Project Management Team</u> will hold meetings when required to discuss alterations to project design, based on the M&E Assistance analysis of the grievance reports. Adjustments will be undertaken in a timely manner. - <u>Government:</u> Data on government related grievances that has been passed to the government is shared with the respective Ministry. - <u>SGBV cases</u> reported through the hotline will be treated with confidentiality directly by PCU and the MAFS Project Director and will be filed at the MAFS Office by the HR Officer, as well as by the PCU. - <u>Feedback:</u> Depending on the confidentiality of the case, results can be posted on project notice boards, or can be transmitted through the local project staff or other adequate means – with copy to the relevant government Ministry 	

9.2 WORLD BANK GRIEVANCE REDRESS SERVICE

Communities and individuals who believe that they are adversely affected by a World Bank supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service> . For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org

10.0 ESMF IMPLEMENTATION BUDGET

The EMSF implementation budget will cover all staffing and capacity building requirements for the safeguards team in the PCU as well as the GRM strengthening and implementation activities, including but not limited to support to the oversight structures at the national, state, local government and community levels. The budget will also finance the following:

- Stakeholder engagement activities
- GBV and SEA/SH risk prevention and mitigation activities
- OHS capacity building activities and
- Operational budget for E&S consultation and supervision.

The estimated budget presented in table 10.1 remains open for revision and improvement as and when needed.

Table 10.1: Estimated budget for ESMF implementation

S/No.	Activity	Estimated Budget (USD)
1.	Stakeholder Engagement and Capacity Building	800,000
2.	GRM strengthening and implementation	600,000
3.	GBV/SEA and Child Protection Action Plan implementation	300,000
4.	Sub-Project Screening & ESMP Implementation	800,000
5.	Security Management Plan Implementation	200,000
6.	Labor Management Plan Implementation	100,000
7.	Development and implementation of Capacity Building Plan	662,000
Total Estimated Budget		3,712,050,000

11.0 ANNEXES

ANNEX 1: CHANCE FIND PROCEDURE

This procedure was developed in accordance with the mandate of the Ministry of Youth, Culture and Sports (Directorate of Archives and Antiquities) of protecting and preserving both tangible and intangible cultural heritage records of South Sudan and the requirements of the World Bank Environment and Social Standard– ESS 8 (Cultural Heritage).

This procedure is included as a standard provision in the implementation of SNSOP Public Works contracts to ensure the protection of cultural heritage (Archaeological and Historical Sites). All Implementing Partners will be required to observe this procedure as documented hereafter.

Excavation in sites of known cultural heritage such as graveyards, shrines and historical buildings should be avoided. Where this is unavoidable, prior discussions must be held with the concerned officers from the Ministry of Youth, Culture & Sports in order to undertake pre-construction excavation or assign an archaeologist to log discoveries as construction proceeds. Where historical remains, antiquity or any other object of cultural or archaeological importance are unexpectedly discovered during construction in an area not previously known for its archaeological interest, the following procedures should be applied:

- Stop construction activities;
- Delineate the discovered site area;
- Secure the site to prevent any damage or loss of removable objects. In case of removable antiquities or sensitive remains, a full-time guard should be present until the responsible authority takes over;
- Notify the responsible foreman/archaeologist, who in turn should notify the responsible authorities, the concerned officers from the Directorate of Archives and Antiquities and local authorities (within less than 24 hours);
- Responsible authorities are in charge of protecting and preserving the site before deciding on the proper procedures to be carried out;
- An evaluation of the finding will be performed by the concerned officers from the Ministry of Youth, Culture & Sports in the Directorate of Archives and Antiquities. The significance and importance of the findings will be assessed according to various criteria relevant to cultural heritage including aesthetic, historic, scientific or research, social and economic values;
- Decision on how to handle the finding will be reached based on the above assessment and could include changes in the project layout (in case of finding an irrevocable remain of cultural or archaeological importance), conservation, preservation, restoration or salvage;
- Implementation of the authority decision concerning the management of the finding;

- Construction work could resume only when permission is given from the concerned officers from the Ministry of Youth, Culture & Sports after the decision concerning the safeguard of the heritage is fully executed;
- In case of delay incurred in direct relation to archaeological findings not stipulated in the contract (and affecting the overall schedule of works), the contractor may apply for an extension of time. However, the contractor will not be entitled for any kind of compensation or claim other than what is directly related to the execution of the archaeological findings works and protections.

ANNEX 2: SUBPROJECT SCREENING CHECKLIST

SOCIAL AND ENVIRONMENTAL SCREENING CHECKLIST

SECTION A: GENERAL INFORMATION

Social and Environmental Screening Report - SNSOP	
<p>Projects are screened for their inherent social and environmental risks regardless of planned mitigation and management measures. It is necessary to identify potential inherent risks in the event that mitigation measures are not implemented or fail. This means that risks should be identified as if no mitigation or management measures were to be put in place.</p>	
SECTION A: General Information	
Date of screening	
Project/Subproject title	
Project/Subproject component	
Proposed subproject budget	
Proposed subproject duration	
ES Screening Team Leader and Contact Details	
ES Screening Team Members	
Activity location	
Subproject Description. Briefly describe project activities, activities that interact with the ES	

Categorize Project Activities into List A or List B or List C. Refer to Project Description and Project Categories in Appendix A					
Potential Environmental/Social Risks Impacts of Activities					
Risk Category <i>(Please check each line appropriately. At this stage, questions are answered without considering magnitude of impact – only yes, no or I don't know are applicable answers)</i>	Yes	No	I don't know	If these risks ('yes') are present, refer to:	Comment
ESS 1: Assessment and Management of Environmental and Social Risks and Impacts					
Is an Environmental and/or Social Assessment required where subproject is undertaken?				ESMF	
Is there a risk of diversion of subproject benefits?				Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)	
Is there a risk of lack of monitoring of project activities due to remoteness of location and insecurity?				Security Management Plan (SMP)	
Is there a risk that project benefits may not reach truly vulnerable populations?				Stakeholder Engagement Plan (SEP)	
Is there a risk that subprojects may be manipulated by different factions?				Stakeholder Engagement Plan (SEP)	
Is there a risk that the selection of the activity location or beneficiaries will lead to conflict?				Security Management Plan (SMP) Grievance Redress Mechanisms (GRM)	

Does the activity pose a security risk for local staff?				Security Management Plan (SMP)	
Is there a risk that the activity firms up contested local authority structures?				Stakeholder Engagement Plan (SEP)	
ESS 2: Labour and Working Conditions					
Does the activity include any of the known labor rights / ESS 2 non-compliance risks in South Sudan (child and forced labor)?				Labor Management Procedures (LMP) Occupational Health and Safety Plan (OHS)	
Does the activity include a construction component?				Labor Management Procedures (LMP)	
Does the activity include labour-intensive manufacturing?				ESMF	
Does the activity include primary agricultural activities?				Labor Management Procedures (LMP) Occupational Health and Safety Plan (OHS)	
Will the activity require a contractor to be engaged to implement part or all of the works?				ESMF	
Is there a security risk for Project Workers?				Security Management Plan (SMP)	
Is there a risk that the operation and maintenance of subproject facilities cause OHS issues?				Occupational Health and Safety Plan (OHS)	
Is there a risk of lacking OHS for workers at the construction site?				Occupational Health and Safety Plan	

				(OHS) Pest Management Plan (PMP)	
Is there a risk of delayed payment of workers?				Labor Management Procedures (LMP)	
Is there a risk that workers are underpaid?				Labor Management Procedures (LMP)	
Is there a risk that women will not be included in deployment in equal numbers?				Labor Management Procedures (LMP) GBV Action Plan	
Is there a risk that provision of employment or contracts sparks conflicts?				Security Management Plan (SMP) Grievance Redress Mechanisms (GRM)	
ESS 3: Resource Efficiency and Pollution Prevention Management					
Will the activity result in the production of solid waste? (directly by the project or by workforce)				Waste Management Plan, based on <i>WBG Environmental, Health, and Safety General Guidelines</i>	
Will the activity result in the production of toxic or hazardous waste? (e.g. used oils, inflammable products, pesticides, solvents, pharmaceuticals, industrial chemicals, ozone depleting substances)				ESMF See negative list	
Will the activity result in the generation of dust and noise?				ESMF	
Will the activity result in soil erosion?				ESMF	
Will the activity produce effluents (waste water)?				ESMF, Waste Management Plan	
Will the activity require use of construction machinery?				ESMF, See negative list	

Will the project produce air pollution? (e.g. significant greenhouse gas emissions, dust emissions and other sources)				ESMF	
Will the activity disturb any fauna and flora?				ESMF	
Will the activity result in irrigation water with high TDS with more than 1,500 ppm?				ESMF Waste Management Plan See negative list	
Can the subproject project affect the surface or groundwater in quantity or quality? (e.g. discharges, leaking, leaching, boreholes, etc.)					
Will the project require use of chemicals? (e.g. fertilizers, pesticides, paints, etc.)					
Is there any risk of accidental spill or leakage of material?					
ESS 4: Community Health and Safety					
Is there a risk of increased GBV/SEA cases due to labor influx?				GBV/SEA Action Plan Labor Management Procedures (LMP)	
Is there a risk of spread of communal diseases due to labor influx?				Labor Management Procedures (LMP)	
Is there a security risk to the community triggered by project activities?				Security Management Plan (SMP)	
Does the activity have the potential to upset community dynamics?				Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)	

Will the activity include payments or cash transfers?				Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)	
Will the activity expose community members to physical hazards on the project site?				ESMP	
Will the activity pose traffic and road safety hazards?				ESMP	
Is there a possibility that the activity contaminates open wells?				Waste Management Plan; ESMP	
Is there a possibility that the activity spreads pathogens and other pollutants (e.g. latrines)				Waste Management Plan; ESMP	
Can the activity contribute to the spread of disease (e.g. health facilities)?				Waste Management Plan	
ESS 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement					
Will the subproject require land acquisition from land owners, community leaders or local government?				ESMF, See negative list	
Will the subproject lead to the displacement of a population? (e.g. forceful relocation, relocation of the local community)				ESMF, See negative list	
Is the subproject located in a conflict area, or has the potential to cause social problems and exacerbate conflicts, for instance, related to land tenure and access to resources (e.g. a new road providing unequal access to a disputed land)?				Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)	

Would the project potentially discriminate against women and girls based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?				Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)	
Is there a risk that the activity leads to loss of income, assets or means of livelihoods?				See negative list	
Will the activity lead to disputes over land ownership?				ESMF	
ESS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources					
Will the activity impact sensitive areas?				ESMF	
Is there a risk that the project causes ecological disturbances?				ESMF	
Is there a risk that the activity causes changes in land form and habitat, habitat fragmentation, blockage or migration routes, water consumption and contamination?				ESMF	
Is there a risk that the activity causes loss of precious ecological assets?				ESMF	
ESS 8: Cultural Heritage					
Will the project be located in or close to a site of natural or cultural value?				Chance Find Procedures (ESMF)	
Is the project site known to have the potential for the presence of cultural and natural heritage remains?					
ESS 10: Stakeholder Engagement and Information Disclosure					

Is there a risk that the activity fails to incorporate measures to allow meaningful, effective and informed consultation of stakeholders, such as community engagement activities?				Stakeholder Engagement Plan (SEP)	
Is there a historical exclusion of disabled persons in the area?				Stakeholder Engagement Plan (SEP)	
Is there a lack of social baseline data?				Stakeholder Engagement Plan (SEP)	
Are women likely to participate in decision-making processes in regards to the activity?				Stakeholder Engagement Plan (SEP)	
Is there a risk that exclusion of beneficiaries leads to grievances?				Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM) – see ESMF	
Is there a risk that the activity will have poor access to beneficiaries?				Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM) – see ESMF	
Will the Covid-19 outbreak hamper proper stakeholder engagement?				WB and FGS guidance and regulations on Covid-19	

SECTION C: SUMMARY OF THE SCREENING PROCESS

E&S Screening	Results and Recommendations	
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Screening Results: Summary of Critical Risks and Impacts Identified	Risk/Impact	Individual Risk/ Impact Rating	Mitigation At the end of the screen process, tabulate the mitigation measures in an ESMP Format (Appendix C)
	E.g. Land Degradation	Low	
Is Additional Assessment Necessary? Evaluate the Risks/Impacts and reflect on options in Appendix B. Is the activity excluded under the project (does it fit under List C in Appendix A)?	Screening Result		Summary of Screening Result Justification
	1. No1. No further ES Assessment required.		
	2. No 2. No further ES Assessment required but requires simple ESMP.		
	3. Yes 1. Detailed ESMP. Done internally.		
	4. Yes 2. Detailed ESMP. Contracted to Consultancy.		
	5. YES 2. ESIA required. Contracted to consultancy.		
	Yes		No

ES Screening Conducted by (Names and Signatures)

Recommended by Project Manager

Approved by PCU Director

PROJECT CATEGORIZATION

SECTION B: Is the level of Social/Environmental risk already known?		
To which list does the project belong?		
Please select the relevant list; if the project type is not listed, please specify. The lists are indicative and provide examples of projects that are normally falling into list Low, Moderate, Substantial, or High		
List Low: Minimal or no adverse environmental or social risks and/or impacts	List Moderate: Moderate or unknown adverse environmental or social risks and/or impacts	List Substantial or High: High adverse environmental or social risks and/or impacts
<ul style="list-style-type: none"> - Communication and translations - Small training and workshops - Management of funds and grants - Management of social protection activities 	<p>All projects which are not included in lists Low or Substantial or High.</p> <p><i>Typical examples are small and medium scaled infrastructure (e.g. rural roads, schools, hospitals, housing, buildings, etc.), energy for small-scale development, water supply and sanitation, waste management, agriculture and irrigation, support and advice, etc.</i></p>	<ul style="list-style-type: none"> - Large infrastructure projects - Long distance roads, rail, transmission lines (water, power) - Waste treatment and disposal installations - Projects involving significant quantities of hazardous substances - Activities leading to involuntary resettlement, land acquisition and restrictions to land use - Dams - Power stations - Industrial installations (refineries, chemical installations) - Waste treatment and disposal installations - Large water and wastewater treatment plants - River basin or land development - Large-scale irrigation - Subprojects proposed in critical habitat and protect areas i.e. parks, forests

POSSIBLE SCREENING OUTCOMES AND REQUIRED ACTIONS

ES Screening	Results and Recommendation	
Screening Results: Summary of Critical Risks and Impacts Identified	Risk/Impact	Mitigation
	E.g. Land Degradation	Rehabilitation of worked out areas.
	E.g. Occupational Safety and Health	Use of appropriate PPE.
	E.g. Destruction of crops during trenching	Engage the Project Affected Persons. Trench off cropping season. Compensate fully where you cannot avoid.
Is Additional Assessment Necessary?	Screening Result	Summary of Screening Result Justification
	6. No 1. No further ES Assessment required.	
	7. No 2. No further ES Assessment required but requires simple ESMP (See Annex4)	
	8. Yes 1. Detailed ESMP. Done internally.	
	9. Yes 2. Detailed ESMP. Contracted to Consultancy	
	10. YES 2. ESIA required. Contracted to consultancy.	

Next Steps	Screening Result	Action. Select applicable action consistent with the Summary of Risks. All end results of the screening and follow up tools should be disclosed at the appropriate level.
	1. No1. No further ES Assessment required.	Proceed to project implementation in compliance with ESMF.
	2. No 2. No further ES Assessment required but requires simple ESMP.	<ol style="list-style-type: none"> 1. Produce the ESMP and submit it with a Screening Form for review and approval by PCU. 2. Proceed to project implementation in compliance with ESMF.
	3. Yes 1. Detailed ESMP. Done internally.	<ol style="list-style-type: none"> 1. Submit the Screening form with the TORs for the ESMP for review and approval by PCU. 2. Produce the ESMP and submit to the PCU for review and approval by the PCU Director. 3. Ensure the detailed ESMP mainstreams the ESMF. 4. Do not implement works until approval of the ESMP by PCU, World Bank and EMA
	4. Yes 2. Detailed ESMP. Contracted to Consultancy	<ol style="list-style-type: none"> 1. Submit the Screening form with the TORs for the ESMP for review and approval by PCU. 2. Engage a Registered ESIA Consultant to produce ESMP and submit to PCU first for initial review, then to World Bank and EMA for review and approval. 3. Ensure the ESMP mainstreams the ESMF. 4. Do not implement works until approval of the ESMP by PCU, World Bank and EMA.
	5. YES 2. ESIA required. Contracted to Registered Consultancy.	<ol style="list-style-type: none"> 1. Submit the Screening form with the TORs for the ESIA for review and approval by PCU. 2. Engage a Registered ESIA consultant to produce ESMP and submit to PCU first for initial review, then to World Bank and EMA for review and approval. 3. Ensure the detailed ESMP mainstreams the ESMF. 4. Do not implement works until approval of the detailed ESMP by PCU, World Bank and EMA.

ANNEX 3: NEGATIVE LIST FOR SUB-PROJECTS

Screen the subproject against the list of ineligible activities (negative list) below

The negative list includes activities **not eligible for financing under the SNSOP as follows:**

- If the subproject is likely to have **significant adverse environmental impacts that are sensitive, diverse, or unprecedented;**
- Conversion or degradation of **natural habitats;**
- Impact on **forest** health and/or safety and/or that aim to bring about changes in the management, protection, or utilisation of natural forests or plantations, whether they are publicly, privately, or communally owned;
- **Dam construction or dam rehabilitation;**
- Production or trade in **wood or other forestry products** from unmanaged forests;
- Production or activities involving harmful or exploitative forms of forced labor / harmful **child labor;**
- Production or trade in any product or **activity deemed illegal** under SS laws or regulations or international conventions and agreements;
- Production or trade in **weapons and munitions;**
- **Gambling, casinos** and equivalent enterprises;
- Trade in **wildlife or wildlife products** regulated under CITES;
- Production or trade in **radioactive materials;**
- Production or trade in or use of unbonded **asbestos** fibres;
- Production or trade in products containing **PCBs;**
- Production, trade, storage, or transport of significant volumes of **hazardous chemicals**, or commercial scale usage of hazardous chemicals;
- Production or trade in **pharmaceuticals** subject to international phase outs or bans;
- Production or trade in **pesticides / herbicides subject to international phase outs or bans** (see JESSRP Pest Management Plan for more details);
- Production or trade in **ozone depleting substances** subject to international phase out.
- Large infrastructure projects
- Long distance roads, rail, transmission lines (water, power)
- Waste treatment and disposal installations
- Projects involving significant quantities of hazardous substances
- Activities leading to involuntary resettlement, land acquisition and restrictions to land use
- Power stations
- Industrial installations (refineries, chemical installations)
- Waste treatment and disposal installations
- Large water and wastewater treatment plants
- River basin or land development
- Large-scale irrigation
- Subprojects proposed in critical habitat and protect areas i.e. parks, forest

If YES to any one or more of the above, this subproject cannot be financed

ANNEX 4: SAMPLE SUB-PROJECT ESMP CONTENT

MITIGATION MEASURES FOR IMPACTS OF URBAN AND COMMUNITY ROADS AND DRAINAGE REHABILITATION & MAINTENANCE WORKS

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
Occupational Health and Safety (OHS)					
Covid-19 Prevention	All work areas and activities	<ul style="list-style-type: none"> ● Health risks for all ● Possible disruption of project activities and loss of productive time 	<ul style="list-style-type: none"> ● Provision and proper use of PPE; ● Ensure Social distancing ● Ensure handwashing with soap and clean water or hand sanitizing; ● Dissemination of covid-19 awareness messages; ● Isolation of beneficiaries who test positive or are with symptoms. 	<ul style="list-style-type: none"> ● Site inspections ● PPE issuance records ● Temperature checks ● Covid19 test results where feasible 	UNOPS Engineering & HSSE Teams/ CSTs/ Group Leaders
Occupational Health and Safety	<ul style="list-style-type: none"> ● Manual handling and use of work tools and equipment ● Traffic management and road safety ● Access control to work sites ● Use of welfare facilities ● Solid waste management 	<ul style="list-style-type: none"> ● Loss of project resources; ● Ill health, injury or loss of life; ● Disruption of project activities 	<ul style="list-style-type: none"> ● Develop safe working procedures and provide health and safety training to all beneficiaries on Work Norms and these procedures through Toolbox talks and training sessions; ● Ensure the provision of safe and correct tools for the works; ● Use of appropriate signage, barriers and notices; ● Provision of the appropriate PPE as necessary; ● Communicate emergency preparedness and response plan 	<ul style="list-style-type: none"> ● Site inspections ● Training Records E.g. Toolbox talks and Work Norms ● Review of incident reports ● Review of emergency preparedness and response plan 	UNOPS Engineering & HSSE Teams/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
	and housekeeping ●Emergency Preparedness and response		to all beneficiaries.		
Incident/ Accident prevention	All work areas and activities	<ul style="list-style-type: none"> ●Risk of serious injury/death; ●Loss of project resources and damage to property; ●Disruption of project activities and loss of production time 	<ul style="list-style-type: none"> ●Conduct routine OHS awareness and trainings sessions on project hazards and available controls including safe working procedures; ●Enforce standard safe working procedures and OHS codes of conduct. ●Ensure timely reporting of all near misses, dangerous occurrences, and incidents; <p>Ensure all near misses, dangerous occurrences, and incidents are investigated and a root causes analysis developed.</p> <p>Further communicate findings of the incident investigations and lessons learnt;</p> <p>Follow through to ensure remedial corrective actions resulting from the investigations have been implemented and closed out;</p>	<ul style="list-style-type: none"> ●Site inspections ●Training Records E.g. Toolbox talks and Work Norms; ●Review of incident reports 	UNOPS Engineering & HSE Team/ CSTs/ Group Leaders
Prevention of waterborne and other communicable diseases	All work areas and activities	<ul style="list-style-type: none"> ●Health risks for all; ●Low productivity by beneficiary workforce; 	<ul style="list-style-type: none"> ●Conduct WASH awareness and training; ●Ensure high standards of hygiene and house-keeping practices; 	<ul style="list-style-type: none"> ●Site inspections ●Training records on WASH 	UNOPS HSE Team/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
		<ul style="list-style-type: none"> •Possible disruption of project activities. 	<ul style="list-style-type: none"> •Provision of potable water as feasible •Provide for appropriate waste collection and disposal. 		
Environmental Impacts					
Rehabilitation and/or maintenance of Community Access Roads	<ul style="list-style-type: none"> •Urban and rural community access roads •Access roads to community farms/public facilities and other villages. 	<ul style="list-style-type: none"> •Erosion •Dust emission •Noise pollution •Disturbance of microhabitats; •Damage to private property. Loss of vegetation 	<ul style="list-style-type: none"> •Erosion prevention and control by providing for adequate slope protection; •Dust suppression using water from nearby sources; •Minimize dust emission by slowing down traffic by way of signage; •Limit noise emission by use of well serviced equipment and promotion of use of hand-held manual tools instead of machinery; •Ensure suitable siting for borrow pits and where possible use existing ones; •Restrict vegetation removal only to areas of work; •Carry out restoration and clean-up work after completion of construction works; •Ensure proper storage of construction materials and tools. 	<ul style="list-style-type: none"> •Site inspections •Training Records E.g. Toolbox talks and Work Norms 	UNOPS Quality Engineering & HSE Teams/ CSTs/ Group Leaders
	<ul style="list-style-type: none"> •Road-side drainage systems; •Collection of waste from 	<ul style="list-style-type: none"> • Pollution of surface and underground water sources; 	<ul style="list-style-type: none"> •Ensure adequate training of the beneficiaries through demonstration on how to perform the maintenance works on 	<ul style="list-style-type: none"> •Site supervision 	UNOPS Quality Engineering & HSE Teams/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
	open drainage channels; ●General cleaning	●Diseases and pest's outbreaks ●Use of appropriate PPE	the access roads and associated drainages; ●Safe handling and disposal of roadside and drainage debris and waste; ●Use of appropriate PPE.	● Awareness and training Records	
Socio-economic Impacts					
Stakeholder Engagement	All work areas and activities	●Conflict and disputes on selection criteria; ●Elite capture; ●Inclusion/ Exclusion errors ●Dispute on wage value Disruption of local community activities/ services during maintenance works; ●Community health and safety.	●Engagement and consultation with relevant authorities and communities; ●Conduct Community Engagement and Capacity Building; ●Conduct vulnerability assessment and ensure adherence to selection criteria. ●Timely notification and engagement with relevant stakeholders; ●Communication of work schedules; ●Use of appropriate signage.	●Site inspections ●Review of training and awareness records	UNOPS Field Team/ CSTs/ Group Leaders
Grievance Redress Mechanism	All work areas and activities	●Increase in number of complaints;	●Conduct Community Engagement and Capacity Building;	●Review of Grievance Registers ●Interview/ survey with	UNOPS HSSE Team/ Appeal Committees/ TPM

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
		<ul style="list-style-type: none"> ● Conflict among beneficiary workforce and with community members; 	<ul style="list-style-type: none"> ● Initiate an efficient and transparent GRM; ● Develop a GRM Manual ● Establish Appeal Committees and other project implementation structures; ● Develop GBV Action Plan and appoint GBV Focal Persons to handle GBV-related grievances. 	beneficiaries	
Women Participation	All work areas and activities	<ul style="list-style-type: none"> ● Low participation of women; ● Discrimination of women and gender-based violence. 	<ul style="list-style-type: none"> ● Conduct stakeholder awareness and sensitization; ● Ensure adherence to selection criteria; ● Assignment of gender-appropriate tasks to women; ● Enforcement of Work Norms; ● Develop GBV Action Plan and appoint GBV Focal Persons to handle GBV-related grievances. 	<ul style="list-style-type: none"> ● Review of percentage of women enrolled in LIPWs; ● Site inspections 	UNOPS Field Team/ GBV Focal Persons
Communal Disputes and Conflict	All work areas and activities	<ul style="list-style-type: none"> ● Possible disruption to project activities; ● Increased security risks; ● Poor quality work 	<ul style="list-style-type: none"> ● Engagement and consultation with relevant authorities and communities; ● Ensure involvement of security teams; ● Conduct Security Risk Assessment; ● Conduct Community Engagement and Capacity Building; ● Conduct vulnerability assessment and ensure adherence to selection criteria. 	<ul style="list-style-type: none"> ● Monitoring of security situation; ● Review of Security incident report 	Government/ UNOPS/Project Implementing structures/ Community Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
Land and property	All work areas and activities	<ul style="list-style-type: none"> ● Disputes over land; ● Demand for compensation for land and/or damage to private property; 	<ul style="list-style-type: none"> ● Ensure minutes of meeting on conflict resolution are attached to the land donation consent form; ● Ensure there is no damage to private property and where damage occurs restoration or repair works must be immediately undertaken; ● Observe cultural norms and history of the project area 	<ul style="list-style-type: none"> ● Site inspections ● Minutes of meetings with land and property owners; 	UNOPS Field team/ CSTs/ Group Leaders
Impacts on Cultural Heritage					
Protection of Cultural Heritage Sites and Artefacts	All work areas and activities	Loss of cultural heritage resources or artefacts	<ul style="list-style-type: none"> ● Creation of awareness on the project cultural heritage and change find management; ● Ensure all such chance finds are clearly barricaded to prevent damage during project works. 	<ul style="list-style-type: none"> ● Chance find management plan in place and annexed to the ESMF ● Implementation of Chance find management plan during chance finds. 	UNOPS Quality Engineering and HSSE Teams/ CSTs/ Group Leaders

