

## **SURINAME Project Profile**

### **I. BASIC DATA**

<b>Project name:</b>	Water Supply Infrastructure Rehabilitation	
<b>Project number:</b>	SU-L1018	
<b>Project team:</b>	Marcello Basani (WSA/CGY), Team Leader; Camilo Garzon (INE/WSA), Alternate Team Leader; Rodrigo Riquelme, Lu Shen, Maria Julia Bocco, Catalina Gallego, and Holly Burton (INE/WSA); Stefanie Brackmann (VPS/ESG); Carol Lieveld (CCB/CSU); Roy Parahoo and Rinia Terborg-Tel (PDP/CSU); and Javier Jimenez Mosquera (LEG/SGO).	
<b>Borrower:</b>	Government of Suriname (GOS)	
<b>Executing agency:</b>	N.V. Surinaamsche Waterleiding Maatschappij (SWM)	
<b>Financing plan:</b>	IDB:	US\$ 6,000,000 <sup>1</sup>
	Local:	US\$ 0
	Total:	US\$ 6,000,000
<b>Safeguards:</b>	Policies triggered:	OP-703, OP-102
	Classification:	Category B

### **II. GENERAL JUSTIFICATION AND OBJECTIVES**

- 2.1 With an area of 163,800 km<sup>2</sup>, Suriname is divided into three areas: the Coastal Plain, the Savannah Belt, and the Interior Precambrian Shield (the Interior). About 70% of Suriname's 500,000 inhabitants live in Greater Paramaribo on the Coastal Plain, which includes Paramaribo and Wanica<sup>2</sup>. Paramaribo itself, Suriname's capital, has a population of just about 200,000, and lies about 20 kilometers south of the Atlantic coast. The Savannah Belt is sparsely populated while the Interior, which makes up 80 to 85% of the total area, consists of hills, mountains, and tropical rainforests inhabited mainly by dispersed tribal people.<sup>3</sup>
- 2.2 According to PAHO<sup>4</sup>, 97% of the urban population and 79% of the rural population in Suriname had access to an improved drinking water source in 2006. This represents an increase of about 20% in the last 30 years. Despite this improvement, the quality of potable water service is precarious in urban areas and inadequate in many rural communities. Overall, the water supply services face operational, maintenance, financial, and institutional challenges.
- 2.3 The Government of Suriname (GOS) designated responsibilities for drinking water supply to two entities. Potable water supply in Greater Paramaribo and in

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<sup>1</sup> This does not include taxes and tariffs (which will be paid by the GSU, as indicated in the Surinam Country Financial Parameters, April 2010)

<sup>2</sup> Water Supply and Sanitation Sector Diagnostic- Klas Ringskog, 2005

<sup>3</sup> Water Resources Assessment Of Suriname – US Army Corps of Engineers, 2001

<sup>4</sup> Health Situation in the Americas, Basic Indicators 2009, PAHO

the districts of Nickerie, Wanica, Albina and Moengo is provided by the Suriname Water Company N.V. Surinaamsche Waterleiding Maatschapij (SWM), a government-owned utility that supplies water to approximately 70% of Suriname's population. The Department for Water Supply under the Ministry of Natural Resources (NH/DWV) is responsible for supplying drinking water in the rural areas, covering approximately 50 villages, which account for approximately 21% of the population of the country. The Ministry of Natural Resources has the overall responsibility for policy direction of both institutions and for overseeing service provision. In the absence of an independent regulatory body, the Council of Ministers approves tariffs.

