

**INTEGRATED SAFEGUARDS DATA SHEET
APPRAISAL STAGE**

Report No.: ISDSA5296

Date ISDS Prepared/Updated: 27-Jun-2014

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I. BASIC INFORMATION

1. Basic Project Data

Country:	South Sudan	Project ID:	P143975
Project Name:	Institutional Development and Capacity Building Project (P143975)		
Task Team Leader:	Verena Maria Fritz		
Estimated Appraisal Date:	07-Jul-2014	Estimated Board Date:	16-Oct-2014
Managing Unit:	AFTP2	Lending Instrument:	Technical Assistance Loan
Sector(s):	Central government administration (90%), Public administration- Health (5%), Public administration- Transportation (5%)		
Theme(s):	Administrative and civil service reform (35%), Public expenditure, financial management and procurement (35%), Other accountability/ anti-corruption (10%), Other public sector governance (5%), Managing for development results (15%)		
Is this project processed under OP 8.50 (Emergency Recovery) or OP 8.00 (Rapid Response to Crises and Emergencies)?			No
Financing (In USD Million)			
Total Project Cost:	40.00	Total Bank Financing:	40.00
Financing Gap:	0.00		
Financing Source			Amount
BORROWER/RECIPIENT			0.00
International Development Association (IDA)			40.00
Total			40.00
Environmental Category:	C - Not Required		
Is this a Repeater project?	No		

2. Project Development Objective(s)

The project development objective is to introduce a results orientation and to enhance core human resource management and development and public finance management capacities and functions in

key targeted ministries.

3. Project Description

45. The IDCB Project will seek to support an increased focus on performance and results as well as its efforts to enhance institutional development and capacity building through three main interrelated components: support for initiating results-based management, monitoring and evaluation and leadership development; support for strengthening institutions for human resource management and development; and support for further developing public financial management systems, capacities, and practices and for strengthening accountability in the use of resources. Overall, these activities will target three core ministries/institutions (Office of the President, MOLPSHRD, MOFEP), and initially three sector ministries (MoH, MoTRB, and MoAFARF), as well as the Audit Chamber of South Sudan and the establishment of a Parliamentary Budget Office. Improvements in these aspects of public sector management are expected to have mutual synergies and jointly addressing them is expected to reduce existing bottlenecks for strengthened delivery of services and of public infrastructure in South Sudan. The project will intersect and will seek to build synergies with other development support, provided both by the World Bank and by other partners. This may include providing co-funding for activities initiated by other development partners when this is the most appropriate form of support within the parameters of the components of IDCBP.

46. Given the importance of transparency and participation to strengthen state legitimacy, social accountability tools and approaches will be mainstreamed into project components. In particular, the project proposes to encourage or support transparency in procurement, the use of public expenditure tracking ('PETS'), and independent budget analysis (see also Annex 6).

47. The proposed IDCB Project seeks to provide support to the GoRSS to make progress in public sector development in three interrelated key areas. The project builds on what has been achieved since the CPA, while also taking into account where progress has stalled or been partially reversed over the past two years due to austerity and renewed conflict. It also incorporates lessons from what has been less successful in South Sudan and in other post-conflict countries and considers the risks involved. As set out above, the relatively broad scope is expected to help make progress in interrelated areas so that the overall public sector improves in effectiveness, rather than seeking deep reforms in a single area. Components and sub-components may need to be adjusted in response to an evolving situation on the ground, given that earlier gains in institutional development have been negatively affected by the return to conflict since December 2013, and related to this, changes in the support by other development partners. A mid-term review of the project is scheduled to take place 18 months after effectiveness to enable adjustments to be made in a timely manner.

C. Project Components

Component 1: Result-oriented Management and Leadership

48. The GoRSS has recognized the need for a greater focus on delivering public services which has lagged behind expectations of citizens and has in turn contributed to fragility. Prior to the re-start of the conflict in late 2013, the government embarked on a major initiative to develop a system of results-based management across the public administration. As is clear from the experience of other countries, the process for establishing such a system will take time and will entail a number of challenges. In the context of a weak institutional environment, the main benefits of this component are expected to be (a) the effect of signaling government commitment to improving service delivery across the public administration and (b) developing insipient capacity to monitor whether policies and government efforts are indeed leading to improvements.