MITIGATION MEASURES FOR IMPACTS OF AGRICULTURAL & AGROFORESTRY-RELATED ACTIVITIES

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
Occupational Health and Safety (OHS)					
Covid-19 Prevention	All work areas and activities	<ul style="list-style-type: none"> ●Health risks for all ●Possible disruption of project activities and loss of productive time 	<ul style="list-style-type: none"> ●Provision and proper use of PPE; ●Social distancing ●Ensure handwashing with soap and clean water or hand sanitizing; ●Dissemination of covid-19 awareness messages; ●Isolation of beneficiaries who test positive or are with symptoms. 	<ul style="list-style-type: none"> ●Site inspections ●PPE issuance records ●Temperature checks ●Covid19 test results where feasible 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders
Occupational Health and Safety	<ul style="list-style-type: none"> ●Handling of work tools ●Traffic management and road safety ●Access control to work sites ●Use of welfare facilities ●Solid waste management and housekeeping ●Emergency Preparedness and response 	<ul style="list-style-type: none"> ●Loss of project resources; ●Ill health, injury or loss of life; ●Disruption of project activities 	<ul style="list-style-type: none"> ●Develop safe working procedures and provide health and safety training to all beneficiaries on Work Norms and these procedures through Toolbox talks and training sessions; ●Ensure the provision of safe and correct tools for the works; ●Use of appropriate signage, barriers and notices; ●Provision of the appropriate PPE as necessary; ●Communicate emergency preparedness and 	<ul style="list-style-type: none"> ●Site inspections ●Training Records E.g. Toolbox talks and Work Norms ●Review of incident reports ●Review of emergency preparedness and response plan 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
			response plan to all beneficiaries.		
Incident/ Accident prevention	All work areas and activities	<ul style="list-style-type: none"> ●Risk of serious injury/death; ●Loss of project resources and damage to property; ●Disruption of project activities and loss of production time 	<ul style="list-style-type: none"> ●Conduct routine OHS awareness and trainings sessions on project hazards and available controls including safe working procedures; ●Enforce standard safe working procedures and OHS codes of conduct. ●Ensure timely reporting of all near misses, dangerous occurrences, and incidents; <p>Ensure all near misses, dangerous occurrences, and incidents are investigated and a root causes analysis developed.</p> <p>Further communicate findings of the incident investigations and lessons learnt;</p> <p>Follow through to ensure remedial corrective actions resulting from the investigations have been implemented and closed out;</p>	<ul style="list-style-type: none"> ●Site inspections ●Training Records E.g. Toolbox talks and Work Norms; ●Review of incident reports 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders
Prevention of waterborne and other communicable diseases	All work areas and activities	<ul style="list-style-type: none"> ●Health risks for all; ●Low productivity by beneficiary workforce; 	<ul style="list-style-type: none"> ●Conduct WASH awareness and training; ●Ensure high standards of hygiene and house-keeping practices; 	<ul style="list-style-type: none"> ●Site inspections ●Training records on WASH 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
		<ul style="list-style-type: none"> ● Possible disruption of project activities. 	<ul style="list-style-type: none"> ● Provision of potable water as feasible ● Provide for appropriate waste collection and disposal 		
Environmental Impacts					
Cultivation and agriculture related activities	All work areas and activities	<ul style="list-style-type: none"> ● Erosion ● Dust emission ● Noise pollution ● Disturbance of microhabitats; ● Damage to private property. Loss of vegetation	<ul style="list-style-type: none"> ● Erosion prevention and control by providing for adequate slope protection; ● Dust suppression using water from nearby sources; ● Minimize dust emission by slowing down traffic by way of signage; ● Limit noise emission by use of well serviced equipment and promotion of use of hand-held manual tools instead of machinery; ● Ensure suitable siting for borrow pits and where possible use existing ones; ● Restrict vegetation removal only to areas of work; ● Carry out restoration and clean-up work after completion of construction works; ● Ensure proper storage of construction materials and tools. 	<ul style="list-style-type: none"> ● Site inspections ● Training Records E.g. Toolbox talks and Work Norms 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
Integrated Watershed Management	<ul style="list-style-type: none"> ●Soil and water conservation ●Land productivity, soil fertility restoration ●Nursery site establishment and management ●Afforestation ●Area closure/ fencing using woodlots ●gully control 	<ul style="list-style-type: none"> ●Communal disputes over shared water resources; ●Downstream impacts such as floods; ●Disturbance/ blockage of fish passages; ●Upstream impacts on diversion of water flows channels and impoundment ●Risk of introduction of alien species <p>Positive impacts:</p> <ul style="list-style-type: none"> ●Availability of water domestic and agriculture use; ●Soil conservation will result in better crop yields ●Reduction on flooding and soil erosion 	<ul style="list-style-type: none"> ●Ensure adequate consultation with the communities on local and indigenous tree/plant species as well as where to source them; ●Ensure proper design of infrastructure; ●Provide adequate drainage system; ●Include appropriate measure to accommodate floods; ●Ensure proper storage of construction materials and tools; ●Ensure use of indigenous and locally sourced seeds/ seedlings 	<ul style="list-style-type: none"> ●Site inspections ●Training Records 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders
Small-scale Food Production	<ul style="list-style-type: none"> Small-scale group farming ●Rehabilitation and/or 	<ul style="list-style-type: none"> ●Disputes over agricultural land and water sources; 	<ul style="list-style-type: none"> ●Ensure thorough consultation and engagement of local communities and obtain consent from 	<ul style="list-style-type: none"> ●Land-use consent 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
	<p>maintenance of small-scale irrigation schemes</p> <ul style="list-style-type: none"> ●Irrigation ●Compost making 	<ul style="list-style-type: none"> ●Crop failure due to weather/ climatic conditions; ●Contamination of surface water sources due to use of chemical fertilisers; ●Poor crop yield due to pests. ●Drying up communal water sources leading to intra-communal conflicts <p>Positive impacts:</p> <p>Composting shall be encouraged as it will create opportunities for more jobs, waste recycling, cheap manure, more healthy food for beneficiary households</p>	<p>land owners;</p> <ul style="list-style-type: none"> ●Ensure selection of seed with lowest agro-chemical input requirements, minimal level of pest and disease vulnerability; ●Wherever possible, facilitate extension services to promote sustainable agricultural practices including integrated pest management (IPM), minimum tillage, contour ploughing, crop rotations, and use of green manure. ●Ensure selection of appropriate fertilizers and application levels as recommended by manufacturer; ●Ensure use of suitable implements for minimal tillage. ●Employ contour ploughing, minimum tillage, grassed waterways, etc., ●Crop sites are not to be located in environmentally sensitive areas. ●Encourage usage of rainfall by planting crops at the onset of the rainy season to minimize irrigation and competition for water resources. 	<ul style="list-style-type: none"> ●Site inspections ●Training Records 	
<p>Water Harvesting for irrigation of crops at</p>	<ul style="list-style-type: none"> ●Springs/surface water ●Ponds 	<ul style="list-style-type: none"> ●Disputes over use of shared (communal) water sources; 	<ul style="list-style-type: none"> ●Ensure thorough consultation with the local communities on available water sources and 	<ul style="list-style-type: none"> ●Site inspections ●WASH Training Records 	<p>MAFS PCU/ UNOPS/ CSTs/ Group Leaders</p>

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
household level	<ul style="list-style-type: none"> •Hand-dug wells 	<ul style="list-style-type: none"> •Possible contamination of water; •Safety risks of falling into excavations and drowning •Risk of waterborne diseases and breeding of pests such as mosquitoes 	<ul style="list-style-type: none"> competing needs; •Obtain permits from local authorities e.g. chiefs; •Ensure safety and guidelines for working in confined spaces; •Barricade wells and open excavations; •Fencing of water ponds •Include appropriate measure to accommodate floods; •Establish community water user regulations; •Enhance WASH awareness as part of the complementary activities including guidelines on water treatment and purification at household level; •Ensure proper storage of construction materials and tools •Sensitization on how to keep water sources clear of stagnant water to prevent diseases 		
Socio-economic Impacts					

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
Stakeholder Engagement	All work areas and activities	<ul style="list-style-type: none"> ● Conflict and disputes on selection criteria; ● Elite capture; ● Inclusion/ Exclusion errors ● Dispute on wage value 	<ul style="list-style-type: none"> ● Engagement and consultation with relevant authorities and communities; ● Conduct Community Engagement and Capacity Building; ● Conduct vulnerability assessment and ensure adherence to selection criteria. 	<ul style="list-style-type: none"> ● Review of training records 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders
Grievance Redress Mechanism	All work areas and activities	<ul style="list-style-type: none"> ● Increase in number of complaints; ● Conflict among beneficiary workforce and with community members; 	<ul style="list-style-type: none"> ● Conduct Community Engagement and Capacity Building; ● Initiate an efficient and transparent GRM; ● Develop a GRM Manual ● Establish Appeal Committees and other project implementation structures; ● Develop GBV Action Plan and appoint GBV Focal Persons to handle GBV-related grievances 	<ul style="list-style-type: none"> ● Review of Grievance Registers ● Interview/ survey with beneficiaries 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders
Women Participation	All work areas and activities	<ul style="list-style-type: none"> ● Low participation of women; ● Discrimination of women and gender-based violence. 	<ul style="list-style-type: none"> ● Conduct stakeholder awareness and sensitization; ● Ensure adherence to selection criteria; ● Assignment of gender-appropriate tasks to 	<ul style="list-style-type: none"> ● Review of percentage of women enrolled in LIPWs; ● Site inspections 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
			<p>women;</p> <ul style="list-style-type: none"> ●Enforcement of Work Norms; ●Develop GBV Action Plan and appoint GBV Focal Persons to handle GBV-related grievances. 		
Communal Disputes and Conflict	All work areas and activities	<ul style="list-style-type: none"> ●Possible disruption to project activities; ●Increased security risks; ●Poor quality work 	<ul style="list-style-type: none"> ●Engagement and consultation with relevant authorities and communities; ●Ensure involvement of security teams; ●Conduct Security Risk Assessment; ●Conduct Community Engagement and Capacity Building; ●Conduct vulnerability assessment and ensure adherence to selection criteria. 	<ul style="list-style-type: none"> ●Monitoring of security situation; ●Review of Security incident report 	MAFS
Land and property	All work areas and activities	<ul style="list-style-type: none"> ●Disputes over land; ●Demand for compensation for land and/or damage to private property; 	<ul style="list-style-type: none"> ●Ensure minutes of meeting on conflict resolution are attached to the land donation consent form; ●Ensure there is no damage to private property and where damage occurs restoration or repair works must be immediately undertaken; ●Observe cultural norms and history of the project area 	<ul style="list-style-type: none"> ●Site inspections ●Minutes of meetings with land and property owners; ●Completed land donation form 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders

TYPE OF WORKS	AREA/ ACTIVITIES	POTENTIAL IMPACTS	MITIGATION MEASURES	MONITORING PROCEDURE	RESPONSIBILITY
Impacts on Cultural Heritage					
Protection of Cultural Heritage Sites and Artefacts	All work areas and activities	Loss of cultural heritage resources or artefacts	<ul style="list-style-type: none"> ●Creation of awareness on the project cultural heritage and change find management; ●Ensure all such chance finds are clearly barricaded to prevent damage during project works. 	<ul style="list-style-type: none"> ●Chance fine management plan in place and annexed to the ESMF ●Implementation of Chance find management plan during chance finds. 	MAFS PCU/ UNOPS/ CSTs/ Group Leaders

ANNEX 5: INTEGRATED PEST MANAGEMENT GUIDE

Given that certain LIPW activities related to soil and water conservation and land productivity measures undertaken by SNSOP beneficiaries may require pest management strategies, this ESMF includes a brief discussion on Integrated Pest Management (IPM) as decision-making process for the selection, implementation, and evaluation of pest management practices. Integrated Pest Management (IPM) refers to a mix of farmer-driven, ecologically based pest control practices that seeks to reduce reliance on synthetic chemical pesticides. It involves (a) managing pests (keeping them below economically damaging levels) rather than seeking to eradicate them; (b) relying, to the extent possible, on non-chemical measures to keep pest populations low; and (c) selecting and applying pesticides, when they have to be used, in a way that minimises adverse effects on beneficial organisms, humans, and the environment.

IPM techniques can be separated into two major groups: i) Relatively straightforward replacements for chemicals, and ii) Supporting measures.

Chemical replacement includes:

- Biological control: the introduction of insects, mites, micro-organisms that prey on or parasitize harmful species.
- Bio-pesticides: these have a pathogenic micro-organism as the active ingredient, for example a bacterium, fungus or a virus.
- Botanicals: botanical pesticides contain plant extracts that have biocidal properties (i.e. Neem).
- Semi-chemicals: chemicals (especially pheromones) are used to stimulate particular behaviours or interactions between individual insects so as to control pests.

Choosing appropriate measures is not straightforward and requires significant understanding of the interactions between environment, crop, pest, and predator. The scientific basis for farmer decision making in biological control depends on detailed knowledge of the life histories of pests and their natural enemies, crop ecology, and interactions within the agro-ecosystem. Supporting measures include traditional methods of pest control as used in subsistence farming systems: cultural control (e.g., intercropping), habitat manipulation (e.g., creating diversity), mechanical and physical control, natural biological systems and host plant resistance. Farmer participation and learning are therefore essential in ensuring proper pest management practices.

The basic requirements for implementing IPM in the SNSOP sites include understanding the biology and economics of the pest and the system in which the pest exists, monitoring the pests and natural controls, and establishing their economic or aesthetic injury thresholds. IPM can be achieved by selecting an appropriate strategy of cultural, mechanical, biological, and/or chemical prevention or control techniques, as briefly described below:

Cultural Practises: These include habitat modification and adapting operating procedures so that pest damage is reduced and natural control is enhanced. It involves sanitation or cleaning of sources of pest infestation, choosing plant varieties that are resistant to pest injury, adjusting planting time, fertilisation, tillage, and harvesting operations to have the most beneficial effect for the pest management situation.

Biological Controls: These are predators, parasites, and diseases that attack pests. Measures should be taken to conserve naturally occurring populations of these biological controls. In some situations, where naturally occurring biological controls are not effective, they can be introduced from outside sources.

Chemical Control: This involves selecting a pesticide with the lowest toxicity to humans and non-target organisms (including biological controls) and using it in such a way to prevent or minimise undesirable environmental effects. The lowest effective amount of pesticide is applied, using appropriate and carefully calibrated equipment. In many cases, use of pesticides cannot be entirely eliminated. However, use of pesticides must be controlled so as to reduce or eliminate social and environmental impacts. A comprehensive IPM should support a pesticide management plan that is designed to ensure that pesticides are procured, handled, stored, applied and disposed in such a manner that protects life and the environment. The plan shall consider the entire life cycle of the pesticides. Hence the SNSDP activities and operations must observe the following:

- a) All pesticides must be purchased from registered pesticides dealers.
- b) Pesticides must be purchased strictly according to the requirements to avoid overstocking. A follow up system for the procurement, transportation, receipt and custody of pesticides must be established.
- c) Movement or transportation of pesticides from suppliers must conform to FAO guidelines: Pesticides must not be mixed up with other items, particularly food items. They should be in well confined containers.
- d) Pesticides shall be stored in a dedicated and centralised warehouse or storage facility, separately from agricultural produce and other items. All pesticides must always be under lock and key and under the custody of a very responsible person. Storage of pesticides in farmers' houses must be prohibited. Warehouses must be protected from sources of fire. Access to the warehouses must be restricted to responsible and authorised persons.

All pesticide mixing containers and spraying equipment must be washed and cleaned in a safeguarded central point. All containers must be disposed of in an environmentally acceptable manner.

IPM strategies will comprise soil pests, weeds, field and post-harvest pests, and pest diseases management. Use of certified seeds or seed dressing will protect crops from soil borne pests. Weed control could either be manual or use appropriate herbicides, for example, pre- and post-germination herbicides. However, extreme care is needed in the use of herbicides, as wrong or

uninformed use is likely to cause total loss of crops or pollution of water and soil. As a rule, beneficiaries should observe strict surveillance of their crop and observe high levels of crop hygiene as a first step to manage the pests and diseases in the field, as appropriate. These include removal and destruction of affected plants and then preventive control of the identified problem. Post-harvest pests are managed even before harvesting by cleaning the stores and destroying the residues from previous harvest. Use of recommended pesticides on the harvested crop before storage contributes immensely to the preservation of the harvested crop against attacks by pests.

ANNEX 6: LESSONS LEARNT FROM PREVIOUS UNOPS PROJECTS – CONSULTATIONS AND GRM

Findings from Consultations and Lessons Learnt

- Ethnic conflicts still exist among tribes like Murle, Dinka, Nuer etc. against each other. The conflict is characterised by child abductions, cattle raiding, fighting leading to loss of life, property and displacement of people;
- Hunger and starvation still persists and wages earned are used for basic needs like food, clothes, medical care and school fees sometimes but cannot have surplus for investment;
- Poor sanitation in the community, only a few latrines are available. The rest of people use open places, which makes the situation worse during rainy seasons;
- Low morale of Committee members due to non-provision of monetary incentives;
- Lack of irrigation infrastructure to carry out farming during dry seasons. Hunger still persists;
- Land belongs to communities as the Land Act has not been approved and this makes making decisions on land matters complicated.
- Inaccessibility to health services due to both physical and non-physical factors. The physical barriers include flooding and poor roads. The non-physical factors include ethnic conflicts and political conflicts that persist.
- High levels of vulnerability through conflicts.
- Orphans and widows in the communities who cannot meet daily basic needs.
- High disease burden among people that include (Malaria, typhoid, Hepatitis B, HIV/AIDS, TB, and Cholera) malnutrition in children and this is worsened by food and nutrition insecurity.
- High cases of GBV. Women consulted reported high cases of gender-based violence that involve early marriages (mostly done to get bride price), polygamous marriages leading to family and child neglect, beating of women by men, rape cases, abduction, kidnapping of women for marriage.
- Natural disasters like drought, floods affect agriculture and movement of people.
- The project implementers to undertake awareness about a number of issues such as drought that was a result of climate change. It was reported that the effect of climate change was not being understood by some communities which resulted in the killing of traditional rainmakers in such communities.
- Engagement of the youth in the project areas into other sustainable income generating activities will help to reduce on the practice of charcoal burning because this practice is looked at as the easiest way of generating income for the unemployed youths.
- Continued sensitization of the farmers about the need to use improved seeds that produce high yields.
- Carryout sensitization and awareness on gender-based violence and early marriages

Proposed Recommendations to Strengthen GRM

- In order for APC to do this function, provide lunch and transport every month.
- Enable the APC to sit every month and if necessary move to the communities instead of communities always looking for them.
- Provide APCs with skills of handling cases;
- Having engagements of only women groups in order to ensure that they freely express themselves
- Establishment of focal points within beneficiary communities to identify and respond to issues of gender-based violence (GBV) and other issues.
- Provide toll free lines at UNOPS for beneficiaries to report any grievances
- MIS to include mechanisms to do monthly analysis of GRM (% age of grievances received, resolved, referred and pending).
- A forum at state level; This can be a task force or an already existing technical committee that should be given the mandate to handle SNSDP including GRM
- On a quarterly basis provide transport and lunch for field visits; The equivalent of the Social Protection Unit in the Ministry of Gender, Child and Social Welfare (MGCSW) which has been established, staffed and equipped.
- The Implementing partners should have a functional memorandum of understanding with the states and counties in which they operate.
- The MoUs should stipulate the undertakings of the state and implementing partners.
- Among the undertakings of the states will be to provide security and enabling environment for the staff of the IP.
- There should be a mechanism to monitor the compliance to the MoUs by the National Government.

ANNEX 7: VOLUNTARY LAND DONATION GUIDELINE

As individual land ownership and respective land titling is not widely established, the Project will consider any household using lands prior to disclosed subproject commencement as having legitimate land use rights and such rights have to be donated freely to the project according to the above provisions, if noted land is considered necessary for subproject implementation. Thus, in the following paragraphs “owner” refers to the owner of land-use-rights.

Voluntary land donations should only be authorised for subprojects if they can clearly document (a) Informed Consent and (b) Power of Choice. Procedures must be put into place to ensure that the donation is indeed voluntary, that the donor is the legitimate owner of land-use-rights on such lands, and that the donor is fully informed of the purpose of the donation and of the implications of donating the property. If the land is donated on a conditional basis, the terms and conditions for the temporary use of the property must be clearly documented. Land acquisitions on a “willing buyer/willing seller” basis should also be properly documented in order to ensure that fair compensation has been paid and to avoid future conflicts over land due to lack of transparency.

Voluntary land donation is strictly defined in international practice as the ceding of a property by an owner who is: a) fully informed; and b) can exercise free will, i.e., can refuse to sell or to donate. “Fully informed” means that the owner has complete information regarding the proposed activity and its impacts, its land requirements and its alternate activity sites, as well as his or her rights to compensation. The owner has also been provided with sufficient time to consider his or her disposition of the property, and the owner has knowingly rejected the right to renege on his or her initial decision. “Free will” means that the owner can reject the possibility of giving up his or her land, because: a) there are viable alternatives available (such as rerouting of a water main if an owner refuses access to his or property), or b) where no viable alternatives are available, the donation will be to his or her benefit (such as a road rehabilitation project that will also benefit the owner of a small piece of land to be donated for the road works).

The following basic provisions must be complied with:

- Land to be donated must be identified by the community through a participatory approach
- Impacts of proposed activities on donated land must be fully explained to the donor
- The potential donor is aware that refusal is an option, and that right of refusal is specified in the donation document the donor will sign
- The act of donation is undertaken without coercion, manipulation, or any form of pressure on the part of public or traditional authorities
- The donor may request monetary or non-monetary benefits or incentives as a condition for donation

- The proportion of land that may be donated cannot exceed the area required to maintain the donor's livelihood or that of his/her household
- Donation of land cannot occur if it requires any household relocation
- For community or collective land, donation can only occur with the consent of individuals using or occupying the land; land donations by chiefs or other communal authorities is not sufficient.
- Verification must be obtained from each person donating land (either through proper documentation or through confirmation by at least two witnesses)
- The implementing agency establishes that the land to be donated is free of encumbrances or encroachment and registers the donated land in an official land registry
- Any donated land that is not used for its agreed purpose is returned to the donor.

Each instance of voluntary land donation in a PW sub-project must be documented. This requires written notification indicating the location and amount of land that is sought and its intended use for the subproject, and requires a formal statement of donation, establishing informed consent and signed by each owner or user involved. Taxes to be paid by the land donor for registration of the land transfer, if applicable, should be covered in full by the implementation agency. The implementation agency maintains a record with documentation for each instance of land donation. The documentation is made available for review in any grievance that may arise, and is provided to the World Bank upon request.

The project must specify means by which land donors (and, potentially, persons whose use or occupancy was not recognized in the transfer of land) may raise grievances, and measures to ensure consideration of, and timely response to, grievances raised. The grievance process includes participation of reviewers not directly affiliated with the project implementing agency. Grievances may be referred to customary conflict mediation arrangements where they are not directly affiliated with traditional leaders who are a party to the donation process. Alternatively, grievances may be referred to grievance mechanisms established for project purposes. The grievance process imposes no cost upon those raising grievances, and participation in the grievance process does not preclude pursuit of legal remedies under the laws of the country.

It is possible to distinguish between "pure" donations without any compensation or support given to the person affected, vis-à-vis "partial" donations which involve some monetary or non-monetary benefits or incentives provided to the affected person. Both can be broadly classified as "voluntary donations" in the sense that the transfer of assets is done without involving the payment of compensation at replacement value. The Project will apply the "partial" donation approach for vulnerable households, to avoid that even small donations lead to livelihood impacts and provide additional support to ensure no impact of the land donation. Voluntary land donation may be allowed even if no viable alternative exists, as long as the donation is to the benefit of the donor (such as a road rehabilitation project that will also benefit the owner of a

small piece of land to be donated for the road works); always conditional to the application of the above noted provisions.

All family members (including spouses) must be aware of the donation, in order to minimise the risks of women users of the land to be donated being passed over in decision-making on land donation and the risks of cross-generational conflicts. Individuals using or occupying community or collective lands must also be aware of the donation to minimise risks of settlers or migrants being passed over in decision-making on land donation. The prior assessment of a sub-project shall also take into consideration temporary users of lands and/or eventual access issues for them, including to water sources and in such case ensure agreement on the PW subproject with such groups (e.g. pastoralists).

The Project Operation Manual will establish a respective form, which will be established together with the World Bank and translated into local languages, so that a dual-language form will be used.

ANNEX 8: LAND DONATION CONSENT FORM/LAND USE AGREEMENT

The following agreement has been made on..... day of.....
between, resident of(the
Use Right Owner or short Owner) and (the Recipient).

1. That the Owner holds the transferable right of the land/structure/other asset located at
2. That the Owner testifies that the land/structure is not subject to other claims.
3. That the Owner hereby grants to the Recipient this asset for the construction and development offor the benefit of the villagers and the public at large.
4. That the Owner will not claim any compensation against the grant of this asset.
5. That the Recipient agrees to accept this grant of asset for the purposes mentioned.
6. That the Recipient shall construct and develop theand take all possible precautions to avoid damage to adjacent land/structure/other assets.
7. That both parties agree that the.....so constructed/developed shall be public premises.
8. That the process and the outcome of this transaction is in line with the SSSNP's Voluntary Land Donation Guideline as annexed to this agreement and made aware of to the Owner.
9. That the provisions of this agreement will come into force from the date of signing of this deed.

Signature of the Owner

Signature of the Recipient

Witnesses:

1. _____

2. _____
(Signature, name and address)

ANNEX 9: SAFETY GUIDELINES /HAFFIRS

1. Introduction

The overarching haffirs safety objective is to protect people, property and the environment from the harmful effects of miss-operation or failure of dams and reservoirs. To ensure that haffirs and reservoirs are operated and that activities are conducted so as to achieve the highest standards of safety that can reasonably be achieved, measures have to be taken to achieve the following three fundamental safety objectives:

- To control the release of damaging discharges downstream of the dam,
- To restrict the likelihood of events that might lead to a loss of control over the stored volume and the spillway and other discharges,
- To mitigate through onsite accident management and/or emergency planning the consequences of such events if they were to occur.

These fundamental safety objectives apply to haffir and activities in all stages over the lifetime of a dam, including planning, design, manufacturing, construction, commissioning and operation, as well as decommissioning and closure.

2. Planning of Haffirs

There are some fundamental principles which should be applied through the investigation, design, construction and commissioning stages to achieve an adequate level of safety. The principles are:

- i. the competence and experience of the community and public workers relative to the nature and dam hazard category of the dam, must be appropriate in all areas;
- ii. there must be a cooperative and trusting relationship between the community as owners and technical advisers, and the designers must be given full control over decision-making in critical areas;
- iii. MAFS must apply the appropriate level of funding for investigations, design and construction to reduce the chances of critically important issues (particularly related to foundations) being not sufficiently well assessed or under-protected;
- iv. the designer/technical adviser has a duty not to compromise unduly due to financial pressures from the community, or public workers;
- v. continuity of key technical advice should be maintained throughout all stages of the haffir from development, through design, construction and commissioning, to reduce chances of critical points of design philosophy and intent being misinterpreted during construction or commissioning.

Haffir site investigation

Selecting the haffir Site: When choosing the location and size, the community should consider what would happen if the haffir failed suddenly and whether it would result in loss of life, injury to persons or livestock, damage to houses, buildings, roads, the community must ensure to avoid locating the haffir where run-off from houses, dairies or septic systems can pollute the water.

Considerations at Investigation Stage

Technical Consideration: Site selection and site investigations are critical components to the success or failure of a haffir. Regarding the technical considerations, the following important aspects should be considered:

- a. The catchment is the area of land from which run-off is to be collected. If it is the main source of water supply, make sure that it can yield enough water to maintain both the supply in the haffir and the required releases over all periods of intended use. The catchment area however should not be too large, as it will then require a big and expensive overflow system (or spillway) to safely pass excess run-off from heavy rainfall without overtopping the haffir.
- b. Topographical features such as slope, width and height of haffir, as well as reservoir capacity will influence construction costs.
- c. Conducting site tests to establish the material properties for the embankment and foundation.
- d. A good location for a spillway that will effectively handle runoff and minimize erosion.
- e. Watershed activities that can affect the water quality or quantity of runoff.

Environmental Considerations: Haffirs with their associated reservoirs can have substantial environmental effects and they must comply with the country's environmental legislations and the World Bank ESF, ESS4: Community Health and Safety which promotes quality and safety, and considerations relating to climate in the design and construction of infrastructure, including haffirs. It should be recognized at the outset that haffir developments have effects extending beyond the immediate confines of the haffir and inundated areas. For example;

- a. Reservoir slope stability may become a haffir safety issue due to the risk of overtopping caused by large volumes of reservoir water being displaced by slope failures.
- b. Sitting of the haffir /reservoir must take into consideration the faulting activity which may cause breaching of the haffir
- c. Groundwater level changes may affect stability and land use around the reservoir margins and possibly adjacent to the downstream river, because of changed water levels.
- d. Trapping of sediments in the reservoir can result in loss of reservoir storage.
- e. Flora/fauna effects may occur in storage basins, downstream, and in passage around and through the haffir.
- f. Minimum flow maintenance downstream of the haffir to ensure the survival of flora and fauna, and to reduce causes of stream bed deterioration.
- g. Social development/changes to downstream use given the changed flood situation.

haffir Design

Embankment haffirs Design: The single most common cause of earthen haffir failures is overtopping of the embankment. An undersized spillway will lead to overtopping; therefore, spillway design is critical to reservoirs. The spillway must be located such that discharge will not erode or undermine the toe of the haffir. If the banks of the spillway are made of erosive material, provision must be made for their protection. Consideration must be given to the hazard to human life and potential property damage that may result from the failure of the haffir or excessive flow rates through the spillway. Further consideration must be given to the likelihood of downstream development that may result in an elevation of the hazard classification.

