



AICCRA
Accelerating the Impact of CGIAR
Climate Research for Africa



**ACCELERATING IMPACTS OF CGIAR CLIMATE RESEARCH FOR AFRICA (AICCRA)
(P173398)**

ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN (ESMP)

FOR

**Renovation of office space for the Regional Hub for Fertilizer and Soil Health
in Ibadan, Nigeria**

March 2024

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Acronyms

AICCRA	Accelerating Impacts of CGIAR Climate Research for Africa
CIAT	Centre for International Tropical Agriculture
IDA	International Development Association
IITA	International Institute of Tropical Agriculture
ESMP	Environmental and Social Management Plan
OHS	Occupational Health and Safety
PPE	Personal Protective Equipment
CoC	Code of Conduct
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
GBV	Gender-Based Violence
ESF	Environmental and Social Framework
P&OD	People and Organizational Development
SEP	Stakeholder Engagement Plan
E&S	Environmental and Social
ABC	Alliance Bioversity and CIAT
HVAC	Heating, Ventilation, and Air Conditioning

1.0 BACKGROUND

1.1 Introduction

This Environmental and Social Management Plan (ESMP) has been developed by the International Institute for Tropical Agriculture (IITA) to guide the renovation of an office building and space to host the regional hub and soil health secretariate and laboratory. The establishment of the Regional Hub for Fertilizer and Soil Health for West Africa is one of the initiatives supported by the Additional Finance (AF) advanced by the World Bank to support the implementation of the Accelerating Impacts of CGIAR Climate Research for Africa (AICCRA) project.

The Regional Hub for Fertilizers and Soil Health is a mechanism to strengthen soil health monitoring, research, and other related services necessary to build the long-term resilience of soils in West Africa. The hub is being established at the International Institute for Tropical Agriculture (IITA) regional headquarters in Ibadan of Nigeria. It will serve as the regional leader on soil information and dissemination, soil fertility knowledge management and sharing, agronomic recommendations, capacity development, policy support, advocacy and awareness creation, and collective resource mobilization.

Based on the renovation specifications, and the potential Environmental and Social (E&S) risks envisaged, IITA has prepared this ESMP to guide the mitigation and response to the potential E&S risks envisaged on the renovation of existing office building and space for hosting the operations of the Regional Hub for Fertilizers and Soil Health.

1.2 Scope of work

The proposed intervention will entail the following design and allied activities.

- Refurbishment and renovation of the existing building that will host the Regional Hub for Fertilizer and Soil Health.
- A redesigned frontage that provides an open and welcoming approach to the facility, enhancing its visibility and accessibility.
- Establishment of a new driveway that will improve the flow of traffic and provide convenient parking, essential for the increased visitation expected.
- Landscaping of the surrounding area to reflect the Hub's focus on soil health and agriculture, potentially including demonstration gardens or green spaces.
- Modernization of laboratories to accommodate modern equipment and provide an efficient environment for research and analysis.
- Storage and Disposal of contaminated soils and Chemical Wastes.
- Redesign of office spaces to create a contemporary workspace that fosters collaboration and innovation among the Hub's staff and visitors.
- Refurbishing of the existing conference rooms or creating new ones to facilitate workshops, seminars, and meetings with various stakeholders.
- Updating and enhancing essential utilities like electricity, water supply, internet connectivity, and sanitation to support the building's new role.
- Utilizing sustainable, locally sourced materials wherever possible to minimize the environmental impact of the renovations.

- Implementing energy-efficient solutions such as LED lighting, solar panels, and energy-efficient HVAC systems.
- Accessibility of the building to people with disabilities, in line with best practices for inclusivity.
- Equipping the laboratories with the latest technology for soil analysis and research.
- Establishing a robust IT infrastructure for data management, communication, and remote collaboration.
- Creation of an aesthetically pleasing interior that also promotes a positive and productive work environment.
- Designing comfortable common areas for informal interactions and relaxation.
- Establishment of equipment for building Safety.
- Installation of modern security systems for the safety of personnel and the protection of equipment and data.

1.3 Purpose, Objectives, and Scope of the ESMP

The purpose of this ESMP is to consider and develop proper measures and controls to decrease the potential for occupational health and safety hazards and environmental degradation during all phases of the project, and to provide clearly defined action plans and emergency response procedures to account for human and environmental health and safety. This ESMP provides a practical plan to mitigate and respond to the potential E&S risks identified for the proposed renovation of the building to host the Regional Hub. The specific objectives of the ESMP are to:

- Provide an assessment of the environmental and social risks of the renovation activities.
- Detail the measures to be taken during the implementation and operation of the project to eliminate, mitigate or offset adverse environmental and social impacts or reduce them to acceptable levels.
- Develop environmental & social management and monitoring plans in compliance with the relevant environmental laws.

1.4 Implementation Arrangements for the Office Renovation

The renovation and refurbishment of the office building will be led and executed by IITA with oversight from the Alliance of Bioversity and CIAT (Alliance). IITA intends to deploy its internal civil workers to carry out the renovation with a contingency plan to engage external contractor or temporarily technical and casual workers to assist in the renovation process when necessary. The respective institutional roles are summarized in the table below.

Table 1: Implementation arrangements for Refurbishment and Renovation of the Regional Hub for Fertilizer and Soil Health

Partner	Role
Alliance and IITA	<ul style="list-style-type: none"> • Provide overall oversight on environmental and social risks. • Coordinate with IITA through the Leadership of AICCRA West Africa Cluster Lead to review and monitor progress.
IITA	<ul style="list-style-type: none"> • Execute the technical design of the project on the selected project site. • Facilitate procure of supplies and equipment necessary for the delivery of the renovation technical designs. • Deploy staff for the implementation of key technical designs. • Provide training, skills development, and coaching of workers.

2.0 DESCRIPTION OF THE EXISTING OFFICE BUILDING AND PROPOSED ACTIVITIES

2.1 Current Status of the Building for the Regional Hub

The existing building designated for the Regional Hub for Fertilizer and Soil Health for West Africa and the Sahel is located at the headquarters of the International Institute of Tropical Agriculture (IITA) in Ibadan, Nigeria. The existing building and the land are owned by IITA and will continue to be an asset of IITA after the renovation. The current conditions are presented as follows.

