

International Bank for Reconstruction and Development
International Development Association

SECOND PROGRESS REPORT
ON THE IMPLEMENTATION OF THE MANAGEMENT ACTION PLAN IN RESPONSE
TO THE
INSPECTION PANEL INVESTIGATION REPORT (INSP/106710-UG) ON THE
REPUBLIC OF UGANDA
TRANSPORT SECTOR DEVELOPMENT PROJECT – ADDITIONAL FINANCING
P121097

April 30, 2018

CONTENTS

Abbreviations and Acronyms	ii
Executive Summary	iii
I. Introduction.....	1
II. Progress of Management Action Plan Implementation	2
III. Next Steps	9
Annex 1. Management Action Plan – Status Update as of February 2018.....	10

ABBREVIATIONS AND ACRONYMS

ARSDP	Albertine Regional Sustainable Development Project
DNP	Defects Notification Period
E&S	Environmental and Social
ECPR	Emergency Child Protection Response
ES	Environmental Specialist
ESHS	Environmental, Social, Health and Safety
GBV	Gender-based Violence
GoU	Government of Uganda
GMC	Grievance Management Committee
GRM	Grievance Redress Mechanism
IDA	International Development Association
Km	Kilometer
MAP	Management Action Plan
MGLSD	Ministry of Gender, Labor and Social Development
MoU	Memorandum of Understanding
NEMA	National Environmental Management Authority
NERAMP	North Eastern Road-Corridor Asset Management Project
NGO	Nongovernmental organization
OSH	Occupational Safety and Health
PCN	Project Concept Note
RSR	Rapid Social Response
SBD	Standard Bidding Document
SCOPE	Supporting Children’s Opportunities through Protection and Empowerment
SDS	Social Development Specialist
SPD	Standard Procurement Document
TSDP	Transport Sector Development Project
UNRA	Uganda National Roads Authority
VAC	Violence Against Children

EXECUTIVE SUMMARY

- i. On October 13, 2016, Management submitted its Report and Recommendation, including a detailed [Management Action Plan \(MAP\)](#), developed in response to the Inspection Panel's [Investigation Report](#) No. INSP/106710-UG on the Uganda Transport Sector Development Project – Additional Financing (P121097). On November 22, 2016, the [Bank's Board considered both reports](#) and approved the MAP.
- ii. This is the Second Progress Report to the Board of Executive Directors (the Board) on implementation of the MAP, covering activities and information available for the period March 21, 2017 to March 20, 2018. The first Progress Report had been submitted on March 30, 2017.
- iii. Management has acknowledged the serious weaknesses in the preparation, implementation and supervision of the Project. The Bank failed to identify and plan for the full range of social impacts that a project of this size and scope could have in a poor, rural area with many pre-existing and well-identified vulnerabilities.
- iv. Management has worked to support the Government of Uganda to address these issues both at the project level and system-wide. At the project level this has included steps to provide support for the survivors of gender-based violence (GBV) and sexual exploitation; to complete the compensation process; to capture, record and address all grievances as they arise; to address construction issues; to support capacity building of the implementing agency; and support for response to and prevention of GBV. These are discussed in more detail in this report.
- v. To improve management of GBV-related risks in Bank-financed projects, a number of measures have been put in place, including efforts to build capacity of Bank staff to address GBV. Environmental and social provisions in International Competitive Bidding (ICB) procurement contracts for civil works have been strengthened. The Bank's own efforts to tackle these more systemic issues in whichever country they may arise have been addressed in the Bank's "[Lessons Learned and Agenda for Action](#)" Report (November 11, 2016), which among other items includes the issuance of detailed staff guidance on labor influx in projects. The efforts to date show that progress can be made, while recognizing that GBV is a deep-seated issue in many countries across all regions. It should also be recognized that improvements often start at a low baseline and may be uneven. It requires sustained political commitment by governments with support from the Bank. In this regard, Uganda has made substantial progress.

Second Progress Report on the Implementation of Management’s Action Plan in Response to the Inspection Panel Investigation Report on the Uganda Transport Sector Development Project

I. INTRODUCTION

1. This is the second Progress Report to the Board of Executive Directors (the Board) on implementation of the [Management Action Plan \(MAP\)](#) in response to the Inspection Panel [Investigation Report](#) No. INSP/106710-UG on the Uganda Transport Sector Development Project – Additional Financing (P121097), covering activities and information available for the period March 21, 2017 to March 20, 2018.

2. ***The Project.*** The Project Development Objective of the Transport Sector Development Project (TSDP) was to improve the connectivity and efficiency of the transport sector through: (a) improved conditions of the national road network; (b) improved capacity for road safety management; and (c) improved transport sector and national road management. In Uganda, road infrastructure is the dominant transport mode, accounting for 90 percent of passenger and freight traffic. The implementing agency was the Uganda National Roads Authority (UNRA). The Project was financed through a US\$190 million credit from the International Development Association (IDA), which was approved by the Board on December 10, 2009 and became effective on July 15, 2010. An Additional Financing, in the amount of US\$75 million, was approved on June 16, 2011.

3. ***Inspection Panel process.*** On December 19, 2014, the Inspection Panel (the Panel) received a Request for Inspection of the TSDP. As some of the issues raised in the Request had not previously been communicated to Management, the Panel did not register the Request, to provide Management with an opportunity to address the concerns. On September 11, 2015, the Panel received another Request for Inspection (the Request), raising similar concerns. The Request was registered on September 28, 2015. The Request raised serious allegations, including road workers’ sexual relations with minor girls and resulting pregnancies, the increased presence of sex workers in the community, the spread of HIV/AIDS, sexual harassment of female employees, child labor, increased dropout rates from school, inadequate resettlement practices, fear of retaliation, lack of community participation, poor labor practices, and lack of road safety. Management responded to the claims raised in the Request on December 17, 2015.

4. ***Project cancellation.*** After informing the Board, on December 21, 2015, the World Bank Group President, Jim Yong Kim, announced both the intended cancellation of the unwithdrawn amount of the Credits and a set of immediate follow-up actions. On December 22, 2015, the Bank cancelled the unwithdrawn amount of the Credits.¹

5. ***Investigation and MAP.*** In its Report to the Board on January 8, 2016, the Panel found the Request eligible for inspection and recommended that the Executive Directors authorize an investigation, which they did. In line with its mandate, the Panel investigation focused on the allegations of harm arising from instances of noncompliance by the Bank with its operational policies and procedures. On August 4, 2016, the Panel issued its investigation report, to which

¹ Original Financing (Credit No. 4679-UG) and Additional Financing (Credit No. 4949-UG).

Management responded on October 13, 2016, with its proposed action plan. On November 22, 2016, the [Bank's Board considered both reports](#) and approved the MAP.

II. PROGRESS OF MANAGEMENT ACTION PLAN IMPLEMENTATION

6. The MAP and progress through March 2017 is described in detail in the First Progress Report. This Report describes progress in implementing the MAP over the past year. Annex 1 provides further details on the status of actions.

Support for survivors of GBV

7. The Emergency Child Protection Response (ECPR) program was set up quickly to respond to the TSDP failures once they came to light. It was financed by the Bank and implemented by a Ugandan nongovernmental organization (NGO), BRAC, to help girls in the locality who were survivors of gender-based violence (GBV). In line with emerging best practice, its services were not limited to just those associated with the TSDP, but rather were made available more widely. Indeed, the support reached a total 1,061 girls in the TSDP area through 35 Empowerment and Livelihoods for Adolescents Clubs. ECPR activities concluded in July 2017 with the introduction of a more sustainable and more comprehensive program, as described below.

Strengthening community response to GBV and Sexual Violence Against Children (VAC) within Project communities

8. *SCOPE*. To build on the ECPR and go beyond it more sustainably, the Bank secured, on behalf of the Government of Uganda (GoU) a US\$673,000 grant financed by the multi-donor Rapid Social Response (RSR) program. The Supporting Children's Opportunities through Protection and Empowerment (SCOPE) project, which is being implemented by the Ministry of Gender, Labour and Social Development (MGLSD) financed using grant proceeds from the RSR, was signed and became effective on January 25, 2017, and will conclude in January 2019. The SCOPE project includes support for prevention programs and response services related to VAC in selected locations in the Kamwenge and Kabarole Districts. It focuses on: (a) improving access by child survivors of sexual violence to an essential package of services, (b) preventing VAC and GBV; and (c) strengthening capacity of the MGLSD and district authorities to coordinate, monitor and ensure the quality of services for GBV survivors. A project coordinator was hired on July 1, 2017. Implementing NGOs were hired through a competitive process and include World Vision and BRAC (both hired August 24, 2017), and International Justice Mission/Joy for Children (hired September 4, 2017). Memoranda of Understanding (MoUs) with district authorities were signed as part of the implementation arrangements in August 2017.