Extreme Events: Strong earthquakes, storm/flood activity and failure of upstream haffirs can be considered extreme events. The risk of failure from these events is minimised by using engineering design standards and relevant guidelines incorporating adequate margins of safety. Emergency preparedness set up well in advance is the only available measure of reducing the impact when a haffir failure is about to happen.

Sedimentation: The effective life of many small haffirs is reduced by excessive siltation – some small haffirs silt up after only a few years. This issue is poorly covered in the many small haffir design manuals that are available, as they mostly focus on the civil engineering design and construction aspects. Appropriate methods/tools should be chosen to predict, and where possible reduce, siltation rates in small haffirs.

3. Construction of a Haffir

The quality of construction is all-important to haffir safety. As far as construction is concerned, the following requirements are necessary from the haffir safety viewpoint:

- the public workers must be suitably experienced and committed to achieving the standards of work specified;
- the level of supervision of the works, quality assurance procedures and designer continuity, must be appropriate to the scale and complexity of the haffir;
- the community must recognize that inherent uncertainties may remain after design investigations and only be revealed during construction, and have funding in place to deal with costs arising from additional requirements identified during construction;
- any area identified in the design process as requiring confirmation by the designer during construction, must be totally under the designer's control, and no design change, however small, shall be made without the designer's review and formal approval;
- A suitably detailed design report and drawings showing the as-built structure of all components of the haffir and foundation shall be developed as an on-going and integral part of the public works supervision process, and be prepared after completion of each component so that there is a reliable record to refer to at all times in the future.

Therefore, the community should ensure all the above mentioned requirements are fulfilled and complied.

Selecting the public workers

The use of inexperienced workers and/or inadequate supervision can develop into an expensive liability. Nothing can take the place of reputable public works, using appropriate equipment and working under supervision of an experienced engineer.

Construction Supervision

Construction supervision is an important phase of haffir construction. Supervision is meant to ensure that the design factors and specification requirements have been included in the final product.

If foundation preparation, material selection, outlet/spillway installation and embankment compaction are not properly carried out then the safety of the haffir will be compromised. So, for all small haffir types (both earthen and rock fill) expected to be constructed, all the haffir safety requirements applicable should be considered accordingly.

4. Safety Surveillance

Purpose of Regular Inspection: The purpose of a haffir safety surveillance program is to avoid failure of the haffir, by giving early warning of any kind of symptom of trouble as early as possible. It is the most economical and effective means the community has of maximising the long-term safety and survival of the haffir. Its primary purpose is to monitor the condition and performance of the haffir and its surroundings.

Frequency of Inspections: The frequency of inspection required for an effective program of surveillance depends on a variety of factors including:

- Size or capacity of the haffir;
- Condition of the haffir; and
- Potential for damage resulting from failure of the haffir (represented by the hazard category).

Adoption of the inspection frequency for a haffir is the responsibility of the community, though professional advice should be sought for large haffirs or those categorised under significant and high hazard haffirs.

Special Inspections: Special inspections will be required after unusual events such as, major floods, rapid drawdown or volcanic activity. Special inspections should enable the community to become aware of faults before partial or total failure occurs. Times when inspections are recommended are:

- before a predicted major rainstorm (check embankment, spillway and outlet pipe);
- during and after severe rainstorms (check embankment, spillway and outlet pipe);

- after any earthquake, whether directly felt on the owner's property or reported by local news media (check all aspects of the haffir).

Inspections should be made during and after construction and also during and immediately after the first filling of the storage.

Dealing with Problems: A systematic program of safety surveillance should maximise the likelihood that any developing conditions likely to cause failure would be found before it is too late. Surveillance will also help early detection of problems before they become major repair bills. As identified earlier, typical problems (many of which are treatable if found early enough) are most likely to fall into one of the following categories: seepage/leakage; erosion; cracking; deformation/movement; concrete structure defects; and spillway blockage.

Instrumentation and Monitoring: Instrumentation at a haffir furnishes data to determine if the completed structure is functioning as intended, provides a continuing surveillance of the structure, and is an indicator of developments which may endanger its safety. Typical items instrumented or monitored include:

- profiles and condition, deformations, seepages or damp areas (visual)
- reservoir water levels which relate to haffir loads and flood behaviour
- local rainfall which relates to background seepages
- drainage and distinguishable seepages which relate to control of leakage water flow
- Clarity of seepage flow which relates to potential erosion of embankment or foundation material.
- water pressures within the haffir and foundations which relate to structural behaviour
- movement or deformation of the haffir surface and internal structure which relates to structural behaviour
- stresses within the dam which relate to structural behaviour
- seismic acceleration which relates to structural behaviour

5. Operation and Maintenance of Haffirs

Effective and ongoing operation, maintenance and surveillance procedures are essential to ensure the continued viability and safety of a haffir and its structures. Poor operation, maintenance and surveillance will invariably result in abnormal deterioration, reduced life expectancy and possibility of failure. The proper operation, maintenance and surveillance of a haffir provide protection for the owner and the general public. Furthermore, the cost of good operation, maintenance and surveillance procedures is small compared with the cost and consequences of a haffir failure which could include major repairs, loss of life, property damage and litigation.

Because many small haffirs fail through lack of maintenance, it is prudent to have a definite and systematic maintenance plan.

The maintenance plan should be decided upon when the construction work on the haffir is completed, and it will affect the life of the storage if not maintained properly. A good plan should include the practices to be used, as well as the approximate time of the year when they are applicable.

ANNEX 10: SUMMARY SECURITY MANAGEMENT PLAN

The World Bank's Environmental and Social Standard ESS2 (Labour and Working Conditions) and ESS4 (Community Safety and Health) were identified as applicable to the management of security aspects under the project. In accordance with the requirements of ESS2 and ESS4, UNOPS developed this Security Management Plan for the SNSOP implementation. The purpose of the Security Plan is to set out the ways in which UNOPS will ensure security protection and duty of care to all project workers and project-affected parties.

This annex provides a brief summary of the Security Management Plan. The full version of the plan is added to the minutes of negotiations between MAFS and the World Bank.

Identification of Types of Workers and Project-Affected Parties

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

1. **Direct Workers.** People employed directly by MAFS to work specifically in relation to the project, including in the PCU, at both head offices in Juba, as well as in the field locations that were selected as project sites. MAFS direct workers will include international and national contract-holders. International and national project workers deployed in field sites will mainly be working from county-level locations. National direct workers may either be recruited nationally and deployed to the project site or will be recruited from the area of project implementation.
2. **Third Party (non-Government) Contracted Workers.** This category includes employees of non-Government contractors, and sub-contractors procured and contracted by MAFS to implement project activities. Furthermore, MAFS will be engaging Third Party Monitor-(TPM), which will operate through contracted workers and be present at all project levels.
3. **Community Workers** or Project-Affected Parties. Community workers are people engaged in providing community-based project interventions. These will include community members who will be working in minor community infrastructure works. The community workers are usually identified by the local communities and play a pivotal role in the project and are engaged at local level. This category also includes any other person affected by the project, for example beneficiaries.
4. **Primary Suppliers and their workers.** Due to the small-scale infrastructure investment, it is unlikely that significant supplies are sources from primary suppliers. However, this will need to be revisited based on the type of investment chosen by the community. If, for

example, quarry material would be sourced from a primary supplier, then the project would consider this relevant under ESS2 as well as this ESMP

MAFS will work with UNOPS and their employees who fall under the UN Security Management System (UNSMS). The UNSMS operates under a 'Framework of Accountability for the United Nations Security Management System' that provides guidance for the various security actors and mechanisms in a country. The Designated Official (DO) is the highest ranking official in a given area. He/she is supported by a Security Management Team (SMT), which is usually constituted by the heads of all UN agencies and UN Security Personnel. The UNSMS policies and procedures apply universally to all UN personnel, regardless of contract type or whether they are local or international, and across all areas in a country. Thus, all of the UNSMS policies and procedures apply equally to all project implementation locations.

As most project workers under the SNSOP will be direct workers, which means they will be covered by UNSMS policies and procedures. Not covered by UNSMS policies and procedures are non-UN contracted workers and primary supply workers. However, for these categories of workers, similar security requirements to the UNSMS policies and procedures will be required from the respective companies. This will be ensured through integrating the requirements in the procurement and bidding processes, as well as through monitoring and supervision of the implementation of contractors' security measures.

Regarding community workers and other project affected parties, there may be security risks that relate to their role in the project. For example, project staff and community workers could be subject to attacks because of their association with the project. Such dynamics will be included in the site-specific risk assessments. These risk assessments will aim to understand community fractures and pre-existing conflict potential and will make recommendations that will allow the project activity to avoid further fostering such tensions.

Overall, the focus will be on establishing close and inclusive relations with local communities which should avoid unresolved grievances. Regular consultations with communities will further allow us to understand potential security risks early on and to counter them through, for example, increased inclusion of beneficiaries. Increasing transparency through stakeholder engagement and increased information dissemination through locally appropriate means can help avoid elite capture and decrease conflict potential. The signing of codes of conduct that spell out appropriate behaviour and make workers commit to not further entrench possible communal tensions will be another security mitigation measure. The established Grievance Redress Mechanism (GRM) is an additional layer of engagement, as it allows aggrieved parties to express their grievance, and allows the project management to identify potential tensions in the community early on.

For residual risks related to violence and crime, security-sensitive procedures, with the project aiming to find the right balance between the needs of local communities and respective residual security risks in the decision to commence and/or continue to implement subprojects. In some cases, decisions may need to be taken to stop project implementation as to not pose further security risks on the local community.

Institutional Arrangements

The PCU will monitor all implementation of security measures and ensure that security protocols as spelled out in this Security Management Plan are adhered to by all agencies. This will include regular monitoring field missions, as indicated in the ESMF.

The PCU is embedded in the MAFS Country Office in Juba in South Sudan. It is headed by a Project Director, who will regularly discuss security assessments, arrangements and risk mitigation measures with the relevant security personnel. Final decisions on project-related matters, though, rest with the Project Director, based on advice from UNOPS security personnel.

The World Bank will be kept informed on any changes in security assessments, security status, decisions on the selection of project activity areas, as well as the suspension of activities due to security risks, as appropriate. The World Bank will reserve the right to weigh in on MAFS security risk decisions and can request the suspension of project activities in respective areas in South Sudan.

Minimum Conditions for Implementation

Minimum conditions will apply for implementation of project activities in specific counties, Payams and Bomas. These criteria include that full access to all areas in a county is possible for direct and contracted staff; that agreements have been entered with local government representatives in view of guarantees of safety for direct workers, contracted workers, as well as suppliers and community workers and project affected parties; and that communities selected for the implementation of activities ensure the safety and security of all workers as well as community workers within the range of their control.

In order to avoid militarising development activities, deterioration of a security situation to the extent of requiring UN force protection (in the case of UNOPS) to operate safely, particularly in terms of delivery of cash, will be considered as one of the thresholds for suspending activities in an area until the situation is assessed to have stabilised enough to allow for normal operation. Should this occur, UN force protection will only be used to evacuate and provide passage for direct workers through high risk to operational areas with low security risk. Only in very specific circumstances can the UNOPS Country Director request from the SRSG / UNDSS for UN Force Protection to assist with providing passage for contracted workers or workers of suppliers.

In case decisions are taken by the MAFS Project Director to exit a project area due to security risks (see above decision-making process), appropriate communication towards the communities, county governments and state governments will be provided where possible to ensure that they understand why project activities have been suspended. A clear communication protocol will be established during the inception phase. Such communication will be conducted through locally applicable means, including through radio as well as engagement with local authorities (both formal and informal), prior to exiting the areas per Stakeholder Engagement Framework (SEF).

Protection Measures for Direct, Contracted, Primary Suppliers', and Community Workers and Project-Affected Parties

The 'Saving Lives Together' (SLT) framework is a voluntary initiative that responds to the fact that UN entities, international NGOs and International Organisations face similar security challenges in a given environment. UNOPS will have full duty of care of all their respective direct workers, i.e. UNOPS personnel on the project.

With a view to the risks to community workers and Project Affected Parties, UNOPS and IOM will consider the suspension of project activities should security risks be assessed to have escalated to a point that makes continued implementation unfeasible. If project activities expose community workers and project affected parties to higher risks, the MAFS Project Director will decide on the suspension of activities.

The project aims to build strong ownership and commitment by communities to ensure safe, accountable and effective implementation of project activities, working closely through community chiefs, elders, and other influential individuals. This acts as a social deterrent for violence within communities, which is reinforced by the chiefs and elders. As such, significant support will be provided to ensure community mobilisation/sensitization, community buy-in, and community capacity building – as per the community engagement and capacity building plan, which is under preparation to standardise and make coherent mobilisation and communication approaches across project locations and uphold them to an agreed standard.

Summarising, specific protection measures for the three categories of workers of this project include:

Protection Measures for Direct Workers: A variety of protection measures are undertaken, as appropriate, for direct workers. These include: Pre-deployment training, including the 'Safe and Secure Approaches in Field Environments' (SSAFE) and BSAFE; Malicious Acts Insurance Policy (MAIP) and personal coverage; Communication Equipment, i.e. VHF/HF, Satellite and GSM Phones, Dish/Wi-Fi Internet; Residential Security Measures and travel security clearance;

Security Clearances/SRM Compliant travel; UN Force Protection and Armed Escort in cases of an imminent, non-protracted threat of physical harm and/or demobilisation.

Protection Measures for Contracted Workers and workers of primary suppliers: For contractors who are not covered under the UNSMS policies and procedures, the PCU will ensure that all risk mitigation measures – trainings, insurances, residential measures and security communication equipment – will be integrated as part of the requirements in the procurement/bidding process. These will be included in the procurement and bidding process and will be subject to monitoring and supervision during project implementation. Within the bidding documents, contractors will also be required to hold subcontractors to the same standards, as appropriate.

Protection Measures for Community Workers and Project Affected Parties: In order to protect community members from potential security risks related to the project, the PCU and the UNOPS CDs can take decisions on the suspension of project activities in a given area where risks are classified high or above. Site-specific risk assessments undertaken before project entry into a community and, if required, repeated on a regular basis, will support this decision-making process. Furthermore, for project activities that include security risks in the community, such as the provision of cash, selected payment service providers will be requested to take requisite action to ensure security at payment sites during the cash distribution

Monitoring and Compliance Inspections

The PCU will be responsible for compliance with the Security Management Plan for the SNSOP and will monitor the full implementation of the Security Management Plan throughout the project duration. As such, the PCU safeguards staff will monitor and supervise UNOPS personnel in all areas of implementation on a regular basis. The PCU safeguards staff will further guide and monitor bidding processes of all contractors to ensure that contractors are fully compliant with all security risk mitigation measures and have budgeted accordingly.

A template for local security plans will be developed during the initiation phase. It will include an assessment of key conflict issues and social divisions, contacts of local government and police officials, do's and don'ts for staff etc. It will work closely with UNOPS security personnel as well as UNDSS in South Sudan. The PCU will also undertake field supervisory and monitoring missions to conduct spot checks on the implementation of the Security Management Plan by all partners.

ANNEX 11: GBV/SEA AND CHILD PROTECTION ACTION PLAN

This GBV Action Plan has been developed to accompany the implementation of the SNSOP and ensure that the project does not have any negative impacts or further promotes GBV, SEA or the abuse of children. It presents operational activities as well as recommendations for GBV, SEA and child protection risk mitigation measures that build on existing mechanisms in South Sudan. The Action Plan provides general procedures for grievances related to such abuse in project areas. It is based on existing protection, prevention and mitigation strategies and measures developed by MAFS and other IPs as well as measures by other key actors in South Sudan, as coordinated through the GBV sub-cluster group.

The Action Plan will be updated following a further community consultation that will assess specific community needs as well as the current GBV/SEA and child protective referral pathways that service providers make available in the project-affected communities.

Classification of GBV/SEA

GBV: According to the World Bank Guidance Note on GBV in civil works, 'GBV is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed gender differences.' It can therefore occur in a variety of different ways, including through the infliction of physical, mental and sexual harm, or suffering threats of such acts, as well as coercion and other deprivations of liberty, such as early or forced marriage, economic abuse or denial of resources, services and opportunities, trafficking and abduction for exploitation, Intimate Partner Violence (IPV) perpetrated by a former or current partner. Most importantly, the World Bank applies 'GBV' as an umbrella term that includes SEA.

The Guidance Note defines four key areas of GBV risks:

1. **SEA** - exploitation of a vulnerable position, use of differential power for sexual purpose; actual or threatened sexual physical intrusion;
2. **Workplace sexual harassment** - unwanted sexual advances; requests for sexual favours, sexual physical contact;
3. **Human trafficking** - sexual slavery coerced transactional sex, illegal transnational movement of people;
4. **Non-SEA:** Physical assault, psychological or physical abuse, denial of resources, opportunities or services, IPV.

SEA: The United Nations apply the term SEA in regard to staff conduct. The United Nations Protocol on Allegations of Sexual Exploitation and Abuse involving implementing partners defines

SEA as ‘Sexual exploitation is any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another’, and ‘sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions’.

For the SNSOP project, the broader definition of GBV will be applied to ensure that a broader set of acts are covered.

Violence against Children: The Convention on the Rights of the Child defines violence against children as: ‘All forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse...’. Child labor, however, is treated by UNICEF as a context of heightened risk of violence rather than violence itself.

The SNSOP sub-components and activities do not rely on major civil works, and the anticipated social impacts are mainly positive and are not expected to have irreversible social impacts related to, community health and safety and cultural heritage. The potential adverse risks and impacts include gender-based violence (GBV) and sexual exploitation and abuse (SEA).

Existing Risk Management System

Government of South Sudan

The Government has made efforts in bringing justice to victims of sexual violence through key measures that were undertaken within the criminal justice system. A training manual on the investigation and prosecution of SGBV was developed in 2017 by the Ministry of Justice with technical support from the Ministry of Gender. Also, a Department of Women and Juvenile Justice was established under the Directorate of Public Prosecution.

In 2014, the Government developed Standard Operating Procedures for Prevention and Response to Sexual and Gender-based Violence (SGBV). The SOPs were developed through a consultative process with inputs from various government institutions, UN Agencies, International and National non-governmental Organisations and Traditional Chiefs at National and State level. The document is in line with the Republic of South Sudan’s legal and policy framework and other international frameworks such as the Inter-Agency Standing Committee (IASC) Guidelines for GBV Interventions in Humanitarian Settings, UNHCR’s Sexual and Gender-based Violence against Refugees, Returnees, and Internally Displaced Persons, and Guidelines for Prevention and Response.

The SOP describes the following pathways and timelines for cases of sexual abuse and violence

Reporting GBV Case

The GBV survivor has the freedom and right to report an incident to anyone. She/he may seek help from: leaders in the community; i.e. Boma leaders, chiefs, headmen, religious leaders, women's group leaders, etc.; GBV actors in the community / working groups; health and community workers, NGO staff or anyone whom the survivor believes can be of great assistance to her/him (friend, relative, neighbour, for example).

The person receiving the initial report will attend to the survivor and make a timely and appropriate referral according to the nature of the case either to the local authorities, the Police, the Attorney General, and a health practitioner. The Service Provider should adhere to the guiding principles of the SOP.

Referral

A survivor has the right to make an informed choice on services they need. When the survivor is referred, the services available and the conditions that apply should be explained to them. For instance, there is a 72 hours' time limit for Post –Exposure Prophylaxis (PEP) in the case of a sexual abuse survivor

Prioritised response actions for GBV survivors

1. Medical examination and treatment of the survivor
2. Early psychosocial counselling to avoid or reduce traumatic feelings for the GBV survivor
3. Police investigation and protection intervention for physical safety social reintegration where deemed necessary
4. Access to Justice
5. Place of safety/shelter
6. Basic needs 7. Livelihood/economic support

If the survivor is a child, the consent of parents or guardians should be sought where it is in the best interest of the child, assuming they are not the perpetrators. However, where parents/guardians refuse to pursue the case in the court of law on the child's behalf, with clear evidence, the Directorate of Gender and Child Welfare should take up the role and pursue the case on the child's behalf to ensure that she/he is protected. Parents/guardians should be counselled first and thereafter, and taken to task by filing a case against them for denying the child her/his rights. All service provider interventions to child survivors must be undertaken with staff trained in child-friendly procedures in regards to the handling of cases. A child survivor should continue to go to school while procedures are ongoing and all efforts should be made to ensure her/his protection. In addition to this, all the above reporting and referral procedures should be applied.

In this context, a child perpetrator is a boy or girl under 18 years of age who has allegedly committed an act of GBV against another person. With regard to child perpetrators, juvenile justice procedures apply and child perpetrators should undergo rehabilitation and psycho-social counselling.

Coordination Mechanism

The Ministry of Gender, Child and Social Welfare (MGCSW) takes the lead in GBV prevention, protection and response at the national level while at the state level, the mandate is with the State Ministries of Social Development. The Ministries collaborate with line Ministries – Ministry of Health, Ministry of Justice and Ministry of Interior (MOH, MOJ, MOI,) UN Agencies, Development Partners, and Civil Society Organisations on addressing GBV.

GBV coordination is implemented through the GBV sub-cluster and is represented in the Gender Coordination Forum. The GBV sub-cluster aims at coherent and effective GBV prevention, protection and response through the mobilisation of key government Institutions, UN Agencies, Development Partners and International and National Non-Governmental organisations (NGOs) at national and state level. The key members include MGCSW, MOH, MOI, MOJ, UNFPA, UNICEF, UNHCR, Norwegian Refugee Council (NRC), American Refugee Committee (ARC), International Refugee Committee (IRC), media and National NGOs. Alongside the GBV sub-cluster, there are several coordination forums which play a role in GBV responses. These include the child protection sub-cluster, prevention of sexual exploitation and abuse task force, psycho-social support technical working group.

All actors have a responsibility to contribute to efforts towards GBV prevention, protection and response. Therefore, all actors will be trained and made aware of existing GBV prevention, protection and response protocols. Each actor will constantly monitor the implementation of GBV protocols in field offices.

The GBV Sub-Cluster in South Sudan

Within the Global Protection Cluster, GBV is an Area of Responsibility (AOR), facilitated by the United Nation Population Fund (UNFPA), as the designated focal point agency at the global level. In South Sudan, current membership includes more than 150 individual members, with approximately 35 organisations participating in biweekly sub-cluster meetings. Fewer than 15 percent of members offer specialised GBV services and there is a lack of uniformity in standards for service delivery and training.

By the end of September 2018, the Protection Cluster had reached 34 percent of the 3.7 million South Sudanese targeted. In 2019, the group aimed to target 3.3 million South Sudanese and some 300,000 refugees. The clear majority of the target population are women and children. The cluster's focus is currently on Unity, Upper Nile, Jonglei, Western and Northern Bahr el Ghazal,

and the Equatoria states. Within these areas, protection partners will prioritise locations with most severe needs, including through mobile teams.

The key objectives of the GBV sub-cluster are: 1) Expand availability of the basic package of multi-sectoral GBV services; 2) Build capacity of service providers and communities to deliver quality GBV services in line with best practises and minimum standards for humanitarian settings; 3) Strengthen GBV prevention and risk mitigation across other humanitarian sectors and with UNMISS, including through mainstreaming; 4) Strengthen coordination, advocacy and collaboration at national and sub-national levels.

Current ongoing activities by sub-cluster partners are:

Data on gender-based violence: UNFPA has led efforts for the inter-agency GBV Information Management System (GBVIMS) to collect data from service providers, they've analysed the trends and rallied partners to respond. Also, training for social workers and health staff to sensitively and professionally meet the needs of GBV survivors, including the provision of psychosocial support, post-rape treatment with emergency contraception and HIV post-exposure prophylaxis are provided.

Risk Mitigation

UNICEF-led clusters were supported to include GBV risk mitigation in their South Sudan Humanitarian Fund (SSHF) and Humanitarian Response Plan (HRP) processes.

Protection and response

Region	Activity	Actor
Western Bahr el Ghazal		
Rajah	-Clinical management of Rape; -GBV mental and psychosocial support; -Provision of post-exposure prophylaxis (PEP); -Provision of dignity kits for survivors.	-Health Net TPO -Raja Police
Upper Nile		
Melut Pariang Maban	-Awareness on GBV -Consultant first, History taken and counselling with the survivor -Physical examination in case of injury & treatment -Follow-up with the survivor to ensure complication of treatment	-Meluth Civil Hospital -Paloch PHCC -Galdora PHCC -World Vision International

Region	Activity	Actor
Central Equatoria		
Juba Yei	<ul style="list-style-type: none"> -Clinical management of rape/provision of medicines to prevent transmission of HIV/AIDS known as PEP to prevent unwanted pregnancy known as ESP which is effective up to 5 days after the incident -Mental health support -Psychosocial support 	<ul style="list-style-type: none"> -One- Stop centre at the Yei Civil hospital. -MSF clinic Maridi road -Martha Health support
Eastern Equatoria		
Kapoeta East Torit	<ul style="list-style-type: none"> -General physical assessment of the body of the survivors to ensure their health is fine -Psychosocial support and follow up on case to help reassure the survivors of regaining their dignity in the community -Treat minor injuries that are presented on reporting and avoid maturing of cuts and wounds -Carry out laboratory test and give Post exposure prophylaxis (PEPs) -Legal support with the consent of the survivors to Kapoeta South Police Unit 	<ul style="list-style-type: none"> -ADRA (Adventist Development and Relief Agency) -Health Link -Comitato Collaborazione Medica (CCM) -Family Protection Centre/One Stop Centre, Torit State Hospital
Greater Pibor		
Pibor	<ul style="list-style-type: none"> -General Protection – Community protection mechanisms, protection mainstreaming, community protective patrol and presence, accompaniment, trainings and awareness raising (including general community protection, early warning and early response, small arms and light weapons; 	<ul style="list-style-type: none"> -Nonviolent Peace force -GREDO -PLAN International
Warrap		
Tonji South Gogrial	<ul style="list-style-type: none"> -Do counselling and Psychosocial support; -Do referral for medical services through police; -Give dignity kits/pills -conduct home visit and follow up of survivors for more trauma healing and counselling; 	<ul style="list-style-type: none"> - The Organisation for Children's Harmony -Adventist Development & Relief Agency -Comitato Collaborazione Medica -Kuajok State Hospital
Jongolei		
Bor	<ul style="list-style-type: none"> -Provide prevention and response information and services to individuals; -Conduct community mobilisation and sensitization; -Integrated GBV case management 	<ul style="list-style-type: none"> -IMA/UNFPA -HDC -CIDO

Region	Activity	Actor
	-Legal assistance -GBV prevention and response to Bor Referral Hospital;	

Action Plan

This GBV Action Plan provides a general work plan to mitigate and respond to GBV, SEA and safeguard child protection under the SNSOP project, complying with World Bank ESSs. It is designed to provide general guidance for the prevention of and response to GBV, taking into consideration the mechanisms in place and existing good practices and recommendations according to the findings of the literature review. The Action Plan facilitates a consistent approach across all potential SEA and child protection complaints received from every possible channel, implementing Secretary-General’s Bulletin ST/SGB/2003/13, dated 9 October 2003, on “Special measures for protection from sexual exploitation and sexual abuse”, as well as the Secretary-General’s Report A/71/818 dated 28 February 2017 on “Special measures for protection from sexual exploitation and abuse: A new approach”.

The Action Plan will build upon the protection systems and referral systems established by the GBV sub cluster in the country. However, since specific referral systems and protection mechanisms per county are unknown, the Action Plan provides general guidance and recommendations for improving existing mechanisms that are known to be scarce in many areas of South Sudan, specifically in rural areas where the project will be implemented.

Outreach activities to manage risk of GBV

The following activities are conducive to the recognition by all SNSOP project partners and implementers of the risks of sexual violence and GBV and the specific vulnerabilities of women and girls.

Prevention measures against SEA. All IPs, sub-contractors and suppliers of the SNSOP are obliged to create and maintain an environment that prevents sexual exploitation and sexual abuse develop systems that maintain this environment, including but not limited to:

-Adoption of the Core Principles of the IASC Task Force on Protection from Sexual Exploitation and Abuse

-Worker Code of Conduct: All categories of workers will be induced and will sign a Code of Conduct (CoC)¹⁷⁴, which includes expected standards of behaviour regarding GBV/SEA according to the IASC six core principles. IPs will further ensure that all contractors, suppliers, NGOs and other implementing partners’ workers have been induced and have signed a CoC. All IPs selected at this point have their own institutional CoC in place, which may be used. The PCU will assess them for their appropriateness for the SNSOP, following World Bank ESS and the IASC Core Principles. If necessary, the PCU will provide a template CoC and these should be signed by

all project workers (see LMP in Annex 12 of the ESMF for definition) that will be present at an activity site. Where necessary, a CoC should be translated into the local language to ensure that workers fully understand their obligations:

- Taking action to prevent SEA cases, including through awareness raising, training and other measures
- Nomination of a senior level PSEA focal point
- Setting up of internal protocols for investigation of cases
- Taking disciplinary actions in case the offence is proven

All IPs shall have organisational whistleblowing policies that encourage staff to report concerns or suspicions of misconduct by colleagues by offering protection from retaliation for reporting. The definition, scope and protection measures may differ between organisations. General principles apply to whistle-blowers, as they would to any complainant, and internal agency policies shall protect whistle-blowers on SEA from retaliation, so long as the report is made in good faith and in compliance with internal agency policies

All implementers of the SNSOP commit to timely and expeditious action to provide assistance to survivors, to prevent, investigate and punish SEA, and to comply with all timelines for action laid out in the Action Plan. MAFS will monitor UNOPS and other implementers bimonthly on their implementation of the GBV action plan via reports and field visits.