- 2.4 **Potable water service in the capital.** The water supply system in Greater Paramaribo, which relies almost entirely on groundwater extraction, is operating under constant challenges. Lack of financial resources and autonomy, ever increasing demand, limited rehabilitation activities, and insufficient maintenance, have all led to a gradual deterioration of the assets, with levels of non-revenue water (NRW) reaching as high as 45%, and the number of micrometers in inoperative condition surpassing 20%. The operating surplus obtained with the last tariff adjustment in 2004 was eroded by increasing operating expenses. The lack of a reliable power supply, low electromechanical efficiency of the equipment (46%), and current operation and maintenance practices also suggest that significant energy and production savings could be achieved through an energy efficiency program. Although overall water quality is good, saltwater intrusion in some wells is increasing due to over-pumping. The net losses sustained by SWM have prevented the development and implementation of a much needed capital expenditure program.
- 2.5 **Potable water service in the rural areas.** The rural areas served by NH/DWV, most of which in the Interior, represent a challenge due to the large geographical area served combined with low population density. Most of the rural areas use surface water for their supply. However, mercury pollution from gold-mining processes, and the lack of sanitation services contaminate this water source, creating a health threat. NH/DWV attempts to manage these systems through a complex arrangement of community participation and support from its maintenance division, but without a systematized revenue collection mechanism. Presently, there is an ongoing program to hand over water supply systems in the coastal rural areas under the control of NH/DWV to SWM.
- 2.6 **Wastewater management.** The responsibilities for the sector are fragmented within a number of ministries, with the Ministry of Public Works being responsible for operating the primary drainage lines and supervising septic tank construction. In central Paramaribo, a small network of underground pipes was installed in the 1940s. However, most of the population (70 to 80%) uses septic tanks, whose settled solids are reportedly discharged into the Suriname River, creating a potential environmental nuisance. While 90% of the population in the country has access to sanitation, a large part of it does not have access to adequate facilities, especially in the Interior.

- 2.7 **Project objective.** The general objective of the proposed project is to support the GOS's efforts to improve quality, efficiency and sustainability in the potable water services provided in Suriname. The specific objectives are: (i) to improve management and operating practices in SWM and NH/DWV; and (ii) to improve the water supply system in Paramaribo through rehabilitation works and efficiency enhancement measures.
- 2.8 **IDB Assistance:** Apart from a few technical co-operations that were implemented in the 1980s, the Bank is fairly new in the water sector in Suriname. The major assistance by the IDB in the sector came through the Community Development Fund (SU0020), under which small water projects for communities in the Interior and the Coastal Areas were developed.
- 2.9 Over the last two years the IDB has started a dialogue with the GOS, agreeing on a number of steps to address critical issues in the sector. Currently, under the Water and Sanitation Initiative (GN-2446-2) an IDB financed Sanitation Sector Strategic Plan for Suriname is being finalized, to propose solutions to the sanitation's sector challenges. Also, in 2009 a US\$0.5mil Technical Cooperation (TC): Water Supply Master Plan for Suriname (SU-T1045) was approved. The purpose of the TC is to provide the technical and institutional framework to develop an improved and sustainable supply of potable water to urban and rural communities through: (i) the development of a Water Supply Master Plan for the country; and (ii) the preparation of a regulatory and institutional framework for the water sector, including a tariff policy and draft legislation for the formation of a regulatory body. In conjunction with the TC, the proposed operation will be the first step in addressing the most pressing issues in water supply in Greater Paramaribo and in strengthening the growing institutional and executing capacity. A more substantial follow-up operation, presently under discussion, will address the potable water challenges in the rural areas and the wastewater management issues in Paramaribo and at country-level, thus making use of the completed Master Plan and of the results of the developing Sanitation Sector Strategic Plan.
- 2.10 **Bank's Country Strategy:** The Bank's Country Strategy with Suriname (2007–2010) recognizes the importance of increasing access to basic services for expanding opportunities of the Surinamese people. As the operation will improve efficiency of the public sector entities for delivering services of higher quality, it is aligned with the Public Sector Modernization pillar. Also, this project is consistent with the Water Initiative of the Bank as it contributes to the "Efficient and Transparent Utilities" program through its support of SWM and NH/DWV.

### III. TECHNICAL ISSUES AND SECTOR KNOWLEDGE

- 3.1 **Project Design:** in order to achieve its objectives (par. 2.7), the proposed project comprises three components:
- 3.2 Component 1: Water Supply System Rehabilitation, including improvements to the potable water treatment, storage and distribution facilities as identified during project preparation with the support of ongoing studies.