Table 2: Current Status of the building for the Regional Hub

Aspects /elements of the building	Current Status
General Condition	Usage Status: The building has not been in active use for a considerable time. Most of the staff previously working there have moved to other offices.
	Structural Integrity: The structural integrity of the building appears sound, making it suitable for refurbishment rather than requiring a complete rebuild.
Laboratory and Office Spaces	Laboratory Condition: The laboratory spaces have been largely cleared out. Key equipment like a few computers and a drying oven are still present, but most of the lab apparatus has been removed.
	Office Areas: The building previously accommodated office spaces, which are now mostly vacant and require refurbishment for functional use.
Fixtures and Fittings	Air Conditioning: Some air conditioning units are present but are dated (from around 2013) and may need replacement or servicing.
	Furniture: Items such as conference tables are still in place. They are in a condition that allows for refurbishment and reuse.
	General Fixtures: Other general fixtures, including doors and light fixtures, are present but will require updating or replacement to meet the new operational needs.
Utilities	Availability of Utilities: Essential utilities like electricity, water supply, internet connection, and sanitation facilities are already available and functioning in the building.
Aesthetics and Ambience	Internal Aesthetics: The interior of the building is outdated and requires a redesign to create a more modern ambience that aligns with the new function of the Hub.
	External Appearance: The external appearance of the building, including the frontage and driveway, is set to be redesigned to improve access, visibility, and overall aesthetics.

Overall, the building presents a solid foundation for the establishment of the Regional Hub. It requires a series of refurbishments and updates to transform it into a modern facility that meets the operational needs of the Hub while ensuring a pleasant and functional working environment. The current status of the building offers an opportunity for cost-effective renovation compared to constructing a new facility.

2.2 Envisioned Status and Use: Transforming the Building into the Regional Hub

The plan for refurbishing and renovating the existing building at the International Institute of Tropical Agriculture (IITA) in Ibadan, Nigeria, aims to transform it into a state-of-the-art facility for the Regional Hub for Fertilizer and Soil Health for West Africa and the Sahel. The envisioned changes are as follows:

❖ Building Exterior

New Frontage: A redesigned frontage will provide an open and welcoming approach to the facility, enhancing its visibility and accessibility.

Photo 1: Existing entrance lobby and proposed new design of entrance lobby.



Driveway and Parking: The introduction of a new driveway will improve the flow of traffic and provide convenient parking, essential for the increased visitation expected.

Photo 2: Existing frontage without drive- in approach



Photo 3: Proposed new frontage with open space and easy approach to the facility.



Landscaping: The surrounding area will be landscaped to reflect the Hub's focus on soil health and agriculture, potentially including demonstration gardens or green spaces.

Photo 4: Proposed new driveway with landscape design.



❖ **Building Interior**

Modernization of Laboratories: The existing laboratory spaces will undergo significant renovation to accommodate modern equipment and provide an efficient environment for research and analysis.

Photo 5: Existing laboratory space



Photo 6: Proposed renovation.



Redesign of Office Spaces: Office areas will be redesigned to create a contemporary workspace that fosters collaboration and innovation among the Hub’s staff and visitors.

Conference and Meeting Rooms: Refurbishing existing conference rooms or creating new ones to facilitate workshops, seminars, and meetings with various stakeholders.

Floorplan: Development of a new floorplan to adapt the building for its new role.

Photo 7: Existing floorplan



Photo 8: Proposed floorplan



Utility Upgrades: Updating and enhancing essential utilities like electricity, water supply, internet connectivity, and sanitation to support the building’s new role.

❖ **Sustainability and Accessibility**

Eco-friendly Materials: Utilizing sustainable, locally sourced materials wherever possible to minimize the environmental impact of the renovations.

Energy Efficiency: Implementing energy-efficient solutions such as LED lighting, solar panels, and energy-efficient HVAC systems.

Accessibility: Ensuring the building is accessible to people with disabilities, in line with best practices for inclusivity.

❖ **Technology and Equipment**

State-of-the-Art Equipment: Equipping the laboratories with the latest technology for soil analysis and research.

IT Infrastructure: Establishing a robust IT infrastructure for data management, communication, and remote collaboration.

❖ **Aesthetics and Workspace Environment**

Interior Design: Focusing on creating an aesthetically pleasing interior that also promotes a positive and productive work environment.

Common Areas: Designing comfortable common areas for informal interactions and relaxation.

❖ **Safety and Security**

Building Safety: Ensuring the building meets all safety codes and regulations.

Security Systems: Installation of modern security systems for the safety of personnel and the protection of equipment and data.

The proposed floorplan of the building is as follows:

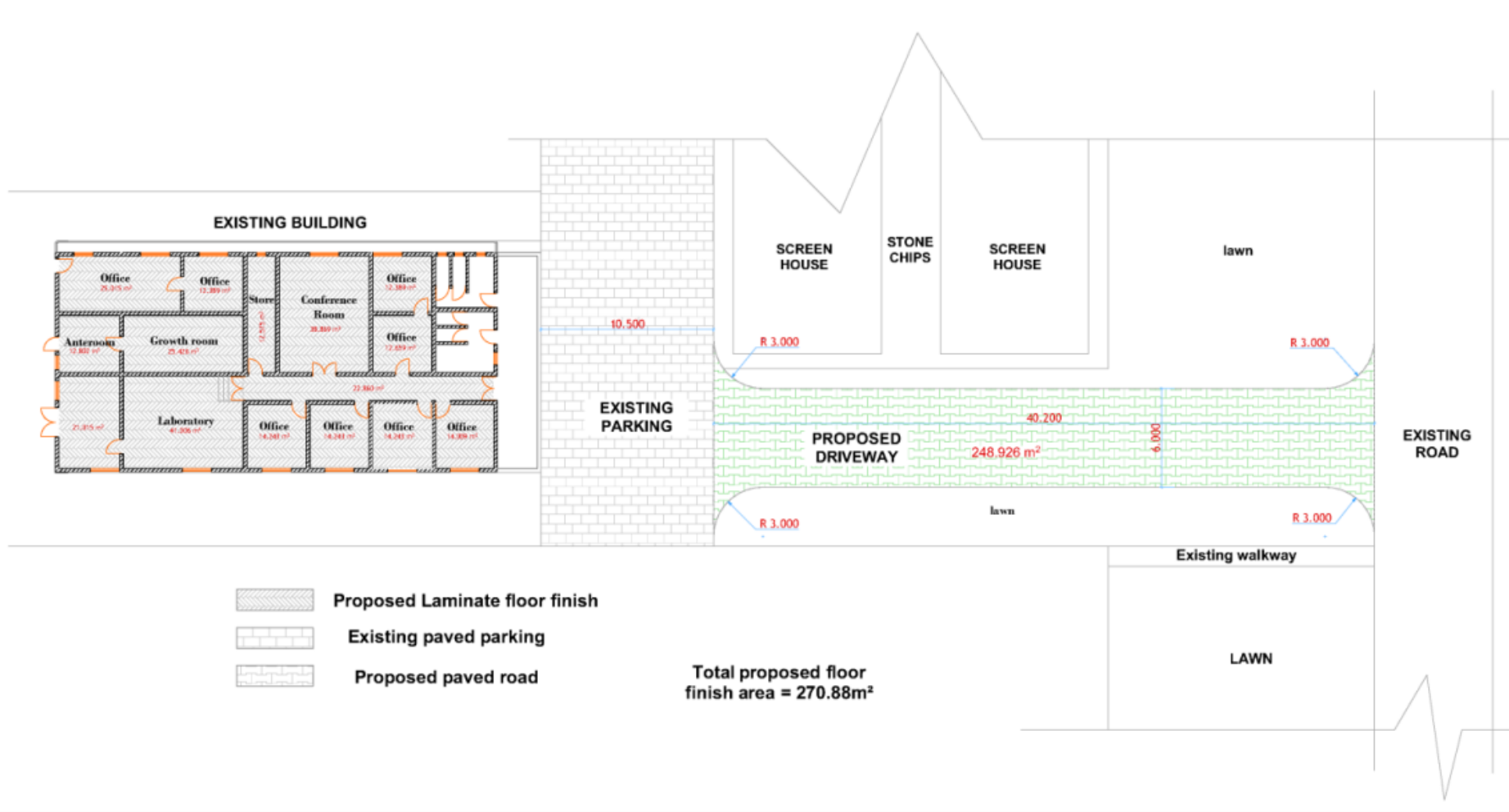


Figure 1 : Proposed floorplan of the building

2.3 Description of Material Inputs and Sourcing

Below is a table highlighting the key material inputs and their respective sources.

Table 3: Current Status of the building for the Regional Hub

Key material inputs	Source
Water	Facility for providing Treated Water available at IITA headquarters
Cement	In-country manufacturers and suppliers such as Dangote Cement, Lafarge Africa, and BUA Cement.
Aggregates	In-country suppliers
Steel	Local steel rolling companies
Paquet floor	Parquet interlock floor will be used for ease of maintenance and durability and will be sourced from in country suppliers
Paints and Coatings	In-country manufacturers and suppliers such as Berger Paints, CAP Plc, and Dulux Paints.
Plumbing Materials	In-country manufacturers and suppliers
Glass and Aluminum	Local manufacturers and suppliers
Electrical equipment	Local markets or imported, depending on quality and budget requirements.
Lab equipment	In country suppliers or purchased directly from international manufacturers and suppliers.
Office furniture and cabinet	In-country high-end future companies
Flowers and grasses for landscape	Existing garden and nursery of IITA landscape unit.

2.4 Labor

Deployment of skilled and unskilled labor will be a crucial part of the renovation process. IITA intends to deploy its internal civil workers to carry out the renovation with a contingency plan of engaging temporarily technical and casual workers to assist in the renovation process when necessary.

2.5 Description of the laboratory activities

The health soil laboratory will be dedicated to assessing soil quality for agricultural and environmental purposes. The activities and processes are given in the following table.

Table 4 : The activities and processes conducted in the laboratory.

Categories	Specific Activities/Processes
Sample Collection	Soil samples are collected from various locations. This requires proper sampling techniques to ensure representative samples are obtained.
Physical Analysis	Texture Testing: Determining the proportions of sand, silt, and clay.
	Density and Porosity Tests: Measuring the soil's bulk density and porosity, which affect water and nutrient movement.
Chemical Analysis	pH Testing: Determining the acidity or alkalinity of the soil.
	Nutrient Analysis: Assessing levels of key nutrients like nitrogen, phosphorus, potassium, and others.
	Contaminant Testing: Checking for the presence of heavy metals, pesticides, and other pollutants.
Biological Analysis	Studying soil microorganisms and their activity, which is crucial for nutrient cycling and soil health.

Data Analysis and Reporting	Interpreting the results and providing recommendations based on soil health.
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The types of waste produced, include:

Table 5: *Type of waste produced in the laboratory.*

Type of waste	Description
Chemical	Spent reagents and solvents used in various tests. Contaminated water from washing samples or equipment. Leftover samples containing hazardous chemicals, if any.
Biological	Unused portions of soil samples, especially if they are contaminated with pathogens or hazardous substances. Any biohazardous material used in or resulting from biological testing.
Electronic	Failed or outdated lab equipment and electronic devices.
Other Solid	Disposable equipment like pipette tips, gloves, and sample containers. Used filters and soil residues from various tests.

Disposal of Expired products and Chemical Wastes

IITA has developed a procedure for Disposal of Expired Clinical Drugs and Chemical Wastes. This protocol will be used for handling Lab’s expired products and the disposal of Chemical wastes.