Community awareness and disclosure of CoC. The CoC will be made available to the public in the project areas, especially to identified project stakeholders. Education and the raising of awareness of women, adolescents and children of SEA and their legal rights will be provided. Project beneficiaries should be made aware of the laws and services that can protect them and provide redress in case of an incident.

Disclosure will take place through different communication channels taking into consideration women's safety when designing and distributing information set out in the SEF, by the PCU and/or the respective IP. For instance, health programmes have found that it can be helpful to place information (e.g. cards / pamphlets / posters) in bathrooms, where women can look at them without being observed by a male partner. It is expected that all IPs, contractors and sub-contractors disclose their CoC, and that IPs report all SEF-related activities to the PCU for monitoring purposes

Training of Workers and Partners: MAFS will ensure that their direct workers, partners, sub-contractors, suppliers and others are trained on the CoC and GBV/SEA and child protection risk issues as part of their induction. They will roll out direct training activities for all contracted as well as community workers deployed for their activities prior to the start of such. The IPs will

ensure that records of all inductions are kept and shared with the PCU. The PCU will further review training materials and make suggestions if there are gaps.

Community consultation on GBV referral pathways. In order to complete existing information on referral pathways in project counties, a community and stakeholder consultation on GBV referral pathways assessment on further identification of the project counties will shed light on the functioning and effectiveness of referral pathways in place. Consultation will take place during the Project Inception Phase and will serve to update this GBV Action Plan.

Training on referral systems: All relevant staff of the PCU and UNOPS will receive training on the referral systems and case management guidelines during the project initiation phase. They will pass on all relevant details to their respective field staff and will take up the information in their various trainings and community awareness activities mentioned above.

Establish a Grievance Redress Mechanism (GRM) for project beneficiaries to facilitate reporting of GBV incidents. In particular, the GRM should consider including key features on the prevention of GBV: 1) The establishment of women quotas in community level grievance management to facilitate women-to women reporting, 2) The provision of multiple channels for receiving complaints (channels to be determined after community consultation) 3) The resolution of complaints at the point of service delivery to reduce information and transaction costs and gender sensitive independent channels for redress. 4) The communication of GRM services at the community level to create GBV awareness and enable project affected people to file complaints.

As a functioning mechanism:

-The GRM will only record information on (i) the nature of the complaint (what the complainant says in their own words); and (ii) if, to the best of their knowledge, the survivor believes the perpetrator was associated with the project.

-The GRM Operator needs to report the case within 24 hours to the PCU, as the PCU is obliged to report any cases of GBV/SEA to the World Bank within 48 hours following informed agreement by the survivor. The PCU would then refer the survivor to ensure the adequate provision of case management and referral pathways, ensuring survivor confidentiality.

-MAFS, UNOP Sand other respective IPs will also sensitise the public on SEA, raise public awareness about the different entry points to place complaints with the GRM, train stakeholders (contractors, communities, PCU), assist and refer survivors to appropriate service providers, and monitor implementation of the GBV risk mitigation and response measures. This includes the sensitization of affected populations to the risk and impact of GBV through awareness-raising sessions and the dissemination of information as well as through education and communication materials on GBV prevention. All information should be made accessible to children so they are aware of how to report incidents from the project affecting them.

-IPs are in charge of monitoring that the courses for contractors regarding the Code of Conduct obligations and awareness-raising activities for the community are in place. The information gathered would be monitored and reported to project PCU and the World Bank.

-Community awareness on child protection concerns: Communities should be informed that in the event that project or partner staff abuses a child they should refer such complaints to child protection partners without recording.

Monitoring of GBV/SEA and Child Protection cases

All IPs will monitor all GBV/SEA and child protection cases reported through the various reporting mechanisms and report back to the PMU. The IPs and the PCU will adopt a mixed-method approach to monitoring, including the utilisation of perception surveys and community-based monitoring, to enable an in-depth understanding of the impact of activities on community members. This is a particularly pertinent approach given the sensitivities of interventions aimed at peacebuilding, social cohesion and governance.

Monitors will ensure that:

-Communities, including children, are aware of the risks of GBV, their rights and the mechanisms available to them to report GBV cases

-Appropriate referral pathways are provided to survivors

-Changes in the perception of gender inequality and women's rights among male community leaders and chiefs leading to more gender equal customary law resolutions

-Essential services are provided to the survivor

-All staff are trained on PSEA, CoC and their protocols. At the IP/PCU level a complaint is received and processed and the protocols are followed in a timely manner and complaints are referred to the GBV resolution mechanism to be addressed

-Where applicable, a response from the criminal justice system to investigate sexual violence/exploitation is provided

-Where applicable, perpetrators are brought to justice and survivors are encouraged to report and engage with the criminal justice system

-Services from the health system are provided, including for acute and long-term health implications of sexual violence

-A comprehensive response from social welfare services and community-based support services is provided

-The needs of survivors are met and outcomes improved

Indicators for referral pathways:

-Referral pathways in place and functional

-GBV SOPs are in place at national and sub-national levels

- Percentage of GBV survivors who were referred for comprehensive care, within a given time period
- Percentage of first responders who are trained/oriented on the referral pathway
- Standard intake and referral forms are developed and utilised by service providers
- Capacities of GBV actors are mapped and assessed to strengthen the referral system.

Monitoring and Supervision of Action Plan

Continuous monitoring: New complaints and ongoing cases and complaints will be followed closely by the monitoring team to ensure instant appropriate responses.

Monthly review of services: The PCU will conduct monthly review of services to ensure the continuous availability of services, continued access to services by survivors, dissemination of correct information to survivors during case management and to women, girls and the community during awareness on services available

Quarterly monitoring of Action Plan. The PCU will monitor the implementation of this Action Plan on a quarterly basis. Quarterly reviews will focus on: Ensuring that all activities (as listed above) have been undertaken and/or are on track Reviewing all referrals made in specific cases, and assess whether complaints have been handled and resolved appropriately Monitoring and reporting on the effectiveness of the implementation of the GBV Action Plan Reporting on progress on all activities and re-assessment of risks, monitoring of the situation as appropriate.

Non-compliance: Where quarterly reviews identify non-compliance with the GBV Action Plan, the matter will be reported to the PCU Project Manager. The PCU will then seek clarification from the respective IP and jointly develop plans for how to assist the IP to bring activities back on track. Serious cases of non-compliance will be reported to the World Bank by the PCU and may result in closure of activities.

Documenting lessons learnt. Bi-annual reviews will allow for the development of lessons learnt, which are aimed at allowing for adjustments of the Action Plan, but should also contribute to general understanding and improvement of GBV/SEA and child protection risk mitigation

Reporting to the World Bank: in addition to emergency reporting, quarterly reviews, lessons learnt and any other insights will be integrated into the general bi-annual SNSOP report to the World Bank.

Monitoring GBV prevention and response

The following questions should be integral to the monitoring of GBV prevention and response:

-Benefits/positive impacts: What do women, girls, boys and men think and feel about the project? What benefits is the project bringing to the lives of the target population?

-Participation/access/leadership: How are women, girls, boys and men participating in the project? What is the extent of their participation? What barriers to participation are being experienced?

-How can they be overcome? Does action need to be taken to enhance the participation of girls and/or women in decision-making or leadership? Are there other at-risk subgroups that need to be addressed through this project?

-Negative consequences/adverse impacts: Is the project worsening the situation for women, girls, boys and men? In what ways? To what extent? What will be done to change this negative impact?

-Equity: Are some groups of women, girls or other at-risk groups in that context being excluded? Who is not being reached?

-Empowerment: Are women and girls being empowered? How? To what extent? What else needs to, or can, be done to enhance their empowerment?

ANNEX 12: LABOUR MANAGEMENT PROCEDURE (LMP)

OVERVIEW OF LABOUR USE ON THE PROJECT

The World Bank's ESS2 (Labour and Working Conditions) and ESS4 (Community Safety and Health) were identified as applicable for the project. The purpose of the Labour Management Procedures (LMP)— developed in accordance with the requirements of ESS2—is to set out the ways in which project workers will be managed in relation to the associated risks and impacts. The objectives of the LMP are to:

- (a) Identify the different types of project workers who are likely to be involved in the project.
- (b) Identify and assess the labour related risks and impacts for project activities.
- (c) Set out procedures to meet the requirements of ESS2, ESS4 and of the applicable national legislation.

The LMP will be applied with due consideration of the requirements of national laws, the interrelatedness of ESS2 with other Environmental and Social Standards in general and ESS4 in particular.

Type of Workers

ESS 2 categorises the workers into direct workers, contracted workers, community workers, and primary supply workers (i.e., suppliers of goods). The LMP will apply to project workers including full time, part-time, temporary and seasonal. The SNSOP will involve the following types of workers:

Direct Workers. Government civil servants from the Ministry of Agriculture and Food Security (MAFS), subject to the terms and conditions as governed by South Sudan's Constitution (2011) and the Civil Service Act (2011). The Constitution and the Civil Service Code prohibit child labour and forced labour.

Contracted Workers. People engaged through third parties, in particular UNOPS as the lead technical partner, to perform work related to core functions of the project. The category will also include field personnel directly contracted by UNOPS, and based at various project sites within the states/counties. Employees of other implementing partners (including NGOs) that UNOPS contract to implement project activities are included under this category.

Primary Supply Workers. People engaged by MAFS/ UNOPS as primary suppliers. These include, for example, suppliers of construction materials including aggregates, bitumen and precast concrete interlocking blocks or other goods required.

Community Workers. People employed or voluntarily engaged in providing labour-intensive public works (LIPW). These will include community members who will be working in pasture

restoration, tree nursery establishment, construction of irrigation infrastructure to support vegetable production, and soil and water management.

Labour Requirement Forecast

SNSOP will be implemented by MAFS—with UNOPS as the lead technical partner for Component 1, with contracted implementation partners (IP) supporting delivery of certain activities. ESS2 applies to all project workers, including full-time and part time contracted and direct hire workers.

The table below gives an overview of indicative labour use in the project.

Table 1: Labour Requirement Analysis

Type of project workers	Characteristics of project workers	Timing of labour requirements	Indicative number of workers
Direct workers PCU permanent staff/ consultants	Government civil servants and experts in MAFS	Throughout project implementation	PCU: 16 workers – Program Director; Project Officer; Accountants (2); Senior Procurement Specialist; Procurement Officer; Procurement Assistant; Senior Financial Management Specialist; Finance Officer; Environmental Specialist; Social Specialist; Gender Specialist; Monitoring & Evaluation Specialist; MIS Specialist; Knowledge Management Specialist; and Data Assistant.
Contracted workers <ul style="list-style-type: none"> Other NGOs implementing partner / contractor staff UNOPS permanent staff, field staff, consultants and support staff 	<ul style="list-style-type: none"> Short term consultants: expert’s specific thematic areas recruited for short term assignments Support staff include administrative staff (procurement, financial management, human resources), drivers, guards, etc. Skilled permanent staff of the primary contractor (implementing partners/NGOs, consulting company, construction company): most likely 	<ul style="list-style-type: none"> International and national experts, field workers and support workers: throughout project implementation Short term consultants on need basis (few weeks or few months) Other IP / contractor staff: Duration of several months to several years specified by contract or letter of agreement signed 	<p>UNOPS: - Project Manager, Social Risk Management Officer; Environmental Risk Management Officer; Gender Officer; Emergency Specialist; Engineering Officer; GIS Officer; Monitoring & Evaluation Officer; M&E Associates ; Emergency Reporting Officer; Admin & Finance Officer; Strategy & Resource Planning Officer; Procurement Officer; HR Consultant; Logistics Officer; Communications & Visibility Officer; Radio Programming Officer; Admin/Finance/HR Assistant ; Operations Associate; Logistics Assistant/ Warehouse/Storekeeper; Security Assistant ; Drivers</p> <p>The IP workers will be identified during the project implementation stage.</p>

Type of project workers	Characteristics of project workers	Timing of labour requirements	Indicative number of workers
	<p>national staff involved in community mobilisation,</p> <ul style="list-style-type: none"> • Skilled workers engaged by sub-contractors for construction work. • Employees of third-party monitoring agency / contractor • Unskilled community members engaged by contractors: Most likely local workers 	with implementation partner / contractor.	
Primary supply workers Workers engaged by primary suppliers	Most likely local workers	Project implementation	These will include but will not be limited to personnel of the payment service providers, Third Party monitoring agents and suppliers of other goods and services necessary for the project. Other primary supply workers will be identified during the project implementation stage.
Community workers with basic knowledge of reading and writing	This is labour that can be made available by the community for the benefit of sub-projects (paid and in-kind contributions to community activities); Able bodied community worker (not sick); knowledgeable about the sub project; willing to work all the required hours per day	Project implementation from the start to end.	Beneficiary households for labour-intensive public works. The community workers will be identified during the project implementation stage and the LMP will be updated accordingly. Workers group average 15 persons and about 100 per LIPW.

Based on the experience under previous projects all workers will be over 18 years old.

ASSESSMENT OF KEY POTENTIAL LABOUR RISKS

The SNSOP activities are centred on providing various types of support to address immediate food security needs of affected vulnerable households through direct income support, this implies that an important part of project support is in human development / soft interventions. However, part of the support will also include physical interventions in LIPW as per community needs such as construction of dykes and drainages. An assessment of the risks and impacts relating to working conditions and protection of the workforce in accordance with the

requirements of ESS2 of the Environmental and Social Management Framework of the World Bank based on these activities, has highlighted potential issues in the table below.

Table 2: Labour Risk Identification and Analysis

Risk/Impact	Analysis (Magnitude, Extent, Timing, Likelihood, Significance)	Risk Mitigation Measures
ESS2: Labour and working conditions		
Labour standards are not in accordance with national laws and international standards	There are some gaps between South Sudanese labour laws and international standards / ESS 2 (for example, in regards to child labour, see below. See Annex 11 for legal and policy review and legal gap analysis). Not likely given UNOPS procedures.	Through the implementation of this LMP the gaps are addressed. UNOPS employment procedures are in line with national regulations and UN standards.
Labour disputes over contracts	Given the generally high conflict potential, it is possible that disputes over contracts emerge	The Project will provide workers' GRM with additional support from sector specific institutions, an independent legal third party or courts for cases unresolved within the GRM.
Deployment of immigrant/migrant workers without required permits	Significant amounts of unskilled jobs are filled by migrant workers in the construction sector. These require work permits, which can be subject to lengthy processes. The risk is therefore substantial that local contractors contract migrant workers without appropriate permits in the country.	The project will largely prioritise employees and workers hired locally to strengthen local ownership and benefits, especially for soft interventions such as community mobilisation, extension, etc. For construction work, and where that is not possible, it will be ensured that workers from abroad have the appropriate permits, including through provisions in the contractual arrangements.
Poor working conditions and unsafe work environments due to poor indoor air quality, lack of access to potable water, poor waste management etc.	Due to the protracted conflict in South Sudan and the weakness of formal justice institutions, employees' working conditions are poor and the project needs to ensure that such working conditions are not accepted. The impact is significant in that it may manifest in exploitation of the very community that the project intends to benefit, community workers, but also contracted workers may be affected.	Supervision of Labour Management Practices for contractors, community workers, and also direct workers and consultants is essential to mitigate against risks related to Occupational Health and Safety (OHS). An example of a contractor checklist is presented in Appendix 4, and will be tailored for use by other groups of workers i.e., direct workers, community workers and service provider contracts. In addition to this, agro-chemical safety and handling equipment (e.g., drum crushers, etc.) will be procured, and training carried out to maximise safety.
Poor working conditions: lack of workers' rights	Labour laws in South Sudan have been criticised for their lack of enforcement. This is not surprising given that the formal justice sector is generally extremely weak.	The project therefore needs to ensure, through rigorous workers' grievance mechanisms, that workers can articulate violations of their rights and receive redress. There will be additional support from sector specific institutions, independent legal third parties, or courts for cases unresolved within the GRM.

Risk/Impact	Analysis (Magnitude, Extent, Timing, Likelihood, Significance)	Risk Mitigation Measures
Discrimination against women in employment	In most rural communities in South Sudan, women typically carry out household work owing to the general perception that men go to formal work while women and girls assume household duties. Therefore, the risk of discrimination in recruitment and employment of women is important. If there is no deliberate effort by the project to encourage the local women to thrive in contracted work or community work the risk of missing them as beneficiaries of potential employment is substantial. There is also a high incidence of sexual harassment of female workers by other workers.	Contractors are compelled to safeguard the interests of women, including gender parity at the workspace, prohibiting, preventing and punishing sexual harassment and other forms of GBV towards female workers by other project workers, appropriate sanitation facilities at workplace, and appropriate PPE for women. The project has prepared an Action Plan to Address Gender-Based and Child Violence, Sexual Exploitation and Harassment against Women and Children to guide the SH/SEA and gender parity issues in project intervention areas.
Worst and hazardous forms of child labour	The general minimum age for work is 14 (which is in accordance with ILO standards on minimum age where a country's economy and educational facilities are insufficiently developed). However, the Labour Act lacks clarity on prohibitions on the worst forms of child labour. Article 12(2) could allow children between the ages 14 and 17 to engage in the worst forms of child labour, violating international standards. There is therefore a substantial risk that children between 14-17 could be engaged in the worst forms of labour, which could include hazardous work.	The project will not recruit any employee below the age of 18 and will enforce this measure through direct UNOPS recruitment as well as through its implementing partners and contractors.
Forced Labour		
Injuries at the workplace arising from fire, poor indoor air quality, poor waste management, travel between sub-project sites etc.	The risk comes from the fact that appropriate OHS practices and equipment including PPE may be scarce for contracted workers or community workers, and health and safety regulations may not exist sufficiently or not be enforced.	Occupational risk assessments and mitigation plans will be devised and implemented to provide response and service for workplace injuries across all categories of workers including direct workers, community workers, and contractors. Training on appropriate OHS will also be provided to farmer organisations and farmer households, to mitigate risks arising from unsafe practices related to use of tools and machinery to be financed by the project.

Risk/Impact	Analysis (Magnitude, Extent, Timing, Likelihood, Significance)	Risk Mitigation Measures
Insecurity due to targeting of project staff and escalated conflict in project locations	Some of the target counties are located in areas with perpetual fears of insecurity.	MAFS, through UNOPS, will implement a Security Management Plan (SMP) to ensure the security of the workers. Any security workers to be involved in the SNSOP activities will be sensitised and trained on GBV/SEA/SH requirements.
Abusive force by security agents towards members of communities/ community workers	The risk comes from the presence of security agents in the communities as part of efforts to ensure safety of project staff and assets, particularly during cash payments.	Security agents will only be deployed when absolutely necessary based on results of risk assessments in each project location. Background checks of security agents upon hiring, and regular training on the use of forces will be carried out in line with the Security Management Plan. Specific protocols will also be developed to guide the interaction of security agents with communities.
ESS4: Community Safety and Health		
Potential accidents caused by project vehicles, potential disease vectors from water ponds and irrigation systems, spread of diseases in communities including COVID-19, HIV etc. through labor influx	Population movement due to labour influx may result in the spread of HIV and other diseases.	MAFS and all implementing partners and contractors will implement the Labour Influx Management Procedure (see below), including sensitization on preventing common diseases. Communication of risks will be conducted through locally appropriate means – targeting specific social groups and genders.
Potential targeting of households participating in LIPW	The risk comes from armed groups that may want to target beneficiaries receiving cash payments for purposes of forcefully taking money paid to them for participating in LIPW. This is exacerbated by logistical constraints in areas with underdeveloped physical and virtual infrastructure.	MAFS and UNOPS will ensure that the SMP is implemented and cash is distributed within the communities in secure locations, with minimal advance notice given prior to distribution to minimise risks of mobilisation by armed groups. Continuous risk assessments will be undertaken by UNOPS, and cash transfers will be halted at the first sign of a deteriorating security situation. The risk of cash handling will be transferred to an experienced financial service provider.
Risk of labor abuse	Under payment, overworking workers, delayed payments, GBV/PSEA/SH, uncondusive working environment lack lack of PPEs, working under heat stress,	Proper criteria and procedures, compliance wo ESS2 requirements

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION OF LMP

Given the categories of project workers (direct workers, contracted workers and community workers), this section lays out the operational arrangements amongst the various institutions that are collaborating with the SNSOP to ensure the smooth implementation of the LMP. The requirements of the LMP apply to all categories of Project employees and workers.

The requirements of the LMP as applicable to the direct workers will be under the responsibilities of MAFS through the PCU.

The requirements of the LMP as applicable to the contracted workers will be under the responsibilities of UNOPS through the South Sudan Human Resource (HR) Unit with supervision Unit in South Sudan. The HR unit will be responsible for managing and implementing employment policies, guidelines and procedures, including equal opportunity employment. Their role ensures compliance with South Sudan national labour laws, WB ESS2 and ESS4, and UN agency regulations with respect to recruitment, management and termination of engagement. UNOPS has the responsibility to ensure LMP implementation at the interface with all contractors (implementing partners) through the Procurement Team, which is responsible for managing vendor contracts and Letters of Agreement (LoAs).

Where contractors engage community workers directly in rehabilitation or construction activities, it is responsible for the full implementation of the requirements of the LMP as it applies to community workers in relation to ESS2, while UNOPS will exercise oversight over labour management processes.

The primary suppliers are identified at the subproject level by MAFS or UNOPS (implementing partners) or directly during subproject screening and the applicability of the LMP will be affirmed at that time. MAFS has the mandate to ensure that all the procedures for primary supply workers are observed, though the PCU will have the overall responsibility. ESS2 applies a proportionality approach to oversight responsibility towards suppliers.

KEY PROCEDURES

The SNSOP will promote sound worker-management relationships and enhance the developmental benefits of the project by treating workers in the project fairly and providing safe and healthy working conditions. MAFS, UNOPS, IPs, contractors and all project workers will be accountable for ensuring the full accomplishment of the objectives of ESS2 and ESS4. The gap assessment shows that some aspects (rules, regulations and procedures) are completely covered by the national legislation while aspects not completely covered by legislation will be satisfied through reference to the World Bank's and UNOPS sector specific guidelines on good practices on occupational safety and health.

The specific Terms and Conditions for the different categories of project workers and different types of activities will be defined in the inception phase of the project. In case of variations between the WB ESSs, South Sudan national and UNOPS requirements, the more stringent provision or the WB standards will apply.

Labour management responsibilities will be shared across activities, with the UNOPS Social Risk Management Officer and UNOPS Health, Safety, Social and Environment Specialist acting as focal points for each agency, in coordinating the tasks below. These officers will liaise with the Social Specialist in MAFS PCU for reporting and oversight purposes.

Table 3: Key Responsibilities under Labour Management Procedures

Task	UNOPS	IPs	MAFS PCU
Recruitment, placement and induction of project workers and employees in a transparent and non-discriminatory manner	R	R	I & A
Identification of community workers for LIPW	C	C	I & A
Beneficiary registration into the system	R	R	I & A
LIPW implementation and attendance marking	I	I	I & A
Management of occupational health and safety measures	R	R	I & A
Process payments to the beneficiaries using the submitted attendance registers.	R	R	I & A
Reconciliation of payments and sharing of data with UNOPS	R	R	I & A
Handling of feedback and complaints from community workers and project affected communities regarding payments	R	R	I & A
Handling of feedback and complaints from community workers and project affected communities regarding all other issues	C	C	I & A

Task	UNOPS	IPs	MAFS PCU
Handling of feedback and complaints from respective contracted workers regarding working conditions and other employment related issues including SEA and SH	R	R	I & A
Handling of feedback and complaints from government workers			R
Management of Implementing Partners and Contractors to ensure compliance with LMP	R	R	I & A
Management of security risks to project workers	R	R	I & A
Report to the World Bank on labour and OHS performance and key risks and complaints	C	C	R
R	Responsible for completion of task/deliverable		
A	Accountable for completion of the task		
C	Consulted by those responsible for advice and expertise		
I	Informed on progress and notified when tasks are completed		

Recruitment and Placement

The objective of this procedure is to ensure that the recruitment process and placement of project workers and employees are conducted in a manner which is non-discriminatory and employees are inducted to all essential work-related matters. The procedure is as follows:

- i. MAFS PCU identifies suitably qualified staff to join the PCU, with recruitment of new staff where necessary in line with the provisions of the Civil Service Act and Constitutional provisions.

- ii. Relevant UNOPS units and Contractors submit a recruitment plan to the Human Resource Officer for review and approval showing number of staff required; intended working conditions; intended locations of staff; and job specifications in terms of qualification and experience.
- iii. UNOPS unit and Contractor publish the job invitation in the appropriate media (local press or direct invitation for contracted worker, or word of mouth through local leaders for community workers) to ensure all potential candidates have access to the information, including women and persons with disabilities, actively addressing risks of nepotism, or other forms of recruitment or employment discrimination.
- iv. Shortlist and recruit candidates, screen candidates under the age of eighteen years, and strongly encourage women to apply. For a similar competence and experience, women would be preferred.
- v. On recruitment, ensure a contract of employment which includes a code of conduct is signed voluntarily, for both contracted workers and community workers.
- vi. For community workers, contractors will have the terms and conditions discussed, explained, negotiated and documented through joint community meetings, with each community employee showing consent by appending their signature against the resolutions or signing the attendance register of the meeting which made the employment resolutions.
- vii. Before commencement of work, the contractor will ensure the employee is inducted on the essential work-related issues including: Key Job Specifications; Terms and Conditions of Employment; Special Codes of Conduct; Disciplinary Procedures; Workers' Grievance Mechanism; Freedom to join and participate fully in Workers Association activities, Employment Council or Trade Union; Key Environmental and Social aspects of the SNSOP and the ESMF; Emergency Preparedness, and OHS for employees and employers.
- viii. Maintain all such employment records available for review by the PCU, the World Bank, or Ministry of Justice.

Implementing Partner/Contractor Management

The objective of this procedure is to ensure that UNOPS and IPs have contractual power to administer oversight and action service provider's non-compliance with the LMP. The procedure is as follows:

- i. UNOPS shall avail all related documentation to inform the contractor about their requirements for effective implementation of the LMP including OHS.
- ii. Before submitting a bid for any contracted work, the contractor shall incorporate the requirements of ESMF and the LMP into its bid.
- iii. UNOPS to formulate, implement and review contractor specific management plans (C-ESMPs) as required by the ESMF and specifically the LMP including: OHS plans; Labour Recruitment Plan; Code of conduct for employees; Waste management plan; and Emergency plan.

- iv. Contractor to submit as required by UNOPS or IP, the progress reports on the implementation of the LMP and allow UNOPS or the IP access to verify the soundness of the contractor's implementation of the requirements of the LMP.
- v. Where appropriate, UNOPS or the respective IP may withhold contractor's payment until corrective action(s) is/are implemented on major non-compliance to the LMP. The following are some of the major areas of non-compliance that contractors need to take note of (comprehensive list is in Appendix 4);
 - Failure to submit mandatory quarterly progress report
 - Failure to avail for inspection specified documentation pertaining to the implementation of the ESMP, C-ESMP and LMP
 - Failure to timely notify and submit incident and accident investigation report
 - Failure to appoint or replace a competent and experienced EHS officer
 - Failing to enforce C-ESMPs including provision of adequate appropriate PPE
 - Recruitment of non-technical staff from outside the local community.

Primary Supplier Management

Primary supply workers are employees of suppliers who, on an ongoing basis, provide goods and services to the project. MAFS and UNOPS have oversight of the implementation of the LMP requirements in this category. The objective of the procedure is to ensure that labour-related risks to the project from primary supply workers are managed in line with the requirements of ESS2. UNOPS will:

- i. Procure supplies from legally constituted suppliers. The legal registration ensures that the company is legally obliged to comply with all applicable labour laws in South Sudan including the Labour Act, which makes it possible to assume mainstreaming of the labour laws within the supplier's firm. This will include ensuring evidence of: Certificate of Incorporation; Tax Clearance; Value Added Tax Certificate; and Registration of supplier with regulatory body for the goods or services where required.
- ii. Carry out a physical check on the supplier's labour management system including: employee contracts; occupational safety and health; any past work-related environmental or occupational incidents; and worker's committee in place.
- iii. Check products quality certification and environmental rating where required.
- iv. Commit to take back waste for reuse, for example, containers and packaging where applicable.
- v. Explore possibility of training in safe use of product by community users where applicable.
- vi. Organise road safety training and additional applicable requirements as needed, such as emergency response equipment, etc.
- vii. For hazardous materials, confirmations of materials are legally authorised, supplier has all necessary permits, and transportation done by authorised personnel and vehicles properly marked with emergency response equipment.
- viii. If applicable for Project, add one training for raw material suppliers such as gravel, sand, etc.