- 3.3 Component 2: Energy efficiency. Taking advantage of the results of the recently completed energy audit financed through RG-T1605 “Energy Efficiency for Caribbean Water and Sanitation companies”, this component will finance equipment upgrades and implementation of energy efficient measures that will generate savings and recover expenses in the short term.
- 3.4 Component 3: Institutional strengthening, including: (i) activities to improve SWM’s organizational structure and execution capacity; (ii) non-revenue water (NRW) reduction plans; (iii) evaluation of water quality standards and assessment of SWM and NH/DWV needs in water quality monitoring activities and services; and (v) training and knowledge transfer on best practices for energy use.
- 3.5 **Execution and complementary activities required:** The Executing Agency (EA) of the project will be SWM. SWM is becoming knowledgeable of the Bank’s procurement and financial policies and procedures as it is currently executing SU-T1045. The ongoing institutional capacity assessment will reveal the need for additional strengthening activities, which will be addressed through component 3 of the proposed operation.
- 3.6 **Lessons learned and sector knowledge:** Notwithstanding the extensive experience in the sector in the Caribbean region, the Bank does not have long-term experience in executing water sector loans in Suriname. The Bank’s experience to date is described in paragraph 2.8. Most of the development in the water sector in Suriname has so far been funded by PARWAT program (Dutch Guilder - NLG 60 million), the KTID program (€16 mil) and the Crash Program (€14.5 mil), funded by the Dutch government. The project team has started coordinating with the Dutch executing agency on all the necessary actions to exploit potential synergies between these programs (including hydrological studies presently underway) and this proposed operation.
- 3.7 At a regional level, the Bank has been networking with water operators and sponsoring training activities through the Water Operators Partnership of the Water and Sanitation Initiative, focusing especially on non-revenue water and energy efficiency. It is noteworthy that the high level of NRW is a common problem for other operators in the region (e.g., Bahamas and Jamaica).

#### IV. SAFEGUARDS AND FIDUCIARY SCREENING

- 4.1 By improving water supply and energy efficiency this operation will contribute to the health and well being of Suriname’s population, and particularly its capital Paramaribo. The project is not expected to have any major large scale, significant and/or irreversible negative environmental or social impacts.
- 4.2 Negative expected impacts and risks during construction are mainly related to water supply construction works under Component 1, including construction noise, dust, waste generation, traffic inferences and occupational risks. These impacts are likely to be local, short term, and not significant for which effective mitigation measures can be designed. The project is not expected to significantly

increase current water consumption rates during operation and hence would not impact negatively on the existing sanitary system.

- 4.3 Because of the potential impacts, which are considered minor to moderate, the project team proposes a Category “B” classification under IDB’s Environmental Policy (OP-703). Specific IDB Policies and Directives applicable to the project include OP-703, esp. B.4 “Other Risk Factors”, B.6 “Consultation”, B.11 “Pollution Prevention and Abatement”, and OP-102 “Disclosure Policy”. The risk of flooding will be assessed during project preparation and, if applicable, actions will be taken to ensure compliance with IDB’s Disaster Risk Management Policy (OP-704), exploiting potential synergies with existing operations. The Environmental and Social Strategy (ESS) involves the preparation of an Environmental and Social Analysis (ESA) and the preparation of an Environmental and Social Management Plan (ESMP).

## **V. OTHER ISSUES**

- 5.1 The National Assembly elections, scheduled for May 25<sup>th</sup>, 2010, may indirectly affect the continuity in the technical and policy discussions required with for the preparation of this operation. Since a two-third majority is needed for the selection of a President by the Assembly and there exists a multiplicity of political parties, a long interval until the formation of a new Cabinet would not be unexpected. A delegation of authority to SWM, to lead technical discussions, is currently being sought to minimize the effect of the electoral process.
- 5.2 As mentioned in paragraph 2.8, the Bank is supporting the preparation of the Water Supply Master Plan for Suriname (SU-T1045). An international consulting firm was awarded the corresponding contract and the studies have already begun. The adequate formulation of the water supply system rehabilitation needs (component 1) depends on the initial results and recommendations provided by these studies. The project team will closely monitor the progress of this TC to avoid unforeseen delays.
- 5.3 Relevant policies that apply to this operation include OP-708 (Public Utilities), and OP-745 (Basic Environmental Sanitation).

## **VI. RESOURCES AND TIMETABLE**

- 6.1 Annex V details the program preparation steps, milestone dates and estimated resources for project preparation. The administrative budget for the preparation of the project provides US\$60,330. Expected date for the Draft Loan Proposal is October 1, 2010 and expected Board approval is November 10, 2010.

ANNEX I  
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## SAFEGUARD POLICY FILTER REPORT

This Report provides guidance for project teams on safeguard policy triggers and should be attached as an annex to the PP or PCD (or equivalent) together with the Safeguard Screening Form, and sent to ESR.