- Units that have expired drugs and chemical wastes for disposal notify the respective Safety Sub-Committee via email.
- Designated Safety Officer, with the support of MMLU, will move the wastes to Central Hazardous Waste Storage area. Material is weighed at the Central Store and record of the weight is kept.
- The wastes/ chemicals are temporarily stored until there are enough bulked for disposal by the Nigerian authorities.
- A letter requesting disposal is written by the IITA Safety Committee Chair to Basel Regional Coordinating Centre for Africa, University of Ibadan. The letter will state the total weight of the bulked wastes marked for disposal.
- An invoice is obtained from the Basel Coordinating Centre for Africa accepting to dispose the chemicals.
- The Invoice receives the approval of the ISC Chair and DDG-R4D-Support.
- A RFP (Request for Purchase –service) is created on the Oracle – charged to ISC budget.
- A cheque for the payment for the service is raised.
- IITA provides the disposal agency with a truck, two casual laborers to load and convey the chemicals to the agency’s disposal site.

3.0 ASSESSMENT OF ENVIRONMENTAL AND SOCIAL RISKS AND IMPACT AND MITIGATION MEASURES

3.1 Assessment of Potential E&S Risks and Impacts, and mitigation measures

The proposed office renovation and refurbishment conforms to the AICCRA-AF E&S exclusion list. The potential E&S risks anticipated on the renovation activities range from low to moderate types of risks. The risks are expected to be site-specific without likelihood of impacting beyond the project footprint and tend to have low probability of causing serious adverse effects to human health and/or the environment. A summary of potential negative E&S risks and impacts anticipated from the refurbishment and renovation are summarized in the table below.

Table 6: Potential E&S Risks and Mitigation Measures

Potential Risks and Impacts	Project stage	Assessment	Mitigation Measures
Exposure to Occupational Health and Safety (OHS) hazards	Renovation and Operation	The various renovation activities such as redesign of the frontage, office space, conference room and fixing of various equipment could lead to Occupational Health and Safety (OHS) related risks through inappropriate use of PPE, slip and fall from heights, equipment cut, and noise generation.	<ul style="list-style-type: none"> • Deploy a safety (OHS) officer at the site to monitor and offer regular sensitization. • Provide a safety poster at the entrance to sensitize and remind workers and visitors about safety measures at the site. • Include OH&S requirements in the workers' Code of Conduct (CoC). • Include OH&S requirements in the contract with the contractor. • Provide OH&S orientation to workers, and other stakeholders. • Procure and provide relevant PPE for staff working on site, especially during production operations. <ul style="list-style-type: none"> ○ the minimum PPE includes: <ul style="list-style-type: none"> – Hard hat – Safety shoes – Overalls – Gloves – Reflector vests ○ Certain operations may require additional PPE such as: <ul style="list-style-type: none"> – Earplugs – Eye protection glasses – Face masks etc. • No person is to enter the renovation site without the necessary PPE. • Working at height: Provide a safe working platform with guardrails, fences, etc. – if not possible, provide properly installed personnel equipment such as rope access or safety harness and train staff/ensure only trained staff work at height. • material stockpiles or stacks shall be stable and well secured to avoid collapse and possible injury to site workers. • Ensure that all equipment and hand tools are maintained and in safe operating condition. • Provide first aid boxes at the project site. • Investigate the cause of accidents at the workplace and maintain a record of health and safety incidents.

Potential Risks and Impacts	Project stage	Assessment	Mitigation Measures
			<ul style="list-style-type: none"> Workers should have the right to refuse work in unsafe conditions. Implement noise control strategies, such as using low-noise equipment, scheduling noisy activities during less sensitive times. Provide of an emergency response Plan including to address risks associated in working with electrical cable.
Public Health & Site Safety	Renovation	The various renovation activities could lead to Public Health & Site Safety related risks through presence of hazardous area such as trenches, flammables substances, solid combustibles, etc.	<ul style="list-style-type: none"> The site shall always remain fenced. Potentially hazardous areas such as trenches are to be demarcated and clearly marked. Adequate warning signs of hazardous working areas shall be erected in suitable locations. Emergency numbers for the local police, clinic/hospital and fire department shall be placed in a prominent area. Firefighting equipment shall be placed in prominent positions across the site where it is easily accessible. This includes fire extinguishers, a fire blanket as well as a water tank. Workers need to be trained on how to operate the firefighting equipment. All flammable substances shall be stored in safe areas which do not pose an ignition risk. Smoking may only be conducted in demarcated areas as agreed upon by the contractor's safety/OHS officer.
Discharge of hazardous substances	Operation	During the laboratory's operation, hazardous wastes, such as contaminated soil, will be stored in a lab facility pending disposal.	<ul style="list-style-type: none"> Hazardous substances need to be kept in a dedicated and secured storage area which is banded and/or has an impermeable floor layer that can contain spillages. Spill kits must be kept at the hazardous substance storage facility to treat and manage any spills immediately. All waste must be disposed of in a licensed or approved hazardous waste landfill or handled by a competent body. Clear warning signage must be placed at Lab waste facility. Follow the IITA's protocol for disposing of chemical and biological wastes. Implement measures to minimize waste production, such as using eco-friendly materials and optimizing testing procedures.
Loss of vegetation and probable loss of habitat	Renovation	Construction of the driveway will require the removal of existing tree.	<ul style="list-style-type: none"> Avoid cutting down trees as much as possible. Only 1 tree will be removed to build the driveway. Take account of national regulations concerning procedures prior to tree cutting.
Electronic waste pollution	Renovation and Operation	During the renovation of the site, the electronic devices that could result in generation of electronic waste and pollution include the existing equipment to be changed or disposed of (computers and a drying oven, lamps, etc.). The equipment to be installed (LED lighting, solar panels, IT infrastructures, etc.) may	<ul style="list-style-type: none"> Identify and link the project to a licensed electronic waste dealer. Maintain a separate storage space for all electronic waste. Ensure that all electronic waste is securely and safely transferred to a licensed electronic waste dealer.

