



**SURINAME**

**SUSTAINABLE AGRICULTURE PRODUCTIVITY PROGRAM  
(SU-L1052)**

**MINISTRY OF AGRICULTURE, ANIMAL HUSBANDRY AND FISHERIES  
(LVV)**



**PROGRAM OPERATIONS MANUAL**

**DRAFT**

**JUNE 2018**

**SURINAME  
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**ACRONNYMS**

ABS	Central Bureau of Statistics
AOP	Annual Operational Plan
DAS	Division of Agricultural Statistics
EIA	Environmental Impact Assessment
ERP	Enterprise Resource Planning
ESA	Environmental and Social Assessment
ESMP	Environmental and Social Management Plan
ESMR	Environmental and Social Management Report
FFF	Flexible Financing Facility
FP	Financial Plan
GoS	Government of Suriname
GRP	Government Resource Planning System
ICB	International Competitive Bidding
IDB	Inter-American Development Bank
IFMIS	Integrated Financial Management Information System
ILO	International Labour Organization
IMIDCWG	Inter-Ministerial Irrigation and Drainage Coordination Working Group
I&D	Irrigation and Drainage
LVV	Ministry of Agriculture, Animal Husbandry and Fisheries
MoF	Ministry of Finance
MoL	Ministry of Labour
MPW	Ministry of Public Works
MRD	Ministry of Regional Development
M&E	Monitoring and Evaluation
NCB	National Competitive Bidding
OC	Ordinary Capital
O&M	Operations and Management
PCR	Project Completion Report
PEA	Program Executing Agency
PEP	Program Execution Plan

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**ACRONNYMS CONT.**

PEU	Project Executing Unit
PMR	Project Monitoring Report
POM	Program Operations Manual
PP	Procurement Plan
PS	Permanent Secretary
RM	Results Matrix
RMP	Risk Management in Projects with Sovereign Guarantee
SBD	Standard Bidding Document
SEPA	Procurement Plans Management System
SRD	Surinamese Dollar
SRP	Standard Request for Proposals
TdR	Términos de Referencia
TSA	Treasury Single Account
TSC	Technical Steering Committee
US\$	Dollar of the United States of America
WB	Water Board

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**I. INTRODUCTION**

**A. Objective of the Program Operations Manual**

- 1.1 The present Program Operations Manual (POM) constitutes the basic instrument that contains guidelines, norms and procedures of the “Sustainable Agriculture Productivity Program” (SU-L1052), as well as the Program execution mechanisms. The POM establishes the general policies and terms and conditions applicable to the activities of the Program as contained in the Loan Contract signed between the Inter-American Development Bank (IDB) and the Government of Surinam (GoS).
- 1.2 Specifically, the objective of the present POM is to: (a) establish the organizational structure and corresponding execution mechanism of the Program; (b) delineate the activities and responsibilities of the various actors of the Program including the Inter-Ministerial Irrigation and Drainage Coordination Working Group (IMIDCWG), the Technical Steering Committee (TSC), the Ministry of Agriculture, Animal Husbandry and Fisheries (LVV) as well as its internal departments and units, the Program Executing Unit (PEU), other public and private institutions, and the Bank; (c) establish the main technical, administrative, control and monitoring activities which will contribute to an effective, efficient and transparent implementation of the Program, as well as to the corresponding accomplishment of its objectives and tasks, in particular, with respect to planning, execution, monitoring and evaluation, and technical and financial administration; (d) define the relations and the coordination mechanism between the various actors implementing the Program; and (e) establish the necessary mitigation actions with respect to governance, social and environmental, fiduciary and execution risks of the Program.
- 1.3 ***The approval and entry into effect of the POM according to the terms and conditions previously agreed with the Bank will be special contractual conditions prior to the first disbursement of the financing.***

**B. Scope and Reach of the Program Operations Manual**

- 1.4 The POM will guide and norm, along with the Loan Contract No. /OC-SU, the execution of the Program, in accordance to Paragraph .... of the Annex the Loan Contract.



