

STAKEHOLDER ENGAGEMENT PLAN

Hybrid Wastewater Treatment System in Juba City

Project No SSUWC/0001/2023



South Sudan Urban Water Corporation

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Abbreviations and Acronyms

AfDB	African Development Bank
AHs	Affected Households
AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CLO	Community Liaison Officer
CO	Complaint Owner
ESO	Environment and Social Officer
ESIA	Environment and Social Impact Assessment
ESMF	Environment and Social Management Framework
ESMP	Environment and Social Management Plan
ESS	Environment and Social Standard
E&S	Environmental and Social
GBV	Gender Based Violence
GOSS	Government of South Sudan
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
HESS	Head Environment and Social Safeguards
HIV	Human Immune Deficiency Virus
H&S	Health and Safety
MOEF	Ministry of Environment and Forestry
MoU	Memorandum of Understanding
MWRI	Ministry of Water Resources and Irrigation
NGO	Non-Governmental Organization
O&M	Operation and Maintenance
OS	AfDB Operational Safeguards
OSH	Occupational safety and Health
PAPs	Project Affected Persons
RAP	Resettlement Action Plan
RPF	Resettlement Policy Framework
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SSECO	South Sudan Electricity Company
SSUWC	South Sudan Urban Water Corporation
VAC	Violence Against Children
WWTP	Wastewater Treatment Plant

EXECUTIVE SUMMARY

Project description

This is a Stakeholder Engagement Plan (SEP) for the proposed integrated (hybrid) wastewater management project in Juba City, South Sudan. The project is a hybrid wastewater treatment plant (WWTP) designed for 15 years period but with the anticipation of implementing it in three sub-phases. The sewage treatment plant is conceptually designed to handle sewage flow of 38,000 m³/day, while the faecal sludge plant is sized to treat 320 m³/day. Two treatment sites were initially proposed as options during the feasibility study phase, but the clearly most viable option was concluded to be an expansion and upgrade of the existing treatment plant for (presently only) fecal sludge. For further details please refer to final Feasibility Study Report, December 2023, and final Preliminary Engineering Design Report, April 2024.

Objective of Stakeholder Engagement Plan

The objective of the SEP is for the project to strategically manage relationships with all relevant stakeholders and ensure that they are properly informed in a timely manner. The SEP will ensure that engagements are delivered in a coordinated approach, that there is a consistency of messaging, and that stakeholder expectations are managed.

The operational objectives of stakeholder engagement are:

- Gather information from stakeholders to assist in the design of the treatment plant and wastewater system
- Deliver information about the Project and the ESIA to stakeholders
- Ensure that stakeholders understand how they might be affected and their role in project implementation and impact management
- Provide opportunities for stakeholders to express their opinions and concerns and for these opinions and concerns to be considered in the project-related management decisions
- Ensure that project affected people are aware AfDB's operational safeguards and their entitlements
- Ensure that stakeholders understand corporate and operational aims and requirements, with respect to the project activities and have confidence in SSUWC ability to manage environmental/social risks in a responsible and transparent manner.

Legal framework

This SEP has been prepared in line with AfDB's Operational Safeguards and regulations of the Republic of South Sudan, notably the transitional Constitution of the Republic of South Sudan (2011), the draft Environment Protection Bill (2023), the Land Act (2009), the Local Government Act (2009), and the Urban Planning and Land Disposal Act (1994).

Conducted stakeholder consultations

Consultations and discussions with stakeholders such as community members, project affected people (PAP), village chiefs, local administrations and ministries were conducted during the feasibility study, the preliminary design and the preparation of the ESIA and SEP. Particular attention has been paid to the informal farmers at Rokwe WWTP who currently are cultivating parts of the land inside the WWTP. The upgraded treatment plant will be fenced for safety reasons and no access will be allowed for informal farmers or anyone else not authorised to enter. The farmers will however still be allowed to farm certain parts of the WWTP area that will not be needed for WW treatment and an area surrounding the site which belongs to the WWTP.

Further consultations will be held during the detailed engineering design phase and final project preparation to ensure that farmers and other stakeholders are adequately informed. Consultations will continue during

implementation of the project, consistent with the project's participatory approach.

Resources and responsibilities

The project will establish a Project Management Unit (PMU) at SSUWC to fulfil the administration, management and supervisory responsibilities of the project at the time of implementation. The PMU will have the responsibility of implementing the project in compliance with the procurement, financial management and safeguards procedures of the AfDB, and laws and regulations in South Sudan.

SSUWC (in practice through the PMU) will be responsible for the stakeholder engagement as the project owner, however, the Contractor will also be involved when applicable. Management, coordination and implementation of the SEP and its tasks will thus be the co-responsibility of dedicated team members within SSUWC, the contractor and its sub-contractors.

Stakeholder identification and analysis

A number of stakeholders have been identified, ranging from direct stakeholders such as residents and businesses along the sewer lines, informal farmers at the WWTP, payam chairpersons in the affected villages, and sewage truck drivers. There are also several stakeholders with an interest in the project such as different Ministries, political leaders, police, and Non-Governmental Organizations.

Community consultations have been conducted with residents of Luri Rokwe village, informal farmers from the WWTP, community leaders and government officials. Continued consultations will be held with the farmers to ensure that all necessary information is gathered, and to ensure that the farmers are well-informed of the project, its impacts and grievance mechanism. A Memorandum of Understanding will be signed with the farmers on the use of the vacant land within the facility which they are currently using with the permission of the facility management.

Consultations shall also be held with street vendors and business along the sewer network once finally planned for and implemented, since there may be concerns regarding potential loss of income during construction.

Grievance redress mechanism

The grievance redress mechanism (GRM) has been designed to ensure that the concerns and complaints of the PAPs / Affected Households (AHs) are readily addressed at the local level in a timely and satisfactory manner. The AHs will be made fully aware of their rights through verbal and written means during resettlement planning, updating, and implementation.

Monitoring and reporting

During stakeholder consultations, stakeholders will be asked to provide indications and feedback about the engagement effectiveness and stakeholder engagement process. All the stakeholder engagements, results and minutes will be recorded and reported in the monitoring and progress reports, which will also be shared with the SSUWC if conducted by the contractor or consultants.

Training and capacity building

All staff required to implement this Stakeholder Engagement Plan (SEP) and associated documents must have training in its use and be inducted into it. This is to ensure they are aware of the content, processes and requirements of this plan and can competently implement it, when and if necessary. The SSUWC should therefore establish a PMU including a person responsible for environmental and social issues and grievances.

1. INTRODUCTION

1.1 Hybrid Wastewater Project in Juba - Conceptualization and Context

In April 2023, South Sudan Urban Water Corporation (SSUWC) and the main Consultant, NIRAS A/S (Denmark), entered into a Consultant's Services Contract for the "Feasibility Studies and Preliminary Engineering Design of a Hybrid Wastewater Management System in Juba City" with the support of Swedfund International AB. The objective of the Feasibility Study and the Preliminary Engineering Design was to develop a 'bankable' integrated (hybrid) wastewater management project(s), comprising both sewerage (water-borne sanitation) infrastructure and fecal sludge (FS) management systems. This should include both pumpable and non-pumpable FS from septic tanks, lined and unlined pit latrines.

The activities for project preparation has included, among others: (i) Conducting feasibility studies and developing alternatives and proposed solutions for identified wastewater problems; (ii) Defining appropriate locations for one or more wastewater treatment plants (WWTP); Carrying out preliminary engineering design of the selected option; assessing the environmental and social impact; preparing a Pollution Management Plan (PMP); and as well preparing a Stakeholder Engagement Plan (SEP).

1.2 ESIA Study, including SEP and PMP – Purpose and process

An Environmental and Social Safeguards Consultant team was mobilized to carry out on-site field work which has continued up to the end of May 2024, and to prepare an Environmental and Social Impact Assessment (ESIA), Stakeholder Engagement Plan (SEP) and Pollution Management Plan (PMP) for the proposed integrated wastewater system in Juba city. The objective of the ESIA study is to evaluate the environmental and social impacts of the proposed project, including mitigation and management measures in line with the national laws and regulations as well as the requirements laid out in the Integrated Safeguards System (ISS) of the African Development Bank to facilitate preparation of the Project.

1.2.1 Specific Purpose of Stakeholder Engagement Plan (SEP)

The specific purpose of the SEP is to ensure that all the relevant stakeholders are identified, adequately and meaningfully informed, consulted, and their perspectives are considered throughout the project lifecycle. The Stakeholder Engagement Plan (SEP) aims to ensure that a consistent, comprehensive, coordinated and culturally appropriate approach is taken around consultation and project disclosure. It demonstrates the Project's commitment to good international industrial practice for stakeholder engagement and compliance with national and international regulations. The SEP will facilitate the implementation of different project stages (planning, actual works and project closure).

1.2.2 Priority E&S issues

The priority E&S issues that require stakeholder engagement is related to the informal farming currently occurring within the premises of Rokwe WWTP. The farmers are cultivating the land inside the treatment plant and watering the crops with water from the drying beds with untreated fecal sludge and sewage water. This is an obvious health risk for the farmers and the community purchasing the crops from the farmers. The farmers must cease to use untreated water from the oxidation ponds immediately, and instead water for irrigation can be taken from the nearby swamp area.

Further consultations are needed with the farmers to establish a Memorandum of Understanding (MoU) between the Government of South Sudan and the farmers. The farmers will be allowed to continue farming since the facility has expansive land that can be utilized by the community. The MoU will detail the farmers' rights to cultivate the vacant land within or around the facility. Consultations are also needed to explain how the grievance redress mechanism is functioning.

A public notice will be issued in regards to land ownership, in order to avoid future land disputes around Rokwe

WWTP. The notice is to be made publicly available through issuance of notices through media such as radio, newspapers and erect notice on site. Any claim to the proposed project site area or part of it must be done before the project commences.

1.3 Introduction to SEP – overall considerations

In preparing this Stakeholder Engagement Plan (SEP) the full proposed wastewater system is considered, i.e. the Rokwe (Roton) Wastewater Treatment Plant (WWTP), sewage pipeline system and pumping stations – and in principle all project phases 1, 2 and 3 leading up to 2041, but refinement and consolidation in the SEP may be required when the Project matures and changes during progression and further development.

The SEP will be implemented throughout the entire project cycle. During the implementation of the works, communities, technical personnel and local leaders in the project area will be engaged before activities commence, especially where sensitive work is to be undertaken. Particularly communities will continuously be informed on project status and plans, environmental and social safeguards, potential right to compensation, health and safety issues, and the grievance redress mechanisms.

The SEP aims to improve and facilitate decision making and create an atmosphere of understanding for the project. It is of utmost importance that the project actively involves project-affected people and other stakeholders in a timely manner and further solves grievances as they emerge in the project area.

This SEP has been prepared in accordance with the environment and social requirements of South Sudan (legislation, policies, regulations etc.) and AfDB safeguard requirements (most recently updated in 2023).¹

1.4 Outline, contents and scope of the Stakeholder Engagement Plan (SEP)

This SEP is developed to identify key stakeholders that are affected and/or are able to influence the project and its activities. By following the SEP it shall be ensured that stakeholders are properly engaged on environmental, social, health and safety issues. Furthermore the SEP describes the general requirements for effective consultation and disclosure, and ensures that national legislation and the AfDB requirements, as well as international best practice, are followed.

