

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

SURINAME

SUSTAINABLE AGRICULTURAL PRODUCTIVITY PROGRAM

(SU-L1052)

PROJECT PROFILE

This document was prepared by the project team consisting of: Team Leader: Luis Hernando Hintze (RND/CUR); Alternate Team Leader: Michael Collins (CSD/RND). Members: Hector Valdes Conroy, Ana Ríos and Lisa Sofia Restrepo (CSD/RND); Raúl Muñoz (INE/WSA); Mariska Tjon-A-Loi and Rinia Terborg-Tel (FMP/CSU); Steven Hofwijks (CCB/CSU); Pilar Jimenez de Arechaga (LEG/SGO); and Natasha Kate Ward (VPS/ESG).

Under the Access to Information Policy, this document is subject to Public Disclosure.

PROJECT PROFILE

SURINAME

I. BASIC DATA

Project Name:	Sustainable Agricultural Productivity Program		
Project Number:	SU-L1052		
Project Team:	Team Leader: Luis Hernando Hintze (RND/CUR); Alternate Team Leader: Michael Collins (CSD/RND). Members: Hector Valdes Conroy, Ana Ríos and Lisa Sofia Restrepo (CSD/RND); Raúl Muñoz (INE/WSA); Mariska Tjon-A-Loi and Rinia Terborg-Tel (FMP/CSU); Steven Hofwijks (CCB/CSU); Pilar Jimenez de Arechaga (LEG/SGO); and Natasha Kate Ward (VPS/ESG)		
Borrower:	Republic of Suriname		
Executing Agency:	Ministry of Agriculture, Animal Husbandry and Fisheries (LVV)		
Financial Plan:	IDB (OC):	US\$	20,000,000
	Total:	US\$	20,000,000
Safeguards:	Policies triggered:	OP-102; OP-703 (B.1, B.2, B.3, B.4, B.5, B.6, B.7, B.9, B10, B.11, B.17); OP-704	
	Classification:	B	

II. GENERAL JUSTIFICATION AND OBJECTIVES

- 2.1 The Government of Suriname (GoS) has requested the Bank's support to finance structural and institutional measures to increase agricultural productivity through a Specific Investment Loan (SIL).
- 2.2 The agricultural sector is important to Suriname's economy, accounting for 4% of total export earnings (second to mining), and 9% of total Gross Domestic Product (GDP) in 2015 (LVV and Suriname Bureau of Statistics, 2016), as well as 16% of the labor force. Between 1991 and 2002, agricultural GDP declined by 37%. Growth resumed from 2003 to 2015, although lagging behind overall GDP growth ([Suriname Central Bank, 2014](#)). Suriname's main crops are rice, banana, oranges, plantains and fresh vegetables. In 2015, its food exports were US\$97 million (rice accounted for 40.9%, bananas 22.8% and fish products 34.5%), while imports were US\$193 million.
- 2.3 Despite its economic importance, Suriname's agricultural sector's performance is weak. Between 1980 and 2012, Agriculture's total factor productivity (TFP) grew at an annual rate close to zero, lagging behind most of the region ([Nin-Pratt et al., 2015](#)). With the Bank's support, the GoS embarked on a process of policy and institutional reforms in the agricultural sector through a series of three individual Programmatic Policy Based Loans (PBP). The PBP series focused on five main areas identified as obstacles to increase agricultural

productivity: (i) agricultural information and statistics; (ii) animal and plant health and food safety; (iii) agricultural innovation system; (iv) sustainable fisheries; and (v) sustainable irrigation and drainage (I&D). The first operation of the PBP series (Modernization of Agricultural Public Services I - 3126/OC-SU) was approved in 2014, and significant progress has been made on the technical aspects the second operation of the PBP series (SU-L1032). In this regard, the Bank's approach in the sector is to complement the PBP series with specific investment operations. Following this approach, the first investment loan (Agricultural Competitiveness Program - 4097/OC-SU), approved in 2017, focuses on animal and plant health and food safety, as well as agricultural innovation. The proposed operation, in turn, will focus on I&D and agricultural information and statistics.

- 2.4 **Irrigation and Drainage (I&D) in Suriname.** Rice, Suriname's most important agricultural crop and staple food, has an average yield of 4.8 t/ha, while current potential is 6 t/ha, according to the rice research center in Nickerie, SNRI/ADRON. Compared to best performers in the region, yield gaps are 75% for rice, 101% for tubers and 150% for oranges. Poor agricultural performance is aggravated by weak irrigation and drainage management. Approximately 85% of the land deemed suitable for agricultural production is in the coastal plains, mainly in the Districts of Nickerie, Coronie, Saramacca, and Commewijne. These areas face two challenges: (i) a dry season with water shortages; and (ii) a rainy season causing excess water on agricultural land, thus requiring I&D infrastructure for commercial agriculture (see ¶2.5). Large sections of the I&D infrastructure are in disrepair, absorbing constant government resources to keep a minimum level afloat¹. Adding to these challenges are the potential effects of climate change (CC), particularly rising sea levels causing seawater intrusion in I&D systems. Furthermore, climatic events, such as changes in precipitation patterns, have been linked to lower productivity in the sector ([Office of the President of the Republic of Suriname, 2016](#)).
- 2.5 Starting in the 1950s a large scale I&D system, covering 47,000 ha, was developed in Nickerie. However, since the 1980s, operation and maintenance (O&M) has been insufficient, resulting in reduced capacity due to deterioration of infrastructure and sedimentation in the canals. Only 57% of the I&D perimeter in Nickerie is presently in rice production. Similarly in Coronie only 5% of that perimeter is in production, while in Saramacca it's 29% ([European Commission, 2009; IMDCWG, 2015](#)).
- 2.6 A key constraint to improved I&D management lies in users not participating in managing the systems and covering operation and maintenance (O&M) costs ([Garrido et. al., 2013](#)). O&M costs of I&D primary and secondary infrastructure (outside farmers' plots)² have been traditionally covered by the GoS, causing a

¹ The responsibilities over the public I&D systems are presently divided between the Ministry of Agriculture, Animal Husbandry and Fisheries (LVV), the Ministry of Public Works, Transport and Communication, and the Ministry of Regional Development. Since 2014, the Inter-Ministerial Irrigation and Drainage Coordination Working Group was created to coordinate among them.

² Primary infrastructure in this case refers to the main canals that transport water from (or drain to) the external sources, as well as the associated structures (e.g. sluices, intakes, pumping stations, spillways, etc.). Secondary infrastructure refers here to canals (and their associated structures) that start from a primary canal and transport water towards the irrigated fields.

significant and unsustainable fiscal burden (during the 2009-2013 period, maintenance costs averaged US\$5.4 million/year). Following international best practices³ and considering budgetary restrictions, the GoS seeks to transfer the O&M of the secondary infrastructure to farmers organized in Water Boards (WB). The proposed operation will provide key support to this important reform.