Potential Risks and Impacts	Project stage	Assessment	Mitigation Measures
		also generate electrical and electronic waste at the end of its useful life.	
Air pollution, contribution to climate change	Renovation and Operation	The renovation activities will require the use of equipment and processes that could generate temporarily poor air quality due to the generation of emissions from vehicles and dust. The use of air conditioner during operation can also lead to GHG emission.	<ul style="list-style-type: none"> • The Contractor shall fit machinery and vehicles with appropriate exhaust systems and emission control devices and maintain the machinery and vehicles in good working condition following the specifications defined by their manufacturers to maximize combustion efficiency and minimize the contaminant emissions. • The Contractor shall service all equipment regularly to minimize emissions and maintain the record. • The contractor shall be responsible for dust control (water spraying) on site to ensure no nuisance is caused. • The contractor must attend to complaints resulting from dust generation immediately. • The contractor should commence with rehabilitation of exposed soil surfaces as soon as practically possible after completion of earthworks. • All material resulting from excavation must be put in a location protected from wind and regularly sprinkled with water until reused. • During operation IITA should promote Energy-efficient Air Conditioners and Air conditioner refrigerant with lower global warming potential. • Regular maintenance of the equipment.
Soil contamination and Solid waste pollution	Renovation and Operation	The renovation activities may lead to indiscriminate disposal of construction debris, packaging waste, unused materials, plant debris, etc. that alter the aesthetic beauty of the environment if not properly managed. The cement mixing and the use of other chemical could also lead to soil contamination.	<ul style="list-style-type: none"> • Provide waste bins at the renovation site. • Ensure that hazardous wastes are disposed of according to legal and environmental guidelines. • Ensure regular disposal of bins at appropriate waste dump sites. • Ensure hygiene of the premise. • Sensitize workers on waste disposal arrangements. • Cement mixing and the use of other chemicals must take place on impermeable and bunded surfaces. • Where possible, ready mixed cement needs to be used for renovation activities and cement trucks washed in a designated preferably off-site washing area. • Any accidental spillages that occur on site must be contained, treated with absorbents, and disposed of at a hazardous landfill site. • Where possible, recycle lab's materials like paper, plastic containers, and metal from equipment.
Non-compliance with labor and working conditions	Renovation and Operation	Due to high unemployment rate in Nigeria, there could be the tendency to pay workers below the minimum wage or employ persons below the age of 18.	<ul style="list-style-type: none"> • Consistent with provisions in the AICCRA Labor Management Procedures persons below the age of 18 years are prohibited from working on the project. • The worker must always be assured of receiving a salary at least equal to the minimum wage of the professional category to which the job in question falls. • No worker employed on the renovation project must be paid below the statutory minimum wage applicable in the host country.
Potential exposure to Sexual	Renovation and Operation	During the renovation activities and the operation, multiple	<ul style="list-style-type: none"> • Include SEA/SH prohibitions and sanctions in the Workers' code of conduct and enforce compliance.

Potential Risks and Impacts	Project stage	Assessment	Mitigation Measures
Exploitation and Abuse/Sexual Harassment (SEA/SH).		interfaces between and among project workers and community members could lead to instances of SEA/SH/GBV.	<ul style="list-style-type: none"> • Display visible posters on SEA/SH prohibition at site to discourage SEA/SH and expected behavior. • Provide mandatory training and awareness raising for the workforce and community members on SEA/SH prohibition. • Inform workers and community members about national laws and institutional policies that make sexual harassment and gender-based violence a punishable offence. • Provide safe and suitable toilets and washing facilities, separate for men and women workers. • Provide safe and confidential grievance channels easily accessible to all stakeholders
Absence of appropriate grievance channels	Renovation and Operation	Absence of appropriate channels to receive and handle concerns from workers and communities could lead to apathy and tensions.	<ul style="list-style-type: none"> • Decentralize IITA institutional grievance mechanism to cover this operation. • Appoint one woman and a man to serve as grievance focal persons on renovation activities and train them on how to receive and refer complaints. Ensure prompt escalation of accident and SEA/SH cases to the AICCRA E&S specialist.
Supply chain related E&S risks	Renovation	During renovation activities suppliers may be contracted for procurement of materials and equipment leading to some risks including practices that harm the environment, poor working conditions, child labor, forced labor, and unfair wages in the supply chain, etc.	<ul style="list-style-type: none"> • Obtain supplies (sand, concrete, etc.) from authorized quarries. • Avoid procuring materials and equipment from companies with allegations of child and/or forced labor. • Conduct E&S due diligence and include E&S clauses against child and forced labor in contractor's contracts.
Lack of awareness among workers on the E&S risks and requirements	Renovation and Operation	Lack of awareness among workers on the E&S risks and requirements of the Project during the different stages of the project could lead to environmental impacts, OHS risks and non-compliance with regulations.	<ul style="list-style-type: none"> • The Contractor shall provide training to all his workers, before they start working on site, on basic ESHS risks associated with the proposed construction works and the workers' responsibility. • Contractor's site engineers will provide a brief daily toolbox talk to the construction workers on ESHS risks associated with the construction activity that will be carried out on that day. • The Contractor's training program will also cover topics related to Code of Conduct such as sexual harassment particularly towards women and children, violence, including sexual and/or gender-based violence and respectful attitude while interacting with the local community.

3.2 Environmental and Social Risks and Impacts Management Plan Summary

Table 7: E&S Risks and Impacts Management Plan

Type of risk	Potential impact	Key receptor	Risk level	Proposed mitigation measures	Responsible	Estimated cost (US\$)
Planning Phase						
IITA staff not aware of E&S requirements	Non-compliance with AICCRA E&S requirements	Alliance	Moderate	<ul style="list-style-type: none"> Train staffs on E&S requirements and procedures under the ACCRA project and for the E&S risks and impacts related to refurbishment and renovation of the building to host the Regional Hub. 	IITA E&S Specialists.	Nil, virtual training
Site workers not aware of E&S requirements	Non-compliance with ESMP	Workers	Moderate	<ul style="list-style-type: none"> Training of site workers on applicable AICCRA E&S safeguard requirements, particularly waste disposal, grievance mechanism, labor rights and working condition, wages and payment conditions, code of conduct, child labor and SEA/SH prohibitions, and occupational health and safety measures. 	IITA E&S Specialist	\$100
Implementation Phase						
Exposure to occupational health and safety hazards	Injuries, accidents, disruption of workflow etc.	Workers & Visitors	Moderate	<ul style="list-style-type: none"> Place a safety (OHS) officer at the site. Provide a safety poster at the entrance to sensitize and remind workers and visitors about safety measures at the site. Include OH&S requirements in the workers' Code of Conduct (CoC). Include OH&S requirements in the contract with the contractor. Provide OH&S orientation to workers, and other stakeholders. Procure and provide relevant PPE for staff working on site, especially during production operations. <ul style="list-style-type: none"> the minimum PPE includes: <ul style="list-style-type: none"> Hard hat Safety shoes Overalls Gloves Reflector vests Certain operations may require additional PPE such as: <ul style="list-style-type: none"> Earplugs Eye protection glasses Face masks etc. No person is to enter the renovation site without the necessary PPE. Working at height: Provide a safe working platform with guardrails, fences, etc. – if not possible, provide properly installed personnel equipment such 	IITA Project Lead IITA E&S Specialist	\$300