Notwithstanding, should contradictions exist between the stipulations of the Loan Contract and those of the POM, the dispositions contained in the Loan Contract will prevail. The norms and procedures contained in the POM will be applied to all eligible investment, technical assistance, institutional strengthening, and operating activities of the Program, which are funded by the Bank within the framework of the Loan Contract.

### **C. Users**

- 1.5 The main users of the present POM include LVV as well as national public institutions directly or indirectly related to the development of the agricultural sector in Suriname, including the promotion of agricultural health and food safety. In this respect, its application extends to various private sector stakeholders including local producers, producer groups, academic institutions, and Program beneficiaries, as well as external monitoring, evaluation and accreditation institutions, among others.
- 1.6 The main users of the present POM include LVV as Program Executing Agency (PEA). Its application also extends to the finance and planning institutions of the GoS including the Ministry of Finance (MoF) and the Joint Desk. Furthermore, the POM delineates specific responsibilities to national and local public institutions directly or indirectly related to the agricultural sector in Surinam and to the implementation of the overall Program's activities. These include the Ministry of Public Works (MPW), the Ministry of Regional Development (MRD), Overlying Water Board of the Mutipurpose Corantijn Project (OWMCP), individual Water Boards (WB), and the Central Bureau of Statistics (ABS), among others.

### **D. Modifications**

- 1.7 The POM will be in effect throughout the duration of the execution of the Program. Should modifications to the document be deemed necessary to provide for more flexibility, efficiency and transparency to execution, the Program Executing Agency will proceed in accordance with the Special Conditions of the Loan Contract. Changes to the content of the POM will be submitted for consideration of the IDB and will be undertaken through "addenda" to the specific articles of the document, while maintaining the rest of articles unaltered. Such changes will form an integral part of the POM on the date of the approval by the IDB. It is the responsibility of the Program Executing Agency (PEA) through the PEU to maintain an updated version of the POM at all times. The Planning and Development Department of LVV is responsible for introducing any proposed changes/addenda to the POM, with the sign-off of the Permanent Secretary (PS), prior to its submission to the Bank for non-objection.

### **E. Structure and Content**

- 1.8 The following table shows a summary of the structure and content of the POM, consistent with each of the sections that form part of the document.

**TABLE NO. I-1**  
**STRUCTURE OF THE PROGRAM OPERATIONS MANUAL**

SECTION	CONTENT
1. Background of the Program	Loan operation, objectives, and components of the Program, and costs and funding sources.
2. Mechanism and structure for the execution of the Program	Institutional structure for the implementation of the Program; description of the functions and responsibilities of the PEA, the PEU, and other pertinent stakeholders; and inter-institutional coordination.
3. Structure and Governance	Strategic and Operations planning; technical, administrative and financial management; policies and norms for administration, internal control systems, procurement, and maintenance of the assets; procedures for disbursements; preparation of financial statements; operation of the accounting and financial administration system; and independent external audit.
4. Technical execution of the Program	Specific technical norms and procedures applicable to each of the two components, including the delegation of technical responsibilities, intra and inter-institutional coordination, and other.
5. Monitoring and evaluation	Periodic reports and monitoring of the progress in the financial and physical implementation of the Program, and evaluation.

## II. BACKGROUND OF THE PROGRAM

### A. Objectives

- 2.1 The general objective of the Program is to contribute to increasing agriculture productivity in Suriname through concrete investments in infrastructure and management of Irrigation and Drainage (I&D) systems, and actions aimed at improving the quality of the country's available agriculture statistics. Specifically, the Program aims at: (a) increasing agricultural productivity in I&D areas; (b) improving water management systems and administration within I&D areas; (c) supporting the operations of Water Boards (WB) so as to effectively contribute to the Operations and Management (O&M) of the Irrigation and Drainage (I&D) infrastructure; and (d) improving the reach and quality of agriculture statistics and the corresponding information systems.

### B. Components

- 2.2 The Program has two components which are described below.