- 2.7 WB started operating in irrigated areas of the country in the 1930s. After independence in 1975, they were progressively abandoned; situation associated to the broad changes in the political and social context experienced at that time. Starting in 2004, efforts to revitalize the WB were supported by the European Union and the GoS, which allowed them to start their organization and to receive some training. Currently, there are 14 WB at various stages of development (all but one in the Nickerie District). However, these WB still lack adequate capacity (particularly regarding their internal regulations and their human and financial resources), to take over the O&M responsibilities, as established by the WB Law of 2005, and are not fulfilling effectively their expected role in I&D management. Considering this situation, the proposed operation will work to support the effective implementation of WB.
- 2.8 As a consequence of the lack of adequate maintenance in I&D infrastructure during the last decade, rehabilitation work is required for proper functioning of the irrigation systems and to ensure efficient water management.⁴ Additionally, several studies have identified other issues that constrain increased productivity and sustainability: (i) increasing water use efficiency by improving the irrigation scheduling and their enforcement; (ii) promoting field levelling among rice farmers ([IRRI, 2017](#), [ADRON, 2008](#)); and (iii) controlling salinity in some of the irrigated areas (caused by sea water intrusion when downstream flows of fresh water are insufficient to counter tidal flows).
- 2.9 In terms of I&D, in the context of the PBP series (§2.3) the GoS achieved improvements in I&D governance (a coordination body among government agencies with I&D responsibilities); prepared rehabilitation as well as O&M plans for selected secondary I&D infrastructure, and approved a plan for the creation of four additional WB.
- 2.10 **Agricultural statistics and information.** Availability of relevant agriculture statistics and information for policy-making and investment promotion is limited. [Gardner, 2004](#) highlights the critical role and benefits of agricultural statistics from an economic point of view. For example, the national census of England and Wales is estimated to generate 500 million pounds per year in benefits ([Office for National Statistics, 2011](#)). With this diagnosis as a basis, institutional strengthening and data collection, analysis and dissemination plans need to be drafted and implemented. Improved statistical information systems are fundamental to manage and make better decisions on public and private sector agricultural investments in Suriname, particularly regarding production within I&D systems where most of the country's grain production takes place.

³ Considering the principle of subsidiarity and concerns about natural resource management and budgetary restrictions, Irrigation Management Transfers have been among the most important reforms in I&D during the last decades. ([Restrepo, et al., 2007](#)).

⁴ Rehabilitation: cleaning, sediment removal and reshaping by mechanical means of canals, embankments and dams; and the upgrade of roads inside the polders.

- 2.11 The recent effort toward modernization of agricultural statistics has evidenced the paucity of information about the agricultural sector and its opportunities, which limits the scope of government policy-making based on reliable information and analysis. The last agricultural census was conducted in 2009 and there is little field level information collected using adequate statistical methods. [FAO 2015](#) highlights the importance of having periodic up-to-date information on the agricultural sector, while the GoS's Policy Development Plan (PDP) 2017-2021 reflects on the need to upgrade agricultural information systems for improved decision making. The Agriculture PBP series (§2.3) supported the drafting of some of the methodologies, plans and manuals for data collection as well as initial staff training. To fully implement these measures, amongst other investments, the GoS needs to update its information base through a new agricultural census.
- 2.12 **Objective.** The operation's objective is to increase agricultural productivity in Suriname through investments in infrastructure and management of I&D systems, and by improving the quality of available agriculture statistics. The expected results are: (i) increased agricultural productivity in I&D areas; (ii) improved water management within I&D areas; (iii) operating WB effectively contributing to O&M of I&D infrastructure; and (iv) improved statistics and information systems. To achieve them, the program will be organized in two components.
- 2.13 **Component 1. Irrigation and Drainage (US\$16.5 million).** The objective of this component is to improve the functioning and management of I&D systems in Suriname, particularly in Nickerie District, by addressing current failings in infrastructure and transferring key management and maintenance responsibilities to WB. The program will finance: (i) rehabilitation/modernization of primary and secondary I&D infrastructure selected to benefit small- and medium-size farmers; (ii) support for developing and strengthening WB capacity to take over the O&M of I&D systems; (iii) capacity building of government bodies in charge of water resource administration for irrigation; and (iv) design and implementation of one-time incentives mechanisms, limited in time and scope, aimed at improving efficiency in farmers' water use and increasing their willingness to cover O&M costs. This component will include measures to improve the water resource sustainable management for its different uses (irrigation, environmental and human), particularly by taking into account CC impacts (i.e., in regard to water supply and demand) and considering adaptation measures.
- 2.14 **Component 2. Agricultural Statistics and Information (US\$2 million).** The objective of this component is to strengthen the Division of Agricultural Statistics (DAS) of the LVV by supporting its efforts to improve its existing information system and analytical capabilities. This component will include financing for the: (i) design of improvements to the agricultural information system; (ii) design and implementation of the agricultural census; (iii) design and collection of one or two years of agricultural surveys with probabilistic sampling; (iv) institutional strengthening of DAS; (v) market information systems on potential export markets; and (vi) annual update of the estimates of the public support to the agriculture sector.

Table 1. Preliminary project cost (in million)

	US\$	%
Component I. Irrigation and Drainage	16.5	82.5
Component II. Agricultural Statistics and Information	2.0	10.0
Project administration, evaluation and audit	1.5	7.5
Total	20.0	100.0

- 2.15 **Consistency with National Sector Priorities.** The recently approved PDP 2017-2021 states that in the agriculture sector, policy will be aimed at transferring responsibility in the production cycle to the stakeholders. It also highlights proper I&D and investment measures for information in agriculture as priorities, as well as the need to adequately control the impacts of CC. Additionally, Suriname's Nationally Determined Contribution (NDC) indicates that adaptation in agriculture is prominent in its approach to CC. Also, the National Agricultural Strategy (2016-2020) prioritizes the provision of public services, including market information, to support sector growth.
- 2.16 **Bank's strategy and alignment.** The operation is consistent with the Update to the Institutional Strategy (UIS) 2010-2020 (AB-3008), the Corporate Results Framework (CRF) 2016-2019 (GN-2727-6), the IDBG (IDB Group) Country Strategy (CS) with Suriname 2016-2020 (GN-2873), the Agriculture and Natural Resources Management Sector Framework Document (SFD) (GN-2709-2), and the Climate Change SFD (GN-2835-3). The program is consistent with the UIS and aligned with the development challenge of productivity and innovation, increasing agricultural productivity of farmers. The program contributes to CRF indicator of number of beneficiaries of improved management and sustainable use of natural capital, as it will improve the use and management of water and soil resources in the I&D systems. The program also aligns with the cross-cutting issue of CC and environmental sustainability by promoting good agricultural practices and technologies; as well as improved water management, to facilitate CC adaptation. The program is aligned with the CS, contributing to the strategic objective "Increase Agricultural Productivity" by improving conditions for irrigated agriculture; as well as to its cross-cutting themes of: (i) institutional capacity, by improving the GoS ability to better manage I&D systems; (ii) resilience to CC, by improving the efficiency in the use of water for agriculture; and (iii) governance, by promoting evidence-based policymaking through improved agricultural statistics.
- 2.17 **Beneficiaries.** The operation will benefit directly small and medium farmers belonging to WB, which currently are around 3,900 (of the approximately 12,000 farmers in the country). This number is expected to increase as the program will promote new WB. Through improving the GoS capacity to manage I&D systems, it will also benefit any other potential user of I&D. Finally, by improving statistical information available for policymaking, it will help to provide improved services for the entire agricultural sector.