Type of risk	Potential impact	Key receptor	Risk level	Proposed mitigation measures	Responsible	Estimated cost (US\$)
				<p>as rope access or safety harness and train staff/ensure only trained staff work at height.</p> <ul style="list-style-type: none"> material stockpiles or stacks shall be stable and well secured to avoid collapse and possible injury to site workers. Ensure that all equipment and hand tools are maintained and in safe operating condition. Provide first aid boxes at the project site. Investigate the cause of accidents at the workplace and maintain a record of health and safety incidents. Workers should have the right to refuse work in unsafe conditions. Implement noise control strategies, such as using low-noise equipment, scheduling noisy activities during less sensitive times. Provide of an emergency response Plan including to address risks associated in working with electrical cable. 		
Public Health & Site Safety	Injuries, accidents	Workers, Residents	Moderate	<ul style="list-style-type: none"> The site shall always remain fenced. Potentially hazardous areas such as trenches are to be demarcated and clearly marked. Adequate warning signs of hazardous working areas shall be erected in suitable locations. Emergency numbers for the local police, clinic/hospital and fire department shall be placed in a prominent area. Firefighting equipment shall be placed in prominent positions across the site where it is easily accessible. This includes fire extinguishers, a fire blanket as well as a water tank. Workers need to be trained on how to operate the firefighting equipment. All flammable substances shall be stored in safe areas which do not pose an ignition risk. Smoking may only be conducted in demarcated areas as agreed upon by the contractor's safety/OHS officer. 	IITA Project Lead IITA E&S Specialist	\$200
Presence of trees that are likely to be removed	Loss of vegetation and probable loss of habitat	Biological component (fauna, flora)	Low	<ul style="list-style-type: none"> Avoid cutting down trees as much as possible. Introduce aligned species along roads to compensate for plant losses. Take account of national regulations concerning procedures prior to tree cutting. 	IITA Project Lead IITA E&S Specialist	\$150
Electronic waste pollution	Land and water pollution, poisoning of terrestrial and aquatic life.	Residents, Terrestrial and Aquatic life.	Moderate	<ul style="list-style-type: none"> Identify and link the project to a licensed electronic waste dealer. Maintain a separate storage space for all electronic waste. 	IITA Project Lead IITA E&S Specialist	\$100

Type of risk	Potential impact	Key receptor	Risk level	Proposed mitigation measures	Responsible	Estimated cost (US\$)
				<ul style="list-style-type: none"> Ensure that all electronic waste is securely and safely transferred to a licensed electronic waste dealer. 		
Emissions from the construction equipment and vehicles and from operation e.g. use of air conditioner	Air pollution, contribution to climate change	Residents, Workers	Low	<ul style="list-style-type: none"> The Contractor shall fit machinery and vehicles with appropriate exhaust systems and emission control devices and maintain the machinery and vehicles in good working condition following the specifications defined by their manufacturers to maximize combustion efficiency and minimize the contaminant emissions. The Contractor shall service all equipment regularly to minimize emissions and maintain the record. During operation IITA should promote Energy-efficient Air Conditioners and Air conditioner refrigerant with lower global warming potential. Regular maintenance of the equipment. 	IITA Project Lead	Nil
Indiscriminate disposal and improper handling of solid waste at the project site	Land and water pollution, alteration of aesthetic beauty of the environment.	Residents, land, surface water	Low	<ul style="list-style-type: none"> Provide waste bins at the renovation site. Ensure that hazardous wastes are disposed of according to legal and environmental guidelines. Ensure regular disposal of bins at appropriate waste dump sites. Ensure hygiene of the premise. Sensitize workers and farmers on waste disposal arrangements. Cement mixing and the use of other chemicals must take place on impermeable and bunded surfaces. Where possible, ready mixed cement needs to be used for renovation activities and cement trucks washed in a designated preferably off-site washing area. Any accidental spillages that occur on site must be contained, treated with absorbents, and disposed of at a hazardous landfill site. 	IITA and the Contractors. IITA E&S Specialist	\$50
Non-compliance with labor and working conditions.	Labor exploitation	Contractors' and Project workers	Low	<ul style="list-style-type: none"> Consistent with provisions in the AICCRA Labor Management Procedures persons below the age of 18 years are prohibited from working on the project. The worker must always be assured of receiving a salary at least equal to the minimum wage of the professional category to which the job in question falls. No worker employed on the renovation project must be paid below the statutory minimum wage applicable in the host country. 	IITA and the Contractors. IITA E&S Specialist	Nil
Sexual Exploitation and Abuse	Workers being harassed.	Workers, residents	Low	<ul style="list-style-type: none"> Include SEA/SH prohibitions and sanctions in the Workers' code of conduct and enforce compliance. 	IITA and the Contractors.	\$50