Community Workers Management

The activities in Component 2 will include the participation of a significant number of community workers in LIPW for pasture restoration, tree nursery establishment, construction of irrigation infrastructure to support vegetable production, and soil and water management. This procedure provides measures to be implemented to ascertain whether the employment terms and conditions have been fully discussed and agreed. Therefore, the objective of this procedure is to ensure the community workers are agreeable to the terms and conditions of their labour. The procedure is as follows:

- i. UNOPS will develop standard TOR, working times (3hrs for women and 4 hrs for men in LIPW), remuneration systems (USD 2.7 per day for 15 days a month for 18 months) depending on the type of work), methods of payment (cash transfer), timing of payment (after every 15 days), basic OHS work procedure, and community code of conduct (CoC) that will apply to all relevant project activities. These will be developed during the project inception phase.
- ii. UNOPS will produce a plan for identification of households to participate in the LIPW as per agreed criteria with MAFS.
- iii. MAFS, UNOPS will meet and document resolution of meeting with the community on the intended community worker's recruitment. The resolution shall include details on;

#	Potential Risk/ Conflict	Mitigations Measures
1.	Disagreement over the nature of work on LIPW	Ensure community engagement in choosing LIPW options
2.	Working times	Work should be done within the agreed time frame of 4 hours for men and 3 hours for women
3.	Age restrictions (18 and above, and below UNOPS retirement age)	Verification will be based on ID documentation, and where not available through Affidavits from the Boma or Payam chief)
4.	Remuneration amount	Clearly state amount payable for LIPW workers before they start work
5.	Method of payment	Cash payment to members who were biometrically registered or through their alternate members of the HH/family
6.	Timing of payment	It should be timely ie. immediately after completion of work - no delays

7.	Individual signatory or representative signatory of meeting resolution	Yes
8.	Employment is voluntary	Yes. No one will be forced to work under LIPW activities
9.	Community CoC	All LIPW works will sign
10.	OHS requirements	IPs will provide LIPW workers with the appropriate PPEs and train them on the uses.

- . iv. UNOPS will induct community workers on key LMP issues, including;
- GBV and SEA
 - Workers' and Project GRM
 - Occupational Safety and Health
 - HIV awareness
 - Safe use of equipment and lifting techniques
 - Applicable PPE

Occupational Health and Safety and Work Environment

The objective of the procedure is to ensure and maintain a healthy and safe work environment for all project workers and the host community. The procedure is as follows:

- i. Project beneficiaries will be trained on appropriate OHS practices to mitigate risks arising from unsafe practices related to use of tools and machinery to be financed by the project, and as part of promoting Good Work Practices for all sub projects.
- ii. For direct workers and consultants, there will be an assessment of office facilities to ensure OHS risks {especially related to man-made (e.g., fires) and natural events (e.g., flash flooding, etc.) are appropriately considered and managed. There will also be procedures to manage OHS risks due to direct workers travelling (via roads) associated with the project. UNOPS will provide the necessary PPEs and create awareness on potential OHS risks that may be encountered during project-related site visits.
- iii. Community workers will be trained by UNOPS on appropriate OHS practices to mitigate risks arising from use of various tools and equipment during labour intensive public works.
- iv. On procurement for IPs and contractors, MAFS will avail the ESMF or any subproject ESMP to the aspiring contractors so that contractors include the budgetary requirements for occupational health and safety and community health and safety measures in their respective bids.

- v. UNOPS will develop and maintain an occupational health and safety management plan that is consistent with the scope of work, duration of contract, Sudan OHS regulatory requirements, subproject ESMP, WB General Environmental Health and Safety Guidelines (EHSGs) on Occupational Health and Safety, and any other conditions in contract bid or contract and this LMP including all OHS procedures included in the LMP or to be developed.
- vi. Contractors will adopt the sub-project ESMPs and where necessary develop Construction Environmental and Social Management Plans (C-ESMPs) to help manage construction risks.
- vii. Contractors appoint an appropriately qualified and experienced Safety Health and Environmental Officer whose responsibilities is to advise the employer on SHE related issues.
- viii. Contractors prepare task specific risk assessment (TRA) and safe working procedures (SWP) for executing works.
- ix. Contractors provide preventive and protective measures, including modification, substitution or elimination of hazardous conditions or substances.
- x. Contractor provides for appropriate training/induction of project workers and maintenance of training records on occupational health and safety subjects.
- xi. Contractor documents and reports on occupational accidents, diseases and incidents.
- xii. Contractor provides emergency prevention and preparedness and response arrangements to emergency situations including and not limited to: Workplace accidents; Workplace illnesses; Flooding; Fire outbreak; Disease outbreak; Labour unrest; and Security.
- xiii. Contractors comply with all requirements of applicable occupational Health and Safety legislation and Environmental legislation including WB EHS guidelines.
- xiv. UNOPS shall maintain all such records for activities related to the safety, health and environmental management for inspection by the PCU or The World Bank.

Fatality and serious incidents

Severe incidents will be notified to the Bank within 24 - 48 hours after learning of the incident or accident using World Bank Environmental and Social Incident Reporting Template (ESIRT). A detailed report of the incident will be provided within fifteen (15) days of occurrence of the accident. In the event of an occupational fatality or serious injury, the IP / contractor shall report to UNOPS and consequently, UNOPS shall report to the MAFS PCU, for escalation to the Bank as soon as becoming aware of such incidents, and inform the government authorities (where available) in accordance with national reporting requirements (Labour Act Section 115). Corrective actions shall be implemented in response to project-related incidents or accidents. UNOPS in collaboration with the PCU or, where relevant the IP or contractor, will be required to conduct a root cause analysis for designing and implementing further corrective actions.

Injured workers will be referred to the nearby government health facilities where services are offered for free.

Labour Influx Management Procedure

The objective of this procedure is to enable MAFS, UNOPS and all contractors to mitigate the excessive labour influx risks and impacts. The excessive influx of workers and followers can lead to adverse social and environmental impacts on local communities, especially if the communities are rural, remote or small. Such adverse impacts may include increased demand and competition for local social and health services, as well as for goods and facilities, which can lead to price hikes and crowding out of local consumers, increased volume of traffic and higher risk of accidents, social conflicts within and between communities, increased risk of spread of communicable diseases, and increased rates of illicit behaviour and crime, including GBV cases. The procedure is as follows:

- i. MAFS, UNOPS and their Contractors shall, to the extent possible, reserve all non-technical work for locals and local entrepreneurs (identifiable with the host community and witnessed by host community leadership to maximise employment creation.
- ii. Beneficiary selection and employment recruitment should verify the authenticity of the localness of potential employees.
- iii. UNOPS and Contractors shall liaise with local leadership on enrolment for community workers while at the same time ensuring that no grievances derive from nepotism via utmost transparency in the selection process, announcing hiring campaigns early enough in community consultations and/or other outreach activities.
- iv. Where there are camp establishments, UNOPS and contractors shall ensure camp management and community relations are good. If labour camps are required, special management plans need to be developed, or if smaller establishment, camp management reflected in the ESMP, including; security within camp, social relations with community members should be cordial and consistent with GBV and SEA, waste management, water and sanitation, and proper camp demobilisation.
- v. Establish code of conduct for contract workers' interaction with the host community. This may include:
 - Access to camp by children, non-employed girls and women
 - Appropriate language
 - Time restrictions where required
 - GBV/SEA
 - Good conduct if small numbers of workers are accommodated in communities rather than camps (requirements on when to establish a camp shall be included in the Project Operation Manual)
- vi. UNOPS/ Contractors should have their own supply of, pay for accommodation offered by the community to contracted employees.
- vii. UNOPS/ Contractors shall ensure that local supply shall not negatively impact the availability of resources for the local communities and sourcing of local wildlife shall be prohibited.
- viii. UNOPS/ Contractor shall provide a fully equipped first aid kit.

- ix. UNOPS/ Contractors to mainstream HIV issues in the workplace by providing HIV prevention training during induction and continuously during employment through health and safety talks.
- x. UNOPS/ Contractors to be fully aware of and be ready to implement the Workers' Grievance Redress Mechanism.

Child Labour

The minimum age of project workers eligible for any type of work under SNSOP (including construction work) is set at 18. The engagement of project workers between the age of 14 and 18 years (in particular, vulnerable individuals such as orphans) while legal for non-hazardous work³ will not be allowed under the project so as to mitigate above mentioned risks and not interfere with the child's education and development. To prevent engagement of under-aged labour, all contracts shall have contractual provisions to comply with the minimum age requirements including penalties for non-compliance. The contractor is required to maintain the labour registry of all contracted workers with age verification.

The process of age verification

In order to prevent engagement of under-aged labour, all contracts with work contractors shall have contractual provisions to comply with the minimum age requirements including penalties for non-compliance, and this will be well communicated to all potential stakeholders including the local community where the unskilled workforce will be sourced. The contractor will be required to maintain a labour registry of all contracted workers with age information. Verification of the age shall be undertaken prior to the engagement of labour and be documented. Below is indicative age verification means that could be used in South Sudan context where an official ID system is broadly unavailable:

- Check the birthday on official documents such as birth certificate, national ID or other credible records, where available;
- Obtain written confirmation from the medical practitioner;
- Obtain written and signed declaration from the worker and his/her parents or guardian;
or
- Inquire with the local community leader, community action group or with other credible community sources.

³ Examples of hazardous work activities prohibited for persons between the minimum age and 18 under ESS2 include work: (a) with exposure to physical, psychological or sexual abuse; (b) underground, underwater, working at heights or in confined spaces; (c) with dangerous machinery, equipment or tools, or involving handling or transport of heavy loads; (d) in unhealthy environments exposing children to hazardous substances, agents, or processes, or to temperatures, noise or vibration damaging to health; or (e) under difficult conditions such as work for long hours, during the night or in confinement on the premises of the employer.

Responsible remedial measures

In case a project worker who does not satisfy the age limit is identified working on the project, the employer (contractor, subcontractor or primary supplier) shall be required to terminate the engagement of such a project worker in a responsible manner. Indicative approach may include:

- 1) Offer a project employment to a member of the family who satisfies the age limit in exchange of keeping the under-aged worker (below 14 years old) away from work.
- 2) If a family member who satisfies the age limit (14 - 64 years old) is not available, require the employer (using the contractual penalty provisions) to continue the wage payment to the underage worker without engaging in work for an agreed period.

Security risks

Considering significant security risks in some parts of the SNSOP counties, the project will take appropriate and proportionate security measures to minimise the potential risk to the workers, as detailed in the project Security Management Plan. Key security measures will include restrictions on work hours where security risks are higher (such as night time); and measures to maintain low profile of the site and workers (such as the minimum use of sign boards). While security measures to be arranged by public security personnel to address external security risks (such as armed insurgency) will be determined by relevant security authorities in each county, SNSOP will address internal security risks associated with the deployment of such security personnel on the community and project workers in line with the WB Good Practice Note "Assessing and Managing the Risks and Impacts of the Use of Security Personnel" (such as the training of security officers on the principles of proportionality in the use of force).

COVID-19 prevention measures

Protection against possible COVID-19 related risks will be managed through:

- Provision of information on appropriate work practices such as use of PPE, hygiene maintenance and physical distancing to all project workers, implementing partners and contractors through training and information posters.
- Provision of appropriate PPEs for all project workers.
- Provision of hand washing stations and hand sanitiser for all project workers.
- Planning schedules for labour-intensive public works to avoid overcrowding in work locations, for example, by developing work shifts with a designated maximum number of workers on a site during any one shift.
- Ensuring access to medical facilities where necessary, in the case of Covid-19 symptoms being displayed by a worker(s).

- Develop protocols to respond to any confirmed cases of Covid-19 among project workers, including isolation or quarantine and return-to-work conditions.

WORKERS' GRIEVANCE REDRESS MECHANISM

The objective of this procedure is to settle the grievance between an employer and employee or between employees bilaterally before the intervention of a formal court, except in cases where the grievance constitutes a criminal offence that requires notifying law enforcement. Under the provisions of ESS2, the project will provide a grievance redress mechanism (GRM) for all direct and contracted workers to raise workplace concerns. Workers will be informed of this grievance mechanism at the time of recruitment and the measures put in place to protect them from any reprisal for its use. The project will put in place measures to make the worker grievance mechanism easily accessible to all project workers.

World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <https://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

Government Employees

Chapters 14 and 15 of the South Sudan Civil Service Act (2011) outline the procedures for handling disciplinary matters, as well as administrative and legal grievances for Government staff.

1. The Ministry of Public Service is responsible for issuing a Code of Conduct (CoC) to provide for best practice that reflects the values of the Civil Service. The CoC applies to civil servants, officials and employees in all Ministries.
2. Every managing Ministry is responsible for ensuring that every civil servant, official and employee is familiar with the standards of the CoC and works in conformity to it.
3. Circumstances under which any civil servant, official or employee is deemed to have committed a breach of CoC and can therefore be subjected to investigation and possible discipline are stipulated.

4. Any civil servant, official or employee who is aggrieved by the findings or penalties imposed upon him/her by a summary or board of Discipline hearing may lodge his/her grievance with the South Sudan Civil Service Commission or the South Sudan Employees Justice Chamber in accordance with the relevant law.
5. A civil servant, official or employee has the right to lodge a grievance concerning alleged violation by public authorities of his/her rights, with their managing Ministry liable in the first instance.
6. Where the civil servant, official or employee is not satisfied with the outcome of a grievance hearing conducted under (5) above, of the cause of the grievance lies outside the managing Ministry, the civil servant, official or employee may lodge the grievance with the South Sudan Civil Service Commission or the South Sudan Employees Justice Chamber in accordance with the relevant law.
7. MAFS will consolidate these grievances, and those from UNOPS within the regular progress reports to the World Bank.

UNOPS Employees

The UNOPS workers' GRM procedure is defined as follows:

1. UNOPS personnel shall comply with the duties and responsibilities set out in the Charter of the United Nations, the United Nations Staff Regulations and Rules, the Standards of Conduct for the International Civil Service (as defined, from time to time, by the International Civil Service Commission) and with other relevant instruments in the UNOPS Legislative Framework.
2. Disciplinary or administrative actions shall be imposed on any UNOPS personnel failing to abide by the required standards of conduct. Managerial action may be imposed on personnel to correct departures from the expected standards of conduct not amounting to misconduct, or to complete managerial or administrative actions.
3. All UNOPS personnel have a duty to report suspected misconduct as follows:
 - a) Discrimination, harassment, sexual harassment or abuse of authority shall be reported to People and Change Group (PCG);
 - b) Retaliation for reporting suspected wrongdoing or for co-operating with an investigation or audit or duly authorised fact-finding activity shall be reported to the Ethics Officer;
 - c) All other suspected misconduct shall be reported to the Internal Audit and Investigation Group (IAIG).

Personnel may also report suspected misconduct to an immediate supervisor or to another appropriate supervisor within the business unit. The supervisor shall then immediately report the matter to IAIG, PCG or the Ethics Officer as above.

4. The Ethics Office can be approached directly by any UNOPS personnel, regardless of their contractual modality, for confidential advice and guidance on ethical issues and ethical dilemmas. The Ethics Office cannot be compelled by any United Nations official or body to disclose issues brought to its attention.

5. Personnel are also encouraged to seek confidential advice from the Office of the United Nations Ombudsman, regarding workplace-related concerns, and on how to resolve conflict through informal means, as appropriate.

IPs and Contractor Workers

Implementation partners and Contractors' workers GRM procedure is defined as follows.

1. MAFS and UNOPS shall contract only contractors with registered code of conduct or who sign an undertaking to comply with the provisions of the Labour Act for contracted workers and contractors who will comply with community meetings resolutions on applicable rules in the case of community workers.
2. Contractors shall induct the employees on the applicable workers' grievance redress mechanism and make them aware of their rights. All records of induction shall be kept and made available for inspection by MAFS, UNOPS and/or the World Bank.
3. In case of violation, the aggrieved employee must capture and present the details of the grievance to the person they report to or the supervisor's superior in case of conflict of interest.
4. The supervisor will verify the details and seek to address the matter within the shortest time (up to 48 hours) and define if the complaint has regard with national law or with ESF standard.
5. The supervisor will escalate the matter if not resolved within 48 hours.
6. Where the formal courts are accessible and functional, when the complaint has regards with national law and when no resolution is found, the employee can escalate the matter to the sector specific institutions or courts who will resolve the matter between employer and employee.
7. UNOPS through its Office of the Inspector General (OIG) inspection officer might engage sanctions toward contractors according to the Vendor Sanction Policy.
8. Where the formal courts are not accessible, do not exist in an area, or cannot render a judgement, or if the complaint is based on the World Bank ESF standards but not the national law, the matter shall be reported to and handled through the Project Grievance Redress Mechanism (GRM). A fair agreement between the worker and the contractor will be facilitated by the Project support unit (PSU).
9. The contractor shall keep records of all proceedings of grievance redress that are within their jurisdiction and provide all details as part of the periodic progress reports to UNOPS.
10. In case of risk of retribution, the employee may immediately escalate to the court system or to the Project as noted under. If confidentiality is requested, the PSU will ensure it to avoid any risk of retribution, including in its follow-up actions.

Community workers/ Beneficiaries

Community workers shall apply to the Project GRM. All grievances of sexual nature (GBV/sexual harassment/Sexual Exploitation and Abuse) should follow the SNSOP GBV/SEA Action Plan referral pathways and complaints resolution mechanism. The community workers will be made

aware of the issues that will be addressed by the project GRM and the GBV/SEA Action Plan referral pathways and complaints resolution mechanism, where the latter should be handled/investigated by a trained and particular set of committees.

The process for the Community Feedback and Complaint Mechanism involves five steps;

- Collecting feedback and complaints – this will be accessible through various channels including UNOPS HSSE Assistants, UNOPS help lines, and project suggestion boxes and emails.
- Recording all complaints will be recorded on a standard reporting template and registered on a database according to category i.e., programmatic or accountability.
- Referring – the complaints will then be referred to the appropriate agency/department as outlined in Table 3 for investigation and resolution.
- Responding - the complainant will receive an acknowledgement of their complaint having been received and registered by the responsible agency, along with timelines of when they can expect to receive a comprehensive response. Negotiations will be arranged through the field offices where necessary with the support of committees to be formed jointly UNOPS for the purpose of addressing complaints in the project communities.
- Closing and Appeal - Once a resolution has been agreed and accepted by the complainant, the complaint will be officially closed. In the event that the complainant is not satisfied with the redress provided, they will have the option of lodging an appeal with the UNOPS AAIG for further investigations and decision.

GBV-SEA / SH Grievances

All grievances of sexual nature (GBV/sexual harassment/Sexual Exploitation and Abuse) should follow the SNSOP SEA/SH Prevention and Response Action Plan referral pathways and complaints resolution mechanism.

Community workers and project beneficiaries may report GBV-related grievances through the GBV Focal points at the Boma level or through the existing Community Based Complaints Mechanism (CBCMs) established by the PSEA (Protection against SEA) Task Force (comprised of UN agencies and NGOs), and all referrals will be directed to the UNFPA One-Stop Centres for GBV survivors. The exact locations of the Centres are captured in the ESMF. Not all of the target sites may not have a One Stop Centre or referral pathways by the time the project is launched.

In the locations where One Stop Centres are not available, the AAP Officers/ HSSE Officers and/or other relevant project staff will ensure all types of services described above in connection with referral pathways are available for survivors, especially provision of PEP kits as per the South Sudan PSEA SOP. The Project team will liaise with the GBV sub-cluster in the areas of the

proposed project to ensure that the affected population is informed of the latest referral pathways. Further details on handling of SEA/ SH-related grievances can be found in the SEA/SH Prevention and Response Action Plan.

Beneficiaries may also use the available GBV helpline to report GBV -related grievances through which the appropriate referral pathway will be raised.

The reporting process of incidents (or grievance redress mechanism) regarding SEA related misconducts or prohibited practices involving UNOPS personnel shall be done through the UNOPS in-country Focal Point on the matter, the Head of Office, the Ethics Officer based at the Headquarters and the OIG. All UNOPS Personnel shall be made aware of this reporting mechanism and if any of the standards and policies are revised during the lifetime of the project, the latest versions will be respected.

Procurement Protest

All procurement related issues will be handled as per the procedures defined in the MAFS and UNOPS procurement policies and procedures. Fairness and transparency are fundamental principles for UNOPS procurement activities. Bidders who believe they were not treated fairly in connection with a UNOPS procurement action may present a protest. In order to present a protest, Bidders should submit the following information:

- The Name, address, telephone number, fax number, and email of the bidder;
- The Solicitation, Purchase Order or Contract Number, name of the Buyer and the office issuing the Solicitation, Purchase Order or Contract;
- A brief statement on the grounds of the protest, an explanation of how the protest is timely, and an explanation of how the Bidder was directly affected;
- Copies of relevant documents supporting the statement;
- A brief statement on the best way for UNOPS to provide the bidder with relief.

Bidders will normally receive a reply within 10 working days.

MONITORING AND SUPERVISION

In order to ensure the implementation of the LMP by stakeholders, and contractors in particular, the following indicators will be monitored by MAFS and UNOPS on a regular basis:

- Number of workers
- Number of workers with valid contracts
- Number of trainings provided to workers on OHS, GBV and sexual harassment
- The existence of an OHS committee
- The presence of OHS personnel
- Number of workers provided PPE / total number of workers. Should also include number of workers trained on use of PPE / total number of workers provided PPE

- The presence of sanitary facilities: toilets (separate for men and women), hand washing facilities, waste collection points
- Worker fatalities and loss-time incidents
- Project worker (including contractors) project-related traffic accidents or significant traffic violations
- The existence of a worker's GRM
- Workers' grievance logbooks
- Number of complaints received
- Number of complaints resolved within the timeframe of the GRM

A detailed checklist that will be used during monitoring is in appendices. Quarterly reports will be prepared and shared with the PCU for approval before submission to the World Bank. Incident reports will be prepared as well if circumstances require it. More details on reporting requirements are provided in the Environmental and Social Commitment Plan (ESCP).

The performance monitoring of this LMP will be an integral part of the monitoring and supervision of the ESMF system and will follow the same institutional arrangements. Its detailed mechanisms are laid out in the monitoring section of the ESMF. In general, UNOPS in consultation with the PCU will be responsible for the monitoring of the implementation of the LMP. In particular, the lead Environmental and Social Risk Management Officers in UNOPS will work directly with the relevant officers in the field to ensure that the LMP is fully implemented.

The E&S Risk Management Officers will undertake supervision missions and spot checks. Through the initial activity- or site-specific screening process, the Social Risk Management Officers will be aware of potential labour-related risks and impacts of activities and will develop a monitoring schedule around these. Non-compliance of the LMP will be reported to the PCU SNSOP Project Officer, and will be taken up in the regular E&S reporting (see Appendix on reporting outline). Furthermore, the Project will deploy a third-party monitor, who will also be tasked to monitor the implementation of the ESMF and associated instruments, such as the LMP.

Estimated Budget

Activity	Cost Estimate (USD)
Sensitization of all workers on their rights and obligations as per the LMP (code of conduct, GBV-SEA prevention, workers' and project GRM etc.)	10,000
Training of trainers to be cascaded to all workers on health and safety at work (safe use of equipment and lifting techniques, correct use of PPE, HIV awareness, COVID-19, etc.) GBV and SEA	10,000
Sensitization and training on implementation of relevant project safeguards for Direct workers, contracted workers and contractors / implementing partners and community workers	20,000

Implementation of workers' grievance and redress mechanism	20,000
Total	60,000

APPENDICES

Appendix 1: Guideline on Code of Conduct

1. A satisfactory code of conduct will contain obligations on all project workers (including sub-contractors) that are suitable to address the following issues, as a minimum. Additional obligations may be added to respond to particular concerns of the municipality, the location and the project sector or to specific project requirements.
2. The Code of Conduct should be written in plain language and signed by each worker to indicate that they have:
 - received a copy of the code;
 - had the code explained to them;
 - acknowledged that adherence to this Code of Conduct is a condition of employment; and
 - understood that violations of the Code can result in serious consequences, up to and including dismissal, or referral to legal authorities.
3. The Contractor should conduct continuous awareness raising and training activities to ensure that workers abide by the Code of Conduct (such as through toolbox talks). The Contractor should also ensure that local communities are aware of the Code of Conduct and enable them to report any concerns or non-compliance.
4. The issues to be addressed include:
 - 2) Compliance with applicable laws, rules, and regulations of the jurisdiction
 - 3) Compliance with applicable health and safety requirements (including wearing prescribed personal protective equipment (PPE), preventing avoidable accidents and a duty to report conditions or practices that pose a safety hazard or threaten the environment)
 - 4) The use of illegal substances

- 5) Non-Discrimination (for example on the basis of family status, ethnicity, race, gender, religion, language, marital status, birth, age, disability, or political conviction)
- 6) Interactions with community members (for example to convey an attitude of respect and non-discrimination)
- 7) Sexual harassment (for example to prohibit use of language or Behavior, in particular towards women or children, that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate)
- 8) Violence or exploitation (for example the prohibition of the exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative Behavior)
- 9) Protection of children (including prohibitions against abuse, defilement, or otherwise unacceptable behaviour with children, limiting interactions with children, and ensuring their safety in project areas)
- 10) Sanitation requirements (for example, to ensure workers use specified sanitary facilities provided by their employer and not open areas)
- 11) Avoidance of conflicts of interest (such that benefits, contracts, or employment, or any sort of preferential treatment or favours, are not provided to any person with whom there is a financial, family, or personal connection)
- 12) Respecting reasonable work instructions (including regarding environmental and social norms)
- 13) Protection and proper use of property (for example, to prohibit theft, carelessness or waste)
- 14) Duty to report violations of this Code

No retaliation against workers who report violations of the Code, if that report is made in good faith.

Appendix 2: Sample Individual Code of Conduct in Case of Small Works Contractor

Implementing Environmental, Social Health and Safety (ESHS) and Occupational Health and Safety (OHS) Standards

Preventing Gender Based Violence (GBV) and Violence against Children (VAC)

I, _____, acknowledge that adhering to environmental, social health and safety (ESHS) standards, following the project's occupational health and safety (OHS) requirements, and preventing gender-based violence (GBV) and violence against children (VAC) is important. All forms of GBV or VAC are unacceptable, be it on the work site, the work site surroundings, at worker's camps, or the surrounding communities. The company considers that failure to follow ESHS and OHS standards, or to partake in GBV or VAC activities, constitute acts of gross misconduct and are therefore grounds for sanctions, penalties or potential termination of employment. Prosecution of those who commit GBV or VAC may be pursued if appropriate. No children under 18 would be considered as project workers. Nevertheless, precaution toward children under 18 in contact with project workers are presented below.

I agree that while working on the project I will:

- Attend and actively partake in training courses related to ESHS, OHS, HIV/AIDS, GBV and VAC as requested by my employer.
 - Shall wear my personal protective equipment (PPE), in the correct prescribed manner, at all times when at the work site or engaged in project related activities.
 - Take all practical steps to implement the contractor's environmental and social management plan (CESMP).
 - Implement the OHS Management Plan.
 - Adhere to a zero-alcohol policy during work activities, and refrain from the use of illegal substances at all times.
 - Consent to a police background check.
 - Treat women, children (persons under the age of 18), and men with respect regardless of race, colour, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status.
 - Not use language or Behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
 - Not participate in sexual contact or activity with children—including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defence. Consent from the child is also not a defence or excuse.
-
- Not engage in sexual harassment—for instance, making unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct, of a sexual nature, including subtle acts of such Behavior. Ex. Looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody's sex life; etc.
 - Not engage in sexual favours—for instance, making promises or favourable treatment dependent on sexual acts—or other forms of humiliating, degrading or exploitative Behavior.
 - Unless there is the full consent¹ by all parties involved, I shall not have sexual interactions with members of the surrounding communities. This includes relationships involving the

withholding or promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex—such sexual activity is considered “non-consensual” within the scope of this Code.

- Consider reporting through the GRM (Grievance Redress Mechanism) or to my manager any suspected or actual GBV or VAC by a fellow worker, whether employed by my employer or not, or any breaches of this Code of Conduct.

