

CALL FOR EXPRESSION OF INTEREST

Recruitment of individual consultants for the preparation of environmental and social safeguards instruments

Opening Date: December 4, 2020

Closing Date: December 14, 2020

CEI No. 19-2020

The African Leaders' Dialogue, held in Kigali in August 2019, on Food Security (AFSLD) defined a vision for a more resilient African food system. To help make this vision a reality, the Economic Community of West African States (ECOWAS), the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) and the West and Central Africa Council for Agricultural Research and Development (CORAF) are launching a program on food security (FSRP) in the context of climate change in West Africa with the financial support of the World Bank.

The program will fund investments in three mutually reinforcing thematic areas: (1) Digital advisory services for the prevention and management of agricultural and food crises; (2) Sustainability and adaptability of the productive base of the food system (sustainable management of land and watersheds, agro-ecological approaches); and (3) Market integration and trade (development of the regional staple food value chain).

CORAF will be responsible for coordinating the implementation of the component on Sustainability and adaptability of the productive base of the food system. As such, it will benefit from a subsidy from the IDA regional fund and this requires the triggering of several instruments of the environmental and social management framework. These include:

1. Stakeholder Engagement Plan (SEP)
2. Labor Management Procedures (LMP)
3. Environmental and Social Management Framework (ESMF)
4. The Environmental and Social Commitment Plan (ESCP)

CORAF's Executive Director invites consultants with the required qualifications as indicated in the terms of reference to express their interest in this call.

Consultants interested in this call must provide information indicating that they are qualified to perform such services (references concerning the performance of similar contracts, CV, experience in a similar field, experience in similar conditions, etc.).

Qualified consultants will be selected according to the rules contained in the CORAF Administrative, Financial and Accounting Procedures Manual.

Interested consultants can obtain further information from the CORAF Executive Secretariat by sending an email to Mrs. Nicole Nkoum, Email: n.nkoum@coraf.org

Expressions of interest must indicate the country selected by the consultant and should be submitted by email to the following address: procurement@coraf.org no later than **December 14, 2020 at 5pm GMT**.

Dr Abdou TENKOUANO

Executive Director

CORAF



Terms of reference:

Individual consultant (s) for the preparation of four environmental and social safeguards instruments for the FSRP¹ : SEP², LMP³, ESMF⁴ and the ESCP⁵

1. Background

After decades of progress, the number and proportion of undernourished people increased from 31.9 million (10.4% of the population) in 2006 to 56.1 million (15.1%) in 2017 in West Africa. This turnaround is due to the decline and increased instability of per capita food production, which is itself the result of complex interactions between climate change, population growth, erosion of the natural resource base and increasing conflicts.

In response to this complex challenge, the African Leaders' Dialogue on Food Security (AFSLD) was jointly organized by the African Union Commission (AUC), the African Development Bank (AfDB), the International Fund for Agricultural Development (IFAD), the United Nations Food and Agriculture Organization (FAO) and the World Bank (WB). The launch event in Kigali in August 2019 set a vision for a more resilient African food system achieved through joint action by partners under the leadership of African institutions, harnessing advances in science and technology through intersectoral approaches. To help make this vision a reality, the West and Central African Council for Agricultural Research and Development (CORAF), the Economic Community of West African States (ECOWAS) and the Permanent Inter-State Committee Sahel Drought Control (CILSS) are launching a program on food security in the context of climate change in West Africa, funded by the World Bank.

The Food System Resilience Program (FSRP) is a flagship regional investment program (US \$ 850 million) aimed at strengthening food system resilience system in West Africa through a strategic regional approach. The program will fund investments in three mutually reinforcing thematic areas: (1) Digital advisory services for the prevention and management of agricultural and food crises; (2) Sustainability and adaptability of the productive base of the food system (sustainable management of land and watersheds, agro-ecological approaches); and (3) Market integration and trade (regional staple food value chain development). Each area will be led by a mandated regional institution (AGRHYMET, CORAF, ECOWAS) to ensure coordination and build sustainable capacities.

¹ FSRP is the acronym of the project that will be used. It stands for Food System Resilience Program.

² Stakeholder Mobilization Plan (SMP)

³ Labor Management Procedures (LMP)

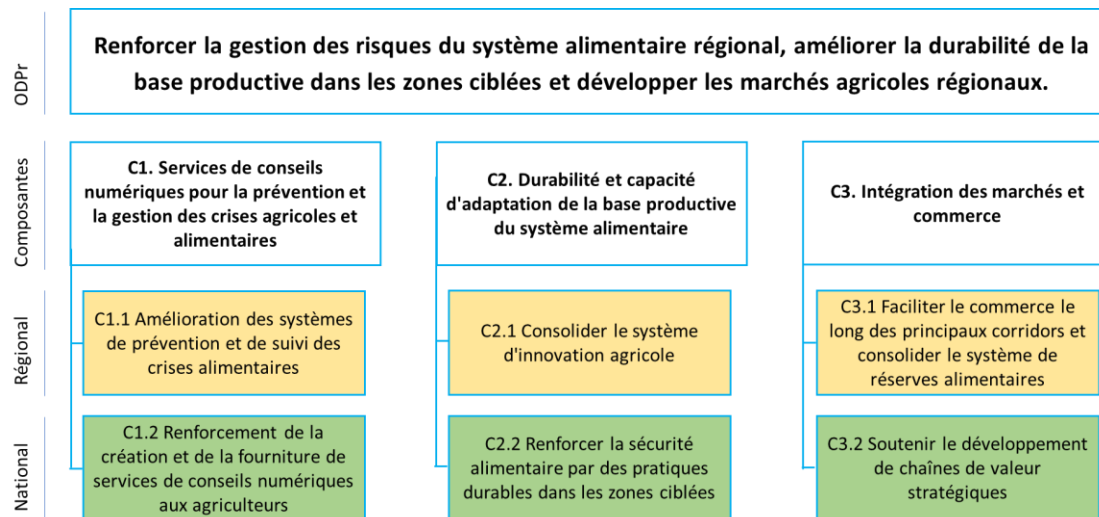
⁴ Environmental and Social Management Framework (ESMF)

⁵ The Environmental and Social Commitment Plan (ESCP)

The Program Development Objective (ODP-PrDO) is as follows: "To strengthen the management of risks inherent in regional food systems, improve the sustainability of the production base in the targeted areas and develop regional agricultural markets".

The objective of Phase 1 of the program will be to: "Contribute to increasing the resilience of food systems in Burkina Faso, Mali, Niger, Chad and Togo through investments in regional risk management, trade in basic foodstuffs and sustainability of the production base. "".

Figure 1: Structure and components of the FSRP project:



The project is designed as a multi-phase programmatic approach (MPA). This instrument will enable address the complex challenges related to food system resilience as it will enable (i) guarantee the long-term commitment necessary to put in place sustainable and substantial mechanisms and institutions at the regional level and (ii)) adopt coherent approaches and enable a set of countries more or less ready to access regional systems at appropriate differential rates. Phasing the membership of countries according to their degree of preparation will enable regional mechanisms to operate with maximum efficiency.

The objective of this multi-phase programmatic approach is to strengthen the risk management of the regional food system, improve the sustainability of the productive base in the targeted areas and develop regional agricultural markets.

Each component will be led by a regional institution mandated to ensure coordination and build sustainable capacities. The project comprises the following five components and six sub-components which are described in Annex 1.

For CORAF, the components are described below:

Adaptation and adoption of innovations and technologies for resilient food systems.

This sub-component aims at strengthening regional research and extension systems in order to sustainably deliver and scale up improved technologies and innovations, including digital

agriculture, climate-friendly technologies, nutrition, gender and youth. By linking up with the national level, this component would support the implementation of national action plans to modernize national research and extension systems in order to accelerate the adoption of innovations and technologies by farmers.

2.1.1 Strengthen the capacity of regional agricultural research systems (NCoS - RCoS - RCoE)

Activity	Objective	Implementation method
NCoS Upgrade Assessment in RCoE	To upgrade NCoS in RCoE	Independent performance evaluation based on agreed criteria
Put in place an adequate governance mechanism for the RCoE	Have a harmonized governance mechanism	Awareness and Consultation Meetings
Promote the creation of new NCoS on mechanization, biological risk management, land and water management	Lay the groundwork for RCoE in the following areas	Advocacy Consultation meetings

2.1.2 Research and development through regional networking with the NCoS - RCoS (heart of regionality)

Activity	Objective	Implementation method
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Joint meetings (NARI, CG centers, other IARIs) for planning and evaluating regional research	To adequately respond to regional priorities	Organize a regional workshop
Development and implementation of joint regional research proposals (NARI, CG centres, other IARIs)	Identification of regional sub-projects to be funded	Funding of commissioned regional sub-projects
Gender-sensitive agricultural innovation award	To reward exceptional actors in research and innovation	Call for applications
Management of the competitive / commissioned subsidy scheme (FONTAGRO model) to finance regional activities (heart of regionality)	To maintain funding for NCoS-RCoE networking activities	Call for applications and search for specialized institutions for the commissioned activities

2.1.3 Modernize and improve extension systems, including through private sector models

Activity	Objective	Implementation method
<p>IAR4D (Link to IRA's IP Juice Video https://www.youtube.com/watch?v=kIaPpl1uVu4):</p> <ul style="list-style-type: none"> i. Support countries in terms of IP on priority regional value chains (component 3) ii. Support the development of training programs for IP experts 	To accelerate the adoption of published T&I	Training, coaching & mentoring of Innovation Platform (IP) specialists
<p>Conduct studies to identify:</p> <ul style="list-style-type: none"> i. The main digital extension tools / approaches that countries can adopt ii. The main agricultural digital tools / approaches that countries can adopt 	Identify proven digital tools / approaches to recommend to countries	Hire companies / resource people to conduct studies

<p>RESCAR-AOC Officer to review the concept of Agricultural Council</p>	<p>To update advisory approaches for effective adoption of T&I</p>	<p>RESCAR-AOC Officer</p>
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2.1.4 Provision of nutrition and gender sensitive land and water management technology packages by the coalition of NCoS-RCoE, CG and other IARI centres

Activity	Objective	Implementation method
<p>MITA:</p> <ul style="list-style-type: none"> i. Organize a physical MITA for the NCoS-RCoE coalition, CG centres and other IARIs to share T&I with countries ii. Consolidate the MITA Virtual Platform 	<p>Provide technologies and know-how to stakeholders</p>	<p>Organize special T&I presentation meetings</p>
<p>Regional trainings on T&I and the know-how generated by the consortium (NARI, CG centres, other IARI)</p>	<p>Share new technologies and know-how with stakeholders</p>	<p>Organize training workshops</p>

The implementation of safeguard instruments within the framework of these terms of reference concerns the regional sub-component 2.1 at the regional level, led by CORAF. The activities planned at the regional level under this component are described in Annex 1.

2. World Bank Environmental and Social Framework (ESF)

The FSRP uses the World Bank's Environmental and Social Framework (ESF), which provides a holistic tool to identify and manage environmental and social risks and opportunities in project design and evaluation. The World Bank ESF, which became operational in October 2018, defines the requirements applicable to borrowers in terms of identifying and assessing the risks and environmental and social impacts associated with projects supported by the Bank within the framework of the funding of investment projects. By focusing on identifying and managing environmental and social risks, the framework aims to help borrowers reduce poverty and increase prosperity in a sustainable way for the benefit of the environment and their citizens. This helps borrowers to :

- a) Implement international good practices in environmental and social sustainability;
- b) Meet their national and international environmental and social obligations;
- c) Strengthen non-discrimination, transparency, participation, accountability and governance; and
- d) Improve project results in terms of sustainable development through continuous stakeholder engagement.

The Environmental and Social Framework (ESF) can be accessed via the following link :

ENGLISH : <http://pubdocs.worldbank.org/en/837721522762050108/ESF-Framework.pdf>

FRENCH : <http://pubdocs.worldbank.org/en/936531525368193913/Environmental-Social-Framework-French.pdf>

Examine in particular ESS 1, 2, 10.