9. SCOPE also supports a set of evidence-based community interventions that promote behavioral change to reduce acceptability of GBV; these interventions will be carried out in communities and schools. They represent an important strategy for preventing violence in the long term. A nationwide Demographic and Health Survey conducted by USAID for 2016 shows, when compared with the figures for 2011, that the percentage of women who agree that spousal violence was justified for at least one reason dropped from 58.3 percent to 49.0 percent and that the percentage of men who agreed that spousal violence was justified for at least one reason decreased

from 42.8 percent to 40.1 percent. More generally, intimate partner violence toward married women (emotion, physical, or sexual) has fallen from around 60 percent to 56 percent. While these results may not necessarily be a direct effect of interventions by programs such as SCOPE, they do show the potential for changing attitudes and behavior regarding GBV in Uganda.

10. **Other RSR efforts.** Through the use of the RSR grant, efforts have been made to strengthen the response to incidents of sexual violence by key legal institutions such as the police, the judiciary and the medico-legal sector in a bid to improve capacity to enforce laws, reduce bias and mistreatment, increase children and women's access to the legal system, improve the quality and comprehensiveness of survivor services, improve legal protection for women and children in danger and increase coordination with other sectors that provide services or work on violence prevention. Examples of specific initiatives include procedures and protocols to improve the response of police, judges, forensic doctors, and other professionals, investment in resources and equipment, sensitization and training of justice system professionals and monitoring mechanisms.

11. **Government-NGO partnerships.** UNRA has facilitated partnerships between government and NGOs. Benefits from this collaboration include, for example, the focus by NGOs specialized in community mobilization on increasing community support in defense of women's legal and civil rights and access to justice, strengthening networks of legal rights services and increasing community action to bring perpetrators to justice. While this partnership is an important step toward improving cooperation between government and civil society in regard to GBV-related issues, the sustainability of this partnership will require continued commitment from both sides over a long period of time.

12. **Enhanced Borrower capacity.** Efforts have also been undertaken aimed at enhancing Borrower capacity in Uganda. For example, the Bank conducted a workshop to enhance capacity of counterparts to address GBV and VAC in infrastructure projects in April 2017. This workshop included around 50 representatives from UNRA, the Ministry of Energy and Mineral Development, Kampala Capital City Authority, the Ministry of Education and Sports and MGLSD.

13. **New project to address GBV.** To support an intensive and longer term approach for Uganda's efforts on GBV, the Bank helped the Government prepare a US\$40 million investment in the Strengthening Social Risk Management and Gender-Based Violence Prevention and Response Project (P160447), which was approved by the Bank's Board on June 20, 2017. The project will support implementation of the National Policy on the Elimination of Gender Based Violence at the national level and in select districts.² It is expected to become effective during this fiscal year upon completion of Uganda's national approval process. The date for Cabinet Review of the project is still pending, after which Parliamentary review will be scheduled. The date for the Cabinet Review has been rescheduled multiple times, but the Bank has been urging the Borrower to move ahead with this approval as quickly as possible.

14. **Bank research.** To demonstrate the developmental impact of GBV and consolidate Government interventions on a national level, research documenting the public health and socio-economic consequences of GBV has been undertaken by the Bank. This research has proved to be

² The Project Information Document can be found at:
<http://documents.worldbank.org/curated/en/969261479207993111/pdf/ITM00184-P160447-11-15-2016-1479207990338.pdf>

an important tool for awareness raising, promoting effective implementation of existing policies and laws, and increased investment in prevention and response, as presented in the November 2017 World Bank Uganda Economic Update – Accelerating Uganda’s Development: Ending Child Marriage, Educating Girls.

15. ***UNRA-MGLSD cooperation.*** In January 2018, UNRA signed an MoU with the MGLSD that identifies and stipulates the roles and responsibilities of the parties as they relate to each other. It also sets out the areas of cooperation in addressing the negative impacts of road works and influx of labor in road construction projects.

Resettlement compensation

16. With support from the Bank, the implementation of the Resettlement Action Plan (RAP) of the Fort Portal-Kamwenge road is close to conclusion. As of February 22, 2018, 98 percent of claimants (2,949) had received all compensation due (4 percent more than in the previous reporting period). UNRA is working on compensating the remaining 2 percent of claimants (60) and has deposited the required funds in an escrow account so that the resources will be readily and securely available once claimants’ cases are resolved. The remaining cases involve for example absentee claimants, deceased claimants and ownership disputes (see Annex 1 for more detail).

17. UNRA is scheduled to complete the outstanding compensation on the other TSDP roads: Vurra–Oraba section (1,020 unpaid out of 3,935); and Gulu–Atiak section (174 unpaid out of 2,033) by the end of June 2018. As part of this process, UNRA is carrying out a verification exercise on the Vurra–Oraba road, to establish whether all affected people listed in the original approved valuation report (dated March 20, 2012) and the valuation report for the Arua Municipality section (approved by the Chief Government Valuer on August 20, 2014) were indeed affected by the Project. This is necessary since a design change after the RAP had been completed meant that many impacts identified in the RAP were avoided. UNRA has confirmed to the Bank that this process will be completed within the planned timeframe.

18. The Bank also commissioned an audit, completed in February 2018, of the RAP implementation process on the Fort-Portal–Kamwenge Road. It concluded that compensation guidelines provided in the Project’s RAP were generally not complied with during its implementation. This was primarily due to inadequacies that included poor documentation of the process, inadequate staffing levels, lack of funds, and weak administrative procedures. UNRA has worked to rectify these shortcomings and has established a new in-house compensation system involving multi-disciplinary experts. Recommendations from the report include, among others, an improved stakeholder engagement mechanism, integration of livelihood restoration measures, attention to vulnerable Project-affected people, the establishment of functioning Grievance Management Committees (GMCs), and the involvement of additional social staff in the process. The Bank is working with the Borrower to implement the recommendations identified.

Construction defects in TSDP contracts that have livelihood and safety impacts

19. Road works have been completed along the roads funded under the Project; most construction defects that arose which affected the livelihood and safety of community members have been addressed. There are some outstanding cases in the Grievance Management Committee

(GMC) log books include the following: blocked access/drainage (81); vibration and cracks (3); failed restoration (4); road safety (sharp bends) (1); and perceived safety risks (5). UNRA is currently identifying and addressing all valid complaints logged by the GMCs. UNRA has constituted a “backlog team” composed of land surveyors, land valuers, sociologists, structural engineers and the Fort Portal UNRA station manager, which has recently been deployed along the road to carry out this task. UNRA has confirmed to the Bank that it expects the process to be completed by June 2018.

20. The Contractor improved access to the roads supported by TSDP by providing brick steps as per the Engineer's instructions. Additional access needs were identified during an inspection in October 2017 and are being addressed by the Contractor.

Workplace and traffic accidents

21. Out of 53 accidents logged in the Project's Accident Log by the date of substantial completion of the works on July 11, 2017, 31 victims had received compensation in accordance with the recommendations of an independent insurance expert. Of the 22 other accidents, 14 were solved through first aid provided at the time of the accident, two were identified as forgeries by the independent insurance expert, and five could not be verified. In the remaining case, the family of the victim of a fatal accident has engaged a private lawyer and is claiming additional compensation payment. UNRA is working to resolve the dispute so that the payment can be made as soon as the dispute is resolved. UNRA will also ensure that the assessed compensation amount, as recommended by the insurance expert, is deposited into UNRA's accounts by the Contractor.

Wages and working conditions

22. Reviews undertaken by the Bank and UNRA found that the rates paid to Project workers are similar to those for road construction works in other regions of the country. Work permit requirements for foreign workers were addressed, and contracts and identity cards were issued to employees. They were also provided with the necessary worker welfare amenities, accorded the necessary rights to organize themselves and voice their concerns to relevant authorities, and are all subject to obligations per Ugandan labor laws.

