**Interamerican Development Bank**

**Ministry of Public Works, Transport and Communication**

**Improving Transport Logistics and Competitiveness in Suriname**

**(SU-L1057)**

**Program Operations Manual**

**(POM)**

*(Second Draft – June 2019)*

TABLE OF CONTENTS

[1. INTRODUCTION AND GENERAL ASPECTS 3](#_Toc13232662)

[1.1. Legal Framework 3](#_Toc13232663)

[1.2. Use and Modification to the Program Operation Manual 3](#_Toc13232664)

[1.3. Acronyms 3](#_Toc13232665)

[2. PROGRAM OBJETIVES AND DESCRIPTION 3](#_Toc13232666)

[2.1. Objectives 3](#_Toc13232667)

[2.2. Program Components 3](#_Toc13232668)

[2.3. Program Costs 3](#_Toc13232669)

[2.4. Special Contractual Conditions 3](#_Toc13232670)

[3. PRODUCTS DESCRIPTION 3](#_Toc13232671)

[3.1. Component 1: Port interventions 3](#_Toc13232672)

[3.1.1. Product 1: Logistics Center built 3](#_Toc13232673)

[3.1.2. Product 2: Access Control System installed 3](#_Toc13232674)

[3.1.3. Product 3: Port Community System (PCS) implemented 3](#_Toc13232675)

[3.2. Component 2: Road Interventions 3](#_Toc13232676)

[3.2.1. Product 4: Primary Urban Roads rehabilitated 3](#_Toc13232677)

[3.2.2. Product 5: Bridge over Saramacca channel at Van‘t Hogerhuysstraat built 3](#_Toc13232678)

[3.3. Component 3: Institutional strengthening 3](#_Toc13232679)

[3.3.1. Product 6: Road asset management system in operation 3](#_Toc13232680)

[3.3.2. Product 7: Technical Training implemented 3](#_Toc13232681)

[3.3.3. Product 8: Programs to improve the participation of women in logistics services, implemented 3](#_Toc13232682)

[4. Social and Environmental Aspects 3](#_Toc13232683)

[4.1. Program Classification and Impacts 3](#_Toc13232684)

[4.2. Environmental and Social Supervision 3](#_Toc13232685)

[4.3. Environmental and Social Conditions 3](#_Toc13232686)

[5. ORGANIZATION FOR PROGRAM EXECUTION 3](#_Toc13232687)

[5.1. Borrower and Program Coordination 3](#_Toc13232688)

[5.1.1. MPWTC – Executing Agency 3](#_Toc13232689)

[5.1.2. Consultative Committee 3](#_Toc13232690)

[5.1.3. Levels of decisions relevant to Program Execution 3](#_Toc13232691)

[5.2. The Project Executing Unit (PEU) 3](#_Toc13232692)

[Matrix of Assignment of Responsibilities (MAR) 3](#_Toc13232694)

[6. FIDUCIARY ASPECTS 3](#_Toc13232698)

[6.1. Fiduciary Arrangements Considered as Special Conditions 3](#_Toc13232699)

[6.2. Fiduciary Arrangements for Procurement Execution 3](#_Toc13232700)

[6.3. Financial Management 3](#_Toc13232701)

[6.3.1. Payment process 3](#_Toc13232702)

[6.3.2. Petty cash 3](#_Toc13232703)

[7. MONITORING, FOLLOW-UP and EVALUATION 3](#_Toc13232704)

[7.1. Program’s Expected Results 3](#_Toc13232705)

[7.2. Monitoring 3](#_Toc13232706)

[7.3. Evaluation 3](#_Toc13232707)

[7.4. Bank Inspection Visits 3](#_Toc13232708)

[7.5. External Audits 3](#_Toc13232709)

[1. ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN 3](#_Toc13232710)

[1.1 Introduction 3](#_Toc13232711)

[1.2 Environmental and Social Management Plan Guiding Principles 3](#_Toc13232712)

[1.2.1 Plan, Do, Check, Review 3](#_Toc13232713)

[1.2.2 Mechanism for Auditing, Adjustments, and Reporting 3](#_Toc13232714)

[1.2.3 Training 3](#_Toc13232715)

[1.3 Organizational Capacity and Policies 3](#_Toc13232716)

[1.4 Environmental and Social Management Plan 3](#_Toc13232717)

[1.5 Construction Phase 3](#_Toc13232718)

[1.5.1 Construction Environmental Management Plan 3](#_Toc13232719)

[1.5.2 Construction Health and Safety Management Plan 3](#_Toc13232720)

[1.5.3 Construction Contingency Plan 3](#_Toc13232721)

[1.5.4 Stakeholder Engagement Plan 3](#_Toc13232722)

[1.5.5 Grievance Mechanism 3](#_Toc13232723)

[1.5.6 Compensation and Livelihood Restoration Plan 3](#_Toc13232724)

[1.5.7 Traffic and Pedestrian Management Plan 3](#_Toc13232725)

[1.6 Operation Phase 3](#_Toc13232726)

[1.6.1 Operation Environmental and Social Management Plan 3](#_Toc13232727)

Annexes: 1. Results Matrix

2. Monitoring and Evaluation Plan

3. Environmental and Social Management Plan (ESMP)

4. Environmental, Social, Health and Safety Action Plan (ESHS Action Plan)

# INTRODUCTION AND GENERAL ASPECTS

The present Program Operations Manual (POM) constitutes the basic implementation instrument containing guidelines, norms and procedures of the “**Improving Transport Logistics and Competitiveness in Suriname” (SU-L1057**), as well as the Program execution mechanism. The POM describes the program and the applicable policies, terms and conditions related to the Program’s activities, as contained in the Loan Contract signed between the Inter-American Development Bank (IDB) and the Government of Surinam (GoS).

Specifically, the objective of the present POM is to: (a) establish the program’s organizational structure and corresponding execution mechanism; (b) describe the activities and responsibilities of the various entities involved in the program’s implementation, including the Ministry of Public Works, Transport and Communications, the Program Executing Unit (PEU), other public and private institutions, and the Bank; (c) establish the main technical and administrative activities, with respect to planning, execution, monitoring and evaluation, and technical and financial administration; (d) define the relations and the coordination mechanisms between the various actors and stakeholders of the Program. The approval and entry into effect of the POM according to the terms and conditions previously agreed with the Bank is a special contractual condition prior to the first disbursement of the loan.

## Legal Framework

The *“Improving Transport Logistics and Competitiveness in Suriname”* (SU-L1057) is an external lending operation agreed between the Government of Suriname and the Inter-American Development Bank - IDB, through the Loan Agreement N ° xxxx/OC-SU, of [month] [date] of 20[yy]. The loan was approved in Suriname on [month] [date] of 20[yy] by Resolution No. xx, published in [month] [date] of 20[yy]. At the Inter-American Development Bank - IDB, the operation was approved in its Board of Directors through in [month] [date] of 20[yy]. The execution of the Program is framed in the referred Loan, in the Policies and Procedures of the IDB, as well as in the national legal dispositions and other applicable regulations:

1. Loan document for the SU-L1057 Program;
2. Policies for the Acquisition of Goods and Works Financed by the IDB, GN-2349-9, of March 2011.
3. Policies for the Selection and Hiring of Consultants Financed by the IDB, GN-2350-9, March 2011.
4. Financial Management Guidelines for IDB- financed Projects (OP-273-6).
5. IDB Project Disbursement Handbook, March 2015.
6. Audited Financial Reports and External Audit Management Handbook, May 2017.
7. Environment and Safeguard Compliance Policy (OP-703).
8. Other applicable norms and regulations.

## Use and Modification to the Program Operation Manual

The POM will be in effect throughout the duration of the program’s execution. Should modifications to the document be deemed necessary to provide for more flexibility, efficiency and transparency to execution, the Program Executing Agency will submit those changes to its content for consideration of the IDB for no objection. These modifications will be undertaken through “addenda” to the specific articles of the document, while maintaining the rest of articles unaltered.

## Acronyms

|  |  |
| --- | --- |
| **Acronym** | **Description** |
| AOP | Annual Operating Plan |
| CA | Customs Authorities |
| CC | Consultative Committee |
| EA | Executing Agency |
| ESMP | Environmental and Social Management Plan |
| ESHS | Environmental, Social, Health and Safety |
| ESCR | ESHS Compliance Report |
| GM | Grievance Mechanism |
| GoS | Government of Surinam |
| IDB | Interamerican Development Bank |
| ITS | Intelligent Transportation System |
| MPWTC | Ministry of Public Works, Transport and Communication |
| NIMOS | National Institute for Environment and Development |
| PA | Port Authority |
| PCR | Project Completion Report |
| PCS | Port Community System |
| PEU | Program Executing Unit |
| PEP | Project Execution Plan |
| POM | Project Operation Manual |
| PP | Procurement Plan |
| PS | Permanent Secretary |
| RA | Road Authority |
| RFID | Radio Frequency Identification |
| SEP | Stakeholder Engagement Plan |

# PROGRAM OBJETIVES AND DESCRIPTION

## Objectives

The main objective of the operation is to **contribute to the enhancement of Suriname's logistic productivity by improving the performance and reducing logistics costs of the main port facility in Suriname**. Specifically, the project will improve the efficiency of the infrastructure and operations of the port of Paramaribo through: (i) the provision of efficient port infrastructure, and the implementation of digital platforms to facilitate trade logistics and goods clearance processes; (ii) improvements in the level of service, capacity, and resilience of adjacent roads and access to the port; and (iii) institutional capacity strengthening to ensure efficient execution, sustainable asset management, and adequate operation.

The Program is a specific investment loan, to be implemented by the Ministry of Public Works, Transport and Communications (MPWTC). It is expected that the project will result in lower logistic costs and travel times in and out of the port and its surrounding areas, thus improving the ease of trade for economic activities, such as agriculture. The operation will also improve the resilience of surrounding roads and port infrastructure. The beneficiaries are transport and logistics companies, importers and exporters, and the population of Paramaribo that use the Van ‘t Hogerhuysstraat and adjacent roads

## Program Components

The Program will finance the following components:

**Component 1. Port interventions.** This component will finance the development of: (i) a formal truck waiting area at the port and a new flow configuration to improve capacity; (ii) the development of space for added value processes within the port’s current land to account for projected increases in throughput of the port. This includes the construction of a truck center (1.53 hectares), offices and light parking (1.53 hectares) and warehousing facilities (container stuffing and stripping, cross-docking, consolidation, sacking, etc.) (1.52 hectares); and (iii) implementation of a Port Community System (PCS) to automate operational processes and improve documentary compliance for imports and exports.

**Component 2.** **Road and port hinterland interventions.** This component will upgrade and improve the resilience and safety ds of the following road sections: (i) Van ‘t Hogerhuysstraat (between Latourweg and Molenpad), the Willem-Campagnestraat (between Van ‘t Hogerhuysstraat and Hernhutterstraat); (ii) Slangenhoutstraat, Hernhutterstraat, and Molenpad; (iii) the Van ‘t Hogerhuysstraat bridge, replacing the current bridge with a 3-lane bridge a new expanded bridge; and (iv) the supervision activities of the civil works and proposed interventions. This component will finance an Intelligent Transportation System (ITS) for traffic control, planning, and enforcement, while integrating traffic lights and variable message signs for sections adjacent to the port and along the described road section.

**Component 3. Institutional strengthening.** This component will finance: (i) a Project Execution Unit (PEU); (ii) detailed designs for the civil works; (iii) the development of a Road Asset Management Scheme for the national road network, allowing for systematic planning and execution of maintenance practices; and (iv) training related to project management, engineering, monitoring, and evaluation, as well as training for various stakeholders to be able to register and use the PCS; (v) Monitoring and Evaluation; and (vi) the execution of a comprehensive gender approach, including training and empowering of women to conduct specialized logistic services and related activities under partnerships with stakeholders.

## Program Costs

***Table 1. Budget by Components (in USD)***

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Components** | **IDB** | **%** |
| 1 | Component 1: Port interventions | 4.460.000 | 9,91% |
| 2 | Component 2: Road interventions | 36.200.000 | 80,44% |
| 3 | Component 3: Institutional strengthening | 700.000 | 1,56% |
| 4 | Administration, Monitoring, Evaluation and Audit | 2.000.000 | 4,44% |
| 5 | Contingencies | 1.640.000 | 3,64% |
|  | **TOTAL** | **45.000.000** | **100%** |

## Special Contractual Conditions

The special contractual conditions prior to first disbursement of the loan include the obligation of borrower to provide evidence to the Bank’s satisfaction of: (i) establishment of the Project Execution Unit (PEU) and the selection of its key personnel, in accordance with the terms previously agreed with the Bank, including the: (a) project manager; (b) road specialist; (c) environmental & social specialist; and (d) procurement specialist; and (ii) approval and entry into effect of the Program Operations Manual (POM) in the terms previously agreed with the Bank.

Special Contractual Clauses of execution: Prior to the disbursement of the loan resources for Component 1, the Memorandum of Understanding (MOU) between the Executing Agency and the Port Authority shall have entered into effect. For special contractual clause of execution see Annex B of the ESMR.

# PRODUCTS DESCRIPTION

Program results are expressed in “products” consisting of the specific projects that will be financed by the loan. This classification is intended to allow for the proper monitoring of project achievements and results. The program’s Project Execution Plan (PEP) contains the detailed schedules for implementation of these products, along with their projected annual costs.

## Component 1: Port interventions

### Product 1: Logistics Center built

The program will finance a parking facility to accommodate trucks and other vehicles accessing or utilizing the port (15,387 m2 with 100 static positions for 40 ft container trucks), as well as auxiliary buildings to provide complementary services for truck drivers, such as a rest area and an administrative office. Project cost is estimated to be US$ 2.050 million.

### Product 2: Access Control System installed

Consist of a computerized system to allow the automation of the access to the port throughout RFID (Radio Frequency Identification). It is intended to expedite the entire process of accessing and utilizing the port facilities, reducing the time that the trucks need to access to the port. Project cost is estimated to be US$ 210 thousand.

### Product 3: Port Community System (PCS) implemented

The PCS is a digital-based platform that allows for a more efficient communication between every stakeholder of the logistic processes for imports and exports in port or logistic facilities. The system that connects the several users of the port and the authorities responsible for port operations, intended to automate operational processes, improve documentary compliance for imports and exports and expedite import-export processes. Project involves the development and implementation of the system, as well training for its several users including port and custom authorities, terminal operators, dispatchers, etc. Project cost is estimated to be US$ 2.2 million.

## Component 2: Road Interventions

### Product 4: Primary Urban Roads rehabilitated

This product includes the enlargement and changes in the capacity of access roads for the port and surrounding area. Specifically this product includes: (i) modification of a roundabout in the intersection of Van’t Hogerhuysstraat and Jules Wejdenboschbrug ; (ii) construction of an extra lane per direction in the MLK-Van ‘t Hogerhuysstraat (extension of 2.7 Km); (iii) implementation of 8 new traffic lights and reconfiguration of phases of the existing ones; and (iv) modification of the port´s entrance and exit. Total cost for road interventions is budgeted at US$ 26.6 million.

### Product 5: Bridge over Saramacca channel at Van‘t Hogerhuysstraat built

Extension 120 meters, to increase its current load capacity. Includes the demolition of the existing bridge. The estimated budget for the bridge is US$ 9.6 million.

## Component 3: Institutional strengthening

### Product 6: Road asset management system in operation

This product consists on the development of a computerized system and implementation of evaluation and maintenance protocols intended to rely timely information about conditions of the country’s roads. The system will be based on the MPWCT and in the Roads Authority. Implementation of this product involves also training in the system’s use by the personnel of these two institutions. Project cost is estimated at US$ 200 thousand.

### Product 7: Technical Training implemented

Intended to provide specialized training to port authorities and different users of the port in the use the Project Community System (PCS); additionally, other training activities related to project management, engineering, monitoring and evaluation, pavement design, road safety, and climate change adaptation measures will be provided to MPWCT personnel and Roads authority. Training activities are estimated to cost US$ 400 thousand.

### Product 8: Programs to improve the participation of women in logistics services, implemented

This product includes training activities intended to increase awareness of program staff and other program stakeholders on gender issues. It intends to promote increased participation of women in economic activities related but not restricted to port operations. Cost of this activity is estimated at US$ 100 thousand.

# Social and Environmental Aspects

## Program Classification and Impacts

In accordance with the Environment and Safeguards Compliance Policy (OP-703), this operation has been classified as Category “B." The key environmental and social impacts identified are: (i) the partial affectation of parcels of land along the right of way, impacts to assets, and accessibility; (ii) risks associated to occupational and community health and safety, which includes labor relations and the interactions of workers with the local population, which involve the risk of potential sexual harassment, as well as road safety; and (iii) construction impacts typical of road rehabilitation in urban areas (noise, dust, waste management, etc.).

These are considered mostly local and short-term impacts for which effective mitigation measures are readily available. Two medium risks have been identified: (i) political/community opposition to the project, which will be mitigated through the preparation and implementation of a Communication Plan and public consultations; and traffic disruptions during particularly the roads component.

## Environmental and Social Supervision

***Environmental and Social Management Plan***

As part of the environmental and social requirements established by IDB and according to industry good practice, an Environmental and Social Management Plan (ESMP) has been prepared (Annex 3) and is an integral part of this Operations Manual. The ESMP describes the procedures to be applied in the preparation and implementation of projects financed by this loan. It describes procedures that should be followed to manage, mitigate, and monitor the potential impacts of the Project, particularly the procedures for the implementation and monitoring of the social and environmental safeguards.

Among the risks identified in the ESMR, the disruptions caused by the road interventions are identified as potential risks. Therefore, previous to the beginning of the works the PEU will have to present a Traffic Management Plan to alert the affected population and minimize the temporary impacts of the works. Other measures defined to mitigate risks include procedures to reduce emissions, noise, and waste from construction, health and safety of workers and general population affected by the works, and the establishment of a grievance mechanism for addressing complaints and concerns of the affected population.

The PEU will include an Environmental and Social Specialist who will be in charge of providing guidance on these issues and monitoring the implementation of the measures and plans approved to mitigate the identified risks. This specialist will produce the reports about the compliance with E&S safeguards, including with the mitigation measures delineated in the ESMP, as specified in section 4.3 (h) below.

## Environmental and Social Conditions

The following E&S conditions apply to the execution of the program:

1. Any changes to the POM related to social and environmental safeguards should be previously consulted with the Bank’s ESG specialist.
2. Any substantive changes to the Project ESMP or to the ESHS Action Plan agreed with the Borrower through the Port Authority, shall be in writing and approved by the Bank in a manner consistent with the Bank's environmental and social safeguards policies.
3. During project execution the Executing Agency shall notify the Bank in writing within ten days of any: (1) potential or actual material noncompliance with the environmental and social requirements; (2) accidents, incidents or other significant events, including but not limited to spills, fires, discharges of hazardous substances, workers’ incident with death or lost time; (3) significant actual or imminent social conflicts; (4) ESHS regulatory action by any government agent, judicial or arbitral claims, that have implications for the project, the project ESMP or the ESHS Action Plan; or (5) any newly identified environmental and social risks and impacts, that may affect the environmental and social aspects of the Project; in each case such notice shall include actions taken or proposed with respect to such events.
4. Prior to the launching of the first bidding process, the Borrower, through the Port Authority, and the Bank should have agreed and signed the ESHS Action Plan, which is included as Annex of 4 of this POM.
5. During the entire period of execution, all project activities shall be in compliance with and/or take adequate measures to become in compliance with, (i) the Project ESMP, (ii) the Contractors’ specific ESMP, and (iii) the signed ESHS Action Plan.
6. Prior to launching of the first bidding process for a construction contract, the Executing Agency shall provide evidence that the bidding documents adequately include the ESHS requirements established in the Project ESMP, including, but not limited to, the specific Stakeholder Engagement Plan (SEP) and Grievance Mechanism (GM), in the terms agreed upon with the Bank.
7. Prior to the start of any civil works the Executing Agency shall provide evidence that the contractor has developed, to the satisfaction of the Bank, the specific ESMP consistent with the Project ESMP;
8. On a quarterly basis during construction, and annually thereafter, the Executing Agency shall prepare and present to the Bank’s satisfaction, an ESHS Compliance Report (ESCR), in the form and content agreed upon with the Bank. The ESCR shall be presented within 30 days of the end of each respective calendar period.
9. Prior to the approval of the Project Completion Report (PCR), the Executing Agency shall provide evidence that the Borrower has satisfactorily completed the implementation of the ESHS Action Plan.

# ORGANIZATION FOR PROGRAM EXECUTION

## Borrower and Program Coordination

The Republic of Suriname is the borrower. The program will be implemented by the Ministry of Public Works, Transport and Communications (MPWTC) through a Project Executing Unit (PEU) which will be established under its organizational structure depending of the Office of the Permanent Secretary of MPWTC, which will provide the institutional support for institutional streamlining of project execution, decision-making support, delegation of authority and responsibilities, and facilitating the support and coordination with relevant institutions. The PEU will be directly linked to the Bank.

To enable effective inter-institutional coordination, a consultative committee will be established, composed of high-level representatives with decision-making capacity of the key institutions involved in the project, which includes the Road Authority, Port Authority, National Institute for Environment and Development (NIMOS), Customs authorities.

To ensure adequate coordination during implementation, the PEU will have to obtain agreement of the relevant institutions (Customs, Port Authority etc.) before submitting projects’ procurement documents for the Bank’s no objection.

The Program Execution scheme is as following.



### MPWTC – Executing Agency

The MPWTC will be the Executing Agency, represented legally through the Permanent Secretary (PS). The PS of the MPWTC will have the following functions and responsibilities:

1. Approve POM and their modifications after the no-objection of the IDB;
2. Subscribe the agreements required by the Program;
3. Establish the Program Executing Unit (PEU) and staff it with the professionals with the required profiles agreed with the IDB and with exclusive dedication to the Program;
4. Process before the corresponding national instances the accreditation before the Bank of the officials that can subscribe correspondence on behalf of the Program, request disbursements and order payments;
5. Supervise the investments planned for the Program and the corresponding administration, monitoring, auditing and evaluation activities;
6. Internally approve the Program Budget to be incorporated into the Draft General Budget of the MPWTC;
7. Assist with the coordination with participating entities of the Program or other organizations, as appropriate.
8. Supervise the performance of the members of the PEU.

### Consultative Committee

A Consultative Committee (CC) will be constituted to provide advisory and technical coordination among entities participating on the Program. The CC corresponds to collegiate body designed to facilitate communication and facilitate implementation of its components. The CC has no decision-making functions regarding the execution of the Program.

This Committee will be composed of high-level representatives of the Road Authority (RA), Port Authority (PA), National Institute for Environment and Development (NIMOS), Customs Authorities (CA), designated by each Maximum Authority. They may be incorporated into other entities as necessary.

The main functions and attributions of the CC are the following:

1. Coordinate strategic actions among the institutions that are members of the CC;
2. Support the participation and dialogue of all participating entities in the execution of the Program.
3. Promote inter-institutional agreements on technical aspects that should be considered for the execution of the Program when required.

The institutional coordination with other instances of the public sector and public companies will be articulated and led through the Technical Coordinators of the Port and Roads Components, who will be responsible for establishing consultation mechanisms to both keep them informed of the program’s scheduled activities and to resolve technical aspects required for a proper implementation.