- **Guidance Notes for Borrowers** can be viewed here (see Guidance Notes for ESS1, 2 and 10) :
<https://worldbankgroup.sharepoint.com/sites/wbunits/opcs/Pages/pc/Environmental-and-Social-Framework-08032018-113059/About-the-ESF-08212018-150852.aspx>

The checklist accompanying the ESS10 guidance note, and the checklist for the grievance mechanism is attached separately. This checklist provides advice to the borrower on the application of ESS10. This checklist helps to illustrate the requirements of the ESSs and to provide examples of approaches to implement an effective grievance mechanism. In the event of any inconsistency or conflict between the checklists and the ESSs, the provisions of the ESSs shall prevail.

- **The Environmental and Social Framework (ESF) can be viewed at the following link:**
<http://pubdocs.worldbank.org/en/936531525368193913/Environmental-Social-Framework-French.pdf>
- **Guidance notes for Borrowers** to assist in the development of ESMF, SMP, LMP:
<https://www.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-framework-resources#guidancenotes>
- **The guidelines for Environment, Health and Safety** can be viewed at the following link:
https://www.ifc.org/wps/wcm/connect/multilingual_ext_content/ifc_external_corporate_site/about-ifc-fr
- **Note on Good Practices Combating sexual exploitation and abuse as well as sexual harassment within the framework of the funding of investment projects involving major civil engineering works:**
<http://pubdocs.worldbank.org/en/215761593706525660/ESF-GPN-SEASH-in-major-civil-works-French.pdf>
- **Note on Good Practices for Non-discrimination and Disability :**
<http://pubdocs.worldbank.org/en/366051548972401439/ESF-Good-practice-note-disability-french.pdf>
- **Gender Good Practice Note)**
<http://pubdocs.worldbank.org/en/158041571230608289/Good-Practice-Note-Gender.pdf>

Four models to be completed by the consultant (s) are attached:

- The environmental and social commitment plan template (ESCP- to be completed by the Borrower and the World Bank) is attached separately
- A model of Labor Management Procedures work management procedures (LMP - to be completed by the consultant) is attached separately
- The Stakeholder Engagement Plan template (SMP - to be completed by the consultant) is attached separately
- Environmental and Social Management Framework (ESMF): Assessment and management document for environmental and social risks and impacts (ESMF / CGES - to be completed by the consultant) is attached separately

3. Objectives of the consultancy:

Several safeguard instruments will be necessary during the preparation of the FSRP. The objectives of this consultancy are to consolidate CORAF's capacity to prepare the World Bank's safeguard instruments, provide technical support for the detailed review of project activities and the preparation of the required safeguard instruments and ensure the compliance of these instruments with the laws of the country and the environmental and social policy of the World Bank.

Description of the services to be provided:



The implementation of safeguard instruments within the framework of these terms of reference concerns Sub-component 2.1 at the regional level, led by CORAF (the relevant activities are in **annex 1**)

At the regional level, the completion of three safeguard documents, in addition to the Environmental and Social Engagement Plan (which summarizes the details of the other 3 documents) is considered necessary:

- a. **The Stakeholder Engagement Plan (SEP)** : Several of the activities described within the framework of regional organizations require consultation with Member States and partners of these institutions, as well as, in some cases, end users, especially those representing vulnerable and disadvantaged groups in this sector. An SMP must be developed in accordance with the model presented in **Annex 2**. A complaints management mechanism (CMM), in accordance with the checklist presented in Annex 3 must also be developed.
- b. **Labor management procedures (LMP)**: CORAF must adopt written labour management procedures defining how the project workers will be managed in accordance with the legislation of the institution and that of the member countries. If labour management procedures already exist, they should be checked against the requirements of ESS2. Any deviation between the existing procedures and the requirements of the ESS2 will be discussed between the two parties and the additional measures will be agreed and documented in the PEEP. Annex 4 presents the model for developing the LMP.
- c. **Environmental and Social Management Framework (ESMF)**: The consultant will develop the ESMF of sub-component 2.1 at the regional level for CORAF activities in French. The ESMF defines the principles, rules, guidelines and procedures for assessing the environmental and social risks and effects relating to these activities. The Consultant will propose measures and plans aimed at reducing, mitigating and / or compensating for risks and negative impacts, arrangements for estimating and budgeting the cost of these measures, and information on the agency or agencies responsible for the management of risks and impacts of activities, including their corresponding capacities. It will include appropriate information about the area in which the activities should be located, including any environmental and social vulnerabilities of the area; and on the potential impacts that could arise and the mitigation measures that could be used. The structure of the general environmental and social management framework (ESMF) is described in **Annex 5**.
- d. **The environmental and social commitment plan (ESCP)**: The consultant will fill in the ESCP template sent by the WB. The ESCP is part of the legal agreement between the Bank and the Borrower and documents the main commitments of the borrower to address the potential environmental and social (E&S) risks and impacts of the project. The ESCP is a key element of the environmental and social framework (ESF). All investment projects funding operations (IPF) applying the ESF must have a summary of the environmental and social assessment (SESS), which identifies the main environmental and social risks at the design stage, and an ESCP, which defines the measures to be taken to remedy it. All ESCP reflect the requirements of the Environmental Guidelines and the Social Standards Guidelines (SSG), the Bank's Environmental and Social Policy for IPF (E&S Policy), and the Bank Guidelines: Environmental and Social Guidelines for the IPF (E&S Guidelines)

The consultant in environmental safeguards and the consultant in social safeguards will work in close relation with CORAF. If necessary, the World Bank's experts in Environmental and Social Safeguards will provide guidance and answer questions from consultants.

Scope of the work of the consultant (s)

To this end, 1 or 2 social and / or environmental consultants with experience in social and environmental standards, especially with regard to work, and the conduct of stakeholder engagement and participatory and inclusive consultation practices and the creation of complaints management mechanisms, will be initiated to help prepare the necessary instruments required in this new framework. All of these instruments should be prepared taking into account gender considerations, providing specific advice on how to engage and protect women and adolescents in the context of project activities. They should also be prepared taking into account the needs, risks and impacts of disadvantaged and vulnerable groups and individuals (such as pastoralists, organizations of pastoralists practicing pastoralism and farmers representing women, businesses run by women, older people, young people, people with disabilities) to ensure that they are fully included in the project and have access to the benefits of the project. Instruments relating to environmental and social standards are subject to a consultation and disclosure procedure. Given the current context of the global pandemic, COVID-19, consultants should give due consideration to the impacts of the pandemic when undertaking consultations for this project and for the grievance mechanism. The consultants will also consider the WHO recommendations regarding barrier measures as well as national requirements in terms of measures to combat the spread of the COVID-19 virus.

This project is of moderate risk.

4. Working language and planning

The consultation period will run from December 11, 2020 to January 5, 2021 for an estimated total of 25 working days. This schedule is indicative and subject to modifications according to the needs of the project.

The working language will be French, with an executive summary in French and English.

The mission will last 4 weeks, including 1 week of prospecting mission and 1 week of writing the first drafts and 2 weeks of finalizing the report. The provisional report, in electronic format, will be prepared and distributed no later than December 19th, 2020. The final report, which will integrate any comments from the focal points of CORAF and the World Bank, will be submitted by January 1st, 2021.

All reports will be produced in **three (3) hard copies and electronic versions** and will be submitted to the Preparation Committee.

5. Qualification and profile of the consultant

The consultant (s) must demonstrate proven experience in conducting similar studies and have the following profile:

- The consultant must be an environmental or social specialist, holder of at least a bachelor's or post-university degree in Sociology, Anthropology, Environment and Allied Sciences, which is a relevant field related to the assessment of environmental and social impacts, and justify a course of at least 5 years in the preparation of environmental and social safeguard instruments of International Financial Institutions.
- The consultant should have a good knowledge of the environmental and social framework of the World Bank and the requirements for procedures and operations in this area, as well as an excellent knowledge of standards and regulations in the field of environmental and social studies;

- Have experience in conducting accessible, participatory, transparent and inclusive public consultations, including grievance and information disclosure mechanisms; including those that are gender sensitive and take into account vulnerable and disadvantaged groups and individuals
- Excellent command of French
- Previous experience with operational policies on environmental assessment and involuntary resettlement of the World Bank, and knowledge of the Environmental and Social Framework of the Bank is an advantage.

ANNEX 1: THE COMPONENTS OF THE PROJECT

Component 1: Digital advisory services for the prevention and management of agricultural and food crises.

This component aims to (i) strengthen regional capacity and institutional sustainability in order to provide demand-driven digital advisory services, including agro-advisory and hydrometric/climatic impact information and alert services and (ii) promote their use in the prevention, management and response to agricultural and food crises.

Regional sub-component 1.1: Improvement of food crisis prevention and monitoring systems. This sub-component would transform the regional system for collecting, analysing and managing data relevant to food security in order to inform and advise services by strengthening the capacities, coordination and organization of AGRHYMET and other institutions mandated to fulfil these functions at the regional level.

National sub-component 1.2: strengthening the creation and delivery of digital advisory services for farmers. The sub-component will enable decision-makers and farmers to access and make greater use of food security-specific information through national extension systems, notably through capacity building activities and institutions for public and private hydrometh and agrometh service providers.

Component 2: Sustainability and adaptability of the productive base of the food system.

This component aims at the resilience of agro-sylvo-pastoral production systems enabling small and medium-sized producers to sustainably meet their nutritional needs and increase income from the sale of surpluses on local and regional markets.

Regional sub-component 2.1: Adaptation and adoption of innovations and technologies for resilient food systems. This sub-component would aim to strengthen regional research and extension systems to sustainably deliver and scale up improved technologies and innovations, including digital agriculture, climate-friendly technologies, nutrition, gender, and youth. By linking up with the national level, this component would support the implementation of national action plans to modernize national research and extension systems to accelerate the adoption of innovations and technologies by farmers.

National sub-component 2.2: Build food security resilience. This sub-component aims to sustainably improve the food security of rural households and their resilience to climate variability in targeted areas by using the food crisis prevention tools developed under component 1, CSA technologies and innovations adapted under sub-component 2.1 above as well as through the implementation of coordinated and complementary interventions that restore degraded landscapes and mobilize water resources. This sub-component will also take into consideration the implementation modalities to improve resilience to climate risks and VFC-related risks, such as the establishment and maintenance of bottom-up community dialogues.

Component 3: Market integration and trade.

The objective of this component is to develop food trade in West Africa to allow an efficient allocation of production surpluses to deficit regions and to attract investments in agrifood by tackling the binding constraints that weigh on the development of regional food crop value chains along certain trade corridors with a high impact on smallholder food security.

Regional sub-component 3.1: Facilitate trade in the main corridors and consolidate the food reserve system. The project will support the implementation of sound regional regulations and policies to strengthen regional markets for food inputs and outputs. Activities will focus on removing barriers to intra-regional cross-border food trade (for example, by harmonizing policies as well as establishing better monitoring of trade flows and accountability mechanisms) and strengthening of the relevant regional institutions (ECOWAS, CILSS) responsible for coordinating the integration of regional markets as well as the strengthening of regional and national mechanisms for the management of food reserves.

National sub-component 3.2: Development of the value chain for strategic staple crops. The project will support the development of up to three value chains per country focusing on staple crops that are already traded between countries. Specific activities will include the preparation and implementation of national venture capital action plans, the provision of matching grants and technical assistance to SMEs, as well as support for essential investments to obtain private funding along value chains. The investments made under this component will directly support the recovery following the pandemic related to COVID-19.

Component 4: Contingent emergency response.

This component will enable the reallocation of funds from other components to provide immediate support for emergency recovery following a crisis or eligible emergency. An emergency response manual will be drawn up, the disbursement of which will be conditioned by fiduciary arrangements, guarantees, monitoring and reporting, as well as any other necessary coordination and implementation arrangements.

Component 5: Project management.

The management of the project will be coordinated by ECOWAS, which will delegate the technical work to the relevant mandated organizations (mainly AGRHYMET and CORAF). This component will aim to ensure that the project is managed effectively, that performance and impact are carefully monitored, by supporting monitoring and evaluation and impact analysis.