This SEP therefore:

- Outlines the key policies, legislation and standards relevant for the SEP;
- Defines roles and responsibilities;
- Outlines actions and measures necessary for the effective implementation of the SEP;
- Identifies stakeholders relevant for the Project;
- Details specific control measures to be implemented by SSUWC and its contractors (and subcontractors), to achieve this;
- Incorporates the requirements of the ESIA findings, international standards, South Sudan legislation, Lenders requirements and Project-specific issues; and,
- Considers approach and plans for the WWTP and other elements of the wastewater system planned in the Project on social and stakeholder relevant procedures and methodologies.

This SEP applies to all Rokwe WWTP Staff, wastewater system staff, all operators, contractors and subcontractors and others engaged in the hybrid wastewater system (as per Project outline). The SEP will act

¹ <https://www.afdb.org/en/documents/african-development-bank-groups-integrated-safeguards-system-2023>

as a framework to determine what all engaged stakeholders are expected to adhere and refer in regard to both plans and actual activities. Furthermore, any contractor will be required to ensure all the SEP requirements are adopted within their own management plans. Information about roles and responsibilities is provided in subsequent section(s) of this SEP.

2. PROJECT DESCRIPTION

2.1 Project Outline – Intro Overview

The project is a hybrid wastewater treatment plant (WWTP) designed for a 15 years period but with the anticipation of implementing it in phases, i.e. in three sub-phases. The sewage treatment plant is conceptually designed to handle sewage flow of 38,000 m³/day, while the faecal sludge plant is sized to treat 320 m³/day. The treatment site chosen is the existing Rokwe (Roton) WWTP which will be expanded and upgraded from the (presently only) faecal sludge treatment to a hybrid treatment system for both actual piped wastewater and increased amounts of faecal sludge. There were however four options considered at Rokwe for the more detailed preliminary design of the upgraded WWTP. For further details please refer to final Feasibility Study Report, December 2023, and final Preliminary Engineering Design Report, April 2024.

2.2 Existing wastewater (faecal sludge) system

The current WWTP for faecal sludge (FS) treatment includes an inlet chamber, channel, anaerobic pond and facultative pond. The treatment plant, which is also known as Rokwe (Roton) Wastewater Lagoon, is located approximately eight kilometres away from central Juba town in Luri Block, North Juba.



Figure 1: Existing Faecal Sludge treatment plant at Rokwe

Major issues and constraints: While the Rokwe WWTP operates at present within its capacity, it does not produce the quality of effluent that would be expected as it is not at present a properly maintained and operated facility, and relatively large quantities flow out almost untreated.

Establishment of a Project Management Unit: Further to above more technical aspects, the project entails as a key planning aspect/proposal that a PMU be established in SSUWC to fulfil the administration, management

and supervisory responsibilities of the project at the time of implementation. This will, among others, require the assignment or recruitment of professionals. The PMU will have the responsibility of implementing the project in compliance with the procurement, financial management and safeguards procedures of the African Development Bank (AfDB).

2.3 Project Facility Location

The project is located in Roton, Luri Block, Juba County, Central Equatoria State. It will be within the existing facility at coordinates 4°54'00" N 31°36'16" E. The land has already been acquired by the government. The available area is 200,000 m² or 20 Ha. There is furthermore (presumably) an additional land area available for expansion around the existing Rokwe treatment plant. It's at an elevation of 461m above sea level and it is located where there are no settlements in the immediate vicinity of the facility.



Figure 2: Project map (the full designated site of the wastewater treatment facility at Rokwe)

2.4 Outline of Sewer System and Pumping Stations

The chosen option for sewerage network involves pumping all the sewage via two pumping stations to the WWTP. The first pumping station will pump the wastewater within its gravity catchment to the second pumping station and the second pumping station will convey all the sewage within its own gravity catchment area and sewage from the first pumping station to the WWTP. Please see figure below for location of the pumping stations and layout of the piped sewage system.

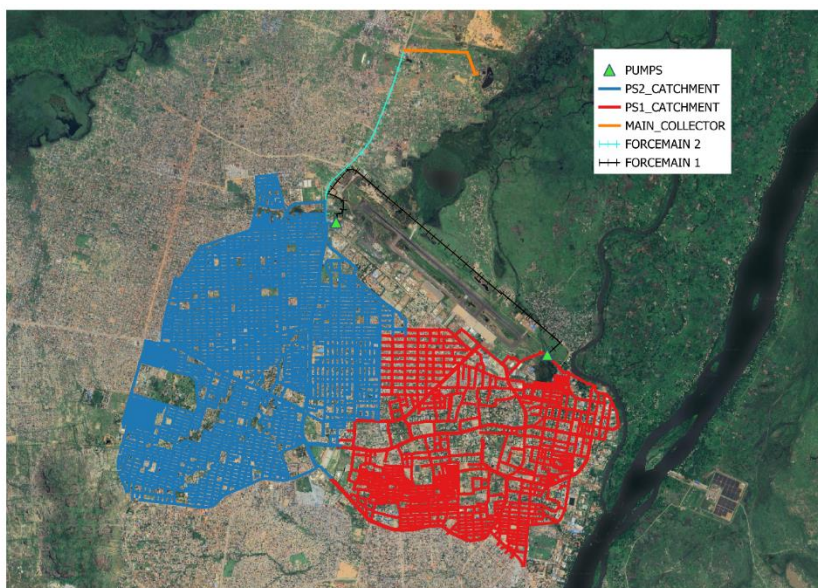


Figure 3: Sewerage Network Design

3. POLICY, LEGAL AND INSTITUTIONAL FRAMEWORK (RELEVANT FOR SEP)

South Sudan has several policies, legal and administrative structures that govern relevant activities in context of the proposed Project. The current fundamental policy framework is the Interim Constitution of South Sudan. Most fundamentally, in context of this SEP, it stipulates that every person has a right to Health, Safety and Clean Environment.

Since the signing of the Comprehensive Peace Agreement (CPA), policies and legislation developed under the Government of Sudan in Khartoum have gradually been replaced and renewed by the Government of Southern Sudan and now by the Republic of South Sudan. However, various policies and legislation are still in the final consultation and approval phase, and hence have draft status. Currently, de facto procedures, standards and enforcement of environment and social regulations follows the procedures of respective development partners. The most essential laws and regulatory framework relevant to this SEP are provided below.

3.1 Transitional Constitution of the Republic of South Sudan, 2011

The Constitution (Act) specifies requirements for the right to a clean and healthy environment. Article 11 endorses the rights of citizens to live in a clean environment and underscores the importance of protection and conservation of natural resources. Article 43 mandates the National Government to expropriate land for development purposes with conditions of compensating the land owners. Article 32 of the Interim Constitution of South Sudan states: "All property that is not owned by the government is considered private property, including communal property, may be expropriated by law in the public interest and in consideration for prompt and fair compensation" and "Communities and persons enjoying rights in land shall be consulted and entitled to prompt and equitable compensation". There are a number of articles related to natural resource management, pollution control, and protection of cultural heritage sites and respect of traditional and customary regulations related to land tenure. The constitution also stipulates the mandates of various levels of governments with respect to control and utilisation of land.

3.2 The Environment Protection Bill, 2013 / and draft 2023 Bill /Act

The Bill has not yet been passed into law by parliament. However, the goal of the environment bill, reiterated as late as in a new draft in 2023, is to ensure the protection, conservation and sustainable use of the natural resources of South Sudan, to ensure that it is kept for future generations. The Ministry of Environment, through the Environmental Protection Agency, will require an environmental impact assessment, audits, and monitoring and evaluation of all development projects to mitigate adverse impacts and enhance environmental benefits.

3.3 The Land Act, 2009

The Act stipulates the rights of the citizens on land, compensation modalities if people are relocated from the land they have been using. According to Section 74, "expropriation of land for public interests should be based on the consultation process with the communities, negotiation and agreements endorsed by the impacted community and individuals, evidenced by a written protocol between the individual or traditional authorities and their communities and signed by the local government and traditional authority".

3.4 Local Government Act, 2009

According to Chapter II, Clause 12, the objective of the local government shall be to promote peace, reconciliation and peaceful co-existence among various communities, create and promote a safe and healthy environment. It is the responsibility of the local government, with the support of the community to promote environmental conservation and management.

3.5 Urban Planning and Land Disposal Act, 1994

The Act regulates designation of lands for different purposes and urban planning. With respect to land expropriation for public purposes, Section 13 of the Act recognizes the application of its predecessor – Land Acquisition Act (1930) giving the national government power to expropriate land for development purposes and compensate owners.

3.6 AfDB Operational Safeguards

All projects funded by AfDB must follow their environmental and social safeguards. AfDB updated their Integrated Safeguards Statement in 2023 which now lists 10 Operational Safeguards (OS) relating to the identification and assessment of E&S risks and impacts. By following these OS, it is possible to minimize, mitigate and avoid adverse impacts on people and the environment from unintentional harm, as well as sustainably reducing poverty and increasing prosperity for the benefit of the environment and communities. The AfDB OS are listed in the table below along with a description of their applicability to the project. Several of the OS are relevant for the stakeholder engagement such as OS4 in relation to resettlement and compensation, OS5 with vulnerable groups and OS10 with stakeholder engagement. However, all OS have significance since if one issue is not managed properly, then it might create grievances leading to the need for more stakeholder engagements.

