

Sierra Leone Coastal Resilience Project (SLCRP)

Annex 12: Environmental and Social Assessment and Residual Risk Management Plan

Accredited Entity: Save the Children Australia

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Contents

1	Project Overview	2
1.2	Integration of ESS Management	3
1.3	Green Climate Fund Safeguard Requirements	4
2	Environmental and Social Screening	6
2.2	Introduction	6
3	Screening Methodology	6
3.1	SLCRP Excluded Activities.....	6
-1.2	SLCRP ESS Screening	7
-1.2.3	Part 1: Screening Questions	8
-1.2.4	Part 2: Environmental and Social Risk Categorisation Checklist and Sexual Exploitation, Sexual Abuse and Sexual Harassment screening	9
4	Environmental and Social Action Plan	18
4.2	Introduction	18
4.3	Management of Identified Residual Risks.....	18
4.4	Management of ESS Risks for Undefined Activities	32
4.5	Technical Assistance and Plan Development.....	33
4.5.1	Policy and Plan Development	33
4.5.2	Gender Mainstreaming	33
4.5.3	Consultants	33
4.5.4	Capacity Building and Materials Development.....	34
4.6	Grievance Redress Mechanism.....	34
4.6.1	Grievances on Sexual Exploitation, Abuse and Harassment.....	36
5	ESAP Implementation.....	37
5.2	Monitoring	37
5.3	Integration of ESARRMP into Project Management	38
5.4	ESS Roles and Responsibilities	38
5.4.1	Steering Committee	38
5.4.2	Accredited Entity.....	38
5.4.3	Project Implementation Unit	39
5.4.4	Technical Advisors / Consultants	39
5.5	ESS Training.....	39
5.6	Stakeholder Engagement.....	40
	Appendix 1: SLCRP Activity List (Log frame)	41
	Appendix 2: SC Safeguarding Risk Assessment.....	48
	Appendix 3: Environmental and Social Screening Forms	49

1 Project Overview

1. Sierra Leone is a Least Developed Country (LDC) located along the West African coast and covers an area of 71,740 km² with a 506 km coastline, bordered by Guinea, Liberia, and the Atlantic Ocean. It has a total population of 8.2 million, 67% of which lives in rural areas. 40% of the population are youth, with a high percentage of unemployment among low and semi-skilled youth, most of whom were unable to complete their education due to the civil war. 51% of the population is female and the average woman gives birth to 4.5 children leading to a high annual population growth of 2%. In 2020 the average poverty rate (USD 2 per day) was estimated at 44% – even if varies spatially – and the country stands in the bottom 10 of the Gender Development Index with widespread inequality and discrimination leading to increased poverty among women. Nevertheless, women have a strong presence both in the fisheries and agricultural sector which is responsible for employing more than half the country's formal and informal workforce. Despite this, almost half of the population is reported to be food insecure, the majority of who are poor smallholder farmers living in rural settings. The economy of the country is small and undiversified, focusing especially on minerals, tourism, manufacturing, agriculture, and fisheries – the latter two are responsible for just over 70% of livelihood and contribute to 60% of GDP.
2. From the geographical point of view, Sierra Leone presents four main regions, coastal plains, interior lowland plains, upland plateau, and upland hills and mountains. Approximately 190km of coastline is characterized among others by a mangrove system of approximately 105,200 ha, which is being deforested at a rapid rate due to construction and fish smoking demands.
3. The proposed Sierra Leone Coastal Resilience Project (SLCRP) will reduce the vulnerability of coastal communities to climate change impacts by: supporting local farmers and fishers to adopt climate resilient livelihood practices; enhancing value chains; protecting coastal ecosystems; promoting sustainable resource use; and strengthening locally led, participatory governance processes to mainstream climate change adaptation. In addition, the project will promote climate-resilient WASH practices for women and children and work closely with schools to improve their adaptive capacity.
4. The project's paradigm shift goal is: **IF** Sierra Leonean coastal communities and their government are able to implement locally-led adaptation by applying climate-informed knowledge and practices to livelihoods and mangrove ecosystem management, **THEN** vulnerable coastal communities - especially women, youth and children – will have greater adaptive capacity and resilience to climate impacts, **BECAUSE** they will plan for climate risks and take actions that enhance their livelihoods, food and water security and coastal protection. The SLCRP will achieve this by supporting the GoSL reduce the vulnerability of coastal communities to climate change risks and impacts through three inter-related outcomes namely focused on:
 - Community mainstreaming of adaptation through governance, partnerships, education and training.
 - Enhanced climate resilience of food production systems and value chains to secure food and livelihoods, especially for women and youth.
 - Ecosystem-based adaptation for coastal protection and natural resources.
5. The SLCRP interventions will increase the resilience of 260,000 coastal people directly and benefit a further 1 million people indirectly. It will include a strong gender and youth focus and target priority sectors aligned with Sierra Leone's Nationally Determined Contribution and National Adaptation Plan. The Executing Entities will be Sierra Leone's Environment Protection Agency (EPA) and Save the Children Sierra Leone (SCI SL).
6. The SLCRP proposes a set of adaptation and resilience actions that are pro-poor, child/youth-centred, and gender-sensitive, informed by local women, men, youth, girls and boys, and that break down gender inequalities and promote the voices of those less often heard. More specifically, it seeks to increase the resilience of coastal communities to the immediate and longer-term impacts

of climate change. Under the SLCRP, coastal communities will access new knowledge, skills, networks, markets, and adaptive institutions required to achieve sustainable local development and make productive contributions to local adaptation development in a changing climate. Project activities will complement, and where possible build on, current and past efforts to address challenges in these areas.

7. The proposed project supports highly climate-vulnerable coastal districts selected based on a scientifically evidenced vulnerability assessment undertaken by the Executing Entities: SCI SL and the EPA. The assessment will be done at the second (district) and third (chiefdom) levels of government. Of the 16 districts in Sierra Leone, there are seven coastal districts, of which the project focuses on five, excluding Western Area Urban and Western Area rural. Within the five districts, 75 communities across 20 chiefdoms will be targeted, based on a scientifically evidenced vulnerability assessment. The proposed project will address the different root causes for the most climate-vulnerable districts of the coastal communities.
8. The SLCRP confirms the assessment of Category C (low risk) as a result of the Environmental and Social Screening composed of a project development discussion, stakeholder meetings, a desktop study of similar projects in the region as well as a review of potential options. The proposed project has minimal or no adverse environmental or social risks or impacts. Furthermore, any minimal identified risks or impacts can be easily avoided through the application of simple management measures. In accordance with the Green Climate Fund (GCF) Revised Environmental and Social Policy (the ESP) (B.BM-2021/18), a pre-assessment or screening should confirm that the activities are indeed in Category C.
9. This Annex has been developed in response to the results of the E&S Screening undertaken at concept note stage, and following GCF's [Guidelines for the environmental and social screening of activities proposed under the Simplified Approval Process | Green Climate Fund](#) .

1.0 Integration of ESS Management

10. It is the responsibility of Save the Children Australia (SCA) as the Accredited Entity (AE), and Sierra Leone Environmental Protection Agency (EPA) and Save the Children Sierra Leone (SCI SL) as Executing Entities (EE) to ensure that the requirements of this Environmental and Social Assessment and Residual Risk Management Plan (ESARRMP)¹ are fully integrated into the Project. It is the AE's responsibility to ensure that that proper ESS processes and reporting is in place to ensure the Project is delivered with minimal or no negative environmental or social impact.
11. SCA, SCI SL and EPA will:
 - Ensure that all relevant implementing parties are sensitized on aspects of the plan and received appropriate training to fulfil their individual environmental and social responsibilities.
 - Ensure that the necessary resources and skills are retained to successfully carry out all mitigation measures.
 - Formally monitor and report on the environmental and social performances of all activities.
 - Require that implementing parties manage their environmental and social performance in line with this ESARRMP.
12. The AE will also coordinate the Project Implementation Unit (PIU) to:
 - Continually monitor and report as needed issues related to social and environmental risk.

¹ The Environmental and Social Action Plan within the context of GCF's Guidelines for the environmental and social screening of activities proposed under the Simplified Approval Process will be referred to in this document as Environmental and Social Assessment and Residual Risk Management Plan (ESARRMP).

Raise awareness amongst target communities on this ESARRMP, the SLCRP Grievance Redress Mechanism (GRM), the AE-level GRM and the GCFs Independent Redress Mechanism (IRM)².

13. The ESARRMP shall form part of any procurement documentation or Terms of Reference (TOR), and it shall be the AE's responsibility to ensure that all procurement documents and contractual specifications are subject to review against this ESARRMP to ensure that all appropriate safeguard measures are captured at the bid stage and in all contracts.
14. It is further the responsibility of the AE to ensure that this ESAP is considered in review of any TOR for Technical Assistance developed for the Project. The safeguard requirements for any design or supervision of the Project will be fully integrated into TOR to ensure that all safeguard responsibilities allocated within the ESARRMP are realized at the tender stage. Detailed information on planned safeguarding measures is available in Appendix 3.
15. In this way, the ESARRMP will be fully integrated within the project so that the required measures will be fully appreciated by all responsible parties and successful implementation will be achieved.

1.1 Green Climate Fund Safeguard Requirements

16. The objectives of the revised GCF Revised Environmental and Social Policy (RESP) are to:
 - Avoid and, where avoidance is impossible, mitigate adverse impacts to people and the environment,
 - Avoid, and where avoidance is impossible, mitigate the risks of SEAH to people impacted by GCF-financed activities,
 - Enhance equitable access to development benefits; and
 - Give due consideration to vulnerable and marginalised populations, groups, and individuals, local communities, indigenous peoples, and other marginalised groups of people and individuals that are affected or potentially affected by GCF-financed activities.
17. The RESP requires that all projects be screened for their environmental and social impacts, that those impacts be identified, and that the proposed project be categorised according to its potential environmental and social impacts. Regardless in which category a project is screened, all environmental and social risks shall be adequately identified and assessed by the AE in an open and transparent manner with appropriate consultation.
18. The scope of the environmental and social assessment shall be commensurate with the scope and severity of potential risks. The assessment should assess all potential environmental and social risks and include a proposed risk management plan, or in this case an Environmental and Social Assessment and Residual Risk Management Plan (ESARRMP).
19. All projects supported by the GCF shall be designed and implemented to meet the ESS Performance Standards (PS), although it is recognised that depending on the nature and scale of a project not all PS will be relevant to every project. The PS of the GCF and their objectives are listed below.

PS1 Assessment and management of environmental and social risks and impacts

- a) Identify the funding proposal's environmental and social risks and impacts
- b) Adopt mitigation hierarchy: anticipate, avoid; minimize; compensate or offset
- c) Improve performance through an environmental and social management system
- d) Engagement with affected communities or other stakeholders throughout funding proposal cycle. This includes communications and grievance mechanisms

PS2 Labour and Working Conditions

² Further details on the grievance redress mechanisms and how they will be available to communities is provided in Section 4.4 below.

- a) Fair treatment, non-discrimination, equal opportunity
- b) Good worker–management relationship
- c) Comply with national employment and labour laws
- d) Protect workers, in particular those in vulnerable categories
- e) Promote safety and health
- f) Avoid use of forced labour or child labour

PS3 Resource Efficiency and Pollution Prevention

- a) Avoid, minimize or reduce project-related pollution
- b) More sustainable use of resources, including energy and water
- c) Reduced project-related greenhouse gas emissions

PS4 Community Health, Safety and Security

- a) To anticipate and avoid adverse impacts on the health and safety of the affected community
- b) To safeguard personnel and property in accordance with relevant human rights principles

PS5 Land Acquisition and Involuntary Resettlement

- a) Avoid/minimize adverse social and economic impacts from land acquisition or restrictions on land use:
 - (i) Avoid/minimize displacement
 - (ii) Provide alternative project designs
 - (iii) Avoid forced eviction
- b) Improve or restore livelihoods and standards of living
- c) Improve living conditions among displaced persons by providing:
 - (i) Adequate housing
 - (ii) Security of Tenure

PS6 Biodiversity conservation and sustainable management of living natural resources

- a) Protection and conservation of biodiversity
- b) Maintenance of benefits from ecosystem services
- c) Promotion of sustainable management of living natural resources
- d) Integration of conservation needs and development priorities

PS7 Indigenous Peoples

- a) Ensure full respect for indigenous peoples
 - i) Human rights, dignity, aspirations
 - ii) Livelihoods
 - iii) Culture, knowledge, practices
- b) Avoid/minimize adverse impacts
- c) Sustainable and culturally appropriate development benefits and opportunities
- d) Free, prior and informed consent as a requirement under certain circumstances

PS8 Cultural Heritage

- a) Protection and preservation of cultural heritage
- b) Promotion of equitable sharing of cultural heritage benefits

2 Environmental and Social Screening

2.0 Introduction

20. During project planning, the eight PS of the GCF RESP were assessed. It was determined that, in line with the SLCRP Category C risk rating, PS 2, PS 3, PS 4 and PS 6 have been triggered. Details of the plan to manage risks associated are provided in table 4 below.
21. As part of its AE status, SCA implement all projects according to their own Project Environmental and Social Sustainability Management System (PESSMS) through a screening and management process on which their Category C GCF accreditation was based. To ensure that all ongoing environmental and social screening of SLCRP activities as they are further developed continue to capture all potential impacts that are outside the Category C rating, the risk categorisation table (Table 2) within the SCA PESSMS has been tailored to SLCRP and includes expanded aspects of the applicable GCF PSs. The GCF Simplified Approval Process (SAP) has been used as the base document for tailoring of the PESSMS.
22. In addition to tailoring the PESSMS specifically to the SLCRP using the GCF SAP, this ESARRMP also includes a Gender Equity and Human Rights checklist (**Error! Reference source not found.**) as part of the screening. The GCF ESP requires every project, regardless of category, is screened to ensure compliance with these standards.
23. SCA has zero tolerance for any abuse and exploitation committed by representatives against adults or children in the communities projects are implemented in. A key priority is safeguarding all children and adults who come into contact with our organisation from all forms of abuse and harm including sexual exploitation, abuse and harassment (SEAH). All projects implemented must complete a Safeguarding Risk Assessment (SRA) included with the over-all project risk assessment (PART – refer Annex 7a, paragraph 17). The SRA ensures that safeguarding risks including SEAH are identified and adequate controls are developed and monitored – see Appendix 3 for the current SLCRP SRA.