Annex 2: LABOR MANAGEMENT (LMP)

1. The objectives of ESS 2 (Working and working conditions) are:
 - Promote occupational safety and health.
 - Promote fair treatment, non-discrimination, and equal opportunities for project workers.
 - Protect project workers, including vulnerable workers such as women, people with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contract workers, community workers and primary suppliers, depending on the case.
 - Prevent the use of forced labour and child labour in all its forms.
 - Support the principles of freedom of association and collective bargaining by project workers in accordance with national law.
 - Provide project workers with accessible means to raise concerns in the workplace.
2. The scope of ESS 2 depends on the type of working relationship between the borrower and the project workers. The term "project worker" refers to:
 - a) Persons employed or engaged directly by the Borrower (including the project promoter and project executing agencies) to work specifically in relation to the project (direct workers).
 - b) Persons employed or hired by third parties to carry out work related to the essential functions of the project, regardless of the location (contract workers);
 - c) Persons employed or engaged by the borrower's primary suppliers (primary supply workers).
 - d) People employed or engaged in community work (community workers).
 - e) Photos of consultations (to be included only if there is expressed consent of participants. Photos of consultants with women or photos with children should not be included)
3. ESS 2 applies to project workers, including full-time, part-time, temporary, seasonal and migrant workers ⁶.
4. ESS 2 includes normative requirements for each worker. Therefore, the annex includes ESS 2 and the annex includes the PMT template.

⁶Migrant workers are workers who have migrated from one country to another or part of the country for the purpose of employment.

ANNEX 2.1: TEMPLATE FOR LABOR MANAGEMENT PROCEDURES

TEMPLATE

LABOR MANAGEMENT PROCEDURES

How to use this template

Under the ESS No. 2 on Employment and Working Conditions, Borrowers are required to develop work force management procedures. These procedures are intended to facilitate the planning and implementation of the project. They help determine the labor needs and risks associated with the project, and help the Borrower assess the resources needed to resolve any labor issues associated with the project. They constitute a living document established at the very beginning of the preparation of the project, and which is reviewed and updated as the project is developed and implemented.

This template is designed to help Borrowers determine the main elements of labor planning and management. It is provided for guidance only: if the issues discussed are relevant to a project, Borrowers should take them into account in labor management procedures. However, there may be times when some of the issues discussed here are not applicable to the project; however, some projects may have other issues that will need to be considered for planning purposes. When national law incorporates provisions of ESS No. 2, labor management procedures may refer to them without the need to repeat them. Labor management procedures can be recorded in a stand-alone document or be integrated directly into other environmental and social management documents.

Concise and up-to-date procedures will enable the different stakeholders of a project, for example the staff of the project implementation unit, suppliers and contractors as well as sub-contractors and project workers to get a clear idea of the arrangements to be made regarding a particular labor issue. The level of details indicated will depend on the nature of the project and the information available. When relevant information is not available, this should be indicated, and procedures updated as soon as possible.

To prepare and update the workforce management procedures, the Borrowers refer to the provisions of national law and of the ESS No. 2 as well as to the corresponding Guidance Note. This template refers to both the ESS No. 2 and the Guidance Note.

1. GENERAL INFORMATION ON THE USE OF LABOR FOR THE PROJECT

This section describes the following, based on the information available:

Number of project workers: Indicate the total number of people to be employed on the project, and the different types of workers: direct, contractual and community. Where numbers have not yet been decided, an estimate should be provided.

Characteristics of project workers: If possible, give a general description and give an indication of the likely characteristics of the workers in the project: p. ex. local workers, national or foreign migrant workers, women, workers over the minimum age but not yet 18 years old.

Deadlines for covering labor needs: Indicate the deadlines and order of coverage of labor needs in terms of staff, places of employment, types of jobs and skills required.

Contract workers: Describe the planned or known contractual organization for the project, along with the number and type of suppliers / service providers and subcontractors as well as the probable number of people who will be employed or hired by each supplier / service provider or subcontractor. If project workers are expected to be hired by traders, middlemen or agents, this should be indicated along with an estimate of the number of people who should be hired in this way.

Migrant workers: If migrants (national or foreign) are expected to work on the project, this should be stated, and corresponding details provided.

2. ASSESSMENT OF THE MAIN RISKS RELATED TO THE LABOR

This section describes the following, based on the information available:

Project activities: Indicate the nature and location of the project, as well as the various activities that the project workers will undertake.

Main risks related to the labor : Identify the main risks that could be associated with the project workforce (see for example those set out in ESS # 2 and in the Guidance Note). These may include, for example:

- The performance of hazardous work such as those carried out at height or in confined spaces, the handling of heavy equipment or the handling of hazardous materials
- Probable cases of child labor or forced labor, indicating the sector or locality where these could be noticed
- The probable presence of migrants or seasonal workers
- The risk of influx of labor or cases of EAS / HS in the community and at places of service.
- Accidents or emergency situations, indicating the sector or locality where they could occur
- Understanding and implementation by all, of the provisions relating to health and safety at work

3. BRIEF OVERVIEW OF LABOR LEGISLATION: GENERAL CONDITIONS

This section describes the **main aspects** of national labor law concerning working conditions and modalities, and how this law applies to the different categories of workers listed in section 1. The overview focuses on the legislation relating to the headings set out in paragraph 11 of the ESS No. 2 (remuneration, deductions from wages and social benefits).

4. BRIEF OVERVIEW OF LABOR LEGISLATION: OCCUPATIONAL HEALTH AND SAFETY

This section describes the **main aspects** of national labor legislation concerning occupational health and safety, and how this legislation applies to the different categories of workers identified in section 1. The overview focuses on the legislation relating to the items set out in paragraphs 24 to 30 of ESS 2.

5. STAFF RESPONSIBLE

This section specifies to which functions and / or persons correspond the following responsibilities within the framework of the project (if applicable) :

- Recruitment and management of project workers
- Recruitment and management of suppliers / service providers or subcontractors
- Occupational health and safety including EAS / HS risk management
- Training of workers
- Management of worker complaints

In some cases, these functions and / or people may be identified with suppliers / service providers or subcontractors, particularly when project workers are employed by third parties.

6. POLICIES AND PROCEDURES

This section provides information on occupational health and safety, reporting and monitoring as well as other general policies applicable to the project. Where applicable, it identifies the applicable national legislation.

If significant security risks are identified in section 2, this section describes how they will be managed. If forced labour is considered a risk, this section describes how it will be managed (see paragraph 20 of ESS No. 2 and the corresponding sections of the Guidance Note). And when it is determined that there is a risk of child labour, this is considered in section 7.

If the Borrower has specific policies or procedures, they may be cited in or appended to the labour management procedures, as well as any other relevant document.

7. AGE OF ADMISSION TO EMPLOYMENT

This section provides detailed information on:

- The minimum age for admission to employment under the project
- The procedure to follow to verify the age of project workers
- What to do if it is determined that underage workers are working on the project
- The procedure to be followed to assess the risks relating to workers over the minimum age, but not yet reaching 18 years of age
- See paragraphs 17 to 19 of ESS 2 and the corresponding sections of the Guidance Note.

8. GENERAL CONDITIONS

This section provides detailed information on :

- Salaries, working hours and other provisions applicable to the project
- The maximum number of working hours that can be done under the project
- Any collective agreement applicable to the project. If applicable, list them and describe the main characteristics and provisions of these agreements.
- Any other special condition

9. COMPLAINT MANAGEMENT MECHANISM

This section provides detailed information on the complaints mechanism that will be made available to direct and contract workers and describes how these workers will be informed of its existence.

Where community workers are hired under the project, detailed information on the mechanism for handling complaints about these workers is provided in section 11.

10. MANAGEMENT OF SUPPLIERS AND SERVICE PROVIDERS

This section provides detailed information on:

- The selection process for suppliers and contractors, as described in paragraph 31 of ESS No. 2 and paragraph 31.1 of the corresponding Guidance Note.
- The contractual arrangements that will be put in place for the management of issues related to the workforce employed by suppliers and contractors, including occupational health and safety issues, as described in paragraph 32 of ESS no. 2 and paragraph 32.1 of the corresponding Guidance Note.
- The procedure for managing and monitoring the performance of suppliers and service providers, as described in paragraph 32 of ESS No. 2 and in paragraph 32.1 of the corresponding Guidance Note.

11. COMMUNITY WORKERS

Where the project involves the use of community workers, this section provides detailed information on their working conditions and indicates the steps to be taken to ensure that such labour is provided on a voluntary basis. It also provides details on the nature of the agreements to be concluded and the procedures for registering these agreements. See paragraph 34.4 of the corresponding Guidance Note.

This section provides detailed information on the mechanism for handling complaints regarding community workers as well as the roles and responsibilities in monitoring these workers. See paragraphs 36 and 37 of ESS No. 2.

12. MAIN SUPPLIER EMPLOYEES

Where there is a significant risk of child labour or forced labour or a serious risk relating to safety issues relating to major suppliers, this section sets out the procedure for monitoring and reporting on employees of major suppliers.

ANNEX 2.2 : ESS2 : WORK AND WORKING CONDITIONS

Obligations of the Borrower

A. Working conditions and management of the employer-worker relationship

Direct workers

4. The provisions of paragraphs 9 to 30 of this ESS will apply to direct workers.

Contract workers

5. The provisions of paragraphs 9 to 33 of this ESS will apply to contract workers, as specified in Section E.

Community workers

6. The provisions of paragraphs 34 to 38 of this ESS will apply to community workers, as specified in Section F.

Employees of major suppliers

7. The provisions of paragraphs 39 to 42 of this ESS shall apply to employees of major suppliers, as specified in Section G.

8. When government officials work on the project, whether full-time or part-time, they remain subject to the terms and conditions of their contract or employment regime in force in the public sector, except in the case where their position is legally and effectively transferred to the project⁸. ESS No. 2 will not apply to these agents, except as provided in paragraphs 17 to 20 (Labour protection) and paragraphs 24 to 30 (Occupational health and safety).

9. The Borrower will develop and implement written labour management procedures that apply to the project. These procedures will describe how the project workers will be managed, in accordance with the requirements of national law and this ESS⁹. They will indicate how this ESS will apply to the various categories of project workers, including direct workers, and the obligations that the Borrower will impose on third parties with respect to the management of their employees, in accordance with paragraphs 31 to 33..

Working and employment conditions

10. Clear and easy to understand documentation and information will be provided to project workers on their conditions of employment. This information and documents will describe workers' rights under national labor law (including applicable collective agreements), including their rights in terms of working time, wages, overtime, pay and benefits, social rights as well as any other rights mentioned in this ESS. This documentation and information will be made available at the start of the employment relationship and in the event of a significant change in the conditions of employment.

11. Project workers will be remunerated on a regular basis, in accordance with national legislation and labour management procedures. Deductions from wages will be made only under national law or labour management procedures, and project workers will be informed of the conditions under which such deductions are made. Project workers will be entitled to sufficient periods of weekly rest, annual and sick leave, maternity leave and family leave, under national law and labour management procedures.

12. When required by national law or labour management procedures, project workers will receive written notice of termination and information on their severance pay within the prescribed time limits¹⁰. All wages earned, social security benefits, contributions to a pension fund and any other social benefits will be paid before or on the date of termination of the employment relationship, either directly to project workers or, where applicable, on behalf of them. When payments are made on behalf of project workers, supporting documents for these payments will be provided to them.

Non-discrimination and equal opportunities



13. Decisions on the recruitment or treatment of project workers will not be made based on personal characteristics unrelated to the inherent needs of the relevant position. Project workers will be employed on the principle of equal opportunities and fair treatment and there will be no discrimination in any aspect of the employment relationship, whether recruitment and hiring , remuneration (including wages and benefits), working conditions and terms of employment¹¹, access to training, job assignments, promotion, dismissal or retirement, or disciplinary measures. Labor management procedures will describe measures to prevent and combat harassment, intimidation and / or exploitation in the workplace. In the event of any discrepancies between national law and the provisions of this paragraph, to the extent possible, the project will carry out its activities in a manner consistent with the provisions of this paragraph.

14. Special protection and assistance measures intended to remedy discriminatory acts or to fill a given post on the basis of the specific needs of that post or the objectives of the project¹² will not be considered as acts of discrimination, provided that they comply with national law.

15. The Borrower will take appropriate measures of protection and assistance with regard to vulnerable persons working on the project, in particular those belonging to special categories of workers such as women, persons with disabilities, migrant workers and children (in particular working age under this ESS). These measures may be necessary at certain times, depending on the worker's situation and the nature of his vulnerability.