Table 1: AfDB's Operational Safeguards

Operational safeguards	Rationale
OS1: Assessment and Management of Environmental and Social Risks and Impacts	<p>This safeguard governs the environmental and social assessment process which sets out responsibilities for assessing, managing, and monitoring E&S risks and impacts, and provides an opportunity for stakeholder engagement, as well as considerations to how impacts can be mitigated. Measures shall also be in place so vulnerable people are not impacted disproportionately.</p> <p>The potential social (and environmental) risks are described and mitigated through the ESIA, PMP and SEP for the Project.</p>
OS2: Labour and Working Conditions	<p>This OS describes the requirements concerning workers' conditions, rights and protection from abuse or exploitation.</p> <p>The project must ensure that worker's rights are protected, people are treated fairly in a non-discriminatory way, no child labour or forced labour, and workers must have a safe work place and receive appropriate personal protective equipment (PPE).</p> <p>The Project may prepare Labor Management Procedures (LMP) to supplement the ESMP. The LMP shall apply to all project workers whether fulltime, part-time, temporary or seasonal. During Implementation of project activities, the respective Contractors shall prepare Occupational Health and Safety Plans (OHS) and the Community Health Management Plans to manage associated risks.</p>
OS3: Resource Efficiency and Pollution Prevention and Management	<p>This safeguard covers the impacts of pollution, waste, and resource efficiency. Pollution, emissions and generation of waste will be minimized. There will be prevention and control measures consistent with national legislation and standards, applicable international conventions, and internationally recognized standards and good practice.</p> <p>The water quality will be monitored and a Pollution Management Plan will be developed for the WWTP. The contractor during construction will also</p>

	be responsible for having a waste management plan in place.
OS4: Community Health, Safety and Security	<p>OS4 ensures that project affected communities' health, safety, and security risks to and impacts are considered. This includes risks related to traffic, road safety, diseases, influx of workers, exposure to hazardous materials, and how communities shall respond to emergencies.</p> <p>Consideration shall be taken to road safety, and increased traffic of sewage trucks before the pipeline network is in place. Overall, it is expected that the community health will improve with the upgraded WWTP and the extended sewage pipe network.</p>
OS5: Land Acquisition, Restrictions on Access to Land and Land Use, and Involuntary Resettlement	<p>This safeguard includes temporary and permanent physical displacement (relocation, loss of residential land or loss of shelter) and economic displacement (loss of land, assets or access to land or assets, leading to loss of income sources or other means of livelihood). It recognizes the adverse impacts of land acquisition, restrictions on land access or land use, and loss of property/assets, and the need for appropriate compensation.</p> <p>The proposed project will not lead to physical or economic displacement. There are informal farmers at Rokwe WWTP who will be allowed to continue farming at or around the WWTP land area. They must however enter a MoU with the Government of South Sudan. The project will potentially have temporary economic displacement on some businesses and street vendors while laying the sewer pipes. One section of pipe laying is however only assessed to take about one week.</p>
OS6: Habitat and Biodiversity Conservation and Sustainable Management of Living Natural Resources	<p>This safeguard aims to conserve biological diversity and promote the sustainable use of natural resources. It also translates the commitments in the Bank's policy on integrated water resources management into operational requirements.</p> <p>The project is not expected to pose any danger to the conservation of biodiversity and sustainable management of living resources. The upgraded WWTP will treat the water before discharge which will improve the water quality. The project is also implementing a pollution management plan (PMP) to avoid any contamination.</p>
OS7: Vulnerable Groups	<p>This ensures that special consideration is taken to individuals or groups who are less resilient to risks and adverse impacts. Depending on the specific context of the project and its area of influence, vulnerable groups may include, among others, female-headed households, the landless, the elderly, youth and children, persons with disabilities, groups who are marginalized on the basis of ethnicity, religion, language, sexual orientation, and gender identity, and highly vulnerable rural minorities (HVRM), including groups referred to as indigenous peoples in some contexts. To adopt a gender-responsive approach to the management of E&S impacts. There must be meaningful consultations with vulnerable groups that allows for effective participation.</p>
OS8: Cultural Heritage	<p>The term 'cultural heritage' includes tangible and intangible heritage, which may be recognized and valued at a local, regional, national or global level. Tangible cultural heritage includes movable or immovable objects, sites, structures, groups of structures, and natural features and landscapes that have archaeological, paleontological, historical, architectural, religious, aesthetic, or other cultural significance. Intangible cultural heritage includes practices, knowledge, skills, and cultural spaces that communities and groups recognize as part of their cultural heritage.</p> <p>The sewage network will most likely pass buildings of religious or cultural</p>

	importance, however, it will not have any impact except from noise during construction.
OS9: Financial Intermediaries	OS9 is not applicable for this project since it details the E&S conditions for financing partners (i.e. financial intermediaries, or FIs), which is not a part of relevant in this project.
OS10: Stakeholder Engagement and Information Disclosure.	<p>Stakeholder engagement is an inclusive process conducted throughout the project life cycle. Stakeholders refers to individuals or groups who are/risk being impacted by the project or have an interest in the operation of the project.</p> <p>The project must conduct inclusive stakeholder engagement with affected parties and disclose information about the project and its process. Particular attention must be given to the informal farmers at Rokwe WWTP.</p>

The AfDB's Operational Safeguards highlights the importance to engage with stakeholders throughout the project life cycle, commencing as early as possible in the project development process and in a time frame that enables meaningful consultations with stakeholders on project design. The nature, scope, and frequency of stakeholder engagement will be proportionate to the nature and scale of the project, and its potential risks and impacts. Furthermore, it is necessary to facilitate meaningful consultations with all stakeholders by providing them with timely, relevant, understandable, and accessible information, and consulting with them in a culturally appropriate manner, free of manipulation, interference, coercion, discrimination, intimidation, and reprisal.

3.7 Institutional Framework

The Ministry of Water Resource and Irrigation, Water, Sanitation & Hygiene (WASH) Sector Strategic Framework that was prepared in August 2011 proposed that Urban Water Corporation (UWC) be mandated to manage urban sanitation (including sewerage systems as well).

Currently four ministries at national level – Ministry of Water Resources and Irrigation (MWRI), Ministry of Land, Housing and Urban Development (MLHUP), and Ministry of Health (MoH), Ministry of Environment and Forestry, and the City Council/County (Local Government) – two at Central Equatoria State level, Juba County and Juba City Council – have a role in Juba urban sanitation. South Sudan Urban Water Corporation (SSUWC) is indirectly involved.

The Ministry of Water Resources and Irrigation (MWRI) was formed with the mandates for safeguarding and conserving fresh water systems, carrying out and supervising hydrological studies, flood control works, irrigation and hydropower developments and water storage facilities. Southern Sudan Urban Water Corporation (SSUWC) is administrated directly under the Minister.

South Sudan Urban Water Corporation: South Sudan Urban Water Corporation (SSUWC) established by a Decree in 2007 and by Presidential Order Act in 2011, is mandated for the production of safe drinking water and capable distribution network and sale, to any customer according to the agreements, contracts, tariffs and the conditions of supply. The Corporation is headed by a Managing Director and has a Board of Directors which is chaired by the Minister of Water Resources and Irrigation. Operating under MWRI, the South Sudan Urban Water Corporation (SSUWC) holds the official designation as the urban waterworks entity for South Sudan. It is entrusted with the responsibility of delivering water supply services to the urban population of South Sudan. The legal framework and governance structure of SSUWC are established by the "SSUWC Provisional Order,

2011". However, in this order water supply services has been covered only and wastewater services has not been yet included.

Importantly, in the context of stakeholder engagement planning, it should be noted that it is indeed anticipated/suggested that SSUWC will be the leading agency going forward for the hybrid wastewater management system proposed. Other entities and institutions will also have responsibility (as per outline in this section), but the SEP is prepared with this main assumption.

Organization of Sanitation at Juba County Level: Even though Juba County is not directly responsible for Juba city sanitation, it is currently partnering with the City Council since Rokwe Wastewater Lagoon is located in one of the Blocks under the county administration. During the construction of the lagoon, the entire area was governed by Juba County as Juba City Council had not been established yet. The county therefore manages the wastewater lagoons at Rokwe, including its day-to-day operation, faecal sludge disposal fees, and administers the account into which these fees are deposited. Private vacuum truck owners are also registered, licensed and regulated by the County.

Organization of Sanitation at Juba City Council Level: The Juba City Council is divided into three blocks (Juba, Munuki, Kator) and 55 bomas (quarters). A mayor heads the Juba City Council, which represents the State Governor before the Legislative Council. A mayor organizes the executive institutions of the city to carry out their duties diligently, implements policies and bylaws passed by the legislature, introduces legislation to the legislative council and signs it into law, mobilizes and organizes the public in order to provide effective services, and coordinates activities with government.

Central Equatorial State

The Government's Policy of decentralization has devolved a number of central Government functions to local Governments. Some of these functions include the enactment of environment related byelaws such as those related to matters of the environment.

4. OVERVIEW OF STAKEHOLDER ENGAGEMENT

It is essential that stakeholders are actively included in the entire process to ensure inclusive participation. Stakeholder engagement must be free of manipulation, interference, coercion, and intimidation, and shall be conducted based on timely, relevant, understandable and accessible information, in a culturally appropriate manner. It involves interactions between identified groups of people and provides stakeholders with an opportunity to raise their concerns and opinions (e.g. by way of meetings, surveys, interviews and/or focus groups), and ensures that this information is taken into consideration when making project decisions.

The overall objective of the stakeholder engagement is to properly inform all relevant stakeholders of project activities and project impacts in a timely manner. The SEP will ensure that engagements are delivered in a coordinated approach, that there is a consistency of messaging, and stakeholder expectations are managed.

The operational objectives of stakeholder engagement are:

- Gather information from stakeholders to assist in the design of the WWTP
- Deliver information about the Project and the ESIA to stakeholders
- Ensure that stakeholders understand how they might be affected and their role in project implementation and impact management
- Provide opportunities for stakeholders to express their opinions and concerns and for these opinions and concerns to be considered in the project-related management decisions
- Ensure that project affected people are aware AfDB's operational safeguards and their entitlements
- Ensure that stakeholders understand corporate and operational aims and requirements, with respect to the project activities and have confidence in SSUWC ability to manage environmental/social risks in a responsible and transparent manner.

4.1 Principles for Effective Stakeholder Engagement

Through effective stakeholder engagement it is possible to develop a "social license" to operate which depends on mutual trust, respect and transparent communication between a project and its stakeholders. It thereby improves the decision-making and performance of projects. Stakeholder engagement will be governed by a set of principle defining core values underpinning interactions with other stakeholders. Common principles based on International Best Practice include the following:

- i. Commitment is demonstrated when the need to understand, engage and identify the community is recognized and acted upon early in the process;
- ii. Integrity occurs when engagement is conducted in a manner that fosters mutual respect and trust;
- iii. Respect is created when the rights, cultural beliefs, values and interests of stakeholders and neighbouring communities are recognized;
- iv. Transparency is demonstrated when community concerns are responded to in a timely, open and effective manner;
- v. Inclusiveness is achieved when broad participation is encouraged and supported by appropriate participation opportunities; and
- vi. Trust is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values and opinions.

The SEP will ensure that the timing and number of engagement events are designed to maximize stakeholder involvement and to avoid disruption to the 'daily businesses' of local stakeholders. A representative from

SSUWC's PMU will be present and participate actively at all engagement events. The engagement events will occur in line with the SEP schedule so that there is a clear linkage between engagement activities and the key stages in the ESIA assessment process.

4.2 Stakeholder Engagement Considerations

The following considerations will be made when planning for stakeholder engagement:

i. Time and resources

It takes time to develop and build trust-based relationships with stakeholders. The consensus from practitioners is that from the outset relationships with stakeholders should develop and grow, and that these relationships should be nurtured and fostered not to fade. It is therefore important with the continuous involvement of SSUWC, as the project owner, to be present and show its commitment to the communities, affected people, and other stakeholders.

Additional stakeholders to participate might be identified along the project course that also want to be engaged. No willing stakeholder should be excluded from the process of engagement. Some stakeholders will need to be informed about the concept of engagement itself, as well as on the complex issues requiring specialised and technical knowledge.

ii. Public expectations

Stakeholders can have unrealistically high expectations of benefits that can be given to them from a project. SSUWC will from the outset be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities.

