



**Inter-American Development Bank**  
**Barbados National Tourism Program (BA-L1033)**  
**Environmental and Social Management Report**  
**19 September 2016**  
**(updated 2 October 2017)**

**I. Introduction**

Country	Barbados
Sector	Tourism
Project Name	National Tourism Program
Borrower	Government of Barbados
Executing Agency	Barbados Tourism Investment (BTI)
Total Project Cost (in US Dollars)	\$20 million
Environmental Category	B

**II. Project Description and Environmental Setting**

**A. Key project infrastructure components and schedule**

- 2.1 The overall objective of the project is increasing the sustainability of the Barbados tourism industry, with a focus on increasing tourism receipts. The Program will have three components and the resources of the loan will additionally finance part of the administrative costs and the contingencies. The Program will have three components: (i) New tourism products targeted at addressing cultural and heritage priority themes, which is expected to contribute to increase visitor's expenditures; (ii) updating and improvement of marketing strategies with a special emphasis on the use of digital marketing in a coordinated manner with the private sector, in particular to increase market awareness of Barbados as a cultural designation and to effectively market the new tourism products developed in component 1; and (iii) improving airlift, through the design and implementation of a new mechanism to contract an airline to start service for a new route between Barbados and Latin America.
- 2.2 Specifically, under Component 1, four new products have been identified and agreed with the Government, related to key thematic lines as follows: (A) Bridgetown, A Marvel of Maritime Engineering: new visitor center, urban tourist route in Bridgetown, and connectivity between the cruise port and the visitor center; (B) The story of sugar and rum and the Industrial Heritage: Renewed National Museum; (C) Bajan soul and cultural practices: Oistins Waterfront improvements. In particular this will finance (i) a new visitors center in the Old Town Hall Building (including civil works, furniture, hardware and software) and the urban route of Bridgetown; (ii) implementation of the other tourism products referenced; (iii) preparation of interpretation content and materials for all products to be disseminated by both physical and electronic means, final engineering/ architectural designs which incorporate climate change considerations and other best engineering practices, environmental and social project specific plans (if required) for all products; and (iv) contracting of specialized consultancies to supervise construction works.

- 2.3 Works are expected to be small infrastructure for the main part (the placement or widening of sidewalks, the construction of sanitation facilities; drainage works, improved signage and lighting, introduction of green areas, installation of park benches).

**B. Environmental and Social Setting**

- 2.4 Due to extensive deforestation in previous centuries and the dominance of agriculture since colonization, forests are essentially non-existent in Barbados (forest cover is less than 2% across the island). As a result of the limited range of undisturbed natural habitats, the terrestrial fauna of Barbados is sparse, unlike other Caribbean islands that exhibit greater species diversity. The avifauna in Barbados is more diverse than other terrestrial fauna, although it is dominated by migratory species. Biological diversity in the island's marine environment and freshwater ecosystems is rich, with over 1,500 species identified.
- 2.5 Tourism development commenced in the 1960's, with hotels being constructed along west coast beaches in St. James. The construction of hotels and marinas, particularly along the west and south coasts, has caused the destruction of native plant communities and introduction of exotic species in areas not already developed. Tourism and hotels in particular, have a significant impact on energy and water consumption and wastewater.
- 2.6 The geographic area of the proposed works includes 4 projects in Historic Bridgetown and its Garrison, which was designated a UNESCO World Heritage Site in 2011 (and a 5<sup>th</sup> project in Oistins). Bridgetown and the Garrison, was awarded this designation as an outstanding example of British colonial architecture consisting of a well-preserved old town built in the 17th, 18th and 19th centuries which testifies to the spread of Great Britain's Atlantic colonial empire. The property also includes a nearby military garrison which consists of numerous historic buildings. With its serpentine urban lay-out the property testifies to a different approach to colonial town-planning compared to the Spanish and Dutch colonial cities of the region which were built along a grid plan. The Garrison itself, along with Queens Park in Bridgetown are two large green spaces, in what is otherwise a densely built up area. The metropolitan area of Bridgetown has an estimated population of 110,000, and is the largest city in Barbados
- 2.7 In particular, the Old Town Hall dates back to 1730 when it housed the Barbados Assembly, the Vestry of St Michael and the Town Jail. After falling into a state of disrepair, it was restored and reopened in 2003, with the originally southern and eastern walls preserved. Today, this historic building currently houses several businesses, including Barbados Tourism Investment Inc. The Old Town Hall building is a listed building in the UNESCO World Heritage Site "Historic Bridgetown and Its Garrison".
- 2.8 Over the period 1995 to 2010, Barbados was able to achieve a "very high human development" status in terms of the UNDP's human development index which combines indicators of health and education status and livelihood. Since 1990, it has been ranked among the top 50 countries in the world. The country's development strategy has been to facilitate the development of the private sector in the production of goods and services. In addition to providing the regulatory framework for economic and social development, the Government has also sought to maintain macroeconomic stability and foster a social partnership involving the representatives of employers and workers. Several policy measures have been introduced to improve the living conditions of the population, covering such areas as health, education, housing, environment, livelihood and social welfare<sup>1</sup>.

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<sup>1</sup> UNDP [Barbados](#)

- 2.9 Tourism has played a key role in the country's economic and social development. The direct contribution of travel and tourism to GDP was 10.8%, with a total contribution of 36.1%. Direct employment was approximately 11.1%, and total contribution 35.7% (45,000 jobs)<sup>2</sup>, all forecast to increase in 2015, and in the decade to follow.
- 2.10 Barbados as a small island developing State within the Caribbean region is highly vulnerable to the impacts of global climate change due to its small size, the concentration of critical infrastructure and population centers within narrow coastal zones, limited economic base and dependency on natural resources and geophysical location within the pathway of extreme climatic events (i.e. the Caribbean hurricane belt). This precarious position is accentuated by limited adaptive capacity – limited financial, technical and institutional capacity to respond to both climate variability and expected climate change impacts. The impacts from climate change in the country are expected to stem specifically from rising temperatures, decreased precipitation and sea level rise. In terms of costs of these impacts on the Caribbean economies, more recent estimates of impacts of 1 m Sea Level Rise and Storm Surge in CARICOM member states, including Barbados, have shown that while the absolute size of economic losses is generally much greater in larger CARICOM economies, the proportional impacts are generally higher in the smaller economies such as Barbados. Impacts on Barbados are dominated by losses to tourism (rebuild costs and annual loss of amenities) which are projected to amount to US \$283-368 million in 2050 and US \$850-860 million by 2080 (cumulative costs). Total capital GDP loss is projected to be between 4.8% and 18.7% of GDP in 2050 and 7.3% and 42.8% in 2080 for the mid-range SLR and high SLR scenarios respectively<sup>3</sup>.
- 2.11 Even though the Barbados' contribution to global warming is very small it faces an overwhelmingly disproportionate level of risk from the impacts due to its inherent vulnerability. The Barbados INDC submitted to the UNFCCC states that changing conditions will see a noticeable impact on the limited availability of fresh water, agricultural productivity, increased land degradation and reduced fish stocks caused by the migration of fish to cooler waters beyond the Caribbean region. With the majority of Barbados' population and its economic activities located within its narrow coastal zone, this area is undeniably one of the island's most valuable economic and social assets. Sea level rise, storm surges and inundation, in addition to the increased frequency in tropical storms, will present direct challenges to the coastal zone, in particular to the tourism sector in terms of potential loss and damage to key infrastructure. Furthermore, Barbados recognizes in its White Paper on the Development of Tourism in Barbados and National Adaptation Strategy to Address Climate Change in the Tourism Sector, that the resiliency (and success) of the tourism sector and its products is dependent on "the vulnerability of the sector to climate change, natural disasters, and the level of conservation of natural and cultural heritage, all of which affect its long-term sustainability."