III. TECHNICAL ISSUES AND SECTOR KNOWLEDGE

- 3.1 **Execution Agency (EA).** The EA of the program will be the LVV through a Program Executing Unit (PEU). An Institutional Analysis will be carried out during

the design phase to define the composition and responsibilities of the PEU. Capitalizing on synergies with the PEU established for 4097/OC-SU will be considered. LVV has performed satisfactorily in executing 4097/OC-SU and the PBP operations 3126/OC-SU and SU-L1032.

- 3.2 **Sector knowledge.** Previous efforts to analyze the technical and institutional issues facing irrigated agriculture in Suriname include the Suriname Vision for Sustainable Development of Irrigation and Drainage Sector (2015), by the Inter-Ministerial Irrigation and Drainage Coordination Working Group, which lists the constraints and challenges of the sector; as well as the Master Plan for the Supply and Distribution of Irrigation Water for Agricultural Production in the Nickerie District (2009) which includes a comprehensive analysis of the main I&D issues and a prioritization of investments and will be reviewed during project preparation. This body of work will be complemented with analyses financed by operation SU-T1101 to: improve water resource management and its sustainability; designs for I&D works and structures needed; to establish a set of incentives and institutional arrangements aimed at the sustainability of WB; to assess the feasibility of crop diversification in irrigated areas and technical assistance to improve crop management; and to work with providers and users of information to assess future demand for it.
- 3.3 **Program execution.** The program execution period will be for five years.
- 3.4 **Donor coordination.** Other donors and financing agencies involved in irrigation projects in Suriname include the Islamic Development Bank and the Export-Import Bank of India. In other areas of the agricultural sector, FAO World Bank and EU are also working in the country. During project preparation, activities by other agencies will be taken into consideration to explore opportunities for complementarity.

IV. ENVIRONMENTAL SAFEGUARDS AND FIDUCIARY SCREENING

- 4.1 In accordance with the Bank's Safeguards Policy (OP-703), this operation is classified as Category "B" due to the expected local and short-term environmental and social impacts (ESI) for which effective mitigation measures are available.
- 4.2 Potential ESI and risks to be further assessed include: (i) impacts of ongoing or increased water extraction from the Nanni Swamp on biodiversity; (ii) the exacerbation of these and other impacts because of CC; (iii) institutional deficiencies in environmental and social management; and (iv) local farmers' negative reactions to new I&D governance which will require them to partially cover the O&M costs. Given that the program will support the rehabilitation of existing infrastructure and new infrastructure which together will enable a more effective redistribution of available water resources it is anticipated that the program has the potential to create a positive impact on challenges related to water availability, including relieving pressure on source bodies of water such as the Nanni Swamp. An Environmental and Social Analysis (EAS) and Environmental and Social Management Plan (ESMP) will be prepared (see Annex III).

V. RESOURCES AND TIMETABLE

- 5.1 It's estimated the Proposal for Operation Development (POD) will be ready by May 23, 2018 and the Loan Proposal (LP) would be considered by the Board of Executive Directors on August 29, 2018. An estimated US\$74,480 from the Bank's administrative budget and another US\$300,000 from a Technical Cooperation (SU-T1101; ATN/AG-16562-SU) to finance key technical and feasibility studies will be needed for program preparation.

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¹ The information contained in this Annex is confidential and will not be disclosed. This is in accordance with the "Deliberative Information" exception referred to in paragraph 4.1 (g) of the Access to Information Policy (GN-1831-28) at the Inter-American Development Bank.



Safeguard Policy Filter Report

Operation Information

Operation		
SU-L1052 Sustainable Agricultural Productivity Program		
Environmental and Social Impact Category	High Risk Rating	
B	{Not Set}	
Country	Executing Agency	
SURINAME		
Organizational Unit	IDB Sector/Subsector	
Env, Rural Dev & Disaster Risk	IRRIGATION AND DRAINAGE	
Team Leader	ESG Primary Team Member	
LUIS HERNANDO HINTZE	NATASHA KATE WARD	
Type of Operation	Original IDB Amount	% Disbursed
Loan Operation	\$20,000,000	0.000 %
Assessment Date	Author	
13 Sep 2017	natashaw ESG Primary Team Member	
Operation Cycle Stage	Completion Date	
ERM (Estimated)	20 Sep 2017	
QRR (Estimated)	27 Feb 2018	
Board Approval (Estimated)	{Not Set}	
Safeguard Performance Rating		
{Not Set}		
Rationale		
{Not Set}		

Safeguard Policy Items Identified

B.1 Bank Policies (Access to Information Policy– OP-102)

The Bank will make the relevant project documents available to the public.

B.1 Bank Policies (Disaster Risk Management Policy– OP-704)

The operation is in a geographical area exposed to [natural hazards](#) ([Type 1 Disaster Risk Scenario](#)). Climate change may increase the frequency and/or intensity of some hazards.



Safeguard Policy Filter Report

B.1 Bank Policies (Disaster Risk Management Policy– OP-704)

The sector of the operation is vulnerable to natural hazards. Climate change may increase the frequency and/or intensity of some hazards.

B.1 Bank Policies (Disaster Risk Management Policy– OP-704)

The operation includes activities related to climate change adaptation, but these are not the primary objective of the operation.

B.2 Country Laws and Regulations

The operation is expected to be in compliance with laws and regulations of the country regarding specific women's rights, the environment, gender and indigenous peoples (including national obligations established under ratified multilateral environmental agreements).

B.3 Screening and Classification

The operation (including [associated facilities](#)) is screened and classified according to its potential environmental impacts.

B.4 Other Risk Factors

The borrower/executing agency exhibits weak institutional capacity for managing environmental and social issues.

B.5 Environmental Assessment Requirements

An environmental assessment is required.

B.6 Consultations

Consultations with affected parties will be performed equitably and inclusively with the views of all stakeholders taken into account, including in particular: (a) equal participation by women and men, (b) socio-culturally appropriate participation of indigenous peoples and (c) mechanisms for equitable participation by vulnerable groups.

B.7 Supervision and Compliance

The Bank is expected to monitor the executing agency/borrower's compliance with all safeguard requirements stipulated in the loan agreement and project operating or credit regulations.

B.10. Hazardous Materials

The operation has the potential to impact the environment and occupational health and safety due to the production, procurement, use, and/or disposal of hazardous material, including organic and inorganic toxic substances, pesticides and persistent organic pollutants (POPs).

B.11. Pollution Prevention and Abatement

The operation has the potential to pollute the environment (e.g. air, soil, water, greenhouse gases).

B.17. Procurement

Suitable safeguard provisions for the procurement of goods and services in Bank financed operations may be incorporated into project-specific loan agreements, operating regulations and bidding documents, as appropriate, to ensure environmentally responsible procurement.