Type of risk	Potential impact	Key receptor	Risk level	Proposed mitigation measures	Responsible	Estimated cost (US\$)
(SEA)/Sexual Harassment (SH)	Workers and other community members being sexually exploited. Violation of sexual privacy.			<ul style="list-style-type: none"> • Display visible posters on SEA/SH prohibition at site to discourage SEA/SH and expected behavior. • Provide mandatory training and awareness raising for the workforce and community members on SEA/SH prohibition. • Inform workers and community members about national laws and institutional policies that make sexual harassment and gender-based violence a punishable offence. • Provide safe and suitable toilets and washing facilities, separate for men and women workers. • Provide safe and confidential grievance channels easily accessible to all stakeholders. 	IITA E&S Specialist	
Absence of appropriate grievance channels	Tensions, apathy, and institutional reputational damages.	Workers and other stakeholders	Moderate	<ul style="list-style-type: none"> • Clear and well-disseminated eligibility criteria. • Decentralize the AICCRA grievance mechanism to community level. • Appoint one woman and a man to serve as grievance focal persons at the community level and train them on how to receive and refer complaints. • Encourage prompt escalation of accident and SEA/SH cases to the AICCRA E&S specialist. 	Alliance and IITA	Nil
Exclusion of vulnerable groups especially women and person with disabilities	Discrimination against vulnerable groups	Women, Persons with disabilities etc.	Low	<ul style="list-style-type: none"> • Involve a diverse group of stakeholders, including women, in the planning and decision-making processes. • Implement designs that address the specific needs and concerns of all genders, focusing on safety, accessibility, and usability. • Strict measures on sexual harassment, making workplaces more comfortable, appropriate, and safe for women. 	IITA and the Contractors. IITA E&S Specialist	Nil
E&S risks in the supply chain.	E&S risks in the supply chain. Practices that harm the environment, poor working conditions, child labor, forced labor, and unfair wages in the supply chain.	IITA	Moderate	<ul style="list-style-type: none"> • Obtain supplies (sand, concrete, etc.) from authorized quarries. • Avoid procuring materials and equipment from company with allegation of child and/or forced labor. • Conduct E&S due diligence and include E&S clauses against child and forced labor in contractor's contracts. 	IITA and the Contractors. IITA E&S Specialist	Nil

Type of risk	Potential impact	Key receptor	Risk level	Proposed mitigation measures	Responsible	Estimated cost (US\$)
Lack of awareness among workers on the E&S risks and requirements of the Project	Environmental degradation such as improper waste disposal, inefficient use of resources, pollution, etc. Increase of accidents and incidents, damage to company reputation, etc.	Alliance, IITA and Contractors	Moderate	<ul style="list-style-type: none"> The Contractor shall provide training to all his workers, before they start working on site, on basic ESHS risks associated with the proposed construction works and the workers' responsibility. Contractor's site engineers will provide a brief daily toolbox talk to the construction workers on ESHS risks associated with the construction activity that will be carried on that particular day. The Contractor's training program will also cover topics related to Code of Conduct such as sexual harassment particularly towards women and children, violence, including sexual and/or gender-based violence and respectful attitude while interacting with the local community. 	IITA and the Contractors. IITA E&S Specialist	Nil

3.3 Institutional Arrangements and Responsibilities for Implementing the ESMP

The implementation of material actions contained in this ESMP will be the primary responsibility of the IITA. For this purpose, IITA has designated its occupational health and safety officers based in Ibadan to hand the day-to-day implementation of E&S measures contained in this ESMP. The AICCRA Senior E&S Specialist will provide additional capacity building and monitoring oversight for the implementation of all actions. The detailed level of oversight, responsibility, and key roles are provided in the table below:

Table 8: Institutional Roles and Responsibilities in the implementation of the ESMP.

Institution/Lead Person	Roles and Responsibilities
AICCRA Senior E&S Specialist	<ul style="list-style-type: none"> • Provide guidance and advice on best E&S practices. • Assist in resolving complex E&S issues. • Review and analyze reports submitted by OHS staff. • Ensure comprehensive documentation of E&S activities. • Provide advanced E&S training workshops. • Identify areas for capacity building in coordination with OHS staff. • Coordinate with external stakeholders when necessary. • Conduct periodic evaluations of E&S implementation. • Provide feedback and recommendations for improvement.
IITA OHS Staff	<ul style="list-style-type: none"> • Oversee daily E&S measures implementation. • Ensure adherence to safety protocols. • Conduct regular inspections. • Maintain records of E&S measures • Report any incidents or breaches in protocols. • Prepare regular compliance reports. • Conduct regular E&S training for staff. • Coordinate with AICCRA Specialist for E&S strategy implementation. • Monitor the effectiveness of E&S measures. • Report on the progress of E&S goals. • Manage immediate response to E&S emergencies. • Engage with stakeholders and address concerns related to E&S. • Ensure compliance with the mitigation measures of the ESMP.

4.0 GRIEVANCE MECHANISM

Two major grievance mechanisms are currently available for all workers and stakeholders working under the project for reporting of grievances including SEA/SH. These include (i) the CGIAR grievance mechanism, and (ii) the AICCRA Grievance Mechanism (GM) provided in the AF stakeholder engagement plan (SEP). All workers will be informed of the grievance mechanism at the time of their engagement on the project including measures put in place to protect them against any reprisal for its use. The mechanism will also allow for anonymous complaints to be raised and addressed through providing options for people reporting a grievance to not mention their names, positions or place or workstation.

4.1 AICCRA-AF Grievance Mechanism

The AICCRA-AF grievance mechanism, detailed in the Stakeholder Engagement Plan (SEP), provides an essential pathway for project workers and stakeholders to report grievances, including those related to

SEA/SH. To further enhance this system, IITA has designated one of its Occupational Health and Safety (OHS) officers as a grievance focal person. This appointment aims to strengthen the grievance redressal process, allowing for more efficient and direct handling of complaints within IITA.

Multiple channels are available for lodging complaints through the AICCRA-AF mechanism, including emails, phone calls, text messages, and letters. These channels are designed to be accessible to all workers and community members, ensuring ease of reporting. Additionally, comprehensive information about this grievance mechanism will be widely disseminated to all workers and stakeholders. This effort is to ensure that they are fully aware of how to submit a complaint and understand the resolution process facilitated by the mechanism. Detailed information on the AICCRA-AF GM is available in the project's SEP, approved by the World Bank.