### **C. Alternative Analysis**

- 2.12 As part of the Tourism Master Plan a detailed series of potential interventions were identified as part of Volume VI "Cultural Heritage and Attractions" which served as an input into the development of the IDB Barbados National Tourism Program. During the preparation, the Bank financed a study to review in more detail a series of new heritage/cultural tourism products for financing under the Program. The study considered the current range, and state of tourism products, as well as the consumption by, and motivation of, different market segments. The study then sought to propose a plan for a series of new products to transform the heritage resources in

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<sup>2</sup> 2014 figures from the [World Travel and Tourism Council](#)

<sup>3</sup> The CARIBSAVE Partnership, 2010. Quantification and Magnitude of Losses and Damages Resulting from the Impacts of Climate Change: Modeling the Transformational Impacts and Costs of Sea Level Rise in the Caribbean.

to cultural tourism products, create a launch pad for a new cultural tourism for the island that responded to the demands of the industry.

- 2.13 At the level of the first two defined tourism products, the initial concept designs also incorporated an alternative assessment based on heritage values. In the case of the Urban Walks, the route considers buildings and areas of historical, cultural, and aesthetic interest, as well as potential social strengths and weaknesses (including but not limited to the livelihoods of informal and formal workers in downtown Bridgetown, traffic concerns, and safety issues, related to both the physical infrastructure of streets, as well as the safety of visitors). Consultation with multiple groups of stakeholders took place in June 2017. With respect to the Visitors Center, a conditions survey which included a review of previous building use, building integrity and environmental health issues was undertaken on two possible buildings. Ultimately, environmental health factors, and cost were the key determinants in selecting the Old Town Hall building, over another building which presented concerns. The subsequent projects (Museum renovation and Oistins Waterfront) must incorporate an assessment of alternatives in their respective designs. In particular, the works at Oistins must consider environmental, social and climate change considerations in the assessment of alternative designs. This will be assessed by the project team at the concept and design phases.

### **III. Compliance Status and Project Standards**

#### **A. Environmental and Social Appraisal Process**

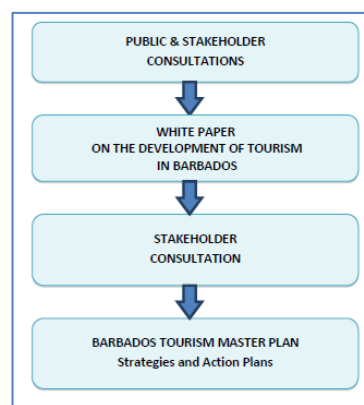
- 3.1 *Local Appraisal and Permitting Process:* An Environmental Management Act was drafted over 15 years ago but has not been approved by Government to date. In Barbados, environmental issues for construction and new development projects are covered by the Town and Country Planning Department (TCPDO) under the Physical Development Plan (amended 2003). Except for development in a coastal zone management area, planning permission is granted by the Chief Town Planner. The decision as to whether an environmental and social impact assessment (ESIA) is required or not, is detailed in this document. When a planning application and necessary documentation (including an ESIA where required) is received by the TCPDO, these are shared with other relevant agencies including the Environmental Protection Department. In the case of coastal zone developments these require review and planning permission from the Coastal Zone Management Unit (CZMU).
- 3.2 At the level of the Program there are no requirements for environmental and social appraisal, nonetheless, the Barbados Tourism Master Plan 2014-2023 (“TMP”) included a comprehensive strategic assessment of environmental issues as one of the six volumes<sup>4</sup>. With respect to the first two projects – the Urban Walks route, and the conversion of the Old Town Hall into a Visitors Center – the Chief Town Planner has confirmed that a planning application is not required, nor an ESIA. While subsequent projects are not clearly defined at this stage, the Chief Town Planner has indicated that it is likely that the redevelopment of the Oistins waterfront area would need to make a formal planning application, and prepare an ESIA. This must be undertaken in coordination with the CZMU to ensure that climate change considerations are incorporated into the Project from the outset, given the CZMU’s previous experience relating the Barbados Coastal Zone Management Project implemented in collaboration with the Bank over the past years and which also incorporates climate change considerations

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<sup>4</sup> TMP Report II The Environment <http://www.bhta.org/images/TMP/TMP-Report-II.pdf>

- 3.3 In keeping with the provisions of the Operational Guidelines for the Implementation of the World Heritage Convention, the Barbados World Heritage Committee developed in 2011 the Management Plan for Historic Bridgetown and its Garrison, in consultation with a wide range of stakeholders. The Plan sets out provisions to ensure that future development within Historic Bridgetown and its Garrison is undertaken in such a way as to avoid any compromise to the Outstanding Universal Value of the Site. The lifespan of the Management Plan runs from February 2011 to February 2016 and has to be reviewed at the end of the five-year cycle. At this moment, the Plan has not been updated yet. The IDB expects that the Borrower will update and approve the new version of the Management Plan for Historic Bridgetown and its Garrison.
- 3.4 *IDB Appraisal:* Given that a detailed assessment of environmental issues was conducted at the level of the TMP in 2014 (published online in 2014 on the Barbados Hotel and Tourism Association, and in August 2016 on the IDBs website, following the analysis mission), and reviewed by the IDB during the project preparation, no further program analysis of environmental and social issues was undertaken, and the IDB Team incorporated consideration of environmental and social issues into the terms of reference for the development of the concept plans at the level of the individual projects, the first two of which (Urban Walks and Visitors Center) are being financed with IDB technical cooperation resources. The Bank's environmental and social appraisal focused on reviewing the overall analysis in the TMP, the draft concept plans for the first two projects, and discussions with various government and non-governmental stakeholders to understand the main environmental and social concerns with respect to the development of new heritage tourism products, and in general expanding tourism nationwide. The final design of these two projects was finalized in September 2017 and assessed by the IDB, following the consultation events that took place in June 2017 to ensure that key concerns raised by interested and/or affected stakeholders had been addressed in the designs. (see 3.8 and 3.9 below).
- 3.5 Given the nature of the activities and investments, it is anticipated that the environmental and social impacts and risks are likely to be mostly local and short term, for which effective mitigation measures are readily available. Therefore, a Category "B" classification has been assigned to the Program in accordance with the IDBs Environment and Safeguards Compliance Policy (OP-703). Given the sensitivity of Barbados to natural disasters, the Project has a moderate disaster risk rating.