#### 1. Component 1: Irrigation and Drainage

- 2.3 The objective of this component is to improve the functioning and management of I&D systems in Suriname, particularly in the Nickerie District, by addressing current failings in infrastructure and transferring key management and maintenance responsibilities to farmers organized in WB. This component seeks to contribute to increasing the productivity of agricultural producers in irrigated areas and at the same time reduce

government expenditure.

- 2.4 The Program will finance: (a) irrigation and drainage infrastructure works, including the rehabilitation of current structures (primary and secondary, including those within WBs), selected to benefit small and medium-size farmers; (b) support for developing and strengthening WB capacity to take over the O&M of I&D systems; (c) co-finance during the first three years of the Program the O&M costs of eligible Water Boards; (d) provide incentives for technology adoption by WB farmers, including land leveling, and pesticide and fertilizer management training, among others; (e) capacity building in I&D management at the National level and in the Nickerie District; (f) water level recorders and weather stations; (g) equipment for water resource management; (h) a Stakeholder Engagement and Communication Plan to convey the relevant aspects of the Program to the beneficiaries and other stakeholders, while promoting active and ongoing engagement; (i) development of an operational decision support system for the Nickerie I&D system (including a hydrological model of the water basin); (j) a study on the environmental characterization of the Nani swamp and one for the Nickerie irrigation district; and (k) implementation of the Gender Action Plan. This component will include measures to improve the sustainable management of water resources for its different uses (irrigation, environmental and human), particularly by taking into account Climate Change impacts (i.e. in regards to water supply and demand), while also taking into consideration adaptation measures.

## 2. Component 2: Agricultural Statistics and Information

- 2.5 The objective of this component is to improve Suriname's Agricultural Information System (AIS) by improving the quality and availability of data, and by strengthening the operational capacity and analytical capabilities of the Division of Agricultural Statistics (DAS) of LVV. This component seeks to increase the relevance and, thereby, the use of agricultural statistics in public policy and private investment decisions, as well as by academia.
- 2.6 The Program will finance: (a) the 2020 agricultural census; (b) two probabilistic-sample surveys; and (c) institutional strengthening activities.

## C. Cost and Financing

- 2.7 The Program has been structured as a specific investment operation with an estimated total cost of US\$30.0 million, to be fully funded by the IDB, with resources from the Flexible Financing Facility (FFF) of the Ordinary Capital (OC) Fund. Table No. III-1 presents the budget of the Program by investment categories and components, as established in Loan Contract No. /OC-SU.

**TABLE NO. II-1**  
**COST AND FINANCING OF THE PROGRAM**  
(in US\$)

COMPONENTS AND SOURCES OF FUNDS	IDB	LOCAL COUNTERPART	TOTAL	PERCENTAGE
<b>I. DIRECT COSTS</b>	<b>28,181,700</b>	<b>0</b>	<b>28,181,700</b>	<b>93.9%</b>
<b>COMPONENT 1: IRRIGATION AND DRAINAGE</b>	<b>26,518,252</b>	<b>0</b>	<b>26,518,252</b>	<b>88.4%</b>
1.1 Main System Rehabilitation	13,475,972	0	13,475,972	44.9%
1.2 Rehabilitation of WB Secondary System	10,666,846	0	10,666,846	35.6%
1.3 Support for WB Transfer of O&M	743,980	0	743,980	2.5%
1.4 Capacity Building in I&D Management	45,600	0	45,600	0.2%
1.5 Improved Water Management	406,854	0	406,854	1.4%
1.6 Hydrology Water Resource Monitoring for Irrigation and Flood Control	679,000	0	679,000	2.3%
1.7 Environmental Control and Integrated Water Resources Management	500,000	0	500,000	1.7%
<b>COMPONENT 2: AGRICULTURAL STATISTICS AND INFORMATION</b>	<b>1,663,448</b>	<b>0</b>	<b>1,663,448</b>	<b>5.5%</b>
2.1 Agricultural Census	1,039,090	0	1,039,090	3.5%
2.2 Agricultural Surveys	42,000	0	42,000	0.1%
2.3 Institutional Strengthening	582,358	0	582,358	1.9%
<b>II. OTHER COSTS</b>	<b>1,818,300</b>	<b>0</b>	<b>1,818,300</b>	<b>6.1%</b>
<b>PROGRAM ADMINISTRATION</b>	<b>1,448,300</b>	<b>0</b>	<b>1,448,300</b>	<b>4.8%</b>
<b>EXTERNAL AUDIT</b>	<b>120,000</b>	<b>0</b>	<b>120,000</b>	<b>0.4%</b>
<b>MONITORING AND EVALUATION</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	<b>0.8%</b>
<b>TOTAL</b>	<b>30,000,000</b>	<b>0</b>	<b>30,000,000</b>	<b>100.0%</b>
<b>PERCENTAGE</b>	<b>100.00%</b>	<b>0.00%</b>	<b>100.00%</b>	