1. Save as a Word document. 2. Enter additional information in the spaces provided, where applicable. 3. Save new changes.

<b>PROJECT DETAILS</b>	IDB Sector	WATER AND SANITATION-WATER SUPPLY	
	Type of Operation	Other Lending or Financing Instrument (enter details in final report)	
	Additional Operation Details		
	Investment Checklist	Infrastructure Water and Sanitation	
	Team Leader	Basani, Marcello (marcellob@iadb.org)	
	Project Title	Water Supply Infrastructure Rehabilitation	
	Project Number	SU-L1018	
	Safeguard Specialist(s)	Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)	
	Assessment Date	2010-03-17	
	Additional Comments		
<b>SAFEGUARD POLICY FILTER RESULTS</b>	Type of Operation	Loan Operation	
	Safeguard Policy Items Identified (Yes)	The Bank will make available to the public the relevant Project documents.	OP-102
		An Environmental Assessment will be performed.	(B.05)
		Consultations with affected parties will be performed and considerations of their views will be taken into account.	(B.06)
		The Bank will monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.	(B.07)
	Potential Safeguard Policy Items(?)	The Borrower/Executing Agency exhibits weak institutional capacity for managing environmental and social issues.	(B.04)
		Potential to cause air, soil or water contamination (also see B.10).	(B.11)
	Recommended Action:	Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PCD (or equivalent) and Safeguard Screening Form to ESR.	
	Additional Comments:		

<b>ASSESSOR DETAILS</b>	<b>Name of person who completed screening:</b>	Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)
	<b>Title:</b>	
	<b>Date:</b>	2010-03-17

## SAFEGUARD SCREENING FORM

This Report provides a summary of the project classification process and is consistent with Safeguard Screening Form requirements. The printed Report should be attached as an annex to the PP or PCD (or equivalent) and sent to ESR.

1. Save as a Word document. 2. Enter additional information in the spaces provided, where applicable. 3. Save new changes.

<b>PROJECT DETAILS</b>	<b>IDB Sector</b>	WATER AND SANITATION-WATER SUPPLY	
	<b>Type of Operation</b>	Other Lending or Financing Instrument (enter details in final report)	
	<b>Additional Operation Details</b>		
	<b>Country</b>	SURINAME	
	<b>Project Status</b>		
	<b>Investment Checklist</b>	Infrastructure Water and Sanitation	
	<b>Team Leader</b>	Basani, Marcello (marcellob@iadb.org)	
	<b>Project Title</b>	Water Supply Infrastructure Rehabilitation	
	<b>Project Number</b>	SU-L1018	
	<b>Safeguard Specialist(s)</b>	Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)	
	<b>Assessment Date</b>	2010-03-17	
	<b>Additional Comments</b>		
<b>PROJECT CLASSIFICATION SUMMARY</b>	<b>Project Category: B</b>	<b>Override Rating:</b>	<b>Override Justification:</b>
	<b>Conditions/ Recommendations</b>		<b>Comments:</b>
		<ul style="list-style-type: none"> <li>• Category "B" operations require an environmental analysis (see Environment Policy Guideline: Directive B.5 for Environmental Analysis requirements).</li> <li>• The Project Team must send to ESR the PP or PCD (or equivalent) containing the Environmental and Social Strategy (the requirements for an ESS are described in the Environment Policy Guideline: Directive B.3) as well as the Safeguard Policy Filter and Safeguard Screening Form Reports.</li> <li>• These operations will normally require an environmental and/or social impact analysis, according to, and focusing on, the specific issues identified in the screening process, and an environmental and social management plan (ESMP). However, these operations should also establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.) where</li> </ul>	



		necessary.
<b>SUMMARY OF IMPACTS/RISKS AND POTENTIAL SOLUTIONS</b>	<b>Identified Impacts/Risks</b>	<b>Potential Solutions</b>
	Project construction activities are likely to lead to localised and temporary impacts (such as dust, noise, traffic etc) that will affect local communities and workers but these are minor to moderate in nature.	Construction: The client should demonstrate how the construction impacts will be mitigated. Appropriate management plans and procedures should be incorporated into the ESMP. Review of implementation as well as reporting on the plan should be part of the legal documentation (covenants, conditions of disbursement, etc.).
<b>ASSESSOR DETAILS</b>	<b>Name of person who completed screening:</b>	Brackmann, Stefanie U. S. (SBRACKMANN@iadb.org)
	<b>Title:</b>	
	<b>Date:</b>	2010-03-17