- 3.6 *Public Consultation.* The Government of Barbados has undertaken a series of broad consultations with stakeholders in the context of its tourism Master Plan process. The 2011 White Paper on Tourism Development<sup>5</sup> was developed to provide the policy foundation and competitive strategy for Barbados as a tourism destination. The White Paper process used a community-based approach, with input from a wide cross section of hundreds of tourism stakeholders and citizens through public outreach meetings and consultations, Visitor Focus Groups and confidential one-on-one interviews. Five (5) town hall meetings were convened at various venues across the island between November 2010 and January 2011, which attracted a total of three hundred and seventeen (317) persons. Building on the White Paper, stakeholder consultations were held throughout the Master Plan process and used to validate the strategic approach taken in order to ensure that the Master Plan was developed as a product of the widest possible national input. Consultations were conducted



<sup>5</sup> [White Paper on the Development of Tourism in Barbados](#)

through one-on-one meetings, small group sessions, and a series of workshops held in February and November-December 2012<sup>6</sup>.

- 3.7 In the context of the first two projects under Component 1 (Urban Walks and Visitor Center), the Ministry of Tourism hosted a familiarization meeting for the first two projects in February 2016 with representatives of various government and non-governmental agencies. During a meeting with the Chief Town Planner as part of the IDB appraisal, it was agreed that a Town Hall meeting will be held prior to the completion of the design of the first two projects in Bridgetown to consult with the local population, as well as other government agencies and stakeholders.
- 3.8 In June 2017 the Ministry of Tourism, with the support of Design Collaborative, the architects developing the two projects in Bridgetown (Urban Walk and Visitors Center) and a local Facilitator, undertook a stakeholder mapping to identify parties potentially affected by, or interested in the projects. The Ministry of Tourism organized meetings with two groups identified in the mapping, as well as a Town Hall meeting, to present the project, and solicit feedback. The two groups identified were the Vendors Association representing vendors in Palmetto Square, and the Taxi associations operating in Beckworth Square/Lower Broad Street. During these two meetings parties discussed the potential impacts of the urban walks project with the vendors and the taxi drivers in their respective place of work. A Town Hall meeting was held on June 15<sup>th</sup>, 2017.
- 3.9 Four key issues were raised as a result of the meetings: (i) as a result of the concerns of the taxi association and drivers in Lower Broad Street, it was understood that without control of the taxis operating in this area, the proposal to convert this area into a green space, which would effectively reduce the taxi spaces from 29 to 3 in this area (introducing a dispatch system), will likely lead to negative impacts on the livelihoods of taxi drivers operating at that location. Since the introduction of controls that could facilitate a dispatch system is out of the remit of the Ministry of Tourism, the Ministry agreed to revise the design of the urban route in this area to remove this section of the route, at this time. Further discussion will be required with Ministry of Transport and taxi representatives before any additional works can be taken at this location; (ii) as a result of concerns of the vendors about disruption to their businesses during construction, a construction plan will be prepared for the Palmetto Square area to ensure minimal disruption to the vendors operating in this location, and the Ministry will continue to engage with these vendors during construction; (iii) as a result of concerns raised about safety and security, the Ministry committed to ongoing discussion with the Royal Barbados Police Force, to improve those elements of safety which form part of the Urban Route; and (iv) the Ministry of Tourism committed to developing an ongoing communication strategy that will keep stakeholders up to date with the design and implementation of the urban route and other developments under the program. The Final Report of the Consultation, including a summary of the Ministry's responses to key issues, was made public on the IDBs website in September 2017.

**B. Consistency with IDB Policies and Directives**

- 3.10 Table 1 summarizes how the project meets/or will meet the requirements of IDBs Environmental and Social Safeguard Policies, the rationale for this determination, as well as actions that will be required to address these.

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<sup>6</sup> [TMP Report I, Appendix II: List of Stakeholders Consulted](#)



**Table 1: Project Compliance with IDB Safeguard Policies**

Policies/ Directives	Relevant Policy/ Directive Aspect	Level of Compliance with Policy Requirements	Rationale	Requirements/Actions
Environment and Safeguards Compliance Policy				
B1. Bank Policies	See Part II Below			
B.2 Country laws and regulations	<i>Preparation of ESIA/permitting requirements</i>	<i>Full compliance achieved.</i>	<i>For the purpose of the first two projects, no ESIA was required, and planning application is not required. Nonetheless the Consulting Firm preparing the Projects maintains contact with the planning authorities.</i>	<i>For subsequent projects, the Consulting Firm preparing the detailed plans is expected to follow Barbados legislation with respect to planning applications and ESIA development, prior to the finalization of the designs, and bidding of any contractors.</i>
B.3 Screening and Classification	<i>Screening and Classification of Project</i>	<i>Full compliance achieved</i>	<i>Given the nature of the activities and investments, it is anticipated that the environmental and social impacts and risks are likely to be mostly local and short term, for which effective mitigation measures are readily available, a Category "B" classification has been assigned.</i>	N/A
B.4 Other Risk Factors	<i>Environmental Governance Capacity</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>The Ministry of Tourism, and more specifically BTI, has limited capacity with respect to the management of ESHS issues.</i>	<i>The Executing Agency PEU will put in place an adequate governance structure, including assigning overall ESHS compliance responsibilities to the General Program Coordinators role (to be defined in the POM), annual budgetary resources for ESHS consultant, and will include an ESMS Manual in the POM.</i>
B.5 Environmental Assessment Requirements	<i>Program Level EA/EIA/SEA</i>	<i>Full compliance achieved</i>	<i>A detailed Environmental Assessment (akin to an SEA) was undertaken as part of the TMP process.</i>	
	<i>Project Level ESHS Assessment Projects 1 and 2</i>	<i>Full compliance achieved</i>	<i>The first 2 projects under component 1 incorporated environmental and social considerations as part of the design concepts.</i>	N/A
	<i>Future projects</i>	<i>Compliance achievable through specific actions over a period of time for subsequent projects</i>	<i>ESIAs for subsequent projects will be determined for future projects during preparation of each project.</i>	<i>Prior to the issuing of the Bidding Documents for works for subsequent projects the Borrower will undertake appropriate environmental and social assessment.</i>