Safeguard Policy Filter Report

Potential Safeguard Policy Items

[B.4 Other Risk Factors](#)

The operation [includes activities](#) to close current “adaptation deficits” or to increase the ability of society and ecological systems to adapt to a changing climate.

[B.9 Natural Habitats and Cultural Sites](#)

The operation will result in the degradation or conversion of Natural Habitat or Critical Natural Habitat in the project area of influence.

Recommended Actions

Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PP (or equivalent) and Safeguard Screening Form to ESR.

Additional Comments

[No additional comments]



Safeguard Screening Form

Operation Information

Operation		
SU-L1052 Sustainable Agricultural Productivity Program		
Environmental and Social Impact Category	High Risk Rating	
B	{Not Set}	
Country	Executing Agency	
SURINAME		
Organizational Unit	IDB Sector/Subsector	
Env, Rural Dev & Disaster Risk	IRRIGATION AND DRAINAGE	
Team Leader	ESG Primary Team Member	
LUIS HERNANDO HINTZE	NATASHA KATE WARD	
Type of Operation	Original IDB Amount	% Disbursed
Loan Operation	\$20,000,000	0.000 %
Assessment Date	Author	
13 Sep 2017	natashaw ESG Primary Team Member	
Operation Cycle Stage	Completion Date	
ERM (Estimated)	20 Sep 2017	
QRR (Estimated)	27 Feb 2018	
Board Approval (Estimated)	{Not Set}	
Safeguard Performance Rating		
{Not Set}		
Rationale		
{Not Set}		

Operation Classification Summary

Overriden Rating	Overriden Justification
Comments	



Safeguard Screening Form

Conditions / Recommendations

Category "B" operations require an environmental analysis (see Environment Policy Guideline: Directive B.5 for Environmental Analysis requirements)

The Project Team must send to ESR the PP (or equivalent) containing the Environmental and Social Strategy (the requirements for an ESS are described in the Environment Policy Guideline: Directive B.3) as well as the Safeguard Policy Filter and Safeguard Screening Form Reports. These operations will normally require an environmental and/or social impact analysis, according to, and focusing on, the specific issues identified in the screening process, and an environmental and social management plan (ESMP). However, these operations should also establish safeguard, or monitoring requirements to address environmental and other risks (social, disaster, cultural, health and safety etc.) where necessary.

Summary of Impacts / Risks and Potential Solutions

A [natural hazard](#) is likely to occur or be exacerbated due to climate-related changes and the likely severity of the impacts to the project is [moderate](#).

A Disaster Risk Assessment, that includes a Disaster Risk Management Plan (DRMP) may be necessary, depending on the complexity of the project and in cases where the vulnerability of a specific project component may compromise the whole operation. The DRMP should propose measures to manage or mitigate these risks to an acceptable level. The measures should consider both the risks to the project, and the potential for the project itself to exacerbate risks to people and the environment during construction and operation. The measures should include risk reduction (siting and engineering options), disaster risk preparedness and response (contingency planning, etc.), as well as financial protection (risk transfer, retention) for the project. They should also take into account the country's disaster alert and prevention system, general design standards and other related regulations. For details see the DRM policy guidelines.

Generation of solid waste is [moderate](#) in volume, does not include [hazardous materials](#) and follows standards recognized by multilateral development banks.

Solid Waste Management: The borrower should monitor and report on waste reduction, management and disposal and may also need to develop a Waste Management Plan (which could be included in the ESMP). Effort should be placed on reducing and re-cycling solid wastes. Specifically (if applicable) in the case that national legislations have no provisions for the disposal and destruction of hazardous materials, the applicable procedures established within the Rotterdam Convention, the Stockholm Convention, the Basel Convention, the WHO List on Banned Pesticides, and the Pollution Prevention and Abatement Handbook (PPAH), should be taken into consideration.



Safeguard Screening Form

Project activities will moderately impact [water quality](#), [water quantity](#) and/or [water availability](#).

Water Resources: A targeted Water Resources Assessment should be undertaken, which in addition to undertaking the relevant analyses, must include justification for assigning a moderate risk classification. Project activities (and any associated facilities) will be required to be constructed and operated so as to avoid impacts to water quality, water quantity and/or water availability. Evidence of appropriate stakeholder consultation should also be provided. Monitoring requirements should be included in relevant legal documentation.

Project construction activities are likely to lead to localized and temporary impacts (such as dust, noise, traffic etc) that will affect local communities and [workers](#) but these are [minor](#) to [moderate](#) in nature.

Construction: The borrower should demonstrate how the construction impacts will be mitigated. Appropriate management plans and procedures should be incorporated into the ESMP. Review of implementation as well as reporting on the plan should be part of the legal documentation (covenants, conditions of disbursement, etc).

The project is located in an area prone to [droughts](#) and the likely severity of the impacts to the project is [moderate](#).

A Disaster Risk Assessment, that includes a Disaster Risk Management Plan (DRMP) may be necessary, depending on the complexity of the project and in cases where the vulnerability of a specific project component may compromise the whole operation. The DRMP should propose measures to manage or mitigate these risks to an acceptable level. The measures should consider both the risks to the project, and the potential for the project itself to exacerbate risks to people and the environment during construction and operation. The measures should include risk reduction (siting and engineering options), disaster risk preparedness and response (contingency planning, etc.), as well as financial protection (risk transfer, retention) for the project. They should also take into account the country's disaster alert and prevention system, general design standards and other related regulations.

The project is located in an area prone to [hurricanes](#) or other [tropical storms](#) and the likely severity of the impacts to the project is [moderate](#).

A Disaster Risk Assessment, that includes a Disaster Risk Management Plan (DRMP), may be necessary, depending on the complexity of the project and in cases where the vulnerability of a specific project component may compromise the whole operation. The DRMP should propose measures to manage or mitigate these risks to an acceptable level. The measures should consider both the risks to the project, and the potential for the project itself to exacerbate risks to people and the environment during construction and operation. The measures should include risk reduction (siting and engineering options), disaster risk preparedness and response (contingency planning, etc.), as well as financial protection (risk transfer, retention) for the project. They should also take into account the country's disaster alert and prevention system, general design standards and other related regulations.

The project is located in an area prone to [inland flooding](#) and the likely severity of the impacts to the project is [moderate](#).



Safeguard Screening Form

A Disaster Risk Assessment, that includes a Disaster Risk Management Plan (DRMP), may be necessary, depending on the complexity of the project and in cases where the vulnerability of a specific project component may compromise the whole operation. The DRMP should propose measures to manage or mitigate these risks to an acceptable level. This must take into consideration changes in the frequency and intensity of intensive rainfall and in the patterns of snowmelt that could occur with climate change. The DRMP includes risk reduction measures (siting and engineering options), disaster risk preparedness and response (contingency planning, etc.), as well as the financial protection (risk transfer, retention) of the project. The DRM Plan takes into account existing vulnerability levels and coping capacities, the area's disaster alert and prevention system, general design standards, land use regulations and civil defense recommendations in flood prone areas. However, the options and solutions are sector- and even case-specific and are selected based on a cost analysis of equivalent alternatives.