### Levels of decisions relevant to Program Execution

|  |  |  |
| --- | --- | --- |
| **#** | **DECISIONS** | **RESPONSABLES** |
| 1 | Approval of the POM and its modifications, prior No Objection of the Bank | MPWTC Minister |
| 2 | Registration of signatures with the IDB for Request for Disbursements, Justifications of Expenses and Payments, and Approval of Audited Financial Statements | Permanent Secretary requests signatures registration;  Project Director is delegated to send requests to IDB |
| 3 | Approval and modification of the PEP and POA Year 1, and POA following years | Project Director |
| 4 | Procurement Plan approval | Project Director |
| 5 | Proposed Draft Annual Budget for the Project | Project Director |
| 6 | Request of No Objections to the IDB | Project Director |
| 7 | Approval of Bidding Documents (DL, SP, PBC or others), Award of Contracts and Authorization of Contract signature | MPWTC Minister |
| 8 | Appointment of the Evaluating Committee | Permanent Secretary of MPWTC |
| 9 | Approval of Contract Addenda | Permanent Secretary of MPWTC |
| 10 | Approval of Payment to Suppliers | Permanent Secretary of MPWTC |
| 11 | Presentation to the IDB of the Semiannual Progress Reports of the Program | Project Director |

## The Project Executing Unit (PEU)

The PEU is the special unit to be created for the purpose of implementing the program, with the general responsibilities for the following functions: (a) the program’s general and technical coordination; (b) planning, monitoring and evaluation; (c) financial management; (d) procurement administration; (e) environmental, health and safety management; and (f) community communications activities.

The PEU will be financed by the project and will be composed of: (i) Project Director; (ii) Technical Coordinator for Port Component; (iii) Technical Coordinator for Roads Component; (iv) Financial Management Officer; (v) Procurement Officer; and (vi) Environmental and Social Specialist.



These specialists will have exclusive dedication to the Program and will be incorporated / hired based on terms of reference previously agreed upon with the Bank and that establish the minimum requirements for the efficient execution of the Program. Also, during the execution of the Program, positions of Technical Specialists may be financed for each component, as defined.

Matrix of Assignment of Responsibilities (MAR)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Project Administration | | Responsible (R) | Accountable  (A) | Consulted (C) | Informed (I) |
| Planning | 1.1 Preparation of the Program’s Multi-Year and Annual Execution Plan | PD  PD | PS | TC | MPWTC  MF |
| 1.2 Identification of the Program’s risks and definition of a Risk Response Plan | PD | PD | PA, RA, C  TC | MF  PS |
| Execution | 1.3 Coordination of the execution of Program activities | PD | PD | PA, RA, C  TC  ESS | MPWTC  PS |
| Monitoring and Control | 1.4 Monitoring and updating of the Pluriannual and Annual Execution Plan | PD | PD | TC  FS  PSp  ESS | MF  MPWTC  PS |
| 1.5 Monitoring and updating of the risks and their Response Plan | PD | PD | PA, RA, C  TC  FS  PSp  ESS | MF  MPWTC  PS |
| 1.6 Preparation of bi-annual progress reports | PD | PD | TC  FS  PSp  ESS | MF  MPWTC  PS |
| Evaluation and Closure | 1.7 Ex post evaluation of program objectives fulfillment | PD | PD | TC  FS  PSp  ESS | MF  MPWTC  PS |
| Procurement Management | | Responsible (R) | Accountable  (A) | Consulted (C) | Informed (I) |
| Planning | 2.1 Preparation of the Program’s Procurement Plan | PSp | PD | TC  FS  ESS | MF  MPWTC  PS |
| Execution | 2.2 Preparation of terms of reference or technical specifications | TC | PD | PSp  PA, RA, C | PS |
| 2.3 Preparation of bidding documents | PSp | PD | TC  FS  ESS  PA, RA, C | PS |
| 2.4 Offer publication | PSp | PD  PS |  | MPWTC |
| 2.5 Proposal evaluation | PSp  EC | PD |  | PS  MPWTC |
| 2.6 Resolution of contract award | PSp | PD  PS |  | MPWTC  NA[[1]](#footnote-2) |
| 2.7 Contract negotiation | PD  PSp | PD | PS | MPWTC |
| 2.8 Signature of the contract | PD  PSp | PS |  | MPWTC |
| 2.9 Recording and custody of procurement information | PSp | PSp | PD | PS |
| Monitoring and Control | 2.10 Monitoring and updating of the procurement plan | PSp | PD | PS | PS |
| 2.11 Monitoring and quality control of the deliverables | TC | PD | ESS | PS |
| 2.12 Processing of amendments to the contracts | TC  PSp | PD  PS | PA, RA, C  FS | MF  MPWTC |
| Financial Management | | Responsible (R) | Accountable  (A) | Consulted (C) | Informed (I) |
| Planning | 3.1 Preparations of the financial plan (cash flow) | FS | PD | TC | PS |
| 3.2 Funds request for execution activities (budget certifications, when applicable) | FS | PD |  | PS |
| 3.3 Payments application to the institution’s treasury | FS | PD |  | PS |
| 3.4 Preparation of bank reconciliations | FS | PD |  | PS |
| 3.5 Payments to suppliers | FS | PD | TC | PS |
| 3.6 Hiring of the independent auditing firm | FS | PD |  | PS |
| 3.7 Review, file and custody of the expenses supporting documentation | FS | FS |  | PS |
| Monitoring and Control | 3.8 Monitoring and cash flow control | FS | FS |  | PD |
| 3.9 Monitoring of compliance with internal procedures (audit or internal control) | FS | PD |  | PS |
| 3.10 Monitoring the recommendations of the internal and external audit reports | FS  PSp | PD | TC | PS |
| Human Recources Management | | Responsible (R) | Accountable  (A) | Consulted (C) | Informed (I) |
| Planning | 4.1 Definition of personnel needs for the program execution | PD | PS | TC | MPWTC |
| 4.2 Definition of minimum standards of training and experience for personnel involved in the execution of investment programs | PSp | PD | TC | PS |
| Execution | 4.3 Selection and hiring of personnel involved in the execution of investment programs | PSp | PD | TC | PS |
| 4.4 Performance evaluation of personnel involved in the execution of investment programs | PSp | PD | TC | PS |

**Acronyms of the Matrix:**

CA: Customs Authority

C: Customs

EC: Evaluation Committee

ESS: Environmental and Social Specialist

FS: Financial Specialist

NA: National Assembly

PA: Port Authority

PD: Project Director

PS: Permanent Secretary

PSp: Procurement Specialist

RA: Road Authority

TC: Technical Coordinators

MPWTC: Minister of Public Works, Transport & Communications

MF: Ministry of Finance

Responsibilities of PEU Members

5.2.2.1 Project Director

Will be responsible for:

1. Strategic planning and overall program management.
2. Relations with the IDB and the MPWTC.
3. Coordination with institutions with stakes in the Program, including the Road Authority, Port Authority, National Institute for Environment and Development, Customs Authority and port operators.
4. Ensure compliance with the rules established in the Loan Agreement and in the Operating Regulations of the Program.
5. Coordinate the preparation and updating of the Program’s Execution Plan, Annual Operational Plans, Procurement Plans and Financial Plans and submit it to the Permanent Secretary.
6. Facilitate risk management workshops and lead the preparation and updating of a risk response plan.
7. Coordination of planning, technical, fiduciary, environmental and social management activities of the Program with the Technical Coordinators and Specialists.
8. Approve the documents to be used in the procurement and contracting processes.
9. Submit to the IDB the procurement the documentation and contracting processes that require it’s No Objection.
10. Approve the orders for logistical expenses (travel expenses, fuel, office supplies etc.) and payments requests to Suppliers.
11. Supervise the preparation of the Program’s annual budget and accounting registration of the program in the IDB SIAP system.
12. Ensure the proper documentation of the Program in the filing system.
13. Sign justifications of expenses and payments, and disbursement requests for presentation to the IDB.
14. Reporting, monitoring and overall supervision of the Program.

Management of all financial aspects.

1. Supervise the performance of the PEU’s technical and administrative team

**Professional Qualifications**: The Program Director is a professional with at least a master’s degree in engineering, with at least 10 years of professional experience. He/she and shall have previous experience in projects financed by multilateral organizations.

5.2.2.2 Technical Coordinator for Port Component

Responsible for leading the technical execution of all activities related to the port improvements included in Component 1 of the Program, including preparation of terms of reference and technical guidelines for the construction and systems contracts, general oversight of projects implementation, progress reporting among others. Will be responsible also for:

1. Prepare the technical inputs (ToR, engineering designs) of the port projects under his responsibility and submit them to the Project Director.
2. Manage design and construction contracts and verify technical compliance their contractual terms.
3. Coordinate the activities of the port component with the corresponding stakeholders.
4. Assist in the development or update of the management tools of the PEP, AOP, PP, RMM, Semi-Annual Reports and others, as applicable.
5. Collaborate in the monitoring and follow-up of the activities under his component, preparing periodic progress reports and recommending corrective actions to eventual problems in execution.
6. Participate in risk management workshops and prepare a risk response plan.
7. Prepare monthly technical reports on the physical and financial advances of the Port Component, as required by the Program Director and the IDB.
8. Provide the technical elements for the preparation of bidding documents and participate in the respective contracting process, including participation in the Evaluation Commissions when applicable.
9. Monitoring and quality control of the deliverables.
10. Comply with established procedures and rules applicable to his activities.
11. Collaborate in the evaluations of the Program, corresponding to the Port Component.
12. Monitoring and quality control of the deliverables.
13. Processing of amendments to the contracts, with the coordination of the Procurement Specialist.
14. Monitoring and quality control of the deliverables.
15. Processing of amendments to the contracts, with the coordination of the Procurement Specialist.
16. Collaborate in the selection and evaluation of technical personnel of the Project.
17. Other activities that are planned in your contract or assigned by the Project Director

**Professional Qualifications**: The port component coordinator must be a professional with a civil engineering degree preferably with experience in port management activities. He/she must have at least 7 years of professional experience and proficiency in English or Dutch language.

5.2.2.3 Technical Coordinator for Roads Component

Responsible for leading the technical execution of the roads improvements included in Component 2 of the Program, including:

1. Planning of the activities, the negotiation and the management of the contracts.
2. General oversight of projects implementation in its Component;
3. Prepare the technical inputs (Terms of Reference, engineering designs) of the road projects under his responsibility and submit them to the Project Director.
4. Manage design and construction contracts and verify technical compliance their contractual terms.
5. Coordinate the activities of the Road Component with the corresponding stakeholders.
6. Assist in the development or updating of the program’s management tools: PEP, AOP, PP, RMM, Semi-Annual Reports and others, as applicable.
7. Collaborate in the monitoring and follow-up of the Roads Component activities, preparing periodic progress reports and recommending corrective actions to eventual problems in execution.
8. Participate in risk management workshops and prepare a risk response plan
9. Prepare monthly technical reports on the physical and financial advances of the Road component, as required by the Program Director and the IDB.
10. Provide the technical elements for the preparation of bidding documents and participate in the respective contracting process, including participation in the Evaluation Commissions when applicable;
11. Monitoring and quality control of the deliverables.
12. Processing of amendments to the contracts, with the coordination of the Procurement Specialist.
13. Progress reporting, among other activities.
14. Collaborate in the evaluations of the Program, corresponding to the Roads Component.
15. Collaborate in the selection and evaluation of technical personnel of the Project.
16. Other activities that are required to fulfil your responsibilities or assigned by the Project Director

**Professional Qualifications:** The roads component coordinator must be a professional with a civil engineering degree preferably with experience in urban roads and traffic management. He/she must have at least 7 years of professional experience and proficiency in English or Dutch language.

5.2.2.3 Financial Management Specialist

Responsible for:

1. The overall financial administration of the Program (i.e. accounting, budget administration, treasury and asset management).
2. Ensuring the necessary control environment for effective and transparent financial reporting, in compliance with IDB and national regulations.
3. Implementing the necessary platform for integrated financial administration.
4. Responsible for the development of the Multiannual Financial Plan, monitoring and cash flow control.
5. Formulate and control the execution the Program's budget.
6. Assist in the preparation or updating of the management instruments of the Program: PEP-AOP, PP, RMM and others, as applicable.
7. Assist in the preparation of the Standard Bidding Documents (SBDs) (DDL, SDP and / or others).
8. Collaborate with the Procurement Specialist in contracting and amendments processes, to define financial conditions.
9. Hiring the independent auditing firm.
10. Prepare and process requests for payments to suppliers, contractors and consultants in accordance with the procedures established for the Program and other applicable regulations.
11. Managing payment administration for the Program’s expenditures.
12. Perform the accounting and financial recording of the execution of the Program in the internal information system and in the SIAP-BID.
13. Prepare and process Disbursement Requests for the IDB, following them up until they are available in the authorized bank accounts or in the case of direct payments, coordinate with the IDB the payments confirmation to the beneficiary.
14. Preparing the periodic financial statements, bank reconciliation and other reports and documents of the Program.
15. Monitoring the recommendations of the findings of the internal and external audit report.
16. Keep updated and all financial records (documentation) of the Program.
17. Collaborate in the processing of travel expenses, fuel, logistical or other advances.
18. Collaborate in the preparation of the Semi-Annual Progress Report.
19. Other activities that are required to fulfil your responsibilities or assigned by the Project Director.

**Professional Qualifications:** The financial management specialist must have an accounting or financial administration degree (or equivalent) and at least 7 years of professional experience. Previous experience in multilateral institutions’ financial management procedures and financial systems is a requirement. Proficiency in English is required and familiarity with Dutch is a plus.

5.2.2.4 Procurement Specialist

Responsible for:

1. Advise the PD and ensure the compliance with all the legal aspects agreed in the Loan Agreement and in the IDB Policies related to acquisitions and hiring and applicable Government of Suriname requirements.
2. Responsible for the preparation and permanent updating of the Program Procurement Plan, together with the PD, in addition to monitoring and updating the PP until its approval and implementation.
3. Advise the Technical Coordinators and Specialists in the preparation of terms of reference or technical specifications.
4. Preparation of bidding documents and requests for proposals, according to the standard documents approved by the IDB.
5. Manage the publications of the General Procurement Notice in UN Development Business (UNDB on-line) and, in the case of National Competitive Bidding, publication of a notice in a local newspaper and web site of MPWTC when appropriate.
6. Leading the processes for contracting works, goods and consulting services for the Program.
7. Monitoring the progress in the implementation of the Procurement Plan and providing for its periodic update.
8. Processing of amendments to the contracts.
9. Responsible for the follow-up of administrative action related to acquisitions, verifying compliance with applicable rules and procedures.
10. Collaborate with the PD in the preparation and follow-up of the PEP, AOP, FP, RMM and Monitoring and Evaluation Report and their permanent updating.
11. Selection, hiring and performance evaluation of the personnel involved in the execution of the Program.
12. Prepare the program’s progress reports of the Program regarding the subject of acquisitions.
13. Maintain coordination at an operational level in a fluid and permanent manner with the PD and the Bank's Procurement Specialist.
14. Constitute a counterpart to the ex post audit in the contracting processes.
15. Maintain in an orderly and sequential way the documentation about each procurement process carried out.
16. Other activities that are required to fulfil your responsibilities or assigned by the Project Director.

**Professional Qualifications:** The procurement specialist must have an accounting or financial administration degree (or equivalent) and at least 7 years of professional experience. Previous experience in multilateral institutions’ procurement procedures is a prerequisite for the post. Proficiency in English is required and familiarity with Dutch is a plus.

5.2.2.5 Environmental and Social Specialist

Responsible for ensuring compliance with IDB’s environmental and social policies, including:

1. Managing technical assistance activities on environmental and social matters.
2. Preparing or supervising the preparation and implementation of management and action plans for environmental and social safeguards, gender mainstreaming and road safety.
3. Reviewing procurement documents previous to their approval by the Bank, as well as bidding documents and construction contracts, to ensure the inclusion of the appropriate environmental and social requirements and safeguards, as specified in the ESMP.
4. Following up project implementation to ensure compliance of environmental and social safeguards in the field.
5. Following up the implementation of the ESHS Action Plan by the Port Authority and reporting on it as part of the ESCR.
6. Developing, implementing and/or following up on the implementation of the Grievance Mechanism (GM) for the Project.
7. Developing, implementing and/or following up on the Stakeholders Engagement Plan (SEP) for the Project.
8. Supervising and reporting on project implementation and preparing environmental and social compliance reports (ESCR) to be submitted to the IDB, including status of the GRM.
9. Collaborate in the preparation or updating of the management instruments of the Program: PEP-AOP, PP, RMM and others, as applicable.
10. Coordinate activities with the technical area to incorporate in the stages of planning and design the environmental and social requirements that must be executed in the activities of the Program that require it.
11. Assist the preparation of technical inputs and the Base Contracting Documents and in contracting processes regarding environmental and social issues.
12. Supervise the compliance with environmental and social aspects in the activities of the Program in the field, particularly those included in the ESMP for contractors.
13. Prepare semiannual, regular and special reports to report compliance of environmental and social management to the PD and to the IDB, when applicable.
14. Integrate the Evaluation Commissions when applicable, emphasizing their analysis of environmental and social aspects and compliance with the Program’s ESMP.
15. Responsible for processing the corresponding environmental licenses.
16. Accompany the development of the design and implementation of communication campaigns in the framework of the execution of the Program.
17. Other activities that are required to fulfil your responsibilities or assigned by the Project Director

**Professional Qualifications:** The ESS must be a professional with an advanced degree in environmental or social sciences, with at least 7 years of experience in the implementation and supervision of environmental project’s safeguards or equivalent activities. He/she must be familiar with multilateral agencies environmental and social practices and working proficiency in English or Dutch language.

# FIDUCIARY ASPECTS

## Fiduciary Arrangements Considered as Special Conditions

The following are the fiduciary requirements for program implementation:

a. The implementation of an off the shelf accounting software system to facilitate financial reporting and budgeting under the project, according to source of funding and categories of investments (at a minimum) prior to the first disbursement of the financing.

b. The application of the exchange rate will be as follows: (i) reimbursement of expenses made: the effective rate of exchange on the date of payment of each expenditure, as published by the Central Bank of Suriname; (ii) justification of the Advance of Funds:- the effective rate of exchange used in the conversion of the currency of the operation to the local currency; and (iii) disbursements in alternate currencies from the US Dollar and the Suriname Dollar: In cases of direct payment and reimbursement of a guarantee of letter of credit, the equivalent of the currency of the operation will be fixed in accordance with the amount effectively disbursed by the IDB.

c. Financial reports and audited financial statements: (i) Semi-annual financial reports are to be included in the semi-annual progress report which will be submitted by the PEU to the Bank; (ii) Annual financial statements of the project, audited by an independent external audit firm acceptable to the Bank, are to be submitted to the Bank within 120 days at the end of each fiscal year, beginning with the fiscal year in which the first project expenditures are incurred; and (iii) Final financial statements, audited by an independent audit firm acceptable to the Bank, are to be submitted to the Bank within 120 days following the last disbursement date of the Program.

d. Pursuant to Document AB-2990, the disbursement of Bank financing will be subject to the following maximum limits: (i) up to 15% during the first 12 months; (ii) up to 30% during the first 24 months; and (iii) up to 50% during the first 36 months. All these periods will be counted from the time the loan operation is approved by the Board of Executive Directors. These limits may be rendered inapplicable to the extent that the requirements set forth in the Bank’s policy regarding said limitations have been fulfilled, provided that the Borrower has been notified of the same in writing.

## Fiduciary Arrangements for Procurement Execution

The procurement fiduciary arrangements establish the conditions applicable to all procurement execution activities in the project.

Procurement Instruments

Procurements for the program will be carried out in accordance with the Policies for the Procurement of Works and Goods Financed by the Inter-American Development Bank (GN-2349-9) of March 2011, and the Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank (GN-2350-9) of March 2011, with the provisions established in the Loan Contract and the procurement plan (PP).

1. **Procurement Plan (PP).** The PEU will have to prepare annually a Procurement Plan. This instrument is intended to present to the Bank and to publish the details of all procurement to be made in the following year. The PP informs about all acquisitions and contracts that will be executed in conformance with the Policies for Procurement of goods and works financed by the Bank (GN-2349-9) and the Policies for the Selection and contracting of consultants financed by the Bank (GN-2350-9). The PP also indicates the *procedures* to be used for the various categories and types of procurement during the entire project implementation period. It indicates the estimated cost of each contract or group of contracts and the requirement for prior or post review by the Bank. The PP should be presented together with the AOP, as an integral part of the semi-annual progress reports, and should be updated annually or when necessary during the entire period of execution of the project.
2. **Procurement of Works, Goods and Non-Consulting Services.** Procurement under the project will be governed by the policies contained in GN-2349-9 Policies for the Procurement of Goods and Works.The PP indicates the procedures to be used for the contracting of works, goods and non-consulting services under the program. Procurement processes subject to International Competitive Bidding will be executed using the Standard Bidding Documents (SBDs) issued by the Bank. Processes subject to national Competitive Bidding (NCB) may be executed using other documents satisfactory to the Bank. Where these are not available the Bank’s SBD will be used.
3. **Procurement of Consulting Services.** Procurement of consulting services will be conducted in accordance with GN-2350-9: Policies for the Selection and Contracting of Consultants. The PP indicates the procedures and methods to be used for the procurement of consultancy services.
4. **Selection of Individual Consultants.** Individual Consultants will be selected in accordance with the policies for the selection and contracting of consultants (GN-2350-9) referenced above and may be done by three (3) Curriculum Vitae (CV) comparison (comparison of qualifications), Single Source Selection or open advertisement.
5. **Recurrent Expenses.** This category includes the payment of salaries of the PEU staff included in the Administration, Monitoring and Audit category in the Program’s cost table.
6. **Advance Contracting and Retroactive Financing**: Costs incurred before Bank approval of the program shall comply with all applicable procurement regulations and thresholds included in the program’s fiduciary guidelines.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Table 2. Procurement Thresholds (in US$)** | | | | |
| **International Competitive Bidding Threshold\*** | | **National Competitive Bidding Range \*\* (Complex Works and non-common goods)** | | **Consulting Services** |
| Works | Goods | Works | Goods | |  | | --- | | International Short List | |
| ≥1,000,000 | ≥100,000 | 100,000 –1,000,000 | |  | | --- | | 25,000 - 100,000 | | ≥100,000 |
| *\* When procuring simple works and common goods and their amount is under the International Competitive Bidding thresholds, Shopping may be used.* | | | | |
| *\*\*When procuring complex works and non-common goods with amounts under the NCB range, Shopping shall be used.* | | | | |

Execution of Procurement Processes – Contracting of Works and Consulting Services

The process of contracting of works and services financed by the program follows the norms and regulations established in Bank’s Policies, as mentioned above. The following sequencing of events synthetizes the main steps in the contracting of works and consulting services financed by the program:

6.2.2.1. Works Contracting

1. Contracting of Projects Final Designs (according to the consulting services contracting methodology explained bellow);
2. When relevant, obtain authorization to proceed or clearance from appropriate authorities (Port, Customs authorities, among others);
3. Preparation of biding documents, which include the project’s technical, environmental and social specifications (ESS specification); the ESS specifications must be approved by the ESS in the PEU;
4. Formation of the internal bidding committee; send information to the IDB;
5. If International Competitive Bidding (ICB), preparation and publication of the *General Procurement Notice* in UN Development Business (UNDB on-line); in the case of National Competitive Bidding, only publication of a notice in a local newspaper and web site of MPWTC;
6. Send biding document to the IDB, for no objection;
7. Publication of complete biding documents either in MPWTC’s web page and/or a national procurement site;
8. Presentation by interested contractors;
9. Bids reception, opening and evaluation; information to the IDB of minutes of the committee’s evaluation meeting;
10. Selection of contractors;
11. Presentation to the IDB of selection results, for no objection;
12. Awarding of contracts and publication of results in UNDP’s and Bank’s sites;
13. Signing of works contract, after verification of contractor’s compliance of previous conditions (including financial guarantees).
14. PEU sends copy of the contract to the Bank for registration;
15. Supervision of project implementation by the PEU specialists (port, roads, environmental and social), in coordination with relevant authorities.

6.2.2.2. Consulting Services Contracting

1. Publication of a call for *expression of interest* for the consulting services to be procured (includes a short description of services) in local newspaper and in the web site of MPWTC; if services are over US$ 100 thousand, publication in UN Development Business (UNDP on-line);
2. Formation of the bidding committee, information to the IDB;
3. Reception of expressions of interests, evaluation, and preparation a short list of proposals;
4. Presentation to the IDB of short list for no objection
5. Preparation of complete Terms of Reference for the consulting services (consulting firms);
6. Send the Request for Proposals (RFP) to the firms in the short list;
7. Evaluation of proposals by the bidding committee in stages: (i) opening of technical and selection of best proposal; (ii) send results for IDB for no objection: (iii) opening of economic proposal and evaluation (jointly with technical); (iv) selection of best combined proposal;
8. Presentation to the IDB of selection results, together with minutes of selection, for no objection;
9. Negotiation with consulting firm;
10. PEU proceeds to contacting of consulting services and sends a copy of the contract to the Bank for information purposes;
11. Supervision of project implementation by the PEU.