With regard to children under the age of 18 in contact with project workers:

- Wherever possible, ensure that another adult is present when working in the proximity of children.
- Not invite unaccompanied children unrelated to my family into my home, unless they are at immediate risk of injury or in physical danger.
- Not sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor's permission, and ensure that another adult is present if possible.
- Use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also “Use of children's images for work related purposes” below).
- Refrain from physical punishment or discipline of children.
- Refrain from hiring children for domestic or other labour which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury.
- Comply with all relevant local legislation, including labor laws in relation to child labor.

Use of children's images for work related purposes when photographing or filming a child for work related purposes, I must:

- Before photographing or filming a child, assess and endeavour to comply with local traditions or restrictions for reproducing personal images.
- Before photographing or filming a child, obtain informed consent from the child and a parent or guardian of the child. As part of this I must explain how the photograph or film shall be used.
- Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
- Ensure images are honest representations of the context and the facts.
- Ensure file labels do not reveal identifying information about a child when sending images electronically

I understand that my employer will:

Conditions of work

- Set up a complaints management system for workers
- Prohibit discrimination and promote equal opportunities
- Prohibit the recruitment of minors (under 18)
- Prohibit the recruitment of illegal labour

- Prohibit and sanction the exploitation of agricultural labour
- Prohibit and punish practices of sexual harassment or sexual abuse and exploitation in the workplace
- As far as possible, local recruitment will be favoured by prioritising workstations to people residing within the scope of implementation of the sub-project
- Put in place sanitary measures to prevent the spread of COVID-19, and other communicable diseases, including through provision on PPE
- Provide adequate training and safety measures to prevent potential incidents and accidents including those caused by fire and project vehicles.
- Implement occupational health and safety measures as identified in the Environmental and Social Management Plan (ESMP) or the Study of Environmental and Social Impact Assessment (ESIA) that will be prepared for the subproject. These measures will be consistent with goods international practice of health and safety at work, including the World Bank.

Sanctions: I understand that if I breach this Individual Code of Conduct, my employer shall take disciplinary action which could include:

- Informal warning.
- Formal warning.
- Additional Training.
- Loss of up to one week's salary.
- Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months.
- Termination of employment.
- Report to the police if wanted.

I understand that it is my responsibility to ensure that the environmental, social, health and safety standards are met. That I shall adhere to the occupational health and safety management plan. That I shall avoid actions or behaviours that could be construed as GBV or VAC. Any such actions shall be a breach of this Individual Code of Conduct. I do hereby acknowledge that I have read the foregoing Individual Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to prevent and respond to ESHS, OHS, GBV and VAC issues. I understand that any action inconsistent with this Individual Code of Conduct or failure to take action mandated by this Individual Code of Conduct may result in disciplinary action and may affect my ongoing employment.

Signature: _____

Printed Name: _____

Title: _____

Date: _____

Appendix 3: Matrix for some potential risks associated with health and safety issues in the project, the equipment and budget that will be needed to be costed by UNOPS reflect each LIPW

Potential OHS impacts	Mitigation measures
PLANNING AND PRE-CONSTRUCTION PHASE (including site preparation)	
General waste that may exist before or generated during the site installation	<ul style="list-style-type: none"> -Develop waste management plan for various specific waste streams - Prohibit burning of waste - Maintain all construction sites in a cleaner, tidy and safe condition --Provide and maintain appropriate facilities as temporary storage of all wastes before transportation and final disposal.
Dust emissions or and health hazard during the excavation works, dismantling works or site clearance	<ul style="list-style-type: none"> -Notify the workers before starting the demolishing work or excavation works, -water spraying on the bear surface or dust pollution source -Proper health and safety measures for the workers such as using of appropriate PPE (helmet, Earplug, musk, safety shoes, hand gloves etc.) should be taken to avoid any accidents;
<ul style="list-style-type: none"> -Removal of vegetation or tree cutting in the project sites may expose workers to accident risk; noise level increase and vibration effects -Removal of utilities such as electrical cables may expose workers to injury or killing by electric shock (electrocution) -Exposure to or faulty electrical devices, such as circuit breakers 	<ul style="list-style-type: none"> -workers should be sensitised about the nature of the works and precautionary measures to be taken - construct noise barrier around the dismantling site; stop the engine when it is not required; monitor noise level as per existing guidelines - Prevent accidents and injury to health by minimising hazards in the working environment -Contractor will cut only trees if have been agreed with the district local authorities and the environmental officer -A vegetation restoration plan will be implemented
Eye hazards due to solid particles from a wide variety of preliminary construction operations	Use of machine guards or splash shields and/or face and eye protection devices, such as safety glasses with side shields, goggles, and/or a full face shield
CONSTRUCTION PHASE	
<ul style="list-style-type: none"> Air quality can be affected by vehicle exhaust emissions and combustion of fuels or by emissions from construction machineries, causing air pollution, respiratory and other diseases -Dust generation from earth excavation, earth & sand stockpiles during dry period -Work-related accidents 	<ul style="list-style-type: none"> -Fit vehicles with appropriate exhaust systems and emission control devices; -Maintain vehicles and construction equipment in good working condition including regular servicing - Operate the vehicles in a fuel-efficient manner; -Impose speed limits at 30 km/hour on vehicle movement at the worksite to reduce dust emissions; -water spraying on the bear surface or dust pollution source -Proper health and safety measures for the workers such as using of appropriate PPE (helmet, musk, safety shoes, hand gloves etc.) should be taken to avoid any accidents - Focus special attention on containing the emissions from generators; -Construction equipment causing excess pollution (e.g. visible smoke) will be banned from construction sites immediately prior to usage;

Potential OHS impacts	Mitigation measures
	<ul style="list-style-type: none"> -Water spray to the dry earth/ material stockpiles, increase the watering frequency during periods of high risk (e.g. high winds); -Stored materials such as: excavated earth, dredged soil, gravel and sand shall be covered and confined to avoid their wind drifted; - The Air quality monitoring should be carried out by the contractor following the National Air Quality Standard
<p>OHS construction work risks such as:</p> <ul style="list-style-type: none"> . Slips, trips, falls . Hands and vibrations . Falling objects . Trench work . Scaffolding . Electrical work . Elevated surfaces . Vehicle movement . Hazardous materials . Material handling . Noise . Working under exhaustion or heat conditions . Worker transportation (to and from work sites) 	<ul style="list-style-type: none"> - Identification of potential hazards to workers, particularly those that may be life-threatening - Provision of preventive and protective measures, including modification, substitution, or elimination of hazardous conditions or substances - Training of workers on appropriate OHS practices - Documentation and reporting of occupational accidents, diseases, and incidents - Emergency prevention, preparedness, and response arrangements - Requirements to follow good industry practice and EHS Guidelines will be included in bidding documents of all civil works contractors.
<p>-Vibration and noise quality will be deteriorated due to vehicular traffic, blasting and construction equipment</p>	<ul style="list-style-type: none"> -Strict measures for noise pollution control need to be undertaken during construction activities; -Create noise barrier and consider the minimum noise levels at sensitive receptor sites - Stone breaking machine should be confined within a temporary shed so that noise pollution could be kept minimum - Protection devices (ear plugs or ear muffs) and masks shall be provided to the workers operating in the vicinity of high noise generating machines during construction; -Construction equipment and vehicles shall be fitted with silencers and maintained properly; -Instruction to the drivers to avoid unnecessary honking; -The Noise level monitoring should be carried out by the contractor following the national noise quality standards -Board Vibration monitoring should be carried out by the contractor.
<p>- Lack of proper infrastructure facilities, such as water supply and sanitation facilities may expose workers to hygiene-related diseases or lack of potable water</p> <p>-Accidental spillage of hazardous liquid from the construction camps</p>	<ul style="list-style-type: none"> - Train all construction workers in basic sanitation and health care issues and safety matters and on the specific hazards of their work -The contractor will provide movable toilets for both men and women -The contractor will provide drinking water meeting the national standards (pH and coliforms contents should meet standards for drinking water) -The water quality monitoring should be carried out by the contractor following the national water quality standards - Regular health check-up of the workers

Potential OHS impacts	Mitigation measures
	<ul style="list-style-type: none"> -Handling and storage of the potential contaminants has to be organized under strict condition to avoid water pollution during construction -Handling of hazardous liquid should be done carefully by the designated experienced person
-Inappropriate handling or accidental spillage/leakage of these substances can potentially lead to safety and health hazards for the construction workers	<ul style="list-style-type: none"> -workers to be mindful of the occupational exposures that could arise from working environment -workers on construction sites should receive special health and safety training specific to remediation activities - Handling and storage of the potential contaminants has to be organised under strict condition to avoid water pollution during construction - Handling of hazardous liquid should be done carefully by the designated experienced person - The ground water quality monitoring should be carried out by the contractor following the National Water Quality Standard
Fires and or explosions resulting from ignition of flammable materials or gases can lead to injury or fatalities to project workers	<ul style="list-style-type: none"> -Storing flammables away from ignition sources and oxidising materials. -Be equipped with fire extinguishing devices and self-closing doors, and constructed of materials made to withstand flame impingement for a moderate period of time
Road Traffic and Accidents	<ul style="list-style-type: none"> -Proper Traffic Management Plan (TMP) should be prepared by the contractor during starting of construction and follow it strictly; - In this TMP, the road safety measures such as speed breakers, warning signs/lights, road safety signs, flagman etc. should be prepared and implemented
Solid wastes and hazardous wastes	<ul style="list-style-type: none"> -Hazard communication and training programs to prepare workers to recognize and respond to workplace chemical hazards - Waste management and pollution control plan - Minimize the production of waste materials by 3R (Reduce, Recycle and Reuse) approach - Prohibit burning of solid waste - Ensure proper collection and disposal of solid wastes within the construction camps; -Insist waste separation by source; organic wastes in one container and inorganic wastes in another container at sources; -Dispose organic wastes in a designated safe place on daily basis; <p>The organic wastes should be always covered with a thin layer of sand so that flies, mosquitoes, dogs, cats, rats, etc. are not attracted</p>
GBV (sexual harassment of women and girls, exploitative sexual relations, sex work, etc.)	<ul style="list-style-type: none"> -ESMP should identify risks of labor influx and propose general mitigation measures -Develop and implement a national level GBV Action Plan with an accountability and Response Framework -Training and awareness on unacceptable conduct toward female workers -informing workers about national labour law that makes sexual harassment and gender-based violence a punishable offence which is prosecuted -Introduce a worker code of conduct as part of the employment contract including sanctions

Potential OHS impacts	Mitigation measures
	<ul style="list-style-type: none"> -contractors to adopt a policy to cooperate with law enforcement agencies in investigating complaints about GBV -Ensure that women are given equal employment opportunities during recruitment and job postings.
<ul style="list-style-type: none"> -Increased risk of work crews spreading sexually transmitted infections and HIV/ AIDS. -Lack of first aid facilities and health care facilities in the immediate vicinity will aggravate the health conditions of the workers. 	<ul style="list-style-type: none"> -Provide HIV-awareness programming, including STI (sexually transmitted infections) and HIV information, education and communication for all workers on regular basis; - Train workers on health and safety, on communicable diseases; - Regular health check-up of the workers and awareness training about the communicable diseases -Educating project personnel, and area residents on risks, prevention, and available treatment for vector-borne diseases -Provide the workers a safe and healthy work environment; - Provide health care facilities and first aid facilities readily available,
Exploitation of workers	<ul style="list-style-type: none"> -Ensure that all workers have contracts with terms and conditions that are consistent with national labour laws and policies as well as ESS2 -Every worker should be trained on as well as sign a Code of Conduct
Child and forced labour	<ul style="list-style-type: none"> -Ensure no children are employed on site in accordance with national labour laws and ESS2 -All workers should be able to demonstrate their age by use of national identity cards or other official documentation -Inform communities and stakeholders that the use of child labour/ students (including for community contributions) is not permitted on the project -All workers must have an employment contract, be paid for their work and have the right to resign if they wish
Pollution of water	<ul style="list-style-type: none"> -No garbage or refuse, waste oils should be discharged into drains or onto site grounds -Fuel storage tanks or sites should be properly secured to contain any spillage -Toilet facilities should be provided for construction workers to avoid indiscriminate defecation in nearby bush or local water bodies
Sanitary wastewater discharges	Adequate portable sanitation facilities serving all workers should be provided at all construction sites. Sanitary wastewater in construction sites should be properly managed
Hazardous waste: paint, fuel, chemicals, oil, petroleum products, bitumen etc. may harm the health of construction workers	<ul style="list-style-type: none"> -Appropriate mitigation and protective measures are to be included in the ESMP - Train the relevant construction personnel in handling of fuels and spill control procedures -Training workers on the correct transfer and handling of fuels and chemicals and the response to spills

Appendix 4: Health and Safety Incidents Tracker

Safety incident tracker

Class of incidents

Class 1	Class 2	Class 3
Minor: no one was injured or contaminated	Moderate consequences: minor injury with short term impairment	Major/critical: life at stake, severe injuries with long term or permanent

Reference number	Class of incident	Brief description	Cause of the incident	Date	Action to be taken	Due date	Responsible	Progress	Status
INC001									Open
INC002									Closed

The OHS will be used to guide corrective actions for incidents before they are closed.

Appendix 5: Employment, Health and Safety Conditions Monitoring Form (Checklist)

Contractor's name: Site name:..... Date:

Instructions; Tick (√) if available, put a cross(X) if unavailable.

Tick (√) if there's evidence, put a cross(X) if there's no evidence.

NO	Monthly Checklist: EHS items	Available	Unavailable	Type of evidence	Comment
1	Current Employee List				
2	Valid Working Contract				
3	Appointment letters				
4	Inductions – all contractor staff				
5	Routine OHS talk – all staff. Specific OHS training provided to workers that have more specific OHS risks f				
5	Reporting: Incidents/accidents tracker/register.				
6	Grievance redress mechanism				
7	Health and Safety Committee				
	Sanitary facilities: toilets (separate for men and women), hand washing facilities, waste collection points.				
9	PPE (boots, gloves, helmets, masks, and additional equipment as required for specific tasks): branded & properly worn at all times and provided and "trained on their use; .				
10	Awareness on SGBV and STDs				
11	Valid First Aid Kit				

12	Valid Fire extinguishers for some sub projects				
13	The incident register				

ANNEX 13: GAP ANALYSIS WORLD BANK ESS AND NATIONAL LEGAL FRAMEWORK

GAP Analysis World Bank ESS and National Legal Framework			
ESF Objectives	National Laws and Requirements	Gaps	Recommended Actions
ESS 1: Assessment and Management of Environmental and Social Risks and Impacts			
<p>Objectives of ESS 1 are:</p> <p>To identify, evaluate and manage the environmental and social risks and impacts of the project in a manner consistent with the ESSs.</p> <p>To adopt a mitigation hierarchy approach to:</p> <p>(a) Anticipate and avoid risks and impacts (b) Where avoidance is not possible, minimise or reduce risks and impacts to acceptable levels (c) Once risks and impacts have been minimised or reduced, mitigated; and (d) Where significant residual impacts remain, compensate for or offset them, where technically and financially feasible</p> <p>To adopt differentiated measures so that adverse impacts do not fall disproportionately on the disadvantaged or vulnerable and they are not disadvantaged in sharing development</p>	<p>South Sudan Draft Environmental and Protection Bill (2013).</p> <p>Section 18 of the South Sudan Draft Environmental and Protection Bill introduces the requirement for Environmental Impact Assessments. Section 32, Cap 5, introduces the requirement for Environmental Audits.</p> <p>Section 20, Cap 5, introduces the requirement for Environmental Monitoring.</p>	N/A	<p>The ESMF lays out a screening process of all subprojects and activities in order to assess whether activities require environmental impact assessments.</p>

<p>benefits and opportunities resulting from the project.</p> <p>To utilise national environmental and social institutions, systems, laws, regulations and procedures in the assessment, development and implementation of projects, whenever appropriate.</p> <p>To promote improved environmental and social performance, in ways which recognize</p>			
ESS 2: Labour and Working Conditions			
<p>The Objectives of ESS 2 are:</p> <p>To promote safety and health at work. To promote the fair treatment, non-discrimination and equal opportunity of project workers.</p> <p>To protect project workers, including vulnerable workers such as women, people with disabilities, children (of working age, in accordance with this ESS) migrant workers, contracted workers, community workers and primary supply workers, as appropriate.</p> <p>To prevent the use of all forms of forced labor</p>	<p>Labour Act, 2017 (Act No. 64 of 2017). The Act establishes a legal framework for the minimum conditions of employment, labour relations, and labour institutions</p>	<p>South Sudan has no statutory minimum wage.</p> <p>Enforcement of labour laws is minimal.</p> <p>Significant amounts of unskilled jobs are filled by immigrant workers. These require work permits.</p>	<p>The project will comply with the Labour Act, but it will monitor wages paid. The LMP defines a minimum wage.</p> <p>The implementation of the LMP will be monitored by the PMU.</p>
	<p>Labour Act, 2017 (Act No. 64 of 2017) establishes requirement for a dispute resolution mechanism</p>	<p>N/A</p>	<p>The LMP for the SNSOP will spell out a workers' grievance redress mechanism.</p>
	<p>Labor Act, 2017 (Act No. 64 of 2017) chapter XI makes provisions for health and safety at the workplace</p>	<p>N/A</p>	<p>Project will apply an occupational health and safety management system that is consistent with the IFC General Environmental Health</p>

<p>and child labor. To support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law.</p> <p>To provide project workers with accessible means to raise workplace concerns.</p>			and Safety Guidelines (EHSGs) on Occupational Health and Safety.
	<p>Labor Act, 2017 (Act No. 64 of 2017) chapter VI says that no person shall discriminate, directly or indirectly against an employee or job applicant in any work policy or practice (discrimination is defined on grounds of race, sex, age, religion, etc...)</p>	N/A	N/A
	<p>Labour Act, 2017 (Act No. 64 of 2017) section 12 provides protection for children. Minimum age for work is 14, and minimum age for hazardous work is 18</p> <p>The Child Act, 2008 (Act No. 10 of 2008). The child Act regulates the elimination of child labor, protection of children, and young persons, hazardous child labor.</p>	<p>Minimum age for general work is 14, which accords with ILO Convention 138, recognizing the age of 14 as the minimum age for general work for a country whose economy and educational facilities are insufficiently developed.</p> <p>However, in practice children between the age of 10-14 are further employed in agriculture and industry and services, including in rock breaking, construction (building and transporting materials), making bricks.</p>	<p>The Project will only allow the deployment of children – in all project worker categories – from the age of 18 (see LMP). Rigorous monitoring will ensure the application of the LMP.</p>

	<p>The Labour Act (Act No. 64 of 2017) section 10 spells out that forced labour is prohibited.</p>	<p>Forced labour takes place, for example in recruitment into the national army</p>	<p>The project will not allow any forced labour. It will hold all implementers liable to the implementation of the LMP. The PCU will have overall responsibility to monitor the implementation of the LMP.</p>
	<p>The Labour Act (Act No. 64 of 2017) Article 12 (2) allows children between the ages 14-18 to engage in labour</p>	<p>Article 12(2) allows children between the ages 14-18 to engage in general labour</p> <p>The Labor Act lacks clarity on prohibitions on the worst forms of child labor Compulsory education age (13) is inconsistent with minimum age for work (14).</p> <p>Furthermore, children in South Sudan engage in armed conflict and in cattle herding. The national army continues to recruit, sometimes forcibly, children to fight opposition groups.</p> <p>Children are further engaged in other worst forms of child labor, including in commercial sexual exploitation. Perpetrators have not been</p>	<p>The project will only allow deployment of children – in all project worker categories – from the age of 18 (see LMP).</p> <p>Rigorous monitoring by the PMU will ensure the application of the LMP.</p>

		brought to justice.	
ESS 4: Community Health and Safety			
<p>The Objectives of ESS 4 are:</p> <p>To anticipate and avoid adverse impacts on the health and safety of project affected communities during the project life-cycle from both routine and no routine circumstances.</p>	N/A	N/A	<p>Although the project aims to improve the lives of previously affected communities, it needs to be ensured that project activities do not pose any unintended negative consequences on communities, for example through increased GBV incidents. A GBV/SEA Action Plan will be implemented.</p>
<p>To avoid or minimise community exposure to project-related traffic and road safety risks, diseases and hazardous materials.</p> <p>To have in place effective measures to address emergency events. To ensure that the safeguarding of personnel and property is carried out in a manner that avoids or minimises risks to the project-affected communities.</p>	<p>The Public Health (Water and Sanitation) Act (2008) emphasises the prevention of pollution of air and water and also encourages improvement in sanitation. Key provisions include the protection of the sanitation of the environment and encompasses measures to address the pollution of water and air.</p> <p>The following are measures geared towards control of pollution of water: Measures to prevent pollution of water for consumption; Measures destined to prevent pollution of potable water; Anyone who offers the public water to drink or human food, and which includes frozen food should ensure that the water conforms to the portability regulations; Management and disposal of hazardous wastes; and storage of wastes on the premises of waste generators.</p> <p>The Public Health Act (2008) also provides the need for the protection of pollution of water through the enforcement of</p>	ESS 4 also considers worker conduct.	<p>The project will utilise WBG guidelines on waste management in order to be fully compliant with this Act.</p> <p>Several measures will be undertaken, including implementers will develop road safety management plans.</p>

	regulations and measures necessary to combat all elements of pollution and protect the natural level of the environment and public health		
ESS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources			
<p>The Objectives of ESS 6 are:</p> <p>To protect and conserve biodiversity and habitats.</p> <p>To apply the mitigation hierarchy and the precautionary approach in the design and implementation of projects that could have an impact on biodiversity.</p> <p>To promote the sustainable management of living natural resources.</p> <p>To support livelihoods of local communities, including Indigenous Peoples, an inclusive economic development, through the adoption of practises that integrate conservation needs and development priorities.</p>	N/A	N/A	The project will avoid any encroachment into any sensitive habitat and/or protected areas.
ESS 8: Cultural Heritage			
<p>The Objectives of ESS 8 are:</p> <p>To protect tangible and intangible cultural</p>	The Constitution of South Sudan, Art. 38 (1e) spells out to protect cultural heritage, monuments, and places of national historic or religious importance from destruction, desecration,	N/A	The Project will implement chance find procedures to protect cultural or archaeological findings during project

<p>heritage from the adverse impacts of project activities and support its preservation.</p> <p>To address cultural heritage as an integral aspect of sustainable development.</p> <p>To promote meaningful consultation with stakeholders regarding cultural heritage.</p> <p>To promote the equitable sharing of benefits from the use of cultural heritage.</p>	<p>unlawful removal or illegal export.</p>		<p>activities, as per the Chance Find Procedure annex.</p> <p>The Project will further conduct community consultations (as per SEF, see annex) prior to project activities in order to ensure protection of other tangible cultural heritage</p>
<p>ESS 10: Stakeholder Engagement and Information Disclosure</p>			
<p>The Objectives of ESS 10 are:</p> <p>To establish a systematic approach to stakeholder engagement that will help borrowers to identify stakeholders and build and maintain a constructive relationship with them, in particular project-affected parties.</p> <p>To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.</p> <p>To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life-</p>	<p>The Constitution of South Sudan, Article 166 (6) expects local governments to involve communities in decision-making in the promotion of a safe and healthy environment.</p>	<p>N/A</p>	<p>The Project will implement stakeholder consultations throughout the lifetime of the project, as per the SEF .</p>

<p>cycle on issues that could potentially affect them.</p> <p>To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible and appropriate manner and format.</p>			
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ANNEX 14: STAKEHOLDER ENGAGEMENT PLAN (SEP)



Government of South Sudan
Ministry of Agriculture and Food Security

PRODUCTIVE SAFETY NET FOR SOCIOECONOMIC OPPORTUNITIES PROJECT -SNSOP

STAKEHOLDER ENGAGEMENT PLAN (SEP)

FEBRUARY 2022

ABBREVIATIONS AND ACRONYMS

AAP	Accountability to Affected Populations
CSO	Civil Society Organisation
DIS	Direct Income Support
ECD	Early Childhood Development
ESCP	Environmental and Social Commitment Plan
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standard
FCV	Fragility, conflict and violence
GBV	Gender-based Violence
GoSS	Government of South Sudan
GRM	Grievance Redress Mechanism
IDP	Internally Displaced Person
IP	Implementing Partner
LIPW	Labour-intensive Public Works
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
PDC	Payam Development Committee
PIU	Project Implementation Unit
PWD	Persons with disabilities
SEP	Stakeholder Engagement Plan
SNSOP	Productive Safety Net for Socioeconomic Opportunities Project
SP	Social Protection
SSSNP	South Sudan Safety Net Project
TPM	Third-party monitor
UNOPS	United Nations Office for Project Services
WASH	Water, Sanitation and Hygiene
WB	The World Bank

EXECUTIVE SUMMARY

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with potential stakeholders affected by the implementation and outcomes of the South Sudan Productive Safety Net for Socioeconomic Opportunities Project - SNSOP (P177663). It identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project. It outlines previous stakeholder engagement efforts carried out on the South Sudan Safety Net Project (SSSNP) currently under implementation and articulates a range of strategies for timely, relevant and accessible stakeholder engagement throughout the project life cycle for the new proposed SNSOP. The SEP is also prepared in compliance with the World Bank Environmental and Social Standard ESS10 on stakeholder engagement and information disclosure.

The proposed SNSOP is designed to respond to the increasing need to scale up social safety nets for poor and vulnerable populations, particularly as a result of the COVID-19 pandemic. SNSOP is a follow-on to the on-going SSSNP and so will have coverage in 12 counties scaling up two additional refugee communities in Maban and Pariang. The project will also continue to strengthen the Social Protection (SP) system through the Grievance Redress Mechanism (GRM), Management Information Systems (MIS) and Monitoring and Evaluation (M&E) system, developed under SSSNP.

The project environmental and social risk will be assessed and mitigation measures will be proposed in the Environmental and Social Management Framework (ESMF) and Environmental and Social Commitment Plan (ESCP) that will be prepared for the project. Several stakeholder engagements have been carried out through various channels during implementation of the on-going SSSNP project, as well as engagement and sensitization for this project, including community engagement and capacity building meetings with individual community stakeholders.

Stakeholder groups identified under the project include individual beneficiaries, communities, community leaders and committees, private entities, government agencies, development partners including UN Agencies, Civil Society Organizations (CSOs) including Non-Governmental Organizations (NGOs). Vulnerable groups identified include persons with disabilities, Internally Displaced People, youth and women.

Strategies for engaging stakeholders identified in this SEP include use of both traditional and modern media communication channels such as community sensitization meetings, websites, social media, printed media, information centre boards, key informant engagements, public meetings, newsletters, brochures, fact sheets, conduct of periodic surveys by independent monitors, and the use of MIS to enhance the project's grievance redress mechanism. Follow up on grievances and actions taken will form part of the overall monitoring of the project. Further, various strategies for involving stakeholders in project monitoring and reporting have been identified. Resources and implementation arrangements for SEP activities will be covered under the different components of the project implemented by the Government and the United Nations Office for Project Services (UNOPS).

1. INTRODUCTION

The successful management of any project requires that stakeholders are sufficiently engaged during its design and implementation. Stakeholders include persons or groups directly or indirectly affected by a project, as well as those who may have direct or indirect interest in a project and/or the ability to influence its outcome, either positively or negatively. This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with these potentially affected parties and others with interest in the implementation and outcomes of the Productive Safety Net for Socioeconomic Opportunities Project (SNSOP) throughout the project life cycle.

SNSOP builds on work done under the South Sudan Safety Net Project (SSSNP), another World Bank-funded intervention, scaling up existing activities introducing some activities that will contribute to the establishment of the government-led National Safety Net system. This SEP therefore builds on existing strategies under SSSNP which will be largely continued as well as pilot new initiatives. The SEP also identifies the major stakeholders affected by the project either directly or indirectly (including vulnerable groups) as well as those with other interests that could influence decisions about the project. The SEP further outlines previous engagement activities, planned consultations, and articulates a range of strategies for timely, relevant and accessible stakeholder engagement throughout the project life cycle.

This SEP is based on the guiding principles that stakeholder engagement should:

- Be timely
- Be independent (free of external manipulation, interference, discrimination and intimidation)
- Have clear objectives
- Have the capacity to influence the stakeholders
- Obtain feedback
- Trigger provision of resources and other modifications, where needed
- Be properly documented and disclosed by the borrower
- Generate minutes from every meeting/interview
- Generate recordings or photos, if culturally accepted

1.1 Project Description

The proposed project is a US\$119 million grant from the International Development Association (IDA) and will support five components, to be implemented over a 3-year period. The components are: (i) Cash Transfers and Complementary Social Measures; (ii) Provision of Economic Opportunities; (iii) Strengthened Institutional Capacity and Social Protection System; (iv) Project Management, Monitoring and Evaluation, and Knowledge Generation; and (v) Contingency and Emergency Response.