<b>Policies/ Directives</b>	<b>Relevant Policy/ Directive Aspect</b>	<b>Level of Compliance with Policy Requirements</b>	<b>Rationale</b>	<b>Requirements/Actions</b>
	<i>Program ESMS</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>A Program level ESMS will systematically organize and document BTIs management of ESHS issues associated with the Program.</i>	<i>Prior to First Disbursement: The ESMS will be prepared and annexed to the POM.</i>
B.6 Consultation	<i>Consultations: Projects 1 and 2</i>	<i>Full Compliance Achieved</i>	<i>Consultation has taken place over time as part of TMP. Meetings were held with vendors and taxi associations in Bridgetown to discuss the Urban Route, and a Town Hall meeting was held to present the Urban Route and Visitors Center projects in June 2017. The results of the consultation including the responses from the Ministry of Tourism have been made public.</i>	<i>The ESMS will include a stakeholder consultation and engagement procedure/plan and grievance mechanism.</i>
	<i>Consultations: Subsequent Projects</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>The Bank will require a Stakeholder Consultation and Engagement Plan and Grievance Mechanism be prepared at the Program level for current and future projects.</i>	<i>The ESMS will include a stakeholder consultation and engagement procedure/plan and grievance mechanism.  Prior to the issuing of the Bidding Documents for works for subsequent projects the Borrower will undertake appropriate consultation during project preparation.</i>
B.7 Supervision and Compliance	<i>Monitoring by IDB</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>IDB will conduct annual supervision of the environmental and social aspects of the Program.</i>	<i>The Borrower will facilitate an annual supervision mission by IDBs environmental and social safeguards specialist(s).</i>
	<i>Inclusion of ESHS in contract documents</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>Project specific ESHS should be included in contractor documents.</i>	<i>The ESMS will include the requirements for project specific ESHS plans for construction.</i>
B.8 Transboundary Impacts	<i>N/A</i>	<i>N/A</i>	<i>Project has no transboundary impacts</i>	<i>N/A</i>
B.9 Natural Habitats and Cultural Sites	<i>Natural Habitats</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>The Program or the two first projects does not have any anticipated impacts and risks on natural habitats, however there may be impacts as a result of future projects such as the Oistins development.</i>	<i>Prior to the issuing of the Bidding Documents for works for subsequent projects the Borrower will undertake appropriate environmental and social assessment.</i>
	<i>Cultural Sites</i>	<i>Compliance achievable through</i>	<i>Bridgetown is a UNESCO World Heritage Site. Even minor civil works have the potential for negative impact if poorly managed. All</i>	<i>The Borrower will update and approve the new version of the Management Plan for Historic Bridgetown and its Garrison.</i>



<b>Policies/ Directives</b>	<b>Relevant Policy/ Directive Aspect</b>	<b>Level of Compliance with Policy Requirements</b>	<b>Rationale</b>	<b>Requirements/Actions</b>
		<i>specific actions over a period of time</i>	<i>works affecting historic and archeological structures will be undertaken in compliance with UNESCO Guidelines.</i>	<i>The ESMS will include an archeological chance finds procedure based on internationally accepted practices.</i>
B.10 Hazardous Materials	N/A	N/A	<i>Hazardous and chemical waste is not anticipated during this project, nonetheless there will be nonhazardous construction waste which will be managed accordingly.</i>	<i>Best Management Practices for Construction will be implemented.</i>
B.11 Pollution Prevention and Abatement	<i>GHG emissions</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>There will be GHG emissions associated with the Airlift Component</i>	<i>The Borrower will quantify GHG emissions associated with air travel increases.</i>
B.12 Projects under Construction	N/A	N/A	<i>Project is not under construction</i>	
B.13 Noninvestment Lending and Flexible Lending Instruments	N/A	N/A	<i>Project is not an FI</i>	N/A
B.14 Multiple Phase and Repeat Loans	N/A	N/A	<i>Project is not multiple phase or a repeat loan</i>	N/A
B.15 Co-financing Operations	N/A	N/A	<i>No co-financing institutions</i>	N/A
B.16 In-Country Systems	N/A	N/A	<i>Country Systems are not being used for this Project</i>	N/A
B.17 Procurement	<i>Environmentally Responsible Procurement</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>ESHS Requirements must be communicated to and referenced in Construction Firm contracts.</i>	<i>The ESMS will stipulate the ESHS Requirements to be included in bidding documents.</i>
Involuntary Resettlement Policy	<i>Loss of livelihoods</i>	<i>Compliance achievable through specific actions over a period of time</i>	<i>Under Component I, there is potential for the temporary displacement of businesses as a result of the future projects (Oistins).</i>	<i>The ESMS will include the requirements for the assessment of loss of livelihoods in projects under Component 1. If permanent or temporary loss of livelihoods is identified, a Livelihoods Compensation and Restoration plan will be developed.</i>
Natural Disaster Risk Management Policy			<i>Risk of coastal and inland flooding in the port area of Bridgetown. Potential for exacerbation of impacts from natural disasters in Oistins as a result of coastal works.</i>	<i>The ESMS will include a stakeholder consultation and engagement procedure/plan (including collaborative arrangements with the Drainage Division). Subsequent projects, in particular Oistins, will incorporate disaster and hazard assessment into the ESIA.</i>

<b>Policies/ Directives</b>	<b>Relevant Policy/ Directive Aspect</b>	<b>Level of Compliance with Policy Requirements</b>	<b>Rationale</b>	<b>Requirements/Actions</b>
Indigenous Peoples Policy	N/A	N/A	<i>Project does not negatively impact indigenous peoples</i>	N/A
Gender Equality in Development Policy		<i>Compliance achievable through specific actions over a period of time</i>	<i>The consultation process must promote the equitable participation of women and men and be carried out in a gender-sensitive and socio-culturally appropriate manner. If a Livelihoods Compensation and Restoration plan is deemed necessary, provisions must be made to guarantee women's as well as men's access to adequate compensation.</i>	
Access to Information Policy	<i>Disclosure of ESIA/SEA</i>	<i>Partial Compliance</i>	<i>This Environmental Volume of the TMP was disclosed online in 2014 and on the Bank's website in August 2016, following the Analysis Mission. The Consultation Summary for the Urban Route was made public on the IDBs website in September 2017, prior to distribution to the IDB Board.</i>	<i>The ESMS will include procedures for ongoing disclosure of relevant documentation for future projects.</i>

**C. Project Standards and Requirements**

- 3.11 The Program must also comply with the following (i) the Management Plan for Historic Bridgetown and its Garrison (2011-2016) and subsequent updated and approved versions; (ii) the UNESCO Operational Guidelines for the Implementation of the World Heritage Convention, and (iii) Valletta Principles for the Safeguarding and management of Historic Cities, Towns and Urban Areas.