6.2.2.3. Individual Consultants

1. In the case of individual consultants, the PEU prepares the Terms of Reference corresponding to the services to be contracted;
2. Presents to the Bank for no objection;
3. Selection is based on at least three curricula vitae presented by interested consultants;
4. PEU selects best proposal and informs the Bank;
5. PEU sends copy of the contract to the Bank for registration.

Procurement Supervision

The supervision of project procurement processes by the IDB can be either ex-ante or ex-post. Ex-ante supervision method will be utilized for each project considered of high risk or high value. Where ex-post review is applied, reviews will be performed at least once per year, but may be more frequent if the volume of activities warrants. In other cases, the ex-post review process applies, which will include at least once physical inspection visit by the Bank.

## Financial Management

Programming and Budgeting

For the purposes of the project’s financial management, the PEU will start with a strategic planning process that is the basis for the annual budgeting. It involves the preparation of an Operational Plan, which will include the *budget plan, procurement plan and financial plan,* consistent with a 12-month financial plan. This Operational Plan will be required from the PEU on an annual basis. Additionally, the PEU will report on a semi-annual basis on implementation matters via a comprehensive report that covers actual versus planned operational, financial and procurement matters.

Treasury disbursements and flow of funds the PEU

The PEU will establish adequate banking arrangements through the Ministry of Finance at the Central Bank of Suriname for the management of the Project resources. The financial plan will serve as the basis for the disbursement of funds to the PEU to cover the program’s needs and for maintaining IDB’s projections. The main disbursement methodology will be the advance of funds to cover a period up to 180 days, based on liquidity needs of the program. The funds will be advanced through the Treasury Single Account. Other disbursement methodologies that will be used on a smaller scale are the reimbursement of payments made and direct payment to supplier. Disbursements will be reviewed ex post, except for requests for direct payment to suppliers and direct payment to borrower. The PEU will be responsible for the maintenance of adequate and original documentation to support the program expenditures and shall be made available for the ex-post reviews.

### Payment process

The procedure to be implemented for the payments will be the following:

1. The provider will submit the invoices requesting payment to the PEU.
2. The Financial Specialist will receive the invoice and prior to the initial payment process, will verify the documents which demonstrates that the good or service has been received properly.
3. Prepare the supporting documentation for the requested payment.
4. The Financial Specialist remits for its control and subsequent internal approval to the Project Director, who can authorize payments up to USD 1,500 (small payment, office supplies).
5. Major payments are submitted for approval of the MPWTC Permanent Secretary.
6. Once the payments are authorized, it is sent by the MPWTC PS to the Ministry of Finance.
7. The Ministry of Finance processes the transaction through the TSU enabled in the Central Bank, depositing the payment in the supplier's account.

### Petty cash

To cover expenses of the PEU’s operations for amounts up to the equivalent of US$ 1,500 (per month) a petty cash method will be applied. This petty cash procedure may be used to cover administrative costs. The amount of this petty cash is based on liquidity needs. When 75% of the amount allocated to the petty cash is spent, the replacement will be requested to the Ministry of Finance, attaching the supporting documentation (invoices and receipts as the case GBmay be).

Accounting and Information Systems

The PEU will procure and utilize an off- the-shelf accounting and financial management software for the accounting and financial reporting of the program.Financial Statements of the program will be prepared based on IDB rules given that the PFM reform is still in process and it is foreseen that country systems will not be used until they have taken root.

Internal Control and Auditing

The PEU will establish an internal control system that should provide reasonable assurance that: (i) the program funds are used for their intended purpose; (ii) program assets are properly safeguarded; (iii) program transactions, decisions and activities are properly authorized and documented; and (iv) program transactions are executed in accordance with the established policies, practices and procedures delineated in the legal agreements. In addition, proper segregation of duties, approval authority levels for signature of contracts, commitment of funds, reception of goods and services and payment to suppliers and beneficiaries should be arranged adequately.

External Control and Reporting.

The external audit of the program will be performed by an independent audit firm acceptable to the IDB. Audits will be performed in accordance with IDB’s Audited Financial Reports and External Audit Management Handbook. The PEU´s Financial Specialist will be responsible for contracting of an external auditor eligible to the IDB to perform the program audit as follows: (i) an annual financial audit to be submitted within 120 days of the end of each fiscal year; (ii) semiannual financial statements as part of the semiannual progress report of the program; and (iii) one final financial audit of the program to be submitted within 120 days after the date of last disbursement. The scope of the external audit can be modified per the needs identified during program execution.

FFinancial Supervision Plan

IDB fiduciary staff will conduct inspection visits on a semi-annual basis to ascertain the proper functioning of the accounting systems, the adequacy of the internal control system and follow up the fiduciary risk initially assessed.

# MONITORING, FOLLOW-UP and EVALUATION

## Program’s Expected Results

The Result Matrix includes the main impact, outcome and output (or products) indicators of this program (included as Annex 1 of this POM). Those indicators are intended to measure, respectively: (i) **Impacts**: improvements of logistic performance, productivity, competitivity and ease of trade derived from the interventions proposed in this program, (ii) **Outcomes**: include the reduction of logistic times and costs (travel time and cost reduction for road users and port processing times), and (iii) **Outputs (or products)** – reflects the direct results of the program’s components implementation, including: (i) total kilometers of roads and bridge sections to be rehabilitated and improved; (ii) port facilities to be constructed; (iii) Port Community System to be implemented; and the results of the institutional capacity building activities that will delivered, as well as indicators of program targets related to climate change, local productivity developments and gender inclusion in the labor workforce.

## Monitoring

Project monitoring will be based on Bank’s standards instruments, to be prepared by the PEU and presented to the Bank according to their corresponding periodicity. These instruments include:

1. **Annual Operations Plan (AOP)**, which will be presented 60 days prior to the conclusion of each calendar year during the execution of the project. The AOP for the following calendar year shall include: (i) a projected disbursement schedule for the year; (ii) an updated project plan; (iii) detailed accomplishments in the past year in relation to planned activities, outputs and outcomes, among others;(iv) an environmental and social compliance report; (v) a budget performance analysis, disbursement and financial plan; and (vi) review of the progress regarding output indicators and costs; the AOP will include also an updated Procurement Plan.
2. **Project Execution Plan (PEP):** Consists of a planning tool for scheduling and costing of all program activities, which includes the individual products that are included in the Results Matrix. The PEP matrix contains beginning and ending period of each product, their costs, and the intermediary activities required for their completion. The PEP shall be updated through the implementation period, reflecting the adjustments and changes in the original plans. These adjusted PEPs shall be presented within 60 days after each semester of the calendar year during the disbursement period and shall be included within the semi-annual progress report.
3. **Semi-annual progress reports**, which will include an updating of the PEP will be presented within 60 days after each semester of the calendar year during the disbursement period. They will focus on fulfillment of output indicators and progress towards achieving outcomes in the Results Framework, an analysis of problems encountered and proposed corrective measures. The semi-annual reports will include:
4. Advances in the fulfillment of the goals established in the Results Matrix, through the PMR system;
5. Evaluation of the PEP, the progress in its execution, the problems that have arisen and suggestions to solve them;
6. Description of the activities executed by each component of the program;
7. Evaluation of compliance with the Procurement Plan;
8. Description of the procurement processes carried out in the reporting period;
9. Information on the performance of contractors, consultants and supervisory firms;
10. Summary of the financial statements of the Program;
11. Updated schedule of advances in physical-financial matters (disbursements);
12. Follow-up of the institutional strengthening plan;
13. Progress with respect to the implementation of environmental audits, including schedule, results and measures implemented to comply with the Environmental and Social Management Report (ESMR);
14. Identification of new risks / events that may affect the implementation of the Program and an update of the Risk Matrix;
15. Execution plan corresponding to the next two semesters;
16. Maintenance plan for works corresponding to the next two semesters;
17. Estimated Financial Plan for the next two semesters.
18. **Final Report**: 90 days after the date on which 90% of the loan proceeds have been disbursed or after the Bank´s official request, MPWTC will prepare a final report, summarizing all the progress reports prepared during the program’s life. It will also organize a closing workshop to present and discuss the Bank’s Project Completion Report (PMR).

The AOP and Progress Reports will be prepared following a template consistent with the Bank’s Project Monitoring Report.

In addition, specifically in terms of Environmental and Social aspects, the PEU ESS will prepare and submit to the Bank, ESHS Compliance Reports (ESCR) on a quarterly basis during construction, and annually during the operational phase, as defined in section 4.3 (h) of the POM.

## Evaluation

The program will be evaluated based on its Results Matrix. The objective of the evaluation is to verify: (a) if the expected impacts, results and products implementation of the project were achieved; and (b) the economic impact on the users of the port and those traveling along the roads in the port area.

***Evaluation methodology***

The methods for evaluating the program’s impacts and results consist of: i) a quasi-experimental Impact Evaluation using the synthetic control method; and ii) a before-after evaluation to measure the results achieved; and iii) a cost benefit analysis, measuring the expected social economic returns of the interventions.

***Impact Evaluation***

An ex-post impact evaluation will be carried out using the synthetic control method to evaluate the effects in the performance of the port as a result of the improvements financed with the program. The empirical strategy is based on the synthetic method, which compares the performance of the treated subject of analysis (the port characteristics) versus a synthetic unit, generated from a group of ports with similar conditions and constraints. This methodology will be used to measure the performance of the main impact indicator.

***Before-after (reflexive) evaluation***

The reflexive method will measure the actual results achieved by the program, measuring the situation before and after the interventions. It will assess the actual implementation of the various “products” financed by the different components’ results indicators established in the matrix (see Table 3).

***Cost Benefits Analysis (CBA)***

The expected results will be monitored and evaluated by means of ex-ante and ex-post cost benefit analysis. This methodology includes the analysis of the costs and benefits under two scenarios: i) With interventions and ii) Without Interventions. The estimation of the benefits of the project was done throughout the estimation of the reduction of: i) travel times and; ii) the vehicle operation costs (VOC) due to the implementation of the project. The ex-ante CBA has already been performed and the results helped to justify the economic feasibility of the program. The ex-post CBA will replicate the initial analysis, using the same methodology and measuring the same indicators as the initial CBA.

The ex-post CBA will be part of the Final Evaluation, which is to be conducted by an independent evaluator. More details about Monitoring and Evaluation procedures are included in the Annex 2 of the present POM, in the Monitoring and Evaluation Plan.

## Bank Inspection Visits

The Bank will perform periodic visits in the field to verify project’s implementation progress and to the PEU to discuss: (i) the progress of the activities identified in the Annual Operation Plan and the PEP, (ii) the level of compliance with the indicators established in the Results Matrix; and (iii) the AOP of the following 12 months.

In addition, the Bank’s Environmental and/or Social Specialists, or any consultants on their behalf, will perform periodic visits in the field to verify compliance with the ESMP and the ESHS Action Plan, and any requirements established herein. Such visits could be quarterly (during construction) and annually (during operation), or more frequently should the Bank deem necessary based on unexpected ESHS risks identified.

## External Audits

Financial and project audits will be financed with the resources of the operation. An annual audit of the financial project balances will be carried out, and a six-month report will be conducted under previously agreed to procedures of the justifications of the use of advance payments made by the Bank to the PEU. The external audit will be carried out by an independent firm approved by the Bank, and under terms of reference agreed to by the Bank. The audited annual financial statements will be presented within 120 days following the closure of the fiscal year. The report of the audited final financial statements will be presented within 120 days from the date of the last disbursement.

**Annex 1**

**Results Matrix**

**Results Matrix**

|  |  |
| --- | --- |
| Project Objective: | The main objective of the operation is to contribute enhancing Suriname's logistic productivity by improving the performance and reducing logistics costs of the main port facility in Suriname. Specifically, the project will improve the efficiency of the infrastructure and operations of the port of Paramaribo through: (i) the provision of port efficient infrastructure, and the acquisition and implementation of equipment and digital platforms to facilitate trade logistics and goods clearance processes; (ii) improvements in the level of service, capacity, and resilience of adjacent roads and access to the port; and (iii) institutional capacity strengthening to ensure efficient execution, sustainable asset management, and adequate operation. |

**Expected Impact**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Indicators | Unit of measure | Baseline | Baseline Year | End of Project | Means of verification | Observations**[[2]](#footnote-3)** |
| Suriname’s quality of ports | index | 4.4 | 2014 | XXXXX | The Global Competitiveness  Report – World Economic Forum[[3]](#footnote-4) | The index varies from 1 – 7 (poor – excellent). The goal was estimated by comparison with the index for the Bank’s countries within Central America and Caribbean region with similar GDP and sea cargo volumes[[4]](#footnote-5). |

**Expected Outcomes**

| Indicators | Unit of  measure | Baseline  Value | Baseline  Year | End of Project | Means of verification | Observations2 |
| --- | --- | --- | --- | --- | --- | --- |
| Result 1. Reduction in cargo operations time | | | | | | |
| Average time for cargo operations of trucks at the port[[5]](#footnote-6) | minutes | 300 | 2018 | 120 | Ex post economic evaluation to be carried out by the Bank during the Project Completion Report (PCR) |  |
| Result 2. Reduction in travel time for road users | | | | | | |
| Average travel times along the section Van ‘t Hogerhuysstraat (between Latourweg and Molenpad) | minutes | Trucks: XX  Cars: XX  Minibuses: XX | 2018 | Trucks:  Cars:  Minibuses | Ex post economic evaluation to be carried out by the Bank during the Project Completion Report (PCR) | The average travel times will be estimated through a field survery, using the “floating vehicle” methodology[[6]](#footnote-7). |
| Result 3. Reduction in travel time for road users | | | | | | |
| Vehicle Operation Costs (VOC) along the section Van ‘t Hogerhuysstraat (between Latourweg and Molenpad) | US$/km | Trucks: XX  Cars: XX  Minibuses: XX | 2018 | Trucks:  Cars:  Minibuses |  |  |
| Result 4. Institutional strengthening | | | | | | |
| Ministry of Public Works, Transport and Communication (MPWT&C) and Road Authority strengthened in road asset management and project management | Public employees trained | 0 | 2018 | 30 | MPWT&C, Training events reports | Includes training in project management and road design and maintenance |
| Key stakeholders of port[[7]](#footnote-8) trained in the use of Port Community System and port processes | Port operators and users trained | 0 | 2018 | 100 | MPWT&C, Training events reports | Includes training in Port Community System and new port processes |
| Employment opportunities for women in logistics activities in the port improved | Increase of women hired (%) | 0 | 2018 | 15 | MPWT&C, Training events reports | Pro-Gender? Gender Tracking?? |

**Outputs**

| Outputs | Unit of measure | Baseline  Value | Baseline  Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | End of project | Means of verification | Observations2 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Component # 1. Port interventions | | | | | | | | | | | | |
| Product 1: Logistics center built | ha | 0 | 2018 |  | 1.53 |  |  |  | 1.53 | Report from  the PEU  based on  the certificate of completion by the supervision firm | Designs will include drainage systems and climate change adaptation measures to protect the structures, users and goods from extreme weather events. |
| Product 2: Access control system installed | system | 0 | 2018 |  |  | 1 |  |  | 1 |
| Product 3: Port Community System implemented | system | 0 | 2018 |  |  | 1 |  |  | 1 | Report from  the PEU |  |
| Component # 2. Road interventions | | | | | | | | | | | | |
| Product 4: Primary urban roads rehabilitated | km | 0 | 2018 |  |  | 8 | 12,43 |  | 20,43 | Report from  the PEU  based on  the certificate of completion issued by  the supervision firm |  |
| *Milestone 1: Designs approved by PEU* | *unit* | *0* | *2018* |  | *2* |  |  |  | *2* | *For roads and the bridge* |
| *Milestone 2: Primary roads widened and paved* | *km* | *0* | *2018* |  |  | *8* | *12,43* |  | 20,43 | *Incudes the next sections: (i) Van‘t Hogerhuysstraat (xxx km) (between Latourweg and Molenpad), the Willem-Campagnestraat (xxx km) (between Van‘t Hogerhuysstraat and Hernhutterstraat); and (ii) Slangenhoutstraat (xxx km), Hernhutterstraat (xxx km), and Molenpad (xxx km)* |
| *Milestone 3: Drainage systems built* | *km* | *0* | *2018* |  |  | *3* | *4,35* |  | *7,35* | *Project scope includes the improvement of the*  *drainage system*  *considering the effects of climate change with design allowance for a 20-year storm for the road system* |
| *Milestone 4: Dedicated lanes for pedestrians and bikes built* | *km* | *0* | *2018* |  |  | *7* | *8,3* |  | *15,3* | *Separated lanes with different pavement color and adequate signalization for non-motorized users.* |
| *Milestone 5: Intelligent Traffic System installed* | *system* | *0* | *2018* |  |  |  | *1* |  | *1* | *Intelligent automated system for traffic control integrating traffic lights and variable message signs for sections adjacent to the port and along the road section.* |
| *Milestone 6: Signage and road safety measures installed* | *system* | *0* | *2018* |  |  |  | *1* |  | *1* | *Designs for the road will include the standard engineering measures for reducing the probability and effects of traffic accidents for all the users along the roads.* |
| Product 5: Bridge over Saramacca channel at Van‘t Hogerhuysstraat built | m | 0 | 2018 |  |  | 120 | 120 |  | 240 | The bridge will be designed and built  considering the effects of climate change with design allowance for a 100-year storm |
| Component # 3. Institutional strengthening | | | | | | | | | | | | |
| Product 6: Road asset management system in operation | system | 0 | 2018 |  |  | 1 |  |  | 1 | Report from PEU  Report from Road Authority |  |
| Product 7: Technical Training implemented | # | 0 | 2018 | 1 | 1 | 1 | 1 | 1 | 5 | Report from PEU  Report from Road Authority  Attendance lists | Training in: i) road design and maintenance; ii) project management; iii) use of the Port Community System and processes |
| Product 8: Programs to improve the participation of women in logistics services, implemented | # | 0 | 2018 |  |  | 2 | 2 | 2 | 6 | Report from PEU |  |

**Annex 2**

**Monitoring and Evaluation Plan**

*(to be attached)*

**ANNEX 3 – ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN (ESMP)**

|  |
| --- |
| \\USAnnDC01\DATA\Annapolis\Projects\0482769 Inter American Development Bank IDB IDB Suriname Port EHS.SA\Background Documents\Photos\IMG_0025.JPG |

CONTENTS

[1. ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN 3](#_Toc3784579)

[1.1 Introduction 3](#_Toc3784580)

[1.2 Environmental and Social Management Plan Guiding Principles 3](#_Toc3784581)

[1.2.1 Plan, Do, Check, Review 3](#_Toc3784582)

[1.2.2 Mechanism for Auditing, Adjustments, and Reporting 4](#_Toc3784583)

[1.2.3 Training 4](#_Toc3784584)

[1.3 Organizational Capacity and Policies 4](#_Toc3784585)

[1.4 Environmental and Social Management Plan 5](#_Toc3784586)

[1.5 Construction Phase 11](#_Toc3784587)

[1.5.1 Construction Environmental Management Plan 11](#_Toc3784588)

[1.5.2 Construction Health and Safety Management Plan 21](#_Toc3784589)

[1.5.3 Construction Contingency Plan 27](#_Toc3784590)

[1.5.4 Stakeholder Engagement Plan 38](#_Toc3784591)

[1.5.5 Grievance Mechanism 43](#_Toc3784592)

[1.5.6 Compensation and Livelihood Restoration Plan 48](#_Toc3784593)

[1.5.7 Traffic and Pedestrian Management Plan 52](#_Toc3784594)

[1.6 Operation Phase 66](#_Toc3784595)

[1.6.1 Operation Environmental and Social Management Plan 66](#_Toc3784596)

List of Tables

[Table 1‑1: Mitigation Measures and Monitoring Recommendations 5](#_Toc3784597)

[Table 1‑2: Project Roles, Responsibilities and Contact Details to be Finalized by the Construction Contractor for the CEMP 12](#_Toc3784598)

[Table 1‑3: Project Roles, Responsibilities and Contact Details to be Finalized by the Construction Contractor for the CHSP 23](#_Toc3784599)

[Table 1‑4: Entitlement Matrix 51](#_Toc3784600)

[Table 1‑5: Project Roles, Responsibilities and Contact Details to be Finalized by the Construction Contractor for the TPMP 53](#_Toc3784601)

[Table 1‑6: Environmental and Social Management Program – Updates to Existing Mitigation Measures and Management Controls 68](#_Toc3784602)

List of Figures

[Figure 1-1: Plan, Do, Check, Review Cycle 3](#_Toc3784603)

[Figure 1‑2: Emergency Levels 28](#_Toc3784604)

[Figure 1‑3: General Procedures during an Emergency 30](#_Toc3784605)

[Figure 1‑4: Suggested Grievance Mechanism Procedure 47](#_Toc3784606)

Acronyms and Abbreviations

|  |  |
| --- | --- |
| CO | carbon monoxide |
| DAI | Direct Area of Influence |
| EA | Environmental Assessment |
| EHS | Environmental, Health, and Safety |
| EPC | Engineering Procurement and Construction |
| ERM | Environmental Resources Management, Inc. |
| ESIA | Environmental and Social Impact Assessment |
| ESMP | Environmental and Social Management Plan |
| ESMS | Environmental and Social Management System |
| GM | Grievance Mechanism |
| GoS | Government of Suriname (Republiek Suriname) |
| IAI | Indirect Area of Influence |
| IDB | Inter-American Development Bank |
| IPCC | Intergovernmental Panel on Climate Change |
| km | Kilometres |
| km2 | Square kilometres |
| CLRP | Compensation and Livelihood Restoration Plan |
| m | meters |
| m2 | Square meters |
| MLK | Martin Luther Kingweg |
| MPWTC | Ministry of Public Works Transportation and Communication |
| NIMOS | National Institute for Environment and Development in Suriname (*Nationaal Instituut voor Milieu en Ontwikieling in Suriname*) |
| NO2 | nitrogen dioxide |
| OHS | Occupational health and safety |
| PCS | Port Community System |
| PPE | Personal Protection Equipment |
| SEP | Stakeholder Engagement Plan |
| SO2 | sulphur dioxide |
| TEU | Twenty-foot Equivalent |
| TOR | Terms of Reference |
| USD | United States Dollars |
| VOC | volatile organic compounds |
| WHO | World Health Organization |

# ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN

## Introduction

This impact assessment has identified a range of potential environmental, socioeconomic, and cultural impacts related to implementation of the Project components, as described in Section 6.0 Impact Assessment. As part of the environmental and social management requirements established by IDB and according to industry good practice, an Environmental and Social Management Plan (ESMP) must be developed and implemented for the Project.

This ESMP describes the approach that the Project proponent and other involved parties (e.g., contractors) would follow to manage, mitigate, and monitor the potential impacts of the Project. It includes the Project commitments and mitigation measures as identified in Section 6.0, Impact Assessment.

## Environmental and Social Management Plan Guiding Principles

### Plan, Do, Check, Review

Industry good practice follows the general principles of the “Plan, Do, Check, Review” cycle as described below, and outlined in Figure 1-1.