3 Screening Methodology

24. The SCA PESSMS has been expanded and tailored for SLCRP and is used to screen the project activities described in the SLCRP Log frame (Appendix 1).
25. Section 3.2 describes the GCF SAP ESS screening including the final result.

3.1 SLCRP Excluded Activities

Excluded activities	
Activity category	Description
Infrastructure	Construction of walled or roofed structures
Fisheries	Introduction of any aquatic species which have the potential to become invasive or to escape into nearby ecosystems
Fisheries	Establishment or refurbishment of any aquaculture in or adjacent to critical natural habitats
Fisheries	Introduction of formalised marine protected or Community Marine Conservation Areas that restrict fishing
Forestry	Reforestation with non-native vegetation
Forestry	Activities which may result in unsustainable extraction of native tree species
Agriculture	Use of species that are not approved by the Government. No GMOs will be used
Agriculture	Introduction of any invasive crops or crops not approved by Government of Sierra Leone
Natural Resource Management	Any activity that would cause the relocation of people and communities

Natural Resource Management	Any activity that will lead to involuntary resettlement or land acquisition (including non-physical displacement and involuntary restrictions to economic activities and land use)
Natural Resource Management	Any activity that will lead to increased use of agro-chemicals
Natural Resource Management	Any other activity that, during implementation, would lead to medium or high environmental or social risks, as per GCF SAP risk screening
All project activities	Any activity that has negative impacts to Indigenous Peoples

3.2 SLCRP ESS Screening

The SCA PESSMS Screening Tool consists of two parts:

26. **Part 1:** This part is used to determine the appropriate extent and type of environmental and social assessment required for the design phase. It involves identifying activity-specific environmental and social risks and impacts through an initial assessment of all activities using the questions in
27. Table 1. Where the responses to questions in
28. Table 1 are 'yes' or 'unsure', the extent of that impact must be assessed under Part 2.
29. **Part 2:** This is a Risk Categorisation Checklist which takes into consideration any potential environmental and social risks including requirements based on specific ESS standards. The checklist identifies any other potential environmental and social issues that will still have to be considered and managed. The result of Part 2 screening will be the basis of the Environmental and Social Action Plan (ESARRMP).
30. Answers to the detailed Part 2 questions result in one of three degrees of concern. If any question is answered with a 'yes', the indicated degree of concern will be determined using the PESSMS definitions (Figure 1). Only a 'low' degree of concern is permitted under the AE accreditation. Any 'yes' responses which result in a 'medium' or 'high' (as identified in Table 2) are not eligible activities under SLCRP and must either be changed or removed.

Risk category	Description of risks
Low	Activity is considered to have minimal or no adverse impact (direct or indirect) on the environment – unlikely to have a significant impact on the environment.
Medium	Activity might have a significant impact on the environment (direct or indirect), particularly in the absence of mitigation measures. Impacts are typically local and short-term and are not in environmentally sensitive areas. Activities where impacts are uncertain are likely to fit into this category.
High	Activity is likely to have a significant impact on the environment (direct or indirect), even if mitigation measures are successfully implemented. Impacts typically affect a large or sensitive geographic area or have permanent and long-lasting effects.

Figure 1: SCA PESSMS Risk Categorisation

31. Below is the full screening tool applied to the SLCRP proposed suite of activities.
32. The SCA SRA tool is used to screen for safeguarding and SEAH risks caused by project activities, staff and representatives, including consultants, volunteers, partners and suppliers. Also safeguarding and SEAH risks in the project context and external environment. The full tool is attached as Appendix 3.

3.2.3 Part 1: Screening Questions

Table 1: SLCRP ESS Screening Table Results

	Category C Exclusion Criteria	Yes/No
1	Will the activities involve associated facilities or generate cumulative impacts that would require further detailed due diligence and management planning?	No
2	Will the activities involve transboundary impacts including those that require further due diligence and notification to affected states	No
3	Will the activities adversely affect working conditions and health and safety of workers or potentially employ vulnerable categories of workers including women and children?	No
4	Will the activities potentially generate hazardous waste and pollutants including pesticides and contaminate lands that would require further studies on management, minimization and control and compliance to the country and applicable international environmental quality standards?	No
5	Will the activities involve the construction, maintenance, and rehabilitation of critical infrastructure (like dams, water impoundments, coastal and riverbank infrastructure) that would require further technical assessment and safety studies?	NO Activity 3.2.4 will include micro-scale artificial coastal protection measures being built in the coastal zone, however, these protection measures will be small-scale, will not be critical infrastructure and will not be of a nature that requires any further technical assessment and safety studies, beyond that described in Section 3.10, Annex 2 Feasibility Study.
6	Will the proposed activities potentially involve resettlement and dispossession, land acquisition, and economic displacement of persons and communities?	No The physical works under Outputs 1.3, 1.4 and 3.2 will be limited to small scale interventions with small footprints, and locations of both these physical works as well as mangrove rehabilitation sites will be determined through a comprehensive consultative community-led process such that they are free from any encumbrances and such that no resettlement, dispossession, land acquisition or economic displacement of persons and communities will occur. Project interventions will not require any land acquisition as interventions will be located on community-controlled or public land. Within the framework of the community-led process of developing community adaptation

	Category C Exclusion Criteria	Yes/No
		plans and mangrove management plans, communities may opt to adjust their levels of mangrove use in certain specific areas to more sustainable levels, but this will not involve restrictions to access to resources that could lead to economic displacement, and the project will not promote such restrictions to access to resources.
7	Will the activities be located in protected areas and areas of ecological significance including critical habitats, key biodiversity areas, and internationally recognised sites?	YES It is highly possible that the proposed activities under <i>Activity 3.2.4 Restore mangroves and implement community-level coastal protection</i> will be performed in protected areas and/or adjacent to protected areas or areas of ecological significance. However, considering the low risk of all activities proposed in the log frame, risk is assessed as 'Low'. See ESARRMP Table 4 for measures to avoid risk.

3.2.4 Part 2: Environmental and Social Risk Categorisation Checklist and Sexual Exploitation, Sexual Abuse and Sexual Harassment screening

Table 2: SLCRP Risk Categorisation Checklist Results

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.				
		Y/N/?	Concern	Comment
1	Impacts on landscapes and soils			
	• Substantially alter natural landscape features	N		
	• Cause subsidence, instability or substantial erosion, or involve medium or large-scale excavation of soil or minerals?	N		
2	Impacts on coastal landscapes and processes			
	• Alter coastal processes, including wave action, sediment movement or accretion, or water circulation patterns,	Y	Low	Activity 3.2.4 will include measures to reduce flooding and local coastal erosion by implementing micro-scale artificial coastal protection . These will be very small-scale, localised and sited appropriately based on technical assessments at each site. The proposed measures will be

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.			
	Y/N/?	Concern	Comment
			insignificant and not alter coastal processes .
	N		<ul style="list-style-type: none"> • Permanently alter tidal patterns, water flows or water quality in estuaries,
	N		<ul style="list-style-type: none"> • Reduce biological diversity or change species composition in estuaries, or extract large volumes of sand or substantially destabilize sand dunes?
Impacts on ocean forms, ocean processes and ocean life			
	N/A		<ul style="list-style-type: none"> • Reduce biological diversity or change species composition on reefs, seamounts or in other sensitive marine environments,
	N/A		<ul style="list-style-type: none"> • Alter water circulation patterns by modification of existing landforms or the addition of artificial reefs or other large structures,
3	N/A		<ul style="list-style-type: none"> • Substantially damage or modify large areas of the seafloor or ocean habitat, such as sea grass,
	N/A		<ul style="list-style-type: none"> • Release oil, fuel or other toxic substances into the marine environment in sufficient quantity to kill larger marine animals or alter ecosystem processes, or release large quantities of sewage or other waste into the marine environment?
Impacts on water resources			
4	N		<ul style="list-style-type: none"> • Measurably reduce the quantity quality or availability of surface or groundwater,
	N		<ul style="list-style-type: none"> • Channelize, divert or impound rivers or creeks or substantially alter drainage patterns, or measurably alter water table levels?
Resource Efficiency and Pollution Prevention			
5	N		<ul style="list-style-type: none"> • Generate smoke, fumes, chemicals, nutrients, or other pollutants which will substantially reduce local air quality or water quality,

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.				
	Y/N/?	Concern	Comment	
	<ul style="list-style-type: none"> Involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials, 	Y	Low	Small amounts of concrete may be used during the installation of small-scale equipment such as efficient fish-smoking kilns and in the retrofitting of small-scale WASH equipment in communities. Due to being very small scale, the potential environmental risk would be minimal.
	<ul style="list-style-type: none"> Increase atmospheric concentrations of gases which will contribute to the greenhouse effect or ozone damage, or 	N		
	<ul style="list-style-type: none"> Substantially disturb contaminated or acid-sulphate soils, or 	N		
	<ul style="list-style-type: none"> Activities that require significant consumption of raw materials, energy, and/or water? 	N		
6	Impacts on plants			
	<ul style="list-style-type: none"> Involve medium or large-scale native vegetation clearance, 	N		
	<ul style="list-style-type: none"> Involve any clearance of any vegetation containing a listed threatened species which is likely to result in a long-term decline in a population or which threatens the viability of the species, 	N		
	<ul style="list-style-type: none"> Introduce potentially invasive species, 	N		
	<ul style="list-style-type: none"> Involve the use of chemicals which substantially stunt the growth of native vegetation, or 	N		
	<ul style="list-style-type: none"> Involve large-scale controlled burning or any controlled burning in sensitive areas, including areas which contain listed threatened species, or 	N		
	<ul style="list-style-type: none"> Involve harvesting of natural forests, plantation development, or reforestation? 	Y	Low	Activity 2.1.2 includes implementation of improved agroforestry approaches following best practices that will have no impacts other than positive in the resilience of the communities' livelihoods.