**D. Other Key Compliance Information**

- 3.12 The Program should also refer to and ensure consistency with (iii) the IDB Guidelines on Consultation and Stakeholder Engagement in IDB Projects; (iv) Managing the Impacts of IDB Projects on Cultural Heritage.

**IV. Environmental and Social Impacts and Risks and Mitigation**

**A. Key Environmental and Social Impacts and Risks**

- 4.1 There are a series of positive and negative Environmental and social impacts and risks (i) at the program level, as a result of developing new tourism products and expanding tourism arrivals and (ii) at the project level, as results of small scale improvement works of tourism attractions and areas. At the program level, while the focus is on increasing tourism receipts, when improving a tourism product the long term impact is likely to be an increase in tourism (and specifically an increase in tourists visiting the historic areas and Oistins), which will have impacts associated with increased resource use, production of waste and wastewater and particularly on coastal and other sensitive resources which are subject to the most intense tourist activities. However, the Environment volume of the Tourism Master Plan completed in 2014 stated that given decreases in tourism arrivals since 2006, it is likely that Barbados, with well-planned and appropriate management can assume relative increases in tourism, expected as a result of a Program such as this, with minimal environmental impacts. At the project level, with respect to the first two prioritized projects (the urban walk and visitor center) significant environmental and/or social impacts are not expected, however there may be more complex impacts related to one of the future projects, yet to be fully defined: the Oistins Waterfront redevelopment, particularly given its location the vulnerabilities to coastal infrastructure posed by sea level rise, storm surge and other climate change related impacts.

**B. Environmental and Social Impacts and Risks at the Program Level**

- 4.2 At the program level, there will be increases in tourists visiting certain attractions (in particular the historic areas of Bridgetown and the Garrison, as well as the Oistins waterfront) which will have cumulative impacts associated with increased resource use, production of waste and wastewater and particularly on coastal and other sensitive resources which are subject to the most intense tourist activities.
- 4.3 The Environment volume of the TMP included a review of carrying capacity in which it tourism capacity is more relevant to visitor activities and management techniques, than to numbers of visitors, given that there has been an overall decrease in tourism arrivals since 2006. As a result it is likely that Barbados, with well-planned and appropriate management can assume relative increases in tourism, expected as a result of a Program such as this, with minimal environmental impacts. The TMP went on to define 12 strategic imperatives including “*Mainstream Environmental Management*” (#11) and “*Update and Enforce Policy and Legislation*” (#12). More specifically in support of these strategic imperatives the TMP proposes a series of 14 recommendations to ensure that well planned and appropriate management accompany tourism development in Barbados. These include, but are not limited to: ratification of the draft

Environmental Management Act, support to the Solid Waste Management Programme development of a Programme for greener Bridgetown, Improvements to the Garrison to Oistins Corridor.

- 4.4 In addition, the projected increased air travel to be generated from additional and new demand segments (one additional route per week) has the potential to contribute to an increase in greenhouse gas emissions (GHG), although this is not considered significant, given that there are more than 20,000 flight arrivals and departures per year. To that end, the Borrower will quantify GHG emissions associated with the project using methodologies of the IPCC or other internationally accepted methodologies and propose technically and financially feasible and cost-effective options for the reduction/offset of emissions that may be achieved through the Program. Potential options could be related to mitigation (e.g. energy efficiency and renewable energy measures) and/or adaptation with mitigation co-benefits (e.g. climate smart design concepts into the civil works under Component 1). These measures could be implemented under this program and/or through other tourism programs or products managed by BTI.

**C. Environmental and Social Impacts and Risks at the Project Level**

- 4.5 Bridgetown Tourist Urban Route. This project sees the design and implementation of a tourist route departing from the new visitor's center guiding the visitor through the most emblematic historic sites of Bridgetown's center. The project includes predominantly small infrastructure works (paving of sidewalks, the improvement of public bathrooms, improvements to drainage, improved signage and lighting, introduction of green areas, installation of park benches etc), however there is additional sensitivity even of small works due to the location of works in a UNESCO historic site. Based on the draft Preliminary Assessment and Concept Design Report for the project, it is expected that this project may have a series of minor to moderate environmental and social impacts and risks, which can be mitigated and managed through readily available measures. The impact and risks are predominantly (i) impacts on livelihoods, particularly of local street vendors, shopkeepers and taxi drivers (minimal), (ii) traffic disruption, (iii) drainage and flood/storm water (moderate, and which could be exacerbated by climate change) (see #4.10), (iv) impacts on archeology (moderate), (v) waste, (vi) health and safety during construction, and (vi) positive changes to the urban landscape including more green spaces. The concept plan also incorporates all necessary measures to maximize accessibility for persons with disabilities (in particular wheelchair access). The contractor will be required to implement standard Best Management Practices for small construction works (noise, waste, dust, traffic, health and safety), a Chance Find Procedure for archeological finds and a Cultural Heritage Management Plan.
- 4.6 Bridgetown Visitors Center. During the Bank's analysis, the preliminary studies carried out on a first potential building for the Visitors Center concluded that the building had a number of environmental health issues that would require attention before the building would be suitable for public use as a visitor's center. As a result of this finding, a decision was taken to look at a second building: The Old Town Hall. At the time of analysis, the studies on this building were incomplete; however, the building is currently in use by Barbados public servants (BTI). Environmental and/or social impacts and risks are expected to be minor as a result of the conversion of the Old Town Hall into a visitor's center. A conditions survey found no significant structural integrity concerns, but made a series of recommendations for remedial work that would allow the property to meet the standards required of the proposed functions, while being able to withstand typical loads and avoid geotechnical issues. These recommendations are being included in the concept plan and budget for the project. The concept plan also incorporates all necessary measures to ensure full accessibility for persons with disabilities (in particular wheelchair access). During the conversion from general office space to a visitor's center, there

will be minor construction impacts related to noise, waste disposal, health and safety. The IDB will require that the final designs incorporate smart concepts with adaptation and mitigation co-benefits such as energy efficiency measures into the redesign as a matter of good engineering practice and as a long-term cost saving measure. The contractor will be required to implement standard Best Management Practices for small construction works (noise, waste, dust, traffic, health and safety) and a Cultural Heritage Management Plan (as a Listed Building). During operation of the Visitors Center the IDB will require that the Borrower develop and implement a Fire and Life Safety Plan.