The project will be guided by principles of government ownership, capacity strengthening and close collaboration with partners for strengthened humanitarian-development-peace nexus. While it is envisioned that an initial on-the-ground implementation will need to be undertaken by UNOPS and other third-party agencies, the Government of the Republic of South Sudan will be the direct recipient of the IDA grant and be responsible for all aspects of project design, management, and implementation. As such, the focus from the onset will be to strengthen government capacities in terms of systems, procedures, and institutional development in a phased manner for an eventual government-led National Safety Net system. Efforts will be made to build on the experiences and lessons of previous relevant interventions in South Sudan to scale up what works and pilot new initiatives, starting small and expanding gradually, taking into account capacity and operational constraints. Design of project activities will be informed by

analytical work done by the World Bank and partners in the SP sector in South Sudan and other fragility, conflict and violence (FCV) contexts, providing opportunities for testing innovations and advancing on policy dialogue around increased coherence in safety net approaches guided by evidence of success. Further, the project design will actively aim to strengthen the humanitarian-development-peace nexus for longer term stability and development in support of on-going recovery efforts. Lastly, considerations on gender, GBV, and climate change adaptations will be mainstreamed across all project components.

Project stakeholders can be categorized into:

Primary stakeholders: Individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified for this project include:

- Poor and vulnerable individuals, including host communities and refugees
- Poor communities in rural and urban areas
- Community leaders and members of poor communities

Secondary stakeholders: Broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence.

Secondary stakeholders for the project include:

- Ministry of Gender and Social Welfare (MGSW)
- Ministry of Agriculture and Food Security (MAFS)
- Ministry of Finance and Planning (MoFP)
- Ministry of Health (MoH)
- Ministry of Labor (MoL)
- Ministry of Land, Housing and Urban Development (MoLHUD)
- Ministry of Roads and Bridges (MoRB)
- Ministry of Environment and Forestry (MoEF)
- UN Agencies (UNOPS, UNOCHA, UNMISS, UNDSS)
- South Sudan Relief and Rehabilitation Commission (RRC)
- Civil Society Organizations (CSOs)
- Non-Governmental Organisations (NGOs)

3.2 Affected Parties

Table 2: Directly or Indirectly Project-Affected Parties

Stakeholder	Expected SNSOP Engagement/Interest
Women and girls	Although women play a critical role in the maintenance of household livelihoods and provision of labor in agriculture, they generally have less access to productive resources, services and employment opportunities. Women and girls in South Sudan suffer from significant discrimination, including in education, economic empowerment and public participation, and are subject to widespread GBV, including domestic violence, gang rape and other abuses.
Widows and female- headed households	Given that more men die in the protracted conflict in South Sudan, a continuous increase in widows and female- headed households is taking place. This has resulted in changes of the intra-household roles. Widows in particular are often marginalized and vulnerable in host communities as well as among the Internally Displaced People (IDP) and returnee populations.

IDPs, in particular, those who are persons with disabilities, from ethnic/other minorities, and women	Due to the internal conflict in the country, many people fled their home areas to more stable areas within the country for security reasons and would likely return to their places of origin as soon as stability and security is restored. Demand for basic services would increase. Among IDPs are persons who have suffered disabilities as a result of the conflict.
Youth	Being the largest demographic in South Sudan and facing significant vulnerability owing to the country's context, the effects of crisis and shocks disproportionately impact the youth. This calls for their targeted inclusion and involvement in the project activities through consultations and information disclosures.
Vulnerable groups - orphans/people living with HIV/AIDS, people living with physical/mental impairments	These groups are marginalized and struggle to access basic services, while suffering discrimination that hinders their participation in social, political and economic life. There are also a significant number of persons with disabilities, including those injured during conflict. Women with disabilities experience higher levels of physical, psychological and sexual violence. Elders with disabilities face greater challenges due to less access to food, wash facilities and other support.

Ethnic minority groups	Some of these groups have suffered historic discrimination and economic and political marginalization and also more recently, the brunt of the conflict. They will need special attention.
Potential community workers	Within the communities, some individuals with some level of education exist, but not enough to take up jobs in the cities. Therefore, they are important resources that could be used. The project will need to sensitively manage expectations among affected communities in relation to the actual numbers of persons who can be hired to work for the project.
Host communities	Often tension is reported between IDPs, refugees and their host communities. In the thirteen respective counties there are several locations where IDPs meet host communities. It is therefore important to also attend to the needs of host communities.
Refugee community	Since the outbreak of conflict in Sudan's South Kordofanian and Blue Nile states in 2011, an estimated 200,000 Sudanese have become refugees in South Sudan, with most of them staying in Pariang and Maban Counties in Unity State and Upper Nile state and would likely return to their places of origin as soon as stability and security is restored. The demand for basic services continues to increase in these areas. Among refugees are persons who have suffered disabilities as a result of the conflict.

3.3 Other Interested Parties

Table 3: Other interested parties

Stakeholder Group	Expected SNSOP Engagement/Interest
Ministry of Agriculture and Food Security (MAFS) and UNOPS	MAFS is the Borrower/Project Manager and UNOPS is the Implementing Agency. The Ministry will receive technical assistance and capacity building support in various areas related to the core Project activities. Staff at County level will also have responsibility for extension service delivery to beneficiary communities.

Line Government ministries, UN agencies, and other development partners	All organizations working in project locations are stakeholders and close coordination would add value e.g. security, GBV referral service providers, (UNDSS, UNOCHA,etc) and others.
International NGOs, local and national CBOs and NGOs operating in the health, education, livelihood sectors	With most having invaluable experience in the successful delivery of a wide range of humanitarian services, their networks, delivery systems and knowledge of intricate community dynamics will need to be tapped for use by the project.
South Sudan Relief and Rehabilitation Commission (RRC)	The RRC is an independent entity established through the RRC Act, 2016. It is responsible for coordinating, monitoring and evaluating humanitarian programmes undertaken by Non-Governmental Organizations in South Sudan. RRC also facilitates partnership and coordination between NGOs and the government.
World Bank	Donor
Suppliers of goods and services in target locations	Local business operators (mainly those supplying basic necessities such as food) in the target locations would be interested in the business opportunities that will result from increased income among the beneficiary communities. New businesses are also likely to be set up by some of the beneficiaries through their income from the project.

3.4 Disadvantaged / vulnerable individuals or groups

Table 4: Disadvantaged / vulnerable individuals or groups

Vulnerable Group	Limitations to participation in/consultation with the Project	Additional support/resources to be made available

Women and girls	They are typically left out of decision-making that do not account for their unique needs and capacities. This produces a ripple effect on labor or economic opportunities and educational opportunities. The risk of sexual violence negatively affects women's ability to access income and resources.	Work through female community representatives in the affected communities, to identify suitable venues and timing for dedicated consultations and support for childcare. Provide safe spaces to discuss GBV-SEA and provide information on Grievance Redress Mechanism (GRM) and relevant referral pathways.
Youth	Young people have largely been excluded from political life, including through the age-based systems of authority that prevails in some parts of South Sudan. Approximately 30 percent of them also do not have access to education or economic activities, negatively affecting their capacity to contribute towards development.	Targeted consultation to enable meaningful participation in the project implementation.
Minority ethnic groups	The SNSOP will be implemented in the areas both government and opposition-controlled conflict-affected or have significant minority populations. Ethnic minorities may occur at different levels, in the state or even inside the county. Here they may be dominated by authorities from other groups and may have little decision-making power.	Utilise Payam Development Committees (PDCs) and Boma development Committees (BDCs) and other local community representatives to identify and mobilise minority groups to participate in meetings and consultations. Also provide local language interpreters to ensure understanding and ability to give feedback during engagement.
Internally Displaced People (IDPs)	IDPs and refugees are likely to encounter challenges in adapting to new livelihoods.	They will be kept informed about meetings and consultations via other community members in the area, and potentially through radio and social media. Meetings will only be held during day time in view of security concerns.
Returnees	Returning people going back to their places of origin are also more likely to encounter competition in accessing basic resources like shelter and water, hindering their ability to participate in development activities.	Utilise PDCs and BDCs and other local community representatives to identify and mobilise minority groups to participate in meetings and consultations.

Persons with disabilities (PWD) and their caregivers	The main challenges faced by people with disabilities are access to basic services such as water, sanitation and hygiene and discrimination that hinders their participation in social, political and economic life. Women with disabilities experience higher levels of physical, psychological and sexual violence.	All venues for consultations, workshops and meetings should be selected with a view to facilitate physical access for PWD. Where necessary avail sign-language interpreters.
Orphans/ child-headed households	Many orphans are forced to become responsible for themselves and their siblings after the separation or death of their parents/guardians. Lack of specific attention to these children and child-headed households exposes children to illness, rape and forced recruitment into slavery or armed groups.	Work through local community leadership and authorities to identify these children and suitable venues and timing for dedicated consultations. Provide safe spaces to discuss their needs.
People living with HIV/AIDS	They are marginalised and struggle to access basic services, particularly health care. They are also discriminated against when it comes to economic opportunities and generally in social life.	Utilise PDCs, BDCs, other local community representatives and health workers to identify and mobilise them to participate in meetings and consultations.
Refugees	According to UNOCHA, the populations across all refugee camps in Maban and Pariang counties are generally food insecure. Due to limited livelihoods opportunities, including access to market and to income sources, food assistance has become the main source of food for refugees creating a reliance on external aid	Work through the RRC, UNOCHA and other NGOs that are providing humanitarian assistance in the refugee camps to mobilise the communities and identify those most in need and are not already receiving support from other aid agencies.

2. STAKEHOLDER ENGAGEMENT PROGRAM

4.1 Purpose and timing of stakeholder engagement program

This Stakeholder Engagement Plan (SEP) is designed to establish an effective platform for productive interaction with the potentially affected parties and others with interest in the implementation outcome of the SNSOP. Overall, this SEP serves for the following purposes:

Stakeholder identification and analysis;

- Planning engagement modalities through effective communication, consultations and disclosure;
- Enabling platforms for influencing decisions;

- Defining roles and responsibilities for the implementation of the SEP;
- Defining reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings;
- Defining roles and responsibilities of different actors in implementing the Plan; and
- Elaborating the role of Grievance Redress Mechanism (GRM);
- Identifying potential risks related to stakeholder’s responses/reactions and identifying or agreeing on ways of reducing or mitigating them.

Adequate stakeholder consultations will require effective timing and advanced planning. To ensure information is readily accessible and appropriately packaged to affected stakeholders, and adequate representation and participation of the different groups in the process, the SNSOP will adopt different methods and techniques based on an assessment of stakeholder needs. Methods for engagement are listed in Table 5 below.

Table 5: SNSOP Stakeholder Engagement Methods

Engagement Technique	Description and use	Target audience
Websites	The Project Appraisal Document (PAD) and ESF documents will be published on the official websites of MAFS, MGSW, WB and UNOPS	All stakeholders
Media announcements	Advance announcements of commencement of major project activities, project Grievance Redress Mechanism, and other outreach needs of the project e.g. sensitization and enrolment activities	All implementing actors at national, regional and county levels Project- affected stakeholders and communities
Information Boards	Use of Notice Boards for announcement of commencement and progress for major project activities	Project-affected communities and county officials

Engagement Technique	Description and use	Target audience
Sensitization and enrolment meetings	These meetings will be held at the community level to orient communities and potential beneficiaries on the project's eligibility criteria and planned activities. These community sensitization meetings and consultations will include discussions around potential environmental risks and impacts of project activities and proposed mitigation measures, as well as compliance with COVID-19 protocols should the pandemic persist.	Project-affected communities
Social Accountability Fora	Community level Social Accountability fora will be organized with project beneficiaries and non-beneficiaries to solicit feedback on project activities and progress. The outcomes of these fora will be fed into the project management cycle for improvements.	Project affected persons, communities, and any other stakeholders and interested parties
Correspondence by phone/ email/ written letters	Distribute project information to government officials, organizations, agencies and companies and invite stakeholders for meetings	Government officials and Development Partners
Printed media advertisement	This will be used to disseminate and disclose project documents intended for general readers and audiences. Advertise project procurements, as applicable	General public
Distribution of printed public materials: Project information leaflets,	This will be used to convey general information on the Project and to provide regular updates on its progress to local, regional and national stakeholders. Materials may include FAQs and IEC	General public

Engagement Technique	Description and use	Target audience
	(pamphlets, banners, leaflets, etc.) materials on GRM	
Social media	This platform will be used to provide key highlights and milestones about the project to the general public.	General public

4.2 Proposed strategy for information disclosure

Stakeholder engagement under the SNSOP will follow the standard project management cycle, which are: (i) Preparation and Design phase; (ii) Implementation phase; (iii) Monitoring phase; and (iv) Completion and Evaluation phase. The strategy for information disclosure is presented in Table 6 below.

Table 6: Proposed information disclosure strategy for SNSOP

Project stage	Information to be disclosed	Method proposed	Timetable: Location	Target Stakeholders	Topic of consultation	Responsibility
Preparation/ Project design	SEP,ESCP, ESMF	Newspaper publication, emails, official websites and stakeholder meeting/workshops/consultations and distribution of printed documents in relevant institutions	Prior to project appraisal and effectiveness	National, state, county and community level stakeholders and the general public	Environmental & social Safeguards management, procurement, stakeholder engagement, project concept, mode of selection of subprojects, project benefits and impacts	MAFS & MGSW, WB, UNOPS
Implementation Phase	Project design and implementation Communicating Project interventions	Project inception stakeholder meetings Community meetings/workshops, Radio and Newspaper publication, official websites, social media	Prior and during the project effectiveness Continuous	Project staff, beneficiary communities All stakeholders Beneficiary communities	Project concept and implementation modalities Project concept and implementation modalities	MAFS & MGSW, WB, UNOPS

Project stage	Information to be disclosed	Method proposed	Timetable: Location	Target Stakeholders	Topic of consultation	Responsibility
	Sensitization on project interventions	Email, websites, radio, community meetings, church/ mosque, markets etc.	Prior and during the project effectiveness	Beneficiary communities and all the vulnerable groups	Project implementation modalities	MAFS and UNOPS (Safeguards team)
	ESMP, Labor Management Procedure, Occupational Health & Safety plan, emergency preparedness & response	Email, websites, radio, community meetings, church/ mosque, markets, social media etc.	Continuous	International, National, State and County stakeholders	Subprojects benefits, impacts (Community health and Safety, Occupational health and Safety, Labor Management Procedures, Security, GRM, GBV issues and mitigation)	MAFS and UNOPS
	Project monitoring &	Stakeholders progress		All stakeholders		

Project stage	Information to be disclosed	Method proposed	Timetable: Location	Target Stakeholders	Topic of consultation	Responsibility
	Safeguards compliance report Project progress reports	update meetings, Intersectional & sector working groups, project reports	Quarterly, Annually	Beneficiary communities	Project progress	
Operational Phase	Annual Sector Performance Reports Environmental and Social Audit reports Updates on project activities	Notice boards, and official websites	Bi-annual	State and County stakeholders	Performance of subprojects, grants, GRM, GBV education	MAFS, MGSW, and UNOPS
Completion Phase	Project Completion Report	Institutional completion reports	Final year of the project	All Stakeholders	Project results	MAFS, MGSW and UNOPS

4.3 Proposed strategy for consultation

This plan lays out the overall consultative processes of the project with its different stakeholders. In principle, MAFS, MGSW and UNOPS that oversee sub-component activities will follow SSSNP existing participatory engagement and consultation methods, especially with affected communities and beneficiaries. These will make use of specific tools and methods of community consultations that UNOPS have developed in past experience. The Project will ensure that these tools and methods fulfil the requirements outlined throughout this document and are in line with the ESMF. In case any additional needs arise from identified deficiencies or from context changes, the project will update and adapt this SEP accordingly. The GRM will be another means of consultation, as complaints received will be filed, assessed and responded to.

Consultations prior to disclosure will be conducted with various high level key stakeholders. These include discussions on selection of target locations, project design and objectives, financing and budgeting and roles and responsibilities. Some of these have already been undertaken between MAFS and other key government Ministries and departments, the World Bank, UNOPS and other agencies. A list of key stakeholders consulted is included in Annex 2.

The current COVID-19 crisis requires short-term adaptation of the consultation approach. The project will therefore follow (i) WHO guidance on prevention of the spread of the COVID-19 virus; (ii) respective instructions by the Government of South Sudan; (iii) international good-practice on consultations under Covid-19 and innovative approaches established by World Bank, UN, and other development agencies. The stakeholder consultation mechanism will evolve as the situation of COVID-19 improves or deteriorates.

Stakeholder engagement is an ongoing process. The PCU will conduct consultation with community members and other concerned stakeholders throughout the implementation of project activities using communication channels outlined above or deemed appropriate in relation to the specific stakeholder needs and circumstances. The draft SEP will be disclosed prior to formal consultations.

The approaches taken will thereby ensure that information provided is meaningful, timely, as complete as possible, and accessible to all affected stakeholders, use of different languages including addressing cultural sensitivities, as well as challenges deriving from illiteracy or disabilities, tailored to the differences in geography, livelihoods and way of life. The project will also ensure the establishment of a Grievance Redress Mechanism. The project will also establish a worker grievance mechanism in line with ESS2, to enable all direct workers and contracted workers to raise workplace concerns, including in relation to workplace sexual harassment. The following table indicates the Project Stakeholder Consultation Plan.

4.4 Proposed strategy to incorporate the view of vulnerable groups

MAFS, MGSW and UNOPS will ensure that women, persons living with disabilities, ethnic minorities and other members of vulnerable groups are participating effectively and meaningfully in consultative processes and that their voices are not ignored. This will require specific measures and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations. For example, women are usually more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings need to be held with young people, persons with disabilities or with ethnic or other minority groups. The more dominant groups will be sensitized so that they can accept the voices of the vulnerable. Further, it is important to rely on other

consultation methods as well, which do not require physical participation in meetings, such as social media, SMS, or radio broadcasting, where feasible, to ensure that groups that cannot physically be present at meetings can participate. Where this is not possible, community facilitators will visit households of vulnerable people, in particular the elderly and persons with disabilities that are not able to attend communal meetings.

In view of promoting women's empowerment, it is most important to engage women's groups on an ongoing basis throughout the lifetime of the project. Women voicing their concerns and contributing in the decision-making process on issues such as community infrastructure should be encouraged, especially in governmental or traditional committees predominantly consisting of men. IPs are similarly encouraged to deploy female staff, in particular where staff interface with community members. GRMs will be designed in such a way that all groups identified as vulnerable (see below) have access to the information and can submit their grievances and receive feedback as prescribed.

Learning from the experience of the youth protests that occurred during the implementation of the SSSNP, a specific strategy to engage the youth will be employed. The youths in the target locations will be allowed to nominate their representatives who will be directly engaged and consulted on their expectations, concerns and needs under the Project. The Project will ensure that limitations are clearly explained, expectations are managed and that communication channels, including channelling of grievances, are clearly laid out. The youth will also be adequately sensitized on the recruitment processes and why there may be a need to bring in external skills/people to implement certain aspects of the Project.

4.5 Timelines

The project is planned for a duration of three years. The stakeholder consultations shall be conducted throughout the project lifecycle. Information disclosure and consultations during project implementation will include monthly visits and meetings with community leaders and regular meetings with county authorities. Activities under each sub-component will include further consultations prior to their commencement to ensure a good selection of beneficiaries, transparency and accountability on project modalities, and to allow community voices to form the basis of the concrete design of every intervention and consultations will continue throughout the project cycle

The SEP will be updated, and the details will be prepared prior to commencement of the subproject activities depending on the local context. The site-specific SEP, including mapping of stakeholders, engagement and integration of voices is linked to the Environmental and Social Commitment Plan (ESCP). This SEP will be updated to outline specific community consultation and time for the different areas to be funded by the Project.

4.6 Review and Integration of Stakeholder Consultations

The PCU implementing different sub-components of the project will gather all comments and inputs originating from community meetings, SMS, GRM outcomes, surveys and FGDs. The information gathered will be submitted to the Environment and Social Safeguards team - to ensure that the project has general information on the perception of communities, and that it remains on target. This will then be shared with the PCU for oversight purposes. It will be the responsibility of the Implementing Partners IPs to respond to comments and inputs, and to keep open a feedback line to the communities, as well as the local authorities

Training on environmental and social standards facilitated by WB will be provided soon after the project becomes effective to ensure that all implementing staff are equipped with the necessary skills.

This SEP provides the overarching guidelines for the rolling out of stakeholder engagements. The Environmental and Social Safeguards team within the PCU and PIU will continue to monitor the capacity of the IPs, and recommend appropriate actions, e.g. refresher training.

3. RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT ACTIVITIES

3.1 Resources

Stakeholder engagement is core to the project interventions, and will be the daily responsibility of project staff working at community level when facilitating the organization of groups and other activities. Therefore, all human resources mobilized by the project (MAFS, UNOPS and other implementing partners) will be primarily engaged in the process on an on-going basis. The project will recruit Accountability to Affected Populations (AAP) Officers dedicated to guiding the process of stakeholder engagement with particular groups such as women, IDPs/ returnees; minority groups. The project budget will cover their costs.

Budgetary resources will be dedicated to the implementation of the SEP. While there will be an overall budget administered by the MAFS PCU to monitor the SEP and other ESMF activities, UNOPS and IPs will have dedicated budget resources to implement the SEP as part of the integral project costs for each activity.

3.2 Management functions and responsibilities

The overall responsibility for the implementation of the SEP lies with MAFS, overseen on a day-to-day basis by the Safeguards Officers and supported by the AAP Officers. This will be done in close collaboration with the Safeguards team from UNOPS who will also play a key role in facilitating engagement with local authorities and other players. The Officers will maintain a stakeholder database for the overall project and will lead a commitment register. However, while MAFS will oversee all coordination and disclosure-related consultations, UNOPS will implement the location specific SEPs elaborated in accordance with the SEP at the community level in their respective project sites. UNOPS will report on their activities to MAFS subsequently preparing consolidated quarterly reports and submitting them to the MAFS PCU. The PCU officers will undertake field verification activities jointly with UNOPS – at least every other month, or during planned events.

UNOPS and other IPs will identify dedicated staff responsible for the implementation of the SEP within the organization. Staff names will be submitted to the PCU. Selected staff must have ample qualifications to implement the SEP. The reporting lines between community liaison staff and senior management will be defined by the MAFS PCU organizational structure. UNOPS and other IPs will also commit to communicate the stakeholder engagement strategies for their respective sub-components, in accordance with the principles laid out in this SEP.

Contracted local companies for construction work, or local NGOs or CSOs for the implementation of their activities will submit SEPs to the PCU Social, Environmental Risk Management and Gender Officers, who will verify the implementation of those plans as well as their alignment to this SEP during field visits.

4. GRIEVANCE REDRESS MECHANISM

4.1 Objectives

The main objective of a Grievance Redress Mechanism GRM is to assist resolve complaints in a timely, effective and efficient manner. Project-level GRMs can provide the most effective way for people to raise issues and concerns about projects that affect them. The project-level GRM will be culturally appropriate, effective, accessible and should be known to all affected population. MAFS in collaboration with UNOPS will conduct awareness raising for the affected communities about the presence of the GRM and inform their right to file any concerns, complaints and issues they have related to the SNSOP. The GRM provides a transparent and credible process for fair, effective and lasting outcome. It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions.

MAFS will develop and implement GRM guidelines that details the procedure, timing, referral system, etc. Resources will be allocated for the GRM in the project. The overall SNSOP environment and social safeguards progress report will have a distinct section on GRM that include the complaints recorded, resolved and referred to other higher authorities or legal systems.

MAFS will establish a central unit (contacts) reporting to the PCU, and units in the states/Counties, to handle project activity-related complaints. The GRM units will report to the PCU director, and every unit will have three dedicated focal points – Complaints team manager, Investigation Officer, and Registration Officer. The following table presents key roles and responsibilities for running and sustaining a GRM within the SNSOP.

Table 7: Proposed GRM roles and responsibilities

Party	Key Roles & Responsibilities
PCU program manager	<ul style="list-style-type: none"> - General supervision of the conduct of investigation and processing procedures - Referral of complaints to investigation - Approval of results of the investigation and the measures taken - Look into and advise on submitted appeals
Head of Complaints Team	<ul style="list-style-type: none"> - Submitting of Complaints to the PCU - Direct supervision of the investigation and registration teams - Review and approval of the results and procedures - Reporting to the higher management/ inter-ministerial and technical committees
Investigation Officer	<ul style="list-style-type: none"> - Managing the investigation of the complaint - Coordination with all parties to obtain all necessary information for a complete result - The conduction of an integrated investigation including recommendations for actions - Reporting to the head

Party	Key Roles & Responsibilities
Registration Officers/AAP Officers	<ul style="list-style-type: none"> - Complaint registration by paper and electronic formats - Assess the complexity of the complaint - Prompt actions to complaints if possible, without referral - Communicating with the Complainant throughout the complaining process - Providing final decisions/ answers and collecting feedback after the Complaint has been addressed

4.2 Guiding principles

As per World Bank standards, the GRM will be operated in addition to a separate GBV/SEA Prevention/Child Protection Action Plan, which includes reporting and referral guidelines. Additionally, in line with the provisions of ESS2, a grievance mechanism will be provided to all LIPW beneficiaries to raise workplace concerns. Beneficiaries will be informed of this grievance mechanism at the time of registration and the measures put in place to protect them against any reprisal for its use. This LIPW beneficiary grievance mechanism will be included in the project’s Labour Management Procedures (LMP). Given the small-scale nature of works, the intake mechanisms of the overall GRM will also allow intake of grievances under ESS2. Note that for Sexual Harassment at the workplace, provisions under the GBV/SEA Prevention/Child Protection Action Plan shall apply.

5. MONITORING AND REPORTING

5.1 Participatory Monitoring

Adequate institutional arrangements, systems and resources will be put in place to monitor the application of stakeholder engagement in line with this SEP across the whole project. The goals of monitoring will be to measure the success rate of the activities, determine whether interventions have handled negative impacts, identify ideas for improvement of interventions, and whether further interventions are required or monitoring is to be extended in some areas. The goal of inspection activities is to ensure that sub-component activities comply with the plans and procedures laid out in the ESCP and ESMF. The ESMF will lay out environmental and social risks mitigation measures, with a dedicated E&S monitoring and reporting plan.

The main monitoring responsibilities will be with the PCU, as the administrator of the GRM, and overall project-related environmental and social monitoring and main implementer of the SEP. The PCU Project Manager will be overall responsible for the implementation of the environmental and social mitigation measures, including the SEP and location- or activity- specific SEP, as well as for monitoring and inspections for compliance with the SEP.

The GRM will be a distinct mechanism that will allow stakeholders, at the community level in particular, to provide feedback on project impacts and mitigation programs. The project will also establish and operate a separate grievance mechanism for beneficiaries to lodge GBV-related grievances and workplace concerns, as provided under ESS4 and ESS2, respectively.

In addition, UNOPS and/or other IPs will have their own dedicated means of monitoring impacts, administering mitigating measures and stakeholder involvement in consultation with MAFS to ensure consistency in quality. These will be launched and implemented within the partners' specific sub-component activities. UNOPS/ IPs will share these means with the PCU and integrate stakeholder inputs into their regular monitoring and reporting activities. UNOPS/IPs will report the number, locations and results of their SEP or SEP-related activities to the PCU on a monthly basis. The MAFS PCU will then consolidate these reports for submission to the Bank quarterly.

A third-party monitor (TPM) will be engaged by MAFS on a competitive basis to provide independent operational review of overall project implementation and project results, including the implementation of the SEP and GRM. The PCU will synthesise all reporting by TPM and UNOPS, as well as its own findings, and produce an overall environment and social progress report with a distinct section on stakeholder engagement in line with a template to be provided in the ESMF. The project will follow a bi-annual reporting cycle to the WB for both regular and TPM reporting in line with World Bank requirements for Fragile, Conflict and Violent (FCV) environment projects. These reports will further be shared with all stakeholders, as defined in the SEP.

MAFS will also liaise with UNOPS to provide an annual review of project implementation, with the aim to: (i) assess the project performance in complying with ESMF procedures, learn lessons, and improve future performance; and (ii) assess the occurrence of, and potential for, cumulative impacts due to project-funded activities. Project stakeholders will be engaged in the review process. In addition, data from the GRM will be analysed and presented. These reports will be the main source of information for the World Bank supervision missions, MAFS, UNOPS and national authorities, as needed.

5.2 Reporting back to stakeholder groups

Results of stakeholder engagements will be reported back to the affected communities, as well as the relevant local authorities and other stakeholders through quarterly project reports produced by MAFS. It will be the responsibility of the MAFS to ensure that all relevant reporting is shared through the above defined public means. At a sub-component and activity level, UNOPS and/or other IPs will be responsible for disclosing their stakeholder engagement results and relevant reporting on a quarterly basis. The reporting will include feedback on how stakeholders' concerns are being addressed, and they and all stakeholders will be reminded of the availability of the GRM in case of any issues arising from the reporting.