Workers' organizations

16. In countries where national law recognizes the right of workers to form an association, to join an organization of their choice and to bargain collectively without any interference, the project will be implemented in accordance with national law. In such circumstances, the role of legally constituted workers' organizations and legitimate workers' representatives will be respected, and information necessary for constructive negotiations will be provided to them in a timely manner. Where national law restricts the scope of workers' organizations, the project will not prevent project workers from developing parallel mechanisms to voice their grievances and protect their rights in terms of working conditions and employment. The Borrower should not seek to influence or control these other mechanisms. The Borrower will not discriminate and take no retaliatory action against project workers who participate or wish to participate in such organizations and collective bargaining or other mechanisms.

B. Protection of labor

Child labour and minimum age

17. A child who has not reached the minimum age prescribed in accordance with the provisions of this paragraph will not be employed or engaged on the project. Labour management procedures will set the minimum age for admission to employment and recruitment under the project at 14 years, unless national law prescribes a higher age.

18. A child over the minimum age, but who has not yet turned 18, can be employed or recruited under the project under the following specific conditions:

- a. The work concerned is not covered by the provisions of paragraph 19 below
- b. A proper risk assessment is carried out before his work begins
- c. The Borrower ensures regular monitoring of his state of health, his working conditions and hours and other ESS criteria

19. A child who is over the minimum age, but who has not yet reached 18 years of age, will not be employed or engaged in the project under conditions that may present a danger to them¹³, compromise their education or harm their health or their physical, mental, spiritual, moral or social development.

Forced labour

20. The project will not use forced labour, which can be defined as any work or service exacted from an individual under the threat of any penalty and for which the said individual has not offered himself voluntarily¹⁴. This prohibition applies to any kind of forced or compulsory labour, such as contract labour, debt bondage or similar types of employment. No victims of human trafficking will be employed on the project¹⁵.

Protection of women on construction sites

21. The code of conduct prohibiting EAS / HS at the workplace; regular training of workers on the EAS / HS, the sanctions put in place in the event of non-compliance with this CoC, posters reminding the prohibited behaviours, lighting, separate hygienic facilities for men and women who may be close from the inside.

C. Complaints Mechanism

22. A complaints mechanism will be made available to all direct and contract workers¹⁶ (and their organizations, if applicable) to voice their professional concerns¹⁷. These workers will be informed of the existence of the complaints mechanism at the time of hiring and of the measures taken to protect them against any reprisals for using it. Care will be taken to ensure that the complaints management system is easily accessible to all.

23. The complaints management mechanism will be proportionate to the nature and scope of the project and the risks and effects that it could present. It will be designed to respond quickly to concerns through a transparent and easy-to-understand process that provides feedback to affected parties in a language they understand, without reprisal, and which will operate independently and objectively. The complaints mechanism can make use of existing complaint review systems, provided that these are designed and applied correctly, that they respond quickly to complaints and that they are easily accessible to project workers. Existing complaints management mechanisms can be supplemented if necessary, by project-specific mechanisms.

24. The complaints management mechanism should not prevent access to other means of judicial or administrative recourse that may be provided for by law or by existing arbitration procedures, nor as a substitute for the complaints management mechanisms established through collective agreements. This complaints mechanism will be adapted to respond confidentially, promptly, and survivor-centered to sensitive complaints such as EAS / HS.

D. Occupational Health and Safety (OHS)

25. Occupational health and safety measures will be applied to the project. These measures will comply with the provisions of this Section and will take into account the general ESS guidelines and, where applicable, the ESS guidelines specific to the relevant sector of activity and other BPISA. The OSH measures that apply to the project will be described in the legal agreement and the ESCP¹⁸.

26. OHS measures will be designed and implemented to address the following issues: a) identification of potential hazards to project workers, particularly those that could be fatal; b) implementation of preventive and protective measures including modification, substitution or elimination of hazardous conditions or substances; c) training of project workers and keeping the corresponding records; d) recording and reporting of accidents, illnesses and occupational incidents; e) emergency prevention, preparation and response mechanisms¹⁹; and f) solutions to remedy negative impacts such as accidents, deaths, disabilities and work-related illnesses²⁰.

27. All parties who employ or hire workers on the project will develop and implement procedures to create and maintain a safe working environment, including ensuring that workplaces, machinery, equipment and processes under their control are safe and without risk to health, including by applying appropriate measures to the handling of physical, chemical and biological substances and agents. These parties will actively collaborate and consult with project workers to enable them to understand OHS obligations and promote the implementation of these provisions. This collaboration and these consultancies will also aim to provide information to project workers, train them in occupational health and safety and distribute free personal protective equipment.

28. Procedures will be established in the workplace to allow project workers to report working conditions they believe to be unsafe or unhealthy and to withdraw from such situations when they have reasonable grounds to believe they pose a serious and imminent danger to their life or their health. Project workers who withdraw themselves from such situations will not be required to return to work until the necessary corrective action is taken to address it. Project workers will not suffer retaliation or be the subject of actions against them for reporting or withdrawing from such situations.

29. Project workers will have access to facilities that are appropriate to their working conditions, including canteens, sanitary facilities and suitable rest areas. In the event that accommodation services²¹ are provided to them, policies relating to the management and quality of accommodation will be developed to protect and promote their health, safety and well-being and to provide or give them access to services that take into account their physical, social and cultural needs.

30. When project workers are employed or engaged by more than one party and work together at a site, the parties that employ or engage such workers will collaborate in the implementation of OHS provisions, without prejudice to the responsibility of each party with regard to the health and safety of its own workers.

31. A regular review system of occupational safety and health performance as well as the working environment will be put in place and will include the identification of safety and health hazards and risks, the implementation of effective methods to deal with the identified hazards and risks, the determination of priority actions and the evaluation of the results.

E. Contract workers

32. The Borrower will make reasonable efforts to ensure that third parties²² who recruit contract workers are legally constituted and reliable entities and have developed labour management procedures which are appropriate to the project and which will enable them to carry out their activities in accordance with the provisions of this ESS, with the exception of paragraphs 34 to 42.

33. The Borrower will put in place procedures for the management and monitoring of the performance of these third parties in relation to the requirements of this ESS. In addition, the Borrower shall incorporate such requirements into contractual arrangements with such third parties, as well as appropriate redress mechanisms in the event of non-compliance. Regarding subcontracting, the Borrower will require these third parties to include equivalent provisions and redress mechanisms in the event of non-compliance in their contractual agreements with subcontractors.

34. Contract workers will have access to the complaints mechanism. In the event that the third party who employs or hires them is unable to provide them with a complaints mechanism, the Borrower shall provide such contract workers with access to the complaints mechanism provided for in Section C of this ESS.

F. Community workers

35. Projects may plan for the use of community workers in a number of distinct situations, including when labour is made available by the community as a contribution to the project or when projects are designed and carried out for the purpose of promoting local development, by offering a social safety net²³ or targeted assistance in situations of fragility and conflict. Given the nature and objectives of such projects, it may not be appropriate to apply all the provisions of ESS No. 2. In all of these situations, the Borrower will require that measures be taken to ensure that such labour is or will be provided on a voluntary basis, following an individual or community agreement²⁵.

36. Therefore, where the project provides for certain tasks to be performed by community workers, the Borrower will apply the relevant provisions of this ESS in a manner that is consistent and proportionate:

- a. The nature and scope of the project.
- b. Specific project activities to which community workers contribute.
- c. The nature of potential risks and impacts for community workers.

Paragraphs 9 to 15 (Working conditions) and 24 to 30 (Occupational health and safety) will be assessed in relation to community work and will be applied in accordance with paragraphs a) to c) above. The way in which these provisions will apply within the framework of the project will be defined in the labour management procedures.

37. During the development of labor management procedures, the Borrower will clearly determine the conditions for mobilizing community labor, including the amount of its remuneration and the terms of payment (if applicable) as well as working hours. Labor management procedures will also describe how community workers can file a complaint under the project. The Borrower will assess the risks and potential impact of the activities in which the community workers will be engaged and apply at least the relevant provisions of the general ESS guidelines and those relating to the project's sector of activity.

38. The Borrower will determine whether there is a risk of child labour or forced labour associated with community labour by researching for the risks referred to in paragraphs 17 to 20 above. The labour management procedures will describe the roles and responsibilities for monitoring community workers. If cases of child labour or forced labour are found, the Borrower will take appropriate measures to remedy them.

39. The evaluation system established in accordance with the provisions of paragraph 30 will take into account the tasks carried out by community workers within the framework of the project and the extent to which these workers receive adequate training and adapted to their particular needs and the potential risks and impact of the project.

G. Employees of primary suppliers

40. As part of the environmental and social assessment, the Borrower will determine the potential risks of child labour, forced labour and serious safety issues that major suppliers may pose.

41. Where there is a significant risk of child labour or forced labour associated with employees of primary suppliers, the Borrower shall require the primary supplier to define this risk in accordance with the provisions of paragraphs 17 to 20 above. The labour management procedures will describe the roles and responsibilities for monitoring primary suppliers. If cases of child labour or forced labour are found, the Borrower will require the primary supplier to take appropriate measures to remedy them.

42. In addition, where there is a serious risk relating to security issues relating to employees of primary suppliers, the Borrower shall require the relevant primary supplier to develop procedures and mitigating measures to address the risk. These procedures and mitigation measures will be reviewed periodically to verify their effectiveness.

43. The borrower's ability to manage these risks will depend on the degree of control or influence it has over its primary suppliers. If it is not possible to manage these risks, the Borrower will replace, within a reasonable time, the primary suppliers of the project with suppliers who can demonstrate that they meet the relevant requirements of this ESS.

Notes:

⁹ When the requirements of national law apply to the activities of the project and meet the requirements of this ESS, the Borrower shall not be required to repeat them in the labour management procedures.

¹⁰ Payment of these benefits will depend on the nature of the employment relationship, including whether the project workers are employed on a fixed-term contract, or whether they work full-time, part-time, or on a fixed-term, temporary or seasonal basis.

¹¹ The Borrower will consider taking, provided that it is technically and financially possible, reasonable measures to adapt the workplace to disabled project workers.

¹² For example, when the project or a component of it targets a particular group or set of individuals, as is the case in projects obliged to recruit local labour, social protection projects or projects working for peace. It can also be positive discrimination measures provided for by national law.

¹³ Work is considered dangerous for children when by its nature or the circumstance in which it is performed is likely to endanger the health, safety or morals of children. Examples of hazardous work prohibited for children include work: a) which exposes children to physical, psychological or sexual violence; b) carried out underground, underwater, at height or in confined spaces; c) carried out using machines, equipment or tools which are dangerous or involve the handling or transport of heavy loads; (d) carried out in unhealthy environments which expose children to hazardous

substances, agents or processes, or to temperatures, sounds or vibrations harmful to health; or e) carried out under difficult conditions such as for long hours, at night or in confinement on the employer's premises.

¹⁴ Work is carried out voluntarily when the worker consents freely and knowingly. This consent must exist throughout the employment relationship and the worker must be able to revoke it at any time. More specifically, there can be no "voluntary offer" made under threat or in other circumstances of restriction or deception. To assess the authenticity of a freely given and informed consent, care must be taken to ensure that no external or indirect coercion has been exercised, either as a result of measures taken by the authorities or as a result of the practices of 'An employer.

¹⁵ Human trafficking is defined as the recruitment, transport, transfer, harbouring or reception of people by the threat of recourse or the use of force or other forms of coercion, by kidnapping, fraud, deception, abuse of authority or a position of vulnerability, or by offering and accepting payments or benefits to obtain the consent of one person in authority over another for the purpose of exploitation. Women and children are particularly vulnerable to human trafficking.

¹⁶ For community workers, see paragraph 36.

¹⁷ This complaints mechanism will be separate from the complaints mechanism required under ESS 10.

¹⁸ Section 2 of the General ESS Guidelines on Occupational Health and Safety applies to all projects and can be viewed at the following address:

<http://www.ifc.org/wps/wcm/connect/9aef2880488559a983acd36a6515bb18/2%2BOccupational%2BHealth%2Band%2BSafety.pdf?MOD=AJPERES>. Each of the guidelines applicable to a sector of activity deal with occupational health and safety issues relating to that particular sector of activity. The links to each of these guidelines can be found at the following address: http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/IFC+Sustainability/Sustainability+Framework/Environmental,+Health,+and+Safety+Guidelines/

¹⁹ These arrangements will be coordinated with the emergency preparedness and response measures provided for under ESS No. 4.