- 4.7 *Redevelopment of Oistins Waterfront.* This project envisages two components (i) a local museum, and (ii) refurbishment works including but not limited to new drainage, auxiliary road renewal, including rainwater drainage, new lighting system, new market stalls layout, new/extension of public bathrooms, improvement to trash disposal, refurbishment of fishmongers working area and premises, boardwalk construction, and beach front improvement. While at an early stage of conceptualization, it is expected that this project may have potentially moderate environmental and social impacts and risks, which must be further assessed in detail as the project develops. These are expected to be: (i) impacts on local communities (moderate)– if not appropriately managed, the local community, including the fisher folk, could feel excluded from tourism development, however, with appropriate public consultation and a strong communication and engagement plan, the impacts will be positive (ii) grease and waste disposal (iii) drainage (iv) sanitation (v) beach erosion (vi) health and hygiene (v) traffic congestion. Given the very early stage of this project, the IDB will require that the Preliminary Assessment and Concept Design Report studies are accompanied by the development of an Environmental and Social Impact Assessment (ESIA) undertaken by qualified environmental and social specialists (individuals or firm) including public consultation with the local community, natural hazard risk and assessment, and the development of an Environmental and Social Management Plan (ESMP) for the project. At a minimum, it is expected that the ESMP will include: (i) a stakeholder communication and engagement plan, (ii) a drainage plan, (ii) a grease management program, (iii) a health and hygiene plan for the fish market, (iv) a waste/trash management plan, (v) best management practices for small construction works (noise, waste, dust, traffic, health and safety), and (vi) best engineering practices with respect to climate change adaptation. The ESIA and ESMP will be completed prior to the completion of the design report studies which will address material concerns raised. The ESIA, ESMP and Final Designs will be submitted to the IDB for non-objection prior to the issuing of bidding documents for works. Implementation of the ESMP will be a requirement for the chosen contractors. These requirements will be included into the Environmental and Social Management System (ESMS) (See #5.4)
- 4.8 *Renovation of the Barbados National History Museum at the Garrison.* This project seeks to undertake renovations to the Barbados National History museum linked closely to the Management Plan for Historical Bridgetown and Garrison. While at an early stage of conceptualization, it is likely that this project may have minor impacts on the historic and cultural value of the building and minor ESHS impacts and risks related to small scale construction and renovation of an existing building, which must be further assessed as the project develops. These will likely include, but not be limited to: (i) dust (ii) noise (iii) health and safety, and (iv) construction materials and waste. The IDB will require that the Assessment and Design Report studies incorporate a review of the potential environmental, social, cultural heritage, health and safety risks and impacts associated with the project. The IDB will require that the final designs incorporate smart concepts with adaptation and mitigation co-benefits such as energy efficiency measures into the redesign as a matter of good engineering practice and as a long term cost saving measure. During operation of the Visitors Center the IDB will require that the Borrower develop and implement a Fire and Life Safety Plan.

## **D. Natural Disaster Risks**

- 4.9 As part of the Emerging and Sustainable Cities Initiative (ESCI), the IDB commissioned the “*Barbados Bridgetown Probabilistic Hazard and Vulnerability Assessment*” (March 2016), which identified the most relevant natural hazards (three rapid onset hazards: inland flooding, coastal flooding and extreme winds, and one slow onset: drought). The study found that the greater Bridgetown area has an appreciable level of exposition to climate hazard risks at present, with more than 7,500 persons located in areas where heavy floods are expected, and with an average damage of US\$50 million per year. The situation is likely to worsen by 30% on population and 55% on economic assets during a 2050 scenario. The study highlighted that the most affected area in Greater Bridgetown Area is the northern coastal on the beaches of Brighton’s and Brandons and, in particular the Port infrastructure. Furthermore, some inland areas of the city would be affected closest to the Greater Bridgetown Area Port, which has implications for the area where the Urban Walk, and the Visitors Center are located.
- 4.10 To that end, individual project design must take into consideration appropriate climate adaptation and mitigation measures particularly related to the potential risks posed by coastal flooding. In the case of the Urban Walk, close collaboration will be necessary with the Drainage Division in Barbados, to ensure that small civil works on roads, pavements and drainage, do not reduce drainage capacity, and where opportunities exist, seek to enhance drainage capacity. The IDB has requested that the final design plans for the Urban Walk and Visitors Center address these issues. For both the Visitors Center and Museum upgrades, the designs will incorporate smart concepts with adaptation and mitigation co-benefits such as energy efficiency measures into the redesign as a matter of good engineering practice and as a long term cost saving measure. For the Oistins waterfront project, an ESIA including assessment of natural hazards and climate vulnerabilities will be undertaken, and will inform the final design, as well as the mitigation and management measures implemented.

## **V. MANAGEMENT AND MONITORING OF ENVIRONMENTAL, SOCIAL, HEALTH AND SAFETY AND LABOR IMPACTS AND RISKS**

### **A. Executing Agency Capacity and ESHS Responsibilities**

- 5.1 Barbados Tourism Investment Inc. (BTI) was formed under the Companies Act on April 17, 1998. The Government of Barbados is the sole shareholder and is represented by the Minister of Tourism and International Transport. BTI is the official government agency responsible for facilitating tourism infrastructural development. It has a mandate to (i) develop a portfolio of tourism-related properties on its own or in joint venture with private and public partners; (ii) manage the implementation of the Urban Rehabilitation Programme for Bridgetown, Speightstown, St. Lawrence Gap, Oistins as Executing Agency for the Government of Barbados; (iii) facilitate both public and private sector-owned investment in tourism and hospitality sector in Barbados.
- 5.2 It is understood that the Ministry of Tourism, and more specifically BTI does not have an Environmental and Social Management System (ESMS) or written procedures with respect to how it assesses and manages the environmental and social impacts and risks associated with the tourism project it manages, however the Environmental Protection Department have confirmed a good collegial working relationship.



- 5.3 BTI does not have any in-house environmental and social capacity. It is understood that BTI has no spare capacity and would need to contract specialized individuals to undertake the development projects contemplated under the Program. To that end IDB will require that the Institutional Capacity Component include a specific budget item for ESHS Management in the amount of US\$200,000. These funds will cover consulting firms and specialized individuals to undertake the development and implementation of the Environmental and Social Management System (ESMS) to be annexed to the OM and capacity building on environmental and social issues for BTI.