Along the project corridor, the engagement processes will provide the contractor (O&M) with an opportunity to develop relationships with stakeholders and potential project partners who can assist with implementing corporate social responsibility projects for the success and good of the project area.

iii. Securing stakeholder participation

Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community and it can be challenging for a project to identify stakeholders who are representative of common interests. This shall be avoided by employing local consultants who are sensitive to local power dynamics, which requires project proponents developing an awareness of the local context and implementing structures to support and foster effective stakeholder engagement.

iv. Selection of Venues

The Contractor/SSUWC shall ensure that venues are selected in respect to cultural norms and values. The selection will be based on the category of stakeholders to be engaged, and the place shall be convenient to all participants including disabled, women and other vulnerable people.

v. Personnel to conduct an engagement and message to be delivered

All consultations shall be done by relevant experts/officers depending on the topic of the consultation/information disclosure meeting. For example, information regarding livelihood impacts and other social related aspects shall be communicated by project's social expert/community liaison officer together with responsible officer from SSUWC.

4.1.1 Culturally appropriate engagement

It is critical that engagement is culturally appropriate, especially but not exclusively in terms of impacted communities. Most stakeholder engagements will be with communities and it is known from previous

engagement activities with such communities that traditional, social and cultural norms are respected by almost all residents. Local people have expectations that 'outsiders' will proceed through the 'correct' customary channels involving appropriate local leader(s) before beginning work or initiating consultations with residents.

Some stakeholder groups identified as being disadvantaged and/or vulnerable to a level that makes their participation in general community meetings unlikely (the poor, informal farmers etc.), will require special attention and an increased level of resources will be needed for communication with such stakeholders so that all parties fully understand the issues and can state their views and pursue their rights.

Prior to any engagement event the following actions will occur:

- Preparation of standard 'question and answer' sheets tailored for specific stakeholder types (based on 'lessons learnt' analysis and common issues raised in previous engagement);
- Planning/design of engagement action(s) with Project Manager/consultants and thereafter the key 'traditional' / 'formal' authorities;
- Selection of individual stakeholders with whom engagement will occur;
- Selection of methods for disclosure of information (including such topics as format, language, and timing);
- Selection of location and timing for engagement event(s) (avoiding busy work times which may be seasonal and days/times when special events may be occurring);
- Agreeing mechanisms for ensuring stakeholder attendance at engagement event(s) (if required); and
- Identification and implementation of feedback mechanisms to be employed.

4.3 How to engage stakeholders

All engagements will proceed based on culturally acceptable and appropriate methods for each of the different stakeholder groups. For example, when consulting government officials, formal presentations are the preferred consultation method, while communities prefer public meetings, and informal focus group discussions facilitated by posters, non-technical pamphlets and other visual presentation aids including models and videos.

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. When selecting an appropriate consultation technique, culturally appropriate consultation methods, and the purpose for engaging with a stakeholder group will be considered.

The methods intended to use for the stakeholder engagement include but are not limited to phone calls, emails, focus groups, workshops, public meetings etc.

When deciding the frequency and the appropriate engagement technique used to consult a stakeholder group, three criteria will be considered:

- The extent of impact of the project on the stakeholder group;
- The extent of influence of the stakeholder group on the project; and
- The culturally acceptable engagement and information dissemination methods.

Table 2: Stakeholder engagement techniques

Engagement technique	Most appropriate application of the technique
Information boards	<ul style="list-style-type: none"> Information board establishment in the working areas along the project corridor
Correspondence by phone/email/text/instant messaging	<ul style="list-style-type: none"> Distribute project information to government officials, organizations, agencies and companies Invite stakeholders to meetings
Use of Megaphones	<ul style="list-style-type: none"> Information dissemination through local languages
Use of handouts	<ul style="list-style-type: none"> The contractor issues handouts to communities in informing about WWTP works and respect signages on roads
Print media and radio spot messages	<ul style="list-style-type: none"> Disseminate project information to large audiences and illiterate stakeholders Inform stakeholders about consultation meetings Inform stakeholders of project impacts Construction safety awareness messages
One-on-one interviews	<ul style="list-style-type: none"> Solicit views and opinions Enable stakeholders to speak freely and confidentially about controversial and sensitive issues Build personal relations with stakeholders Recording of interviews
Formal meetings	<ul style="list-style-type: none"> Present project information to a group of stakeholders Allow the group of stakeholders to provide their views and opinions Build relations with high level stakeholders Distribute technical documents Facilitate meetings using PowerPoint presentations Record discussions, comments/questions raised and responses
Public meetings	<ul style="list-style-type: none"> Present project information to a large audience of stakeholders and communities Allow the group of stakeholders to provide their views and opinions Build relationships with neighboring communities Distribute non-technical project information Facilitate meetings using PowerPoint presentations, posters, models, videos and pamphlets or project information documents Record discussions, comments/questions raised and responses
Workshops	<ul style="list-style-type: none"> Present project information to a group of stakeholders Allow the group of stakeholders to provide their views and opinions Use participatory exercises to facilitate group discussions, brainstorm issues, analyze information, and develop recommendations and strategies Recording of responses
Focus group meetings	<ul style="list-style-type: none"> Allow a smaller group of between 8 and 15 people to provide their views and opinions of targeted baseline information Build relationships with neighboring communities and affected people Use a focus group interview guideline to facilitate discussions Record responses
Surveys	<ul style="list-style-type: none"> Gather data on inventory of losses or household information Develop a baseline database for monitoring impacts

4.4 Checklist to Prepare Stakeholder Consultations

- Requirements** – Are there any requirements that need to be met at this stage of the process? These may be legal or regulatory requirements, internal policy requirements or conditions of the lenders/shareholders, requests from the stakeholders and/or promises made during earlier consultations.

- **Stakeholders' agenda** – What are the likely issues that the stakeholders wish to discuss? What are their interests and why?
- **Scoping of priority issues** – Are there any high-risk groups or issues requiring special attention at this stage? Are there vulnerable groups in the project area or topics that are particularly sensitive or controversial? Planning may be required to tailor the consultation specifically to these needs.
- **Techniques** –Which techniques and methods will be most effective in communicating with the different stakeholder groups? Is the use of participatory methodologies and/or the use of skilled practitioners to facilitate the process appropriate? Are traditional/customary means of consultation and decision-making required?
- **Responsibilities** – Who will represent SSUWC? If SSUWC-staff cannot participate, are responsibilities and lines of reporting clear?
- **Documentation** – How will the results of the process be captured, recorded, tracked, and disseminated?

4.5 Stakeholder Engagement and Project Life-Cycle

The SEP will be updated and refined throughout the lifecycle of the project. During this process, the focus and scope of the SEP will change to ensure that it addresses external changes and adheres to its strategy, which itself may change over time. The key life-cycle phases to be considered when implementing the SEP are briefly discussed below.

4.5.1 Stakeholder engagement during design phase

When the design of construction works is complete, stakeholders will be invited to assist with information to help in any future design or modification process. Objectives for engagement at the design stage:

1. Introduce the project to the stakeholders;
2. Hear the views of the stakeholders regarding the project;
3. Have stakeholders' inputs into the design; and
4. Map stakeholders' expectations and concerns.

4.5.2 Disclosure of Detailed Design, ESIA and RAP

This engagement focuses on disclosing the results of the detailed design, ESIA and Resettlement Action Plan (RAP) process of the disclosure exercise is to:

- Provide feedback to the stakeholders on the WWTP design, draft impact assessment results/report and associated management/mitigation measures, and RAP; and
- Gather stakeholder input on the draft impact assessment and outlined mitigation and enhancement measures.

The disclosure and consultation activities will be designed along with some guiding principles, namely:

- Consultations must be widely publicized, particularly among the project affected stakeholders/communities, preferably 2 weeks prior to any meeting engagements;
- Allow a non-technical information summary to be accessible prior to any event to ensure that people are informed of the assessment and conclusions before scheduled meetings;
- Location and timing of meetings must be designed to maximize stakeholder participation and availability;
- Information presented must be clear, non-technical, and presented in both the local language and English, to support proper engagement.

- Facilitate consultations in a way that allows stakeholders or affected communities to raise their views and concerns;
- Issues raised will be answered, at the meeting or later if not possible at the time of the meeting;
- Valuation surveys are conducted and engage with the affected people closely following the details to be outlined in the RAP.
- Contractor will refrain from overstating the advantages and disadvantages, but rather report the available information; and
- Disclosure information will be spread to the public, mainly via SSUWC Offices.
- Targeted stakeholders may comment on the design, ESIA and RAP within the time indicated.

4.5.3 Operations Phase

This phase involves construction works as well as establishment and operation of auxiliary sites like campsites, Storage plants, MPS to mention but a few. In this phase it is important to disseminate information to the communities about:

- The work to be conducted and where;
- Restrictions and risks during work periods;
- Mitigation measures implemented;
- Traffic management plans during works
- Reminder about entitlements, compensations and assistance provided;
- Entitlements for unforeseen damages and impacts;
- Surveying of the structures within the area that might be affected by general construction works and which serves as a baseline for potential claims.

4.5.4 Completion Phase

Once the civil works have been completed, there will still be need for a present and engaged representative from SSUWC's PMU who will be able to respond to any grievance that may occur but also to evaluate the implementation and results of the RAP.

Evaluation of the resettlement activities will be carried out after implementation of the RAP to assess whether the resettlement objectives were appropriate and whether they were met, specifically, whether livelihoods and living standards have been restored or enhanced if there is any. The evaluation needs a close collaboration and meaningful consultations with the PAPs.

The evaluation will also assess resettlement efficiency, effectiveness, impact and sustainability and drawing lessons as a guide to future resettlement planning.

4.6 Conducted stakeholder consultations

Stakeholder engagement was carried out to solicit views from the different stakeholders to assist in the planning, implementation and monitoring of potential impacts. In regards to consultations with the project affected people, three major consultations have been held:

- Consultation with the Nyaying community 26th January 2024 in regards to the pumping station and the potential impacts on the community.
- Engagement meeting 27th April 2024 with community members of Luri Rokwe villages and project affected people, government functionaries of the project area, community leaders, and tribal heads of the area.
- Engagement meeting 24th May 2024 to further inform about the project and collect information about the farmers at Rokwe WWTP.

- Engagement meeting 12th June 2024 at Rokwe WWTP to further investigate the options to avoid and minimize livelihood impacts on the farmers.

4.6.1 Nyaying community

The consultation was held at the potential site for the pumping station with government officials, Luri payam, chiefs, youth leaders and Bari community elders. The meeting was held to explain the project and the potential impacts if the pumping station is placed close to Nyaying village, since it would require some land acquisition. Some main points from the consultation include:

- The consultation revealed that the location of the pumping station had a very low acceptance from the community.
- The project should call the treatment plant Rokwe, and not Roton since Roton is the lake located northwest of the airport. This created the misunderstanding that the treatment plant would be located in the lake.
- The community appreciates the project but does not agree with placing the pumping station on their land. The community would like more time to gather a joint statement from the community.
- The community does not wish the Consultant to make any further studies for the time being.
- The project follows AfDB’s safeguards, and will compensate impacts.

The findings were discussed with the project engineering team. In the end, it was decided to select a preliminary engineering design with another location for the pumping station. This ensures that no land acquisition will be relevant for the project and the impacts on Nyaying community are avoided.