49. This component is most evidently dependent upon government commitment and attention to strengthening the delivery of public goods and services. It will assist the government with building an actual system to signal and follow through on its commitment, and to monitor progress and results. Implementation of the component may have to be adjusted in case that GoRSS shifts the institutional responsibility for performance management.

The component will include the following:

51. Support to the Government Performance Management Secretariat that has been established in the Office of the President since late 2013. The Secretariat is being tasked to implement the presidential initiative to develop Performance Contracts between the Office of the President and ministries and departments and to monitor their implementation. The project will support the Secretariat to initiate a system of Results-Based Management, including a strong M & E function, to monitor and to support priority project implementation efforts and to play a coordinating role across government agencies.

52. As part of the establishment of performance management, the project will support the use of implement Rapid Results Initiatives (RRI) as an approach and tool to deliver specific initiatives and targets on service delivery and related government services.

53. Support to the M&E units being established within the Secretariat as well as across ministries, with a focus on the five target ministries (MOFEP, MOLPSHRD, MOH, MTRB, and MoAFARFA). The GoRSS is keen to expand its ability to monitor and evaluate its own performance and progress with service delivery (to date M&E has largely been undertaken by development partners only). The project will support continuous training and coaching for M&E officers, including direct hand-holding and further case-based learning around M&E tasks. As needed, this may include support for the acquisition of software tools.

54. Promote Leadership Skills Building, through organizing training workshops, mentoring and coaching, to promote the development of responsive and accountable as well as effective leadership. The project will support training in adaptive leadership to teams to address specific adaptive problems/challenges will complement the rapid results initiative.

Component 2: Strengthening Institutions for Human Resource Management and Development

The component will include the following:

55. Working with and through the MoLPSHRD, the project will seek to support the process of strengthened public sector capacity and the development and embedding of systems for HR and for records management. It will support the development of a school of public service in South Sudan that can deliver more continuous capacity development and can successively cover a wider range of civil servants than has been possible to date, to help develop longer term solutions for capacity gaps. The need for a long-term and systematic approach to capacity building is a key lesson from recent cross-country analytic work as summarized in section I (see also OECD 2010). The main challenge will be to define the right balance between a centralized effort and more sector-specific capacity building approaches, as highlighted by reviews of the MDTF.

56. With regards to HR systems, the component seeks to support the further development and deployment of the South Sudan Electronic Payroll System (SSEPS), the strengthening of a Recruitment Board and the establishment of a Diaspora program, which will both contribute to the

hiring of qualified staff into the public service. Furthermore, the component will support MOLPSHRD to implement its mandate for better records management in selected government central government institutions and sector ministries. SSEPS has been recognized as an important tool for ensuring the integrity of the public sector payroll.

57. Finally, the project will support the operationalization of a pension system in South Sudan. This will enable civil service staff reaching the retirement age to leave the active civil service. The establishment of a pension system also has the potential to contribute to the renewal and strengthening of the civil service through the complimentary effort at strengthening the recruitment function.

58. The level of ambition within each of the sub-components is to establish institutions, systems and processes that are 'fit for purpose' for a fragile and conflict-affected environment. In terms of sequencing, sub-components (i), (ii), (iii) and (iv) are immediately actionable and build on prior work. Sub-component (v), developing the CSRB, will depend on political commitment to proceed with a strengthened recruitment process. Sub-component (vi) builds on some earlier effort (to establish an Electronic Record Management system in the Ministry of Cabinet Affairs, pursued successfully under the CABIHRD process), but will need to be gradually developed in order to pursue a viable system of record keeping.

59. Support to the Policy Planning and Budget Unit of the MoLPSHRD. The aim of the support is to develop an effective Policy Planning & Budget Unit with timely and effective procedures for policy formulation, planning, and budget preparation and implementation, as well as M&E. This will in turn strengthen MoLPSHRD's ability to project its efforts at continuous public service improvements across government and service delivery functions.