Grievance mechanisms and consultation

23. The RSR grant supported a revision and expansion of UNRA's harmonized grievance redress mechanism (GRM) manual, including GBV/VAC cases; this was approved by UNRA management (pending minor changes) on December 18, 2017 and is now in effect.

24. UNRA established 21 GMCs at the community and district levels along the roads financed by the Project. The GMCs are active in complaint handling, and support UNRA to the extent possible. During a review of the GMCs in December 2017 it was established that a total 259 grievances had been received and recorded. Of these, 116 (45 percent) were settled as of February 12, 2018. Most grievances (72) pertained to road access, 19 of which have been addressed to date. There were 59 grievances pertaining to undervaluation of property, 41 of which have been addressed to date. The report on grievances from the GMCs has been used by UNRA to draw up a work plan for the “backlog team” to proceed with addressing the pending grievances.

25. To assist UNRA in regard to its work on grievance redress, the Bank-executed activities under the RSR grant have: (a) provided training and orientation for UNRA field-based staff; (b) facilitated the development of training content for and training of GMCs and relevant local officials to establish/re-activate local GMCs; (c) distributed standardized tools to record, report and manage grievances; and (d) provided technical support to UNRA in developing a community engagement strategy and action plan, which includes improving the design of contact centers with full-time community liaison officers in communities along the Project roads. The Bank also continues to provide support to UNRA to improve its grievance, inquiries and feedback management system.

26. The Bank will continue to support the development, refinement and implementation of this UNRA-wide GRM through the RSR Grant, including support to establish a GRM system in the MGLSD.

Anti-retaliation

27. The GoU has integrated anti-retaliation measures into the UNRA-wide GRM now in place. When complaints are registered with the Bank, the Bank seeks assurances that complainants are not subject to retaliation. During a field visit in late March 2017, Management was able to confirm with the chair of the GMC in the Bigodi community (who was among the Requesters) that community members no longer perceive any threat of retaliation. Management will continue to be vigilant and work with the Borrower to avoid any retaliation against complainants.

Working with UNRA to build its environmental and social capacity and meet other reappraisal conditions

28. *Notice to Correct.* In response to the Request for Inspection, a Notice to Correct was issued to the Contractor in October 2015. This was followed by Project suspension and eventual cancellation, due to the Borrower's failure to implement the Project in conformity with appropriate environmental and social standards and practices. The notice mentioned 36 instances of non-compliance related to environmental and social requirements, including the conduct of workers, and required the Contractor to remedy the instances of non-compliance. An updated Notice to Correct matrix from the Supervising Engineer confirmed full compliance on all items, by the substantial completion of works in July 2017.

29. *Audit.* The Bank undertook a post review audit of procurement and financial management performance, finalized in February 2018, and found existing UNRA arrangements to be broadly acceptable, with minor actions, such as improved procurement document storage for active files, recommended for UNRA management attention. UNRA reported that these issues have been addressed.

30. *UNRA Environmental and Social Management Systems.* While starting from a situation of weak capacity, UNRA's Environmental and Social (E&S) Management System and the Land Acquisition Management System have both been strengthened with support from Bank staff and consultants as well as from consultants funded by other development partners. UNRA has developed an E&S policy and guidelines for its implementation in practice; has revised internal procedures to incorporate E&S issues in all relevant processes and aspects of work flow; and has

set up systems based on information and communication technology to track the implementation of E&S measures in UNRA programs. These developments are an impressive start to building capacity, but more progress needs to be made to achieve and maintain a sustainable level of institutional capacity.

31. Staffing in UNRA’s E&S unit doubled from three in February 2016 to six in March 2017 and has continued to grow, as shown in the table below:

UNRA Permanent safeguards staff – 12 (as of January 2018)	1 Head of Safeguards Department 2 Environmental Specialists 3 Senior Environmental Officers 3 Social Development Specialists 3 Senior Social Development Officers
UNRA Contract-based safeguards staff – 18 total	2 Environmental Officers 16 social staff: - 1 Social Development Specialist - 4 Senior Social Development Officers - 11 Junior Sociologists

32. UNRA has also hired five Technical Advisors.³ Three additional advisors are expected to be hired.⁴ Three trainees have been hired – two Social and one Occupational Safety and Health (OSH), and an additional three trainees will be recruited in due course. The Land Acquisition Unit had only two staff prior to January 2016, which increased to five in February 2016 and to 67 (39 permanent and 28 short term and project staff) as of March 2017, and UNRA is processing the hiring of 40 additional staff.

33. UNRA has also computerized its Right of Way Management System up to the stage of grievance redress, and this system is now being used for all new UNRA-managed projects.

34. The Bank will continue to work with the Borrower and monitor UNRA’s progress with regard to its capacity for environmental and social risk management. Issues identified in the Environmental Audit Report that was submitted to the National Environmental Management Authority (NEMA) on October 27, 2016 have been resolved as indicated in the updated Notice to Correct Matrix. The Bank’s suspension of civil works for the two projects, the North-Eastern Road Corridor Asset Management Project and the Albertine Regional Sustainable Development Project, was lifted in June 2017.

Working with UNRA and the GoU on addressing endemic social issues more systematically

35. As noted above, the RSR Grant is under implementation and the IDA-supported Strengthening Social Risk Management and Gender-Based Violence Prevention and Response

³ A Social Development Specialist funded by the North-Eastern Road Corridor Asset Management Project; a Social Development Specialist and an Environmental Specialist funded by the Albertine Regional Sustainable Development Project, and two OSH Specialists funded by the Department for International Development of the United Kingdom.

⁴ An Environmental Specialist funded by the North-Eastern Road Corridor Asset Management Project, and one Environmental Specialist and one Social Development Specialist funded by the African Development Bank.

Project was approved by the Bank's Board of Executive Directors in June 2017. In addition, social risk management components with a specific focus on GBV prevention are being integrated into energy and transport operations through restructuring of the existing IDA portfolio in Uganda (see below). Further, as noted earlier, UNRA and MGLSD signed an MoU setting out areas for their own cooperation.

36. Since receipt of the Request for Inspection, four IDA-supported operations in Uganda were retrofitted to include integrated social risk management components with a focus on GBV and VAC:

- The Albertine Region Sustainable Development Project (ARSDP, P145101) (US\$153.89 million under implementation) includes enhanced mechanisms to mitigate risks of GBV and VAC due to the project, implement GBV and VAC community prevention programs and strengthen coordination with national and district authorities to monitor implementation measures. UNRA hired an NGO on December 11, 2017, to implement these activities.
- The North-Eastern Road-Corridor Asset Management Project (NERAMP, P125590) (US\$234.80 million under implementation) includes a set of activities to address GBV, child protection, and occupational health and safety. UNRA is hiring three NGOs under this project and contracts are expected to be signed in May 2018.
- The Electricity Sector Development Project (US\$120 million, P119737) was retrofitted to include a US\$1.5 million component focusing on prevention of GBV, strengthening the identification of potential cases through a GRM and establishing referral mechanisms for survivors around project sites. The Ministry of Energy and Mineral Development has hired World Vision for this component; a contract was signed on February 19, 2018. According to the Borrower, a MoU between MGLSD and the Ministry of Energy will be signed by the end of April 2018.
- The Uganda Teacher and School Effectiveness Project (UTSEP, P133780) (US\$100 million under implementation) includes enhanced mechanisms to mitigate risks of VAC associated with the project and prevent violence in schools through child participation and empowerment. The Ministry of Education and Sports plans to hire two NGOs by the end of April 2018.

Management's safeguard portfolio reviews of Bank-financed projects in Uganda, with specific focus on child labor/abuse

37. The Bank completed a general review of environmental and social safeguards performance in all IDA-supported projects within the Uganda portfolio, and a complementary review with a specific focus on the risks of sexual abuse involving minors, and child labor. The recommendations of both reviews have been made public through the "Uganda TSDP AF – Lessons Learned and Agenda for Action Report" and include proposals for strengthening Borrower capacity and improving safeguard performance.

Procurement and contract management

38. All Standard Bidding Documents (SBDs) and Standard Procurement Documents (SPDs) have been revised to reflect lessons learned from the Uganda TSDP and are available for use. SBDs are used for projects with a Project Concept Note (PCN) prior to July 1, 2016, and SPDs for projects with a PCN after this date. Details of revised documents and their content are provided in the [First Progress Report](#).