4.6.1 Consultation with community members and local leaders

A meeting was held at a school in Luri Rokwe on 27th April 2024, with 31 participants from the community, tribal heads, SSUWC and the local authority. The meeting covered general information and potential positive and negative impacts. The community was assured that mitigation measures for the negative impacts will be established and compensation will be given if there are any impacts on structures, land, communal property resources, and environment in according with AfDB’s safeguards. The questions raised in the meeting by the potentially affected people were clarified and explained as much as possible. Below is a table with some of the comments from the consultation, and the participant list and meeting report can be found in Appendix 3 and Appendix 4.

Table 3: Sample statements from the public during consultations

Stakeholder	Views
Chief Salvatore Swaka	<ul style="list-style-type: none"> • Improvement of health and sanitation. • Would like the revenues from the project to go to the community and improve schools and health care facilities. • Emphasizes the importance of job creation for the community.
Mama Avelina Poni, community member	<ul style="list-style-type: none"> • Worried of the loss of income since she will no longer be able to farm inside the WWTP.
Mr. Lawrence Modi, community member	<ul style="list-style-type: none"> • Expressed that the community looks forward to the benefits and development opportunities that will result from the project, even though the community will lose its current livelihood from crop farming in the project area as the site will be fenced and they will not be

	allowed to access the area.
Mr. Elia Yuggu Paul, community member	<ul style="list-style-type: none"> Appreciated the information disclosure and looks forward to the benefits of the project such as a healthier and cleaner environment.
Mr. Augustino Laku, community member	<ul style="list-style-type: none"> Concerned about operation and where the revenues will go. Would like that the revenues to be managed by Luri payam, Juba County, so the community of Rokwe can benefit.
Mr. Albert Loggale, community member	<ul style="list-style-type: none"> He hoped that the proposed project will improve the quality of life in the community for example by improved access to basic facilities in the area e.g. construction of schools, health centers, houses for teachers. He suggests that a percentage (%) of revenue should be given to Luri Rokwe community for community development.
Mr. Victor Wiri, community member	<ul style="list-style-type: none"> Appreciates the project as it will create job opportunities for youth and women in Luri Rokwe village.
Mr. Gabriel Tong, community member	<ul style="list-style-type: none"> The project will improve the health and sanitation It is important that the WWTP is managed properly management and revenues that revenues goes to Luri Rokwe community. The community needs to be further engaged on the project to discuss impacts.
Mr. Lenjino Barnaba, community member	<ul style="list-style-type: none"> Ownership of the WWTP should be under Luri payam, Juba County so the revenues generated from it will be used for the development of the boma, payam, county and central equatoria in general.

4.6.3 Consultation with informal farmers

A consultation was held inside the WWTP on the fields of the informal farmers. The on-site meeting/interview session was attended by 171 people as per registration list (Appendix 5). The purpose with the meeting was to ensure that all farmers have been properly informed about the project and its impacts. Furthermore, 15 farmers were interviewed about their household, socio-economic background, and sources of livelihood and income. The interviews also had the purpose of identifying vulnerable groups of people who will need special or extra support. Details of the collected socio-economic data can be found in Appendix 6.

A general finding is that most of the informal farmers attending the meeting did not know about the project. The consultation had a good turnout and was therefore successful in conveying important information about the project and its impacts. For 20% of the interviewed farmers, the crops from the WWTP is their only source of income. The rest of the farmers had the income from the WWTP as their primary source of income, with secondary sources of income from small side businesses or work as drivers.

The consultation revealed that the farmers consists of different ethnicities (Bari, Lotuko, Kuku, Lokoya), and speak different languages. Most of the people also speak Arabic, since it was the official language pre-independence. Many farmers do not have any education, and are illiterate. From the sample data collected, the literacy level is around 50%. This must be considered in the continued stakeholder engagement to ensure that all affected people are properly informed and understand what is communicated.

The upcoming consultations with the farmers will:

- Ensure that the farmers stop using the untreated water from the oxidation ponds as irrigation since it is a health hazard. Instead water from the swamp area can be utilized.
- SSUWC will ensure that a Memorandum of Understanding (MoU) between the Government of South Sudan and the farmers is developed. The farmers will be allowed to continue farming since the facility has expansive land that can be utilized by the community. The MoU will detail the farmers' rights to cultivate the vacant land within the facility.
- Explain how the grievance redress mechanism is functioning.
- Explain the public notice which is issued in regards to land ownership, in order to avoid future land disputes around Rokwe WWTP. The notice will also be erected on a board on site.

5. RESOURCES AND RESPONSIBILITIES

A Project Management Unit (PMU) will be established at SSUWC to fulfil the administration, management and supervisory responsibilities of the project at the time of implementation. The PMU will have the responsibility of implementing the project in compliance with the procurement, financial management and safeguards procedures of the African Development Bank (AfDB).

The SSUWC management will be informed of any consultations or structured engagement with stakeholders so as to co-ordinate the process as well as to harmonize the messages to be delivered. The PMU will be responsible for the stakeholder engagement as the project owner, however, the Contractor will also be involved when applicable. Management, coordination and implementation of the SEP and its tasks will be the responsibility of dedicated team members within SSUWC, the contractor and its sub-contractors.

The Contractor will also have an environmental and social performance team under the management of the Project Manager and Environmental, Social, Health and Safety Officer, and below are the key tasks to undertake:

- Prepare stakeholder information disclosure meetings;
- Facilitate stakeholder engagement events and disclosure of material to support stakeholder engagement events in relation to construction;
- Review and sign-off minutes of engagement events.

SSUWC tasks include, but are not limited to:

- Supervise the contractors on matters of stakeholder engagements;
- Advise on stakeholder engagements;
- Appoint a person within the PMU/SSUWC responsible for community engagements;
- Attend stakeholder engagements.

6. STAKEHOLDER IDENTIFICATION AND ANALYSIS

A stakeholder mapping exercise will be undertaken to identify the importance of each stakeholder, assess the influence that stakeholders have over the project and/or the way project activities will potentially affect them. There are the directly affected or likely to be affected (affected parties) and the ones that may have interests in the project (other interested parties).

After analyzing and identifying the importance of each stakeholder, this will determine the likely relationship between stakeholders and the project, and this will help to identify the appropriate consultation methods for each stakeholder during the project cycles.

Different stakeholders have been identified according to their relevance and input to the project at different stages. These are considered in Table 4 below.

Table 4: Overview of relevant stakeholders

STAKEHOLDER	RELEVANCE	MODE OF ENGAGEMENT	RESPONSIBILITY	TIMING
Affected parties				
Community along the sewer network and around WWTP	<ul style="list-style-type: none"> - Inform about the project and potential impacts - Information on their rights 	<ul style="list-style-type: none"> - Meetings 	<ul style="list-style-type: none"> - Be active in supporting project objectives 	<ul style="list-style-type: none"> - Through all phases of the project.
Informal farmers at WWTP	<ul style="list-style-type: none"> - Inform about the project - Sign MoU - Ensure the farmers understand the project, impacts and GRM 	<ul style="list-style-type: none"> - Meetings - Interviews - Use of handouts 	<ul style="list-style-type: none"> - Participate in the project planning and attend stakeholder engagement meetings 	<ul style="list-style-type: none"> - From construction start
Businesses and street vendors along the sewer lines	<ul style="list-style-type: none"> - Inform about the project - Inform about mitigation measures on how access will be maintained to stores - Relocation of street vendors to alternative sites with the help of local authorities - Provide food supplies to the WWTP workers during the works 	<ul style="list-style-type: none"> - Meetings - Information boards - Use of megaphones - Use of handouts - Radio spot messages 	<ul style="list-style-type: none"> - Participate in information meetings - File complaints if there are any grievances (for example loss of access, loss of income, loss of structures) 	<ul style="list-style-type: none"> - During construction
Payam Chairpersons of the affected villages and neighboring villages	<ul style="list-style-type: none"> - To provide vital information at the village level - Mobilization of the community members to support the project - Link between the village and the project teams - Verification of project affected persons and their property - Participate in grievance resolution - A member of the grievance committee 	<ul style="list-style-type: none"> - Individual meetings - Workshops 	<ul style="list-style-type: none"> - General project information - Participate in the grievance redress 	<ul style="list-style-type: none"> - Through all phases of the project
Community	<ul style="list-style-type: none"> - Monitoring of the 	<ul style="list-style-type: none"> - Official 	<ul style="list-style-type: none"> - Communities for 	<ul style="list-style-type: none"> - Throughout

Liaison Officers (CLO) for the project	management of both biophysical and human impacts of the project; - Advise on how to mitigate any negative issues that may arise during construction.	correspondence in writing.	sensitization; - Provide feedback to communities and complaint resolution - General project information	the project
Construction Workers	- Implement the construction activities - Channel of information, communication and feedback	- Meetings - Official correspondence in writing.	- Timely implementation of the project activities; - High levels of discipline; - Project support; - Grievance redress.	- Throughout the project
All sewerage truck drivers	- Report accidents - Monitoring road safety	- Meetings	- Give suggestions on how to address accident black spots - Participate in GBV, SEA training	- Throughout the project.
South Sudan Urban Water Corporation (SSUWC)	- Overall responsibility - Information on national policies and guiding principles in relation to WWTP/FSTP construction - Establish PMU with person responsible for E&S and registration of grievances.	- Meetings	- Project owner - Implementation and guidance on relevant laws related to wastewater treatment development.	- Through all phases of the project
Juba International Airport	- Provide information and guidance on the sewer pipeline lines crossing the project.	- Meetings - Official letters - Phone calls	- Guide on how works shall be done along the sewer lines inside the airport	- Design phase
Interested parties				
Ministry of Water Resources and Irrigation (MWRI)	- Information on national policies and guidelines in relation to water related activities and sanitation; - Provision of necessary permits.	- Official letters - Mails - Meetings - Inspections	- Request of permits for any water abstraction from surface watercourses or ground water resources to enable progressive project activities - Request for guidance on the management of nearby water bodies.	- Throughout the project
Occupational Safety and Health (OSH) Department of the Ministry of Labour	- Registration of the work place and guidance on issues of occupational safety and health	- Meetings - Official letters - Mails	- Provide guidance on OSH issues	- Throughout the project
South Sudan Electricity Company (SSECO)	- In charge of power line distribution	- Meetings - Official letters - Mails	- Discuss relocation of power lines and minimizing interruption.	- Phase II
Ministry of Environment and	- Give approvals for ESIA - Monitor the	- Meetings - Reports	- Report on how environmental	- Throughout the project