²⁰ These solutions must take into account, where applicable, the salary level and age of the project worker, the extent of the negative impact and the number and age of dependents involved.

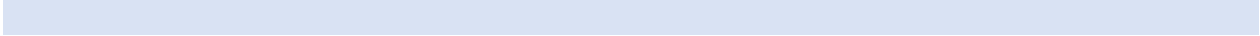
²¹ These services can be provided directly by the Borrower or through third parties.

²² See note 3: these can be suppliers and service providers, subcontractors, traders, agents or intermediaries.

²³ For example, "food for work" programs and public works carried out under social protection programs.

²⁴ These measures will be recorded in the labour management procedures.

²⁵ See note 14.



ANNEXE 3 STAKEHOLDER ENGAGEMENT PLAN INCLUDING A COMPLAINTS MANAGEMENT MECHANISM

Template for ESS 10: Stakeholder engagement and information

Stakeholder engagement plan and framework

This template provides guidance to the Borrower on specific aspects of the application of environmental and social standards (ESS), which are part of the World Bank's 2016 Environmental and Social Framework. The models illustrate the requirements of the ESSs and provide examples of approaches to meet some of these requirements. They do not constitute World Bank policy and are not binding. They do not dispense with the need to exercise good judgment when making decisions about projects. In the event of any discrepancy or contradiction between the templates and the ESS, the provisions of the ESS shall prevail

Stakeholder Engagement Plan (SEP)

The scope and level of detail of the plan must be comparable and proportionate to the nature and scope of the project, its potential risks and impact as well as the concerns of the various stakeholders who may be affected by the project. Depending on the nature or extent of the risks and impacts of the project, the elements of an SMP can be integrated into the Environmental and Social Commitment Plan (ESCP), which would eliminate the need to prepare a separate SMP.

The SEP should be clear and concise and focus on describing the project and identifying stakeholders. It is essential to determine what information to put in the public domain, in which languages, and where it can be viewed. It should explain the possibilities for public consultations, the specific modalities on how the public consultations will be adapted to be accessible to women (in separate groups facilitated by a woman), set a deadline for receiving comments and outline the modalities of notification to populations of new information or opportunities for comments. It should describe how these comments will be considered and considered. It should also describe the complaints mechanism put in place for the project and the means to access it. The SEP will further undertake to publish current information on the environmental and social performance of the project, in particular the possibilities for consultations and the methods of handling complaints.

1. Introduction / description of the project

Give a brief description of the project, its stage, its objectives, as well as the decisions in the study on which the contributions of the public are sought.

Describe the location of the project, and, where possible, provide a map of the project site (s) and surroundings, showing communities and proximity to sensitive sites, as well as worker camps , unloading areas, or any other temporary activity that may affect stakeholders with specific discussions on how women or other vulnerable groups may be affected in different ways, Link or attach a non-technical summary of the potential social and environmental risks and impacts of the project.

2. Summary of past stakeholder engagement activities

If consultation or communication activities have already been carried out, which include, but are not limited to, disseminating information and holding informal or formal meetings or consultations,

provide a summary of these activities (maximum half a page), which indicates the information communicated and the places where a more detailed account of such past activities can be found (for example, a link, a physical location, or the communication of this information on request).

3. Identification and analysis of stakeholders

Identify the main stakeholders who will be informed and consulted about the project, i.e. the individuals, groups, or communities who:

- ✓ Are or could be affected by the project (parties affected by the project).
- ✓ May have an interest in the project (other parties involved).

Depending on the nature and scope of the project, as well as its risks and potential effect, other stakeholders could be added to this list, in particular the competent public authorities, local organizations, NGOs and companies, as well as the populations, neighbouring communities, as well as political representatives, trade unions, universities, religious groups, national public bodies responsible for environmental and social issues, and the press.

3.1. Affected parties

Identify individuals, groups, local populations, and other stakeholders who may be affected by the project, directly or indirectly, positively, or negatively. The SMP should prioritize the people directly and negatively affected by the project activities. Mapping impact areas by locating affected communities within a given area can help define or refine the project's area of influence. The SMP should endeavour to identify other groups or individuals who believe they will be affected by the project and who may need additional information in order to better understand the limits of these effects.

3.2. Other parties involved

Identify other actors who might be interested in the project because of its location, natural or other resources nearby, or because of the sector or actors participating in the project. These could be representatives of local government, community leaders or civil society organizations, especially those working within or alongside affected communities. Even if these groups are not directly affected by the project, they may play a role in its preparation (e.g. issuance of permits by authorities) or be part of an affected community and voice concerns on a larger scale than that of a household.

What is more, civil society and non-governmental organizations can have a more in-depth knowledge of the environmental and social characteristics of the project area and the neighbouring populations, and can thus contribute to the identification of risks including the risks of Exploitation and Sexual Abuse (ESA) and Sexual Harassment (SH), possible effects as well as possibilities that the Borrower could explore during the assessment process. Some groups may express their interest in the project because of the sector in which it operates (for example, mining or health), while others may wish to receive information simply because public funding is offered to support this project. It does not really matter, in reality, the underlying reasons why individuals or groups will request information about the project - the point is that if this information is placed in the public domain, it must be accessible to anyone interested.

3.3. Disadvantaged or vulnerable individuals or groups

It is particularly important to understand the impacts of the project and the fact that they could disproportionately affect disadvantaged or vulnerable groups who often do not have the means to voice their concerns or understand the scope of the repercussions of a project. The elements listed below can help define an approach to understanding the views of these groups:

- Who are the vulnerable or disadvantaged individuals or groups and what are the constraints that could prevent them from participating in the project or understanding the information or participating in the consultancy process?
- What constraints might prevent these individuals or groups from participating in the intended process? (For example, language differences, lack of transportation to meeting places, accessibility issues, disability, problem understanding the consultancy process.)
- How do they usually get information about the community, projects, activities?
- Do they have any constraints as to the time of day or where the public consultation will be held?
- What additional supports or resources might be needed to enable these people to participate in the consultation process? (For example, translation services in a minority language, sign language, large print or Braille; the choice of accessible places for gatherings; transportation services to the nearest meeting for people living in isolated places; holding targeted and smaller meetings where vulnerable stakeholders would feel more comfortable asking questions or raising concerns.)
- If there is no active organization in the project area that works with vulnerable groups, especially people with disabilities, why not get in touch with health professionals, who will be better able to inform you about the marginalized groups and how best to communicate with them?
- What recent commitment has the project made with vulnerable stakeholders and their representatives?

3.4. Summary of the needs of project stakeholders

Community	Stakeholder group	Main characteristics	Linguistic needs	Preferred means of notification (emails, telephone, radio, letter)	Special needs (accessibility, large print, childcare, daytime meetings)
Village A	Parents with young children	Approximately 180 households affected: 300 children	Official language	Information transmitted in writing, over the radio	Babysitting for meetings - preferably late afternoon
Village A	Refugees	38 extended families, poverty level	Other languages	Visit with translators and representatives of civil society	Graphics, education on the process

4. Stakeholder engagement program

4.1. Objectives and timeline of the stakeholder engagement program

Summarize the main objectives of the stakeholder engagement program and the envisaged timeline for the various activities that fall under this program: at what stages of the project are they planned, how often, and what decision will be made based on what comments and what concerns of the

populations? If decisions about public meetings, locations and times of meetings have not yet been made, clearly communicate to people how they will be informed of future opportunities to review this information and submit their views. Include the ESCP in this information. For some projects, an independent SMP will not be essential, as its content can be incorporated into the ESCP.

4.2. Proposed strategy for disseminating information

Give a brief description of what information will be communicated, in what formats, and the modes of communication that will be used for each of the stakeholder groups. These modes may vary depending on the target audience. Be sure to identify each media you are considering by name (for example *The Daily News* and *The Independent*, *Radio News 100.6*, TV Channel 44). The choice of communication mode - both for notification and for disseminating information - should be based on how most people in the vicinity of the project usually get information, and could boil down to one source of information that is more centralized and of national interest. Various communication methods should be used to reach the majority of stakeholders including women who may have more limited access to the media and the internet. The project should select the most appropriate method and justify its choices with the necessary supporting documents. The plan will include a statement that comments on the proposed mobilization plan as well as suggestions for improvement are welcome. For more distant stakeholders, it may be necessary to consider the use of an additional newspaper or a separate meeting, or additional documents that should be placed in the public domain. The public domain covers:

- Newspapers, posters, radio, television.
- Information centres and exhibitions or other visual displays.
- Non-technical brochures, leaflets, posters, documents, and reports.
- Correspondence, official meetings.
- A website, social media.

The strategy should provide for different means of consulting the stakeholders affected by the project, especially if significant changes are to be made with expected additional risks and impacts. At the end of these consultations, an updated ESCP should be published.

Project stage	List of information to be communicated	Proposed methods	Timeline: location / dates	Targeted stakeholders	Percent reached	Responsibilities
Construction	Traffic management plan	Notification on Radio News 100.6 and copy in the town hall Poster on community notice board	On the radio, twice a day during communication weeks	Villagers, pedestrians and drivers included	Radio News 100.6 covers 60% of the village Poster on community notice board reaches another percentage of the population	Community liaison officer

4.3. Proposed strategy for consultations

Briefly describe the methods that will be used to consult each of the stakeholder groups. These methods may vary depending on the target audience, for example:

- Interviews with the various relevant actors and organizations;
- Surveys, polls and questionnaires;
- Public meetings, workshops or discussion groups on specific topics;
- Participatory methods;
- Other traditional mechanisms for consultation and decision-making

C1 : Complaints Management Mechanism Checklist

This checklist provides guidance to the borrower on the application of Environmental and Social Standards (ESS), which are part of the World Bank's 2016 Environmental and Social Framework. The checklists help illustrate the requirements of the ESS and provide examples of approaches to implement some of the requirements of the ESS; they are neither a Bank policy nor an obligation. Checklists are not a substitute for the need to exercise good judgment in making project decisions. In the event of any inconsistency or conflict between the checklists and the ESS, the provisions of the ESS shall prevail.

Complaints Management Mechanism Checklist

The appropriate level of complexity for a project's grievance redress mechanism depends on the risks and implications of the project and the context of the project. The following checklist describes a complex GRM that follows international good practice, which may not be necessary for all projects. Nevertheless, this checklist helps to determine whether a grievance mechanism is in line with international good practice.

A. System issues

1. Are there any comments or grievances about the project? Yes__ No____
2. Does the organization have a grievance redress policy? Yes__ No__
 - a. Is the policy accessible to all staff, beneficiaries, and potential users? Yes__ No____ No
 - b. Is the policy written in the local language (s)? Yes__ No____ No
3. Does the grievance mechanism have the following characteristics?
 - a. A well-understood procedure for allowing people to provide feedback and / or submit grievances
Yes__ No __
 - b. A statement indicating who is responsible for handling the grievance feedback / Yes__ No__
No__.
 - c. Grievance settlement or mediation and investigation procedures Yes__ No__ No__
depending on their severity and complexity.
 - d. A system to keep complainants up to date with status updates. Yes__ No____ No
 - e. A system for recording feedback, grievances and results. Yes__ No____ No

f. Procedures for protecting the confidentiality of complainants Yes__ No__ No__.