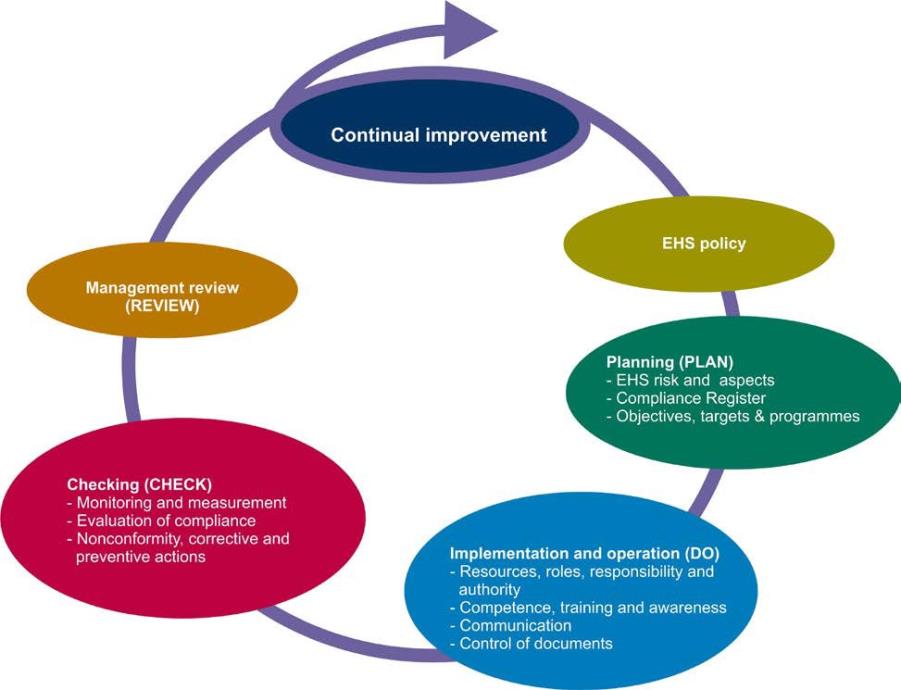


Figure 1-1: Plan, Do, Check, Review Cycle

##### Plan

* Define policies and objectives for environmental and social performance.
* Identify environmental and social impacts and risks of the operations.
* Develop mitigations and operational controls to address impacts and risks.
* Develop a management plan to achieve these objectives.

##### Do

* Implement a management plan.
* Implement mitigation and operational controls.

*Check*

* Monitor performance against policies and objectives.
* Check that mitigation and operational controls are effective.

##### Review

* Make corrections to plans, mitigation, or controls in response to performance monitoring or out of control events.

### Mechanism for Auditing, Adjustments, and Reporting

Auditing and adjustment is an essential part of a successful ESMP. Auditing systems include inspections and monitoring to confirm proper implementation of the ESMP, as well as effectiveness of mitigation measures. Corrective actions include response to out-of-control situations, non-compliances, and non- conformances. Actions also include those intended to improve performance.

The parties involved in overseeing the day to day activities of Project implementation will conduct continuous monitoring to ensure that all Project personnel (contractors) are fulfilling their obligations under this ESMP.

Monitoring will be conducted to ensure compliance with the commitments in this document and to evaluate the effectiveness of operational controls and other measures intended to mitigate potential impacts. Project monitoring activities are summarized in Table 1-1 below.

The Project proponent will keep relevant authorities informed of the Project performance with respect to environmental and social matters and implementation of this ESMP by way of written status reports and/or face-to-face meetings. Contractors will also be required to provide EHS performance reporting as relevant based on the contractor’s responsibilities. The Project proponent will continue the stakeholder engagement efforts described in Section 8.0 and communicate with stakeholder groups regarding Project activities and the results of environmental and social monitoring.

### Training

All Project personnel will be qualified to do the particular job that they are performing and undergo further training to meet the needs of the working environment, as required. All personnel, regardless of position, will be given specific job oriented EHS training prior to starting work and as necessary thereafter. All personnel will be trained on general awareness of environmental and social issues and specific procedures aimed at the avoidance of environmental damage as well as human health and safety. New staff, contractors, and visitors will be given basic induction training and follow Project EHS procedures.

## Organizational Capacity and Policies

The MPWTC, as the Project proponent, will be responsible for leading the Project through implementation, and therefore will also be responsible for the implementation of the ESMP. Given the scale and nature of this Project, as a minimum the following roles will be required to support ESMP implementation:

**Environmental Coordinator** – part-time resource (maximum of 20 hours a week) to ensure that the works are implemented according to applicable national laws, regulations, and rules, as well as international standards – mainly IDB standards – as defined in Section 2 of this document and follow applicable good industry practice (e.g., ISO 9001 Quality Standards, ISO 14001 Environmental Standards, and OHSAS 18001 Occupational Health and Safety Standards). The role will also need to ensure that the relevant management plans described herein are being implemented by the selected contractor, including the associated mitigation measures, so that noise, air quality, water, traffic and biodiversity issues are appropriately managed. Requirements for this role will be a degree in environmental management or engineering (or equivalent) and at least 5 years’ experience of environmental management on construction sites.

**Community and Social Coordinator** – full time resource (40 hours a week) to manage the implementation of the Stakeholder Engagement and Communication Plan, the community and social coordinator and also liaise with the Environmental Coordinator on aspects of the Construction Environmental Plan and Traffic and Pedestrian Management Plan. Requirements for this role will be a degree in social sciences (or equivalent) and at least 10 years’ experience of stakeholder engagement and livelihood restoration, including to international standards.

## Environmental and Social Management Plan

The following sections provides a description of the various management plans recommended to be implemented for the Project that the Project proponent and other involved parties (e.g., contractors) would follow to manage, mitigate, and monitor the potential impacts of the Project. They include the Project commitments and mitigation measures as identified in Chapter 6.0 *Impact Assessment*.

Table 1‑1: Mitigation Measures and Monitoring Recommendations

| **Resource / Receptor and Impact** | **Project Phase** | **Mitigation Measures** | **Execution Responsibility** | | **Means of Verification** | **Monitoring and Reporting** |
| --- | --- | --- | --- | --- | --- | --- |
| *Air Quality* |  |  |  | |  |  |
| Emissions from construction vehicles and equipment | Construction | See Section 1.4.1 for a Construction Environmental Management Plan, which includes the following:   * Maintain all construction equipment in accordance with manufacturer’s specifications. * Suppress dust as needed in unpaved areas. * Avoid burning non-vegetative wastes (refuse, etc.) at construction sites. * Avoid unnecessary idling of construction equipment or delivery trucks when not in use. * Keep work vehicles clean (particularly tires) to avoid tracking dirt around and off the site. * Cover work vehicles transporting friable materials to prevent materials being spread around and off the site. * Minimize drop heights of materials * Develop and implement a grievance procedure in the event of any dust and/or exhaust emissions compliants being received. | Construction contractor | | Site inspection during construction | Monthly progress reports during construction |
| *Noise* |  |  |  | |  |  |
| Noise generated by construction equipment and activities | Construction | See Section 1.4.1 for a Construction Environmental Management Plan, which includes the following:   * Maintain all construction equipment in accordance with manufacturer’s specifications. * Schedule construction, modification, and rehabilitation work during daylight hours when increased noise levels are more tolerable. * Schedule construction, modification, and rehabilitation work to minimize activity during peak periods of traffic. * Develop and implement a Construction Communications Plan to inform adjacent receptors (e.g., residents, commercial businesses, churches, and hotels) of construction activities. * Provide acoustic enclosures, if necessary. * Install broadband spectrum backup alarms on construction vehicles as opposed to the typical single-tone frequency alarms (broadband alarms attenuate more quickly over distance due to the incorporation of higher frequencies). * Avoid unnecessary idling of construction equipment and trucks. | Construction contractor | | Site inspection during construction | Monthly progress reports during construction |
| *Climate Change and Natural Hazards* | | | |  |  |  |
| Climate change and natural hazards | Construction  Operation | Implement a Construction Environmental Management Plan and a Health and Safety Plan and Emergency Response Plan, which include the following:   * All new road construction and improvements should include a properly designed drainage system. * Ensure drainage solutions have careful calculations and consideration of potential hydrological climate change. * Ensure adequate distance is maintained between roads and immediately adjacent buildings. * Properly secure equipment and materials. * Immediately stabilize disturbed areas. * Provide procedures for site evacuation. | Construction contractor | | Interviews with construction workers, site inspection | Monthly progress reports |
| *Waste* |  |  |  | |  |  |
| Waste generated by construction activities | Construction | See Section 1.4.1 for a Construction Environmental Management Plan, which includes the following:   * Provide appropriate waste bins, type, volume and service frequency to accommodate anticipated waste streams. * All loads arriving or leaving the site will be appropriately secured. * Provide information regarding waste management in site specific inductions, including waste separation and importance of securing vehicle loads. * Ensure licensed contractors are used to collect controlled wastes. | Construction contractor | | Site inspection during construction | Monthly progress reports during construction |
| *Traffic* |  |  |  | |  |  |
| Decreased pedestrian and traffic safety | Construction | Implement Traffic and Pedestrian Management Plan to include early notification of road closures, detour signage, and safety programs and measures for pedestrians and bicyclists (Section 1.4.5). | Construction contractor | | Site inspection during construction | Monthly progress reports |
| Increased traffic congestion and disruption | Construction | Incorporate public transportation alternatives (e.g., pedestrian and bus) into Traffic and Pedestrian Management Plan (Section 1.4.5) | Construction contractor | | Site inspection during construction | Monthly progress reports |
| Decreased access to critical facilities, shopping, bus stops etc. | Construction | Implement Traffic and Pedestrian Management Plan to maintain continuous access through careful staging and sequencing of construction activities and provision of alternatives where needed (Section 1.4.5) | Construction contractor | | Site inspection during construction | Monthly progress reports |
| *Biodiversity* |  |  |  | |  |  |
| Biodiversity management in general including the items below | Construction | See Section 1.4.1 for a Construction Environmental Management Plan, which includes the mitigation measures below. | Construction contractor | | Site inspection during construction | Monthly progress reports during construction |
| Loss or disturbance of vegetation | Construction | * When designing and planning work elements, minimize temporary and permanent construction footprints * Demarcate work area with fencing to minimize disturbance or removal of natural vegetation | Construction contractor | | Site inspection during construction | Monthly progress reports during construction |
| Wildlife injury or mortality | Construction | * Conduct canal- and mangrove-related works outside the waterbird breeding season (April – Sept) * Minimize lighting * Implement above measures to minimize noise and air pollution | Construction contractor | | Site inspection during construction | Monthly progress reports during construction |
| Habitat alteration - aquatic | Construction  Operation | Implement Erosion and Sediment Control Management Plan as well as a Spill Prevention, Control and Countermeasures Plan to include:   * sediment control procedures during in-water works to minimize the release of fine sediments to adjacent waterways and recommends work to occur during low flow periods and/or dry periods for the Suriname River and Saramacca Canal during the months of August to November. * Demarcate work areas with fencing to minimize disturbance or removal of natural vegetation; * Plan equipment access locations that minimize impacts to riparian areas, where possible; avoid areas with less stable structure such as steep banks; and * Minimize temporary stockpiling and place stockpiles outside of the active floodplain. Prevent runoff from stockpiles from entering creeks by using erosion control measures such as silt fences and/or straw wattles. | Construction contractor | | Site inspection | Monthly progress reports during construction |
| *Social* |  |  |  | |  |  |
| Loss of income for businesses | Construction | * Phase construction activities, create alternate entrances, walkways, detours and parking areas as needed * Provide oportunities for local employment * Develop and implement a Traffic and Pedestrian Management Plan (see Section 1.4.8). * Develop and implement a Livelihood Restoration Plan (see Section 1.4.7) for potentially Affected Persons. * Continue stakeholder engagement through Project implementation through the use of the Stakeholder Engagement and Communications Plan (see Section 1.4.4). * Implement a Grievance Mechanims to receive and respond to grievances (see Section 1.4.5). | Construction Contractor - Community Liaison Officer | | Interviews with construction contractor and affected parties | Monthly progress reports during construction |
| Provision of construction jobs to local companies and materials sourced from the local economy | Construction | * Implement job quotas for local employment and sourcing requirements for construction contractors based on the size and scope of the Project | Construction contractor | | Records review and interview of construction contractor | Monthly progress reports |
| Potential vulnerable groups (gender or disability related) | Construction | * Ensure adequate ground surfaces and associated infrastructure (such as ramps) for patron mobility (e.g., high heels and crutches) at construction sites; and * Conduct Gender Awareness Training for contractors and their staff. | Construction contractor | | Records review and interview of construction contractor | Monthly progress reports |
| *Health and Safety* | | | | | | |
| Management of health and safety of both construction workers and the public | Construction | * Develop and implement a Construction Health and Safety Plan (see Section 1.4.2) * Implement good housekeeping practices in and around the Project construction sites including elimination of standing water or, if not practicable, treatment of standing water to kill mosquito larvae * Appropriate and timely engagement of stakeholders, to ensure that they are well-informed of the nature and duration of Project activities, and have a good understanding of associated safety risks. * Implement stakeholder outreach to vulnerable subpopulations or to those responsible for maintaining their safety * Establish and publicize a Grievance Mechanims to receive and respond to grievances (see Section 1.4.5). | Construction contractor | | Records review and interview of construction contractor | Monthly progress reports |
| *Cultural Resources* | |  |  | |  |  |
| Possible disruption to the use of living heritage sites | Construction | * Conduct an exhaustive inventory of buildings and structures in the Project area prior to the onset of construction. * Perform meaningful stakeholder engagement with affected communities to identify living heritage and other structures: places and features that may have historical, cultural or aesthetic importance to members of the community. * For sites such as churches, mosques and mandirs, engage with the administrators of these institutions to understand their operating and peak hours and regular events such as worship services, allowing for coordination and planning to avoid or minimize undue disruptions. * Develop plans in consultation with stakeholders to ensure their protection during the construction phase. | Construction contractor | | Interviews with relevant stakeholders, site inspection | Monthly progress reports |
| Damage to undiscovered archaeological sites due to construction of subsurface Project components | Construction | * Implement a simple Project Chance Finds Procedure (CFP) during all Project ground work. | Construction contractor | | Interviews with construction workers, site inspection | Monthly progress reports |

### 

## Construction Phase

### Construction Environmental Management Plan

|  |
| --- |
| *This Construction Environmental Management Plan (CEMP) provides a working template that will be used by the selected construction contractor (the Contractor) appointed by the Project Proponent (the MPWTC). It details the specific mitigation requirements and focus areas identified through the Environmental Assessment, but also recognizes that the selected Contractor will have their own policies and procedures that will need to be inputted to this plan. It also recognizes that as the Contractor develops the Project designs, this may influence how construction will be undertaken and progress, and these aspects will need to be integrated into this plan.* |

#### Introduction

##### Overview

This Section provides the Construction Environmental Management Plan (CEMP) for the Dr. Jules Sedney Port and Roads Intervention Project (the “Project”), a Category B Project that focuses on the port and roads interventions and improvements and comprises two components:

* Improvements of the Port access and land utilization; and
* Road upgrades, improvements, and safety optimization.

The CEMP sets out the expectations of the Project Proponent (i.e., the Ministry of Public Works, Transport and Communication, MPWTC, and its partner, the Inter-American Development Bank, IDB) and defines how the Contractor will implement and manage environmental matters.

##### Objectives

The CEMP will ensure that the Project is delivered in full compliance with legal requirements, and also address the requirements of IDB policies. Specifically, it will ensure the Project aligns with:

* Emerging environmental legislation (if in place at the time of construction) being developed by the National Institute for Environment and Development in Suriname (NIMOS); and
* Guidance Note NIMOS Environmental Assessment Process (2017), effective January 2018.

The IDB has established its own policies and safeguards to ensure that projects financed by the IDB group are sustainable. These include the following environmental policies:

* OP-703 – Environmental and Safeguards Compliance Policy; and
* OP-704 – Natural and Unexpected Disasters Policy.

#### Project Description

Once the Project’s design is finalized, the construction Contractor needs to prepare the COEMP and include specific details on the proposed works, duration, relevant plans, etc. The following provide guidance on what should be included in this section.

* **Scope of Construction Works:** Description of the full range of construction works / activities proposed (e.g., clearing of land, placement of poles, bridge piles and other infrastructure, filter rock, geotextile fabric and armour rock; installation of drainage structures; etc.).
* **Description of the Construction (Disturbance) Footprint:** Full description of the existing land areas that will be disturbed by the construction works and those immediately adjacent;
* **Timing of Works:** Provide a description of both the total duration of the works and the time of year they will occur. The latter would include consideration of expected climate during this time (e.g. anticipated rainfall / storm events, wind direction and speeds);
* **Site Plan:** The project site plan would clearly show the full extent of the proposed works area of the construction project. This would typically include a map with the full construction boundary and disturbance footprint marked clearly over a current aerial photograph (i.e., including all construction activities, associated laydown areas etc.). It would also include site specific information, for example the location of any important waterways, ditches or adjacent vegetation to be protected, national heritage listed areas, or the location of sediment and erosion traps, electrical services, etc.

#### Project Roles, Responsibilities and Contacts

All positions across the Project have environmental responsibilities to some extent. These vary in relation to duties described in Table 1-2, but everyone has a base level duty of care to prevent environmental harm.

Table 1‑2: Project Roles, Responsibilities and Contact Details to be Finalized by the Construction Contractor for the CEMP

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Position | Responsibilities | Line Manager | Name | Contact Details\* |
| Project Manager |  |  |  |  |
| Site Supervisor |  |  |  |  |
| Environment Manager |  |  |  |  |
| HSE Representative |  |  |  |  |

#### Training, Awareness and Competency

The CEMP prepared by the construction Contractor must include a code of conduct to be followed by all employees and outline how environmental training, awareness and competency will be delivered / assessed throughout the Project, to ensure the relevant aspects of this CEMP are communicated to the project team and front line staff (including contractors and sub-contractors) in compliance with the local labor laws and regulations and ILO standards to which Suriname is party to, as described in Section 3.1 of this report. Examples may include:

* Site Environment Induction
* Daily Pre-Start Meetings
* Environmental Toolbox Talks
* Incident bulletins
* Sub-contractors kick-off meeting
* Contractor and client site kick-off meeting

#### Environment Management

This section presents a summary of the environmental risks and controls that have been identified for the proposed construction project. The Contractor should determine what additional risks and proposed management controls are required based on their final design and work method statements. A project risk assessment or job hazard analysis for specific task(s) should be performed.

The following tables are based on the EA that has been performed. Note that this is not an exhaustive list, and it would be expected that Contractor develop risk management strategies, controls, etc. that suit the scale/nature of finalized construction project.

***Air Quality and Dust Management***

|  |  |  |  |
| --- | --- | --- | --- |
| AIR QUALITY AND DUST MANAGEMENT | | | |
| Objective(s) | 1. To ensure the impacts of air quality and dust on adjacent areas and the community are minimised. | | |
| Management Strategy | Air quality and dust issues managed principally by emission controls at source, and administrative controls during works. | | |
|  | | Responsibility | Timing |
| Control(s) | The air quality impacts could be minimized using the following measures:   * Maintain all construction equipment in accordance with manufacturer’s specifications. * Avoid burning non-vegetative wastes (refuse, etc.) at construction sites. * Avoid unnecessary idling of construction equipment or delivery trucks when not in use. * Dust impacts could be minimized using the following measures: * Area to be disturbed minimized. Clearance lots to be approved by Project Manager. * Where dust is identified as an issue, dust control measures will be implemented. These will primarily be the use of water carts, but may include surface treatments. * Vehicle movements controlled (Traffic Management Plan) and kept to established tracks and haul roads. * Dust awareness issues in environmental induction process. |  |  |
| Performance Indicator(s) | No complaints from adjacent commercial premises and/or community. |  |  |
| Monitoring | Daily inspection of works sites to occur, including:   * visual check for dust crossing the site boundaries. * visual check of high potential dust areas, such as haul roads, stockpiles and operational areas. |  |  |
| Reporting | Any complaints or incidents to be reported to PPA project manager. |  |  |
| Corrective Action(s) | * Investigate cause of excessive dust. * Implement controls immediately (e.g., water carts). * Implement corrective measures prior to the recommencement of site works. * Implement administrative controls if required, such as rescheduling of dust generating activities to more favourable weather conditions. |  |  |

***Noise Management***

|  |  |  |  |
| --- | --- | --- | --- |
| NOISE MANAGEMENT | | | |
| Objective(s) | 1. To minimize the impacts of noise on the amenity of the surrounding areas. 2. Construction activities undertaken in accordance with best practice controls. | | |
| Management Strategy | Noise to be managed primarily through administrative and equipment controls during the construction phase. | | |
|  | | Responsibility | Timing |
| Control(s) | The noise impacts associated with the Project components could be minimized using the following measures:   * Maintain all construction equipment in accordance with manufacturer’s specifications. * Schedule construction and rehabilitation work during daylight hours when increased noise levels are more tolerable. * Schedule construction and rehabilitation work to minimize activity during peak periods of tourism and recreation (weekends, holidays, etc.). * Develop and implement a Construction Communications Plan to inform adjacent receptors (e.g., commercial businesses, churches, and tourists) of construction activities. * Use vibratory piling instead of impact piling for the construction of the bridged piles, if possible, to avoid generating impulsive noise. * Pre-start checks and maintenance schedules to ensure equipment performance is as required. * Noise-dampening equipment to be used on equipment with excessive noise generating characteristics. |  |  |
| Performance Indicator(s) | No complaints from adjacent commercial premises and/or community. |  |  |
| Monitoring | * Daily inspection of works sites to occur. * Service logs for equipment/machinery used on site. |  |  |
| Reporting | Any complaints or incidents to be reported to PPA project manager. |  |  |
| Corrective Action(s) | * Investigate cause of excessive noise. * Implement corrective measures prior to the recommencement of site works. * Reschedule of noise-generating activities to reduce noise annoyance. |  |  |

***Sediment and Erosion Control***

|  |  |  |  |
| --- | --- | --- | --- |
| SEDIMENT AND EROSION CONTROL | | | |
| Objective(s) | 1. To ensure that the effects of erosion and sedimentation on the environment are minimized. 2. Minimize soil disturbance, degradation and erosion. | | |
| Management Strategy | Ensure that direct impacts (land disturbance) are limited to the works area, and that secondary impacts do not impact adjacent areas. | | |
|  | | Responsibility | Timing |
| Control(s) | Measures to be applied include:   * Disturbance area will be minimized and clearly demarcated. * Works will only be conducted within the works zone. * Vehicle movements will be restricted to the defined roads/tracks. * Where possible, works area will be designed to ensure stormwater runoff drains into the site. * Where runoff from the site is required, it will be via the longest flow path possible to ensure maximise sediment retention. Flows to undisturbed areas will be prioritised. * Where required, sediment controls will be put in place. These will include, but not be limited to, rock check dams, sediment basins, sediment fences and silt socks. * Sediment controls will be reviewed during site inspections and/or after significant rainfall (more than 10mm in 24hrs resulting in site runoff). |  |  |
| Performance Indicator(s) | No evidence of significant sediment deposition outside the works area. No evidence of significant rilling, gullies or other instances of run-off erosion. |  |  |
| Monitoring | * Daily inspection of work site to occur. * Sediment controls will be reviewed during site inspections and/or after significant rainfall (more than 10mm in 24hrs resulting in site runoff). Review will include removal of accumulated sediments as required. |  |  |
| Reporting | * Incident report for non-conformance of sediment control. * Logging of sediment control structures - location and condition during weekly site inspection. |  |  |
| Corrective Action(s) | * Investigate cause of sediment control failure. * Review flow path and determine most appropriate controls are in place, additional controls which can be place in-stream and/or changes that can be made to flow path * Review similar controls on-site (even though these may not have failed) for similarities. |  |  |