The project is located in an area prone to [sea level rise](#) and the likely severity of the impacts to the project is [moderate](#).

A Disaster Risk Assessment, that includes a Disaster Risk Management Plan (DRMP), may be necessary, depending on the complexity of the project and in cases where the vulnerability of a specific project component may compromise the whole operation. The DRMP should propose measures to manage or mitigate these risks to an acceptable level. The measures should consider both the risks to the project, and the potential for the project itself to exacerbate risks to people and the environment during construction and operation. The measures should include risk reduction (siting and engineering options), disaster risk preparedness and response (contingency planning, etc.), as well as financial protection (risk transfer, retention) for the project. They should also take into account the country's disaster alert and prevention system, general design standards and other related regulations.

Disaster Risk Summary

Disaster Risk Level

Moderate

Disaster / Recommendations



Safeguard Screening Form

The reports of the Safeguard Screening Form (i.e., of the Safeguards Policy Filter and the Safeguard Classification) constitute the Disaster Risk Profile to be included in the Environmental and Social Strategy (ESS). The Project Team must send the PP (or equivalent) containing the ESS to the ESR.

The Borrower prepares a Disaster Risk Management Summary, based on pertinent information, focusing on the specific moderate disaster and climate risks associated with the project and the proposed risk management measures. Operations classified to involve moderate disaster risk do not require a full Disaster Risk Assessment (see Directive A-2 of the DRM Policy OP-704).

The Project Team examines and adopts the DRM summary. The team remits the project risk reduction proposals from the DRMP to the engineering review by the sector expert or the independent engineer during project analysis or due diligence, and the financial protection proposals to the insurance review (if this is performed). The potential exacerbation of risks for the environment and population and the proposed risk preparedness or mitigation measures are included in the Environmental and Social Management Report (ESMR), and are reviewed by the ESG expert or environmental consultant. The results of these analyses are reflected in the general risk analysis for the project. Regarding the project implementation, monitoring and evaluation phases, the project team identifies and supervises the DRM approaches being applied by the project executing agency.

Climate change adaptation specialists in INE/CCS may be consulted for information regarding the influence of climate change on existing and new natural hazard risks. If the project requires modification or adjustments to increase its resilience to climate change, consider (i) the possibility of classification as an adaptation project and (ii) additional financing options. Please consult the INE/CCS adaptation group for guidance.

Disaster Summary

Details

The project is classified as moderate disaster risk because of the likely impact of at least one of the natural hazards is average.

Actions

Operation has triggered 1 or more Policy Directives; please refer to appropriate Directive(s). Complete Project Classification Tool. Submit Safeguard Policy Filter Report, PP (or equivalent) and Safeguard Screening Form to ESR.

Environmental and Social Strategy (ESS)	
Operation Name	Sustainable Agricultural Productivity Program
Operation Number	SU-L1052
Prepared by	Natasha Kate Ward
Operation Details	
IDB Sector	Agriculture and Rural Development
Type of Operation	Specific Investment Loan
Impact Categorization	B
Environmental and Social Risk Rating	Moderate
Disaster Risk Rating	Moderate
Borrower	Republic of Suriname
Executing Agency	Ministry of Agriculture Animal Husbandry and Fisheries (LVV)
IDB Loan US\$ (and total project cost)	US\$20 million
Applicable Policies/Directives	OP-703 (B.1, B.2, B.3, B.4, B.5, B.6, B.7, B.9, B.10, B.11, B.17) OP-704, OP-102
Operation Description	
<p>The operation's objective is to increase agricultural productivity in Suriname through investments in infrastructure and management of I&D systems, and by improving the quality of available agriculture statistics. The expected results are: (i) increased agricultural productivity in I&D areas; (ii) improved water management within I&D areas; (iii) operating WB contributing to O&M; and (iv) improved statistics and information systems.</p> <p>The largest component is focused on I&D infrastructure investments in the Nickerie District in North West Suriname which are focused on the rehabilitation/modernization of irrigation and drainage infrastructure selected to benefit a large number of small and medium farmers through improvements in productivity and/or reduction in the risks of flood or saltwater intrusion (see Appendix 1 and 2 for maps of the area).</p> <p>Nickerie district has a population of 36,639 (2004) and an area of 5,353 km². It's economy is dominated by agricultural production, with the most important activities being rice production and bananas along the low coastal plains heavily irrigated by large rivers and rain. Approximately 80-85% of Suriname's harvested rice is concentrated in Nickerie, and this is characterized by large farms and mechanization. Notwithstanding this, there are also a large number of small farm holdings in the program area. Rice production is highly dependent on a system of irrigation and drainage canals, given that the area faces both periods of water shortages (during the dry season), that make irrigation necessary for adequate crop production; as well as periods of water excess (inland flooding events) which needs to be drained so that it does not affect crops.</p> <p>Suriname has a small indigenous population descended from the first inhabitants of the region. East Indians now form the largest group, constituting more than one-third of the total population, and Creoles, who are mainly of African descent, about another third. Another African-descended group, the Maroons or 'Bush Negroes', make up nearly 10% and there are also ethnic Chinese, Europeans and Indonesian-descended Javanese who together account for about 15%. Most indigenous people and Maroons live in the forest (Minority Rights Group International, 2017). The extent to which indigenous peoples are present in the program area will require further analysis during preparation.</p> <p>There are a number of areas considered as natural and critical natural habitat in the indirect area of influence of the project. These include two Important Bird Areas (IBA), also considered Key</p>	

Biodiversity Areas, and two national protected areas: the Nani Natural Reserve and the Bigi Pan Multiple Use Management Area (see Appendix 3 for maps of these sites). Irrigation water for rice crop production in Nickerie is pumped from a number of sources including the Nani Swamp (part of which is in the Nani Natural Reserve and which is located in the Noord-West Suriname IBA).

Key Potential ESHS Risks and Impacts

The main environmental and social impacts and risks include, at the program level: (i) impacts of ongoing or increased water extraction from the Nani Swamp (one of four major fresh-water wetlands in Suriname and an Important Bird Area) on biodiversity; (ii) impacts related to water quality (on receiving environment) and to human health of workers and local residents, as a result of pesticide use; (iii) the exacerbation of these and other impacts as a result of climate change; (iv) institutional deficiencies in environmental and social management; and (v) local farmers' negative reactions to new I&D governance which will require them to partially cover the O&M costs. There may also be encroachment of informal water users which could be potentially displaced.

Given that the operation's objective is to support the rehabilitation of existing infrastructure and new infrastructure which together will enable a more effective redistribution of available water resources it is anticipated that the operation has the potential to create a positive impact on challenges related to water availability, including relieving pressure on source bodies of water such as the Nani Swamp.

At the individual project level (upgrades to existing infrastructure and new infrastructure) typical construction environmental, social, health and safety impacts and risks are anticipated, for which mitigation and management measures are readily available.

The Nickerie area has a moderate disaster risk rating, due to the risks posed by tropical storms, inland flooding and droughts, all of which are being exacerbated by climate change. The project, however, is not expected to increase these risks, rather it seeks to help adapt to the impacts that arise as a result of natural disasters and climate change.