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.			
	Y/N/?	Concern	Comment
			Activity 3.2.4 involves the active restoration (planting of mangrove trees) in carefully selected and strategically located sites within degraded areas, where mangroves previously occurred and where significant earth-moving or major drainage modification is not needed for successful restoration. Restoration will be carried out with a mix of local native species which removes any impact risks to ecosystems.
7	Impacts on animals		
	<ul style="list-style-type: none"> ● Cause a long-term decrease in, or threaten the viability of, a native animal population or populations, through death, injury or other harm to individuals, 	N/A	
	<ul style="list-style-type: none"> ● Displace or substantially limit the movement or dispersal of native animal populations, 	N/A	
	<ul style="list-style-type: none"> ● Introduce invasive or exotic species which will substantially reduce habitat or resources for native species, or undertake large-scale controlled burning or any controlled burning in areas containing listed threatened species? 	N/A	
8	Impacts on habitats		
	<ul style="list-style-type: none"> ● Would the project/programme potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes 	N	
	<ul style="list-style-type: none"> ● Are any project/programme activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such 	Y	Low
			The proposed activities under Activity 3.2.4 Restore mangroves and implement community-level coastal protection will probably be performed in protected areas and/or adjacent to protected areas or areas of ecological significance,

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.				
	Y/N/?	Concern	Comment	
			(i.e. the marine protected areas of the Scarcies River estuary, the Sierra Leone River estuary, Yawri Bay and the Sherboro River Estuary that are located within geographical area known as the Sierra Leone Coastal Landscape Complex. These marine protected areas are home to many communities of people and the ecosystems within them are used by people for fishing and other livelihoods. However , considering the low risk of all activities proposed in the log frame, risk is assessed as 'Low'. See ESARRMP (Table 4) for measures to avoid risk.	
	Y	Low	<i>Activity 2.1.2: Enable communities to implement climate-resilient livelihoods through training and improved practices, inputs and technologies</i> includes implementation of improved practices for fishing, however , this will be at the small-scale and artisanal level following international best practices. Risk is assessed to be very low as oyster harvesting will be managed and monitored through the wider management of natural resources activities.	
9	Impacts on people and communities (indigenous and nonindigenous)			
	<ul style="list-style-type: none"> Substantially increase demand for, or reduce the availability of, community services or infrastructure which have direct or indirect impacts on the environment, including water supply, power supply, roads, waste disposal, and housing, 	N		There will be no such impact on people and communities, including Indigenous Peoples. Based on AE review, taking into account the scope of application of the GCF Indigenous Peoples Policy, there are no groups that can be considered as Indigenous Peoples present in the project's target districts.
	<ul style="list-style-type: none"> Affect the health, safety, welfare or quality of life of the members 	N		There will be no such impact on people and communities, including

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.			
	Y/N/?	Concern	Comment
of a community, through factors such as noise, odours, fumes, smoke, or other pollutants,			Indigenous Peoples. Based on AE review, taking into account the scope of application of the GCF Indigenous Peoples Policy, there are no groups that can be considered as Indigenous Peoples present in the project's target districts.
<ul style="list-style-type: none"> • Cause physical dislocation of individuals or communities, or 	N		There will be no such impact on people and communities, including Indigenous Peoples. Based on AE review, taking into account the scope of application of the GCF Indigenous Peoples Policy, there are no groups that can be considered as Indigenous Peoples present in the project's target districts.
<ul style="list-style-type: none"> • Substantially change or diminish cultural identity, social organisation or community resources? 	N		There will be no such impact on people and communities, including Indigenous Peoples. Based on AE review, taking into account the scope of application of the GCF Indigenous Peoples Policy, there are no groups that can be considered as Indigenous Peoples present in the project's target districts.
<ul style="list-style-type: none"> • Provide for activities to be designed, implemented and monitored to ensure they are safe and prevent Sexual Exploitation, Sexual Abuse and Sexual Harassment (SEAH) 	Y		<p>The small scale and community/household level nature of the activities, the participatory approach to activity design and the Gender Equality and Social Inclusion (GESI) Assessment and Action Plan (Annex 4 of the SAP FP) mean that the risks of SEAH are low. While assessed as low, that risk is from the presence of project staff or consultants spending time in communities and from survivors and/or communities being unable to identify or report instances of SEAH.</p> <p>Capacity building and Grievance Redress Mechanism (GRM) design has been developed to ensure that there is an understanding of</p>

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.				
		Y/N/?	Concern	Comment
				preventing SEAH and to provide a survivor-centric SEAH pathway within the GRM. The project was designed and will be implemented following GCF and SC relevant policies mentioned in the ESARRMP. Details on the GRM established are described in a dedicated section of this ESARRMP.
Impacts on land use and resources				
10	<ul style="list-style-type: none"> • Would the project/programme possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation), or 	N		
	<ul style="list-style-type: none"> • Would the proposed project/programme possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources? 	N		
	<ul style="list-style-type: none"> • Does the project/programme involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? 	N		
Impacts on heritage (community level)				
11	<ul style="list-style-type: none"> • Permanently destroy, remove or substantially alter the fabric (physical material including structural elements and other components, fixtures, contents, and objects) of a heritage place 	N/A		
	<ul style="list-style-type: none"> • Involve extension, renovation, or substantial alteration of a heritage place in a manner which is inconsistent with the heritage values of the place, 	N/A		
	<ul style="list-style-type: none"> • Involve the erection of buildings or other structures adjacent to, or within important sight lines of, a heritage place which are inconsistent with the heritage values of the place, 	N		No No cultural or heritage sites have been identified that could potentially be affected by the small scale infrastructure the project will

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.				
		Y/N/?	Concern	Comment
				install. Some of the small scale infrastructure may require some small-scale excavation for shallow foundations and a chance find procedure is included in the ESAP for this reason.
	<ul style="list-style-type: none"> Substantially diminish the heritage value of a heritage place for a community or group for which it is significant, 	N/A		
	<ul style="list-style-type: none"> Substantially alter the setting of a heritage place in a manner which is inconsistent with the heritage values of the place, or 	N/A		
	<ul style="list-style-type: none"> Substantially restrict or inhibit the existing use of a heritage place as a cultural or ceremonial site? 	N/A		
12	Labour and working conditions. Will the proposed activity:			
	Pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during project/programme construction, operation, or decommissioning?	Y	Low	Project activities will include some small-scale physical works (e.g. retrofitting/installation of small-scale WASH and solar energy infrastructure at public buildings and schools) that may potentially have health and safety risks for workers. This risk is assessed as low since all these activities are small-scale and potential for injury would be minimal. Measures to avoid and mitigate this risk are provided in the Environmental and Social Action Plan (Section 4).
	Involve support for employment or livelihoods that may fail to comply with national and international labour standards?	N		
	Engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N		

Gender Equity and Human Rights Checklist

Table 3: SLCRP Gender Equity and Human Rights Check List Results

Gender Equity and Women's empowerment		Y/N /?	Concern	Comment
1	Is there a likelihood that the proposed project/programme would have adverse impacts on gender equality and/or the situation of women and girls?	N		
2	Would the project/programme potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N		
3	Have women's groups/leaders raised gender equality concerns regarding the project/programme during the stakeholder engagement process and has this been included in the overall project/programme proposal and in the risk assessment?	N		A fully participatory engagement process has been designed into the Project following GESI principles of equality and inclusion and following the principles of Free, Prior and Informed consent for communities.
4	Would the project/programme potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	N		
Access and equity and protection of human rights				
5	Could the project/programme lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N		
6	Is there a likelihood that the project/programme would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?	N		
7	Could the project/programme potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N		
8	Is there a likelihood that the project/programme would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	N		
9	Are there measures or mechanisms in place to respond to local community grievances?	Y	LOW	A compliant GRM has been developed, early notification of the GRM will be provided

Gender Equity and Women’s empowerment		Y/N /?	Concern	Comment
				to communities. Please refer to the relevant section Grievance Redress Mechanism of this ESARRMP.
10	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the project/programme?	N		
11	Is there a risk that rights-holders do not have the capacity to claim their rights?	N		
12	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N		A fully participatory engagement process has been designed into the Project following GESI principles of equality and inclusion and following the principles of Free, Prior and Informed consent for communities.
13	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project affected communities and individuals?	N		

This portion has been redacted in accordance with the GCF Information Disclosure Policy, as the portion is confidential under the disclosure policy of the Accredited Entity*

4 Environmental and Social Action Plan

4.0 Introduction

33. This section contains the required management measures for the identified risks of the Project as well as instructions for ongoing environmental and social screening, including SEAH, of community-level interventions as they are selected and developed. The plan considers the environmental and social risks, including SEAH, identified during the screening, the risk significance, and measures to manage and address the identified risks.
34. In addition to this, the section provides some higher-level guidance to the AE and the three EEs on how to ensure environmental and social safeguards are integrated into any technical advisory activities. This ensures that all contracts, TORs, policies, plans, frameworks, etc developed under this project are screened to ensure that the development process and the recommendations follow the principles of the GCF.

4.1 Management of Identified Residual Risks

35. This section contains the required ESARRMP and management measures for the identified suite of activities for the SCA Sierra Leone project as well as instructions for ongoing environmental and social screening of community-level interventions as they are selected and developed. The plan considers the environmental and social risks identified during the screening, the risk significance, and measures to manage to address the identified risks.
36. In addition to this, the section provides some higher-level guidance to the AE and EEs on how to ensure environmental and social safeguards are integrated into any technical advisory activities. This ensures that all contracts, Terms of Reference (TOR), policies, plans, frameworks, etc developed

under this project are screened to ensure that the development process and the recommendations follow the principles of the GCF.

Table 4: Environmental and Social Action Plan

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
<p>Activity 2.1.1.2: Enable communities to implement climate-resilient livelihoods through training and improved practices, inputs and technologies.</p> <p>For agriculture, options will include: i) planting climate resilient seed varieties sourced nationally or regionally in collaboration with agricultural institutes; ii) conservation</p>	<p>Low risks associated with the procurement, management, use and waste of small-scale infrastructure systems and associated technology (solar powered freezers to reduce fish spoilage, reduce need for smoking and enable access to more distant markets). Procurement of small-scale infrastructure systems increases the risk for potential forced labour in the supply chain.</p> <p>Fertilisers used will be organic, so no risks associated to chemical handling or dangerous waste.</p>	Low	<p>Save the Children will follow official procurement guidelines when sourcing small-scale infrastructure systems and associated technology. Save the Children’s global procurement standards incorporate robust controls for potential forced labour.</p> <p>As solar panels (PVs), solar hot water and solar pumps carry inherent operational and disposal risks, this activity will include workshops and training on correct use, storage and waste management with all relevant community members. Furthermore, long-term sustainability is ensured through access to parts and the creation of maintenance committees.</p>	Project Implementation Unit (PIU)	Mitigation measures to be integrated into the planning/design of activity – within the project timeline	<p>Community members are aware of and trained in the correct storage, usage and waste disposal of solar panels and associated technologies. Official channels of procurement of small-scale infrastructure systems and products are followed.</p> <p>Groundwater collected by communities is positively affected by improving the quality</p>	No additional costs – part of the activity development budget

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
<p>agriculture³ approaches such as crop diversification, intercropping, mulching, organic fertilisers, and minimising soil disturbance; iii) agroforestry approaches⁴; iv) integrated pest management; v) reducing post-harvest losses; and vi) food recovery following extreme weather events.</p> <p>For fishing, options will include: i) managing catch sizes; ii) managing by-</p>						thereof. There is no direct impact on the groundwater source, quantity or availability.	

³ Conservation Agriculture is a farming system that can prevent losses of arable land while regenerating degraded lands. It promotes maintenance of a permanent soil cover, minimum soil disturbance, and diversification of plant species. It enhances biodiversity and natural biological processes above and below the ground surface, which contribute to increased water and nutrient use efficiency and to improved and sustained crop production. Source: <https://www.fao.org/conservation-agriculture/overview/what-is-conservation-agriculture/en/>

⁴ One local example is the tested approach of planting live mangroves on field edges rather than dead sticks.

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
catch; iii) community co-management of fish resources; iv) marine protected area compliance; v) recognising toxic algal blooms and avoiding contaminated catches; vi) sustainable techniques such as not cutting mangrove roots when harvesting oysters; vii) sustainable processing of fish by reducing the use of mangrove wood for fish smoking and alternative techniques such as pickling, more							

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
efficient fish smoking kilns or solar dryers, and ix) solar-powered freezers to reduce fish spoilage, reduce need for smoking and enable access to more distant markets.							
<p>Activity 3.2.4 Restore mangroves and implement community-level coastal protection</p> <p>The introduction of low-impact and community-orientated ecosystem-based adaptation, shoreline protection,</p>	<p>Activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities.</p> <p>Very limited alteration of natural landscape features with the implementation of micro-scale artificial coastal protection measures, and no significant soil excavation during the restoration. The area for mangrove reforestation is only landscape of degraded former mangrove habitats.</p>	Low	Low-impact and community-led coastal protection initiatives which do not require any significant earth-moving or drainage and no negative impacts on existing habitat; low-tech solutions (e.g., sandbags) are suggested to communities. Design of micro-scale artificial coastal protection measures would form part of a robust community and technical coastal protection needs assessment, and would be based on engineering assessments, with design and technical oversight during construction. It will also make use of project supported community structures for sustainable maintenance and will be implemented following GESI	PIU	Mitigation measures to be integrated into the planning/ design of activity – within the project timeline	Communities are trained in appropriate and official coastline protection strategies, methodologies and mangrove restoration and protection protocols. Restoration of degraded mangrove	No additional costs – part of the activity development budget

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
<p>mangrove habitat restoration on degraded lands and planting of mangrove and coconut seedlings.</p> <p>Implementation of micro-scale, artificial coastal protection measures at selected sites, carefully determined based on coastal protection needs assessments and site-specific engineering assessments to be undertaken under activity 3.2.3.</p>	<p>No clearance of native vegetation or listed threatened species, due to use of degraded habitats for restoration.</p>		<p>principles of equality and inclusion and following the principles of Free, Prior and Informed consent for communities.</p> <p>Communities will receive adequate training on coastal protection methodologies, formal mangrove protection and restoration protocols and international best practice, based on scientific ecological expertise that will be employed as part of the project activity where sites will be assessed as part of project activities under Outputs 3.1 and 3.2 , protocols developed, and monitored by ecological experts during project implementation, to ensure that the project interventions in mangrove areas (i.e. conservation, restoration and continued sustainable use) lead to at least no net loss of biodiversity, but most likely to enhanced biodiversity values.</p> <p>In this way any potential maladaptation will also be avoided, from e.g. mangrove planting in incorrect areas in terms of coastline dynamics. Any risk of maladaptation will further be avoided by the robust expert assessment by international and national experts of mangrove areas</p>			<p>habitats based on extensive planning and GIS mapping results coming from activities 3.2.1, 3.2.2. and 3.2.3</p> <p>Introduction of low impact coastal protection initiatives without any significant impacts on the natural landscape as areas utilised are degraded previous mangrove habitats.</p>	