***Turbidity***

|  |  |  |  |
| --- | --- | --- | --- |
| TURBIDITY | | | |
| Objective(s) | 1. To minimize the volume of fine sediments / silts introduced into the Suriname River through various construction activities.  2. To minimize / manage the spread of sediments generated by construction activities | | |
| Management Strategy | Undertake monitoring of turbidity through observations and in-situ measurements to proactively manage turbid plumes / sediment input. | | |
|  | | Responsibility | Timing |
| Control(s) | Mitigation measures to minimize the potential impacts of the Project include:   * Monitoring for turbid plumes generated by piling of the bridge, drilling and material placement activities will be undertaken. Observations will be recorded daily during those activities and will be from an elevated location ensuring line of sight is maximised. These observations will include (but are not limited to) recorded information (*pro forma*) and site photographs demonstrating: * Plume extent (e.g. estimated distance in metres from the drill rig or construction work face), * Plume direction * Prevailing metocean conditions (e.g., wind, tide, swell) * Start-up and shut down times for drilling / piling operations * Any other notable visual characteristics of the plume or piling / drilling activity. * All material from drilling / mucking out operations will be recovered on land and not discharged directly into the marine environment. |  |  |
| Performance Indicator(s) | No plumes of sediment released, or complaints from community. |  |  |
| Monitoring | * Daily (documented) observations and panoramic photographs of turbid plumes generated by work activities * Daily inspections of worksite |  |  |
| Reporting | Incidents (including breaches of this management plan) to be reported immediately to the Project Manager and Environment Manager. |  |  |
| Corrective Action(s) | * Should turbidity be identified, response will be to cease the work creating the plume until monitoring levels fall within compliance. * Should the monitoring levels exceed the requirements on a continual basis, Contractor shall investigate additional measures to control turbidity |  |  |

***Oil and Other Noxious Substances***

| OIL AND OTHER NOXIOUS SUBSTANCES | | | |
| --- | --- | --- | --- |
| Objective(s) | 1. To minimize the potential for spills of oils and other noxious substances to as low as reasonably practicable. | | |
| Management Strategy | Reduce quantity of hydrocarbons stored to that required, implement appropriate controls and provide appropriate training and resources for a spill response. | | |
|  | | Responsibility | Timing |
| Control(s) | * All hydrocarbons to be stored in an appropriate bund that is capable of holding 110% of a spill from the largest container, or 10% of total volume of stored liquids, whichever is greater. * Refuelling of vehicles/equipment will be undertaken on land (not over water), unless the task is not possible. * To reduce the impact of a spill, the lowest volume of hydrocarbons required will be stored in proximity to the Suriname River and in the onshore lay down areas. * A copy of the current hydrocarbon MSDS will be kept at an appropriate location on site. * Drip trays shall be placed under mechanical stationary equipment such as gensets if such equipment is not internally bunded. * Onsite spill response training will be carried out on a periodic basis. All deficiencies * identified through training and testing of the procedures will be documented and rectified immediately. * All equipment will be regularly serviced to reduce emissions and reduce the chance of oil leaks on site and in marine environments. Appropriate controls in place to contain hydrocarbon leaks should they occur whilst servicing. Controls may include use of drip trays when changing oil and transporting waste oils in bunded containers. * Only qualified personnel are to carry out services on plant, equipment and vessels. * Training / awareness to be included in site induction (including all staff, contractors, subbies etc.). * Appropriate volume and type of spill response materials will be available at each work site * Spill will be contained and cleaned-up immediately. Resultant wastes (soils, rags and absorbent material) appropriately stored and disposed of by an appropriately licenced waste contractor as controlled waste. * All spills reported and investigated as required. |  |  |
| Performance Indicator(s) | * Minor spills (<10L) to land contained, controlled and all contamination removed / cleaned-up within 24 hours. * No spills to riverine waters. * No contamination of soil or surface / ground waters. * No spills that require an emergency response |  |  |
| Monitoring | * Incident report outlining corrective actions taken and preventative measures to be implemented * Statistics reported in weekly meetings and monthly reports. |  |  |
| Reporting | All marine spills (regardless of volume) to be reported to the MPWTC. |  |  |
| Corrective Action(s) | * Stop work immediately, contain spill (if safe). Investigate cause of spill and assess. Implement improvements as required. * Investigate and assess adequacy of response – implement improvements as required. * Implement corrective measures prior to the recommencement of site works. |  |  |

***Housekeeping and Wastes***

|  |  |  |  |
| --- | --- | --- | --- |
| HOUSEKEEPING AND WASTES | | | |
| Objective(s) | 1. Reduce waste volume, maximize recycling, reuse and recovery, prevent any construction waste/litter entering the environment. | | |
| Management Strategy | Minimize environmental impacts through appropriate controls and site inductions of employees and sub-contractors. | | |
|  | | Responsibility | Timing |
| Control(s) | * Provide appropriate waste bins, type, volume and service frequency to accommodate anticipated waste streams. * All loads arriving or leaving the site will be appropriately secured. * Provide information regarding waste management in site specific inductions, including waste separation and importance of securing vehicle loads. * Ensure licensed contractors are used to collect controlled wastes. |  |  |
| Performance Indicator(s) | * Hazardous materials all appropriately disposed. * Recycling of all recyclable construction metal waste. * Records kept of waste leaving site. |  |  |
| Monitoring | * Daily inspection of work site to occur. Review of waste bins (% full, time to next service). * Waste volumes leaving site from waste contractors |  |  |
| Reporting | Environmental incident reports. | Project Manager | Throughout project |
| Corrective Action(s) | * Investigate cause of inappropriate waste disposal. * Review cause of issue and develop response, such as variation to bin size, service schedule or waste separation awareness. * Implement controls. | Project Manager | Throughout project |

### Construction Health and Safety Management Plan

|  |
| --- |
| *This Construction Health and Safety Plan (CHSP) provides a working template that will be used by the selected construction contractor (the Contractor) appointed by the Project Proponent (the MPWTC). It details the typical requirements and focus areas for health and safety, however it is recognized that the selected Contractor will have their own policies and procedures that will need to be inputted to this plan. It also recognizes that as the Contractor develops the Project designs, this will influence how construction will be undertaken, and these aspects will need to be integrated into this plan.* |

#### Introduction

##### Overview

This document is the Construction Health and Safety Plan (CHSP) for the Dr. Jules Sedney Port and Roads Intervention Project (the “Project”), a Category B Project that focuses on the Port and roads interventions and improvements and comprises two components:

* Improvements of the Port access and land utilization; and
* Road upgrades, improvements, and safety optimization.

The CHSP sets out the expectations of the Project Proponent (i.e., the Ministry of Public Works, Transport and Communication, MPWTC, and its partner, the Inter-American Development Bank, IDB) and defines how the Contractor will implement and manage environmental matters.

##### Objectives

The CHSP will ensure that the Project is delivered in full compliance with legal requirements, and ensures:

* All workers (including subcontractors are fully trained and experienced to do the tasks requested of them;
* Implements measures to eliminate hazards, and where elimination is not possible, puts in place controls to ensure that hazards and risks are minimized to acceptable levels; and
* Ensures protection and well-being of the surrounding communities and visitors.

It is intended that through the implementation of this plan:

* Hazards that may be encountered during the project are identified;
* Assessments are made to quantify the risk; and
* Control measures that require being introduced are implemented to minimize the risks.

The CSHP is a dynamic document that will change and develop throughout the Project. The Plan will be reviewed monthly to ensure that the content reflects the needs of the Project. Additionally, the Plan will be reviewed in light of any unforeseen occurrence.

#### Project Description

Once the Project’s design is finalized, the construction Contractor needs to prepare the CEMP and include specific details on the proposed works, duration, relevant plans, etc. The following provide guidance on what is needed.

* **Scope of Construction Works:** Description of the full range of construction works / activities proposed (e.g. clearing of land, placement of piles for the bridge, filter rock, geotextile fabric and armour rock; installation of piles; etc.).
* **Description of the Construction (Disturbance) Footprint:** Full description of the existing land area that will be disturbed by the construction works and those immediately adjacent;
* **Timing of Works:** Provide a description of both the total duration of the works and the time of year they will occur. The latter would include consideration of expected climate during this time (e.g., anticipated rainfall / storm events, wind direction and speeds);
* **Site Plan:** The project site plan would clearly show the full extent of the proposed works area of the construction project. This would typically include a map with the full construction boundary and disturbance footprint marked clearly over a current aerial photograph (i.e., including all construction activities, associated laydown areas etc.). It would also include site specific information, for example the location of any important waterways or adjacent vegetation to be protected, national heritage listed areas, or the location of sediment and erosion traps, electrical services, etc.

#### Site Conditions and Requirements

Details must be presented clearly in this plan related to existing site conditions, security and restrictions. This should cover items such as:

* Personal Protective Equipment Requirements - Safety footwear, dust masks, safety goggles, hi-vis vests appropriate gloves and hard hats will be provided and worn as set out by the specific work activities by all site operatives and visitors.
* Existing Services – The Contractor will take all reasonable precautions including carrying out cable detection to avoid contact with live services. This will only be undertaken by competent persons.
* Tree Protection - Temporary protective fencing will be installed if trees and/or vegetation is to be protected.
* Ground Conditions - A Site investigation has not been completed, but will be prior to works commencing and the results will be fed into this plan.
* Potential Risks to Construction Workers – to consider items such as:
  + The concentrations of contaminants at the site are understood to be low and are unlikely to require measures beyond that required for health and safety purposes on a construction site. But suitable precautions should be in place.
  + Health and safety measures for work in excavations and confined spaces below ground put in place.
  + Management of water ingress into excavations, and suitable fencing and protection where excavations are open.
* Cross reference the requirements of the Construction Environmental Management Plan.
* Site security will be maintained during the construction phase. Fencing will be erected to form a secure construction site to prevent entry by children, members of the public, trespassers and vandals. Warning signage to be placed at strategic points on the perimeter fencing. Information signage to be placed at the site entrance.
* The Contractor will liaise with the local residents and businesses prior to any works being undertaken to make them aware of works taking place and address any concerns by these affected parties. Access to the work sites will have secure gates will prevent entry to unauthorised persons.
* Working hours will be generally 0800-1700 on weekdays, 0900-1400 on Saturdays. No works will be permitted on Sunday’s or Bank Holidays.
* Priority will be given to maintaining continuous safe access.

#### Policy and Systems

This Section must include an outline of the Contractors policy and management systems for the Project.

#### Project Roles, Responsibilities and Contacts

All positions across the project have health and safety responsibilities. These vary in relation to duties described in Table 1-3, but everyone has a base level duty of care to manage health and safety and avoid accidents and incidents.

Table 1‑3: Project Roles, Responsibilities and Contact Details to be Finalized by the Construction Contractor for the CHSP

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Position | Responsibilities | Line Manager | Name | Contact Details\* |
| Project Manager |  |  |  |  |
| Site Supervisor |  |  |  |  |
| Health & Safety Manager |  |  |  |  |
| HSE Representative |  |  |  |  |

#### Training, Awareness and Competency

The CHSP prepared by the construction Contractor must outline how health and safety training, awareness and competency will be delivered / assessed throughout the project, to ensure the relevant aspects of this CHSP are communicated to the project team and front line staff (including contractors and sub-contractors). Examples may include:

* Site Health & Safety Induction
* Daily Pre-Start Meetings
* Health & Safety Toolbox Talks
* Incident bulletins
* Sub-contractors kick-off meeting
* Contractor and client site kick-off meeting

The Contractor must also detail its organization and arrangements for the promotion of safety, health, and welfare. Overall responsibility for the site and its management will be the Contractor. On the first arrival at site, allowance must be made for:

* Site induction for individuals, which will include ‘‘Site Safety Rules’‘.
* Mandatory Booking in and out of site (includes lunch and breaks).
* Registering workers with appropriate training and competency certificates where necessary.
* Providing inspection and other certificates for equipment and machinery to be used safely.
* Daily / weekly site briefing.
* Demonstrating how contractors will monitor safety and its duration and issuing copies of these reports to the Site Project Manager.
* Pre-existing health issues.

#### Complaints

A complaints procedure shall be outlined within the Contractor’s safety management system and shall be available and used whenever a member of the public wishes to raise a complaint.

#### General Monitoring Arrangements

Safety standards will be monitored by the Contractor through:

* A continuous inspection process by the Site Project Manager is in force. A checklist for these inspections is included with the site safety records. These inspections will include all contractors working on the site and a report of all actions required will be given to the contractor’s foremen with instructions to rectify non-conformance in a timely manner.
* Once per week the Site Project Manager or appointed representative will inspect fire equipment, first aid equipment (and replenish if necessary), registers and site documentation.
* Monthly by the Contract Manager or appointed representative, who will carry out an inspection of the site and produce a written safety inspection report for distribution.
* The scheduled progress meeting chaired by the senior Contractor representative will as part of agenda discuss health and safety reports, and relevant discussions between the Client, the Contractor and other relevant stakeholders.

#### Emergency Procedures

The Contractor shall document emergency procedures covering the following:

* On-site facilities and responsibilities e.g., First Aid kits and designated First Aiders.
* Escalation procedures for incidents and accidents.
* Numbers for local emergency services and details of nearby hospitals and other emergency needs.
* Site evacuation procedures and an Emergency Plan for different types of emergencies e.g. fire, flooding, etc.
* Incident reporting requirements and accident investigation procedures.

More information on emergency procedures are provided in the Contingency Plan provided in the next Section.

#### Health and Safety Risk Management

This section will be completed by the Contractor to present a summary of the key health and safety risks and controls that have been identified for the proposed construction project. The Contractor should determine what additional risks and proposed management controls are required based on their final design and work method statements. A project risk assessment or job hazard analysis for specific task(s) should be performed.

The following table template should be used for each of the following health and safety risks:

* Excavations
* Working over and on water – Saramacca Canal
* Use of heavy equipment
* Use of and contact with power tools
* Working at heights
* Manual handling
* Live services
* Tag out procedures
* Noise, vibration, and dust
* Hot works
* Confined Spaces
* Spills
* Traffic management and protection of neighbouring communities/businesses.
* Storage of waste materials
* Temporary works

Note that this is not an exhaustive list, and it would be expected that Contractors develop risk management strategies, controls, etc. that suit the scale/nature of finalized construction project.

***Template***

|  |  |  |  |
| --- | --- | --- | --- |
| H&S RISK | | | |
| H&S Risk Identified |  | | |
| Method statements and Risk assessment | Either detail here or refer to separate document | | |
| Management Strategy |  | | |
|  | | Responsibility | Timing |
| Control(s) |  |  |  |
| PPE Requirements |  |  |  |
| Performance Indicator(s) |  |  |  |
| Monitoring |  |  |  |
| Reporting |  |  |  |
| Corrective Action(s) |  |  |  |

### Construction Contingency Plan

|  |
| --- |
| *This Contingency Plan (CP) provides a working template that will be used by the selected construction contractor (the Contractor) appointed by the Project Proponent (the MPWTC). It details the typical requirements and focus areas for emergency management, however it is recognized that the selected Contractor will have their own policies and procedures that will need to be inputted to this plan. It also recognizes that as the Contractor develops the Project designs, this will influence how construction will be undertaken, and these aspects will need to be integrated into this plan.* |

#### Introduction

##### Overview

This Contingency Plan considers general actions to be taken into consideration in case of emergencies related to the construction of the Project. Although some events can be prevented, as is the case with spills, fires, explosions, etc.; there are others that cannot be controlled; however, impacts can be mitigated by being prepared, as is the case with natural hazards such as: flooding and strong winds, etc. All of these events must be considered in a contingency plan.

The Contingency Plan is a live document and requires that the construction contractor carry out training activities and periodic drills for personnel, as well as continuous review and update of the physical and operational data, as well as equipment and products.

This Contingency Plan is closely linked to the Disaster Management Plan Framework, which is based on the IDB's Operational Policy OP-704 (Policy on Disaster Risk Management).

##### Objectives

The main objectives of this Contingency Plan are:

* Prevent or control operational emergencies or possible industrial accidents that may arise during the construction phase of the Project.
* Establish procedures and plans to respond in a timely and efficient manner, and with the necessary resources, to fires, accidents, attacks and any other emergency situation that may arise.
* Prevent the consequences of a major event (fire, spills of dangerous products) from damaging human lives and property.
* Manage equipment and installations through periodic inspections.

The contingency plan presents the most important guidelines for subsequent adoption and implementation by contractors. One of the fundamental purposes is to protect and safeguard the human life of all those involved and reduce the losses of public and private property.

There are three elements that significantly influence the success of any contingency plan, which are:

* Resources: appropriate personnel and equipment;
* Strategies, techniques and action plan; and
* Response management: leadership, cooperation and communication.

#### Emergency Levels

For the operation of the Contingency Plan, it is important to first characterize the emergency by seriousness of the situation in order to apply the appropriate level of response:

Figure 1‑2: Emergency Levels

Figure Source: ERM, 2018.

#### Procedures to be Followed During the Implementation of the Contingency Plan

Considerations for the designation of the appropriate response measures:

* **Identification of Available Resources.** The most important resource to respond to possible contingencies is the people present at the Project site. The actions to be developed will depend to a large extent on the knowledge, confidence and capacity of the staff to carry out the actions previously assigned in the respective plan. It is imperative that the people at the Project site meet training requirements and are provided with the appropriate personal protective equipment (PPE) and information to fulfill their mission.
* **Access to information.** Provide all the necessary information in a concise manner to minimize confusion, and to avoid rumors and exaggeration. Obtaining timely and updated information is a dynamic process, and is the best way to provide feedback to the plan.
* **Communication.** The problems associated with communication are mainly related to the content of the messages, the means of transmission, and the interpretation by the person who receives it. Communication systems used internally should be prepared to handle a specific amount of information during an incident.
* **Priority setting.** At the scene of an incident, the personnel in charge of responding to the emergency must be able to alter priorities quickly, in order to face possible changing and/or unexpected situations.
* **Coordination between the Authorities.** An emergency coordinator must be determined for the Project by the contractor during the construction phase. This emergency coordinator will be in charge of coordinating with the appropriate authorities during an emergency.
* **Communication with the communities.** Throughout the construction phase, contractors must take communication initiatives with communities for their safety. These initiatives may include an emergency alert system, a method to provide information on Project activities and how to respond, collaborate with communities to establish action plans, organize demonstrations or training in how to respond to emergencies for communities, and/or identify the emergency response team to communities to establish a relationship before an emergency occurs.

##### Construction Phase

It is the contractor’s and Project sponsor’s responsibility to be in charge of risk management, this responsibility is shared with subcontractors if applicable. The Project proponent, as supervisor and owner of the project will have to ensure that the contractors manage risks and prepare an appropriate contingency plan as required. Therefore, the contractors and/or subcontractors will be required to comply with all safety, occupational health and environmental procedures to complete and deliver the work without incidents. As previously stated, Contingency Plans are live documents that may be revised and adapted if necessary according to the appropriate requirements for the construction activities.

The Contractors and Sponsor will ensure compliance with the standards as required based on the type of work, by jobs or disciplines. Such obligations include but are not limited to:

* Guarantee workers with safe conditions in the workplace.
* Instruct and train workers regarding the prevention of accidents, occupational diseases, the risks to which they are exposed in the performance of their work; as well as the use of personal protection equipment according to the work done, through training sessions, posters, etc.
* Design a program of occupational health and safety according to the activities to be performed that contains safety measures to be implemented, in order to avoid injury to personnel or property damage.
* Provide workers with personal protection equipment, according to the work done to prevent injuries.
* Regarding vehicles, machinery and equipment, comply with preventive and / or corrective maintenance programs and safety requirements.
* Organize and maintain health and safety services such as first aid kits in accessible places and ensure staff is knowledgeable.
* Record in writing any statements made by the workers in relation to unsafe conditions and the worker's environment, and carry out corrective measures immediately.
* Report any occupational diseases, work accidents and any other unsafe condition that is present in the workplace.

Employees will have to fulfill the following obligations:

* Exercising their specific functions in accordance with the work contract in order to avoid risks and protect their personal safety and health, and that of their work colleagues.
* Immediately report to supervisors any unsafe condition that could threaten their physical integrity or their own health and / or that of other workers.
* Use and maintain personal protection equipment as required, and immediately report to the person responsible for its supply, of the loss, deterioration or expiration of the same.
* Bring to the attention of your superior if you feel that the requested safety or security measures do not appropriately manage the risk.
* Immediately comply with any request that is made for the benefit of your safety and that of others.
* Care for and maintain sanitation and security facilities facilitated to the workers during the construction phase.
* Adhere to all safety and security requests made in the training materials, posters and posted notices.
* Accept the provisions of the medical service and the competent bodies in matters of occupational safety for the prevention, treatment of occupational or non-occupational diseases, and occupational accidents.

##### Emergency Procedures

The following Section describes the actions and procedures to be considered by the Contractors and Sponsor in case of emergencies and events that may arise.

Figure 1‑3: General Procedures during an Emergency

Source: ERM, 2018.

The Contractor or Sponsor must lay out a sequence of actions to be followed in the event of an unplanned event or accident, which may be as follows:

* Notification: Inform all personnel of the accident.
* Verification and evaluation: Confirm that the notification provides an accurate representation of the status of the works and associated risk at the moment that the notification of the event is received.

A notification scheme must be included in the Contingency Plan to include the main local authorities, (may include: the municipalities where the projects are developed, the local police, and/or the local firefighters).

##### Calling Plan

The Contractor or Sponsor must prepare a calling plan consisting of three types of communications, internal, external, and support.

* Internal Calls: The internal calls include the communication of the emergency to top management personnel, as well as the members of the Contingency Plan who are outside the facilities.
* External Calls: Communication of the emergency to the appropriate Government Authorities, depending on the type of occurrence.
* Support Calls: Support personnel in order to control the emergency (dependent on the type), for example the fire brigade, the national police, ambulance service, medical attention if necessary, government authorities, etc.

##### Emergency Committee

An Emergency Committee must be organized by the Contractor or Sponsor for the construction phase. It is recommended that the Committee be composed of:

* Environmental supervisor
* Security Supervisor
* Maintenance supervisor

#### Types of Contingencies

The types of contingencies that may arise in the project areas are classified according to their origin:

* Natural phenomena, such as flooding, strong winds, etc.
* Operational emergencies or incidents normally caused by operations, fires, falling machinery, etc.
* Industrial accidents of personnel or contractors, normally caused by unsafe acts, unsafe conditions or as a consequence of the natural phenomena or operational emergencies previously stated.
* Social phenomena such as sabotage, terrorism, robberies, etc.

#### Phases Considered for Each Event

##### Prevention Process

The best way to control an event and the impact that these may have on the environment is to prevent them from happening by implementing preventive measures. Preventive measures are described below.

###### Work Permits

All projects must comply with the requirements and procedures established by local law, including those related to work permits in order to prevent unnecessary risks and/or accidents, and must comply with the following:

* It is necessary to obtain work permits in all areas with risk where work is carried, and they must be issued by authorized personnel.
* No work will be started before the respective work permit has been issued and it has been verified that the recommendations and demands required have been complied with.
* Supervisors authorized to issue and receive work permits will be responsible for the correct issuance of the same. They will also be responsible for ensuring that the security conditions are maintained during the time required to carry out the work.
* A work permit will not be issued, covering several areas with different risks. As a general rule, each specific job will require a separate permit.

###### Personal Protective Equipment (PPE)

* Personal protective equipment will be mandatory. They will not prevent accidents, but will eliminate or reduce the severity of an injury.
* It is the responsibility of the contractors to provide their workers with the personal protection equipment required in the execution of any work that generates risks.
* The equipment will be new and of good quality.
* It is the responsibility of the immediate supervisor of each worker to determine the need for personal protective equipment and to ensure that the worker makes use of them.
* The worker will be responsible for the care, conservation and proper use of any equipment entrusted to him.

###### Organization and order

Prior to the start of the work, the Contractor or Sponsor will develop a safety, organization and order program for direction, providing guidance everything from inspections to identify faults, to the types of collection waste/trash receptacles provided for the different types of wastes (organic, inorganic waste, solid waste, liquid, and hazardous waste). Transportation and final disposal method, in accordance with the national regulations, must also be included. In addition, the following requirements will be fulfilled:

* Each employee will keep their work site clean and in good condition.
* The employee will notify his supervisor about spills of oil, grease, etc., and will be cleaned as soon as they occur.
* All tools, screws and any other material equipment used in the performance of a job will be kept in order, and these objects should not be placed in places where they can be dangerous.
* The flammable substances and wastes will be handled and stored accordingly in order to avoid the risk of spontaneous fire.
* There should be a staging area or adequate space for orderly storage of bulky objects, equipment, or materials.
* Every workplace should be provided with fresh and potable water in sufficient quantity for workers to use.
* The toilets and bathrooms (one toiled for every 20 workers) will be kept in optimal conditions and with sufficient supply of toilet paper, water and soap.
* If employees eat at the workplace, the workplace should have a dedicate area for eating, protected from weather elements. No waste and debris will be left in place and the use of Styrofoam food containers is prohibit.