60. Supporting the establishment of a South Sudan Management Development Institute . The key objective of the Institute will be to provide civil servants both at the national and at the state level with crucially needed public administration skills for improving their on-the-job performance. Support will include curriculum development, institutional design and support for establishing the institute, the appropriate combination of training modalities (including class-room based and on-the-job modules, investing in the training of trainers, etc.), establishing certification, and evaluation. In the process of establishing the institute, MOLPSHRD will continue to liaise with key service delivery sectors to understand their training needs and how these can best be met between sector-specific training and cross-cutting skills. Responsibility for the development of core sector specific skills (e.g. medical training for nurses) will continue to rest with sector ministries, but SSMDI is expected to offer selected course modules related to management in key sectors (e.g. management for health sector staff).

61. The project will provide support to the further development and deployment of the South Sudan Electronic Payroll System (SSEPS). SSEPS has the potential to make an important contribution towards a well-managed public service. A basic initial excel-based system (SSEPS I) has been in place since 2010. The development of a more comprehensive web-based system (SSEPS II) started in 2012, with piloting of the system taking place since early 2013. As of spring 2014, SSEPS II was in principle in use for the central government, and for Central Equatoria state (actual payments were switched back to cash due to the ongoing conflict and a partial exodus of civil servants).

62. Support for establishing a pension system. In 2013, the South Sudan Pension Fund Act was

passed by the Legislative Assembly. This provides for a Pension Fund to be established and tasked with administering relevant pension schemes. The Assembly also passed the Civil Service Pension Scheme Act which provides for a pension scheme for civil servants. The Pension Fund Act provides the parameters for the governance of the Fund, and board members have since been appointed. However the Fund is not yet operational, and significant work is required to develop and implement the various policies and procedures of the Fund. The MoPSHRD has requested support to operationalize the Fund, including support to developing and finalizing policies and procedures for approval by the board, followed by support to implement these procedures (in particular the vetting of files at national and sub-national levels). Once operational, the Pension Fund will require support in implementing the provisions of the Civil Service Pension Scheme. The project will not fund the actual payment of pensions to retirees.

63. Support to Civil Service Recruitment Board (CSRБ). The aim of the support is to strengthen the CSRБ to develop capacity to implement a merit-based recruitment and selection policy across the civil service. This will include supporting the adoption of an appropriate legal framework for the CSRБ including preparation of CSRБ Draft Bill and relevant follow-up regulation. The CSRБ will also be assisted to establish a database and improve management of records on establishment posts, vacant posts, potential job seekers, advertisement records, and recruitment and selection decisions. The support will further help enhance CSRБ staff capacity through training.

64. Diaspora Program to tap into South Sudanese professionals abroad. The GRSS through MoLPSHRD seeks to strengthen its outreach to, policies for, and potential recruitment of diaspora professionals into civil service positions. Potentially diaspora professionals can bring much needed technical and managerial expertise to fill critical positions in the public service. These critical positions will be identified across government and advertised on the basis of relevant job descriptions and monetary and non-monetary incentive packages to attract diaspora professionals to priority positions.

65. Support to improved records management in selected ministries. Managing and storing government records systematically and reliably is a key challenge for the government, which also affects accountability. MoLPSHRD seeks to play a key role, jointly with MoFEP in setting standards and working with selected MDAs (MoH, MoTRB, OOP, MOFEP and MoLPSHRD) to establish effective records management.

66. The support builds on previous efforts by MoLPSHRD and is guided by MoLPSHRD's overall mandate and its Medium Term Capacity Development Strategy adopted in 2011. It is expected that the Management Development Institute will make an important contribution to enabling more continuous training opportunities within South Sudan for civil servants, especially in skills that are required in many positions across the public service, such as budgeting and budget monitoring, systematic record keeping, use of key IT systems, and similar skills. The support to SSEPS provides important continuity to an effort that has been initiated since 2009 by the CBTF and which has made critical contributions to strengthening the payroll and overall HRM. Similarly, establishing a pension system is a crucial reform for establishing a normally functioning and staffed civil service; and also fulfills an important promise made to those who have worked in the civil service and who reached retirement age.

Component 3: Strengthening selected aspects of Public Financial Management and Accountability in selected central agencies and sector ministries

The component will include the following:

67. The component builds on critical bottlenecks identified through the 2012 PEFA assessment. The focus is on (i) strengthening domestic capacity for budget preparation, execution and monitoring in MOFEP; (ii) strengthening PFM capabilities in the targeted sector ministries, (iii) strengthening public investment management and procurement; and (iv) further developing the accountability and oversight institutions for public finances.