Global Gender-Based Violence Task Force

39. A Global Gender-Based Violence Task Force was formed to strengthen the institution's response to instances of GBV encountered as part of its operations. The Task Force included a range of members from academia, NGOs, foundations, UNICEF, and government. The Task Force delivered its report in July 2017 and the Bank is following up on its recommendations.

Global review and staff guidance on labor influx issues

40. A guidance note for staff on "Managing the Risks of Adverse Impacts on Communities from Temporary Project Induced Labor Influx" was issued on December 1, 2016, and disseminated to all Bank operational staff. Based on this guidance, a portfolio-wide review of projects across the Bank was completed in May 2017 and its findings are informing the implementation of relevant projects. In Bank-supported projects, there is now a requirement for contractors to endorse and utilize a Code of Conduct, which their employees are required to sign. Additional guidance to improve occupational health and safety measures is currently being developed.

Internal review of lessons learned

41. The report noted above in paragraph 37 was prepared and discussed with the Board, disseminated to all staff, and made publicly available.

42. The efforts to date show that progress can be made, while recognizing that GBV is a deep-seated issue in many countries across all regions. It should also be recognized that improvements often start at a low baseline and may be uneven. It requires sustained political commitment by governments with support from the Bank. In this regard, Uganda has made substantial progress.

III. NEXT STEPS

43. ***The next Progress Report to the Board.*** The next progress report will be submitted in 12 months, or when the MAP is completed, whichever occurs first. Should there be significant developments of concern that occur within this period, the progress report will be advanced to take account of that.

ANNEX 1. MANAGEMENT ACTION PLAN – STATUS UPDATE AS OF MARCH 2018

Actions	Status Update as of March 2018
1. Remediation for child survivors of abuse	
<p>The Bank-funded Emergency Child Protection Response (ECPR) has made progress in meeting immediate material needs and addressing the psychosocial needs of the survivors of sexual abuse, without discriminating between cases associated with road workers and those associated with other perpetrators.</p> <p>This assistance, which has been implemented by reputable NGOs (BRAC and TPO), will be continued at least for the next twenty-four months through the following modalities:</p> <ul style="list-style-type: none"> • BRAC’s contract was extended through April 2017. BRAC continued supporting: (i) life skills training, school reintegration for girls who have dropped out of school, financial literacy and apprenticeships; (ii) psychosocial support and counseling for survivors of sexual violence and their families; (iii) health care support, including adolescent sexual and reproductive health services, which includes screening and, as necessary, treatment of sexually transmitted infections, hygiene education, etc.; (iv) in-kind support to survivors of abuse to meet basic needs; and (v) support in seeking legal redress. • Following the completion of the BRAC contract, key elements of the above support will continue under the RSR Trust Fund Grant (described in Action 10, below). • Management notes the recent improvements in Government efforts to identify and hold perpetrators legally accountable, and also notes that the GoU has committed to provide the Bank with regular updates on steps that 	<p>The Bank, through the ECPR program, implemented by the globally reputable Uganda-based NGOs, BRAC and TPO, met key commitments in addressing the material and psychosocial needs of the identified survivors of sexual abuse in the Project area.</p> <p>The Bank has continued to monitor legal redress regarding child sexual abuse cases in the Project area. No new cases have been reported to the justice system since October 2016.</p> <p>The ECPR reached a total number of 1,061 girls in the TSDP area through 35 Empowerment and Livelihoods for Adolescents Clubs. The club activities included life skills training, psychosocial support, medical support through Village Health Teams and referral to existing Government health service providers. A total of 37 girls have completed vocational training in various income generation activities and have received start up kits for their enterprises. ECPR activities concluded in July 2017, with the introduction of a more sustainable and more comprehensive program. MGLSD in coordination with District Governments will continue to support provision of prevention and response services related to sexual violence against children in the Kamwenge and Kabarole Districts, through the RSR Grant funded program, SCOPE.</p> <p>The UNRA social team will continue to collaborate with MGLSD to consolidate the ECPR achievements including lesson learning and possible replication of good practices in other road projects, including the implementation of the enhanced social components under the ARSDP and NERAMP projects.</p>

Actions	Status Update as of March 2018
<p>it has taken to ensure that cases of GBV are vigorously investigated and addressed by the appropriate law enforcement authorities. The importance of this issue was stressed in September 2016 in an exchange of letters between the President of the Bank and the President of Uganda.</p>	
<p>2. Strengthening community response to GBV within Project communities</p>	
<p>In parallel with Action 1, Bank support will be provided to local governments and affected communities in the Project area to strengthen their capacity to prevent and respond to GBV.</p> <p>The Project area will be one of the targeted areas of support under the RSR Trust Fund, which is expected to become effective in January 2017 (see Action 10, below). Within the Project area, the RSR will support: (i) efforts to reduce social acceptance of GBV through community-based behavioral change interventions; (ii) strengthening referral systems for youth at risk; and (iii) enhancing the capacity of community-based facilitators such as village health teams, local council leaders, crime preventers, and religious and cultural leaders to respond to GBV.</p>	<p>For sustainability and continuity purposes, the Bank secured, on behalf of the GoU, an RSR Grant of US\$673,000, which was signed and became effective on January 25, 2017. Under this Grant, the GoU is implementing the SCOPE project. SCOPE is providing local governments and communities in selected locations in the Kamwenge and Kabarole Districts with support to strengthen the prevention and response services related to VAC. Full implementation of the SCOPE by specialized civil society organizations (World Vision, International Justice Mission/Joy for Children and BRAC Uganda) and district local governments started at the beginning of October 2017 following a harmonized work plan. SCOPE activities focus on: (a) improving access by child survivors of sexual violence to an essential package of services, (b) preventing VAC and GBV; and (c) strengthening capacity of the MGLSD and district authorities to coordinate, monitor and ensure the quality of services for GBV survivors.</p> <p>SCOPE also supports a set of evidence-based community interventions that promote behavioral change to reduce acceptability of GBV; these interventions will be carried out in communities and schools. They represent an important strategy for preventing violence in the long term.</p> <p>Through the use of the RSR grant, a concerted effort has been made to strengthen the response to incidents of sexual violence by key legal institutions such as the police, the judiciary and the medico-legal sector in a bid to improve capacity to enforce laws, reduce bias and mistreatment, increase children and women’s access to the legal system, improve the quality and comprehensiveness of survivor services, improve legal protection for women and children in danger and increase coordination with other sectors that provide services or work on violence prevention. Examples of specific initiatives have included procedures and protocols to improve the response of police, judges, forensic doctors, and other professionals, investment in resources and equipment, sensitization and training of justice system professionals and monitoring mechanisms.</p> <p>UNRA has been instrumental in creating partnerships between government and NGOs. There have been clear benefits from this collaboration. Both groups have a critical role to play and can achieve more together in making changes than if they work alone. For example, at the community level, specialized NGOs on community mobilization have focused on increasing community</p>