B. Staff management

1. Is there a grievance manual for staff? Yes__ No____ No

2. Does the grievance policy or procedures provide guidance on the following issues?

a. What is a grievance or feedback? Yes__ No____ No

b. What information should be collected from complainants? Yes__ No____ No



Annex 4: Environmental and social management framework (ESMF)

- The Environmental and Social Management Framework (ESMF) is an instrument that applies to the risks and impacts of a project consisting of a series of sub-projects and in the event that the risks and impacts cannot be determined at this time or when the details of the program or the sub-projects have not been identified.
- The ESMF defines the principles, rules, guidelines and procedures for assessing environmental and social risks and impacts. It contains measures and action plans to reduce, mitigate and / compensate risks and negative impacts. It also contains provisions and a budget for such measures, and information on the Agency or Agencies responsible for addressing such impacts and risks of the project, including their capacity to manage the impacts and social risks.
- It also contains information on the area in which the sub-projects will be located, including the potential environmental and social vulnerabilities of the area; and on the impacts that could be verified and the mitigation measures that are expected to be implemented.
- The ESMF describes that the borrower will conduct an environmental and social assessment of the project in order to assess the environmental and social risks of the project throughout the project cycle. The assessment will be proportionate to the risks and potential impacts of the project, and will assess in an integrated manner all direct, indirect and cumulative environmental and social risks throughout the project cycle, including those specifically identified in the environmental and social standards (ESS) 2-10 from the ESF.
- The ESMF will be based on current information, including a precise description and delineation of the project and any associated aspect, a database of social and environmental aspects containing a sufficient level of detail to provide more information on the characterization and identification of risks, impacts and mitigation measures. The ESMF will assess potential environmental and social risks and impacts, examine alternatives, and identify ways to improve project selection, location, planning, design, and implementation. This is to apply the mitigation hierarchy for environmental and social impacts and seek opportunities to increase the positive impacts of the project. The ESMF will include a stakeholder commitment plan as an integral part of the assessment, in accordance with ESS 10.
- The ESMF will constitute an adequate, precise, and objective assessment and presentation of the known risks and impacts, prepared by qualified and experienced persons.
- The borrower will ensure that the ESMF appropriately considers all relevant project issues, including:
 - a) The political framework, applicable national laws and regulations and institutional capacities (including implementation) of the country on environmental and social issues.
 - b) Variations in country conditions and project context.
 - c) Environmental or social studies of the country; national environmental or social action plans; and the country's obligations directly applicable to the project under relevant international treaties and agreements.
 - d) Applicable requirements under the ESSs; and the Environmental and Health Safety Guidelines (EHSG) and other relevant International Good Practices (IGP).

The ESMF will establish and apply a hierarchy of mitigation measures to:

- a) Anticipate and avoid risks and impacts.
- b) When it cannot be avoided, minimize or reduce the risks and impacts to acceptable levels.
- c) Once risks and impacts have been minimized or reduced, mitigate them; and

- d) If significant residual impacts remain, correct, or compensate when technically and financially feasible

The ESMF, informed of the scope of the problems, will consider all the relevant environmental and social risks and impacts of the project, in particular:

- a) **Environmental risks and impacts**, including: (i) those defined by the EHS; (ii) those related to community safety (including dam safety and the safe use of pesticides); (iii) those related to climate change and other transboundary or global risks and impacts; (iv) any material threat to the protection, conservation, maintenance and restoration of natural habitats and biodiversity; and (v) those related to ecosystem services and the use of living natural resources, such as fisheries and forests;
- b) **Social risks and impacts**, including: (i) threats to human security resulting from conflict, crime or violence ⁷, community or interstate; (ii) risks due to the fact that the impacts of the project disproportionately affect individuals and groups who, due to their particular situation, may be disadvantaged or vulnerable; (iii) any prejudice or discrimination against persons or groups with regard to access to the resources and benefits of the project, in particular in the case of persons likely to be disadvantaged or vulnerable; (iv) negative economic and social impacts related to unintentional land use or land use restrictions ; (v) risks or impacts associated with land tenure and use of land and natural resources, including (if applicable) potential impacts of the project on local land use patterns and tenure, land access and availability, food security and land value, as well as the corresponding risks associated with conflict or contestation over land and natural resources; (vi) impacts on the health, safety and well-being of workers and communities affected by the project; and (vii) risks to cultural heritage.
- c) When the ESMF identifies **specific individuals or groups as disadvantaged or vulnerable**, the borrower will propose and implement differentiated measures so that the negative impacts do not fall disproportionately on the disadvantaged or vulnerable, and they are not in the sharing of benefits and development opportunities resulting from the project.
- e) For projects involving several **small sub-projects**,⁸ that are identified, prepared and implemented during the course of the project, the borrower will carry out an appropriate environmental and social assessment of the sub-projects, and prepare and implement these sub-projects, as follows: a) sub-projects at risk high, in accordance with NESNES; b) Sub-projects of substantial risk, moderate risk and low risk, in accordance with national law and all the requirements of the ESSs that the Bank deems relevant for these sub-projects.⁹

⁷ This includes gender-based violence (GBV)

⁸ For example, a Bank-supported project with multiple small sub-projects, as in the case of community development projects, projects with matching grant programs or similar projects designated by the Bank.

⁹ Where the sub-projects are likely to have minimal or no environmental or social risks and impacts, these sub-projects do not require further environmental and social assessment after the initial scope.

- f) If the risk level of a sub-project increases the risk level to a higher level, the Borrower will implement the ESS requirements in terms and the Environmental and Social Commitment Plan (ESCP) will be updated consequently.
- g) The ESMF will also identify and assess, to the extent possible, potential environmental and social risks and the **impacts of associated facilities**. The Borrower will address the risks and impacts of associated facilities in a proportional manner with its control or influence over related facilities. As the borrower cannot control or influence the associated activities to meet the requirements of the ESSs, the environmental and social assessment will also identify the risks and impacts that associated facilities may present to the project.
- h) For projects with high risk or risk of litigation or which involve serious risks or multidimensional environmental or social impacts, the borrower may be required to call on one or more independent experts recognized at the international level. These experts may, depending on the project, be part of an advisory committee or otherwise be employed by the borrower, and will provide independent advice and oversight to the project¹⁰.
- i) The ESF will also consider the risks ¹¹ and **impacts associated with primary suppliers**, as required by ESS 2 and ESS 6. The borrower will address these risks and impacts in a manner commensurate with the borrower's control or influence over its primary suppliers as they are set out in ESS 2 and ESS 6.

The ESMF will consider the risks and potentially significant transboundary and global impacts of projects, such as the impacts of discharges and emissions, increased use or contamination of international waterways; emissions of short- and long-lived climate pollutants,¹² climate change mitigation, adaptation and resilience issues, as well as impacts on threatened or depleted migratory species and their habitats.

Stakeholder engagement and information disclosure

- a. As foreseen by the ESS10, the Borrower will continue to engage and provide sufficient information to stakeholders throughout the life cycle of the project in a manner that is appropriate to the nature of their interests and the potential environmental and social risks and impacts of the project. The ESMP should define the basic requirements for the preparation of a stakeholder participation plan, including the requirements for information disclosure and meaningful consultation throughout the project.

¹⁰ This requirement relates to the independent advice and oversight of such projects and is unrelated to the circumstances in which the borrower will be required to retain the services of independent specialists to perform environmental and social assessments.

¹¹ Primary suppliers are those suppliers who, on an ongoing basis, directly supply project goods or materials essential to critical project functions. The essential functions of a project constitute the production and / or service processes essential to a specific project activity without which the project cannot continue.

¹² This includes all greenhouse gases (GHGs) and carbon emissions.

- b. The ESMP should include a description of how the Borrower will propose and implement a complaints management mechanism to hear these concerns and receive these complaints and facilitate their resolution. The ESMP will clearly define roles, responsibilities and attributions and designate the persons who will be responsible for the implementation and monitoring of stakeholder engagement activities and for compliance with the provisions of this ESS.
- c. For high risk and substantial risk projects, the borrower will provide and disclose documents to the Bank, as agreed with the Bank, regarding environmental and social risks and project impacts prior to project evaluation. The documentation will adequately address the main risks and impacts of the project and provide sufficient detail to inform stakeholder engagement and Bank's decision-making. The Borrower will provide and disclose to the Bank the final or updated documents as specified in the ESCP.
- d. If there are material changes at the project level that result in additional risks and impacts, especially where these have an impact on the parties affected by the project, the borrower will provide information on these risks and impacts and consult with the parties affected by the project on how these risks and impacts will be mitigated. The borrower will disclose an updated ESCP, outlining the mitigation measures.

Project monitoring and reporting

- a. The Borrower will ensure the environmental and social performance of the project in accordance with the legal agreement (including the ESCP). The scope and mode of monitoring will be agreed with the Bank and will be proportional to the nature of the project, the environmental and social risks and impacts of the project, as well as the compliance requirements. The borrower will ensure that adequate institutional arrangements, systems, resources, and personnel are in place to carry out the monitoring. Where appropriate and as indicated in the ESCP, the Borrower will engage stakeholders and third parties, such as independent experts, local communities, or NGOs, to supplement or verify its own monitoring activities. Where other organizations or third parties are responsible for managing specific risks and impacts and for implementing mitigation measures, the Borrower will work with these bodies and third parties to establish and monitor such mitigation measures.
- b. Monitoring will normally include recording information for performance monitoring and establishing relevant operational controls to verify and compare compliance and progress. Monitoring will be adjusted based on performance experience, as well as actions requested by relevant regulatory authorities and feedback from stakeholders such as community members. The borrower will document the results of the monitoring.
- c. The borrower will provide the Bank with regular reports regarding monitoring results as set out in the ESCP (in any event, not less than one year). These reports will provide an accurate and objective record of project implementation, including compliance with the ESCP and the requirements of the ESSs. These reports will include information on stakeholder engagement

made during the implementation of the project in accordance with ESS 10. The borrower and the agencies implementing the project will appoint senior officials to review the reports.

- d. Based on the results of the monitoring, the borrower will identify all the necessary corrective and preventive measures and integrate them into a modified ESAP or into the relevant management tool, in a manner that is acceptable by the Bank. The borrower will implement the agreed corrective and preventive measures in accordance with the amended ESCP or the relevant management tool and will monitor and report on these actions.
- e. The Borrower will facilitate on-site visits by Bank staff or consultants acting on behalf of the Bank. The Borrower will promptly notify the Bank of any incident or accident related to the project which has, or is likely to have, a significant negative effect on the environment, affected communities, the public or workers. The notification will provide sufficient details of such incident or accident, including death or serious injury. The Borrower will take immediate action to deal with the incident or accident and to prevent recurrence, in accordance with national law and the ESS.

I. GUIDELINES FOR THE DRAFTING OF THE ESMF

For the Environmental and Social Management Framework, the consultant will perform the tasks described below:

The ESF will provide more specifically the following:

- a) Explicit methodological procedures and approaches for reviewing environmental and social aspects, standard mitigation measures, and tools needed to identify impacts and mitigation measures.
- b) The roles and responsibilities of the different structures involved in the project implementation and monitoring.
- c) Training, capacity building and other technical needs necessary for the implementation of the ESMF.
- d) Estimate of the budget necessary for the management of ESMF activities (which will then be included in the project budget and related investments).

The project's Environmental and Social Management Framework (ESMF) will also have to comply with the country's environmental legislation.

Due to the potential negative impacts of certain project developments on the socio-economic and natural resource base of the countries, these safeguard measures, in addition to understanding the positive impacts, provide an operational framework for the identification, analysis of negative impacts and appropriate mitigation measures by avoiding or eliminating negative environmental and social impacts or reducing them to an acceptable level.

The main tasks and the associated results or deliverables are described below:

- Describe the biophysical environment and the environmental and social situation in the project intervention area, which constitute the baseline of the project.

- Describe the baseline for the social environment.
- The political, legal, and institutional framework for environmental management and the assessment of impacts linked to the nature of the project.
- The procedures of [COUNTRY] in environmental and social assessment.
- Institutional arrangements relating to the inclusion of environmental and social aspects in the implementation of sub-projects / activities at community level.
- Identify, assess, and measure the magnitude of positive and negative impacts and direct and indirect environmental risks in the project intervention areas. These risks include the impact on the public of specific project activities, including public health (malaria, schistosomiasis, other forms of water-related diseases and the misuse of pesticides) and the appropriate proposed mitigation measures.
- Identify, assess and measure the magnitude of positive and negative impacts and direct and indirect social risks in the project intervention areas, with differentiated mitigation / social inclusion measures for vulnerable / disadvantaged groups and individuals (including women, ethnic groups including refugees, people with disabilities, young people, illiterate people, etc.)
- Include the assessment of risks related to gender-based violence (GBV) such as Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) and the risks of violence against children, including in the workplace, especially for people in vulnerable situations;
- Ensure that the stakeholder engagement plan includes disadvantaged / vulnerable groups and individuals and that it has differentiated measures to increase stakeholder participation / engagement and share project benefits (enhance opportunities for citizen engagement, particularly at the local level to promote social cohesion, service delivery and accessibility of Complaints Management Mechanisms) ;
 - a) Incorporate, where appropriate, traditional forms of Complaints Management Mechanism, but also strike a balance between accessibility and inclusion of disadvantaged and marginalized people and groups
 - b) Consider aspects of access to land / natural resources for its potential to exacerbate tensions, exacerbate poverty and inequalities (especially among women, certain forms of livelihood such as pastoralism)
 - c) Incorporate culturally appropriate measures when assessing the risks and impacts and benefits of the project, particularly about livelihoods, vulnerable people, and groups (including impacts on cultures, languages, and local customs)
 - d) Consider the risks of social fragility / conflict, including poverty as a driver of fragility, the inter-community dynamics between differences in access to services (i.e. water, food, land), differences in land and resource use, livelihoods, unemployment, etc..
- Provide a checklist of types of impacts and corrective actions to avoid and / or mitigate them. The consultant will present, in the annex, a table containing the types of impacts and appropriate mitigation measures considering the social issues / risks above. They must also

propose, when possible, actions to improve environmental and social conditions in the project's areas of intervention.