68. The level of uncertainty over other sources of funding is particularly high in this area. This concerns in particular support for budget preparation and execution functions. Support will be closely coordinated with that provided by other development partners to ensure that there is sufficient depth of support in key areas aligned to the government's plan for strengthening PFM functions, while avoiding duplication (Annex 7 provides an overview of PFM support provided by various development partners, including known changes since December 2013).

69. Support for continuous systems strengthening and training of staff in MOFEP's budget and accounts departments. Building on previous and ongoing efforts, Training will be designed to be provided mainly in-country and will combine classroom based training with on-the-job support in collaboration with current technical assistants. Both departments are being supported by other development efforts targeting the functioning of systems and processes; complementary to these, support provided through IDCBP will focus on strengthening the capacity of national staff. Accountants are posted from the Ministry of Finance to sector departments. As training modules are established, they will also be offered to staff in state-level ministries of finance.

70. Capacity development in the area of budget preparation and execution for targeted sector ministries: sector ministries have thus far not benefitted from substantial support for strengthening their capacities to manage funds. The component will target supporting staff training and the development of systems and processes in Planning Departments and Administration and Finance Departments. There is a window of opportunity, as accounting staff in MDAs is now seconded from MoFEP, as foreseen in the PFMAA. Also, with the eventual ending of the austerity period, a growing need to decentralize budgeting and accounting functions from MoFEP is expected at least to selected larger sector ministries.

71. Supporting more effective public investment management as a key aspect of budget preparation and execution: Strengthened public investment planning is essential for guiding and managing the process of re-building and expanding physical infrastructure in a post-conflict country like South Sudan, and strengthening capacity in this area has been a key recommendation by the IMF. Support will be focused on the targeted sector ministries responsible for developing and costing proposed public investment projects and on a planned unit under the Budget Department in MOFEP, to be charged with vetting and monitoring capital expenditures; and will be closely aligned with support provided by other development partners.

72. Selected public procurement reforms and capacity building: this will include support to the implementation of the new procurement law (in close collaboration with a procurement focused IDF grant (P144038)) and supporting the strengthening of procurement processes, skills, and practices. A new procurement bill is pending in the Legislative Assembly. Support comprises establishing a procurement cadre in the civil service; relevant HR policies and regulations; procurement capacity building including development and roll-out of training modules on various aspects of procurement, procurement planning and audit, records, logistics and equipment support. The support under this

component will build on the Institutional Development Fund technical assistance by the World Bank and on support being provided by USAID/CORE II.

73. Strengthening external audit and oversight: this includes (i) continuing support to external audit, through supporting continuous training as the office expands (from a current 100 to an expected 200+ staff; increasing coverage of state level governments is envisaged to be covered from a central office in Juba), supporting the use of good audit practices and the further audit chain through the legislature, as well as responses of audited entities (MDAs, state governments). (ii) Support to relevant committees in the Parliament, including setting up a Parliamentary Budget Office. A SPF grant (P127107, Strengthening Core Functions of Economic Management) is providing initial support for selected activities which the project will continue after effectiveness and as the grant support will come to a close in mid-2016. Support to the parliamentary budget and public accounts committees will be undertaken in collaboration with WBI.

74. Additional support may be provided upon government request for other PFM functions and challenges, depending on the availability of support from other DPs. This may include support to the tax directorate (with a focus on non-oil revenues) and a focus on stock-taking and strengthened management of arrears and sovereign debt. Revenue mobilization is a central aspect of state-building, and typically faces particular challenges in countries dependent on natural resources; while it is currently expected that support by other development partners will resume (see Annex 7). Arrears and a weakly managed proliferation of debt have rapidly accelerated as problems in South Sudan in recent years. Complementary support such as TA for strengthening of the Front office of the Minister of Finance, and potentially for macro-fiscal forecasting and for development planning in MOFEP (South Sudan Development Initiative) may be provided if needed. Currently, support to these aspects is delivered through an SPF grant (until mid-2016). Once the SPF grant closes, government may request a continuation of capacity building support to these units as part of the PFM component of the IDBCP.