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## ENVIRONMENTAL AND SOCIAL SAFEGUARD STRATEGY

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### I. PROJECT DESCRIPTION

- 1.1 The objective of the project is to improve the water supply system in Paramaribo through rehabilitation works and increasing efficiency. Specifically, the project will support the GOS's efforts to improve management and operating practices; improve water production infrastructure and the efficiency of the operations of SWM and DWV.
- 1.2 The execution of the program shall be carried out by the Ministry of Natural Resources through the Suriname Water Company: N.V. Surinaamsche Waterleiding Maatschappij (SWM), which will be referred to as Executing Agency (EA).
- 1.3 Lack of financial autonomy for water supply operations has triggered a gradual deterioration of the assets. Network losses have resulted in higher energy and associated production costs. The net losses sustained by SWM have also prevented implementation of needed capital expenditure programs. A master plan for the coastal area was conducted in 2002, but in recent years the demographics of the network's usage have continued to change.
- 1.4 The purpose of the IDB funded Water Supply Master Plan for Suriname (SU-T1045) is to update the Master Plan, extend the analysis to the entire country, and prepare an update of the regulatory and institutional framework for the water sector, to produce designs, estimates, specifications and drawings to facilitate expediency in the implementation of physical interventions aimed at improving the performance of the water supply system.
- 1.5 The project will finance the following Components:
  - a. Component 1: Water Supply System Rehabilitation: This component will include improvements to the potable water treatment, storage and distribution facilities as identified during project preparation with the support of ongoing studies.
  - b. Component 2: Energy efficiency: Taking advantage of the results of the recently completed energy audit financed through RG-T1605 "Energy Efficiency for Caribbean Water and Sanitation companies", this component will finance equipment upgrades and implementation of energy efficient measures that will generate energy savings and recover expenses in the short term.
  - c. Component 3: Institutional Strengthening: This component will address the institutional strengthening needs of SWM and will tentatively include:
    - (i) activities to improve SWM's organizational structure and execution

capacity; (ii) non-revenue water (NRW) reduction plans; (iii) evaluation of water quality standards and assessment of SWM and DWV needs in water quality monitoring activities and services; and (v) training and knowledge transfer on best practices for energy use.

- 1.6 In 2001 in Paramaribo, 70 to 80% of the population used septic tank while the rest of the urban population used pit latrines. The design and maintenance of the septic tanks is often inadequate which in many cases results in leakages of septage into the underlying aquifer. When the rainwater enters the combined drainage system the foul gases are first exhaled and continued rains can cause flooding when the carrying capacity of the combined system is exceeded. In rural areas, the majority of the population has no access to sanitary facilities. Currently, an IDB financed Sanitation Sector Strategic Plan for Suriname is being prepared to identify steps for future improvements. Future operations will address the challenges in the rural areas and in the wastewater management, thus making use of the completed Master Plan and of the results of the Sanitation Sector Strategic Plan, complemented by additional analyses financed through this operation.

## II. INSTITUTIONAL AND REGULATORY CONTEXT

- 2.1 A National Institute for Environment and Development in Suriname (*Nationaal Instituut voor Milieu & Ontwikkeling in Suriname, NIMOS*) has been established in 1998. However, there is no EIA legislation in Suriname. Some ministries have their own environmental sections, but their functioning is not yet considered a priority.
- 2.2 Because of the potential impacts which are considered minor to moderate (see Section 3), but readily manageable through the implementation of mitigation measures, the project team proposes a Category “B” classification under IDB’s Environmental Policy (OP-703). Specific IDB Policies and Directives applicable to the project include OP-703, esp. B.6 “Consultation”, B.11 “Pollution Prevention and Abatement”, B.4 “Other Risk Factors” with regards to institutional capacity; and OP-102 “Disclosure Policy”.
- 2.3 It is not anticipated that OP-710 on Involuntary Resettlement, OP-765 on Indigenous Peoples and OP-703, B.9 on Natural Habitats and Cultural Sites will apply.
- 2.4 In Suriname, there is a low probability of earthquakes, windstorms and droughts. However, if applicable, actions will be taken to ensure compliance with IDB’s Disaster Risk Management Policy (OP-704), especially due to the risks of floods.
- 2.5 In addition to the Safeguard Policies, a relevant policy that applies to this operation is OP-745 (Basic Environmental Sanitation). As for the latter: as

mentioned above, an IDB financed Sanitation Sector Strategic Plan for Suriname is being prepared to identify steps for future improvements.