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
			<p>as part of the project activities prior to commencement of physical conservation/restoration/sustainable use interventions, combined with local insights, support and agreement via the joint development of mangrove management plans by community members and technical experts. Strong measures for continued monitoring of intervention areas are integrated into the project activity design for mangrove management plans, with structures established/strengthened by the project (i.e. Community Adaptation Plans, Coastal Governance Platforms, strengthened district and national government capacity of EPA and NPAA staff) for any corrective actions that may be needed by relevant national and local authorities in consultation with communities, based on findings of monitoring.</p> <p>The coastal protection intervention will be implemented in transformed or degraded areas only, with no use of heavy machinery, will ensure use of local materials, with limited excavation not producing spoils, and no harmful construction materials. This will ensure there is</p>				

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
			little risk of pollution. Local materials such as wood, oyster shells and sand will be sourced sustainably in areas identified as part of the mangrove management plans, to ensure that the sourcing will be only in appropriate degraded areas, where there is adequate natural replenishment and where coastal dynamics are not affected negatively, or from discarded resources in the case of oyster shells which is a local waste product from oyster collection and culturing.				
<p>Activity 1.3.2 Implement climate-resilient domestic WASH solutions in communities, with a specific focus on women and children</p> <p>Activity 1.4.2 Support district and school authorities to</p>	Small-scale use of concrete to enable the installation of small-scale equipment such as efficient fish-smoking kilns and in the retrofitting of small-scale WASH equipment in communities could lead to localised contamination of soils from concrete slurry or wastewater.	Low	<p>Only small amounts of sand/concrete/aggregates will be required and this will be sourced at approved local sites and from authorised official suppliers only.</p> <p>Concrete will be prepared on bunded and covered hard stand surface.</p> <p>All wastewater from concrete production will be collected to allow particulates to settle out before being discharged.</p> <p>Slurry from concrete production will be collected allowed to harden</p>	PIU	Mitigation measures to be integrated into planning/ design of activity and implemented during installation stage	Fully contained concrete use and production with no environmental impacts	No additional costs – part of activity 1.3.2, 1.4.2, 2.1.2 and 2.1.4 development budget

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
<p>implement the Resilient Schools Programme, including climate change planning and disaster risk management</p> <p>Activity 2.1.2: Enable communities to implement climate-resilient livelihoods through training and improved practices, inputs and technologies</p> <p>Activity 2.1.4: Enable access to climate-resilient water harvesting and storage to support livelihoods</p>			<p>In terms of solid waste, the solid and cured concrete waste is considered safe to be reused by the community for infrastructure maintenance.</p> <p>Temporary and site-specific impacts - such as the minimal increase of dust from excavations - will be managed by ensuring the adoption of appropriate dust suppression measures , as well as PPE for workers.</p> <p>Preventive measure such as stockpiling of soil regarding construction sites will be used to minimise the impact of topsoil removal and ensure long-term sustainability</p> <p>All construction sites or specific areas where work is undertaken or that pose particular risks – such as small excavations – will be clearly demarcated, fenced and have warning signs.</p> <p>Workers will receive training on the appropriate use of the required PPE and handling and disposal of wastes, including biological and chemical wastes.</p> <p>If working at heights is required – e.g. rooftop solar installation - the</p>				

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
			<p>appropriate Occupational Health and Safety guidelines will be followed⁵ (as indicated in paragraph 35) to manage risks.</p> <p>Staff will receive the appropriate equipment for their activities, including specialised equipment as needed. Furthermore, staff will receive the necessary personal protective equipment (PPE) and training on appropriate use and wear.</p> <p>Only properly trained personnel will be tasked with specialised roles (such as work with live electricity); staff will receive training in the correct conduct and behaviour to be taken with specialised work, and appropriate precautionary measures and checks will be taken in these situations.</p> <p>If mechanical risks form part of the proposed project activities, the appropriate Occupational Health and Safety guidelines will be followed to manage risks⁶</p> <p>All staff will be treated in accordance with just and fair labour</p>				

⁵ International Labour Organisation - ILO Code of Practice: Safety and health in construction. Available [here](#).

⁶ International Labour Organisation - ILO Code of Practice: Safety and health in construction.

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
			<p>and working conditions in accordance with the International Labour Organisation⁷.</p> <p>Regular tests of water quality will be done for water supplied by project-supported small-scale water infrastructure to ensure community safety.</p>				
<p>Activity 1.3.2 Implement climate-resilient domestic WASH solutions in communities, with a specific focus on women and children</p> <p>Activity 1.4.2 Support district and school authorities to implement the Resilient Schools Programme,</p>	<p>Chance finds during small excavations at sites</p>	<p>Low</p>	<p>A chance finds procedure will be developed for chance finds as a result of small excavations, and the project's activities will either be halted, stopped or ongoing according to the nature of the finding and the event.</p>		<p>Mitigation measures to be integrated in planning/design of activity, in procurement, and further implemented during installation and construction</p>	<p>A management plan for chance findings is in place</p>	<p>No additional costs part of relevant project activity budgets</p>

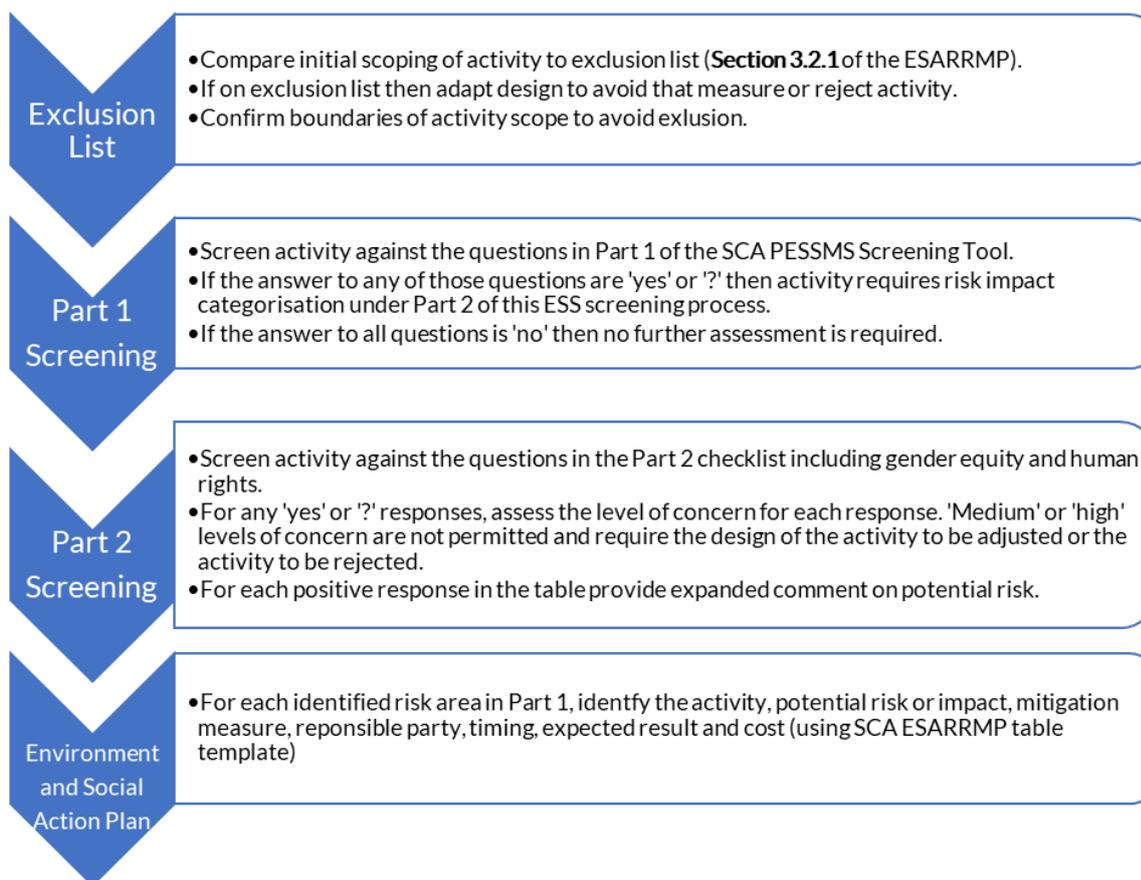
⁷ International Labour Organisation - ILO Code of Practice: Safety and health in construction.

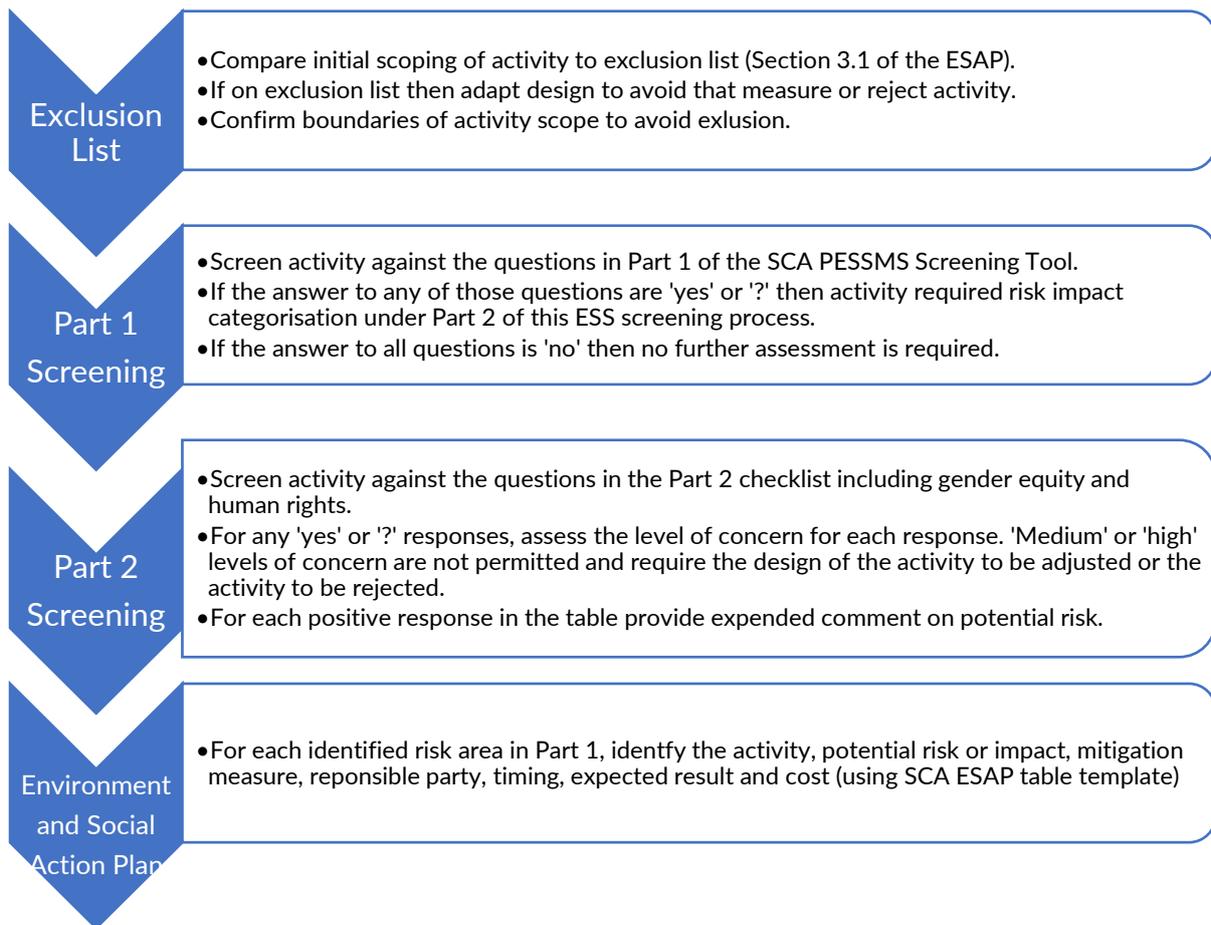
Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
<p>including climate change planning and disaster risk management</p> <p>Activity 2.1.4: Enable access to climate-resilient water harvesting and storage to support livelihoods</p> <p>Activity 3.2.4 Restore mangroves and implement community-level coastal protection</p>							
<p>Overall Project SEAH Risk – Breaches by project staff, consultants, or other representatives</p>	<p>Project staff, consultants or other representatives have ongoing direct contact with children and adults in communities and commit SEAH breaches</p>	<p>Low</p> <p>Mitigation measures are Save the</p>	<p>All staff and consultants trained on safeguarding and SEAH and sign policy.</p> <p>New project staff undergo safe recruitment and screening processes.</p> <p>Communities, children, and staff are made aware of reporting procedures (GRM) and contact</p>	<p>Accredited Entity and PIU</p>	<p>During recruitment, staff induction and training, and then further integrated into planning and initiation of community-based activities</p>	<p>Staff and consultants are aware of and abide to the Safeguarding and SEAH Policy.</p>	<p>No additional costs – part of all activity development budgets</p>