Actions	Status Update as of March 2018
	<p>support in defense of women’s legal and civil rights and access to justice, strengthening networks of legal rights services and increasing community action to bring perpetrators to justice. While this partnership is an important step toward improving cooperation between government and civil society in regard to GBV-related issues, the sustainability of this partnership will require continued commitment from both sides over a long period of time.</p>
<p>3. Resettlement compensation</p>	
<p>The GoU has committed to complete land acquisition and compensation payments to Project-affected people, in line with national laws and Bank policy requirements, by no later than March 2017. The satisfactory completion of this process is one of the conditions for the reappraisal of the suitability of UNRA to implement Bank-financed projects, and any future Management decision to lift the suspensions of the civil works components of the ARSDP and NERAMP.</p> <p>To address continuing delays in completing this process, as well as other resettlement issues noted in the Panel’s Report, the Bank will:</p> <ul style="list-style-type: none"> (i) Recruit qualified experts to work directly with UNRA to assist it to (1) determine the reasons for the continued delays in payment of compensation and put in place an effective strategy for addressing them as necessary; (2) ensure that all outstanding and new claims are appropriately addressed; (3) determine whether there were impacts that have not previously been taken into account (livelihoods/loss of business income, vulnerable groups) for which compensation or assistance may be required; (4) ensure continuing consultation with Project-affected people and a well-functioning grievance mechanism; and (5) monitor implementation and provide fortnightly progress reports. (ii) Recruit a separate expert to conduct an audit to confirm satisfactory implementation of the 	<p>RAP implementation on the Fort Portal – Kamwenge Road is close to conclusion. As of February 22, 2018, 98 percent of claimants (2,949) had received all compensation due (4 percent more than in the previous reporting period). UNRA is working on compensating the remaining 2 percent of claimants (60) and has deposited the required funds in an escrow account so that the resources will be readily and securely available once claimants’ cases are resolved. UNRA has been pursuing due diligence to ensure that these claimants are paid with the least possible delay. Compensation payments have not been made for these 60 claimants for various reasons, as detailed below;</p> <ul style="list-style-type: none"> (i) Absentee claimants (26): These have failed to turn up and claim their compensation awards. They were given individual letters through the local councils inviting them to the verification exercise, and their names were published in the local and national print media, but they have yet to respond. (ii) Encumbrances (2): Some claimants have mortgaged their land titles with financial institutions and therefore the process involves a third party. Appropriate legal procedures are being followed in the resolution of these cases. (iii) Lack of original documents (9): Claimants who do not have their original titles and need replacements have yet to be compensated because the duplicates can only be issued by the Ministry of Lands. The process is lengthy and assistance from UNRA is being provided so that the claimants can obtain these titles. (iv) Disputed ownership (11): Some of these affected properties are under disputes in courts of law or at local level. Compensation can only be completed once the due course of the law has identified the rightful ownership. Other cases are being monitored through the GMCs at village level. (v) Deceased claimants (8): The law requires that letters of administration be presented in the event that the rightful owner is deceased. This has been a major constraint because these claimants are orphaned, elderly and widows who are not in a position to acquire the letters. Legal redress and assistance is being sought on their behalf. (vi) Valuation (4): Some claimants firmly rejected the compensation packages awarded by the Chief Government

Actions	Status Update as of March 2018
<p>process under (i) at its completion.</p> <p>(iii) Assign one or more Kampala-based Bank specialists to monitor and support the above process, with oversight from a Bank Lead Social Development Specialist.</p>	<p>Valuer. Their awards have been deposited in the escrow account pending court decision on the matter.</p> <p>The Bank also commissioned an audit, completed in February 2018, of the RAP implementation process on the Fort-Portal–Kamwenge Road, which concluded that compensations guidelines provided in the Project’s RAP were generally not complied with during its implementation. This was primarily due to a number of inadequacies that included poor documentation of the process, inadequate staffing, lack of funds, and weak administrative procedures. UNRA has worked to rectify these shortcomings and has established a new in-house compensation system involving multi-disciplinary experts. Recommendations from the report include, among others, an improved stakeholder engagement mechanism, integration of livelihood restoration measures, attention to vulnerable Project-affected people, the establishment of functioning GMCs, and the involvement of additional social staff in the process. The Bank is working with the Borrower to implement the recommendations identified.</p>
<p>4. Construction defects that have livelihood and safety impacts</p>	
<p>The Bank will continue to support UNRA and the Supervising Engineer, to ensure that the Contractor fulfills its contractual obligations, and takes the necessary corrective measures to address ongoing problems, including those related to: (i) road access, (ii) drainage, (iii) damaged community water sources, (iv) incomplete installation of road safety devices, (v) damage to structures from blasting, and (vi) unsafe location of transmission lines.</p> <p>Such measures continue to be obligations of the Contractor and are covered by the Notice to Correct but remain incomplete. Effective management of the Contractor and satisfactory completion of these corrective measures are key indicators in the reappraisal of the suitability of UNRA to implement Bank-financed projects, and a key input into any future Management decision to lift the suspension of civil works components of the ARSDP and NERAMP. Therefore, the Bank will:</p> <p>(i) Require that UNRA obtain Contractor remediation, no later than November 30, 2016.</p>	<p>The construction works were substantially completed and provisionally accepted on July 11, 2017. The updated Notice to Correct Matrix from the Supervising Engineer confirmed full compliance on all items, by the substantial completion of works date. A twelve-month Defects Notification Period (DNP) commenced immediately thereafter. A detailed snag list was compiled and issued to the Contractor to remedy the defects within the DNP. The necessary corrective measures to substantially address the problems related to: (i) road access, (ii) drainage, (iii) damaged community water sources, (iv) road safety measures, (v) damage to structures from blasting, and (vi) unsafe location of power lines, have been carried out as per the instructions provided by the Engineer when the works were provisionally accepted on July 11, 2017.</p> <p>The Engineer, who was demobilized from the site as of July 31, 2017, is carrying out joint quarterly site inspections with UNRA and the Contractor to inspect the quality and progress of works included in the snag list. The taking over certificate was issued on August 14, 2017 in accordance with the requirements of the contract, and it was agreed that the outstanding snag list of works would be completed prior to October 10, 2017. A joint inspection took place on October 19, 2017 and the Engineer updated the snag list. Out of 46 items included in the list, 24 were fully addressed, 8 were partially addressed and 9 were outstanding. The Engineer has instructed the Contractor to finalize all outstanding works on the snag list by then in order for the final payments under the contract to be processed.</p> <p>An updated snag list that was prepared by the Contractor during the site visit of the Bank team on February 7, 2018, and which is subject to the Engineer’s verification, shows all activities completed except five items associated with: (i) completion of the restoration of one borrow pit at km 167+740 due to ongoing</p>

Actions	Status Update as of March 2018
<p>(ii) If Contractor remediation is not completed satisfactorily by the above date, require UNRA itself to undertake the necessary corrective actions by no later than March 1, 2017 (if needed through a third-party contractor), deducting the cost from the amount due under the contract.</p> <p>(iii) Provide the services of an independent technical advisor to evaluate the quality and completeness of the corrective measures, and to seek feedback from the community that the problems have been rectified.</p>	<p>litigation and one quarry at Kamwenge; the Contractor notes that the residents disagreed with the fencing of the areas for these ancillary facilities; (ii) a proposed change of guardrails to handrails in two locations as the quantities of guardrails provided for under the contract are exhausted; and (iii) a proposal to install reflective plates at different locations by the end of the DNP, to avoid risk of vandalizing. In addition, the Contractor has noted that it will not continue with the provision of two additional bus stops and one tourist view point shelter at Km. 187.9 that were originally proposed as part of the Contractor’s Corporate Social Responsibility and are not payable items under the Project. The Contractor has demobilized nearly completely from the site, and camp sites have been restored.</p> <p>The Contractor contributed towards purchase of 40 electric poles for the electrification of the area at Busoro quarry and paid for the installation of 6 domestic water stand pipes installed in Busoro village.</p> <p>Updates on specific actions are provided below:</p> <ul style="list-style-type: none"> • Access points: Access points have been addressed, including provision of ramps, brick steps, and drifts, as per the Engineer's instructions, including the additional access issues that were noted during the snag list inspection that was carried out on October 19, 2017. However, not all access needs registered in the grievance logbooks have been addressed in the works contract. Affected people were informed about the procedures used in allocation of access points during the execution of works under the Project, and of the need for people to share access points. • Damaged community water sources: All water sources negatively affected by the road construction activities have been repaired and restored. The notable water sources affected by construction works during the reporting period were: (i) wetlands located at km 164.2 and km 172.6 (Bigodi); (ii) a gravity water scheme between km 149.3 and km 153.8 and (iii) spring water at km 189.6 and km191.0. • Road safety measures: Installation of speed control structures, speed bumps and warning signage and traffic signs has been completed as per the Engineer's instructions. Reflective plates on guardrails and handrails in two locations will be installed at the end of the DNP. • Restoration of borrow pits, dump sites, and quarries: All restoration plans for the main campsite, Kiko crusher, Busoro quarry, Bukonderwa quarry and borrow pits used for material sources during the construction period were approved by the Engineer, submitted to NEMA by the Contractor and approved by NEMA on July 31, 2017. All borrow pits have been restored except one borrow pit at km 167+740, which the Contractor claims could not be fully restored as access to the site was denied due to court orders arising from a land ownership issue. All quarries have been restored except the Kamwenge quarry, in which there was a conflicting request by the community on