**B. Management Systems and Plans**

- 5.4 The Borrower will be responsible for preparing an ESMS prior to first disbursement. The ESMS is a tool for systematically organizing and documenting BTI's management of environmental and social issues associated with the Program. It should include overarching policy statement, procedures, performance indicators, responsibilities, training and periodic audits and inspections to be implemented to projects developed under the Program.
- 5.5 More specifically the ESMS, at a minimum, will include procedures to ensure that (i) ESHS impacts and risks have been adequately identified and assessed in accordance with Barbados's legislative requirements and IDB safeguard policy requirements for environmental and social assessment, before the finalization of the planning phase for a given project, with sufficient time to ensure that identified impacts and risks can be avoided and/or mitigated through project specific ESHS plans; (ii) specific requirements established by UNESCO, and other best practices for developments within designated heritage areas, including archeological chance find and identification of interventions requiring an archeological watching brief are upheld; (iii) temporary and permanent impacts on affected persons are identified as part of the planning process, including resettlement of businesses and loss of livelihoods as a result of works are managed in accordance with the livelihood restoration requirements of IDB's Involuntary Resettlement Policy (OP-710) i.e. affected persons are fairly compensated for losses and receive the assistance necessary to restore, and where possible enhance their livelihoods with respect to pre-project level; (iv) appropriate consultation and engagement with affected communities and other stakeholders takes place during project planning and implementation, in accordance with local requirements, as well as the IDB's consultation requirements; and (v) regular dissemination of information about the Project takes place with local communities and other stakeholders throughout critical steps during the project. The ESMS should also include (vi) standard environmental and social requirements to include in the TORs for construction contractors; (vii) an environmental and social monitoring and supervision plan, including agreed upon indicators, and (viii) a grievance mechanism. See Annex 2 for a draft table of contents for the ESMS.

**C. Project Level Environmental and Social Management Plan (ESMP)**

- 5.6 Urban Walks and Visitor Center (Projects 1 and 2). The following plans will be required during construction:
- A health and safety plan
  - A traffic management plan
  - A noise plan
  - A dust plan
  - A native species landscape plan
  - A stakeholder engagement and communication plan (including collaborative arrangements with other agencies including, but not limited to the Drainage Division, Sanitation authorities and Transportation authorities)
  - A grievance mechanism

- An archeological chance find procedure
- 5.7 The IDB will require that a Fire and Life Safety Plan be developed and implemented for the Visitors Center.
- 5.8 *Future Projects.* During preparation of future projects (Oistins Waterfront and the Museum expansion) the Borrower will be expected to undertake an ESIA or incorporate relevant environmental and/or social analysis into the design concepts, identifying the required ESHS Plans. Prior to the commencement of any construction works for these future projects, the Borrower will be required to provide a copy of the construction contractors project specific ESHS Plans to be implemented during construction. These requirements will be documented in the ESMS.
- D. Monitoring and Supervision**
- 5.9 The IDB will require monitoring and supervision throughout the life of the loan. The Executing Agency will be required to prepare and submit an Environmental and Social Compliance Report (ESCR) to IDB on a semi-annual basis. IDB will also conduct annual supervision of the environmental and social aspects of the project, with a focus on the way in which the ESMS is being implemented to projects under the Program, and the individual Projects compliance with IDBs environmental and social requirements.
- E. Safeguard Performance Indicators**
- 5.10 To guide the supervision and monitoring of the ESHS aspects of the Program, the PEU will establish ESHS indicators in the ESMS.

## **VI. ESHS REQUIREMENTS**

### **Global Considerations**

- 6.1 Any substantive changes to the Environmental and Social Requirements, ESMS or ESHS plans in later stages of Program approval and/or implementation will need to be discussed with, and agreed to, by the IDB.
- 6.2 All applicable ESHS definitions for the Project appear in Annex 1 of this ESMR and shall be included in the Project legal documentation as indicated in each case.
- 6.3 Based on the conclusions of the IDBs ESHS analysis, the conditions set forth below are required to be fulfilled for the Project, in form and substance satisfactory to the Bank.

### **Conditions Prior to First Disbursement**

- 6.4 The following conditions shall be included in the Special Conditions and if specified below in other ESHS documents governing the Execution of the Program, to be fulfilled in form and substance satisfactory to the IDB<sup>7</sup>.

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<sup>7</sup> These conditions also trigger the ESHS provisions of the General Norms are other applicable Loan Agreement provisions, including, among others: i) consistency with Bank policies; (ii) notification of noncompliance, government inspections and regulatory reports and action, significant changes, judicial and arbitral claims, in each case related to ESHS matters, (iii) implementation of Corrective Action Plans, (IV) supervision arrangements (v) contractual remedies, and (vi) document modification procedures.

- 6.5 Prior to First Disbursement, the Executing Agency shall present evidence to the satisfaction of the IDB that the Program Operating Manual has been approved, including the Environmental and Social Management System (ESMS) Manual (as defined in Section V of this ESMR and in more detail in Annex 2).

### **Special Conditions of Execution**

- 6.6 Prior to the issuance of the Bidding Documents for works for each individual project under Component 1, the Borrower, through the Executing Agency, shall provide evidence that the final environmental and social assessment has been completed, where deemed necessary by the IDB, including a summary of public consultation undertaken detailing actions or decisions taken in the final design to respond to any significant concerns raised, with the exception of the Tourist Urban Route and Visitor Center (on the basis that this requirement has already been substantially met for these two projects).
- 6.7 In the event that the Borrower makes changes to the urban route activities contemplated under Component 1 to include other locations not previously included in the final design plans, the Borrower, through the Executing Agency shall fulfil the following condition: prior to the disbursement of funds for these locations, it shall present evidence of the updated design plans and the minutes of any discussions with stakeholders affected by the changed route, and of the agreements reached with these stakeholders to ensure that livelihoods are not affected.
- 6.8 Prior to the commencement of any construction works, the executing agency shall provide evidence of compliance with the obligations established in the POM and ESMS.

### **Environmental and Social Management**

- 6.9 Once approved by the IDB Board of Directors and throughout the lifetime of the Loan, the Borrower shall ensure all aspects of the Project are undertaken in compliance with all applicable environmental and social, health and safety norms and legal requirements of Barbados, in addition to compliance with the IDBs Environmental and Social Safeguard Policies; by (i) Designing, constructing, operating, maintaining and monitoring each individual Project in accordance with the standards and procedures as set forth in the Program ESMS to be included in the Program Operating Manual (hereinafter “the Environmental and Social Requirements”); (ii) causing each contractor, operator, subcontractor or any Person performing individual Project related activities to carry out such activities in compliance with all Environmental and Social Requirements. To this end, the Borrower shall include all applicable ESHS Requirements in all bidding and contractual documents governing such activities and supervise and ensure compliance therewith.