Information Gaps and Strategy for Analysis and Management

Suriname has no comprehensive and overarching law for environmental protection and management and the institutional framework for environmental management is not well defined, and as such the national framework would not require environmental and/or social assessment.

The Bank, on behalf of the Borrower, will hire a consultant to develop an Environmental and Social Analysis (ESA) to better understand the program impacts and risks. The Bank has proposed engaging the services of a consultant who prepared the ESA for SU-L1020¹ in 2016, for maximum efficiency. The focus will be on analyzing program level impacts and risks (identified above) and determining management measures to mitigate these as part of the operation. This will include an analysis of the severity of risks posed by natural disasters and climate change, and a determination of the level of potential impacts to the Nani Swamp and other natural and critical natural habitats. Additionally, the analysis will determine the presence of Indigenous Peoples and the potential for social vulnerability and exclusion issues. The fit-for-disclosure ESA will be prepared and published prior to the Bank's Analysis Mission.

Additionally, the Bank will incorporate the determination of the specific environmental and social mitigation and management plans for construction and operation for the proposed infrastructure works into the contract of the engineering designs.

¹ The Agricultural Competitiveness Program (SU-L1020) was approved in June 2017. The program objective is to increase the competitiveness of the agricultural sector in Suriname through the improvement of animal health, plant health and food safety and agricultural research and technology transfer services.

During preparation the ESA and resulting environmental and social management plans will undergo public consultation, in accordance with IDB requirements.

Opportunities for IDB Additionality (if any)

The Bank will discuss opportunities to use part of the loan resources to better manage institutional challenges related to the use of pesticides, which reduce the overall use of pesticides and the impacts that these may have.

Annex Table: Operation Compliance with IDB Safeguard Policies

See overleaf.

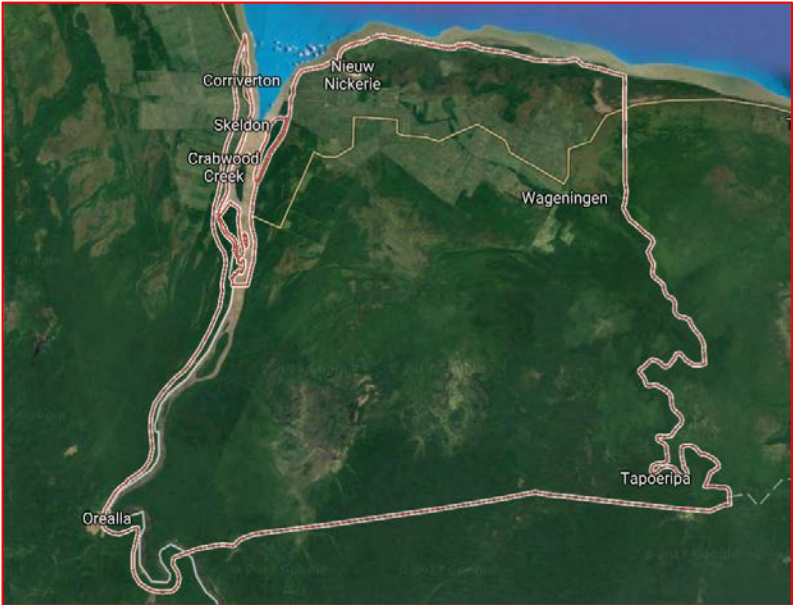
Additional Annexes (if any)

See overleaf.

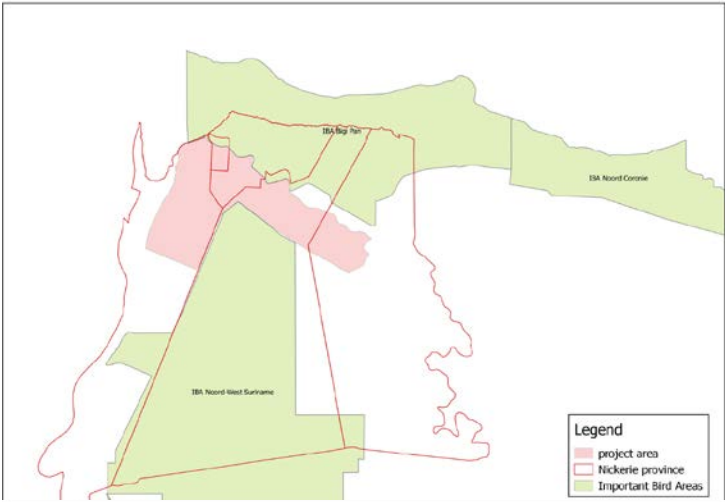
Appendix 1. Map identifying Nickerie Province, Suriname



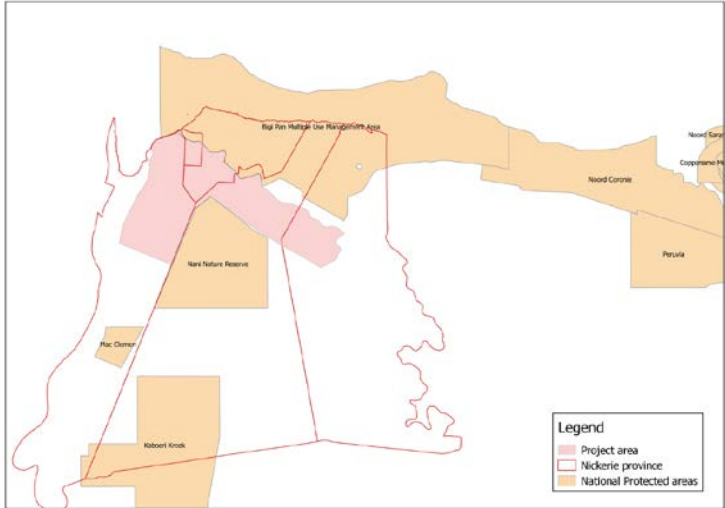
Appendix 2. Nickerie Province, Suriname



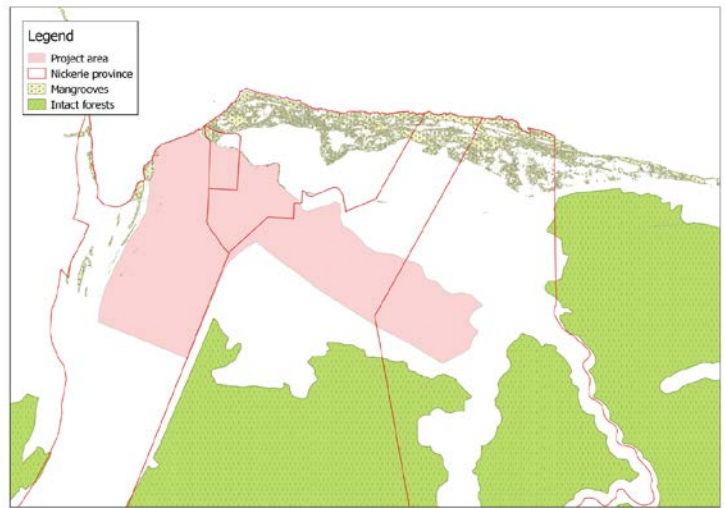
Appendix 3. Maps showing project area (pink) and natural and critical natural habitats