Forestry (MoEF)	environmental compliance - Environmental audits		impacts are being managed - Seek for guidance on environmental management	
Ministry of Youth Sports and Culture (Department of Heritage, Department of Archives)	- In charge of archeological relics, cultural artifacts etc. in the country.	- Meetings - Mails	- Share information and seek for guidance on the management of any relics of archeological and cultural value in the project area (if discovered)	- Throughout the project
Ministry of Roads and Bridges (MRB)	- Provide information and guidance on the sewer pipeline lines crossing the project.	- Meetings - Official letters - Phone calls	- Guide on how works shall be done along the sewer lines crossing the roads and project area	- Design phase
Political Leaders County Payams	- Overall overseers of the project in their areas of jurisdictions.	- Meetings - Workshops - Official letters	- Project support - General project information and schedule; - Disclosure of project information; - Members of the Grievances redress committees.	- Through all phases of the project
City Police Commander (CPC)	- Coordinates security in the City	- Meetings - Mails - Phone calls	- Project support - Monitoring the security situation	- Throughout the project
City Labour Officer	- Guidance on Employment and Labour Laws, Codes of Conduct and Workman; - Compensation forms.	- Meetings - Phone calls - Emails - Official letters	- Project support - Guidance on workers' welfare and labour laws including remuneration, leave, termination of employees and workman compensation for the injured employees	- Throughout the project
Director General, CES	- Vital source of information about the population, trends and other dynamics within the project area.	- Workshops; - Meetings; - Official correspondence in writing.	- Project support; - General project information; - Provide information on social surveys, - Grievance redress.	- Throughout the project
Non-Governmental Organizations (NGOs)	- Sensitization of workers and community on GBV, SEA and VAC; - Should be partnered with to minimize some of the negative social impacts and to bring benefits.	- Individual meetings	- General project information; - Share proposals on how to enhance and minimize the project impacts.	- Throughout the project
Religious	- Create awareness on,	- Meetings	- Create awareness	- Throughout

Institutions (schools, hospitals, churches, Mosques)	GBV, SEA and VAC; - Provide information on disease prevalence (hospitals); - Give support in regards to HIV/AIDS (hospitals).		on, GBV, SEA and VAC - Provide IEC materials for HIV/AIDs. - Restricted access due to construction must be reported so institutions are accessible for all (incl. disabled people)	the project
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Meetings to gather information and to inform about the project progress have been made with representatives from stakeholders such as SSUWC, Ministry of Environment and Forestry (MoEF), Juba City Council (JCC), State Ministry of Agriculture, Environment and Forestry (SMAEF), and Ministry of Water Resources and Irrigation. A consultation was held with the Nyaying community in regards to their concerns related to land acquisition for a pumping station. The location of the pumping station has thereafter been changed in order to minimize social impacts. The new pumping stations will be located on government land which will not require any land acquisition.

Community consultations have been conducted with residents of Luri Rokwe village, informal farmers from the WWTP, community leaders and government officials. The engagements have revealed that the project is generally viewed positively by the residents and affected people, since it will lead to a healthier and safer environment. The community stresses the need for more job opportunities, and look forward to the construction jobs that could become available. Recruitment process should therefore prioritize local labour and be done in collaboration with community leaders. Questions were also raised on how the revenue from the WWTP will be distributed, and there was a wish to provide a share to the Luri Payam to improve community facilities and/or to make other investments which would benefit the community.

There were some concerns from informal farmers in regards to potentially losing their livelihoods if the WWTP becomes a closed facility. This impact has been avoided by allowing them to continue cultivating government land of the WWTP. The WWTP facility must however be fenced to ensure no trespassing into the facility, however the current WWTP has more land than it will use, therefore there will still be sufficient land for the farmers to use. The details of the farmers rights to cultivate the land will be settled in a MoU.

Consultations will also be done with the street vendors and business along the sewer lines, since there may be concerns regarding potential loss of income during construction. Meetings shall therefore be held where it is emphasized that each section will only require one week for construction. Continued access will be ensured to the businesses along the roads and street vendors will be referred to another location with the help of local authorities. The street vendors and businesses will be carefully informed of the grievance redress system so complaints on restricted access, impacted assets or extended loss of income can be submitted and resolved in a timely manner.

7. GRIEVANCE REDRESS MECHANISM

The project will have an internal and an external grievance redress mechanism in order for stakeholders to be able to submit a complaint and get proper response to their queries and grievances. The implementation of a project is a complex time and labour-intensive process involving multiple lifecycle phases and processes. Over the duration of the project, it may encounter numerous instances of conflicts and dissatisfaction from stakeholders, which could be related to issues such as land, loss of livelihood, restricted access, compensation, impacts on structures and assets, failure to fulfil commitments, poor management of construction activities, accidents due to inappropriate planning of vehicle movement, or conflicts between workers and local communities etc.

It is important to manage complaints and conflicts appropriately from the beginning, so it does not escalate. In order to manage these risks, an internal and external grievance mechanism is required to be in place where the aggrieved parties can lodge their complaints and get it amicably settled prior to approaching the formal mode of solution available to them i.e. access to legal system through courts. In order to provide a formal forum to the aggrieved parties to deal with issues arising out of project, it is proposed that a joint grievance redress mechanism be initiated for both environmental and social related issues.

7.1 Objectives of the Grievance Redress Mechanism

The basic objective of the Grievance Redress Mechanism (GRM) shall be to provide an accessible mechanism for addressing both internal and external grievances. Internal grievances include grievances from both direct and indirect employees such as local workers, migrant workers, and contractors. External grievances include complaints from project affected people, community or any stakeholder having a stake in the project. The GRM thus aims to resolve any social (including labour, contractor, and community) and environmental related grievances locally in consultation with the aggrieved party to facilitate smooth implementation of project related work activities. The other important objective is to have an open process and to establish accountability towards the stakeholders. It should also be noted that the GRM does not prevent the complainant from bringing his/her concerns to the courts or other relevant government bodies.

The GRM has the following objectives:

- Establish a prompt, consistent and respectful mechanism for receiving, investigating and responding to complaints from stakeholders;
- Ensure proper documentation (logging) of complaints and any corrective actions taken;
- Identify and manage stakeholder concerns and thus support effective risk management;
- Contribute to continuous improvement in performance through the analysis of trends and lessons learned; and
- Enhance trust and positive relationships with stakeholders.

7.2 Process of Grievance Redressal Mechanism

The project GRM will receive, evaluate and facilitate the resolution of concerns, complaints and grievances. The grievance mechanism will aim to provide a time bound and transparent mechanism to voice and resolve concerns linked to the project. The following steps are taken during the grievance management process:

a) Receive and register a complaint in the grievance redress log

A Grievance Redress Log will be established for reporting and addressing grievances of the affected communities and workers. The Grievance Redress Log will capture: name (optional if complainant prefers to stay anonymous), contact details (optional), communication channels, type of complaint, complaint, date of

complaint, and steps of complaint management, responsible person handling the case.

b) Assess and assign

The complaint will be screened, and a responsible person will be assigned the case.

c) Acknowledge

Once a complaint has been assessed, the complaint owner sends a written acknowledgement to the Complainant. The letter should normally be sent within 7 days of receiving the complaint. The complaint owner (Contractor/SSUWC) documents the acknowledgement in the Grievance Redress Log.

d) Investigate and select a resolution approach

The complaint owner (CO) investigates the factual basis for the complaint and proposes options to resolve the issue.

The CO may involve other third parties in the fact finding process as required. The identity of the Complainant should only be disclosed to the extent necessary to resolve the issue or as required by law. If the Complainant has specifically requested that his or her identity not be disclosed, their personal information may not be shared with third parties unless required by law.

The CO seeks to resolve complaints within 30 days. The maximum resolution period should not exceed 60 days. The CO is responsible for providing regular progress reports to the Complainant, such as a written update after 10 working days. If additional time is needed to complete an investigation, the CO will notify the Complainant of the reason for the delay.

When the investigation is complete, the CO documents the findings and proposes options for resolving the complaint as appropriate.

e) Respond

The CO defines a response to the Complainant. The response should communicate the findings of the investigation, set out the proposed solution and timelines, and seek feedback from the Complainant. The CO determines next steps based on feedback from the Complainant, in regards to whether the Complainant accepts the resolution or not. The Complainant's response will be documented in the Grievance Redress Log.

f) Resolution

If the Complainant accepts the proposed resolution, the agreed actions are implemented.

The CO is responsible for assigning action parties, actions and deadlines to implement the resolution. These will be recorded in the Grievance Redress Log with any supporting documentation. Monitoring arrangements may need to be put in place to verify implementation.

The CO asks the Complainant to sign the Confirmation Form. If the Complainant agrees to sign, the Complaint is closed out as Resolved. If the Complainant refuses to sign, or has failed to sign within the timeframe allowed, the Complaint will be appealed.

g) Appeal (if not resolved)

The CO will seek to reach a resolution with the Complainant that is satisfactory to both sides. If the CO and the Complainant are unable to agree on a solution, the complaint may be escalated to the Grievance Redress Committee for review.

The Grievance Redress Committee will comprise of key members from SSUWC, Juba City Council (if required) Local Authority, Local NGOs and key members of the local community. Involvement of at least two female

members in the GRC is mandatory. The GRC will look into the case and propose a resolution in consultation with the responsible E&S Officer/Community Liaison Officer. The GRC shall aim for providing a resolution within two weeks of receiving the complaint.

In case the Complainant does not accept the resolution proposed by the committee, the grievance will be taken to a third party for further action. Third parties may include the relevant regulatory authority (such as the Environmental Agency responsible), a lawyer, or the courts in accordance with national legislation. The involvement of a third party as the regular courts leads to closing the case, as the case will be followed up through official channels. A close out letter will be sent to the Complainant explaining the position of the CO.

h) Close the case

A Complaint is closed when no further action can be or needs to be taken. Closure status will be classified in the Grievance Redress Log as follows:

- Resolved. Complaints where a resolution has been agreed and implemented and the Complainant has signed the Confirmation Form.
- Unresolved. Complaints where it has not been possible to reach an agreed resolution
- Abandoned. Complaints where the Complainant is not contactable after one month following receipt of a Complaint and efforts to trace his or her whereabouts have been unsuccessful.

The CO is responsible for updating the Grievance Redress Log and the logistics associated with closing out the case. At the end of a case, regardless of whether agreement was achieved, the CO will seek feedback from the Complainant on their level of satisfaction with the complaint handling process and its outcome.

i) Track and evaluate results

The CO is responsible for gathering and reporting performance monitoring data under the GRM. All performance monitoring data shall be logged.

7.3 Awareness of Grievance Redress Mechanism

It is important that external stakeholders are made aware of the grievance mechanism. As part of the public consultation process, information regarding the GRM will be disclosed to the affected persons and other interested parties. It shall also be possible to see information about how to file a grievance on SSUWC's website. There must be multiple ways to submit a grievance; orally and in written form, through submission of complaints through a suggestion box, to a designated person, email, or phone call.

All grievances will be acknowledged, evaluated and responded through the GRM. The GRM will continue to function, for the benefit of the affected persons and the community, during the entire life of the project including the maintenance period.

To ensure effective implementation of the GRM, the Contractor/SSUWC will have an E&S officer or Community Liaison Officer, who will have the overall responsibility for addressing timely grievance including keeping and maintaining the complaint and redress records.

7.4 Internal grievances

In the respective work sections, there are team leaders, workers' representative and foremen who are the first contact persons where employees must report their complaints or concern. In case where the raised concern fails to be resolved at the said level, the grievance is forwarded to the administration and HR departments who invite the parties for a session with the Grievance Redress Committee at a reasonable time. During the session, case details are filed, minutes are taken and signed by the complainant and witness as

indicated in the Contractor Employee handbook.