75. The possibility of support for strengthening PFM at the state level will be explored. State-level ministries of finance play an important role in developing sub-national budget proposals as well as in sub-national budget execution. Over the coming years, some of these functions are expected to be further devolved to the county level, but state level ministries are expected to retain a significant role. For the coming 18 months (through the end of 2015), an EU Technical Assistance grant is providing technical assistance to State Ministries of Finance. It will be explored what form of support may be most valuable for ensuring that PFM systems function well at sub-national levels to ensure that funding can be channeled reliably and effectively to front line service delivery functions in particular beyond the time-horizon of the current EU support.

76. Support to further strengthening Public Financial Management is designed with a view to being flexible and extending or complementing existing efforts, in particular those made by USAID/Core II and DFID/BSI, as well as by IDF and SPF grants (P127107, P144038) currently provided by the World Bank (see Annex 7). Extending support for budget planning and execution to sector ministries and the focus on public investment management are important complementary areas that are expected to commence as the project becomes effective. If relevant and most suitable, GoRSS can use the IDA resources provided to scale up capacity building activities initiated by other agencies. The project will seek to prioritize opportunities for in-depth training on the job as well as through evening and on-line courses. Many of the existing support mechanisms (WB grants, USAID/CORE II) are scheduled to close between mid-2015 and 2017; however, implementation schedules may shift as many TA activities have been suspended since late 2013.

Component 4: Project management

The component will include the following:

77. This component is to support the GRSS in managing and coordinating project activities and will be located under MoFEP. Specifically, the component will: (a) support the establishment and operationalization of a Project Management Unit (PMU) as a joint PMU with LGSDP; (b) support project financial management and procurement functions for the implementing agencies (c) staffing and training of professional staff in FM, procurement, M&E and other support functions required by the implementing agencies; (d) support the collection of data to facilitate project monitoring and reporting (e) impact evaluation on the training delivered, including data collection, analysis and reporting led by the MoLPSHRD and (f) operational cost of project coordination.

78. The establishment of a joint PMU with LGSDP is judged to be the most reasonable way for delivering support and strengthening coordination, while also meeting the fiduciary expectations of the contributors to IDA. PMU staff is expected to be hired locally where possible or otherwise regionally. The project will work with and develop country systems in multiple ways: a) by ensuring that the funding provided can be reflected on annual budgets, b) by assisting the national Audit Chamber to expand its capacity, including for auditing aid-funded projects, and c) by strengthening country systems as such, including the capacity for M&E, HRM, and budget planning, and execution, including procurement.

D. Project Financing

79. The lending instrument is a Technical Assistance Loan (TAL) of \$40 million with a project life of five years. The credit will be on standard IDA terms with a repayable period of 38 years with a 6-year grace period. As a new member with a 2012 GNI/capita (Atlas method) of US\$790, South Sudan will be classified as a regular IDA borrower and will receive regular IDA credits.

E. Project Cost and Financing

80. Table 3 provides a breakdown of project costs by component. The costs below include a Project Preparation Advance (PPA) of US\$2.5m to finance consultancy services, training, workshops, small works, and operating costs to ensure readiness for implementation by project effectiveness, which was approved in April 2014 and is expected to be implemented prior to project effectiveness.

81. The unallocated amount is proposed to be US\$2.45, equivalent to about 6 per cent of the total. This unallocated funding is proposed as a way to maintain the flexibility needed for a project in the highly uncertain context of South Sudan. It is proposed that the unallocated funds can be used to provide additional funding for project activities where this is justified, as well as in particular for activities indicated as tentative under the project components. It is expected that by the Mid-Term Review, the allocation of funds across components will be revisited and adjusted as appropriate.

Table 3: Project cost and financing overview

IDA Financing (in US\$)	% Financing	Project cost(in US\$)	
1. Results-based Management and Leadership 100	3,250,000	3,250,000	
2. Strengthening Institutions for HRM and HRD 100		22,10,000	22,100,000

3. Strengthening selected aspects of Public Financial Management in central agencies and selected sector ministries	10,100,000	100	10,100,000	
4. Project management and Impact Evaluation	2,100,000		2,100,000	100
5. Unallocated	2,450,000		2,450,000	100
Total Costs	40,000,000	40,000,000		100
Total Project Costs	40,000,000	40,000,000		100
Total Financing Costs		40,000,000	40,000,000	100

F. Lessons Learned and Reflected in the Project Design

82. The World Bank has provided support to institutional development and capacity building in South Sudan since 2003-04 alongside support provided by other development agencies. Previous World Bank engagement includes: (i) Capacity Building in Post-Conflict Sudan (LICUS grant), (ii) Institutional and Human Development in South Sudan (P100980)/ Capacity Building, Institutional and Human Resource Development Project (CABIHRD, MDTF-SS) , (iii) Core Fiduciary Systems Support Project (P098639), as well as capacity building efforts for sub-national levels.