- Develop a participatory program monitoring and evaluation framework as set out above to ensure effective and efficient implementation of the environmental and social issues highlighted in the ESF
- Describe the mechanism and institutional arrangements for the implementation of the ESMF and the preparation of the Environmental and Social Impact Assessment / ESMF, specifying the roles and responsibilities of the agencies and all the actors (central, regional / local, municipal and villagers) involved in the implementation
- Evaluate the capacities of the government and local implementing bodies involved in the implementation of the ESMF and the sensitization on the environmental and social issues of the project and propose appropriate awareness-raising and institutional measures, strengthen and / or strengthen the technical capacities of the various actors.
- Develop a public consultation and participation program involving all project stakeholders, including the main beneficiaries and people directly affected by the project, including women, youth, and vulnerable groups.
- Develop a monitoring and evaluation mechanism to ensure systematic and effective follow-up of the main recommendations.
- Prepare detailed specifications for the strategic, regional, or sectoral impact assessment and support the preparation of new investment projects and / or similar technical studies.

The ESMF's main outlines

The ESMF must contain the following elements:

- *Executive summary (in English)*
- Legal and institutional framework
 - Analysis of the legal and institutional framework of the project, within which the environmental and social assessment is carried out
 - Comparison of the existing environmental and social framework of the Borrower and the ESS and identification of the gaps between the two
 - Identification and assessment of the environmental and social requirements of any co-financiers
- *Project description*
 - Concise description of the proposed project and its geographic, environmental, social and temporal context, including any off-site investments that may be required (access roads, power supply, water supply, housing and raw materials and storage facilities for products), as well as the main suppliers of the project.

- *Country context*
 - Environmental and social situation in the project intervention area and in the country
 - Framework of the political, administrative, and legal environment
 - Approval mechanism for countries' environmental impact studies
 - Institutional capacity assessment
 - Explanation of the need for any environmental and social plan to meet the requirements of ESS 1 to 10.
- A map with sufficient details, showing the project site and the area that may be affected by the direct, indirect, and cumulative impacts of the project.

- *Baseline data*
 - Explanation and, where possible, provision of baseline data on social and environmental aspects relevant to decisions regarding project location, design, operation, or mitigation measures. This should include a discussion of the accuracy, reliability, and sources of the data as well as information on the dates surrounding the identification, planning and implementation of the project.
Identification and estimation of the extent and quality of available data, key data gaps and uncertainties associated with predictions based on current information, an assessment of the scope of the study area and a description of the relevant physical, biological and socio-economic conditions, including expected changes before the start of the project. Baseline data should consider current and proposed development activities in the project area, but which are not directly related to the project.
- *Environmental and social risks and impacts*
 - Assessment of all environmental and social risks and impacts of the project, including those set out in ESS 2-8 and any other environmental and social risks and impacts arising from the specific nature and context of the project (see summary of risks above).
 - Include gender-based violence (GBV) (including child marriage and cultural practices such as female genital mutilation), sexual exploitation and abuse (SEA) risks associated with forced labor and child labor (in the country context and the risk sections).
- *Mitigation measures*
 - Identification of mitigation measures and significant residual negative impacts that cannot be mitigated and, to the extent possible, assessment of the acceptability of these residual negative impacts.
 - Identification of differentiated measures so that the negative impacts do not fall disproportionately on the disadvantaged or vulnerable.
 - Assessment of the feasibility of mitigating environmental and social impacts; the capital and recurrent costs of the proposed mitigation measures, as well as their suitability under local conditions; and institutional, training and monitoring requirements of proposed mitigation measures.
 - Identification of specific issues that do not require further attention, providing the basis for this determination.
- *Analysis of alternatives*
 - Systematic comparison of feasible alternatives to the proposed site, technology, design, and operation, including the “no-project” situation, based on their potential environmental and social impacts.
 - Assessment of the feasibility of alternatives in terms of mitigating environmental and social impacts.

- For each of the alternatives, quantifying the environmental and social impacts to the extent possible, and explaining the economic values, when possible.
- Design measures
 - Explanation of the basis for selection of the proposed project design and specifies applicable ESHGs or if ESHGs are found to be inapplicable, justifies recommended emission levels and pollution prevention and reduction approaches that are compatible with the IGPs.
 - The explanation for the selection of proposed projects should also consider the relevant social risks and impacts
- Institutional arrangements for the implementation and monitoring of the ESMF, including the assessment of institutional capacities. *Capacity Building*
 - Precise description of the institutional arrangements, identification of the party responsible for carrying out the mitigation and monitoring measures (for operation, supervision, enforcement, monitoring of implementation, corrective measures, funding, and staff training).
 - Recommendations regarding the creation or expansion of responsible parties, staff training and any additional measures that may be necessary to support the implementation of mitigation measures and any other recommendations of the ESMF.
- *Monitoring*
 - The monitoring section of the ESMF should provide a) specific description and technical details of the monitoring measures, including parameters to be measured, methods to be used, sampling locations, frequency of measurements, limits of detection (where appropriate), and defining thresholds that will signal the need for corrective action; b) monitoring and reporting procedures to (i) ensure early detection of conditions that require specific mitigation actions and (ii) provide information on progress and results of mitigation.
- *Public consultations*
 - Briefly summarize the results of the consultations, including the focused group discussions. In a table in an appendix, include dates and lists of participants and summarize key questions, concerns and results of the public consultations ((and subject to community agreement, photos of the consultation). ESMF implementation budget
- *Implementation timeline and budget*
 - For the three aspects (mitigation, monitoring and capacity building), the ESMF should provide, to the extent possible, a) an implementation schedule of the measures that are to be implemented under the project, showing the phasing and coordination with the overall project implementation plans; b) estimates of capital and recurrent costs and sources of funds for the implementation of the ESMF and the possible ESIA / ESMF. These figures are also integrated into the tables that stipulate total project costs.

ANNEX 5: ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN TEMPLATE

1. [*Name of Borrower*] plans to implement the project [*name*] (the **Project**) in association with the following ministries / units / public bodies: [*name*] [*add other associated ministries / units / public bodies*]. [*The International Bank for Reconstruction and Development / International Development Association hereinafter referred to as the Bank / Association*] agrees to provide funding for the project.

2. *[Name of Borrower]* will implement the concrete measures and actions that are necessary to ensure that the Project is implemented in compliance with the Environmental and Social Standards (ESS) of the World Bank. This Environmental and Social Commitment Plan (ESCP) is a summary document that sets out these measures and actions.
3. [When referring to specific plans or other documents already established or to be prepared, the ESCP requires compliance with all provisions of those plans or other documents. In particular, the ESCP requires compliance with the provisions set out in *[specify the relevant plans or documents that are identified in the ESCP, for example, the Environmental and Social Management Plan and the Resettlement Plan]* which *[have been]* *[will be]* *developed for the Project.*] *[Include this paragraph 3 if there are or are planned separate plans or other documents prepared for the Project. Identify each of these plans or other documents by their title].*
4. The following table provides a summary of the concrete measures and actions required, as well as the deadlines for their implementation. *[Name of Borrower]* is required to ensure compliance with all the requirements of the ESCP, even when the implementation of certain measures and actions is the responsibility of the ministry, unit or public body mentioned in paragraph 1 above.
5. The implementation of the concrete measures and actions defined in this ESCP will be monitored by *[Name of Borrower]* and reports that the latter will send to *[the Bank / Association]* in accordance with the provisions of the ESCP and the conditions of the legal agreement, while *[the Bank / Association]* will ensure the monitoring and evaluation of the progress and the realization of these concrete measures and actions throughout the implementation of the Project.
6. As agreed by *[the Bank / Association]* and *[Name of Borrower]*, this ESCP may be revised from time to time during the implementation of the Project, in a manner that reflects the adaptive management of changes or unforeseen situations that may arise in connection with the Project, or in response to an evaluation of the performance of the Project carried out under the ESCP itself. In such situations, *[Name of Borrower]* will agree to these changes with *[the Bank / Association]* and revise the ESCP accordingly. Agreement on the changes to the ESCP will be evidenced by the exchange of letters signed between *[the Bank / Association]* et *[Name of Borrower]*. *[Name of Borrower]* will publish the revised ESCP without delay. Depending on the nature of the project, the ESCP can also indicate the amount of funds required to carry out a measure or action.
7. When the performance of the Project itself or unforeseen situations or changes occurring within the framework of the Project lead to an evolution of risks and impacts during the implementation of the Project, *[Name of Borrower]* makes additional funds available, where appropriate, for the implementation of actions and measures to address these risks and impacts, which may include *[specify the risks and impacts relevant to the Project, such as environmental, health and safety impacts, the influx of labor and gender-based violence]*.

Annex 5: Environmental and Social Commitment Plan

[Project title]			
ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN			
DATE			
<i>Summary of the concrete measures and actions to be implemented to mitigate the potential environmental and social risks and impacts of the Project</i>	<i>Timeline</i>	<i>Person in charge / authority and resources / funds committed</i>	<i>Execution end date</i>
ESCP Monitoring and reporting			
<p>REGULAR REPORTS: Prepare and regularly communicate monitoring reports on the implementation of the ESCP.</p>	<p><i>Indicate the frequency of the reports, for example: Semi-annual reports established throughout the implementation of the Project, in coordination with the report on the status of progress and results (ISR) of the Project.</i></p>	<p><i>Indicate, throughout the ESCP and for each category and sub-category of the ESS, the entity or entities responsible for the implementation of the measures and actions (including third parties) and, if necessary, describe in detail the funding needs for specific measures and actions.</i></p>	

[Project title]				
ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN				
DATE				
<i>Summary of the concrete measures and actions to be implemented to mitigate the potential environmental and social risks and impacts of the Project</i>		<i>Timeline</i>	<i>Person in charge / authority and resources / funds committed</i>	<i>Execution end date</i>
	NOTIFICATION OF INCIDENTS AND ACCIDENTS: Promptly notify any incident or accident related to or affecting the Project which has or is likely to have serious consequences for the environment, affected communities, the public or personnel [including] [indicate the relevant risks from the environmental and social assessment]. Provide sufficient details of the incident or accident, indicating the measures taken without delay to deal with it and including the information made available by any supplier or service provider and by the supervising entity, if applicable.	<i>Promptly after learning about the incident or accident.</i>		
SUMMARY OF THE EVALUATION				
ESS n° 1 : ASSESSMENT AND MANAGEMENT OF ENVIRONMENTAL AND SOCIAL RISKS AND EFFECTS				
1.1	ORGANIZATIONAL STRUCTURE: Establish an organizational structure comprising qualified personnel to support the management of environmental and social risks [including] [identify, where applicable, positions / resources specifically assigned to environmental and social management that are part of the organizational structure]. Retain it as needed throughout the implementation of the Project.	<i>Indicate the timeline, for example: Set the date by which the organizational structure or staff should be in place.</i>		
1.2	ENVIRONMENTAL AND SOCIAL ASSESSMENT: Conduct an environmental and social assessment to identify and assess the environmental and social risks and effects of the Project and the appropriate mitigation measures. This should include a risk analysis of sexual exploitation and abuse (SEA) and	<i>Indicate the timeline for the assessment preparation.</i>		