###### Training

Every worker, new or old, will receive operational training from their immediate supervisor (supervisor), in order to develop knowledge and skills for the safe execution of the assigned work, especially on:

* Industrial safety corresponding to construction.
* Occupational health.
* Fire Prevention.
* First aid.
* Personal protective equipment.
* Organization and order.
* Accident prevention.
* Accident analysis.
* Fire protection.
* Works that require written permission for their execution.
* Emergency control.
* Factors of physical risks (electrical, mechanical, noise and vibrations, lighting, heat, ventilation, etc.)
* Factors of chemical risks (smoke, gases in the environment (vapors, fumes), toxic, alkaline and corrosive substances, etc.)
* Other risk factors (health, third-party actions, environmental, etc.).

##### Emergency Response Actions

The Contractor or Sponsor shall prepare a list of general emergency response actions to include:

* Upon receiving notice of an emergency, immediately evaluate the level of emergency and determine which response measures are necessary, notifying the corresponding response groups.
* If necessary and in accordance with the magnitude of the event, order the evacuation of the area or facilities and initiate the respective response procedures.
* Notify the relevant authorities.
* Consult the emergency response procedures in order to verify the appropriate response for each emergency, ensure all the response procedures have been applied and record descriptive information of the event.
* Restrict access to the event area.

##### Procedures to be followed during a Natural Disaster

###### Procedure to be followed in case of earthquake

*Preparation*

* Train operational personnel to respond to emergencies caused by earthquakes or earthquakes, by means of evacuation drills, so that personnel are prepared for these events.
* If an earthquake is of great intensity, ensure an orderly and safe evacuation.
* Provide vertical and horizontal signaling of evacuation routes in case of earthquakes, as well as the location of fire extinguishers to control the occurrence of fire.

*During the earthquake*

* Stop work being executed in order to avoid accidents.
* Immediately leave the work area.
* If inside a facility, look for strong structures: under a door frame, next to a pillar or to a strong wall.
* If you are outside of a facility, stay away from structures that may collapse.
* Extinguish any signs of fire.
* If possible, protect yourself by getting to an open place where there is no possibility of falling structures.
* If the earthquake occurs during the night, flashlights should be used; Never matches, candles or lighters.
* Stay away from electric cables and glass.

*After the earthquake*

* Staff should report to a meeting point or main office.
* Disconnect any power supply and water immediately.
* Look for traces of short circuits before reconnecting them.
* DO NOT light matches (or smoke) before making sure there are no leaks or spillage of flammable material.
* Avoid getting close to broken electrical wires.
* Act in accordance with established procedures in case of fire and / or spill, depending on what happens.
* Resume operations as soon as you are sure that the operational conditions are safe.
* Proceed to clean debris and artifacts that obstruct the operations of the same.
* After the earthquake is over, damage to the equipment and facilities must be assessed, as well as preparing a report as required.
* In the event of an earthquake that exceeds the design capabilities of the Project and significant structural damage occurs, the Contractor must suspend operations and follow the procedures defined for those cases.
* Perform the inspection and evaluation of the components that have been affected. The maintenance staff will be required to report the damage to the Emergency Coordinator and the level of risk involved in continuing work. Once the approval of Engineering and Maintenance has been obtained, work activities may resume.

###### General Actions in the Presence of Hurricanes and Floods

In the case of occurrence of threats due to extreme weather conditions, the following actions should be considered:

*Preparation*

* Train operational personnel to act in the event of hurricane and flooding emergencies, so that personnel are prepared for these events.
* Inspect emergency equipment and make sure it is ready for use. Ensure emergency equipment includes drinking water and canned food.
* Secure with ropes or chains all equipment that cannot be secured inside a building.
* Place the vehicles in a manner so they are protected against hurricane winds.
* Call the relevant authorities for the Project or Operation, the Police and the security company, if any, and indicate that only the minimum emergency personnel will be left on site.
* Close the main gate if able to.
* The Coordinator will determine, according to the prevailing or progressive conditions, if emergency stop procedures should be executed.

*After the Emergency*

* Equipment will not be energized/turned on until it has been checked by expert electricians/mechanics.
* In case of spills or fires, implement response procedures in accordance with the procedures related to these events in the contingency plan.
* Take a tour and assess the damages incurred.
* Proceed to repair minor damages and those necessary to provide immediate service.
* Proceed to clean debris and artifacts that obstruct the operations of the same.
* Prepare a written report at the end of the emergency. Said report shall contain the results of estimation of damages to the property of the company, affected persons, damages to private properties, and to the environment.
* Response plans should be updated based on the emergency to remain effective.

##### Spills

###### Equipment and Materials Needed for Spill Response

The contractors will have the following materials to deal with spill incidents:

* Absorbent material, such as sand, sawdust, absorbent cloths (depending on spilled material).
* Safety equipment such as gloves, plastic aprons, goggles, and boots.
* Appropriate containers for the collected material.
* Photographic camera to document the incident.

##### Fires and/or Explosions

A fire can lead to serious damage to equipment or personnel, and should be taken care of as quickly as possible. The following recommendations should be included in the Contractor’s Contingency Plan in case of a fire.

###### Before a Fire

* Provide training to all personnel through courses on fire practices and simulations of accidents, use of fire extinguishers, etc.
* Have infrastructure and equipment for fire protection, and extinguishers that work in different environments depending on the type of project (for example, Class A extinguishers for ordinary combustibles such as wood and paper, Class B extinguishers for use on flammable liquids like grease, gasoline and oil, etc.).
* Develop rigorous preventive maintenance programs for all types of equipment, inspect and recharge fire extinguishers, etc.
* Identification and signage of safe areas and establish evacuation routes in all facilities or work fronts.
* Keep extinguishers in good condition.
* Provide first aid kit, battery-operated flashlights, extra batteries, etc. on site.

###### During a Fire

* Evacuate and or stop work in the area and / or facilities.
* Communicate with the local Fire Brigade, National Police and other entities depending on the severity of the emergency.
* Protect mouth and nose with damp cloths.
* Keep calm and avoid running.
* Assist affected people immediately, if any.
* If appropriate, try to put out the fire with the use of extinguishers and other existing means. Ensure extinguishers are periodically inspected to ensure they are in working condition.
* If any equipment is involved in the fire or explosion, the operator must manually disconnect the electrical power that feeds the equipment, as long as it can be done safely or without risk to human life.

In the event that the fire cannot be fought directly with the extinguishers, or there is danger to the personnel, the actions to be taken are:

* Notify firefighters immediately for help.
* Evacuate the place to the meeting point previously agreed in the training plan and risk drills.
* Once the firefighters have determined that the emergency has ended, the emergency coordinator of the project owner should be informed.
* Proceed along with the maintenance crew to an inventory of damages and then make a detailed report on the matter.

###### After a Fire

* Clean the affected area.
* Remove all debris.
* Repair and / or demolish affected facilities in case of major damages.
* When the fire has been extinguished, proceed with the maintenance crew to prepare an inventory of damages and then make a detailed report on the matter.

###### Adequate Staff Training

Practices or simulations should be carried out every six months (can include coordination with the local Fire Department), and should include response procedures for personnel all personnel.

###### Use and Disposal of Fire Extinguishers

* Fire extinguishers must be located in appropriate places and easily accessible.
* Every extinguisher must have a plaque with the information about the kind of fire for which it is suitable and expiration date. Also, they must have operation and maintenance instructions.
* Each extinguisher must be inspected every two months, tested and maintained in accordance with the manufacturer's recommendations; similarly, they must carry a label with test dates and expiration date.
* If an extinguisher is used, it will be refilled immediately; or if necessary, it will be replaced immediately.

##### Falls from Heights, Cut Wounds, Electrocution and Burns

###### Before

* Training for personnel should include industrial safety so that they do not commit unsafe acts and use the appropriate protective implements, such as a helmet, boots, safety glasses, restraint harness, etc.
* Also, training of personnel in the implementation of first aid, so that they may help injured coworkers or themselves, until the arrival of medical or paramedical personnel to the place of the accident or their transfer to a hospital for professional attention.
* Provision of personal protection equipment to all workers, as necessary.

###### During

In case of an accident in the facilities, the staff will act as follows:

* If it is a minor accident, apply first aid to the injured person and transfer them immediately to the nearest clinic or hospital so that they can be seen by a doctor, in order to rule out possible after-effects.
* If it is a serious fall from heights, shelter the injured person and request an ambulance for immediate transfer to a hospital.
* If a person is not breathing, provide rescue breathing (mouth-to-mouth breathing or mouth-to-nose) and request an ambulance for urgent medical attention.
* In case of burn, do not apply home remedies to the injured only water at the time and request an ambulance for its transfer to the clinic or hospital soon.
* For hemorrhage from a puncture wound, hold a gauze in place to avoid blood loss. If located in the extremities, make a tourniquet to cut blood loss, loosening the tourniquet every 10 minutes to avoid gangrene and to move the injured person to a nearby assistance center.
* If trapped with weight on the chest, lever the heavy element and remove it so that the victim does not suffocate, until the arrival of the ambulance.
* If the victim has suffered an electric shock, ensure they are breathing, provide rescue breathing (mouth-to-mouth breathing or mouth-to-nose), simultaneously request medical assistance or transfer to a clinic or hospital.

Immediate attention to an injured person through knowledge of First Aid can save a life. Always seek the appropriate medical attention by a professional.

###### After

* Analyze the causes of the accident and the actions taken to assist.
* Prepare the preliminary and final report of the industrial accident.

##### Equipment or Infrastructure Failure

* The person who detects a fault or failure will immediately notify the Supervisor or Chief of Operations identifying themselves and indicating the place and type of emergency.
* Try as much as possible to isolate the area or prevent vehicles or people from approaching.
* After overcoming the problem, analyze the root cause of the emergency/fault or failure.
* Prepare preliminary and final reports and submit to the appropriate authorities in a correct and timely manner.

##### Attacks and Sabotage

* Provide strict control of the entry of personnel into the facilities by a contracted Security Company, as well as provide surveillance in strategic areas, as necessary.
* In the event of an attack or sabotage, the person who detects it will immediately notify the emergency supervisor of the emergency, indicating the place and equipment affected.
* The shift leader will immediately inform the Police and personnel in charge of the surveillance of the facilities, to neutralize the aggressors.
* If an attack leads to an emergency event (such as a spill or fire), the response strategy to the specific type of emergency will be determined and instructions will be given to the external support units: police, fire brigades, etc.

Prepare preliminary and final reports and submit to the appropriate authorities in a correct and timely manner.

### Stakeholder Engagement Plan

This section provides the framework for the development of a Project-specific Stakeholder Engagement Plan (SEP). The IDB’s Environmental and Social Safeguards (specifically the policies OP 703-B.6 and OP-102) require development of an SEP that is appropriately scaled to the project’s risks, impacts and development stage. This SEP should be developed by the EPC Contractor prior to onset of the construction phase, with the purpose of setting out the approach that the Project will follow to implement a two-way engagement and consultation program with stakeholders over the life of the Project.

A stakeholder is defined by the IDB as “…individuals, groups, or institutions that have a stake, or an interest, in the project: They may be affected by it (either positively or negatively), or they may have an interest in it and be in a position to influence its outcomes.” This SEP framework focuses on engagement with external stakeholders, meaning those not directly involved in the construction, operation, permitting or financing of the Project.

A SEP is a ‘living’ document and is developed progressively, and updates issued, as a project moves through the various phases of planning and implementation.

A typical SEP structure is as follows:

* Section 1 provides background information about the Project and outlines the objectives of stakeholder engagement;
* Section 2 outlines national and international requirements for stakeholder engagement;
* Section 3 provides an overview of the local context, and describes how stakeholders are identified and the methods and tools used to support engagement;
* Section 4 summarizes stakeholder engagement undertaken to date by the Project proponent and developer;
* Section 5 describes roles, responsibilities and resources for stakeholder engagement;
* Section 6 outlines a grievance mechanism for the Project which allows for a consistent and transparent means to receive, respond to and address stakeholder concerns and complaints; and
* Section 7 describes the monitoring and reporting of stakeholder engagement activities.

Development, update and implementation of the SEP for this Project will be the responsibility of the EPC contractor.

#### Section 1: Background and Objectives

Stakeholder engagement (including consultation and the disclosure of information) is a key element of project planning, development, and implementation. Effective stakeholder engagement assists good design, builds strong relationships with local communities, and reduces the potential for delays through the early identification of issues to be addressed as a project progresses.

The activities of engagement are guided by international best practice, as well as all applicable laws and regulations in Suriname.

The aims of stakeholder engagement, and of the Project SEP, are to:

* Promote the development of respectful and open relationships between stakeholders and the Project proponent and developer during the Project life-cycle;
* Identify Project stakeholders and understand their interests, concerns and influence in relation to Project activities, particularly during the construction phase;
* Provide stakeholders with timely information about the Project, in ways that are appropriate to their interests and needs, and also appropriate to the level of expected risk and adverse impact;
* Provide stakeholders the opportunity to express their opinions and concerns in relation to the Project, and for these to be reflected in the Project’s Environmental and Social Management System (ESMS), and decisions about Project construction and operations activities, where possible;
* Support compliance with Surinamese legislation for public consultation and disclosure and alignment with financing standards and guidelines for stakeholder engagement; and
* Record and resolve any grievances arising from Project-related activities through a formal Grievance Procedure.

Additionally, should a livelihood survey and census indicate that the Project could result in economic displacement, the SEP will also:

* Provide the framework for stakeholder involvement in identifying appropriate processes for compensating displaced individuals and businesses.

As required by the Bank’s Disclosure of Information Policy (OP-102) and Directive B.6 of the Environment Safeguard Policy (OP-703), projects categorized as a Category B Project by the Bank (as is the case with this Project), require at least one public consultation event in order to discuss the results of this EA and ESMP. A public consultation was organized by the Project Proponent, the MPWTC on 20 February 2019 in Paramaribo as discussed in more detail in Section 8.2 of this report.

#### Section 2: Regulatory Framework

This section should provide the regulatory framework that governs the Project including national legislation and policy, as well as applicable Bank policies.

Surinamese regulatory requirements and applicable IDB Policies are outlined in Section 3.0 of this EA document.

#### Section 3: Stakeholder Analysis

##### Local Context Overview

It is helpful to group stakeholders based on common interests and characteristics. Use of a number of ‘stakeholder categories’ helps structure activities for stakeholders of the Project, including a summary of the anticipated interest of these groups with respect to the Project and within the local context (e.g., potential impacts, benefits, concerns). A database of stakeholders should be developed and continue to be updated as additional stakeholders are identified. Typical stakeholder categories used in this step include:

* National government
* Regional and local governments
* Local population
* Local community groups
* Land and resource users and rights holders
* Local businesses
* Business development or worker associations
* Providers of local services and infrastructure
* Interested non-governmental organizations
* Media
* Academic and research organizations

##### Stakeholder Identification and Mapping

The process of stakeholder identification includes identifying individuals, groups, local communities and other stakeholders who may be affected by the project; identifying broader stakeholders who may be able to influence the outcome of the project; identifying legitimate stakeholder representatives (such as elected officials, non-elected community leaders, etc.); and, mapping the impact zones by placing the Affected Communities within a geographic area.

As part of the stakeholder identification process, it is important to include vulnerable individuals and groups who may find it more difficult to participate in engagement and to understand how each stakeholder may be affected, or perceives they may be affected, so that engagement can be tailored to inform them and understand their views and concerns in an appropriate manner.

Examples of this may be performing engagement activities specifically for women, single-caregiver households, visible minorities, separate from those for the general public to ensure their voices are adequately heard and considered.

The appropriate type of engagement is determined by a number of factors, including the likely impact of the project on the stakeholder (often related to location), their influence over the project, and their preferences and abilities to access information and participate in consultation.

A list of stakeholders was prepared for the public disclosure event held in February 2019 in order to present the results of this EA and ESMP. This stakeholder list is included in Appendix B of this report. As the Project progresses and is more clearly defined, it will be the responsibility of the EPC to update this stakeholder list and continue open communication protocols with the stakeholders as described in the following sections.

##### Disclosure and Engagement Methods and Materials

The engagement process encourages meaningful participation by stakeholders. The Project proponent and EPC will employ a range of methods and channels for disclosing information in order to tailor disclosure to the interests and needs of the various stakeholder groups, and will also produce materials appropriate for specific stakeholders and types of engagement. This may include: interviews with stakeholder representatives and key informants; surveys, polls, and questionnaires; public meetings, workshops, and/or focus groups with specific groups; and other participatory methods.

Feedback mechanisms (also referred to as Project contact vehicles) are adapted to suit the needs and preferences of different stakeholders and their physical locations. To give stakeholders easy and convenient access to the Project, the following contact vehicles should be considered:

* Toll-free number for general Project inquiries
* General email address
* Mailing address

The contact vehicles must be monitored regularly and response protocols will be developed to ensure all inquiries are tracked for reporting purposes and that responses are provided. Designated personnel from the MPWTC or the EPC should serve as identified points of contact for stakeholders.

#### Section 4: Completed Stakeholder Engagement

As a living document, the SEP should be updated to document stakeholder engagement activities as they are conducted, including public consultation meetings, community meetings, and interaction with the various government entities involved in planning, permitting and approvals for various components of the Project. A brief summary of the events, along with appended minutes and attendance sheets, should be provided. The stakeholder database should also be updated with new information obtained over the course of the engagement events.

#### Section 5: Roles, Responsibilities and Resources

MPWTC should allocate staff and resources devoted to managing and implementing the Project’s SEP. As the formal stakeholder engagement process commences, MPWTC will identify the primary staff members responsible for stakeholder engagement at all levels as it pertains to the environmental and social components of the Project.

MPWTC should continually update the stakeholder register as additional stakeholders are identified, or as new information regarding stakeholders becomes known. MPWTC should also complete attendance records at every meeting, and have designated note-takers at each meeting to document stakeholder feedback and questions.

#### Section 6: Grievance Mechanism

The Project should establish and publicize a Grievance Mechanism for implementation throughout the Project’s construction phase. This should be designed to accommodate grievances of any type from nuisance impacts like noise and dust, to complaints associated with the compensation process for economically displaced businesses or persons.

A framework for development of a Project-specific Grievance Mechanism is provided in Section 1.5.5 of this document.

#### Section 7: Monitoring and Reporting

##### Monitoring

It is important to monitor stakeholder engagement to ensure that consultation and disclosure efforts are effective, and in particular that stakeholders have been meaningfully consulted throughout the process. Stakeholder engagement monitoring is managed through the Program’s Environmental and Social Management Plan (ESMP).

Monitoring should include:

* auditing implementation of the Stakeholder Engagement Plan;
* monitoring consultation activities conducted with government authorities and non-governmental stakeholders;
* monitoring the effectiveness of the engagement processes in managing impacts and expectations by tracking feedback received from engagement activities; and
* monitoring and analyzing any grievances received.

##### Tracking Stakeholder Engagement Activities

Performance will be reviewed regularly against the SEP. Tracking of stakeholder engagement will be used to assess the effectiveness of the Program’s stakeholder engagement activities. Indicators for tracking will include, among others:

* place and time of formal engagement events and level of participation including by specific stakeholder categories and groups (e.g. women, single-caregiver households);
* number of comments by topic and type of stakeholder, and details of feedback provided through the Grievance Procedure or other means (office visits, emails, phone calls) always removing identifying information to ensure continued confidentiality;
* numbers and types of grievances and the nature and timing of their resolution;
* recording and tracking commitments made to stakeholders; and
* community attitudes and perceptions on Program activities based on media reports and stakeholder feedback.

##### Program Reporting

Annual Reports will summarize all activity for the period, and provide a summary of issues raised and how they have been addressed. Potential issues include timeliness of responses and corrective and mitigation measures taken to address grievances, and analysis of trends in key performance indicators (KPIs). These may include:

* total numbers of stakeholders engaged according to stakeholder category;
* numbers of comments and queries received according to topic and responses;:
* Number of people enrolled in support programs;
* Number of people completing the support program;
* Social Indicators over time:
* Level of access to services/utilities;
* Health indicators (types and quantities of illnesses);
* Security incidents;
* Responses to satisfaction surveys;
* Media spots (positive, negative and neutral);
* Social Media trends; and
* protests, strikes, posters, fliers against the project.
* numbers of grievances lodged; and
* grievance resolution timeliness.

The SEP will be reviewed on a regular basis and revised as needed to reflect completed engagement activities and revise and confirm future engagement plans.

### Grievance Mechanism

During any construction Project, stakeholders may have complaints about Project activities and this type of feedback is managed through the Project’s Grievance Mechanism (GM).

A grievance is a complaint that a stakeholder has about the activities of the Project that might stem from:

* A specific incident – such as a road accident, property damage or night-time noise;
* The behavior of workers – such as disrespectful or discriminatory actions;
* An environmental impact – such as soil contamination, or damage to agriculture;
* A social impact – such as disruption of economic or recreational activities; and
* Other types of impacts – such as traffic, health, and cultural heritage impacts.

#### Objectives

Specific objectives of the GM are:

* To help the Project proponent and EPC identify issues and concerns early, so that they can be addressed quickly and proactively;
* To continuously improve Project performance in all areas; and
* To demonstrate the Project’s commitment to meaningful stakeholder engagement, and respect for local opinions and concerns.

The EPC will use the GM, working in partnership with the MPWTC and with oversight from the IDB, as a critical component of the broader stakeholder engagement activities, including monitoring and reporting.

A member of the EPC team will be assigned as the person in charge of managing the GM, including the internal processes for ensuring grievance resolution. This individual should work closely with the competent team involved in similar actions as part of the Stakeholder Engagement Plan to ensure consistency in the content and processes involved, as well as to share information and lessons learned, and to prevent stakeholder fatigue from over-engagement.

#### Grievance Procedure Overview

A grievance procedure is a program that seeks to compile, register, and resolve grievances, complaints, concerns or questions from stakeholders of any kinds. In this case, the mechanism is designed for any person, household or group impacted by displacement and resettlement as a result of Project activities. The implementation of a GM will complement any proactive or preventative policies or procedures already in place, ensuring that when administrative controls do not adequately address an issue, there is recourse for resolution.

#### Guiding Principles

The GM must be in compliance with international standards, including the IDB’s Operational Policy 7.10 on Involuntary Resettlement and International Finance Corporation’s Performance Standards (2012), particularly Performance Standard 1 on Assessment and Management of Environmental and Social Risks and Impacts and Performance Standard 5 on Land Acquisition and Resettlement.

To this end, the guiding principles for the GM should be the following:

* Provision of information: All affected people should be informed about the GM from the first time engagement takes place, early in the Program planning process, and details about how it operates should be easily available, for example, in public areas impacted by the Project including shops, schools, churches etc.
* Transparency of the process: Affected Populations must know to whom they can turn in the event of a grievance and the support and sources of advice that are available to them.
* Ensuring up to date information: The process should be regularly reviewed and kept up to date, for example, by referencing any new statutory guidelines, changes in routes or benefits.
* Confidentiality: The process should ensure that a complaint is dealt with confidentially.
* Non-retribution: Procedures should guarantee that any project affected person that raising a complaint will not be subject to any reprisal.
* Reasonable timescales: Procedures should allow for time to investigate grievances fully, but should aim for swift resolutions. The longer a grievance is allowed to continue, the harder it can be for both sides to get back to normal afterwards. Time limits should be set for each stage of the process, for example, a maximum time between a grievance being raised and the setting up of a meeting to investigate it.
* Right of appeal: An Affected Person should have the right to appeal to a higher level of Project management if he or she is not happy with the initial finding.
* Right to be accompanied: In any meetings or hearings, the aggrieved party should have the right to be accompanied by a colleague, friend or legal representative.
* Recordkeeping: Written records should be kept at all stages. The initial complaint should be in writing if possible, along with the response, notes of any meetings and the findings and the reasons for the findings.