83. Effective capacity development in South Sudan has proven more challenging than was originally anticipated. The overall IEG rating for P100980 has been ‘moderately unsatisfactory’, while the suggested ICR rating for P098639 is satisfactory (yet to be reviewed by IEG). Over the past 5-10 years, the World Bank has also supported capacity building in a number of other post-conflict countries (such as Afghanistan, DRC, Liberia, and Sierra Leone) which offer some useful lessons.

84. Evaluations also note the positive progress that has been achieved. As the independent evaluation of the MDTF-SS emphasizes (2013), in South Sudan a public sector had to be established largely from scratch, in terms of physical infrastructure, human resources, and a legal basis – the latter due to the fact that the government deliberately sought to develop a new legal framework, rather than building gradually on that inherited from Sudan.

85. The conflict that erupted in late 2013 underlines the fact that public sector development takes place within a high risk context. The violent contestation is linked to a sense that groups have not received fair benefits from independence; while the threat of violence itself is likely to render efforts at developing a meritocratic and effective public sector more challenging.

86. There are three key insights from recent reviews and re-thinking of approaches to reforming and strengthening public administrations. Firstly, there is an important need to ensure a problem-driven approach (see PSMA 2012), targeting actual bottlenecks to a good functioning of the public sector, rather than primarily seeking to establish institutional ‘forms’ copied from more developed contexts. Second, complexity and rigidity in project design increase the risks of problems emerging during implementation (and can make these more challenging to address). Third, (sustained) political commitment (based on underlying incentives) increases the likelihood of successful implementation

– and inversely projects have to cope with the risk of volatility or variability of such commitment.

87. A key criticism raised with regards to the preceding project (P100980) was that while its objectives were highly relevant, it suffered from insufficient contextualization. The project failed to ‘stem the tide’ during a period of rapid and uncoordinated expansion of the public service. The new operation is being designed in a context that is now marked by considerable distortions. Its approach is to primarily go ‘with the grain’ – i.e. work with and within the prevailing incentive environment, while also seeking to help government to hold steady on some improvements that have been repeatedly attempted. This will need to be pursued against the background of renewed conflict and possibly continued insecurity and uncertainty, which on the one hand includes an increased pressure on South Sudan’s leadership to demonstrate a focus on service delivery, while on the other hand also creating high pressures to satisfy various particularistic and patronage-based demands.

88. The proposed project seeks to take several of these lessons on board in its design, as well as building on the OECD’s insights and principles for engagement in fragile states. Firstly, it explicitly includes a focus on key service delivery sectors and seeks to improve how central agencies support these line ministries and agencies and how these interact. At the same time, to limit complexity, the project will initially focus its engagement to three core ministries/agencies and two sector ministries. The intention is to maintain the flexibility to broaden its scope over time if the core approach proves viable and effective (including possible use of additional funds). The support to sustainable capacity development with the aim of reducing reliance on external TA over time, strengthening state legitimacy, and enabling central government to play an effective coordinating role for sub-national governments are aligned with the OECD principles.

89. It is envisaged that a Mid-Term Review for the project will be carried out early on, approximately 18 months after the start of disbursements. This will allow revisiting whether conditions have stayed steady, improved, or worsened; and will allow a timely adjustment of the operation if needed, leaving sufficient space to proceed with potential adjustments and to achieve progress.

4. Project location and salient physical characteristics relevant to the safeguard analysis (if known)

The main project locations are the ministerial compound in Juba, the Human Resources Training Center under the Ministry of Public Services and Human Resource Development, located just outside Juba, and possibly other training sites in Juba. It is also possible that project activities will make use of training facilities in some state capitals.