ANNEXES

Annex 1: Key considerations for stakeholder engagement

ESS 10: Stakeholder Engagement and Information Disclosure	
Is there a risk that the activity fails to incorporate measures to allow meaningful, effective and informed consultation of stakeholders, such as community engagement activities?	Stakeholder Engagement Plan (SEP)
Is there a historical exclusion of disabled persons in the area?	Stakeholder Engagement Plan (SEP)
Is there a lack of social baseline data?	ESMF
Are women likely to participate in decision-making processes in regards to the activity?	Stakeholder Engagement Plan (SEP)
Is there a risk that exclusion of beneficiaries leads to grievances?	Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)
Is there a risk that youth exclusion will lead to grievances and tension?	Stakeholder Engagement Plan (SEP) Security Management Plan
Is there a risk that the activity will have poor access to beneficiaries?	Stakeholder Engagement Plan (SEP) Grievance Redress Mechanisms (GRM)
Will the Covid-19 outbreak hamper proper stakeholder engagement?	WHO/ MoH/ WB guidance and regulations on Covid-19

Annex 2: List of Stakeholders Consulted

S/No	Name	Designation	Email/ Phone
The World Bank			
1.	Endeshaw Tadesse	TTL	etadesse@worldbank.org
2.	Erina Iwami	TTL - Operations Officer	eiwami@worldbank.org
3.	Mukulish Arafat Simeon	Social Protection Specialist	mmule@worldbank.org
4.	Ananda Paez Rodas	Social Protection Specialist	apaezrodas@worldbank.org
5.	Haregewien Admassu H	Sr. Gender & Cash Plus Specialist	hhabymer@worldbank.org
6.	Yalemzewud Simachew Tiruneh	Social Development Specialist	ytiruneh@worldbank.org
	James Chacha Maroa	Safeguards Specialist	jmaroa@worldbank.org
Ministry of Agriculture and Food Security (MAFS)			
1	John O. Kanisio	Undersecretary	wimapa89@yahoo.co.uk
2	Loro George Leju Lugor	Director General	Lejulorge6@gmail.com
3	Peter Mazedì	Interim PCU Director	mazedipeter@gmail.com
4	Joseph Iyu Modi	Finance Officer	iyuorimodi@gmail.com

S/No	Name	Designation	Email/ Phone
5	Taban Elonai Andarago	Director for crop protection	bagouniwa@yahoo.com
6	Batali James Stanley	Procurement Officer	batalijs01@gmail.com
7	Mary Ezia Bali	Inspector	marybali2021@gmail.com
8	Jackline Minda	S/Inspector	Jacklinefrancis22@gmail.com
Ministry of Gender and Social Welfare (MGSW)			
1.	Hon. Aya Benjamin	Minister	
2.	Emmanuel Loikong	Interim Social Protection Director	loikong21@gmail.com
3.	Luka Angelo	S/Inspector	angeloyapa@gmail.com
United Nations Office for Project Services (UNOPS)			
1.	Peter Mutoredzanwa	Country Director and Representative	petermu@unops.org
2.	Juliana Amal-Obonyo	Head of Programmes	julianaao@unops.org
3.	Ekanem Ekpo Bassey	Partnerships Specialist	ekanemb@unops.org
4.	Nancy Chansa Bwalya	Programme Management Office Specialist	nancyb@unops.org
5.	Leslie Mhara	Senior Project Manager	lesliemh@unops.org
6	Madonna Ikulang Kanisio	Deputy Project Manager	madonnak@unops.org

S/No	Name	Designation	Email/ Phone
7.	Munyaradzi Marambire	Health, Safety, Social and Environmental Specialist	munyaradzim@unops.org
8.	Lwanda Kafumukache Kahongo	Health, Safety, Social and Environmental Specialist	lwandak@unops.org

ANNEX 15: WASTE MANAGEMENT PLAN

The project activities are likely to generate some low to moderate amounts of solid wastes mainly from the field labor intensive public works in the form of tree and soil debris, grasses, stones, papers and plastic materials.

There will, however, be some liquid wastes at the project sites in the form of wastewater and human excreta. Wastewater from domestic services at the centres and LIPWs sites on facilities handwashing and water storage. It is anticipated that LIPW will draw from local sources such as ponds, streams and rivers. Access to local water sources may cause turbidity and contamination. Open defecation is a major risk factor that will impact workers and the surrounding communities negatively. The risk and impacts, thus relates to community exposure to communicable diseases when these liquid waste sites become potential vector breeding grounds.

Based on the above anticipated community exposure to liquid and solid waste, the potential risks and impacts can be mitigated using the waste management measures explained below:

- Waste segregation, packaging, colour coding and labelling must be strictly conducted at the point of generation, to the extent possible. Internationally adopted methods for packaging, colour coding and labelling the wastes should be followed.
- Onsite collection and transport should be done in a timely manner to remove properly packaged and labelled wastes using designated trolleys/carts and routes. Disinfection of pertaining tools and spaces should be routinely conducted. Hygiene and safety of involved supporting contractor's workers should be ensured.
- Waste storage: There should be multiple and protected waste storage areas designed for different types of wastes. Their functions and sizes are determined at the design stage. Proper maintenance and disinfection of the storage areas should be carried out. Existing reports suggest that during the COVID-19 outbreak, infectious wastes should be removed from the generation point or storage site for disposal within 24 hours.
- Onsite waste treatment and disposal (e.g., an incinerator) where community activity will be in a HealthCare Facility (HCF): Many HCFs have their own waste incineration facilities installed onsite. Due diligence of an existing incinerator should be conducted to examine its technical adequacy, process capacity, performance record, and operator's capacity. In case any gaps are discovered, corrective measures should be recommended. LIPWs activities that involve work with HCF, waste disposal facilities should be integrated into the overall design and ESIA developed. Good design, operational practices and internationally adopted emission standards for healthcare waste incinerators can be found in the EHS Guidelines and GIIP.
- Transportation and disposal at off site waste management facilities: Hence off site waste disposal facilities provided by local government or private sector are probably needed. These off site waste management facilities may include incinerators, hazardous wastes landfill. In the same vein, due diligence of such external waste management facilities should be conducted to examine its technical adequacy, process capacity, performance record, and operator's capacity. In case any gaps are discovered, corrective measures should be recommended and agreed with the government or the private sector operators.
- Protection of community water sources (boreholes, ponds, streams, rivers, small dams): The project will ensure sustainable use of water from the available community water sources to prevent depletion, contamination and increasing turbidity and water logging from surface runoff. Besides, beneficiaries will be encouraged to construct

temporary ventilated improved pit latrines (VIP) for workers. The project will ensure that all LIPWs, Youth Enterprise Economic Activities provide gender separate VIPs to prevent open defecation and sewage that will become vector breeding grounds and thus posing risks of communicable disease.

ANNEX 16

Table 5.3: Summary of key Challenges and Lessons learnt from SSSNP

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
A	Cross-cutting Operational Challenges\Observations				
1	Covid-19	<ul style="list-style-type: none"> Affected the project in various ways including limiting community mobilisation approach(s) and roll-out of LIPW in Torit and Juba 	<ul style="list-style-type: none"> Continuous monitoring and assessment of the context has proven to be useful in adapting\revising and re-scoping of the project. Continuous engagement and appraisal of project stakeholders is essential in managing expectations and ensuring that everyone is on the same page 	<ul style="list-style-type: none"> In-built flexibility has ensured that the project can re-strategize and respond to new developments in the different locations and remain relevant. 	<ul style="list-style-type: none"> Flexibility in project design and implementation is essential, especially in a fluid context, to adapt to changes and successfully achieve project set objectives
2	Flooding	<ul style="list-style-type: none"> Floods affected accessibility in certain QCs (e.g. Bor) and implementation of LIPWs in Bor, Gogrial West, Tonj South, Pibor Seasonality constraints on projected timeline /work plan. 	<p>Incorporation floods mitigation measures in LIPW</p> <p>Need to timely plan project activities to match with seasons</p>	<p>Community members spent significant time on flood control activities and minimising floods damage e.g. construction of dykes, evacuations</p> <p>Work plans were done</p>	<p>Increase activities for floods control in areas prone to floods</p> <p>Align work plans with the seasonal changes</p>

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
3	Inter and intra communal conflicts and protests	<ul style="list-style-type: none"> Communal conflicts disrupted project activities e.g. displacement of beneficiaries, delayed beneficiaries registration, public works and payments Protest by youths affected activities directly and indirectly in e.g. Melut, Pibor, Raga and Torit 	<p>Review of county conflict analysis to inform accessibility in project areas and beneficiaries participation.</p> <p>Awareness on the labor management procedures on transparency, gender sensitive, social inclusion, qualifications and experiences</p>	<p>-</p> <p>Some youths accepted peaceful means for resolution employment related issues after local government intervention</p>	<p>The county local governments should be engaged timely on youth related complaints pertaining to alleged unfair recruitment processes</p>
4	Participation in Project Activities	<ul style="list-style-type: none"> Lack of monetary incentives for project committees has resulted in a low participation and a high-turnover of members. 	<ul style="list-style-type: none"> Despite the provision of non-monetary incentives community members are still not motivated to participate in project activities 	<p>Some project committee members were committed to their duties</p>	<p>Provision of monetary incentives and awareness on their contribution to community development.</p>
		<ul style="list-style-type: none"> Cultural norms and low literacy levels hindering women from taking up leadership positions in project committees 	<ul style="list-style-type: none"> Awareness on women participation among the local communities 	<ul style="list-style-type: none"> Design of the project factored in participation of women. Despite the women not taking up leadership roles on the committees, It is gratifying to 	<ul style="list-style-type: none"> Project designs need to factor in empowerment of women and advocate for women participation in leadership positions

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
				note that they have participated in day to day committee and project activities	
B	Institutional Arrangement				
1	Kick-off/Stakeholder Consultative meetings	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
		<ul style="list-style-type: none"> • Difficulties in scheduling meetings with key stakeholders at the state levels 	<ul style="list-style-type: none"> • Adequate preparation (sensitizations and engagement) before the kick-off meetings 	<ul style="list-style-type: none"> • Participation of NTC members in project kick-off meetings engender government ownership of the project at the state and county levels 	<ul style="list-style-type: none"> • Regular monitoring visits for NTC, CCT, and PDC members will enhance govt ownership of the project
		<ul style="list-style-type: none"> • Demand for incentives 	<ul style="list-style-type: none"> • A token of appreciation to the committee members in monetary form would motivate them 	<ul style="list-style-type: none"> • Participation of the State Technical Committee created the linkage between various levels of government. 	<ul style="list-style-type: none"> • Involve stakeholders at different levels to address situations which may be beyond the county core team.

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
		<ul style="list-style-type: none"> Elite capture tendencies during Vulnerability Assessment and Mapping exercise 	<ul style="list-style-type: none"> Proper training of committee members on the vulnerability mapping and assessment criteria 	<ul style="list-style-type: none"> Involvement of local govt stakeholders in selection of vulnerable Payams/Bomas reduces grievances. 	<ul style="list-style-type: none"> Local gov't stakeholders are critical in ensuring smooth implementation of the project
2	Community Mobilization and Sensitization	<ul style="list-style-type: none"> COVID 19 affected mass community mobilization meetings 	<ul style="list-style-type: none"> Regular community mobilization meetings targeting small groups 	<ul style="list-style-type: none"> Refresher community mobilization meetings have reduced information gap 	<ul style="list-style-type: none"> Hold regular refresher community mobilization meetings
		<ul style="list-style-type: none"> Youth protests in some locations disrupted community mobilization meeting 	<ul style="list-style-type: none"> Regular engagement of key stakeholders attenuate tensions 	<ul style="list-style-type: none"> Holding meetings with recognised youth leaders during the kick-off period reduces misinformation 	<ul style="list-style-type: none"> Youth leaders are important stakeholders, hence, their collaboration is key
3	Establishment and Functionality of Community Structures	<ul style="list-style-type: none"> Demand for monetary incentives by the oversight committees despite provision of non-monetary incentives 	<ul style="list-style-type: none"> A token of appreciation to the oversight committees in monetary form would motivate them 	<ul style="list-style-type: none"> Refresher training of the oversight committees on their roles and responsibilities engendered deeper understanding of the project 	<ul style="list-style-type: none"> The oversight committees have responded to issues on time

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
4	Stakeholders Engagement/ Involvement	<ul style="list-style-type: none"> • CCTs and PDCs demand involvement on aspects (payment and registration) of the project outside their responsibilities outlined in the PoM • Politics (power struggles) among different stakeholders at the local level affects project activities 	<ul style="list-style-type: none"> • Thorough and regular training of stakeholders on their roles and responsibilities • Proper conflict mapping and analysis to identify possible risks 	<ul style="list-style-type: none"> • Regular visits for the stakeholders at the local enhance understanding of the project <p>Conflict mapping and analysis was done for each county</p>	<ul style="list-style-type: none"> • Participation of key stakeholders in project implementation reduces trust deficit • Regular review of conflict analysis and mapping
C	Targeting Mechanism				
1	Vulnerability Assessment and Mapping (Payam/Block/Boma /QC	<ul style="list-style-type: none"> • Attempts/pressure by community leaders for their relatives to be included as beneficiaries. • High demand of the project sometimes meant that people not selected get angry with the registration teams and in a few cases try to harass the registration teams 	<ul style="list-style-type: none"> • Use of clear and transparent Vulnerability Assessment Criteria has reduced the complaints of exclusion during beneficiaries and geographical targeting in Bomas. • Explain to the community the beneficiary and geographical targeting 	<ul style="list-style-type: none"> • Constituting a multi stakeholder targeting and registration teams (BRC, QCDC, UNOPS) has reduced incidences of conflict of interest from chiefs and other community leaders. 	Involve stakeholder representatives in the beneficiaries targeting and registration teams

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
			criteria before identification and registration exercises		
2	Beneficiaries/ HH Identification and Verification	<ul style="list-style-type: none"> Attempted elite capture and inclusion of ineligible beneficiaries 	Regular discussions with community leaders and other stakeholders is key to ensuring smooth beneficiary identification and registration process.	clear understanding of beneficiaries selection criteria and registration process	Need to continue to be vigilant and check inclusion and exclusion errors so as to deal with issues which may not be picked during validation or any other stages.
3	Set up of biometric and MIS	<ul style="list-style-type: none"> Sometime, the MIS configuration to the selected Bomas/QCs takes long resulting in delays to setting up the biometric devices for beneficiary's registration and delays in beneficiary's enrolment. Delays in deduplication process by the biometric also means delays in beneficiary enrolment 	<ul style="list-style-type: none"> Configure the selected locations in the MIS as soon as VAM is completed Ensure that data is entered to the biometrics in phases. ACB to increase the speed of the deduplication process 	Minimal errors observed in data entries from biometric device to the MIS	Correct errors as soon as they observed before feeding them into the MIS

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
		into MIS			
D	Sub Projects				
1	Identification and Selection agricultural sub projects	<ul style="list-style-type: none"> The timing for sub-project identification was not the best, because the project started late, especially for the agriculture sub-projects. 	<ul style="list-style-type: none"> Sub projects selections should be suitable to the prevailing season. 	<ul style="list-style-type: none"> The community was able to understand their need and identified projects which are suitable to seasonal changes ; e.g. drainage, and agriculture which had great impact. 	<ul style="list-style-type: none"> Properly explain the sub-project options to allow the community to choose many possible sub-project for different seasons.
2	Sub-projects assessment and screening	<ul style="list-style-type: none"> Some communities identified critical sub-projects such as dyke construction which required Design review and could not be implemented due to time limitation. 	<ul style="list-style-type: none"> There is a need to consider such projects as well as the time required for design review to allow implementation of these critical sub-projects. 	<ul style="list-style-type: none"> Through the assessment and screening exercise risky sub-projects such as waste management and dyke were dropped which was good. 	<ul style="list-style-type: none"> Some of the dropped sub-project like dyke need design review and this can be identified early or scheduled to start late to allow adequate time for the design review process.
E	Tools Management				
2	Procurement (Right Quality, timely delivery)	<ul style="list-style-type: none"> Time period between start of project and procurement of 	<ul style="list-style-type: none"> The project should prepare procurement requests based on a generic list of 	<ul style="list-style-type: none"> Because of using an LTA, the project is able to procure 	<ul style="list-style-type: none"> Having an LTA in place makes procurement easy, and short hence time

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
		tools was short resulting in delayed delivery of tools.	tools to avoid delays as LIPW are being identified.	transportation services and tools within a shorter time.	saving and enhances quality control.
	Distribution, use, Storage and Record Keeping	<ul style="list-style-type: none"> In most of the locations there were no storage facilities provided, hence making tracking and record keeping difficult. and distribution to Bomas was difficult during the rainy season. 	<ul style="list-style-type: none"> There is need to consider factoring in cost for the construction and storage facility, but this needs land and security from the target community. 	<ul style="list-style-type: none"> In most of the locations beneficiaries kept the tools for the project in their homes and were able to ensure safety of the tools and availability during working hours. 	<ul style="list-style-type: none"> This results in cost saving from storage perspective, it also promotes ownership and responsibility by each beneficiary.
F	Cash Plus Activities				
1	Participation in 'Cash Plus' Activities	<ul style="list-style-type: none"> The waiving of participation of beneficiaries in LIPW has negatively affected the delivery of cash plus as it became none mandatory. Male beneficiaries are reluctant to attend ECD training-citing cultural factors. 	<ul style="list-style-type: none"> Continuous sensitization of DIS and male beneficiaries on the importance of cash Plus activities is necessary to boost participation 	<ul style="list-style-type: none"> Behavior change\adoption of some ' cash Plus" activity messaging in evident from PDM assessments e.g. WASH and saving practices <ul style="list-style-type: none"> Some beneficiaries have started small businesses in different locations 	<ul style="list-style-type: none"> Need for roll-out of WASH messages in the Non-LIPWs counties Integration of GBV messages into cash plus training

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
				<ul style="list-style-type: none"> ○ Some beneficiaries have established saving groups ● Beneficiaries need messages on GBV messages 	<ul style="list-style-type: none"> ● There's a lot of interest in financial literacy training. More training on business development to the beneficiaries ● Increased saving culture, and this calls for more training on how to manage saving groups
		<ul style="list-style-type: none"> ● Beneficiaries focus less on light touch messages during cash distribution, and focus more on receiving their cash 	<ul style="list-style-type: none"> ● Explore the possibilities of doing light touch messages on different days before cash distribution 	<p>Some beneficiaries have started small businesses in different locations</p> <p>Some beneficiaries have established saving groups</p> <p>Good hygiene practices observed</p>	<p>There is demand and evidence of adoption of financial literacy and WASH practices.</p>
2	IEC Materials and\Job Aids	<ul style="list-style-type: none"> ● Flash cards crowded with texts making it difficult for the MTs to disaggregate the topics and effectively use the IEC materials ● Cash plus manuals are not translated into local languages 	<ul style="list-style-type: none"> ● Reduce the number of texts and enlarge pictures on the flash cards ● Need for translation of Cash plus manuals into local languages ● Needs for provision of more (adequate) flash 	<ul style="list-style-type: none"> ● The pictures conveyed the intended messages through the illustrations ● Some masters trainers were creative and turned the key messages into songs 	<ul style="list-style-type: none"> ● The illustrations should have less texts and more pictures

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
		<ul style="list-style-type: none"> Less number of flash cards for Master Trainers 	cards and other IEC materials	<ul style="list-style-type: none"> The most liked illustrations were ECD and WASH 	<ul style="list-style-type: none"> The project should consider recording messages and playing them during trainings. This should be done in local languages.
		<ul style="list-style-type: none"> High illiteracy rates among the Master Trainers affect the quality of cash plus training 	<ul style="list-style-type: none"> Refresher trainings and on-job support has been crucial and 'largely' effective in building capacity of Master Trainers 		
3	Welfare of Master Trainers, Community Mobilizers	<ul style="list-style-type: none"> Community mobilizers are overstretched during payment and delivery of cash plus through light touch messages MaTs demand for incentives (non-monetary) 	<ul style="list-style-type: none"> Need to have dedicated personnel for cash plus training Provision of non-monetary items to the Master Trainers 		
H	Beneficiaries Engagement/Enrolment				

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
2	Enrolment/ Engagement	Delays in enrolling beneficiaries due to the delayed deduplication process	<ul style="list-style-type: none"> • Ensure beneficiary registration is conducted within the first two months of community mobilisation phase • Ensure all the beneficiary data from the different counties is entered in phases to the biometric to avoid doing the deduplication with huge amounts of data • ACB needs to increase the time taken to reduplicate one household (at the moment it is 10 minutes) 	A good number of beneficiaries were registered on time	Beneficiaries registration should be done timely to avoid delays in deduplication
3	Beneficiaries Attendance Monitoring and Marking	Some group leaders are illiterate and are unable to tick attendance	<ul style="list-style-type: none"> • Identify literate group members to take the attendance/ allocate this role to the CST 	Good attendance was recorded	Each group should have a literate member who can read and write
1	M&E, MIS and Biometrics				

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
1.	MIS System administration.	<ul style="list-style-type: none"> Coordination on login creation: it involves several departments in UNGSC and UNOPS and the users in order to achieve a working login. Sometimes the workflow status is not well defined and it is difficult to understand who has the lead on it. 	<ul style="list-style-type: none"> Information from stakeholders is often not precise and must be controlled in a timely manner by the ICT specialist. Constant follow ups with all the involved parties must be carried out. 	<ul style="list-style-type: none"> Role creation has been revealed as a quite efficient procedure and it takes significantly less time than the MIS logins creations. (While theoretically it should be the opposite). This has been checked in the GRM new roles. 	<ul style="list-style-type: none"> The more stakeholders involved the more time it takes to arrive and the end of any given process. In that respect information management and ownership of the process is critical.
2.	MIS development and requirements management.	<ul style="list-style-type: none"> Requirements elicitation and capture requires constant involvement from the business originator. As requirements become more specific and sophisticated the business part of it that defines the level of detail becomes more critical. 	<ul style="list-style-type: none"> Involvement from business units and areas should be there at all the stages of the application development lifecycle. 	<ul style="list-style-type: none"> The learning curve of the Development Team has greatly increased over the last two months. 	<ul style="list-style-type: none"> While standard development knowledge should be there in any development team. It is fair to let them take some time (no more than three months) in order to get familiarized with the system.
3.	MIS problem resolution and management.	<ul style="list-style-type: none"> As MIS is a time constrained system highly dependent on payment cycles, the testing of the new functionality implementation is always below the desirable standards. 	<ul style="list-style-type: none"> The response to these shortcomings should be carried out by mitigation of MIS operational disruptions through the use of an agile ticketing 	<ul style="list-style-type: none"> The adherence to the ticketing system by all the stakeholders has greatly improved the service delivery in problem resolution by implementing end to end traceability. 	<ul style="list-style-type: none"> Keep systems as simple as possible, keep all items traceable, led by behaviour: use the system yourself. Assign responsibilities to all the stages of the process.

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
			resolution system that will correct the small bugs not detected by early testing.		
4	Low Literacy Levels	<ul style="list-style-type: none"> Low literacy rate among project committee members has affected the number of and quality of enumerator's data collected . 	<ul style="list-style-type: none"> Increasing duration of trainings and providing refresher trainings has been effective in capacitating enumerators 		
J	Environmental and Social Safeguards (GRM and GBV)				
1	GRM	<ul style="list-style-type: none"> Dissatisfaction among members of Appeals Committees over lack of monetary incentives; Low literacy levels among committee members making documentation of grievances challenging; 	<ul style="list-style-type: none"> Need to review the provision of non-monetary incentives; Need for continuous capacity building of committee members on GRM/GBV. 	<ul style="list-style-type: none"> Beneficiaries are using the established GRM channels for logging ordinary complaints; Appeals Committees resolve most of the complaints in a timely manner; CSTs addressing most complaints at the LIPW sites 	<ul style="list-style-type: none"> Timely and rigorous mobilisation and sensitisation necessary in preventing/ mitigating most of the social safeguard issues; Functional GRM is important in addressing non - beneficiaries complaints of non-inclusion thus reducing tension between

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
					beneficiaries and non-beneficiaries.
2	Environmental and Social Safeguards	<ul style="list-style-type: none"> • Lack of trained first aiders on work sites • Poor road conditions/ weather limiting regular monitoring of some of the work sites; • Limited awareness on E&S issues • Challenges in enforcing correct use of PPE. 	<ul style="list-style-type: none"> • Conducting First Aid training for project site monitoring personnel and CSTs is necessary; • Need to explore additional means to achieve regular monitoring and build capacity for CSTs to assist when locations become inaccessible; • Low literacy levels among beneficiaries limiting their understanding of E&S aspects; • Enhance awareness among beneficiaries/ workers on the importance of correct PPE use and OHS aspects in general. 	<ul style="list-style-type: none"> • WASH sessions contributing to compliance to Work Norms on hygiene and housekeeping at LIPW sites; • Limited number of work-related incidents/illness recorded; • Use of local languages useful in enhancing awareness on E&S issues; • Integrating local and traditional knowledge in useful in enhancing awareness on E&S issues. 	<ul style="list-style-type: none"> • Potential exists for FL and ECD to significantly contribute to enforcement of work norms relating to mitigation of GBV and childcare; • Subprojects being implemented have minimal risks which can be mitigated through continuous awareness and enforcement of work norms

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
3.	GBV	<ul style="list-style-type: none"> • Very few GBV cases getting reported even when documented statistics indicate GBV is prevalent in the country; • No calls received through GBV helpline yet; • Low literacy levels among GBV focal points; • GBV focal points do not seem proactive. 	<ul style="list-style-type: none"> • Some discriminatory traditional norms and practices could be hindering women from reporting GBV incidents; • Need to conduct assessment of scale of GBV in project locations and review mitigation strategies; • Fear of stigma or retaliation in case GBV focal breach confidentiality; • Need for additional training/ capacity building for GBV focal points 	<ul style="list-style-type: none"> • Toll free GBV helpline in place 	<ul style="list-style-type: none"> • Wide dissemination of helpline number may enhance usage of the facility by beneficiaries to log GBV-related grievances
K	Payment Mechanisms				
1	Delayed payment	<ul style="list-style-type: none"> • Youth protest in Torit and Pibor delayed registration process which in turn affected the payment schedule 	<ul style="list-style-type: none"> • Wider circulation of job advertisement i.e. public boards, newspapers 	<ul style="list-style-type: none"> • Government support in youth management especially in locations where job 	Continuous engagement of county local government on youth employment issues

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Acceptance of offline CV in recruitment process 	<p>advertisements were widely circulated.</p>	
2	Missing names	<ul style="list-style-type: none"> • Affected beneficiaries missed payments 	<ul style="list-style-type: none"> • Thorough data cleaning should be completed prior to wage request 	<ul style="list-style-type: none"> • Data quality improved in 2 & 3rd mover counties 	regular review of data/ names
3	Payment process	<ul style="list-style-type: none"> • Missed payment by some beneficiaries due to fingerprint failures • Constant movement of beneficiaries between locations has resulted in lack of payment to HHs without registered alternates. 	<ul style="list-style-type: none"> • Sensitisation on benefits of registering alternates 	<ul style="list-style-type: none"> • increased number in registration of alternates 	registered alternates should be trusted family members
		<ul style="list-style-type: none"> • Prolonged waiting period and or distances to distribution sites as compared to planned schedule as a result of the floods, distribution sites become inaccessible by the beneficiaries , UNOPS and the money service provider. 	<ul style="list-style-type: none"> • Deployment of adequate numbers of support staff by ACB is essential to avoid queueing and prolonged waiting periods at distribution sites 		

S/No	Activity Category\Scope	Negative Observations	Lesson learnt	Positive Observations	Lesson learnt.
		<ul style="list-style-type: none"> Mobilization for payment proved difficult during the COVID period as LIPWs are waived hence beneficiaries are not working and difficult to find in their homes. 	<ul style="list-style-type: none"> Grouping beneficiaries and having information shared to and within the groups has been an effective alternative means of mobilizing for payments 		
4	Reimbursement	<ul style="list-style-type: none"> Automatic update of missed payments paid afterwards in MIS complicates the reimbursement process, as figures in MIS keeps changing after subsequent payments 	<ul style="list-style-type: none"> Need to lock payment data for each payment cycle, once it has been completed and invoiced. Any missed payment should be reflected as a separate invoice print 	<ul style="list-style-type: none"> Developers are working to resolve this issue 	<ul style="list-style-type: none"> There is need to have this capacity enhanced in MIS, so that even in future, the figures reflected in MIS should tally with the amounts invoiced and reimbursed per cycle

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