Actions	Status Update as of March 2018
	<p>how the quarry is to be restored. There is pooling of water at the Kamwenge quarry and the Contractor has been requested to expedite restoration works and in the interim, provide safety measures including security personnel to deter children from swimming and animals from taking water at the quarry.</p> <ul style="list-style-type: none"> • Drains: The Contractor has substantially completed the drainage works as instructed by the Engineer. The verification reports are expected as noted above. • Damage from blasting operations: The Kamwenge quarry was decommissioned on March 17, 2017. All the rocks and boulders in people’s gardens around the quarry were removed by the Contractor by March 31, 2017. An independent assessment of the value of compensation prepared by the UNRA Land Acquisition team was verified by the Chief Government Valuer and all the affected people at this quarry have been compensated. • Unsafe location of power lines: The relocation of all power lines that were overhanging private properties due to works under the Project has been completed with relocation of the poles within the road reserve. The last relocation took place in March 2017 at the Nkingo trading center at km 173. Houses that were within reserves and under power lines have been demolished following payment compensation. There are no pending relocations. <p>General: UNRA is currently identifying and addressing all valid complaints logged by the GMCs. UNRA has constituted a “backlog team” composed of land surveyors, land valuers, sociologists, structural engineers and the Fort Portal UNRA station manager, which has recently been deployed along the road to carry out this task. UNRA confirmed to the Bank that it expects to complete this process by June 2018.</p>
5. Workplace and traffic accidents	
<p>The Bank will work with UNRA to ensure that outstanding payments are made and that compensation amounts are appropriate and in line with national laws and regulations. The Bank will procure an independent technical advisor (Action 4) to assist UNRA in reviewing compensation amounts and calculating any additional compensation that may be required, by January 1, 2017. If it is determined that additional compensation needs to be paid by the Contractor, UNRA will insist on Contractor compliance with this obligation. If any required payment is not made, the GoU has committed to pay the required amount from its own</p>	<p>With UNRA’s concurrence, the Supervising Engineer engaged an independent insurance expert to review and determine the adequacy of compensation paid for accident victims. The insurance expert continued his services until all cases were reviewed and the works were substantially completed and provisionally accepted by UNRA.</p> <p>Out of 53 accidents logged in the Project’s Accident Log by the date of substantial completion of the works on July 11, 2017, 31 victims had received compensation in accordance with the recommendations of the independent insurance expert. Of the 22 other accidents, 14 were solved through first aid provided at the time of the accident, 2 were identified as forgeries by the independent insurance expert, and 5 could not be verified. In the remaining case, the family of the victim of a fatal accident has engaged a private lawyer and is claiming additional compensation payment. UNRA is working to resolve the dispute so that the payment can be made as soon as the dispute is resolved. If the resolution process is prolonged, the assessed compensation amount,</p>

Actions	Status Update as of March 2018
resources, deducting the payment from the amount due under the contract.	as recommended by the insurance expert, is deposited into UNRA’s accounts by the Contractor.
6. Wages and working conditions	
<p>The Bank will continue to support UNRA and the Supervising Engineer, to ensure that the Contractor fulfils its contractual obligations and takes the necessary corrective measures to address contract deficiencies and working condition problems. Improvement in the management of the Contractor is a key indicator in the reappraisal of the suitability of UNRA to implement Bank-financed projects, and a key input into any future Management decision to lift the suspension of civil works in the ARSDP and NERAMP.</p> <p>The Bank will fund an independent technical advisor (see Action 4) to assess Contractor compliance with pertinent labor regulations. UNRA has committed to require the Contractor to undertake any corrective measures identified as a result of the advisor’s assessment.</p>	<p>Reviews undertaken by the Bank and UNRA found that the rates paid to Project workers are similar to those for road construction works in other regions of the country. Work permit requirements for foreign workers were addressed, and employees were issued with contracts and identity cards. They were also provided with the necessary worker welfare amenities, accorded the necessary rights to organize themselves and voice their concerns to relevant authorities, and are all subject to obligations per Ugandan labor laws.</p>
7. Grievance Redress Mechanisms and Consultation	
<p>The Bank will support UNRA to develop an accessible and effective, UNRA-wide GRM. This will include the development of a grievance redress process manual that will document the hierarchy of reporting levels and define the roles and responsibilities for each level. This work will benefit from the diagnostic of UNRA’s existing grievance redress mechanisms, which the Bank undertook in April 2016. For the roll-out of this GRM, the Bank will (1) provide training and orientation for UNRA field-based staff; (2) conduct workshops for relevant local officials and communities to establish/re-activate local grievance redress committees; (3) distribute standardized tools to record, report and manage grievances; and (4) provide technical support to UNRA in establishing contact centers with full-</p>	<p>The RSR grant includes Bank-executed and Recipient-executed activities. Under the Bank-executed activities supported by the RSR, the Bank has been working with UNRA by providing Technical Assistance (TA) to improve its GRM. As of January 19, 2018, the outcomes of the TA include: (a) a harmonized GRM manual including GBV/VAC cases, which was approved by UNRA management (pending minor changes) in December 2017 and is now in effect, (b) a citizen engagement strategy and plan under implementation, and (c) a revised GMC mobilization and training manual. Actions to be supported by the RSR in FY18 include: (i) finalizing and validating the training manual, (ii) designing and printing of the manual and promotional materials, and (iii) supporting training of GMCs and monitoring of performance. Support is ongoing in monitoring activation of GMCs, including field visits and workshops with UNRA’s team and partners.</p> <p>UNRA is currently identifying and addressing all valid complaints logged in the GMCs. A “backlog team” composed of land surveyors, land valuers, sociologists, structural engineers and the Fort Portal UNRA station manager has been deployed along the road to carry out this task.</p> <p>UNRA established 21 GMCs at the community and district levels along the roads financed by the Project. The GMCs are active in</p>

Actions	Status Update as of March 2018
<p>time community liaison officers in communities along Project roads.</p> <p>For the Project area, UNRA has already (1) activated a call center and set up a hot line; (2) distributed and displayed posters with hotline numbers at prominent places in road communities; and (3) recruited three community liaison officers (and is in the process of recruiting more), who are sensitizing grievance redress committees and conducting house visits in affected communities along the Kamwenge-Fort Portal Road. For the remainder of the construction of the Kamwenge-Fort Portal Road, Bank social specialists will continue to work with UNRA to ensure that a functional complaints mechanism, including hotline, is available and accessible for the affected communities. This will not depend on the completion of the longer-term measures set out under (i).</p>	<p>complaint handling, and support UNRA to the extent possible. During a review of the GMCs in December 2017 it was established that a total of 259 grievances had been received and recorded. Of these, 116 (45 percent) were settled by reporting time. Most grievances (72) pertained to road access, 19 of which have been addressed to date. There were 59 grievances pertaining to undervaluation of property, 41 of which have been addressed to date. The report on grievances from the GMC has been used to draw up a work plan for the “backlog team” to proceed with addressing the pending grievances.</p> <p>To assist UNRA in regard to its work on grievance redress, the Bank-executed activities under the RSR grant have: (a) provided training and orientation for UNRA field-based staff; (b) facilitated the development of training content for and training of GMCs and relevant local officials to establish/re-activate local GMCs; (c) distributed standardized tools to record, report and manage grievances; and (d) provided technical support to UNRA in developing a community engagement strategy and action plan, which includes improving the design of contact centers with full-time community liaison officers in communities along the Project roads. The Bank also continues to provide support to UNRA to improve its grievance, inquiries and feedback management system.</p> <p>The Bank will continue to support the development, refinement and implementation of this UNRA-wide GRM through the RSR Grant, including support to establish a GRM system in the MGLSD.</p>
<p>8. Anti-retaliation</p>	
<p>The Bank has obtained commitments from UNRA and the GoU to sustain their efforts in preventing retaliation. This will include periodic publication of high-level Government statements on the importance of anti-retaliation; radio talk shows providing strong messages on anti-retaliation and broadcasting public service messages about the child helpline number 116 and an UNRA hotline; re-publication by UNRA of its own anti-retaliation statement, which was published in the Daily Monitor on June 2, 2016; and engagement by UNRA with civil society partners, to disseminate anti-retaliation messages and to collaborate in monitoring and reporting any instances of threatened retaliation, should they occur. The Bank will monitor the GoU’s actions in this regard, and communicate the need for correction if required.</p>	<p>Supported by Uganda’s Whistleblowers Protection Act, 2010, the GoU has integrated anti-retaliation measures into the UNRA-wide GRM now in place. When complaints are registered with the Bank, the Bank seeks assurances that complainants are not subject to retaliation. During a field visit in late March 2017, Bank Management was able to confirm with the chair of the GMC in the Bigodi community (who was among the Requesters) that community members no longer perceive any threat of retaliation. Management will continue to be vigilant and work with the Borrower to avoid any retaliation against complainants.</p>