5. Environmental and Social Safeguards Specialists

John Bryant Collier (AFTN3)

Paula F. Lytle (AFTCS)

6. Safeguard Policies	Triggered?	Explanation (Optional)
Environmental Assessment OP/ BP 4.01	No	The only physical activities that are foreseen are the procurement of electronic hardware (computer terminals), possible minor works to refurbish office space to accommodate the hardware, and possibly the construction of a borehole. This project does not warrant a separate dialogue on

		safeguards, as the anticipated impacts are negligible.
Natural Habitats OP/BP 4.04	No	
Forests OP/BP 4.36	No	
Pest Management OP 4.09	No	
Physical Cultural Resources OP/BP 4.11	No	
Indigenous Peoples OP/BP 4.10	No	
Involuntary Resettlement OP/BP 4.12	No	
Safety of Dams OP/BP 4.37	No	
Projects on International Waterways OP/BP 7.50	No	
Projects in Disputed Areas OP/BP 7.60	No	

II. Key Safeguard Policy Issues and Their Management

A. Summary of Key Safeguard Issues

<p>1. Describe any safeguard issues and impacts associated with the proposed project. Identify and describe any potential large scale, significant and/or irreversible impacts:</p>
<p>E. Social (including Safeguards)</p> <p>113. The project does not include activities that may incur significant social risks or deal directly with the population at large. However, through the support provided, it is anticipated that the services government provides will be impacted (and improved) and as such there will indirect social implications, expected to be positive. Public servants will benefit directly from the capacity building efforts received.</p>
<p>F. Environment (including Safeguards)</p> <p>114. The project is not expected to have any negative environmental impacts. The client has proposed drilling a small borehole for water supply at the existing structure of the Human Resource Training Center outside Juba, which was built and equipped with support from the AfDB. Prior to the construction of the borehole, the contractor will be required to prepare a short environmental management plan (EMP) for the construction and operation of the borehole for review by the client and the Bank.</p>
<p>2. Describe any potential indirect and/or long term impacts due to anticipated future activities in the project area:</p>
<p>No major impacts are expected.</p>
<p>3. Describe any project alternatives (if relevant) considered to help avoid or minimize adverse</p>

impacts.
The main alternative to drilling a borehole is using water delivery tanks.
4. Describe measures taken by the borrower to address safeguard policy issues. Provide an assessment of borrower capacity to plan and implement the measures described.
The project does not include activities that may incur significant social risks or deal directly with the population at large. Public servants will benefit directly from the capacity building efforts received.
5. Identify the key stakeholders and describe the mechanisms for consultation and disclosure on safeguard policies, with an emphasis on potentially affected people.
Public servants will benefit directly from the capacity building efforts received. Through the support provided, it is anticipated that the services government provides will be impacted (and improved) and as such there will be indirect social implications, expected to be positive.

B. Disclosure Requirements

Technical Assistance Project
For a TA project which will finance the preparation of a specific safeguards instrument, please indicate type of document disclosed, if any.
N/A
If the project triggers the Pest Management and/or Physical Cultural Resources policies, the respective issues are to be addressed and disclosed as part of the Environmental Assessment/Audit/or EMP.
If in-country disclosure of any of the above documents is not expected, please explain why:
N/A

C. Compliance Monitoring Indicators at the Corporate Level

The World Bank Policy on Disclosure of Information			
Have relevant safeguard policies documents been sent to the World Bank's Infoshop?	Yes []	No []	NA [×]
Have relevant documents been disclosed in-country in a public place in a form and language that are understandable and accessible to project-affected groups and local NGOs?	Yes []	No []	NA [×]
All Safeguard Policies			
Have satisfactory calendar, budget and clear institutional responsibilities been prepared for the implementation of measures related to safeguard policies?	Yes []	No []	NA [×]
Have costs related to safeguard policy measures been included in the project cost?	Yes []	No []	NA [×]
Does the Monitoring and Evaluation system of the project include the monitoring of safeguard impacts and measures related to safeguard policies?	Yes []	No []	NA [×]
Have satisfactory implementation arrangements been agreed with the borrower and the same been adequately reflected in the project legal documents?	Yes []	No []	NA [×]

III. APPROVALS

Task Team Leader:	Name: Verena Maria Fritz	
<i>Approved By</i>		
Sector Manager:	Name: Borko Handjiski (SM)	Date: 27-Jun-2014