Proposed activity	Residual risks	Risk significance	Mitigation measures	Responsible party/ person	Timing	Expected results	Cost implication
		Children standard practice and embedded in project implementation.	<p>details of relevant staff (including local Child Safeguarding and Child Protection Focal Point).</p> <p>Ensure children and adults' full understanding of the activity, including their roles and responsibilities when engaged.</p>		and monitored throughout implementation. Project GRM to be established during Year 1.		
Overall Project SEAH Risk – Lack of community awareness of policies on SEAH and safeguarding and/or of available reporting mechanisms	Community impacted by the project are not aware of Safeguarding or SEAH policy and how to identify or report concerns or incidents	Low	<p>Include Safeguarding and SEAH awareness in community-based activities.</p> <p>Communities, children, and staff are made aware of reporting procedures (GRM) and contact details of relevant staff (including local Child Safeguarding and Child Protection Focal Point).</p> <p>Mainstream gender-based violence and SEAH throughout the project with awareness raising about impacts on project objectives (e.g. resilient households and communities); principles for inclusion and participation and providing information on referral services</p>	PIU	Integrated into planning and initiation of community-based activities and monitored throughout implementation. Project GRM to be established during Year 1.	Children and adults impacted by the project are aware of safeguarding and SEAH risks and able to report any concerns or incidents.	No additional costs – part of all activity development budgets

4.2 Management of ESS Risks for Undefined Activities

37. Some community-level activities under Outcomes 2 and 3 of the project will be further defined through community-based participatory planning once project implementation has started. Broad community support will be established using GESI and Free, Prior and Informed Consent principles. These activities are selected from the suite of activities in the SCI SL log frame (Appendix 1) and bound by the list of excluded activities - listed in the ESS section 3.1 of this report and based on Part 1 of the ESS screening (Table 1) - that are likely to have low environmental and social risks.
38. The activities of Outcomes 2 and 3 that are defined through the participatory planning will also be screened using the methodology described in earlier sections of this report through the tailored PESSMS Tool following the process described below and the screening forms in the previous section of this report.
39. The PIU will be responsible for undertaking the ESS which will then be validated by SCA with support from an International Safeguards Specialist where required. Only 'low risk' activities will be accepted for implementation. Activities whose risk level is medium or high will not be accepted.
40. The PIU ESS and GESI Officer will lead the ESS of activities identified by the communities during the implementation of the project.





4.3 Technical Assistance and Plan Development

4.3.1 Policy and Plan Development

41. Any activities which require the development of policies or plans will follow this ESARRMP and the GESI Action Plan to ensure that all affected parties are engaged in the process of development and that broader impacts on gender, environment, etc. are considered.

4.3.2 Gender Mainstreaming

42. The design of the SLCRP requires equal and active participation, however, there is a risk that gender may not be mainstreamed into management plans developed under this project. To ensure these activities fully incorporate the GCF Gender Policy, the PIU GESI Specialist (supported by an international Gender Advisor where necessary) should undertake a gender-sensitive review of any plans. The specialist should refer to experiences and tools from previous Climate Change Adaptation (CCA) and Disaster Risk Management projects and the FP 184 lessons learned based on CCA for coastal small holder farmer and fishing communities e.g., PACC, GCCA, IWRM, Pacific Gender & Climate Change Toolkit as well as the SLCRP's GESI Action Plan and the associated guidelines for this plan (Annex 4 of the FP). The findings from the review will be used to inform and strengthen the final outputs of these activities.

4.3.3 Consultants

43. Consultants will be required for the detailed design of micro-scale artificial coastal protection measures, as well as activities working on fisheries, agriculture and land use management design elements of the Project. They may also be required for other technical, governance and capacity-

building activities. TORs for any consultants will require the consultant to comply with this ESARRMP, the SLCRP GESI Action Plan and the PESSMS.

44. For all technical assistance consultants this ESARRMP will be included in the TOR and final contract.

4.3.4 Capacity Building and Materials Development

45. Awareness materials will be developed and awareness raising activities will be undertaken under the Project aimed at the general public for raising awareness on climate change. Gender balance shall be considered during the activities to ensure that women are equally represented.

4.4 Grievance Redress Mechanism

46. The SLCRP Grievance Redress Mechanism (GRM) is included in the project ESARRMP.
47. Any parties wishing to raise grievances caused by or associated with the project will be able to do so. In the first instance grievances will be managed by the project PIU and the PIU will update the stakeholder(s) on the progress of addressing the grievance within one week. The PIU will inform the communities about this GRM early in the stakeholder engagement process and in an understandable format and in the relevant language. This notification will include details of where and how to direct complaints, including how to access the GCFs Independent Redress Mechanism (IRM). Complaints will maintain the option to resort to legal redress or Sierra Leone's administrative systems. Legal redress is not considered as a last resort in the GRM process - complainants may resort to legal redress in parallel with the complaints procedure at the project- and AE-level GRM, as well as the GCF IRM.
48. A GRM is presented below to uphold the Project's social and environmental safeguards performance. The purpose of the GRM is to record and address any complaints that may arise during the implementation phase of the Project and/or any future operational issues that have the potential to be designed out during implementation phase. It should address concerns and complaints promptly and transparently with no impacts (cost, discrimination) for any reports made by project affected people (AP). The GRM works within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, project level.
49. The key objectives of the GRM are:
- Record, categorize and prioritize the grievances;
 - Provide a survivor-centred approach to instances of SEAH;
 - Settle the grievances via consultation with all stakeholders (and inform those stakeholders of the solutions);
 - Forward any cases that sit outside the remit of the project (for example child protection concerns unrelated to the activities or staff, consultants, or representatives of the project) to the relevant authority.
50. The following process will be used to address the issues and concerns that an affected party (AP) may have. The key point of contact for the AP will be the PIU, who will receive, and document all matters and issues of concern from communities.
51. Grievances, issues and concerns related to project-related workers and supply chain workers will be managed through this GRM process.
52. Grievances, issues and concerns related to SEAH will be managed through this GRM process but will implement the additional survivor-centred measures described in Section 4.5.1 below.
53. At all times it is the responsibility of the PIU and Save the Children to record, manage and close all grievances. Management of grievances may include issuing instructions to the relevant party to

resolve the matter. If the PIU receives the grievance and can effectively resolve the matter to the satisfaction of the AP, the PIU will record details of actions taken in Save the Children’s existing incident reporting and management system.

54. For concerns such as damage to non-land assets, etc., the AP will discuss this with the PIU, who will then raise the matter immediately with the offending party or their supervisors, if unresolved at the activity level. If the concern can be addressed without delay, and the outcome is satisfactory to the AP, the matter is closed. The PIU will provide a report via Save the Children’s existing incident reporting and management system as soon as the complaint has been resolved.
55. For more extensive complaints such as impacts to livelihoods or land issues such as restrictions to access, the PIU will document and record the grievance and manage the response process. APs can submit these types of complaints through any number of channels including via the village council or other third party; directly to the consultant or project team; in writing; anonymously; verbally; etc. The complaint must be acknowledged within 24 hours of it being lodged. The timing and way it will be resolved will be conveyed to the AP within 48 hours. The delegated party will provide a corrective action report to the PIU as soon as the action has been taken.
56. Should the complainant remain unsatisfied with the response of the delegated party, the complaint will be referred by the PIU to Save the Children.
57. All grievances received and handled will be reported by the EE to the AE via existing Save the Children reporting mechanisms or via periodic reporting on a quarterly basis, depending on their nature. The AE will review and support the handling of grievances to ensure they have been handled correctly.
58. The five-step grievance management process will be applied to the Project by the following process. This is in line with Save the Children’s well-established GRM and incident reporting processes within Sierra Leone.

Table 5: Grievance Redress process

Step	Application/How	Responsibility
1. Publicise the process	Develop a procedure which explains how the grievance mechanism will work in the target community	AE, EE
	Present the grievance mechanism (including SEAH process) at a public meeting to help with affected communities	PIU
2. Receive and register	Identify locations to receive grievances and ensure accessibility to all affected stakeholders	PIU
	Recognise that some grievances may be submitted in writing while others will be communicated verbally. All grievances are to be treated with the same level of seriousness and respect.	
	Log all complaints into a database	
3. Review and investigate grievances	Review and investigate grievances	PIU
	Explain the process and the timeframe for the grievance redress process	

Step	Application/How	Responsibility
	Appoint an appropriate person to obtain information and investigate.	
4. Develop resolution options, response to grievances and closeout	Develop a proposed resolution process, involving communities where appropriate	PIU
	Implement the agreed solution	PIU and PSC
	Follow-up with complainant to ensure satisfaction	
	If unsatisfied: Discuss further options. Identify local partners who might be able to assist in finding solutions	
	If still unresolved, refer matter to third-party mediation or external review.	
5. Monitor and evaluate	Regularly monitor the number and type of grievances received, resolved and outstanding	EE, AE
	Evaluate trends over time and stages of project development	
	Report all grievances to Save the Children via relevant periodic reporting	EE

59. The AE will also maintain an email-based grievance redress mechanism, so that the public can also lodge grievances directly to the AE, should they wish to do so. Contact details for this GRM will be available to all project stakeholders and included on project websites and materials as appropriate.
60. Targets for project activities are that women will make up 50% of participants. At each level for the GRM the project will maintain a similar ratio when reviewing and responding to grievances. The project budget includes a GESI specialist who will review and ensure that women are represented and able to advise and make contributions for how grievances are addressed and resolved.
61. The GRM will include a focal point for women’s concerns and grievances to ensure the correct management of related concerns.
62. The SLCRP GRM does not prevent any affected person from accessing the GCF Independent Redress Mechanism. The project will make known the GCF Independent Redress Mechanism in the relevant project communications, including guidance on how stakeholders can access it.

4.4.1 Grievances on Sexual Exploitation, Abuse and Harassment

Survivor-Centered Approach

63. In all situations involving complaints related to gender-based violence, sexual exploitation, abuse or harassment (SEAH), violence against children and human trafficking, the SLCRP will use a “*survivor-centered approach*”. In line with this approach, the following principles will be systemically applied through all steps and actions:
64. The rights, needs, and wishes of the survivor (or victim) is the foremost priority of everyone involved with the project.

65. The survivor has a right to:
- be treated with dignity and respect instead of being exposed to victim-blaming attitudes.
 - choose the course of action in dealing with the violence instead of feeling powerless.
 - privacy and confidentiality instead of exposure.
 - non-discrimination instead of discrimination based on gender, age, race/ ethnicity, ability, sexual orientation, HIV status or any other characteristic.
 - receive comprehensive information to help her make her own decision instead of being told what to do.
66. The safety of the survivor shall always be ensured. Potential risks to the survivor will be identified and action taken to ensure the survivor's safety and to prevent further harm including ensuring that the alleged perpetrator does not have contact with the survivor. If the survivor is an employee, reasonable adjustments may be made to the survivor's work schedule and work environment to ensure their safety. As described above, Save the Children will work toward ensuring a gender-responsive approach in the GRM by ensuring that women are represented and able to advise and make contributions for how grievances are addressed and resolved.
67. All actions should reflect the choices of the survivor.
68. All information related to the case must be kept confidential and identities must be protected. Only those who have a role in the response to an allegation should receive case-level information, and then only for a clearly stated purpose and with the survivor's consent.
69. The survivor must provide informed consent to progress with each stage of the complaints process. Survivors may withdraw their consent at any time during the process.

5 ESAP Implementation

5.0 Monitoring

70. Monitoring and reporting on ESS implementation are required to be updated in annual performance reports, in the interim and final evaluation. Reporting will specify the activities' consistency with the ESS standards and the GCF RESP. A monitoring process will be available during project implementation; SCA and the NDA will have the overall responsibility for monitoring the project and reporting compliance with environmental and social provisions of the ESAP. It will include:
- Outcomes of any additional ESS screening or assessments
 - Status of management measures of the ESARRMP and whether they are being implemented effectively
 - Summary of any community consultations
 - Summary of any grievances received in the GRM
71. Monitoring can take several different forms including:
- seeking advice from Program Partners,
 - seeking advice from Technical Advisors,
 - undertaking quarterly or annual reviews,
 - undertaking mid-term reviews,
 - holding coordination/review meetings, and

- producing regular GCF progress.
72. For monitoring the environmental and social performance of activities, SCA is required to undertake all necessary measures to ensure participatory monitoring through the involvement of communities, local stakeholders, indigenous peoples, and civil society organisations in all stages of the life cycle of activities.
73. If during program implementation, scope changes and/or unanticipated impacts or risks are identified it is important to repeat part 1 of the ESS Screening Tool.