Important Bird Areas (Bigi Pan and Noord-West Suriname)



National Protected Areas (Bigi Pan Multiple Use Management Area and Nani Nature Reserve)



Mangroves and Intact Forest

Appendix 4: Operation Compliance with IDB Safeguard Policies

Policies / Directives	Relevant Aspect of Policy / Directive	Is This Policy / Directive Applicable?	Rationale for Applying Policy / Directive Rationale	Actions required during Preparation & Analysis
OP-703 Environment and Safeguards Compliance Policy				
B.2 Country Laws and Regulations	National Laws and regulations	Yes	The project is expected to comply with local environmental and social laws and regulations, although these are understood to be still weak in Suriname.	During the Analysis phase the Bank will begin to review the requirements of the local appraisal and permitting processes.
B.3 Screening and Classification	Screening and Classification	Yes	The Project is expected to cause mostly local and short-term negative environmental and social impacts for which effective mitigation measures are readily available, and as such a Category "B" classification has been assigned.	N/A
B.4 Other Risk Factors	Institutional Capacity	Yes	There is low environmental and social governance capacity among local government agencies and a lack of legislation as a whole with respect to environmental and social assessment.	An institutional analysis will be undertaken which will include a review of all necessary capacities. The ESA will undertake a more detailed assessment of the environmental and social capacity, with particular focus on how this capacity is growing with the recently approved SU-L1020 and the needs for this new Program.
B.5 Environmental Assessment and Plans Requirements	Environmental and Social Impact Assessment	Yes	Given the nature and scope of this Program, a Program level Environmental and Social Analysis (ESA) will be undertaken, as well as project specific ESMPs for construction and operation.	An independent consultant has been identified to undertake the ESA and consultation. Construction ESMPs will be incorporated into the engineering design contract.
B.5 Social Assessment and Plans Requirements				
B.6 Consultation	Consultation	Yes	As part of the environmental process, Category "B" operations require consultations with affected and interested parties and consideration of their views. Stakeholders Engagement Plan and Grievances Mechanism will need to be included as part of the ESMP.	At least one instance of consultation is anticipated during preparation. IDB will assess the quality of the methodology and the stakeholders mapping of the consultations, findings and significance of the participants, and the documentation of the process, with the aim of ensuring full compliance with this Directive prior to OPC.

Policies / Directives	Relevant Aspect of Policy / Directive	Is This Policy / Directive Applicable?	Rationale for Applying Policy / Directive Rationale	Actions required during Preparation & Analysis
B.7 Supervision and Compliance	<i>Supervision and monitoring</i>	Yes	<i>Monitoring by IDB</i>	<i>Supervision requirements to be determined during the analysis phase.</i>
B.8 Transboundary Impacts	<i>Transboundary Impacts</i>	N/A	<i>Project has no transboundary impacts</i>	N/A
B.9 Natural Habitats	<i>Impacts to natural habitats</i>	<i>Don't know/ more info required</i>	<i>There are two IBAs in the projects area of influence. Most significant is the Nani Swamp which provides water for irrigation. However given that the expected outcome of the program will be a more effective redistribution of available water resources it is anticipated that the operation has the potential to create a positive impact on challenges related to water availability, including relieving pressure on source bodies of water such as the Nani Swamp.</i>	<i>The ESA will assess the potential impacts to the Nani Swamp and other natural and critical natural habitats, and propose mitigation, management and compensation measures if negative impacts are confirmed.</i>
B.9 Invasive Species	<i>Invasive Species</i>	No	N/A	N/A
B.9 Cultural Sites	<i>Critical cultural sites</i>	No	N/A	N/A
B.10 Hazardous Materials	<i>Pesticides</i>	Yes	<i>Given that the Program is focused on agricultural productivity, and pesticides are used for the crops in this area, there is the potential for accidents or inappropriate use of pesticides by beneficiaries of the program.</i>	<i>SU-L 1020 includes provision for a national pesticide management program as a component and its ESMP includes a Pesticide Management Plan for LVV facilities. Progress in implementing this will be assessed as part of the ESA, as well as residual risks from pesticides during construction and operation of this new operation.</i>
B.11 Pollution Prevention and Abatement	<i>Construction waste</i>	Yes	<i>Given that the Program is expected to include relatively small civil works there may be minimal to moderate generation of non-hazardous waste and typical pollution generated by small scale works (dust, waste, water run off).</i>	<i>Construction ESMPs which will be incorporated into the engineering design contract, will include best management practices for construction (dust, waste, water, erosion etc).</i>
B.12 Projects Under Construction	<i>Project under construction</i>	N/A	<i>Project is not under construction</i>	N/A

Policies / Directives	Relevant Aspect of Policy / Directive	Is This Policy / Directive Applicable?	Rationale for Applying Policy / Directive Rationale	Actions required during Preparation & Analysis
B.13 Noninvestment Lending and Flexible Lending Instruments	<i>Financial Intermediary</i>	No	<i>Project is not an FI</i>	N/A
B.14 Multiple Phase and Repeat Loans	<i>Multiple Phase/Repeat Loan</i>	No	<i>Project is not multiple phase or a repeat loan</i>	N/A
B.15 Co-financing Operations	<i>Co-financing</i>	No	<i>No co-financing institutions</i>	N/A
B.16 In-Country Systems	N/A	No	<i>Country Systems are not being used for this Project. Only the Treasury single account will be used.</i>	Project bank accounts (SRD and USD) to be opened at the Central Bank of Suriname.
B.17 Procurement	<i>Procurement</i>	Yes	<i>Responsible Procurement</i>	<i>The IDB will determine ESHS requirements to be included in the bidding document as part of the analysis.</i>
OP-704 Natural Disaster Risk Management Policy				
A.2 Analysis and management of Type 2 ² risk scenario	<i>Risk Scenario</i>	No	<i>Suriname is considered a high disaster risk. Nickerie District and the Program area, is at sea level and susceptible to storm surge, in land flooding, as well as droughts, however the project is not expected to exacerbate this, but to alleviate the risks with new adaptation measures.</i>	N/A
A.2 Contingency planning (Emergency response plan, Community health and safety plan, Occupational health and safety plan)	<i>Contingency Planning</i>	Yes	<i>Suriname is considered a high disaster risk. Nickerie District and the Program area, is at sea level and susceptible to storm surge, in land flooding and drought. As a result there may be risks to the project and to the workforce during construction.</i>	<i>The ESA will determine the necessary plans (emergency response, community and occupational health and safety) required for the project. The IDB will review these prior to and during the analysis.</i>
OP-710 Operational Policy on Involuntary Resettlement				
Resettlement Minimization	<i>Physical or economic displacement</i>	N/A	<i>No physical or economic displacement is anticipated as a result of this Program.</i>	<i>During project preparation, and the preparation of the ESA, this will be verified.</i>
Resettlement Plan Consultations				
Impoverishment Risk Analysis				

² Type 2 risk scenario occurs when the operation has a potential to exacerbate hazard risk to human life, property, the environment and the project itself.