7.5 Workers disciplinary policy and procedures

Grievances may be raised against workers during construction or operation. It is important that HR policies are in place in order to have clear guidelines and code of conducts. There should therefore be policies in place stating offences that call for disciplinary action. This could include issues which compromises safety or illegal behaviour (illegal acts must always be reported to police):

- a) Insubordination/disobedience of not following instructions from supervisors.
- b) Theft, fraud, or dishonesty in handling company property.
- c) Failure to comply with the company PPE policy and other safety procedures.
- d) Receiving, soliciting, giving bribes or any unlawful gratification/remuneration.
- e) Malicious damage or misuse of any company property.
- f) Unsatisfactory performance or neglect of duty.
- g) Sleeping while on duty without just cause.
- h) Abscondment from duty without notifying the supervisor and with no justification.
- i) Habitual late coming, escape from duty, irregular attendance or absenteeism.
- j) Acting and working under the influence of alcohol and drugs on site.
- k) Act of violence, riots, strikes, fighting, disorderly or nuisance behaviour at work.
- l) Material breach of the terms of the employment contract.
- m) Falsification of company records.
- n) Disclosing company confidential information.
- o) Inappropriate use of electronic media like pictures and internet.
- p) Conviction of serious criminal offence leading to police arrest or taken to prison.

In handling disciplinary cases, an employee is invited for a hearing and if is proved guilty the following are the penalties or disciplinary actions taken sequentially if the employee continues to misbehave.

- a) Oral or verbal warning.
- b) Written warning.
- c) Suspension.
- d) Termination of employment contract with notice and payment in lieu of notice.

7.6 Grievance Redress Committee

In order to handle grievances at the project, a Grievance Redress Committee (GRC) will be created. It will be responsible for reviewing complaints which could not be resolved at first instance with the CO. The GRC will work with the MoEF to resolve grievances to ensure that redress actions are implemented. If affected persons are not satisfied of the grievance redress, they will be entitled to seek redress through either the County/State Land Tribunals or South Sudan Courts of Law.

It is important that the GRC be set up as early as possible. Disputes can arise from construction activities of the wastewater management system and it is therefore important that the mediation mechanisms be available to cater for claims, disputes and grievances at an early stage.

The Grievance Redress Committee shall meet when necessary to discuss new and ongoing grievances. Some operational guidelines for the GRC are:

- An emergency meeting can be held if 5-7 of the voting members of the committee deem it necessary.
- The request for an emergency meeting should be written and submitted to the Community Liaison Officer who will in turn inform members of the pending meeting.
- At least five days' notice should be given before such meetings are convened.
- At each meeting all complaints received from complainants shall be reviewed and discussed.
- The Grievance Committee shall investigate the complaints as follows:
 - Does the complaint have any merit.
 - Does additional information or documentation support the complaint.
 - The committee shall then recommend remediation for complaint based on locally accepted practice.
 - Compensation must always consider in-kind replacements. Cash compensations should be a last resort.
 - Any decision taken that relates to compensation must be submitted to SSWUC office and Project Coordinator for review and approval.
 - After each GRC meeting, decisions taken must be communicated in writing to complainant within 3 working days.

8. MONITORING AND REPORTING

Best practice suggests that involving affected parties in the mitigation and monitoring measures agreed upon in the Environmental and Social Management Plan (ESMP) helps in satisfying stakeholder concerns and promotes transparency. The ESMP will outline, based on close consultations with all stakeholders, how affected parties can be involved in the monitoring, evaluation and assessment of whether capacity-building or training programs are needed to enable affected parties or local organizations to participate in effective monitoring.

8.1 Monitoring and Reporting Stakeholder Engagement Activities

During stakeholder consultations, stakeholders will be asked to provide indications and feedback about the engagement effectiveness and stakeholder engagement process. These questions will be tailored to be relevant to the type of audience but will assess whether the consultation and overall process is in line with the key requirements for stakeholder consultations. A separate stakeholder register will be set up that includes aspects such as:

- Name and contact details (unless requesting anonymity);
- Date of contact(s);
- Issue(s) raised (comment, suggestion, question, complaint, etc.);
- Proposed response and actions to be taken; and Status (recorded, active, closed).

All the stakeholder engagements, results and minutes will be recorded and reported in the monitoring and progress reports, which will also be shared with the SSUWC if conducted by the contractor or consultants. The purpose of the database will be to ensure that communication with stakeholders is accurately recorded so that the views expressed are considered by the project and that all commitments made are fulfilled.

The results of stakeholder engagement activities, including how stakeholders' comments have been considered, will be reported in the monitoring and progress reports compiled for the project.

8.2 Stakeholder Engagement Matrix

The table below describes how stakeholders shall be engaged, who to conduct the engagement and the agency responsible for monitoring engagement activities throughout the project cycle.

Table 5: Stakeholder Engagement Matrix

Stakeholder	Message to be delivered/shared	Mode of engagement	Desired outcome/KPI	Officer to deliver the msg	Monitoring Method (KPIs)	Frequency / Responsible	Estimated Costs / year
National stakeholders							
South Sudan Urban Water Corporation (SSUWC)	- Information on project implementation status	- Meetings workshops - One on one interviews - Official letters and mails	- Project is executed in line with relevant MoEF guidelines and procedures.	- Project manager	- Audits; - Inspections ; - Reports.	Monthly Supervising Consultant	1000 USD/year
Ministry of Environment and Forestry (MoEF)	- Environmental and Social Impact Assessment (ESIA) and project briefs for construction works, and rehabilitation	- Meetings - One on one interviews - Official letters and mails	- The project to comply with the draft Environment Bill and other environment guidelines	- E&S officer	- Audits - Inspections - Reports	Monthly Contractor/SSUWC	1000 USD/year
Ministry of Water, Resources and Irrigation (MWRI)	- Water quality testing - Best practices	- Meetings - One on one interviews - Official letters and mails	- Project activities are carried out in line with the water policy and WASH policy	- E&S officer	- Audits - Inspections - Reports	Monthly Contractor/SSUWC	1000 USD/year
Occupational Safety and Health (OSH) Department of the Ministry of Gender, Labour	- Workplace registration - Information on occupational safety and health of the project	- Meetings - One on one interviews - Official letters and mails	- To ensure that the project complies with the Labour Act and other related guidelines and regulations on occupational safety and health.	- H&S officer, E&S officer	- Audits - Inspections - Reports	Monthly Contractor/SSUWC	1000 USD/year
South Sudan Electricity Company (SSECO)	- Power line interference with project activities and relocation of power lines	- Meetings - Official letters and mails	- To minimise interruption of project activities due to power lines	- H&S officer, E&S officer.	- Reports	Quarterly Contractor/SSUWC	500 USD/year

Stakeholder	Message to be delivered/shared	Mode of engagement	Desired outcome/KPI	Officer to deliver the msg	Monitoring Method (KPIs)	Frequency / Responsible	Estimated Costs / year
Ministry of Youth, Sports and Culture; Department of Heritage	- Share information and seek guidance on the management of any relics of archaeological and cultural value in the project area	- Meetings - Official letters and mails	- To minimise interference of archaeological relics, cultural artefacts in the project area	- H&S officer with E&S officer	- Reports	Quarterly Contractor/SSUWC	500 USD/year
Juba International Airport	- Information on project implementation status - Sewer line passing through the airport	- Meetings - Official letters and mails	- To ensure that the project runs smoothly – approval to have the sewer line through the airport - Arrange practicalities for access to the site for project workers.	- H&S officer with E&S officer.	- Reports	Quarterly Contractor/SSUWC	500 USD/year
Local government stakeholders							
Political Leaders	- Project implementation status and schedules; - Share and get views on grievance resolution mechanisms.	- Meetings - Workshops - Official letters	- To ensure their participation in their areas of jurisdiction during project implementation hence minimise grievances on the project	- E&S officer	- Reports	Quarterly Contractor/SSUWC	800 USD/year

Stakeholder	Message to be delivered/shared	Mode of engagement	Desired outcome/KPI	Officer to deliver the msg	Monitoring Method (KPIs)	Frequency / Responsible	Estimated Costs / year
South Sudan Police Forces	<ul style="list-style-type: none"> - Project implementation status and schedules; - Road accidents and traffic management on project road during works on the carriage way; - Security situation along the project area. 	<ul style="list-style-type: none"> - Meetings - Phone calls - One on one interviews - Official letters 	<ul style="list-style-type: none"> - To minimise accidents on the project road; - To minimise theft during project implementation. 	<ul style="list-style-type: none"> - H&S officer 	<ul style="list-style-type: none"> - Audits - Reports 	Monthly Contractor/ SSUWC	1000 USD/year
City Labour Officer	<ul style="list-style-type: none"> - Workers' welfare, remuneration, leave, termination of employees, workman's compensation for the injured employees. 	<ul style="list-style-type: none"> - Meetings; - Phone calls; - Emails; - Official letters 	<ul style="list-style-type: none"> - To ensure that project labour is managed in line with national labour laws hence minimise cases and grievances related to labour management. 	<ul style="list-style-type: none"> - E&S officer 	<ul style="list-style-type: none"> - Audits; - Reports. 	Monthly Contractor/ SSUWC	1000 USD/year
Technical staff; Environment, natural resources, Education, Water, Agriculture, Engineer, Health Inspector, Community Development, Production and HIV/AIDS Focal Persons	<ul style="list-style-type: none"> - Project implementation status and schedules; - Project information in relation to their respective departments. 	<ul style="list-style-type: none"> - Meetings; - Workshops; - Official letters; - Mails. 	<ul style="list-style-type: none"> - Minimise non-compliances in relation to state and national guidelines and regulations during project implementation by seeking guidance from state technical staff. 	<ul style="list-style-type: none"> - Site Engineer; - E&S officer 	<ul style="list-style-type: none"> - Audits; - Inspection; - Reports 	Monthly Contractor/ SSUWC	1200 USD/year

Stakeholder	Message to be delivered/shared	Mode of engagement	Desired outcome/KPI	Officer to deliver the msg	Monitoring Method (KPIs)	Frequency / Responsible	Estimated Costs / year
Community Liaison Officers (CLOs)	<ul style="list-style-type: none"> - Project implementation status and schedules; - Share and get views on grievance resolution mechanisms. 	<ul style="list-style-type: none"> - Meetings - Workshops - Official letters 	<ul style="list-style-type: none"> - To ensure their participation in their areas of jurisdiction during project implementation hence minimise grievances on the project. 	<ul style="list-style-type: none"> - E&S officer 	<ul style="list-style-type: none"> - Reports - Site inspections 	Monthly Contractor/SSUWC	1000 USD/year
Chairpersons of the affected villages and neighboring villages	<ul style="list-style-type: none"> - Project implementation status and schedules; - Grievance redress mechanisms; - Information on valuation and compensation processes; - Recruitment of labour for the project; - Security along the project area; - Waste management and other environment related aspects. 	<ul style="list-style-type: none"> - Meetings - Workshops - Official letters 	<ul style="list-style-type: none"> - Minimise grievances on the project; - Increased number of workers from the project area; - Minimise security incidents during project execution. 	<ul style="list-style-type: none"> - E&S officer together with the H&S Officer 	<ul style="list-style-type: none"> - Audits; - Inspection; - Reports 	Monthly Contractor/SSUWC	2000 USD/year