5.1 Integration of ESARRMP into Project Management

74. This ESARRMP will be included in all bid document packages.
75. The safeguards requirements of this ESARRMP will be referenced in appropriate parts of agreements, technical specifications, contracts or any TORs issued under the Project. The AE will be required to review all bid documents prior to approval.
76. Prior to project implementation, the PIU will be required to attend a safeguards workshop with the AE Safeguards Specialist to ensure that all parties understand their obligations under the requirements of the ESARRMP and the safeguard policy of the Green Climate Fund.

5.2 ESS Roles and Responsibilities

77. Details of the roles assigned to various agencies / organizations are summarised below

5.2.1 Steering Committee

78. The Project Steering Committee (PSC) is formed of representatives from the EEs (EPA and SCI SL) as well as other government ministries and implementing partners (IPs). The PSC will provide overall strategic oversight and high-level risk management by reviewing and providing feedback on performance reports which will include ESS monitoring, and any grievances raised by communities. The PSC will also endorse management improvement actions arising from audits and addressing serious implementation issues (including sensitive safeguards issues).

5.2.2 Accredited Entity

79. Save the Children Australia is the AE for this project and provides a support to the Executing Entities SCI SL and EPA. As the AE, SCA is fully responsible (legally and financially) for the implementation of this project including the safeguards standards required by the GCF. The AE:
- Acts as a focal point for communications with GCF on project related matters;
 - Ensures compliance with GCF funding requirements, including safeguard compliance;
 - Provide inputs into project scope and design;
 - Provide additional technical capacity to PIU where required
 - Updating the ESAP as necessary to reflect changes in the designs.
80. SCA is also responsible for ensuring that project designs use SCA's PESSMS as a guideline to:

- Ensure that GCF project activities are screened and assigned appropriate environmental and social risk categories and that the environmental and social risks and impacts are properly and sufficiently assessed.
- Ensure that measures to avoid, minimize or mitigate adverse impacts are planned and adequately supported in GCF project activities.
- Ensure that every GCF-funded project develops and implements an activity-, project- and organisation-level grievance redress mechanism.
- Ensure every GCF-funded project complies with the GCF Information Disclosure Policy.
- Conduct due diligence on all partner organisations, including Save the Children Members and Countries' offices, to ensure that they can and do comply with the GCF RESP included in each project design.
- Ensure that the GCF RESP for each project design supports meaningful and inclusive multi-stakeholder consultation and engagement throughout the lifecycle of activities.
- Ensure cooperation with GCF in its due diligence of the activities proposed for GCF funding.

5.2.3 Project Implementation Unit

81. A Project Implementation Unit (PIU) will be established by SCI SL to manage day-to-day project operations. The PIU will be overseen by a high-level PSC. The PIU will manage project implementation, support implementing entities and be staffed by a team, including Chief of Party, Senior Program Manager/Deputy Chief of Party (both of whom will have a technical specialism in either agriculture, or ecosystems-based adaptation), Gender and Social Inclusion (GESI) Specialist, Safeguarding Specialist, Education Specialist, Livelihoods and Food Security Advisor, Health and Nutrition Specialist, Monitoring and Evaluation Specialist, Finance Manager, and support staff (including project-specific finance, procurement, and HR officers). The PIU will draw on technical expertise from executing and implementing entities. The PIU will be responsible for ensuring compliance with the ESARRMP and GCF and AE ESS policies and requirements at the project level.

5.2.4 Technical Advisors / Consultants

82. All consultants, procured firms and technical advisors are required to comply with the ESARRMP and GCF Safeguards Policy more broadly in terms of the work methodologies and outputs. They will be required to work with the PIU to ensure meaningful community and stakeholder engagement in their work programme.

5.3 ESS Training

83. The PIU and other partners will require training to ensure effective implementation and oversight of the ESARRMP including ESS Screening.
84. Areas recommended for training include the following –
- GCF environmental and social safeguard policies, in particular areas identified during Part 2 screening
 - Roles and responsibilities of different key agencies in safeguards implementation
 - How to effectively integrate the ESARRMP into project management, implementation, monitoring and reporting, including for SEAH aspects.
 - Management of the GRM
 - How to facilitate meaningful participatory-planning community consultations

- Integration of the ESARRMP and safeguard specific clauses into the contract and bid documentation.

85. On-going support will be provided to the PIU by the AE for the duration of the Project.

5.4 Stakeholder Engagement

86. The Project Implementation Unit (PIU) will be responsible for ensuring that relevant stakeholders who are part of the project implementation are consulted and part of the project development and ongoing activities planning and implementation.

87. The project will maintain a robust stakeholder engagement process and the PIU is responsible for ensuring its implementation, either directly or through delegation to implementing partners. The Gender and Social Inclusion Specialist within the PIU will ensure that gender and social inclusion sensitive approaches are utilised throughout the project's ongoing stakeholder engagement and will ensure culturally appropriate strategies are used. To achieve this, application of methodologies such as focus group discussions and key informant interviews, through both formal systems and socially established groups will be conducted. Separate meetings will be held where appropriate for men and women, and women and people with disabilities will also be specifically targeted for engagement through women's groups and organisations of people with disabilities. Data generated required by in-project stakeholder engagement (e.g., via consultations, direct implementation and action planning, etc.) are recorded and managed by the PIU. See section 6.6 of Annex 2 Feasibility Study for a list of key stakeholders.

88. The stakeholder engagement process includes six steps to be employed by Save the Children during the SLCRP project. This process is applicable to planned activities.

1. Inputs – identification of relevant persons
2. Stakeholder Identification – use of a standardised stakeholder mapping method to compile a list of potentially relevant persons, including those involved in design consultations
3. Consultation Activities – vary and ensure inclusivity of engagement techniques to promote participation for all relevant stakeholders
4. Methodology considerations – ensure sufficient information is able to be gathered by using targeted information and language that is easily understood
5. Administration – records generated during a consultation process will be saved in a stakeholder database and kept on file for the duration of the project.
6. Ongoing Consultation – ongoing consultation to provide updates on activity progress; completion of communication commitments made during design-stage consultations; provision of a platform to notify relevant persons of any deviations to the activity details originally provided during initial consultation and opportunity to highlight if the plan is no longer appropriate or effective; and support for the development of open communication channels with key relevant persons.

Appendix 1: SLCRP Activity List (Log frame)

Outcome 1: Coastal communities and institutions have governance structures, plans, knowledge, skills and solutions in place to undertake local adaptation to climate change		
Output	Activities	Description / sub-activities
Output 1.1: Strengthened community structures, coastal governance platforms and Community Adaptation Plans (CAPs)	Activity 1.1.1: Identify existing or establish new community structures for participatory climate responsive planning	<p>1.1.1.1 Conduct mapping in beneficiary communities to assess existing community groups, structures and governance systems and their capacity to respond to climate change impacts, as well as CBOs and NGOs active in each community</p> <p>1.1.1.2 Strengthen existing groups and structures where needed, including existing structures that are able to fulfil the functions of Community Adaptation Committees (CAC) and Community Mangrove Stewardship Subcommittees</p> <p>1.1.1.3 Establish new Community Adaptation Committees (CAC) and Community Mangrove Stewardship Subcommittees where needed, working closely with community authorities, incorporating women and youth representatives, and linking with relevant CBOs and NGOs.</p>
	Activity 1.1.2: Build capacity at community level for climate-responsive planning and development	<p>1.1.2.1 Conduct community capacity needs assessments, including specific needs of women, girls, boys, men and people with disabilities, to assess knowledge of climate change and how to respond to extreme climate events</p> <p>1.1.2.2 Hold gender-sensitive community dialogues about gender norms and roles in climate response and community governance, using the social accountability model, utilising existing and expanding representative women's and girls groups.</p> <p>1.1.2.3 Conduct training for communities (based on capacity assessment) ensuring representation of women and youth, on planning for and responding to climate hazards</p> <p>1.1.2.4 Establish out-of-school clubs for adolescent girls and boys to build capacity on climate change, including separate spaces for girls for discussion on WASH, GBV etc, as well as joint activities with both girls and boys participating.</p>
	Activity 1.1.3: Develop Community Adaptation Plans (CAPs)	<p>1.1.3.1 Develop Community Adaptation Plans (CAPs), using gender sensitive and participatory approaches that address needs of women and men equally, and address power relations.</p> <p>1.1.3.2 Establish communication mechanisms between different agencies who will be responsible for delivering climate resilience projects, for example NGOs and CBOs at district or community level, and government agencies – e.g. EPA, NPAA, SL Met, NDMA</p> <p>1.1.3.3 Ensure communication mechanisms are fully defined and embedded in CAPs</p> <p>1.1.3.4 Conduct an annual review meeting with each community on CAPs to assess progress and seek solutions to any challenges with fully implementing the plans</p>
	Activity 1.1.4: Establish Coastal Governance Platforms	<p>1.1.4.1 Develop terms of reference for CGPs, ensuring representation of women and youth</p> <p>1.1.4.2 Establish CGPs that link climate resilience clearly to conservation and ecosystems (Component 3)</p> <p>1.1.4.3 Establish partnerships and cooperation agreements with CBOs and NGOs identified in Activity 1.1.1, including women and girls' rights organisations</p> <p>1.1.4.4 CGPs agree action plans, including EWS priorities and mechanisms, prioritising reaching youth, women and marginalised groups</p> <p>1.1.4.5 Support CGPs to deliver their action plans, including implementing last-mile EWS mechanisms agreed with government agencies, community groups and CBOs / NGOs, that reach the most vulnerable community members who may lack access to regular forms of communication</p>
Output 1.2: Integration of Community Adaptation Plans into	Activity 1.2.1: Develop capacity at national and subnational government	<p>1.2.1.1 Develop capacity building plan for national and district government agencies to enhance national and district-level capacity for planning, delivering and monitoring climate adaptation projects</p> <p>1.2.1.2 Strengthen or establish (if not already pre-existing) the coordination mechanisms between national-level government agencies</p>

Local/District Development Plans and strengthened capacity of national and sub-national government for implementing adaptation initiatives	levels for climate-responsive planning and development	<p>responsible for climate change projects (ensuring connection to district level)</p> <p>1.2.1.3 Strengthen or establish (if not already pre-existing) coordination mechanisms between district-level government agencies responsible for climate change projects (ensuring connection to national level)</p> <p>1.2.1.4 Facilitate meetings between national agencies and district offices to sustain coordination mechanisms throughout project lifecycle and beyond</p> <p>1.2.1.5 Hold capacity development workshops and trainings for national government staff, addressing gaps identified and ensuring women's representation and leadership</p> <p>1.2.1.6 Hold capacity development workshops and trainings for district government office staff addressing gaps identified</p> <p>1.2.1.7 Respond to gaps on how EW/CIS information is generated – its nature, and how it reaches populations. (Linked to Activity 1.1.4). Based on gaps, identify and implement solution to last-mile EW/CIS dissemination. This will include hardware support e.g. developing dissemination channels, materials, new technologies, as well as training.</p>
	Activity 1.2.2: Incorporate Community Adaptation Plans into local and district development plans	<p>1.2.2.1 Establish mechanisms to enable the CAPs to be recognised, and feed into decisions made by ward development committees and chiefdom development committees</p> <p>1.2.2.2 Work with ward development committees and chiefdom development committees to integrate key strategies from CAPs into district development plans</p> <p>1.2.2.3 Support integration of Community Adaptation Plans into policy, working with national government agencies to bring content from DDPs into national policy where relevant</p> <p>1.2.2.4 Hold events to promote best practices in embedding community plans into local-level planning and into DDPs</p>
Output 1.3. Small-scale WASH infrastructure (rainwater harvesting, filtration and solar hot water systems) installed and climate-resilient WASH and nutrition practices used by communities, especially women and children	Activity 1.3.1 Equip communities with climate-resilient health and nutrition knowledge and skills, with a specific focus on women and children	<p>1.3.1.1 Assess climate vulnerability of water, sanitation and health, schools and agricultural water supply at community-level</p> <p>1.3.1.2 Based on assessment findings, conduct trainings and workshops for each community, promoting good practices (e.g. preventing open defecation, handwashing), and focusing on needs of women, children and people with disabilities and how climate change impacts diseases and the crops that grow. Gender norms will be mainstreamed into training content and recommendations.</p> <p>1.3.1.3 Conduct training-of-trainers (ToT), selecting male and female participants based on engagement with initial training so that community members can continue to deliver health training in communities (working closely with community health facilities and community health officers at chiefdom level)</p> <p>1.3.1.4 Roll out first training sessions delivered by community members who received ToTs on WASH and nutrition</p>
	Activity 1.3.2 Implement climate-resilient domestic WASH solutions in communities, with a specific focus on women and children	<p>1.3.2.1 Based on assessments in 1.3.1, develop a set of suitable WASH implementation activities for each community. Menu of options: rainwater harvesting systems at community centres; handwashing facilities linked to water systems; solar hot water at existing water pumps; technical solutions to address water-salinity or purity at water pumps - e.g. use of filters.</p> <p>1.3.2.2 Work with communities to implement gender sensitive WASH interventions identified above (procure and distribute equipment required, and work with communities to build or implement), proactively promoting women's and girls' leadership in implementation</p> <p>1.3.2.3 Equip communities with new WASH tools available to communities as required, and deliver training on new interventions distributed in the previous sub-activity</p> <p>1.3.2.4 Establish, train and equip maintenance committees, with representation of women and men, for WASH interventions to support wider community on using and maintaining new WASH tools as required</p>
Output 1.4 Climate change education,	Activity 1.4.1 Design and implement climate change	<p>1.4.1.1. Assess existing primary school curriculum to determine gaps in terms of climate change education, considering the recent launch of DRR teaching manual</p>