Actions	Status Update as of March 2018
9. Suspension of UNRA’s civil works portfolio, while working with UNRA to build its E&S capacity and meet other reappraisal conditions	
<p>The Bank has cancelled the Credits for TSDP and suspended the financing of the civil works components of two other projects (ARSDP and NERAMP) implemented by UNRA. The suspensions will remain in place until the Bank receives evidence that the GoU and UNRA have adequate capacity to adhere to required standards and practices. Measures have been agreed as conditions for reappraisal of UNRA’s capacity and for consideration of any future lifting of suspension. The fulfillment of all agreed actions is required prior to the reappraisal of the suitability of UNRA to implement Bank-financed projects, and any future Management decision to lift the project suspensions.</p> <p>The Bank, together with other development partners, will continue to provide advice to UNRA as it undertakes to fulfill the agreed measures and, in this connection, to build capacity in the following areas:</p> <ul style="list-style-type: none"> (i) Reform of UNRA’s institutional structure; (ii) Contract administration and management; (iii) Procurement; (iv) Financial management; (v) Environmental and social management – including a strengthened land acquisition system and processes; (vi) Communications and citizen engagement. 	<p>Notice to Correct. The updated Notice to Correct Matrix from the Supervising Engineer confirmed full compliance on all items, by the substantial completion of works date.</p> <p>The Bank undertook a post review audit of procurement and financial management, finalized in February 2018, and found existing UNRA arrangements to be broadly acceptable with actions, such as improved procurement document storage for active files, recommended for UNRA management attention. UNRA reported that these issues have been addressed.</p> <p>The recent (February 2018) Financial Management (FM) review concluded that FM arrangements for UNRA are generally reliable and adequate systems are in place. There is adequate staffing dedicated to the World Bank Portfolio and Quarterly financial reports are submitted on time. The Pastel Accounting software at UNRA is used to account for Project funds. The earlier proposed upgrade to a new accounting and management information system was deferred to a future period. Annual audit reports for the Project for the year ended June 2017 were submitted to the Bank with no major findings.</p> <p>Suggested improvements following on the February 2018 assessment of Procurement Management arrangements for UNRA included updating the contract management plan for NERAMP to reflect current developments since the appraisal of the project, and a recommendation that procurement records be stored in a secure manner.</p> <p>The ongoing NERAMP project has piloted the retrofit of project management and contracts with the new environmental, social health and safety (ESHS) requirements, as a follow up to the recommendation of the ESHS workshop held at the end of June 2017.</p> <p>The Environmental and Social (E&S) Management System and the Land Acquisition Management System have both been strengthened substantially with support from Bank staff and consultants, as well as from consultants funded by other development partners. UNRA has developed a progressive E&S policy and clear guidelines for its implementation in practice; has revised internal procedures to incorporate E&S issues in all relevant processes and aspects of work flow; and has set up systems based on information and communication technology to track the implementation of E&S measures in UNRA programs. These developments are an impressive start to building capacity, but more progress needs to be made to achieve and maintain a sustainable level of institutional capacity.</p> <p>Staffing in UNRA’s E&S unit doubled from three in February 2016 to six in March 2017. As of January 24, 2018, UNRA has 12 permanent staff – 1 Head of Safeguards Department, 2 Environmental Specialists (ES), 3 Sr Environmental Officers, 3 Social Development Specialists (SDS) and 3 Sr Social</p>

Actions	Status Update as of March 2018
	<p>Development Officers. UNRA plans to recruit an Occupation Health and Safety Officer. In addition, UNRA has hired 18 safeguards staff on a contract basis and these include 16 social staff – 1 SDS, 4 Sr Social Development Officers, 11 Junior Sociologists – and two Environmental Officers.</p> <p>UNRA has also hired five Technical Advisors (SDS-NERAMP, SDS-ARSDP, ES-ARSDP, 2 OSH Specialists-DFID). Three additional advisors are expected to be hired (1 ES-NERAMP, 1 ES-AfDB, 1 SDS-AfDB),</p> <p>The Land Acquisition Unit had only two staff prior to January 2016, which increased to five in February 2016 and to 67 (39 permanent and 28 short term and project staff) as of March 2017, and UNRA is processing the hiring of 40 additional staff.</p> <p>UNRA has also computerized its Right of Way Management System up to the stage of grievance redress, and this system is now being used for all new UNRA-managed projects.</p> <p>UNRA has recruited two graduate sociologists and one Occupational Health and Safety trainee to support the project in addition to the TA provided under the NERAMP. The graduate staff have been participating in sensitization, formation and training of GMCs on the project. They will also continue to monitor the activities of GMCs and provide support on grievance management for the project by being present on site during the implementation period. The following additional staff are to be recruited for the project. (i) 1 environmental expert, (ii) 2 graduate environmental trainee, and (iii) 1 graduate Occupational Health and Safety trainee.</p> <p>On workplace accidents, see Item 5 above.</p>
<p>10. Working with UNRA and the GoU on addressing endemic social issues more systematically</p>	
<p>Funding has been approved from the RSR Trust Fund for a grant to enhance social protection systems in reaching child survivors of sexual and gender-based violence. The grant is expected to be operational by January 2017 and will be implemented in several districts, including along the Kamwenge-Fort Portal Road. It will follow a three-pronged approach, which involves: (i) providing technical assistance for the national social protection system to reach child survivors of abuse and those at risk of GBV; (ii) developing grievance redress mechanisms to improve outreach to child survivors of abuse and populations at risk of GBV; and (iii) enhancing the capacity and coordination of a national social</p>	<p>The RSR Grant became effective on January 25, 2017 and supports activities as described under Item 2 above.</p> <p>In October 2016, the GoU requested IDA support of US\$40 million for an operation to address GBV in a systematic manner throughout Uganda. The operation (P160447, Strengthening Social Risk Management and Gender-Based Violence Prevention and Response Project), approved on June 20, 2017, will support implementation of the National Policy on the Elimination of Gender Based Violence throughout the country. The project is expected to become effective during this fiscal year upon completion of Uganda’s national approval process. The date for Cabinet Review of the project is still pending, after which Parliamentary review will be scheduled. The date for the Cabinet Review has been rescheduled multiple times, but the Bank has been urging the Borrower to move ahead with this approval as quickly as possible.</p> <p>In addition, social risk management components with a specific focus on GBV prevention are being integrated into energy, transport and education operations through restructuring of the existing IDA portfolio in Uganda.</p>

Actions	Status Update as of March 2018
<p>protection system to protect child survivors of abuse of GBV.</p> <p>On a broader scale, the GoU has expressed interest in working with the Bank and other partners to address the problem of GBV countrywide. After discussions with the Bank, the President of Uganda has announced that he will launch a Presidential campaign to combat violence against women and girls. This coincides with the approval of the “National Policy on Elimination of Gender Based Violence for Uganda” in September 2016 by the Cabinet.</p> <p>In support of such a national GBV response and implementation of the new national policy, the Bank will provide technical assistance to the GoU in developing the following key inputs, building on the Bank-supported GBV diagnostic that is expected to be finalized by the end of October 2016:</p> <ul style="list-style-type: none"> (i) “Service-gap analysis,” (i.e., assessing gaps between existing standards for service provision to GBV survivors of abuse and actual service availability and quality at district level); (ii) Costing of a scalable approach to the provision of GBV response and prevention services; and (iii) Identifying optimal institutional modalities for the delivery of such services. <p>Finally, in order to strengthen the anti-GBV agenda within the Bank’s portfolio in Uganda, one or more key projects in the portfolio will be restructured to include measures for addressing social risks, including GBV and child protection efforts. The first such project will be an ongoing energy sector operation, the <i>Uganda Electricity Sector Development Project</i> that will be restructured to include a component on social engagement in order to ensure meaningful communication with</p>	<p>Since receipt of the Request for Inspection, four IDA-supported operations in Uganda were retrofitted to include integrated social risk management components with a focus on GBV and VAC:</p> <ul style="list-style-type: none"> ● The Albertine Region Sustainable Development Project (ARSDP, P145101) (US\$153.89 million under implementation) includes enhanced mechanisms to mitigate risks of GBV and VAC due to the project, implement GBV and VAC community prevention programs and strengthen coordination with national and district authorities to monitor implementation measures. UNRA hired an NGO on December 11, 2017, to implement these activities. ● The North-Eastern Road-Corridor Asset Management Project (NERAMP, P125590) (US\$234.80 million under implementation) includes a comprehensive set of activities to address GBV, child protection, and occupational health and safety. UNRA is hiring three NGOs under this project and contracts are expected to be signed in Spring 2018. ● The Electricity Sector Development Project (US\$120 million, P119737) was retrofitted to include a US\$1.5 million component focusing on prevention of GBV, strengthening the identification of potential cases through a GRM and establishing referral mechanisms for survivors around project sites. The Ministry of Energy and Mineral Development has hired World Vision for this component; a contract was signed on February 19, 2018. According to the Borrower, an MoU between MGLSD and the Ministry of Energy will be signed by the end of April 2018. ● The Uganda Teacher and School Effectiveness Project (UTSEP, P133780) (US\$100 million under implementation) includes enhanced mechanisms to mitigate risks of VAC associated with the project and prevent violence in schools through child participation and empowerment. The Ministry of Education and Sports plans to hire two NGOs by May 2018. <p>At the national level, UNRA and the MGLSD have signed an MoU to clearly identify and stipulate the roles and responsibilities of the parties as they relate to each other and set out the areas of cooperation in addressing the negative impact of road works and influx of labor in road construction projects.</p> <p>Efforts have also been undertaken aimed at enhancing Borrower capacity in Uganda. For example, the Bank conducted a workshop to enhance capacity of counterparts to address GBV and VAC in infrastructure projects in April 2017. This workshop included around 50 representatives from UNRA, the Ministry of Energy and Mineral Development, Kampala Capital City Authority, the Ministry of Education and Sports and MGLSD.</p>