[Project title]					
ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN					
DATE					
<i>Summary of the concrete measures and actions to be implemented to mitigate the potential environmental and social risks and impacts of the Project</i>		<i>Timeline</i>	<i>Person in charge / authority and resources / funds committed</i>	<i>Execution end date</i>	
	sexual harassment (SH) and a Risk Mitigation Action Plan and responses to the case of SEA / SH.				
1.3	MANAGEMENT TOOLS AND INSTRUMENTS: Develop and implement [specify general assessment and management tools and instruments to be developed under ESS No. 1. Specific risk assessment and management tools may be defined in the following sections of the ESCP].	<i>Indicate the timeline for the development of these instruments. Once developed, these tools and instruments are used throughout the implementation of the Project.</i>			
1.4	MANAGEMENT OF SUPPLIERS AND SERVICE PROVIDERS: Establish and implement management procedures for suppliers and service providers and their subcontractors.	<i>Indicate the timeline for establishing these procedures, for example: Before the preparation of tender documents. Maintain procedures throughout the implementation of the Project.</i>			
1.5	PERMITS, APPROVALS AND AUTHORIZATIONS: Obtain or assist in obtaining, if necessary, from the competent national authorities the permits, approvals, and authorizations applicable to the Project.	<i>Indicate the timeline, for example: Before the start of any activity requiring a permit, approval, or authorization.</i>			

[Project title]					
ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN					
DATE					
<i>Summary of the concrete measures and actions to be implemented to mitigate the potential environmental and social risks and impacts of the Project</i>		<i>Timeline</i>	<i>Person in charge / authority and resources / funds committed</i>	<i>Execution end date</i>	
	Respect or ensure that the conditions associated with these permits, approvals and authorizations are respected throughout the implementation of the Project.				
1.6	THIRD PARTY MONITORING: When it has been agreed that a stakeholder and / or a third party will be mobilized to complete and verify the monitoring of the risks and environmental and social impacts of the Project, indicate the names of the people and the tasks to be performed.	<i>Indicate the activity timeline</i>			
1.7	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>				
ESS nº 2 : EMPLOYMENT AND WORKING CONDITIONS					
2.1	LABOR MANAGEMENT PROCEDURES: Establish labor management procedures.	<i>Indicate the timeline, for example: At the very beginning of the preparation of the Project. These procedures should be revised when additional information becomes available.</i>			
2.2	PROJECT WORKERS 'COMPLAINTS MECHANISM: Establish and maintain a complaints mechanism for Project workers. This should include specific protocols for dealing with SEA / SH cases in a timely, confidential, ethical, and survivor-centred	<i>Indicate timeline, e.g.: The complaints mechanism is operational prior to, for</i>			

[Project title]				
ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN				
DATE				
	<i>Summary of the concrete measures and actions to be implemented to mitigate the potential environmental and social risks and impacts of the Project</i>	<i>Timeline</i>	<i>Person in charge / authority and resources / funds committed</i>	<i>Execution end date</i>
	manner with referral to medical, psychosocial, legal, and security services when needed.	<i>example, the recruitment of workers for the Project, and is maintained throughout the implementation of the Project.</i>		
2.3	OHS MEASURES: Develop and apply measures relating to Occupational Health and Safety (OHS).	<i>Indicate the timeline, for example: Before the start of the works. These measures are maintained throughout the implementation of the Project.</i>		
2.4	PREPARATION AND RESPONSE TO EMERGENCY SITUATIONS: Include emergency preparedness and response mechanisms in the OHS measures indicated in paragraph 2.3 and ensure their coordination with the measures defined in paragraph 4.5.	<i>Indicate the timeline, for example: Before the start of the works. These measures are maintained throughout the implementation of the Project.</i>		
2.5	TRAINING OF PROJECT WORKERS: Organize training for Project workers to increase their awareness of the risks and to mitigate the effects of the Project on local populations. This	<i>Indicate the timeline, for example: Before starting work. And hold</i>		



[Project title]			
ENVIRONMENTAL AND SOCIAL COMMITMENT PLAN			
DATE			
	<i>Summary of the concrete measures and actions to be implemented to mitigate the potential environmental and social risks and impacts of the Project</i>	<i>Timeline</i>	<i>Person in charge / authority and resources / funds committed</i>
	<i>Execution end date</i>		
	should include training on the content of Codes of Conduct and the prohibition of SEA / SH.	<i>regular recycling sessions.</i>	
2.6	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>		
ESS n° 3 : RATIONAL USE OF RESOURCES AND POLLUTION PREVENTION AND MANAGEMENT			
3.1	MANAGEMENT OF WASTE AND HAZARDOUS MATERIALS: Develop and implement measures and actions to manage waste and hazardous materials.	<i>Indicate the timeline, for example: Before the start of the works. These measures and actions are maintained throughout the implementation of the Project.</i>	
3.2	<i>Depending on the specific risks and effects of the Project, add other agreed measures and actions</i>		
ESS n° 4 : HEALTH AND SECURITY OF THE POPULATIONS			
4.1	ROAD TRAFFIC AND SAFETY: Develop and implement measures and actions to assess and manage the risks related to traffic and road safety.	<i>Indicate the timeline, for example: Before the start of the works. These measures and actions are maintained throughout the implementation of the Project.</i>	

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4.2	HEALTH AND SECURITY OF THE POPULATIONS : Develop and implement measures and actions to assess and manage the risks and impacts that Project activities could generate for local populations, including those related to the presence of Project workers and the influx of workforce.	<i>Indicate the timeline, for example: Before the start of the works. These measures and actions are maintained throughout the implementation of the Project.</i>			
4.3	RISKS OF SEXUAL EXPLOITATION AND ABUSE AND SEXUAL HARASSMENT: Develop and implement measures and actions to assess and manage SEA / SH risks.	<i>Indicate the timeline, for example: Before starting work. These measures and actions are maintained throughout the implementation of the Project.</i>			
4.4	RISKS OF SEA / SH DURING THE IMPLEMENTATION OF THE PROJECT : Indicate the amount of additional funds available for the implementation of the measures intended to deal with the risks and impacts of SEA / HS that may arise during the implementation of the Project.				
4.5	EMERGENCY RESPONSE MEASURES: Develop and implement measures to manage emergency situations and ensure their coordination with the measures defined in paragraph 2.4.	<i>Indicate the timeline, for example: Before starting work. These measures and actions are maintained</i>			



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		<i>throughout the implementation of the Project.</i>	
4.6	SECURITY PERSONNEL: Develop and implement measures and actions to assess and manage the risks to the safety of communities affected by the project and of Project workers that may result from the use of security personnel.	<i>Indicate the timeline, for example: Before hiring security personnel or before starting work. These measures and actions are maintained throughout the implementation of the Project.</i>	
4.7	TRAINING FOR THE POPULATIONS: Organize training sessions for local populations to increase their awareness of the risks and mitigate the impacts described in this section.	<i>Indicate the schedule, for example: Before the start of the works. And hold regular recycling sessions.</i>	
4.8	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>		
ESS n° 5 : LAND ACQUISITION, RESTRICTIONS ON THE USE OF LAND AND INVOLUNTARY RESETTLEMENT			
5.1	LAND ACQUISITION AND RESETTLEMENT: Assess the nature and extent of land acquisitions and involuntary resettlement anticipated under the Project [further specify important concrete measures, for example carrying out a census to identify affected people].	<i>Indicate the timeline, for example: Before the start of Project activities.</i>	

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5.2	RESETTLEMENT PLANS: Establish and implement resettlement plans in accordance with the requirements of [Resettlement Policy Framework (RPC) and] of ESS No. 5.	<i>For example: Before [insert date]; [Resettlement plan] implemented before the start of activities giving rise to involuntary resettlement.</i>		
5.3	MONITORING AND REPORTING: Ensure that land acquisition and resettlement activities are monitored and reported separately or integrated into regular reports.	<i>Throughout the implementation of the Project.</i>		
5.4	COMPLAINT MANAGEMENT MECHANISM: Develop and implement the modalities of the resettlement complaints mechanism (when this mechanism is separate from the complaints mechanism defined under ESS 10).	<i>Indicate the timeframe, for example: Before the start of resettlement activities.</i>		
5.5	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>			
ESS n° 6 : PRESERVATION OF BIODIVERSITY AND SUSTAINABLE MANAGEMENT OF BIOLOGICAL NATURAL RESOURCES				

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6.1	RISKS AND IMPACTS ON BIODIVERSITY: Develop and implement measures and actions to assess and manage the risks and impacts on biodiversity, including identifying the different types of habitats and determining the circumstances under which compensation could be used.	<i>Indicate the timeframe, for example: Before the start of project activities.</i>		
6.2	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>			
ESS n° 7 : INDIGENOUS PEOPLE / TRADITIONAL LOCAL COMMUNITIES OF HISTORICALLY DISADVANTAGED SUB-SAHARAN AFRICA				



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7.1	INDIGENOUS PEOPLE PRESENT IN THE PROJECT ZONE OR COLLECTIVELY ATTACHED TO THIS ZONE: Assess the nature and extent of the direct and indirect impact of the project on Indigenous People present in the project area or having a collective attachment to this area, whether this impact is of an economic, social, cultural or environmental nature.	<i>Indicate the timeframe, for example: Before the start of project activities.</i>		
7.2	PLAN FOR INDIGENOUS PEOPLE: Establish and implement a [plan title] in accordance with the requirements of ESS 7.	<i>Before [insert date]. Before starting activities likely to generate significant risks or adverse effects.</i>		
7.3	COMPLAINT MANAGEMENT MECHANISM: Develop and implement the modalities of the Indigenous Peoples Complaints Mechanism (when this mechanism is separate from the complaints mechanism defined under ESS 10).	<i>Indicate the timeframe</i>		
7.4	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>			
ESS nº 8 : CULTURAL HERITAGE				

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8.1	INCIDENTAL FINDINGS: Develop and implement an incidental findings procedure.	<i>Indicate the timeframe, for example: Before start-up and throughout the work.</i>		
8.2	CULTURAL HERITAGE: Define measures to manage risks and impacts on cultural heritage.	<i>Before any disturbance of the site.</i>		
8.3	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>			
ESS nº 9 : FINANCIAL INTERMEDIARIES				

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9.1	ESMS: Establish and maintain an environmental and social management system (ESMS).	<i>Indicate the timeframe</i>		
9.2	INSTITUTIONAL CAPACITIES OF FIs: Establish an organizational structure comprising qualified personnel with clearly defined roles and responsibilities for the implementation of the ESMS [identify, if applicable, the positions / resources specifically assigned to environmental and social management that are part of the organizational structure]. Maintain them as needed throughout the implementation of the Project.	<i>Indicate the timeline, for example: Set the date by which the institutional capacities should be in place.</i>		
9.3	SENIOR MANAGEMENT REPRESENTATIVE: Appoint a representative of the management committee of the financial intermediary who will assume overall responsibility for the environmental and social performance of FI sub-projects.	<i>Indicate the timeframe, for example: Set the date by which the representative of the management committee should be appointed.</i>		
9.4	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>			
ESS n° 10 : MOBILIZATION OF STAKEHOLDERS AND INFORMATION				

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10.1	PREPARATION OF THE SEP: Prepare and disseminate a Stakeholder Mobilization Plan (SMP).	<i>Indicate the timeline, for example: By [insert date] or by review, if applicable.</i>		
10.2	IMPLEMENTATION OF THE SEP: Implement the SMP.	<i>Throughout the implementation of the Project</i>		
10.3	PROJECT LEVEL COMPLAINTS MECHANISM: Develop and implement the modalities of the complaints' management mechanism concerning the appropriate protocols for acceptability, treatment, and follow-up of SEA / SH cases.	<i>Indicate the timeframe, for example: Before [insert date]</i>		
10.4	<i>Depending on the specific risks and impacts of the Project, add other agreed measures and actions</i>			
Support for capacity building				
Indicate the type of training to be offered		Determine target groups and timing of training sessions	Indicate the training sessions held	
For example, training may be necessary on the following topics: <ul style="list-style-type: none"> • Identification and mobilization of stakeholders • Special aspects of environmental and social assessment • Occupational health and safety • Preparation and response to emergency situations 				
Training of Project workers in occupational health and safety, including the prevention of emergencies and how				

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to prepare for and respond to such situations.			
Add any other possibility of support for capacity building and training depending on the specificities of the Borrower and the Project.			