4.2 The CGIAR Grievance Mechanism

Scope

The grievance mechanism procedure primarily applies to all CGIAR staff members (covering all types of employment contracts including, but without limitation to regular, consultants, part-time, contract of service and temporary employees), interns, visiting scientists, fellows, contractors, grantees, visitors, donors, volunteers, board members and vendors of the CGIAR centers.

Types of complaints

The mechanism handles complaints relating to three broad areas:

- i. Fraud related breaches: these include embezzlement, theft, bribery, and kickbacks.
- ii. Compliance related breaches: these include unsafe working conditions, vandalism, falsification of contracts, reports, or records, non-compliance to research ethics, etc.; and
- iii. Human resource related breaches: these include sexual harassment, discrimination, abuse, bullying, conflict of interest, alcohol, substance abuse, etc.

Reporting/grievance uptake point

Staff members and all other stakeholders may choose one of two ways to submit their reports:

1. Anonymous reporting using a CGIAR wide external service provider known as Lighthouse. The provider has been commissioned by the CGIAR to manage anonymous reporting services for all the CGIAR centers through an ethics hotline. Cases can be reported to [Lighthouse anonymous reporting page](#), Email reports@lighthouse-services.com and Toll-Free number: [844-709-6000](tel:844-709-6000). Complaints received by Lighthouse through these channels including cases linked with SEA/SH will be shared with the Safeguard Focal Person for record-keeping and reporting, and referral of SEA survivors to GBV service providers. OR
2. Direct reporting to a supervisor/manager/director/People and Organizational Development directorate (P&OD)/or a colleague.

Procedure for direct reporting

- The whistle-blower/reporter shall prepare a written report to a supervisor/manager/ relevant director/P&OD directorate/other colleagues. If the report is made verbally, the person receiving

the report shall capture the matter in writing and submit it to either the supervisor/manager/director or P&OD directorate.

- The person receiving the report shall acknowledge receipt of the report.
- The information provided shall be reviewed and may be the basis of an internal and/or external investigation into the issues which are reported.

Procedure for anonymous reporting through the Lighthouse ethics hotline

The whistle-blower/reporter:

- Makes a call through the ethics hotline or accesses the online case management system platform and provides information to the external vendor (Lighthouse) which will be captured as a report.

Lighthouse:

- Captures all the information and generates a report that will be shared with the designated recipient.
- May liaise with the whistle-blower/reporter to seek clarification, gather additional information and work with the whistle-blower as appropriate to build their confidence or encourage them to come out of anonymity (as may be relevant).
- Analyzes and shares the report with the designated case system administrator and designated recipient at employees' organization.

Designated recipient: The designated recipients of the reports will generally be the directors of the institute and the reports that will be shared with them will align to their area of work according to the three broad areas of breaches.

The designated recipient will:

- Receive a copy of the report submitted to Lighthouse; and
- Review the report and consult internally to decide on the way forward.

Case management investigator: Case management investigators are the designated investigators of the case, who shall investigate the case in accordance with institutional policies and procedures.

Case management system (CMS) administrator: A P&OD official will assume the role of a case management systems administrator responsible for updating case information on the Lighthouse platform in accordance with the institute's policies and procedures.

Investigation

- After receipt of the ethical report either directly or anonymously, an initial assessment shall be carried out to determine if there is a genuine concern. If the concern is considered to fall more properly within a different type of complaint procedure, such as a grievance, the whistle-blower/reporter will be informed accordingly by the supervisor and P&OD directorate and be provided with advice on how to proceed.
- If there are sufficient grounds to initiate a full investigation, a diverse committee shall be constituted by the Director General or his designate to investigate the matter and recommend the

course of action to be taken. During the investigation, the alleged perpetrator(s) may be given the opportunity to represent their argument.

- The amount of contact between the individual submitting a report and the body investigating the concern will depend on the nature of the issue, the clarity of information provided, and whether the employee remains accessible for follow-up.
- Where breaches of duty are confirmed to have occurred, the investigation report will provide recommendations on what action is appropriate, which may involve disciplinary procedures of the institute. Action will be taken to correct the failure and avoid similar events in the future as well as to address the alleged perpetrator(s) of misconduct.

Conclusion of cases

- Management endeavors to conclude all cases under investigation within a month of the start of the process, although it is recognized that there may be exceptions depending on the circumstances.
- At the discretion of the institute and subject to legal and other constraints, the reporter may receive information about the outcome of an investigation.
- Should the whistle-blower/reporter still feel either victimized or disadvantaged following the report and subsequent investigation, they may choose to escalate the issue to the next level in the form of an appeal to the next level of authority. Should the issue raised be with reference to the P&OD director, then the whistleblower/reporter shall raise it with the Director General. In the event that the matter is with regards to the Director General, it may be raised with the Chair of the Board and subsequently in cases where the matter refers to the Chair of the Board, the staff member may raise it directly with the Director of the CGIAR Internal Audit Unit.

4.3 Indicative Budget for Implementation of ESMP.

The following project activities will be undertaken to facilitate the implementation of this ESMP:

- Public disclosure of the ESMP in national newspapers.
- Sensitization of project partners, workers, and stakeholders on the E&S risk mitigation measures contained in this ESMP.
- Field monitoring of compliance with mitigation measures in this ESMP.

All the activities outlined above will be financed from the project budget, and the estimated cost for implementing these activities is presented in table 6 below.

Table 9: Indicative Budget

#	E&S Activity	Estimate Cost (USD)
1.	Disclosure of ESMP	\$100
2.	Sensitization of workers,	\$200
3.	Implementation of measures in E&S risks mitigation table	\$2850
4.	Site monitoring, supervision and reporting on E&S aspects	\$1,000
	Total	\$4,150

5.0 CONCLUSION

IITA acknowledges that the activities and operations to be carried out during the establishment of the Regional Hub for Fertilizer and Soil Health for West Africa and the Sahel could potentially impact the environment, workers, and therefore very mindful of their obligations towards the protection of the environment and ensuring the health and safety of the workers. IITA will therefore facilitate relevant sensitization and capacity-building activities to ensure rigorous implementation of all material actions considered in this ESMP, as well as other complementary E&S instruments.