Actions	Status Update as of March 2018
communities before contractors initiate work.	
11. Safeguard portfolio reviews of Ugandan projects, with specific focus on child labor/abuse.	
<p>The Bank is conducting a general review of environmental and social safeguards performance in all relevant projects in Uganda, as well as a complementary review with a specific focus on the risks of sexual abuse involving minors, and child labor. Recommendations from both reviews will be made public.</p>	<p>The Bank completed a general review of environmental and social safeguards performance in all IDA-supported projects within the Uganda portfolio, and a complementary review with a specific focus on the risks of sexual abuse involving minors, and child labor. The recommendations of both reviews have been made public through the Uganda TSDP AF – Lessons Learned and Agenda for Action Report and include proposals for strengthening Borrower capacity and improving safeguard performance.</p>
12. Procurement and contract management	
<p>Management recognizes that environmental and social provisions in contracts for contractors as well as supervising engineers need to be strengthened when civil works are carried out in, or near, vulnerable communities and in other high-risk situations. A series of measures to be piloted include the following:</p> <p>As part of the bidding process for civil works:</p> <ul style="list-style-type: none"> • Applicants/Bidders would be required to declare any civil works contracts that have been suspended or terminated by the Employer for reasons related to environmental or social safeguards (including health and safety issues) compliance in the past five years. This information would be used to inform additional due diligence that may be required prior to contract signing. • Specifications in the bidding documents will be strengthened to set out clear expectations with respect to environmental or social safeguards. • Bidders would be required to submit a plan for addressing environmental and social risks as part of the bidding process as well as a code of conduct for their 	<p>All SBDs and SPDs have been revised to reflect lessons learned from the Uganda TSDP and are available for use. SBDs are used for projects with a PCN prior to July 1, 2016, and SPDs for projects with a PCN after this date. Details of revised documents and their content are provided in the First Progress Report.</p>

Actions	Status Update as of March 2018
<p>workers based on a template to be provided by the World Bank.</p> <p>As part of contracts for civil works:</p> <ul style="list-style-type: none"> • Contractors would be required to post an environmental and social performance bond that the contracting entity could cash should a contractor fail to remedy cases of environmental and social non-compliance. The bond should be for a reasonable amount which, in combination with the current performance bond, would normally not exceed 10 percent of the contract amount. The bond would be cashable based on failure to comply with the Engineer’s Notice to Correct the said defects. • A provisional sum may be included in civil works contracts to be used as agreed between the contracting entity and the contractor in cases where contractors have fully met all environmental and social obligations under the contract and propose to further enhance environmental and social outcomes. The parties’ agreement on the use of the provisional sum would be subject to the Bank’s No Objection. • Civil works contractors and supervising engineers would be required to include dedicated staff with appropriate qualifications and experience to manage specific social and environmental impacts. <p>As part of contracts for supervising engineers:</p> <ul style="list-style-type: none"> • Clients would be required to share all progress and other technical reports received by the supervising engineers with the World Bank. 	

Actions	Status Update as of March 2018
13. Global review and staff guidance on labor influx issues	
<p>A draft guidance note for staff has been prepared by a working group and internal review was completed on October 4, 2016. Consultation with external public and private sector stakeholders will be completed by November 15, 2016. The guidance note will be issued and staff training will be initiated by December 1, 2016.</p> <p>Based on the above guidance, a portfolio-wide review of projects across the Bank will be conducted to ensure that pertinent issues are being appropriately addressed where they arise. All Task Team leaders will be required to review civil works contracts that they manage with a view to (i) the size and characteristics of any labor influx; (ii) the existence and implementation of any mitigation measures in the environmental and social management plan; and (iii) whether problems identified in the environmental and social management plan or similar to those arising under the TSDP have arisen, or are likely to do so. Where needed, project-specific action plans responding to the findings of this review will be prepared and implemented.</p>	<p>A guidance note for staff on “Managing the Risks of Adverse Impacts on Communities from Temporary Project Induced Labor Influx” was issued on December 1, 2016, and disseminated to all Bank operational staff. Based on this guidance, a portfolio-wide review of projects across the Bank was completed in May 2017 and its findings are informing the implementation of relevant projects. In Bank-supported projects, there is now a requirement for contractors to endorse and utilize a Code of Conduct, which their employees are required to sign. Additional guidance to improve occupational health and safety measures is currently being developed.</p> <p>In the case of new projects, all new projects with a PCN date after July 1, 2016 fall under the new procurement framework and as such will use the SPDs for ICB, which reflect the lessons learned from the TSDP and include enhanced ESHS provisions, such as the provision that requires Bidders/Proposers to submit, as part of their Bid/Proposal, an ESHS Code of Conduct that will apply to their employees and sub-contractors, and details of how it will be enforced. For projects outside of the new Procurement Framework (PCN dates before July 1, 2016) the revised SBDs, that now include the same enhanced ESHS provisions, can be applied without requiring amendments to the legal agreements.</p> <p>In the case of the transport sector in particular, for instance, as of end of March 2017, of all the relevant Investment Project Financing loans approved by the Board after the approval of the MAP in November 2016, only one fell under the new procurement framework. However, in 30 percent of the remaining cases that had PCNs before July 1, 2016, teams had the chance to proactively revisit the project documents before Board approval to include specific provisions reflecting the above enhanced requirements. Those that did not will have the opportunity to use the revised SBD as mentioned above. The Bank now requires contractors and their employees are required to sign a Code of Conduct, which must provide for non-discrimination, including based on gender. Additional guidance to improve occupational health and safety measures is currently being developed.</p>
14. Global Gender-Based Violence Task Force	
<p>The World Bank Group President has formed a Global Gender-Based Violence Task Force to strengthen the institution’s response to instances of gender-based violence encountered as part of its operations. The Task Force will include a range of members from academia, NGOs, foundations, UNICEF, and government. The Task Force is expected to deliver its report within nine months, and the Bank will follow up on its recommendations.</p>	<p>A Global Gender-Based Violence Task Force was formed to strengthen the institution’s response to instances of GBV encountered as part of its operations. The Task Force included a range of members from academia, NGOs, foundations, UNICEF, and government. The Task Force delivered its report in July 2017, and the Bank is following up on its recommendations.</p>

Actions	Status Update as of March 2018
15. Internal review of lessons learned	
<p>Management has commissioned an internal report on the lessons that can be learned from the Uganda Transport Sector Development Additional Financing and their implications for future Bank-supported projects in similar situations. The report will be made public by the end of October 2016.</p>	<p>The report on “Lessons Learned and Agenda for Action” noted above, was prepared and discussed with the Board, disseminated to all staff, and made publicly available.</p>