Other stakeholders							
Communities including Project Affected People (PAPs) such as informal farmers, street vendors and businesses	<ul style="list-style-type: none"> - Project implementation status and schedules; - Project environmental and social impacts; - Grievance redress mechanisms; - Community health and safety; - Information on valuation and compensation processes; - Recruitment of labour for the project; - Security along the project area. 	<ul style="list-style-type: none"> - Public meetings; - Focus Group - Discussions; - One on one interviews; - Social surveys; - Brochures; - Information boards; - Radio spot messages. 	<ul style="list-style-type: none"> - Minimise grievances on the project; - Increased number of workers from the project area; - Minimise incidents of child labour, GBV, VAC, SEA - Minimise security incidents during project execution. 	- E&S officer, Valuer, surveyor	<ul style="list-style-type: none"> - Audits; - Inspection; - Reports 	Monthly Contractor/ SSUWC	4000 USD/year
Non-Governmental Organizations	<ul style="list-style-type: none"> - General project implementation information; - Proposed mitigation measures of negative social impacts of the project; - Consult regarding grievances related to social aspects like GBV, SEA, VAC. 	- Meetings	<ul style="list-style-type: none"> - Minimise grievances on the project; - Minimise incidents of child labour, GBV, VAC, SEA - Minimise HIV/AIDS prevalence in the project area 	- E&S officer	<ul style="list-style-type: none"> - Audits; - Inspection; - Reports 	Monthly Contractor/ SSUWC	1000 USD/year
Grievance Redress Committee	<ul style="list-style-type: none"> - Grievance redress mechanisms; - Conflict resolutions 	<ul style="list-style-type: none"> - Meetings - Phone calls 	- Minimise the number of grievances	- E&S officer	- Reports	Monthly SSUWC	1000 USD/year

<p>Project Workers</p>	<ul style="list-style-type: none"> - Project environmental and social impacts and their mitigation measures; - Code of conduct; - Grievance redress mechanism; - Occupational safety and Health; - Labour management policies and procedures; - Emergency preparedness and response. 	<ul style="list-style-type: none"> - Meetings; - Policies and code of conduct; - Workshops; - Official letters. 	<ul style="list-style-type: none"> - Minimise effects of negative impacts; - Minimise the number of workers' grievances; - Reduce the number of incidents related to GBV, SEA and VAC; - Minimise occupational accidents. 	<ul style="list-style-type: none"> - E& S officer, H&S officer, Human resource officer 	<ul style="list-style-type: none"> - Audits; - Inspections ; - Reports. 	<p>Monthly Contractor/SSUWC</p>	<p>1000 USD/year</p>
<p>Project Teams (Funder, Client, Consultants, Contractor)</p>	<ul style="list-style-type: none"> - Project implementation status and schedules; - Project implementation action plans, method statements, job safety analyses and procedures; - Grievance redress mechanism. 	<ul style="list-style-type: none"> - Meetings; - Workshops; - Official letters; - Phone calls 	<ul style="list-style-type: none"> - To ensure the project teams are updated on the project implementation status; - Project is executed in line with contractual obligations and relevant guidelines and procedures; - Minimise the number of grievances on the project 	<ul style="list-style-type: none"> - Contractor manager with Project Manager 	<ul style="list-style-type: none"> - Audits; - Inspections ; - Reports. 	<p>Monthly Contractor/SSUWC</p>	<p>2000 USD/year</p>

Institutions (schools, hospitals, churches)	<ul style="list-style-type: none"> - General project implementation information; - Road safety awareness; - Awareness on project environmental and social impacts like GBV, SEA, VAC, and their mitigation measures; - HIV/AIDS awareness; - Grievance redress mechanism. 	<ul style="list-style-type: none"> - Meetings; - Radio spot messages 	<ul style="list-style-type: none"> - Minimise road accidents on the project road; - Minimise incidents of GBV, SEA, VAC and pupils/students dropping out of school; - Reduce HIV/AIDS prevalence rate; - Minimise the number of grievances on the project. 	<ul style="list-style-type: none"> - E&S officer, - H&S officer - NGOs 	<ul style="list-style-type: none"> - Audits; - Inspections ; - Reports. 	Monthly Contractor/SSUWC	1000 USD/year
All sewerage truck drivers	<ul style="list-style-type: none"> - General project implementation information; - Traffic safety training; - Awareness on project environmental and social impacts like GBV, SEA, VAC, and their mitigation measures; - Grievance redress mechanism. 	<ul style="list-style-type: none"> - Meetings; - Traffic safety policy 	<ul style="list-style-type: none"> - Minimise road accidents on the project road; - Minimise incidents of GBV, SEA, VAC; - Minimise the number of grievances on the project. 	<ul style="list-style-type: none"> - H&S officer 	Audits; Reports; Site observations	Monthly Contractor/SSUWC	600 USD/year
	-	-	-	-	Total estimated costs	22,600 USD/year	

9. TRAINING AND CAPACITY BUILDING

It falls beyond the scope of this SEP to outline a detailed training or capacity building programme, but this is a (future) key aspect of the detailed preparation for the proposed hybrid wastewater system in Juba. Indeed a pre-requisite, as all other things equal, the designated lead entity, SSUWC, does not currently have the capacity and the trained personnel required to implement and monitor the system (and this SEP). The following is thus provisional guidance notes.

All staff required to implement this Stakeholder Engagement Plan (SEP) and associated documents must have training in its use and be inducted into it. This is to ensure they are aware of the content, processes and requirements of this plan and can competently implement it, when and if necessary. The SSUWC should therefore establish a PMU including a person responsible for environmental and social issues and grievances.

Training will be provided for all new staff. And in addition, refresher/update training is undertaken annually, as a minimum, to ensure that all key staff are at all times properly trained for stakeholder engagement.

10. CONCLUSIONS AND RECOMMENDATIONS

The lead responsibility for implementation of the SEP primarily lies with the management of the implementing agency, currently presumed to be SSUWC, and the consultants and contractor carrying out construction, supervision, and operation and maintenance of Rokwe WWTP and the other wastewater system elements, i.e. also the envisaged pumping stations and the piped sewage system in Phase 2 and 3 of the Project. Both SSUWC, the contractor, and all employees engaged have core roles and responsibilities as per the SEP. They must ensure that there is a code of conduct put in place for all engaged, including workers, and they must ensure adherence and compliance with this SEP. Furthermore, they must ensure appropriate reporting and monitoring systems be put in place, also complying with this SEP.

9.1 Special recommendations and further perspective

Monitoring of the Stakeholder Engagement is essential for this Project. This has also been stressed and outlined in detail in the ESIA (for the social related monitoring program). It is correspondingly suggested that the SEP monitoring program be linked to and/or be supportive to the general social (and environmental) monitoring program that will be established.

Yet, despite the above recommendation, it is noted that the SEP requires special attention and is a special and very specific plan and requirement in the Project. It is thus recommended that a Social/Stakeholder Engagement Officer should be hired to specifically engage with and monitor the implementation of the SEP.

11. REFERENCES

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5. Republic of South Sudan, SSUWC Consultancy services, Preliminary design for a hybrid waste water treatment system in Juba City, April 2024, NIRAS

APPENDIXES

Appendix 1: Planned Stakeholder Engagement and Disclosure

Activity	Target Stakeholder	Description	Timing
Meetings with PAP	Vendors and side businesses along the pipe network.	Collecting views, Disclose GRM	TBA (to be agreed)
Meetings with PAP	Informal farmers	Establish MoU, Discuss livelihoods, Disclose GRM	TBA
Meeting with airport authority	Communication officer/airport	Consult on the sewer lines going under the airport	TBA
Meetings	Sewerage truck drivers	Engagements on traffic safety	TBA
Meeting with local leaders	Community leaders	Discuss hiring policy and procedure for construction, sewage trucks or other jobs.	TBA

Appendix 2: Glossary

Aerobic A biological decomposition process in the presence of oxygen
Anaerobic A biological decomposition process in the absence of oxygen
Anaerobic Digestion A series of biological processes in which microorganisms break down biodegradable material in the absence of oxygen
Biodegradable Organic material or waste that is degraded or chemically dissolved by bacteria or other living organisms.
Biogas Gas containing mostly methane generated when wastes decompose anaerobically
Baseline: A description of the biophysical and socio-economic state of the environment at a given time, prior to development of a particular project.
Biodiversity: The variety of life on earth.
Composting Controlled aerobic biological decomposition of organic matter, such as food scraps and plant matter, and other organic waste into humus, a soil-like material
Contamination: Pollution.
Environment: The combination of elements whose complex interrelationships make up the settings, surroundings and conditions of life of the individual and society as they are or are felt.
Environmental and Social Management Plan (ESMP): A comprehensive plan for the implementation of mitigation measures prescribed in the environmental and social impact assessment.
Faecal Sludge Management Comprises collection transportation, treatment and disposal of the liquid and solid material removed from septic tanks or pit latrines thus contributing significantly to breaking the chain of disease transmission and creation of a healthier environment
Habitat: Terrestrial, freshwater, or marine geographical unit or airway that supports assemblages of living organisms and their interactions with the nonliving environment.
Incident (in context of this SEP): An social related incident is an event that is a departure from standard operating conditions that can or does have an impact on human health or social conditions
Impact: The consequence of an action or activity on the human or natural environment. Impacts may be positive, negative or neutral.
Loss: includes the reasonable costs and expenses that would be incurred in taking all reasonable and practicable measures to prevent, mitigate or make good harm to social (or other essential) conditions.
Mitigation: Prescribed actions taken to prevent, avoid, reduce or minimize the impacts, or potential adverse effects, of a project
Sanitation Refers to the provision of facilities and services for the safe disposal of human urine and faeces.

<p>Sewerage system A system for the collection, treatment, and final disposal of sewage/wastewater. It includes the sewer lines with manholes and pumps that convey sewage to the treatment plant, the treatment plant for treating sewage and the final disposal system of the treated wastewater and sludge.</p>
<p>Sewage The off-site water-carried waste (human faeces, urine and sullage), in solution or suspension</p>
<p>Septage The liquid and solid material removed from septic tanks or pit latrines</p>
<p>Sullage the liquid waste form from household sinks, showers, and baths</p>
<p>Utility The organization that provides services that is consumed by the public. In this case it is the set of services provided by the utility to collect, treat and final disposal of sewage</p>
<p>Wastewater System Comprises storage, collection, transportation, treatment, and disposal of domestic human waste (human urine and faeces and sullage) to avoid environmental degradation and aesthetic nuisance</p>

Appendix 3: Participant list 27th April 2024

Appendix 4: Stakeholder meeting report, 27th April 2024

Appendix 5: Participant list 24th May 2024

Appendix 6: Dataset of farmers, 24th May 2024