<p>disaster risk reduction measures and small-scale infrastructure (incl. rainwater harvesting and solar power) for schools</p>	<p>education module in primary schools</p>	<p>1.4.1.2. Develop module on climate change for primary school curriculum at national level in collaboration with Ministry of Basic and Senior Secondary Education (MBSSE) that is locally relevant, aligned with existing school subjects such as geography/environmental studies/agriculture and considers gender-specific adaptation responses</p> <p>1.4.1.3. Launch new primary school climate change module at national level</p> <p>1.4.1.4. Support MBSSE and Teaching Service Commission (TSC) staff and teachers at national and district levels to roll out primary school climate change module to 75 schools.</p> <p>1.4.1.5. Train primary school teachers and community champions to deliver primary school climate change module in 75 schools.</p> <p>1.4.1.6. Support primary school teachers to use climate change module in their classrooms through peer-to-peer learning and lesson observations</p>
	<p>Activity 1.4.2 Support district and school authorities to implement the Resilient Schools Programme, including climate change planning and disaster risk management</p>	<p>1.4.2.1 Review existing work by MBSSE and others on school climate vulnerability (e.g. environmental impact assessment as part of education sector plan) and determine which schools in SCLRP target communities have previously been involved.</p> <p>1.4.2.2 Incorporate climate resilience considerations into school safety planning, in collaboration with school leadership in 75 schools (School Management Committees - SMC), in line with MBSSE school safety policy</p> <p>1.4.2.3 Train School Management Committees (SMCs) and Board of Governors (BOG's) to analyse and respond to climate change risks, including with gender and disability lens</p> <p>1.4.2.4 Support schools to implement disaster risk reduction planning and mitigation strategies, including drills, and rolling out the DRR manual for schools (already existing - MBSSE)</p> <p>1.4.2.5 Equip schools with climate-resilient infrastructure according to individual school needs (menu of options: rainwater harvesting systems, solar electricity; solar hot water systems, solar-powered water pumps for existing boreholes, kitchen gardens with climate resilient crops) and train school staff on maintenance of infrastructure</p> <p>1.4.2.6 Gather evidence on what has worked, to share with wider school sector for best-practice climate-resilient techniques in education, including use of girl-led approaches</p>
<p>Outcome 2: Coastal communities have climate-resilient farming, fishing and alternative livelihoods and businesses</p>		
<p>Output</p>	<p>Activities</p>	<p>Description / sub-activities</p>
<p>Output 2.1: Technologies, equipment, inputs, plans and practices for climate-resilient farming, fishing and alternative livelihoods</p>	<p>Activity 2.1.1 Map needs for livelihood improvement and diversification in different communities and develop action plans for sustainable livelihoods</p>	<p>2.1.1.1 Conduct livelihoods profiles using the Household Economy Approach and identify opportunities to enhance the climate resilience of livelihoods and for alternative livelihoods, linked to and combined with the market assessment in Output 2.2 and linked to mangrove livelihood activities in Component 3</p> <p>2.1.1.2 Work with community groups (with participation of women and men) to define measures to make livelihoods more climate-resilient, and consolidate into sustainable livelihoods action plans, and integrate this into Community Adaptation Plans under Output 1.1</p>
	<p>Activity 2.1.2: Enable communities to implement climate-resilient livelihoods through training and improved practices, inputs and technologies</p>	<p>2.1.2.1 Strengthen livelihoods by establishing livelihoods circles for women and men to support implementation of new techniques, providing demonstrations of farm plots and fishing techniques, facilitating peer to peer learning and providing community tool banks with simple hand tools for climate-resilient agricultural activities</p> <p>2.1.2.2 Train local artisans on fabrication and repair of simple hand tools and then provide each trained artisan with a business start-up kit to enable them to produce hand tools for wider market adoption</p> <p>2.1.2.3 Develop a demonstration plots for farmer field schools on improved climate resilient farming practices, including procurement of new climate-resilient agricultural inputs, including improved varieties of seeds and seedlings, hermetic bags, and pest traps / bait stations for Integrated Pest Management</p>

		<p>2.1.2.4 Train lead farmers and fishers / fish preservation practitioners on peer to peer extension services. Training modules on climate smart agricultural practices may include: soil and water conservation; soil fertility improvement; adoption of improved crop varieties; agroforestry; integrated pest management; post-harvest management; household gender visioning. For fishing, training may include: managing by-catch; recognising toxic algae bloom; using alternative fish-preservation equipment (e.g. efficient fish-smoking kilns; solar driers; cold storage)</p> <p>2.1.2.5 Procure equipment for fishing and fish-preservation (e.g. improved nets; efficient fish smoking kilns; solar driers; solar-powered cold freezers) for lead fishers / fish-preservation practitioners and other community members, with the community to pay a small percentage of the initial cost.</p> <p>2.1.2.6 Through livelihoods circles, facilitate lead farmers to demonstrate new livelihoods technologies to wider community farmers (demonstration plots). Train farmers on 1) cultivation of new seed varieties, 2) how to make organic fertilizers using biomass, 3) mulching so farmers can adopt in their farms, 4) integrated pest management, 5) reducing post-harvest losses. 6) soil and water conservation 7) agro-forestry</p> <p>2.1.2.7 Conduct training for community members on monitoring agricultural yields and fish catches over time, to assess suitability of new seeds, fishing techniques etc</p> <p>2.1.2.8 Conduct training of trainers for farmers and fishers to cover: maintenance of technologies and infrastructure, establishing maintenance mechanisms; accessing supply chain for replacement parts</p> <p>2.1.2.9 To ensure sustainability, train local technicians to fabricate and repair replacement parts for new technologies (e.g. solar driers). This ensures a steady supply and strong maintenance of equipment</p>
	<p>Activity 2.1.3. Enable fishers, farmers and other community members to improve financial management to develop their livelihoods</p>	<p>2.1.3.1 Establish and train new VSLA groups in communities, and train existing groups where required using EA\$E model</p> <p>2.1.3.2 Coaching and monitoring of VSLA groups</p> <p>2.1.3.3 Conduct training with community members on personal financial management and accessing existing finance (e.g. microfinance, bank loans), focusing on women and youth and mobile last-mile banking</p>
	<p>Activity 2.1.4: Enable access to climate-resilient water harvesting and storage to support livelihoods</p>	<p>2.1.4.1 Agree with community authorities about the priority water needs for agricultural use, including space for women’s voice and leadership</p> <p>2.1.4.2 Procurement and distribution of new tools / equipment that has been decided at community level. For example: rooftop rainwater harvesting; rainwater harvesting at the farm level via irrigation and water storage facilities for use in dry season</p> <p>2.1.4.3 Conduct training to support communities to implement climate-resilient water harvesting and storage approaches to support livelihoods, including: rooftop rainwater harvesting; improved farm-level water management</p> <p>2.1.4.4 Conduct training of trainers on using these new techniques, including maintenance of equipment, access to supplies and establishing maintenance mechanisms</p>
<p>Output 2.2. Strengthened business models, skills, equipment and access to financing and markets for youth and women’s enterprises</p>	<p>Activity 2.2.1: Equip community members with entrepreneurship and business skills for climate resilient small businesses</p>	<p>2.2.1.1 Using results from market assessments in 2.2.2, identify sectors with green and emerging jobs, and identify institutions, organisations or individuals to co-deliver Training of Trainers for vocational training (e.g. alternative and climate-resilient livelihoods of carpentry, tailoring, fish smoking) for community members.</p> <p>2.2.1.2 Deliver ToTs alongside industry experts, to these community practitioners (training held at district level), so they can deliver training to women and youth within their communities</p> <p>2.2.1.3 Enrol youth for TVET courses under sectors and TVET institutions prioritized in the labour market assessment, and deliver training led by market actors identified in 2.2.1.1. Training for alternative and climate-resilient livelihoods includes broad entrepreneurship techniques (e.g. product value chains, path to market, developing business models, market</p>

		research) and sector-specific techniques (e.g. designing and building a boat for boat-making)
	Activity 2.2.2: Identify appropriate coastal products, develop business models and improve access to financing	2.2.2.1 Conduct gender-sensitive market assessment in communities on product prices, value chains for specific products and possible alternative livelihoods (linked to 2.1.1 and 3.2.1), that may include but not limited to: boat making; craft products; eco-tourism; oysters; salt-harvesting; fishing products; seaweed products; 2.2.2.2. Enable community members – especially women and youth – to develop business models for products, including detailing value chains and where products will be sold, and provide follow-up support. 2.2.2.3 Work with communities to identify financing sources for coastal product businesses, based on current options, new and existing resource mobilisation plans, and gender analysis of barriers to equitable financing 2.2.2.4 Hold matchmaking or incubator events organised by the Coastal Governance Platforms with relevant public and private sector partners, to connect business owners to sources of financing; 2.2.2.5 Engage directly with microfinance providers and banks to advocate for inclusion of climate risk terms and conditions and development of products tailored to rural communities; 2.2.2.6 Adopt learnings from Save the Children’s Green Mindset Framework and the pilot results from Youth Incubation Labs.
	Activity 2.2.3 Strengthen value chains for existing and new coastal products	2.2.3.1 , Identify key barriers in value chains for selected coastal products, and identify plan to strengthen value chains, building on Activities 2.2.1-2.2.2 2.2.3.2 Support coastal product businesses to access small-scale equipment, improve storage facilities, and access new and more distant markets. This includes a toolkit for small physical solutions, and training maintenance committees on repair / upkeep of solutions.
Outcome 3: Mangroves are conserved and restored for coastal resilience and communities have increased capacity to co-manage mangroves with government institutions		
Output	Activities	Description / sub-activities
Output 3.1: Strengthened capacity of communities and government for climate-resilient mangrove management and alternative technologies and fuel sources that reduce mangrove wood use	Activity 3.1.1: Build capacity for community-based mangrove forest management	3.1.1.1. Build technical capacity of communities (Community Mangrove Stewardship Sub-committees, Community Climate Adaptation Committees, Coastal Livelihoods Circles), NGOs, CBOs and district and national government officials for community-based mangrove forest management that enhances climate resilience, through national and community workshops: national training that includes district staff will be followed by community-level training delivered partially by trained officials, technical consultancy, and facilitators. 3.1.1.2. Undertake community-led assessments of mangrove state, diversity, threats, recovery potential and norms around mangrove use, working through Community Adaptation Committees (Output 1.1.) and dedicated Community Mangrove Stewardship Sub-committees (Output 1.1.), using gender transformative approaches that promote women's and girls' leadership in community-led processes. 3.1.1.3. Identify alternative context-appropriate technologies to reduce mangrove wood demand, including the options of solar fish drying, efficient fish smokers, alternative wood sources for smoking, efficient cookstoves, alternative non-wood fuel cookstoves, efficient salt production methods, and woodlots for timber or charcoal. This will be done collaboratively by communities, local government and technical experts via the Coastal Governance Platforms (Output 1.1.) and selected options will be implemented under Outputs 2.1 and 2.2. 3.1.1.4. Co-design and implement an awareness-raising campaign and social and behavioural change (SBC) process on mangrove conservation, restoration, sustainable livelihood practices around mangroves and land use zoning (linked to Activity 2.1.2. and Activity 3.2.1) 3.1.1.5. Establish knowledge sharing mechanisms such as exchange visits between communities to demonstrate local successes, linked to the Coastal Governance Platforms (Activity 1.1.4) and Coastal Livelihoods Circles (Activity 2.1.2) This will include designing and delivering a radio campaign on sustainable mangrove-use, including voices of women and girls.