#### Scope

The GM should be implemented and active throughout all points of the Project construction phase, and every Project-affected person should have access to it.

#### Activities during Implementation

The activities below offer suggestions on how each of the components of the GM should be implemented. Although the content of each of these is flexible and should be built based on the specific context (and as such can be modified and changed as needed, so long as there is sufficient notification with stakeholders to ensure continued accessibility of the process), the content of the GM should remain consistent with this guideline.

##### Communication

* Office hours from a member of the EPC team;
* Phone numbers or internet, depending on accessibility of technology; and
* Feedback boxes, as well as clearly signposted maps showing where they are located – preferably in highly transited areas including schools, churches etc.

##### Receipt and Registration of Grievances or Complaints into the System

* Establish forms to be filled in with all necessary information – clarity that if a grievance is submitted verbally, it must be transcribed as soon as possible after.
* Details should be compiled – electronically if possible, and registers of chain of custody and communication must be established.
* When a grievance is received with a name attached, the aggrieved party must be notified within a specific timeline that their grievance has been registered, as well as providing a timeline for future activities, including the timeline by when the Project should have a proposed resolution.
* When a grievance is received without a name attached, the grievance must be addressed and documented within a pre-specified timeframe. The report should be compiled with others of the same sort, and the relevant information (general concerns, how they have been addressed) should be periodically posted somewhere public, where they can be seen. This should in no way infringe on the confidentiality of any aggrieved party and should not include any specifics (e.g. Complaints about timeline for compensation – have completed an investigation as to the hold-up, and have started discussions with the bank to speed-up payments).

##### Evaluation and categorization of grievances

* Categorization should differentiate based on relevance (question rather than complaint, request, issue not associated to the project), and urgency (risk to life or property), extent (individual complaints vs. group complaints) etc.
* Where necessary/relevant an interview with the aggrieved party could be helpful, including requesting further details.
* Directing the grievance to the relevant teams for follow up.

##### Prioritization of grievances and response time

* Must identify a specific response time for confirming receipt of grievance, for completing an investigation and for providing an initial offering of resolution. If at any point these timelines are not addressed, this must also be justified in the documentation.

##### Options for resolution or response

* Options for response should include: including unilateral response; bilateral response (the aggrieved party and the Company can offer a solution together); third party response (though a mediator); or through a judicial process, outside of the mechanism. Considering the purpose of the mechanism is to effectively address concerns before they escalate, it is important to maximize the opportunities for bilateral response wherever possible.
* Preparing the response
* Closing the case

#### Resources and Costs

* A budget should be put in place to pay for any responses involving compensation (in kind or monetary), as well as for the time of those involved in investigating and addressing any issues.
* The relevant management staff should be involved in the grievance process from the earliest point in the process, and decision makers should be involved in the process from the onset, to ensure timely turnaround of responses.
* The grievance must be escalated as needed, and there must be clarity on the part of all management staff the importance of appropriate responses to grievances.

##### Responsible parties

The GM should be implemented throughout every phase of the Project by an appropriate team, led preferably by the same person who leads the Stakeholder Engagement activities. The composition of the team responsible for the implementation should be sufficient to cover the necessities (considering number of project affected households, the magnitude of impact, the ratio of economic vs. physical displacement, if any, etc.)

##### Indicators and Monitoring

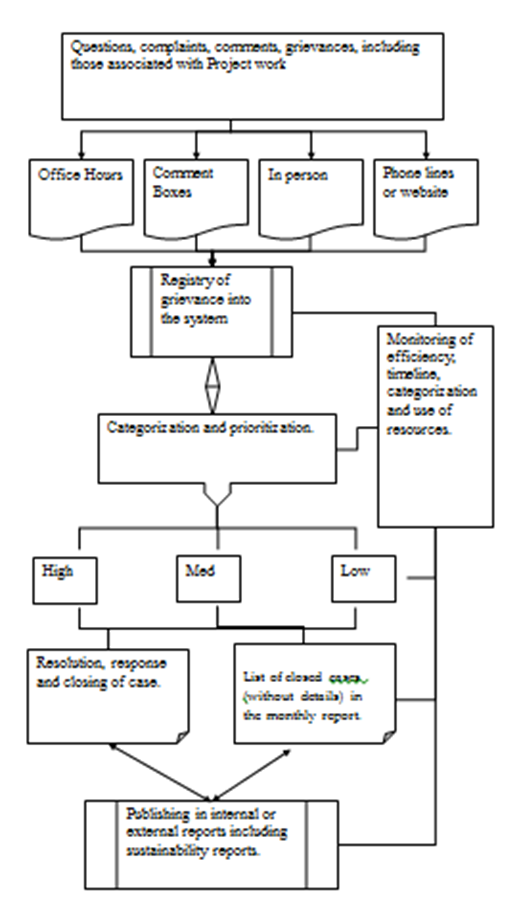
There are a number of indicators that should be considered in order to make best use of the GM as a tool throughout the life of the Program. These include, but are not limited to:

* Number of grievances registered (by week, month);
* Time in resolving grievances or complaints;
* Number of complaints or grievances by category (i.e. payment, treatment, damage etc.)
* Number of grievances not completed within the timeline
* Cases of re-incidence – when the same issues come up several times

##### Procedure

The flow chart pictured in Figure 1-4 below illustrates a suggested GM procedure.

Figure 1‑4: Suggested Grievance Mechanism Procedure



### Compensation and Livelihood Restoration Plan

#### Introduction

While there are no anticipated physical resettlement activities, the construction phase of the *Improving Transport Logistics and Competitiveness in Suriname* (SU-L1057) project could potentially result in temporary economic displacement of formal and informal enterprises. All efforts will be made to avoid such displacement, but in the event that such occurs, this Compensation and Livelihood Restoration Plan (CLRP) guideline has been prepared for implementation by the MWPTC and the EPC contractor for implementation prior to and during the construction phase. It outlines the process necessary to ensure the reestablishment of the socioeconomic conditions of people displaced as a result of the Project, with as much specific context as possible.

Once the final Project design and construction plan are complete and a livelihoods census and engagement with Affected Communities to assess the number of affected businesses/individuals have been conducted, it will be necessary to develop a to appropriately manage and mitigate economic displacement.

For the purposes of this plan, the following definitions[[8]](#footnote-9) are used:

* **Affected population:** People who are directly affected by project related activities through the loss of employment, housing, land or other assets.
* **Compensation:** Money or payment in kind to which the affected people are entitled, as decreed by government regulations or laws.
* **Project Affected Persons (PAP):** Persons affected by the Project.
* **Project Impacts:** The direct and indirect physical and socioeconomic impacts caused by the project within the project area.
* **Rehabilitation:** Reestablishment of livelihoods, living conditions and social systems.
* **Relocation:** Moving of people, assets, and public infrastructure.
* **Resettlement:** The entire process of relocation and rehabilitation caused by project related activities; in the case of this Project, this refers to relocation and rehabilitation of economic resources only, as no resettlement of residential communities or households will be required.
* **Resettlement Impacts:** The direct physical and socioeconomic impacts of resettlement activities in the project and host areas.
* **Vulnerable Groups:** Distinct groups of people that may suffer disproportionately from project-related activities.

#### Purpose

Some of the most significant impacts created by development projects can be those associated with economic displacement, which refers to “the loss of income streams or means of livelihood resulting from land acquisition or obstructed access to resources associated with a project”[[9]](#footnote-10).

The purpose of a CLRP is to provide a framework to guide the Program in managing potential economic displacement impacts resulting from Project activities.

#### Objectives

In accordance with the IDB’s policy OP-710, the objective of the CLRP is to minimize Project-related disruptions to the affected population—in this case temporary economic displacement for businesses operating along roadway segments slated for improvements, lasting for a portion of the construction period. While the duration of construction activities is not currently known, it is estimated at a few weeks for each road segment. The Project will not result in any physical displacement and no residences are affected.

According to OP-710 when temporary relocation is necessary, special consideration will be given to avoiding irreversible negative impacts (such as permanent loss of employment), providing satisfactory temporary services, and, where appropriate, compensating for transitional hardships. This CLRP has been prepared in order to meet these objectives and ensure that any hardships encountered due to temporary relocation of productive activities in the affected areas will be mitigated or compensated. With these measures, affected persons can be assured that their productive capacity and income levels are maintained at an equivalent or better level as compared to before the Project.

#### Scope

At the time of writing, finalized project description information is not available to understand whether temporary economic displacement can be avoided in its entirety. As such, displacement-focused consultation and engagement activities have not taken place, meaning that a full understanding of the scope of activities are is yet unknown. As such, this document is intended to determine the likely risks and impacts, the potential scale of the restoration, and the likely procedures through which compensation should be managed.

#### Livelihoods Restoration Process

##### Identification and Categorization of Displaced Groups

Groups likely to be displaced in some way by Project activities first need to be categorized in order to determine the level and type of support the Project would be responsible for providing. Compensation and rehabilitation programs should be developed based on the magnitude and significance of the impact felt by businesses or households as a result of economic displacement.

While from time to time it is possible that compensation and rehabilitation could be considered on a case-by-case basis, it is helpful to have overarching guidelines establishing eligibility, so as to ensure the most effective and responsible use of resources available, and so as to minimize the potential rise of expectations on the part of community members.

##### Process for Displacement Consultation and Activities

###### Identification of Project-Affected Communities

In order to identify the specific Affected Populations, the following should be undertaken:

* **Public consultation** should be conducted to identify groups affected by the Project (see Stakeholder Engagement Plan for further details) and determine what adverse impacts the Project may have on their livelihoods. In order to understand what specific impacts may be experienced, consultation should be carried out with local government, formal and informal community leaders, business associations, or other community representatives.
* **Thematic mapping** should be developed using existing maps and baseline information to identify populations, infrastructure, cultural property, and land use patterns in the Project area. This information serves as an important starting point for planning further displacement consultation activities.
* A **census** should be undertaken that enumerates and registers Affected Populations and their location. Through this step, the Project establishes a list of eligible beneficiaries of the livelihood restoration process, and is protected from spurious claims by those seeking benefits. This census also provides a base understanding and framework for any additional socioeconomic data collection required, and a baseline for future monitoring and evaluation. Data should be collected on each individual or business’ key economic activities; income; and social networks among others. Enumerators should be clear on the specific plans for compensation, including the fact that lack of legal land title does not disqualify people from livelihood restoration assistance.
* All interactions should consider **potential vulnerabilities** of Affected Populations including female or elder-owned businesses, people with disabilities, minorities, and ensure that full access to the process is provided accordingly.
* An **inventory** should be collected of any assets pertaining to businesses or economic activities that could be lost or affected. Privately-owned assets could include shops, stalls or other structures, and other types of private non-moveable assets. In assigning value to these assets, it is critical that the Program consults with the Affected Population regarding the methods and formulas for assigning value to assets lost and income forgone as a result of the Project. These inventories should be countersigned by the asset owners.

###### Dissemination of Information

In order to be successful, the CLRP must be prepared through a process of public consultation with all interested and affected parties. In order to achieve this, affected populations and stakeholders should be informed of the availability of compensation for lost income or assets, their eligibility for compensation, assistance around economic resettlement, and redress of any associated grievances or feedback.

To achieve this, public consultations should be held to present the information included in the CLRP and to collect ideas and concerns about the CLRP and its implementation. In doing this, the Project should make Affected Communities aware of their rights around displacement. As well, copies of the CLRP should be made available to all stakeholders.

Stakeholders in the Project Area should be made aware of opportunities to attend public consultation meetings where they can learn about the details of the Project. These meetings should be held with communities, community organizations, local government departments and agencies, and be ongoing throughout the Project cycle, including during the planning, implementation, monitoring and evaluation of compensation payments and livelihood restoration activities.

During these meetings, stakeholders should be informed of the Project, its planned activities, and plans for livelihood restoration and compensation. These meetings should also provide stakeholders with opportunity to ask questions and provide insights into potential impacts or areas of sensitivity. The sessions should be widely advertised via signage, word-of-mouth, and announcements at community organizations and events. They should (a) provide information on the Project and associated displacement impacts, and (b) allow for attendees to ask questions and voice concerns. They should also indicate specific steps to be taken for stakeholders who will be economically displaced. Meetings should be documented via meeting minutes and photographs, and publicly disclosed.

A consultation log should be developed and used to record the date, location, host organization, type of settlement, issues discussed, and action taken, for all consultations undertaken regarding livelihood restoration activities.

Specific activities involved in the dissemination plan include the following:

* Disclosure of the Compensation and Livelihood Restoration Plan, Stakeholder Engagement Plan, and Environmental and Social Management Plan mitigation measures;
* Procedures for addressing grievances through a Grievance Mechanism;
* Land, property, and assets evaluation procedure;
* Process and rates for compensation;
* Inventory and valuation of properties and assets; and
* Provision of compensation.

#### Design of Income Restoration and Development Initiatives

Compensation and income restoration and development schemes should be designed in consultation with Affected Populations, including input regarding the mitigation of effects and promotion of development opportunities. Local authorities and community-based organizations should also be consulted throughout this process, and should include implementation schedules, programs for consultation and participation, dispute resolution mechanisms, budgets, and schedules for monitoring and evaluation, as well as mechanisms for correcting any issues that arise during monitoring and evaluation.

The following entitlement matrix identifies currently known resettlement impacts and impacted parties, along with suggested entitlements (see Table 1-4). This should be further developed and used as a basis for more specific entitlement actions as more information on impacts become available via additional recommended stakeholder engagement and surveys outlined in Table 1-1 above.

Table 1‑4: Entitlement Matrix

| **Impacted Asset** | **Entitled Parties & Eligibility** | **Entitlements** |
| --- | --- | --- |
| Buildings and structures | Owners and/or occupants of buildings/ structures along affected roadways | It is not expected that any buildings or structures will be affected. In the event of accidental impacts to buildings or structures, owners of any such structures would receive in-kind or cash compensation for repairs. |
| Business establishments | Owners of businesses along affected roadways | In-kind or cash compensation in the event of damage to storefronts or other business assets.  Appropriate phasing and management of construction activities to maintain access to businesses to the extent practicable.  Procurement of goods and services from local businesses as relevant and appropriate to meet Project needs.  Improved public access to businesses in the area after completion of Project construction. |
| Access routes | Residents, business owners, workers and other commuters in DAI affected by traffic and limitations on access | Improved access and traffic flow in the area after completion of Project construction.  Appropriate management of construction areas to minimize traffic disruptions and maintain access to businesses and residents.  Hiring of workers from the local community during the construction phase, to the extent practicable. |
| Living heritage sites | Administrators and users of places of worship and other living heritage sites in the Project DAI | In-kind or cash compensation in the event of accidental damage to living heritage structures.  Appropriate management to be determined in collaboration with local authorities, site administrators, and others as appropriate to maintain access and avoid disruption. |

### Traffic and Pedestrian Management Plan

|  |
| --- |
| *This Traffic and Pedestrian Management Plan (TPMP) provides a working template that will be used by the selected construction contractor (the Contractor) appointed by the Project Proponent (the MPWTC). It details the specific mitigation requirements and focus areas identified through the Environmental and Social Impact Assessment, but also recognizes that the selected Contractor will have their own policies and procedures that will need to be inputted to this plan. It also recognizes that as the Contractor develops the Project designs, this may influence how construction will be undertaken and progress, and these aspects will need to be integrated into this plan.* |

#### Introduction

##### Overview

This Traffic and Pedestrian Management Plan (TPMP) for the Dr. Jules Sedney Port and Roads Intervention Project (the “Project”) sets out the expectations of the Project Proponent (i.e., the Ministry of Public Works, Transportation, and Communication, MPWTC, and its partner, the Inter-American Development Bank, IDB) and defines how the Contractor will implement and manage environmental matters.

##### Objectives

The purpose of the TPMP is to minimize the interface wherever possible between the public (pedestrians, visitors, tourists, residents, etc.) and site and project-related traffic, as well as minimize economic losses of local businesses throughout construction. This document provides practical guidance on the planning and control measures that will be implemented.

The objectives of this plan are:

* Minimize the impact on the public road network approaching and adjacent to the project by road based construction traffic. This will be achieved by identifying clear controls on routes, vehicle types, vehicle frequency, vehicle quality and hours of site operation.
* To establish main principles for vehicle and pedestrian movement within the site boundary maintaining positive segregation between personnel and vehicles.
* To provide measures to help minimize economic losses of local businesses during construction.

The main construction Contractor is responsible for the execution of the plan, and the plan as a document is ‘dynamic’, and will be revised and added to as the project evolves.

#### Project Description

This section needs to include specific details on the proposed works, duration, relevant plans, and other characteristics of the project. The following provide guidance on what is needed.

* **Scope of Construction Works:** Description of the full range of construction works / activities proposed (e.g., clearing of land, placement of poles, filter rock, geotextile fabric and armour rock; installation of piles at the bridge crossing; etc.).
* **Description of the Construction (Disturbance) Footprint:** Full description of the existing land area that will be disturbed by the construction works and those immediately adjacent;
* **Timing of Works:** Provide a description of both the total duration of the works and the time of year they will occur. The latter would include consideration of expected climate during this time (e.g. anticipated rainfall and storms events, wind direction and speeds);
* **Site Plan:** The project site plan would clearly show the full extent of the proposed works area of the construction project. This would typically include a map with the full construction boundary and disturbance footprint marked clearly over a current aerial photograph (i.e. including all construction activities, associated laydown areas, etc.). It would also include site specific information, for example the location of any important waterways or adjacent vegetation to be protected, national heritage listed areas, or the location of sediment and erosion traps, electrical services, etc.

#### Project Roles, Responsibilities and Contacts

All positions across the project have traffic and pedestrian responsibilities to some extent. These vary in relation to duties described in Table 1-5, but everyone has a base level duty of care to prevent environmental harm.

Table 1‑5: Project Roles, Responsibilities and Contact Details to be Finalized by the Construction Contractor for the TPMP

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Position | Responsibilities | Line Manager | Name | Contact Details\* |
| Project Manager |  |  |  |  |
| Site Supervisor |  |  |  |  |
| Environment Manager |  |  |  |  |
| HSE Representative |  |  |  |  |

#### Training, Awareness and Competency

The TPMP prepared by the construction Contractor must outline how traffic training, awareness, and competency will be delivered / assessed throughout the Project, to ensure the relevant aspects of this TPMP are communicated to the Project team and front line staff (including contractors and sub-contractors). Examples may include:

* Site Induction
* Daily Pre-Start Meetings
* Toolbox Talks
* Incident bulletins
* Sub-contractors kick-off meeting
* Contractor and client site kick-off meeting

This awareness and training must also be extended to delivery drivers and trade contractors.

#### Communication with Relevant Stakeholders

The Project proponent (MWPTC) will maintain an open line of communication with the affected stakeholders. Prior to commencement of the work, the TPMP should be disclosed to the appropriate stakeholders in order to ensure all concerns and issues are appropriately mitigated. Any issues and concerns expressed during public consultations should be addressed in the updated TPMP. In addition to disclosure of the TPMP, the public must also be made aware of available communication methods in order for them to express any issues and/or concerns (see Section 1.5.5, Grievance Mechanism, above). It is important that the GM is made available to the public at all times, and that handling of any grievances is done in an expedited manner. All grievances as well as their resolutions shall be recorded.

#### Traffic and Pedestrian Management

##### Work Area Considerations

This section presents a summary of the risks and controls that have been identified per work areas for the proposed construction Project when considering traffic management and interface with pedestrians. The Contractor should determine what additional risks and proposed management controls are required based on their final design and work method statements. A project risk assessment or job hazard analysis for specific task(s) should be performed.

The following table is based on the assessment that has been performed. Note that the table does not contain an exhaustive list of potential issues, and it would be expected that Contractor develop risk management strategies, controls, etc. that suit the scale/nature of finalized construction Project.

***Roads Intervention Work Areas***

|  |  |  |
| --- | --- | --- |
| ROADS INTERVENTIONS WORK AREAS | | |
| Work Area and Route Maps | **Route Maps:** Maps will need to be shown that identify the main roads and pedestrian and cycle footpaths, construction site access points and delivery locations that will be affected by construction activities and which will be used for deliveries.  The following aspects need to be carefully considered (as shown in the figure to the right):   * **Roads:** vehicular and bicycle traffic along the MLD – Van ‘t Hogerhuysstraat * **Parking:** parking areas along these roads * **Pedestrians and cycles** |  |
| Specific Considerations | The contractor should identify and prepare specific actions – including the following aspects:   * During the proposed roads improvements and interventions construction phase, especially along the MLD – Van ‘t Hogerhuysstraat maintain the traffic and schedule construction activities, to the extent possible, to be conducted not during peak times (e.g., early in the morning or night). * Deploy traffic, safety, and road detour signs in close cooperation with the Traffic Police. * Coordinate the delivery of construction materials at times that minimize impacts to the existing traffic. | |

#### Specific Work Practices

This section presents a summary of the risks and controls that have been identified for specific work practices when considering traffic management and interface with pedestrians. The Contractor should determine what additional risks and proposed management controls are required based on their final design and work method statements. A project risk assessment or job hazard analysis for specific task(s) should be performed.

The following tables are based on the assessment that has been performed. Note that these do not contain an exhaustive list of potential issues, and it would be expected that Contractor develop risk management strategies, controls etc. that suit the scale/nature of finalized construction Project.