### III. IMPACTS, RISKS AND CONTROL MEASURES

- 3.1 By improving the water supply and energy efficiency, this operation will contribute to the health and well being of Suriname's population, and particularly Paramaribo. The program is not expected to have any major large scale, significant and/or irreversible negative environmental or social impacts. Water quality standards will be addressed under Component 3.
- 3.2 **Construction:** Negative expected impacts are mainly related to water supply construction works under Component 1, including construction noise, dust, waste generation, traffic inferences and occupational risks. These impacts are likely to be local, short term, and not significant for which effective mitigation measures can be designed.
- 3.3 **Operation:** The project is not expected to significantly increase current water consumption rates and hence would not impact negatively the sanitary system. A larger follow-up operation on sanitation will address the sanitation sector in Suriname to address inadequate sanitary conditions as described in Section 1.6.
- 3.4 **Risk of Flooding:** At this stage the risk of flooding to the project needs to be clarified and will be assessed during the environmental and social assessment process, exploiting potential synergies with existing operations.
- 3.5 **Climate Change:** at this stage it is not possible to assess possible risks or impacts related to climate change, especially with regards to changes in the water pattern. For this reason, within the ESA a preliminary Climate Change and vulnerability assessment will be carried out.

### IV. ENVIRONMENTAL AND SOCIAL STRATEGY FOR DUE DILIGENCE

- 4.1 In accordance with the Category "B" classification (B.3 and B.5), the Environmental and Social Strategy (ESS) involves the preparation of an Environmental and Social Analysis (ESA) and the preparation of an Environmental and Social Management Plan (ESMP).
- 4.2 Key issues which will be addressed in the ESA for this operation will include, in addition to the standard sections of an ESA, the following:
  - a. Assessment of environmental and social impacts during construction and operation. This will take into account an assessment of proposed national standards and legislation on wastewater (if existent) and IDB Policies, esp. B.11 and B.4

- b. Budget for institutional strengthening activities, equipment, mitigation activities, etc.
  - c. Inclusion of a preliminary Climate Change and vulnerability assessment.
  - d. Application of IDB's Disaster Risk Management Policy (OP-704) – especially due to the risk of flooding.
  - e. Definition of a meaningful consultation process and disclosure process during preparation and the process during implementation of the project.
- 4.3 The ESA will be disclosed prior to IDB's Analysis mission following IDB Policy OP-102.
- 4.4 Based on the findings of the ESA, an Environmental and Social Management Report (ESMR) will be prepared and submitted to ESR for review at POD stage.

INDEX for completed and proposed sector work SU-L1018			
Issues	Description	Expected Dates	References & hyperlinks to technical files
Institutional analysis/personnel, procedures other aspects of implementation capacity	Preparation/conclusion of institutional analysis Review of lessons learned will be included in the Program	May-June 2010	
Analysis of project cost and economic viability	Data required to analyze economic viability of the Program Preliminary evaluation to be updated once the preliminary designs are completed	June-July 2010 August 2010	
Stakeholders and political environment	Maintain close communication with stakeholders in the GWI and the Government on the program Consultation meetings will be held	July- August 2010	
Financial management/fiduciary issues and control environment	No special fiduciary issues are anticipated. Preparation/conclusion of SECI and financial analysis. Review of lessons learned will be included in the Program.	August 2010	
Social and environmental safeguards	Preparation/conclusion of ESA Review of aspects specific to the operation, additional baseline evaluation, budget	August 2010	
Data collection and analysis for reporting on results	Identification of proposed indicators to measure impact of program	August 2010	
Preparation of Operating Regulations	Preparation of the Operating Regulation for the operation	August 2010	
Technical options and design	Pre-feasibility studies completed, preliminary design studies to be finalized in preparation for the implementation of the operation	September 2010	
Other key issues, such as donors, gender, sustainability, country/sector issues	N/A	N/A	

ANNEX V  
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