Policies / Directives	Relevant Aspect of Policy / Directive	Is This Policy / Directive Applicable?	Rationale for Applying Policy / Directive Rationale	Actions required during Preparation & Analysis
Resettlement Plan and/or Resettlement Framework Requirement				
Livelihood Restoration Program Requirement				
Consent (Indigenous Peoples and other Rural Ethnic Minorities)				
OP-765 Operational Policy on Indigenous Peoples				
Sociocultural Evaluation Requirement	Impacts on Indigenous Peoples	Don't know/ more info required	Suriname has a small indigenous population descended from the first inhabitants of the region. Presence in the program area must be reviewed.	During project preparation, and the preparation of the ESA, this will be verified.
Good-faith Negotiations and proper documentation				
Agreement with Affected Indigenous Peoples				
Indigenous Peoples Compensation, and Development Plan and/or Framework Requirement				
Discrimination Issues				
Transborder Impacts				
Impacts on Isolated Indigenous Peoples				
OP-761 Operational Policy on Gender Equality in Development				
Consultation and effective participation of women and men	Equity in Participation	Yes	The project will seek the equitable participation of women and men in its consultation process.	The inclusion of women in all the consultation activities will be reviewed in the ESA and by the IDB.
Application of safeguard and risk analysis	Risk Analysis	Yes	No gender-based exclusion is expected.	The risks of gender-based exclusion will be assessed in the ESA and reviewed by the IDB.
OP-102 Access to Information Policy				
Disclosure of relevant Environmental and Social Assessments Prior to Analysis Mission, QRR, OPC and submission of the	Dislcosure of ESA prior to Analysis and OPC	Yes	A fit-for-disclosure ESA must be ready for review and public disclosure prior to the analysis mission through the Borrower and IDB's webpage. IDB will disclose the final versions of the	Meaningful consultations with the affected parties will be done before the final version of the ESA is published.

operation for Board consideration			<i>documents prior to the Quality and Risk Review.</i>	
Provisions for Disclosure of Environmental and Social Documents during Project Implementation	<i>Ongoing disclosure during implementation</i>	Yes	<i>In the case that new relevant environmental and social documents are delivered during the Program execution phase, they will also be made available to the public.</i>	<i>This will be included as specific conditions of the Loan Agreement</i>

INDEX OF COMPLETED AND PROPOSED SECTOR WORK

Topic	Description	Expected date	References
1. Suriname -Irrigation and Drainage	Proposal Report and Diagnoses, prepared as an input for the preparation of the Programmatic Policy Based Loan for the Modernization of Agricultural Public Services. Includes an introduction to the Irrigation and Drainage Systems in Suriname, Water Legislation and institutional map, a diagnostic of main problems and difficulties and a policy reform proposal.	Completed	EZSHARE-758623454-17
2. Suriname Vision for sustainable Development of - Irrigation and Drainage Sector - 2015	Statement of the country's vision about the I&D developed by the Inter-Ministerial Irrigation and Drainage Coordination Working Group with IDB support.	Completed	EZSHARE-758623454-16
3. Master Plan for the Supply and Distribution of Irrigation Water in the Nickerie District	European Commission. 2009. Master Plan for the Supply and Distribution of Irrigation Water for Agricultural Production in the Nickerie District. It includes a series of investments that were not completed until this moment due to lack of resources.	Completed	EZSHARE-758623454-15
4. Proposal for establishment of four new water boards (WB)	One of the policy conditions for the second operation of the PBP, SU-L1020, was to present a proposal for the establishment of four new WBs in Suriname, which was prepared in 2016. The locations selected for the proposed WB were: Eastern polder in Coronie district, Uitkijk and Tawajari polders in Saramacca district, Alkmaar polder in Commewijne district,	Completed	EZSHARE-758623454-14
5. Water Board Legislation	A consultant's report, prepared in 2016, that reviews the legislation on Water Boards in Suriname, the statutes for the establishment of the WBs, and the by-laws or internal rules of the WB.	Completed	EZSHARE-758623454-13
6. Rehabilitation plans for water boards	Draft rehabilitation plans for four of the Water Boards, prepared during 2016.	Completed	EZSHARE-758623454-12
7. Irrigation and drainage investment analysis	Prioritization and analysis of investments in irrigation and drainage included in the loan operation	February 2018	

Topic	Description	Expected date	References
8. Water Boards	Analysis of current situation, institutional arrangements and proposal for strengthening their capacity to take over O&M responsibilities	February 2018	
9. Water resource analysis and preliminary water balanced	Analysis of the water resources for the Nickerie Irrigation and Drainage System and its sustainability under existing proposals and plans for irrigation agriculture. This analysis will take into consideration the multiple uses for water and potential impacts of climate change.	June 2018	
10. Environmental and Social Safeguards	Environmental and Social Impact Analysis, including: (i) the environmental and social impact assessment (ESA), and (ii) the Environmental and Social Management Plan (ESMP).	February 2018	
11. Agricultural Information System (AIS)	Consultancy to design Suriname's AIS, including (i) an update of the data collection plan (including methodology, contents, and periodicity of each item), (ii) an outline of the material, human, and financial (budget) resources necessary for each item in the data collection plan, (iii) an institutional strengthening plan, and (iv) a prioritization of the activities to develop the AIS	February 2018	
12. Economic analysis	Ex-ante cost-benefit analysis (CBA) of the operation. This will include the assessment of farmer's capacity to contribute to cover the costs of operations and maintenance of the irrigation and drainage systems. It will also provide with information that will be useful for defining the end-of-project goals for impact and results indicators.	February 2018	
13. Financial management and fiduciary issues	POD Annex III – Fiduciary Arrangements	February 2018	
14. Monitoring and evaluation	Monitoring and impact evaluation plan. The monitoring plan will include the results and product indicators to be monitored during project execution. The impact evaluation plan will include the main hypothesis to be evaluated, the methodology and data collection plan, budget, and key responsibilities in the evaluation plan implementation.	February 2018	
15. Institutional Capacity Analysis	Analysis of the institutional capacity of the LVV for the execution of the proposed operation. The analysis will use the IDB methodology (SECI) and will consider similar responsibilities assumed by the LVV with respect to other projects expected to be implemented at the same time as this operation. The main findings of this analysis will help the LVV and the Project Team define the project execution arrangements. The consultancy to prepare the institutional capacity analysis will also include among its products the drafting of a Program Operations Manual.	February 2018	

Topic	Description	Expected date	References
16. Project management tools	Tools required to execute the operation according to IDB requirements: Project execution plan (PEP), procurement plan, detailed operation budget, plan of activities for first 18 months, and project risk analysis.	February 2018	
17. Risk analysis	Identification of Project risks and mitigating actions.	February 2018	

CONFIDENTIAL

¹ The information contained in this Annex is confidential and will not be disclosed. This is in accordance with the "Deliberative Information" exception referred to in paragraph 4.1 (g) of the Access to Information Policy (GN-1831-28) at the Inter-American Development Bank.