### **Reporting and Supervision Conditions**

- 6.10 Once approved by the IDB Board of Directors and during the life of the Loan Agreement, the Borrower must implement the following supervision, monitoring and reporting measures:
- (i) ~~-~~facilitate an annual supervision mission by IDBs environmental and social safeguards specialist(s) to review compliance with the conditions established in the Loan Contract;
  - (ii) ~~-~~incorporate into the semester progress report which shall include (a) the ESHS performance of the Program (including the specific projects under Component 1) in accordance with the ESHS Requirements to confirm compliance with the ESHS Requirements and to address any ESHS impact or liability which has not been adequately mitigated or compensated; (b) the issues encountered and corrective actions taken; (c) the results of project monitoring, including as

applicable the participatory monitoring; (d) the results of the Project grievance management mechanisms; (e) the performance of the Project according to the agreed Project standards and key performance indicators and (f) the budget and human resources assigned to the ESHS management of the Project during the preceding period and estimated and committed for the subsequent period.

- 6.11 Immediately upon the respective occurrence, the Borrower shall provide prompt notification to Bank of any accidents, spills, fires, discharges of hazardous substances, or other new ESHS risks and impacts related to the Program including any Project under Component 1.

## **Annex 1. BA-L1033 Definitions to be included in the Legal Agreement and POM**

**Environmental and Social Requirements** means all requirements, conditions, standards, protections, obligations or performance with respect to environmental and social matters required by: (a) any environmental law; (b) any authorization issued by any authority or otherwise under any environmental law; (c) any environmental, social, health and safety plan (including but not limited to the livelihoods plan and consultation and engagement plan); (d) the Environmental and Social Management System (ESMS); (e) any of the Fundamental Principles and Rights at Work; (f) the Bank environmental and social safeguard policies; (g) the Project environmental and social standards and guidelines as agreed upon between the Borrower and the IDB and set forth in the ESMS.

**Environmental and Social Management System or ESMS** means in relation to the Project, an environmental, social, health and safety management system to be implemented by the Borrower, including policies, procedures, performance indicators, roles and responsibilities, communications, training, reporting and periodic audits and inspections with respect to environmental and social matters.

## Annex 2

### A Draft Table of Contents for the Program ESMS

The ESMS is a tool for systematically organizing and documenting BTIs management of environmental and social issues associated with the Program. It should include overarching policy statement, procedures, performance indicators, responsibilities, training and periodic audits and inspections to be implemented to projects developed under the Program. Put simply it should be a document that sets out who does what and when.

#### 1. Introduction

#### 2. Objective and Scope

#### 3. Commitment and Policy. *A commitment by the Ministry of Tourism/BTI to environmental, social and cultural protection and improvement. Ideally this would be at the level of the agency, but at a minimum be a commitment to the National Tourism Program financed by the IDB*

#### 4. Budget, Roles and Responsibilities

#### 5. About BTI and its Operations/the Program

#### 6. Planning Procedures

- a. **Program Impacts and Risks:** *Identification of Identify the most significant key environmental, social, cultural, health and safety aspects related to tourism development projects in Barbados. Once identified, objectives and targets can be set. For example based on the IDBs review of this Program, it would anticipate that these be (i) cultural heritage (ii) waste management (iii) disaster risk management (iv) health and safety in construction (v) security for visitors*
- b. **Legislative and Other Requirements:** *List of relevant legislative and planning requirements (TDCPO, CZMU, EPD etc) as well as policy requirements of donors (IDB safeguard policies) and international entities (UNESCO Guidelines, Valletta Principles)*
- c. **Identification of Project Impacts and Risks:** *Procedure to identify and assess ESHS impacts and risks of new projects in accordance with the legislative and other requirements, as part of the Project planning phase, with sufficient time to ensure that identified impacts and risks can be avoided and/or mitigated through project specific ESHS plans*
- d. **Identification of Impacts on Livelihoods:** *procedures to ensure that temporary and permanent impacts on affected persons are identified as part of the planning process, including resettlement of businesses and loss of livelihoods as a result of works and how this must be managed accordingly;*
- e. **Identification of Impacts and Risks to Heritage Areas and Implementation of Management Plan:** *procedure to ensure updates as required to the Management Plan for Historical Bridgetown and Garrison and an archeological chance find procedure*
- f. **Consultation:** *Procedure to ensure appropriate consultation and engagement with affected communities and other stakeholders during project planning and implementation, in accordance with local requirements, as well as the IDBs consultation requirements*

#### 7. Implementation.



- a. **Structure, Roles and Responsibilities:** Ultimate responsibility for compliance with the Program Coordinator, however day-to-day requirements for environmental and social management require consulting support. In this section, TORs and profiles of consulting firms and consultants should be established for different functions.
  - b. **Contractor Requirements:** In order to ensure that the identified ESHS mitigation and management measures are implemented by Contractors, this section should include requirements for contractors, as well as example ESHS language to include in the TORs for construction contractors and any other contractors associated with the Project. This may include reference to these procedures, requirements to uphold specific standards (such as those of the IDB and UNESCO) and the requirement to develop specific plans before established milestones and as identified in the planning phase. Specific examples of these requirements include: Prior to the commencement of any construction works for each individual project under Component 1, the Borrower shall deliver to the IDB: (A) evidence that the contract includes the ESHS requirements for the project, (B) evidence of all necessary environmental and social permits from TCDPO, CZMU and/or EPD, and any other relevant national authorities have been granted, and (C) a copy of the Construction Contractors project specific ESHS plans to be implemented during construction., (iii) Prior to the opening of the new Visitors Center, the Borrower shall deliver to the IDB the Fire and Life Safety Plan for the Old Town Hall building.
  - c. **Stakeholder Consultation and Engagement:** Procedures and Plan (i) for ongoing consultation with affected communities and other stakeholders throughout the Project and (ii) for regular dissemination of information about the Project.
  - d. **Compliance Monitoring.** Procedure for ESHS monitoring and supervision by BTI, to ensure compliance of Construction Companies implementing requirements against agreed upon indicators. For simpler projects, monitoring done by Program Supervision Consultant, however in the case of a more complex, specific environmental and/or social/cultural consultants may be required to undertake supervision, and a detailed ESHS monitoring and supervision plan will be developed.
  - e. **Grievance Mechanism**
  - f. **Capacity Building and Awareness**
  - g. **Recordkeeping, Documentation, and Document Control**
  - h. **Emergency Preparedness and Response**
8. **Evaluation.** Who and how projects are monitored to evaluate whether targets and commitments are being met, and if not to establish appropriate corrective actions.
  9. **Review.** Result of the periodic evaluation should be periodically submitted to the Minister of Tourism, Head of BTI (and other agencies) as well as other interested parties (including but not limited to the IDB)