***Local Business Impacts***

|  |  |  |  |
| --- | --- | --- | --- |
| PEDESTRIAN SAFETY | | | |
| Objective(s) | 1. Help Minimize Economic Losses of Local Businesses | | |
| Management Strategy | Management Controls | | |
|  | | Responsibility | Timing |
| Control(s) | Measures to be applied include:   * Coordinate the delivery of construction materials at times that minimize impacts to the local businessess. * Provide contact information to all residences and business in the Project area (email, phone number) * Alert all residences and business commencement of work at least two weeks before construction starts * Establish measures to ensure continuous access to businesses: * Provide access lanes * Install signs to indicated that businesses are open (e.g., “XXX is OPEN”) * Provide to all residences and businesses weekly updates on project construction progress and schedule, including expected date of completion |  |  |
| Performance Indicator(s) | Number of complaints received through the Grievance Mechanism |  |  |
| Monitoring | Communication protocols, public disclosure events |  |  |
| Reporting | Incident report on grievances received and resolution. |  |  |
| Corrective Action(s) | * Investigate grievances * Review controls and requirements |  |  |

***Pedestrian Safety***

|  |  |  |  |
| --- | --- | --- | --- |
| PEDESTRIAN SAFETY | | | |
| Objective(s) | 1. To ensure and protect pedestrians both inside and outside the construction work sites. 2. Ensure clear separation of pedestrians from work activities and traffic. | | |
| Management Strategy | Controls, signage and physical separation. | | |
|  | | Responsibility | Timing |
| Control(s) | Measures to be applied include:   * Ensure pedestrian routes are clearly separated from vehicle routes by fencing and/or a kerb, or other suitable means. * Ensure pedestrian routes are wide enough to safely accommodate the number of people likely to use them at peak times. * Ensure pedestrian routes allow easy access to relevant local work, tourist and residential areas. * Ensure pedestrian routes are kept free of obstructions. * Ensure pedestrian routes are clearly and suitably signed. * Ensure pedestrians can safely cross the main vehicle routes. * Ensure pedestrians have a clear view of traffic movements at crossings and at gates which lead onto traffic routes. * Ensure pedestrians have clearly marked, separate access for use at loading bays and site gates. * Ensure pedestrian routes provide safe access to welfare facilities. |  |  |
| Performance Indicator(s) | No accidents or incidents. |  |  |
| Monitoring | Daily inspection of work areas, route signage and protection. |  |  |
| Reporting | Incident report for non-conformance of pedestrian issues. |  |  |
| Corrective Action(s) | * Investigate cause of any accident/incident/near miss. * Review controls and requirements |  |  |

***Vehicle Routes***

|  |  |  |  |
| --- | --- | --- | --- |
| VEHICLE ROUTES | | | |
| Objective(s) | 1. To ensure clear and well-signed vehicle routes into and out of the construction site. 2. Ensure non-construction traffic impacts are minimized. | | |
| Management Strategy | Controls, signage and physical separation. | | |
|  | | Responsibility | Timing |
| Control(s) | Measures to be applied include:   * Ensure routes suitably consider pedestrian issues (as above). * Ensure routes are wide enough to safely accommodate the number of vehicles likely to use them at peak times. * Ensure routes allow easy access to delivery areas. * Ensure routes free of obstructions, and are clearly and suitably signed. * Ensure routes eliminate or reduce the need for reversing. * Ensure that at the final point of exit can the driver see pedestrians on the pavement. * Ensure temporary structures are protected from vehicle impact. * Ensure provision of suitable parking areas. * Ensure routes are planned to reduce the need for excessive vehicle movement. * Ensure measures to prevent vehicles depositing mud on the roadways. |  |  |
| Performance Indicator(s) | No accidents or incidents. |  |  |
| Monitoring | Daily inspection of work areas, route signage and protection. |  |  |
| Reporting | Incident report for non-conformance of traffic movements. |  |  |
| Corrective Action(s) | * Investigate cause of any accident/incident/near miss. * Review controls and requirements |  |  |

***Vehicle Reversing***

|  |  |  |  |
| --- | --- | --- | --- |
| VEHICLE REVERSING | | | |
| Objective(s) | To minimize vehicle reversing by following the reversing hierarchy. | | |
| Management Strategy | Management controls. | | |
|  | | Responsibility | Timing |
| Control(s) | Implementation of the reversing hierarchy:   |  |  | | --- | --- | | 1. *Eliminate need to reverse* | Implement one-way systems around the site and in loading and unloading areas Provide designated turning areas. | | 1. *Reduce reversing operations* | Reduce the number of vehicle movements as far as possible. Instruct drivers not to reverse, unless absolutely necessary. | | 1. *Ensure adequate visibly for drivers* | If possible, consider use of CCTV, convex mirrors, Fresnel lens, etc. to overcome restrictions to visibility from the driver’s seat, particularly at the sides and rear of vehicle. Design vehicle reversing areas which:   * Allow adequate space for vehicles to manoeuvre safely * Exclude pedestrians; and * Are clearly signed and have physical stops or buffers to warn drivers that they have reached the limit of safe reversing areas. | | 1. *Ensure safe systems of work are followed* | Ensure everyone on site understands site rules on vehicle safety. Drivers and signallers need to be in constant communication during reversing operations. Signallers should not be put at risk from vehicle movement, e.g. by standing directly behind reversing vehicles. Ensure all vehicles on site are fitted with appropriate warning devices. | | 1. *Provide warnings when vehicles are reversing* | Ensure reversing warning lights and alarms are in good working order and instruct workers to keep clear of moving vehicles. | |  |  |
| Performance Indicator(s) | No accidents or incidents. |  |  |
| Monitoring | Daily briefings of drivers and contractors. Inspection of driving practices. |  |  |
| Reporting | Incident report for non-conformance of traffic movements. |  |  |
| Corrective Action(s) | * Investigate cause of any accident/incident/near miss. * Review controls and requirements |  |  |

***Drivers Safe Work Practices***

|  |  |  |  |
| --- | --- | --- | --- |
| Drivers Safe Work Practices | | | |
| Objective(s) | To minimize vehicle incidents through good driver behaviours and practices. | | |
| Management Strategy | Management controls. | | |
|  | | Responsibility | Timing |
| Control(s) | Implementation of the following safe work practices for drivers:   * Only operate vehicles if you are competent and authorized to drive them * Do not drive with impaired abilities (ill health, poor vision, prescribed/illegal drugs or alcohol) * Make sure you fully understand the operating procedures of the vehicles you control * Know the site routes and follow them. Take care at pedestrian crossovers. * Understand the system of signals used on site * Visiting drivers: seek appropriate authority to enter the site and operate vehicles * Know the safe operating limitations of your vehicles ,particularly relating to safe maximum loads and gradients * Carry out daily checks on your vehicles and report all defects immediately to supervisors * Follow site procedures and comply with all Site rules * Do not drive at excessive speeds * Wear appropriate PPE when out of the cab * Ensure that windows and mirrors are kept dean and dear * Keep the vehicle tidy and free from items which may hinder the operation of vehicle controls * Do not allow passengers to ride on vehicles unless safe seating is provided * Park vehicles on flat ground wherever possible, with the engine switched off, the handbrake and trailer brake applied and where necessary use wheel chocks * Do not reverse without reversing aid or banksman assistance * Where visibility from the driving position is restricted, use visibility aids or a signaller. Stop if you lose site of the signaller or the visibility aids become defective. * Do not remain on vehicles during loading operations, unless the drivers position is adequately protected * Ensure loads are safe to transport * Do not attempts to get off moving vehicles * Do not make adjustments with the engine running and guards removed * Do not smoke during refuelling operations * Do not use a mobile phone whilst driving on site |  |  |
| Performance Indicator(s) | No accidents or incidents. |  |  |
| Monitoring | Daily briefings of drivers and contractors. Inspection of driving practices. |  |  |
| Reporting | Incident report for non-conformance of traffic movements. |  |  |
| Corrective Action(s) | * Investigate cause of any accident/incident/near miss. * Review controls and requirements. |  |  |

***Signalers/Banksman Practices***

|  |  |  |  |
| --- | --- | --- | --- |
| SIGNALERS/Banksman Practices | | | |
| Objective(s) | To minimize vehicle incidents through good driver behaviours and practices. | | |
| Management Strategy | Management controls. | | |
|  | | Responsibility | Timing |
| Control(s) | Implementation of the following practices:   * Use relevant safety procedures and correct signalling systems * Ensure drivers understand the correct signalling systems * Signal instructions clearly * Ensure you are visible to the driver and the driver is visible to you; if not, stop the vehicle moving * Stand in a safe location at all times * Warn pedestrians and make sure they are kept away from vehicle operations * Wear appropriate protective clothing, including high-visibility clothing * Report work hazards to supervisors * Make sure you can get to and from your work location safely * Do not ride on the vehicle you are directly unless you are in a designated safe position * Do not direct vehicles if your ability is affected by alcohol or drugs * Do not use a mobile phone whilst directing vehicles |  |  |
| Performance Indicator(s) | No accidents or incidents. |  |  |
| Monitoring | Daily briefings of drivers and contractors. Inspection of driving practices. |  |  |
| Reporting | Incident report for non-conformance of traffic movements. |  |  |
| Corrective Action(s) | * Investigate cause of any accident/incident/near miss. * Review controls and requirements. |  |  |

***Construction Equipment***

|  |  |  |  |
| --- | --- | --- | --- |
| Other Plant and Equipment | | | |
| Objective(s) | To minimize equipment incidents through good operator behaviours and practices. | | |
| Management Strategy | Management controls. | | |
|  | | Responsibility | Timing |
| Control(s) | Implementation of the following practices:   * Allow only competent people to drive construction equipment * Provide stop blocks at the edges of excavations, pits, spoil heaps, etc. to prevent equipment falling. The blocks need to be positioned a sufficient distance away from any unsupported edges and slopes to prevent the weight of the vehicle causing collapse * Do not operate the site equipment controls unless seated on the driving seat * Do not carry passengers unless purpose built seats are provided * Do not drive on gradients in excess of those safe for the plant/equipment (see manufactures instructions) * Avoid manoeuvring on sloping ground * Drive at appropriate speeds for site conditions * Load on a flat ground with brakes applied * Get off equipment when it’s being loaded * Ensure loads are distributed evenly and do not let them obscure your vision * Securely fix loads which may cause danger if they move * Stop the vehicle, take out of gear and apply parking brake, before tipping loads * Do not drive around with the skip in the vertical discharge position * Use the appropriate towing pins (not bent pieces of reinforcement bars) * Do not leave the engine running when you leave the vehicle * Be aware of the difference in performance of the site equipment when loaded and unloaded, particularly speed, braking and stability on slopes * Be aware of the different handling and braking characteristics of the vehicle in the wet or icy conditions * Do not alter tyre pressures outside the manufacturers specifications * Do not use a mobile phone while operating equipment |  |  |
| Performance Indicator(s) | No accidents or incidents. |  |  |
| Monitoring | Daily briefings of drivers and contractors. Inspection of driving/operating practices. |  |  |
| Reporting | Incident report for non-conformance of plant and equipment movements. |  |  |
| Corrective Action(s) | * Investigate cause of any accident/incident/near miss. * Review controls and requirements. |  |  |

## Operation Phase

This Operation ESMP provides recommendations and preliminary plans that should be further developed and included by NV Havenbeheer Suriname into the existing Environmental and Social Management System already in place at the Port in order to achieve compliance with international best practice in environmental protection.

Given that the Project comprises two main components: improvements of the Port access and land utilization within the Port, and road upgrades, improvements, and safety optimization outside of the Port, the operation phase of the Project would only apply to those activities implemented within the Port.

### Operation Environmental and Social Management Plan

#### Objective of this Environmental and Social Management Plan

This ESMP is designed to establish a framework for the proper management and mitigation measures to be implemented during the operation of the proposed Port improvement Projects. Project activities will be carried out by NV Havenbeheer Suriname and its management companies, so this Plan includes strategies that will them to manage, mitigate, and avoid adverse effects to environmental and social receptors which could potentially be directly or indirectly affected by Project activities.

#### Key Impacts

The proposed Project has the potential to affect the environmental and social conditions within the Port area. Project activities within the Port area that will lead to changes in operation are limited to improved traffic flow patterns, increased warehouse/storage space and improved/increase parking areas. Potential negative impacts during the operational phase of the Project are not expected to change much from those resulting from current operating conditions of the Port; however could require changes to the current Environmental and Social Management System (ESMS). Negative impacts could be caused by the following Project activities:

* Changes to traffic patterns could lead to operational health and safety impacts;
* Changes to storage areas and handling procedures for hazardous materials and hazardous wastes; and
* Changes to emergency response procedures and emergency response equipment storage/staging areas.

This EA for the Project determined that the proposed Port improvement activities are not expected to have impacts on flora or fauna or cultural resources in the Port area during the operation phase of the Project.

#### Environmental Policy

Operation of the Port is the responsibility of NV Havenbeheer Suriname who already maintains and implements an ESMS. This ESMS will have to be updated to ensure that any changes in operation resulting from Project activities comply with relevant local regulations, international agreements, as well as IDB policies and safeguards.

#### Organization and Responsibilities

The Executing Agency of the Project’s operation phase covered by this ESMP would be NV Havenbeheer Suriname. NV Havenbeheer Suriname counts with a Health, Safety, Environment and Quality Department that would be responsible for ensuring that the ESMS is updated and implemented and that:

* All contractors in charge of Port management and activities implement the requirements in the ESMS and comply with local and international regulations regarding the handling and disposal of hazardous materials and hazardous wastes, and implement the appropriate labor and health and safety regulations. These requirements must be spelled out in all tender documents and contracts.
* All contractors in charge of Port management and activities perform data collection and monitoring.
* All contracts include payment schedules based on quantifiable deliverables (documentation for the appropriate transportation and disposal of wastes).

#### Environmental, Social, and Safety Training

As must be specified in contract documents, all Port contractors must be trained in the appropriate handling and disposal of the hazardous materials that relate to their specific tasks.

Contractors must be trained in emergency response procedures which must include spills, releases, storm events, and fires. The NV Havenbeheer Suriname Managers are responsible for ensuring that contractors hired guarantee that training is up-to-date for all pertinent personnel.

#### Environmental and Social Management Program

###### Mitigation Measures and Management Controls

If mitigation measures are properly updated and implemented, the Project impacts are considered to be negligible. Project operation activities will be confined to inside the Port, with no disturbance to new, undeveloped areas.

The negligible impacts of the Project will be mitigated and managed with the application of industry-standard best practices. Table 1-6 summarizes these best practices. Any contractor or supplier that may be involved in the Project will be required to incorporate the proposed mitigation measures and management controls within their own working procedures and plans.

Table 1‑6: Environmental and Social Management Program – Updates to Existing Mitigation Measures and Management Controls

| Impact | **Resource** | **Source of the Impact** | **Recommended Mitigation/ Management Measure or Embedded Control** | **Responsible to Execute** |
| --- | --- | --- | --- | --- |
| ***Physical*** | | | | |
| Soil and groundwater contamination from spills | Soils / Hydrology | * Inappropriate storage/use of hazardous materials due to changes in operational procedures * Inappropriate disposal/storage of hazardous waste due to changes in operational procedures | * Update existing ESMS and Hazardous Materials/Hazardous Waste Management Plans to ensure they include:   + Appropriate waste bins, type, volume and service frequency to accommodate anticipated waste streams.   + All loads arriving or leaving the site are appropriately secured.   + Provide information regarding waste management in site specific inductions, including waste separation and importance of securing vehicle loads.   + Ensure licensed contractors are used to collect controlled wastes. * Train all appropriate personnel in changes to hazardous material/hazardous waste management resulting from changes to operational procedures | NV Havenbeheer Suriname and contractors that may participate in Port operations. |
| ***Social*** | | | | |
| Fire and explosion | Fire hazard risk | * Fires caused by changes operational procedures at the Port. | * Update existing ESMS and Hazardous Materials/Hazardous Waste Management Plan to ensure they include:   + Emergency response procedures as described below   + Prohibitions of smoking or ignition sources in areas not approved for such use. | NV Havenbeheer Suriname and contractors that may participate in Port operations. |
| Exposure to hazardous chemicals | Human health | * Accidental spills due to changes to operational procedures (e.g., used oils and lubricants, used battery acid), during collection and transportation | * Update existing ESMS and Hazardous Materials/Hazardous Waste Management Plan to ensure they include:   + Spill kits with the appropriate personal protective equipment (PPE) necessary for the type of spill (such as gloves and eye protection). * Ensure removal contractors are trained in any new spill response changes | NV Havenbeheer Suriname and contractors that may participate in Port operations. |
| Changes to traffic patterns/increased traffic flow | Human health | * Implementation of new traffic patterns as a result of modifications to the Port | * Ensure the ESMS is updated with new traffic and security procedures * Train all appropriate personnel in changes to traffic patterns and security procedures as appropriate | NV Havenbeheer Suriname and contractors that may participate in Port operations. |

###### Monitoring and Evaluation

During the operation of the Port, NV Havenbeheer Suriname will verify that activities are conducted in compliance with the ESMS and applicable regulatory requirements.

NV Havenbeheer Suriname will verify the following:

* Appropriate transportation and disposal of hazardous waste.
* Maintenance of transportation and disposal documentation
* Health and safety procedures.

NV Havenbeheer Suriname will maintain all documents relating to the following:

* Physical environment: report any event related to the physical environment, such unanticipated spills and releases.
* Occupational health and safety (OHS): discuss the OHS performance and detail any event or incident, its causes and consequences, an analysis of root causes, and measures taken to prevent similar events in the future.
* Community grievances: provide details of community grievances including list of grievances, how grievances were solved, list of any pending grievances, and root causes of grievances.

###### Emergency Plan

To respond to emergencies, including spills or leaks during the use or transport of the hazardous substances/wastes, or from fires or extreme weather events, NV Havenbeheer Suriname must update the current emergency response plan to handle and mitigate any emergency. This emergency response plan must be made available to all employees and contractors working at the Port. The following activities should be carried out in case of emergencies:

Spills and leaks:

* Provide spill kits with the appropriate spill response equipment depending on the types of materials handled: oil, battery acid, etc. Spill kits should also contain the appropriate PPE necessary for the type of spill (such as gloves and eye protection).
* During an emergency spill, use the emergency kit to contain the spill. If required, contain the spill using available materials such as soil berms and/or wood planks.
* If materials are leaked, contain the leak and clean up and dispose of material accordingly. Remove spilled materials and place it in an appropriate container for disposal, only if able to do so safely.
* Investigate and report the cause of the spill and retroactively implement procedures to prevent it from happening again.

Fires:

* Provide training to personnel on the causes of fires, extinguishing methods, and equipment use.
* Evacuate the area if there is the possibility for an explosion.
* Prohibit smoking anywhere where there is a fire hazard.
* Assist anyone affected, performing first aid if needed, and transport them to the nearest hospital/clinic if necessary.
* After the fire and once it is safe to enter, ventilate the areas and remove any remaining residual materials for their proper disposal.
* Investigate and report the cause of the fire and retroactively implement procedures to prevent it from happening again.

Work Accidents:

* Provide information and/or training to all employees who are at risk.
* Ensure the used of PPE when required and provide a first aid kit for minor accidents/lesions at the work place.
* In case of an emergency, report the emergency to the supervisors and if needed, transport affected personnel to the nearest hospital/clinic.
* Investigate and report the cause of the accident and retroactively implement procedures to prevent it from happening again.

###### Community Grievance Mechanism

NV Havenbeheer Suriname will update their current grievance mechanism as needed based on any changes to Port operations. The grievance mechanism must include the following best practice elements:

* A transparent grievance receipt and registration system to provide culturally appropriate ways for stakeholders to register grievances and confirm they have been received;
* Grievance eligibility assessment to determine if the issues raised in the grievance fall within the scope of the grievance mechanism and the grievances are eligible to file in the grievance mechanism;
* Grievance evaluation to clarify the issues and concerns raised in the grievance, gather information, and identify whether and how the issues may be resolved;
* Problem solving, with or without the assistance of independent, third parties, that include:
  + Internal decision-making processes, whereby issues are handled by designated members of the Project Management Team or other company officials, using clearly articulated standards and criteria, to develop and propose a company response to the grievance and to allow for an appeals process;
  + Joint problem solving, in which the company and the complainant engage in direct dialogue arranged by an Environmental and Social Responsibility Officer; or
  + Third-party mediation to determine a solution when a voluntary agreement is not possible;
* Grievance tracking, monitoring, and reporting, consisting of an internal grievance documentation and tracking system, monitoring of the status of each grievance, and monthly reporting and evaluation of the grievance mechanism, key issues and areas for improvement;
* Company-community feedback and information sharing to strengthen the grievance resolution processes, including asking stakeholder how the grievance mechanism may be strengthened, and ensuring that the mechanism is understood, accessible and appropriate for all stakeholders; and
* Organizational learning and identification of systemic problems and the need for changes to policies and procedures to prevent recurrent future disputes, as identified in monthly and annual evaluations and reports.

**ANNEX 4 – ESHS ACTION PLAN**

**ANNEX 4**

**ESHS ACTION PLAN for the Port Management (NV Havenbeheer Suriname)**

**Note: This version is to be substituted whit signed ESHS Action Plan, where Deadlines must be agreed and established.**

| **AREA FOR IMPROVEMENT** | **ACTIONS** | **DEADLINES** | **DELIVERABLE1** |
| --- | --- | --- | --- |
| **1. Environmental and Social Management System (ESMS)** | 1.1 The Port Management should update the management systems to a comprehensive ESMS for the Port, aligned with the most recent ISO 14001 framework of ISO 14001:2015, in particular, but not limited to, the elements identified below. | **This column is to be discussed and agreed with Port Management** | The ESMS Manual |
|  | 1. The specific record keeping procedures, in particular, but not limited to, fuel storage, hazardous wastes, and fueling operations. |  | The proposed recordkeeping procedure. |
|  | 1. Identify the interested parties and other stakeholders and their expectations and needs and develop a plan to meet them; |  | A report detailing the Port stakeholders and Interested parties identified, the analysis of their interests and a plan to strive to meet them. |
|  | 1. Develop a stakeholder engagement plan consistent with the requirements of the IDB Environment and Safeguards Compliance Policy (OP-703/B.6) |  | The Stakeholders Engagement Plan. |
|  | 1. Develop a grievance mechanism for both internal and external grievances, including records and a system to manage all ESHS incidents and public complaints. |  | The Grievance Mechanism for both internal and external grievances. |
|  | 1. Monitoring plan and procedures for monitoring the Port’s impacts on terrestrial and aquatic habitat, air emissions (e.g., VOC), noise, vibration, and impacts on local communities (e.g., road traffic, tourism). |  | The Monitoring Plan, including as a minimum, but not limited to, the parameters to be monitored, the specific methods for collection and analysis of samples, the location of sampling stations, and the periodicity of sampling, and the legal limits to be enforced. |
|  | 1. Procedures for monitoring the use of oils on site and promote the use of biodegradable oil where possible. |  | The proposed procedures. |
|  | 1. Develop a comprehensive Spill Prevention, Control and Countermeasure (SPCC) to include standard operating procedures for fueling operations as well as oil tank filling operations on site, among other components. |  | The SPCC Plan. |
|  | 1. Develop measures to identify and calculate, according to methodologies internationally accepted, and reduce the Port’s overall GHG emissions of its operations. If necessary, hire a third-party specialized company. |  | The results of the GHG emissions calculations according to TORs approved by the Bank. |
|  | 1. Develop measures to increase Port’s resilience to climate change. |  | A Report including an analysis of the Ports vulnerability to climate chance and the proposed measures to increase its resilience to climate change. |
|  | 1. Develop a consolidated and formal Contingency and Emergency Response Plan, integrating PS/DP World Paramaribo, VHS transport, and NV Havenbeheer Suriname. |  | The Contingency and Emergency Response Plan. |
|  | 1. Develop and adequately implement an Emergency Response to Natural Disasters Plan. |  | Emergency Response to Natural Disasters Plan. |
|  | 1. Develop an ESHS Coordination Committee for the Port that includes key ESHS personnel from NV Havenbeheer and the two terminal operators. The ESHS Management Committee should meet regularly to further coordination around environmental, social, and H&S management systems and procedures. |  | Evidence of the formal creation of the ESHS Coordination Committee, including its Bylaws. |
|  | 1. The updated ESMS should include a requirement and a deadline for all Port Operators to update and adjust their own ESMS to be consistent with the Port Management’s ESMS. |  | Evidence of the requirement. |
| **2. Health and Safety Management System (HSMS)** | 1. Develop a comprehensive HSMS for the Port, aligned with OHSAS 18001:2007, and align and coordinate with the Port management and port operators. |  | The HSMS Manual |
|  | 1. The HSMS must include updated procedures specifically for confined space entry, noise exposure, crane operation, inspection of trucks prior to entry, among others. |  | The proposed procedures |
|  | 1. The HSMS must include a Port Security Plan. |  | The Port Security Plan |

All deliverables must be satisfactory to the Bank

**Annex 4**

**ESHS Action Plan**

*(to be attached)*

1. National Assembly approves the award of major work contracts. [↑](#footnote-ref-2)
2. If the indicator (impact, outcome and/or output) satisfies the Pro-Gender criteria, please write “Pro-Gender” in this column. If the indicator satisfies the Gender Tracking criteria, please write “Gender Tracking” in this column. If the indicator satisfies the Ethnicity Tracking criteria, please write “Ethnicity Tracking” in this column. These definitions are available in the [DEM Toolkit](http://idbdocs.iadb.org/WSDocs/getdocument.aspx?DOCNUM=38562755). [↑](#footnote-ref-3)
3. The Global Competitiveness Report is a yearly report published by the World Economic Forum. Since 2004, the Global Competitiveness Report ranks countries based on the Global Competitiveness Index. The different aspects of competitiveness for each country are captured in 12 pillars, which compose the Global Competitiveness Index. Quality of roads and ports indexes are part of the second Pillar, infrastructure. [↑](#footnote-ref-4)
4. GCI Indexes: Barbados (roads, ports); Guyana, Belice, El Salvador [↑](#footnote-ref-5)
5. Includes the next processes: XXXXXX [↑](#footnote-ref-6)
6. Explicar …. [↑](#footnote-ref-7)
7. Includes Port Authority, port concessionary (xxxxxxx), port operators, logistic and transport companies, truck drivers [↑](#footnote-ref-8)
8. Inter-American Development Bank, “Involuntary Resettlement in IDB Projects: Principles and Guidelines,” <http://services.iadb.org/wmsfiles/products/Publications/362003.pdf> [↑](#footnote-ref-9)
9. IFC Handbook for Preparing a Resettlement Action Plan, 2002 [↑](#footnote-ref-10)