Output 3.2 Mangroves conserved and restored via assessments, management plans, planting and monitoring	Activity 3.2.1: Develop community-led mangrove management plans	<p>3.2.1.1. Assess and map mangroves via remote sensing, ground-truthing and expert ecological fieldwork, building on community-led mangrove assessments (Activity 3.1.1.) and including training on geographic information systems (GIS) for national and district government and PMU staff.</p> <p>3.2.1.2. Develop mangrove management plans via participatory land-use planning, considering land tenure, local zoning, existing resource use and by-laws, gender, and the maps and options from sub-activity 3.2.1.1, in order to define areas and targets for conservation, restoration, sustainable use and establishment of woodlots.</p> <p>3.2.1.3. Advocate and explore opportunities for Payment for Ecosystems Services (PES) among different levels of government and private sector</p>
	Activity 3.2.2 Community-led ecosystem monitoring and compliance with by-laws	<p>3.2.2.1. Develop protocol for mangrove monitoring and data collection (ecological condition and human interactions), defining what data will be collected by technical experts and what by community members</p> <p>3.2.2.2. Train and support community members (including Community Mangrove Stewardship Sub-committees) to monitor mangroves and collect specific data, including via mobile phones.</p> <p>3.2.2.3. Expert monitoring of mangroves through on-the-ground data collection by technical experts (at least once a year)</p> <p>3.2.2.4 Assess existing by-laws on mangrove use, support development of new by-laws as needed, and embed by-laws in Mangrove Management Plans (Activity 3.2.1) and local and district development plans under Output 1.2., in close collaboration with community structures.</p> <p>3.2.2.5. Conduct awareness raising and training on by-laws to ensure full community buy-in</p> <p>3.2.2.6. Establish and support designated community eco-guards to patrol mangrove areas for compliance with by-laws, and pilot incentives for ecoguards to protect mangroves</p>
	Activity 3.2.3 Develop community-level coastal protection plans	<p>3.2.3.1 Undertake coastal protection needs assessments (by technical team and community) at the community-level to identify and map erosion and inundation hotspots and understand frequency and severity of inundation, in order to identify areas where micro-scale artificial coastal protection measures could be considered, areas where mangroves can be restored to provide coastal protection to communities, as well as potential areas where managed retreat should be considered. This information will be used for CAPs</p> <p>3.2.3.2 Conduct site-specific engineering assessments for design of micro-scale, artificial coastal protection measures at selected sites using low-cost, locally available materials and for considering practices that can support coastal protection such as planting coconut trees. This will be done after and informed by the coastal protection needs assessment.</p> <p>3.2.3.3 Based on assessments, work with community groups to develop coastal protection plans and establish knowledge sharing mechanisms (including socializing mangrove restoration protocols determined in 3.2.4)</p>
	Activity 3.2.4 Restore mangroves and implement community-level coastal protection	<p>3.2.4.1 Work closely with community, including women and men, to embed knowledge from previous interventions and ensure understanding of coastline protection measures to facilitate successful shoreline protection strategy through ongoing discussions</p> <p>3.2.4.2 Develop mangrove restoration protocol, based on local knowledge, assessment findings, lessons learned from past initiatives such as the WABiCC project and international best practice (including how to do appropriate site selection, facilitating favourable biophysical conditions, identification and use of different mangrove species, planting methods, monitoring methods.). This will be developed at national level and applied across all target areas in line with local conditions.</p> <p>3.2.4.3 Provide communities with sets of equipment, tools and materials for conservation, restoration, maintenance of micro-scale artificial coastal protection measures, establishment and management of woodlots and coconut trees.</p> <p>3.2.4.4 Demarcation and sign-posting of mangrove conservation areas, natural regeneration areas and mangrove planting areas selected under Community Mangrove Management Plans (Activity 3.2.1)</p>

		<p>3.2.4.5 Restoring mangroves in selected areas, including site preparation, seed/wildling/seedling collection from adult mangroves and planting as well as monitoring restored areas via Activity 3.2.2.</p> <p>3.2.4.6 Implement micro-scale, artificial coastal protection measures designed under Activity 3.2.3. at selected sites</p> <p>3.2.4.7 Complementing mangrove restoration and micro-scale, artificial coastal protection measures with supporting measures such as coconut tree planting where technically appropriate</p> <p>3.2.4.8 Establish community woodlots based on sites selected in 3.2.1, to provide alternative wood sources, so that the reliance on mangrove wood is reduced and mangrove ecosystems are protected</p>
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Appendix 2: SC Safeguarding Risk Assessment

Safeguarding risk assessment have been redacted in accordance with the GCF Information Disclosure Policy, as the portion is confidential under the disclosure policy of the Accredited Entity.

Appendix 3: Environmental and Social Screening Forms

Part 1: Environmental and Social Screening Questions

PESSMS Part 1 Screening Questions	Yes/No/Unsure
<p>Does the project involve any of the following:</p> <ul style="list-style-type: none"> • medium to large-scale infrastructure such as roads, bridges, railways, ports, infrastructure for energy generation; or • development of irrigation and drainage, diversion of water; or • land clearing, intensification of land use; or • hazardous materials, wastes, pollutants; or • activity in mining, energy, forestry, fisheries, water supply, urban development • (construction), transport, tourism or manufacturing sectors? 	
<p>Does the project involve any of the following:</p> <ul style="list-style-type: none"> • small to medium scale infrastructure such as localised water supply and/or sanitation • infrastructure; irrigation and drainage; rural electrification, rural roads; or • construction/structural renovation /demolition of any building for example: schools, hospitals or public buildings; or • localised use of natural resources, including small-scale water diversion, fisheries, agriculture, commercial animal farming, or other types of land-use change? 	
<p>Does the project involve any of the following:</p> <ul style="list-style-type: none"> • the temporary or permanent dislocation of ((non-)indigenous) individuals or communities; or • negatively impact the availability of community services and/or the quality of life, safety or cultural identity/heritage of ((non-)indigenous) communities and their resources, or • alter, remove or destroy the fabric and/or value of a heritage place or setting? 	
<p>Will the activities potentially generate hazardous waste and pollutants including pesticides and contaminate lands that would require further studies on management, minimization and control and compliance to the country and applicable international environmental quality standards?</p>	
<p>Does this project need to meet any national environmental standards or requirements?</p>	
<p>Will the proposed activities potentially involve resettlement and dispossession, land acquisition, and economic displacement of persons and communities?</p>	

Part 2: Risk Categorisation Checklist

Consider the following questions in order to assess whether the project is likely to have significant (negative) environmental or social impacts.				
		Y/N/?	Concern	Comment
1	Impacts on landscapes and soils			
	• substantially alter natural landscape features,			
	• cause subsidence, instability or substantial erosion, or involve medium or large-scale excavation of soil or minerals?			
2	Impacts on coastal landscapes and processes			
	• alter coastal processes, including wave action, sediment movement or accretion, or water circulation patterns,			
	• permanently alter tidal patterns, water flows or water quality in estuaries,			
	• reduce biological diversity or change species composition in estuaries, or extract large volumes of sand or substantially destabilise sand dunes?			
3	Impacts on ocean forms, ocean processes and ocean life			
	• reduce biological diversity or change species composition on reefs, seamounts or in other sensitive marine environments,			
	• alter water circulation patterns by modification of existing landforms or the addition of artificial reefs or other large structures,			
	• substantially damage or modify large areas of the seafloor or ocean habitat, such as sea grass,			
	• release oil, fuel or other toxic substances into the marine environment in sufficient quantity to kill larger marine animals or alter ecosystem processes, or release large quantities of sewage or other waste into the marine environment?			
4	Impacts on water resources			
	• measurably reduce the quantity quality or availability of surface or ground water,			
	• channelise, divert or impound rivers or creeks or substantially alter drainage patterns, or measurably alter water table levels?			
5	Resource Efficiency and Pollution Prevention			
	• generate smoke, fumes, chemicals, nutrients, or other pollutants which will substantially reduce local air quality or water quality,			

	<ul style="list-style-type: none"> involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials, 			
	<ul style="list-style-type: none"> increase atmospheric concentrations of gases which will contribute to the greenhouse effect or ozone damage, or 			
	<ul style="list-style-type: none"> substantially disturb contaminated or acid-sulphate soils, or 			
	<ul style="list-style-type: none"> activities that require significant consumption of raw materials, energy, and/or water? 			
	Impacts on plants			
	<ul style="list-style-type: none"> involve medium or large-scale native vegetation clearance, 			
	<ul style="list-style-type: none"> involve any clearance of any vegetation containing a listed threatened species which is likely to result in a long-term decline in a population or which threatens the viability of the species, 			
6	<ul style="list-style-type: none"> introduce potentially invasive species, 			
	<ul style="list-style-type: none"> involve the use of chemicals which substantially stunt the growth of native vegetation, or 			
	<ul style="list-style-type: none"> involve large-scale controlled burning or any controlled burning in sensitive areas, including areas which contain listed threatened species, or 			
	<ul style="list-style-type: none"> involve harvesting of natural forests, plantation development, or reforestation? 			
	Impacts on animals			
	<ul style="list-style-type: none"> cause a long-term decrease in, or threaten the viability of, a native animal population or populations, through death, injury or other harm to individuals, 			
7	<ul style="list-style-type: none"> displace or substantially limit the movement or dispersal of native animal populations, 			
	<ul style="list-style-type: none"> introduce invasive or exotic species which will substantially reduce habitat or resources for native species, or undertake large-scale controlled burning or any controlled burning in areas containing listed threatened species? 			
	Impacts on habitats			
8	<ul style="list-style-type: none"> Would the project/programme potentially cause adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes 			
	<ul style="list-style-type: none"> Are any project/programme activities proposed within or adjacent to critical 			

	habitats and/or environmentally sensitive areas, including legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?			
	<ul style="list-style-type: none"> Does the project/programme involve the production and/or harvesting of fish populations or other aquatic species? 			
	Impacts on people and communities (indigenous and nonindigenous)			
9	<ul style="list-style-type: none"> substantially increase demand for, or reduce the availability of, community services or infrastructure which have direct or indirect impacts on the environment, including water supply, power supply, roads, waste disposal, and housing, 			
	<ul style="list-style-type: none"> affect the health, safety, welfare or quality of life of the members of a community, through factors such as noise, odours, fumes, smoke, or other pollutants, 			
	<ul style="list-style-type: none"> cause physical dislocation of individuals or communities, or 			
	<ul style="list-style-type: none"> substantially change or diminish cultural identity, social organisation or community resources? 			
	<ul style="list-style-type: none"> provide for activities to be designed, implemented and monitored to ensure they are safe and prevent Sexual Exploitation, Sexual Abuse and Sexual Harassment (SEAH) 			
	Impacts on land use and resources			
10	<ul style="list-style-type: none"> Would the project/programme possibly result in economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation), or 			
	<ul style="list-style-type: none"> Would the proposed project/programme possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources? 			
	<ul style="list-style-type: none"> Does the project/programme involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? 			
11	Impacts on heritage (indigenous and non-indigenous)			

	<ul style="list-style-type: none"> permanently destroy, remove or substantially alter the fabric (physical material including 			
	<ul style="list-style-type: none"> structural elements and other components, fixtures, contents, and objects) of a heritage place 			
	<ul style="list-style-type: none"> involve extension, renovation, or substantial alteration of a heritage place in a manner which is inconsistent with the heritage values of the place, 			
	<ul style="list-style-type: none"> involve the erection of buildings or other structures adjacent to, or within important sight lines of, a heritage place which are inconsistent with the heritage values of the place, 			
	<ul style="list-style-type: none"> substantially diminish the heritage value of a heritage place for a community or group for which it is significant, 			
	<ul style="list-style-type: none"> substantially alter the setting of a heritage place in a manner which is inconsistent with the heritage values of the place, or 			
	<ul style="list-style-type: none"> substantially restrict or inhibit the existing use of a heritage place as a cultural or ceremonial site? 			
	Impacts on landscapes and soils			
12	<ul style="list-style-type: none"> substantially alter natural landscape features, 			
	<ul style="list-style-type: none"> cause subsidence, instability or substantial erosion, or 			
	<ul style="list-style-type: none"> involve medium or large-scale excavation of soil or minerals? 			

Gender Equity and Women's empowerment		Y/N/?	Concern	Comment
1	Is there a likelihood that the proposed project/programme would have adverse impacts on gender equality and/or the situation of women and girls?			
2	Would the project/programme potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?			
3	Have women's groups/leaders raised gender equality concerns regarding the project/programme during the stakeholder engagement process and has this been included in the overall project/programme proposal and in the risk assessment?			

4	Would the project/programme potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?			
Access and equity and protection of human rights				
5	Could the project/programme lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?			
6	Is there a likelihood that the project/programme would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?			
7	Could the project/programme potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?			
8	Is there a likelihood that the project/programme would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?			
9	Are there measures or mechanisms in place to respond to local community grievances?			
10	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the project/programme?			
11	Is there a risk that rights-holders do not have the capacity to claim their rights?			
12	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?			
13	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project affected communities and individuals?			

Environmental and Social Action Plan Template

Summary of risks	Mitigation measures	Risk significance	Responsible party/person	Schedule	Expected results	Cost/Budget
<i>This contains the description of risks and can be derived from the responses to the screening questions in Part 2.</i>	<i>Options to avoid, reduce, mitigate risks and impacts. This may also indicate additional due diligence and specific management plans</i>	<i>This contains a description of the overall level of risk using the SCA PESSMS definitions.</i>	<i>Individual person, unit, or entity tasked to carry out the mitigation measures</i>	<i>Timing of implementation of measures including any additional due diligence and management plans and may depend on the stage of implementation</i>	<i>Expected outputs of the measures</i>	<i>Estimated cost of carrying out the measures</i>