- 2.8 The Program will be executed in a period of six years (72 months)--see Table No. III-2--, based on the implementation and corresponding disbursement schedule contained in the Program Execution Plan (PEP) agreed upon between the GoS and the IDB.

**TABLE NO. II-2**  
**DISBURSEMENT SCHEDULE OF THE PROGRAM**  
(in US\$)

DISBURSEMENTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 5	Total
Annual	1,500,000	7,500,000	7,500,000	6,000,000	4,500,000	3,000,000	30,000,000
Percentage	5.00%	25.00%	25.00%	20.00%	15.00%	10.00%	100.00%
Cumulative	1,500,000	9,000,000	16,500,000	22,500,000	27,000,000	30,000,000	
Percentage	5.00%	30.00%	55.00%	75.00%	90.00%	100.00%	

### III. INSTITUTIONAL FRAMEWORK OF THE PROGRAM

#### A. Borrower

- 3.1 The Inter-American Development Bank (IDB) and the Government of Suriname (GoS), the “Bank” and the “Borrower”, respectively, entered into Loan Contract No. /OC-SU, on..., 2018, to cooperate in the execution of the “Sustainable Agriculture Productivity Program” (SU-L1052 –/OC-SU). The Borrower designated the Ministry of Agriculture,

Animal Husbandry and Fisheries (LVV) as the Program Executing Agency (PEA) as established in Section of the Special Conditions of the Loan Contract.

## **B. Program Executing Agency**

### **1. Institutional and Legal Background**

- 3.2 The Ministry of Agriculture, Animal Husbandry and Fisheries (LVV) was established on December 4, 1903 as the Agricultural Research Station, and officially became a Sub-Directorate/Department (Ministry) in 2000. Article 14 of Resolution 2 (No. 174) of December 2, 2010 provides the mandate and description of the functions and attributions of LVV, as described below.

### **2. Mandate and Responsibilities**

- 3.3 LVV is charged with the mandate for ensuring food security and food safety of agricultural products for the Surinamese society, and promoting and facilitating the sustainable development of the agricultural sector.

- 3.4 Its responsibilities include, among others:

- (a) Developing national policy on agriculture, animal husbandry, fisheries and beekeeping.
- (b) *Monitoring the proper use of land and water by the agricultural sector.*
- (c) Conducting research and education in the sub-sectors listed under (a) above.
- (d) Determining the need for and distribution of goods and services to/from the agricultural sector.
- (e) As necessary, providing support in various aspects of the agricultural value chain with respect to production, storage, processing, and marketing of agricultural products.
- (f) Undertaking prevention and control measures with respect to animal and plant diseases and pests.
- (g) Establishing and pursuing quality standards for the agricultural sector.
- (h) In collaboration with other ministries, designing investment and credit policies aimed at supporting the sustainable growth of the agricultural sector.
- (i) Promoting, coordinating, regulating and monitoring agricultural cooperatives

and other sector organizations, in collaboration as needed, with other ministries.

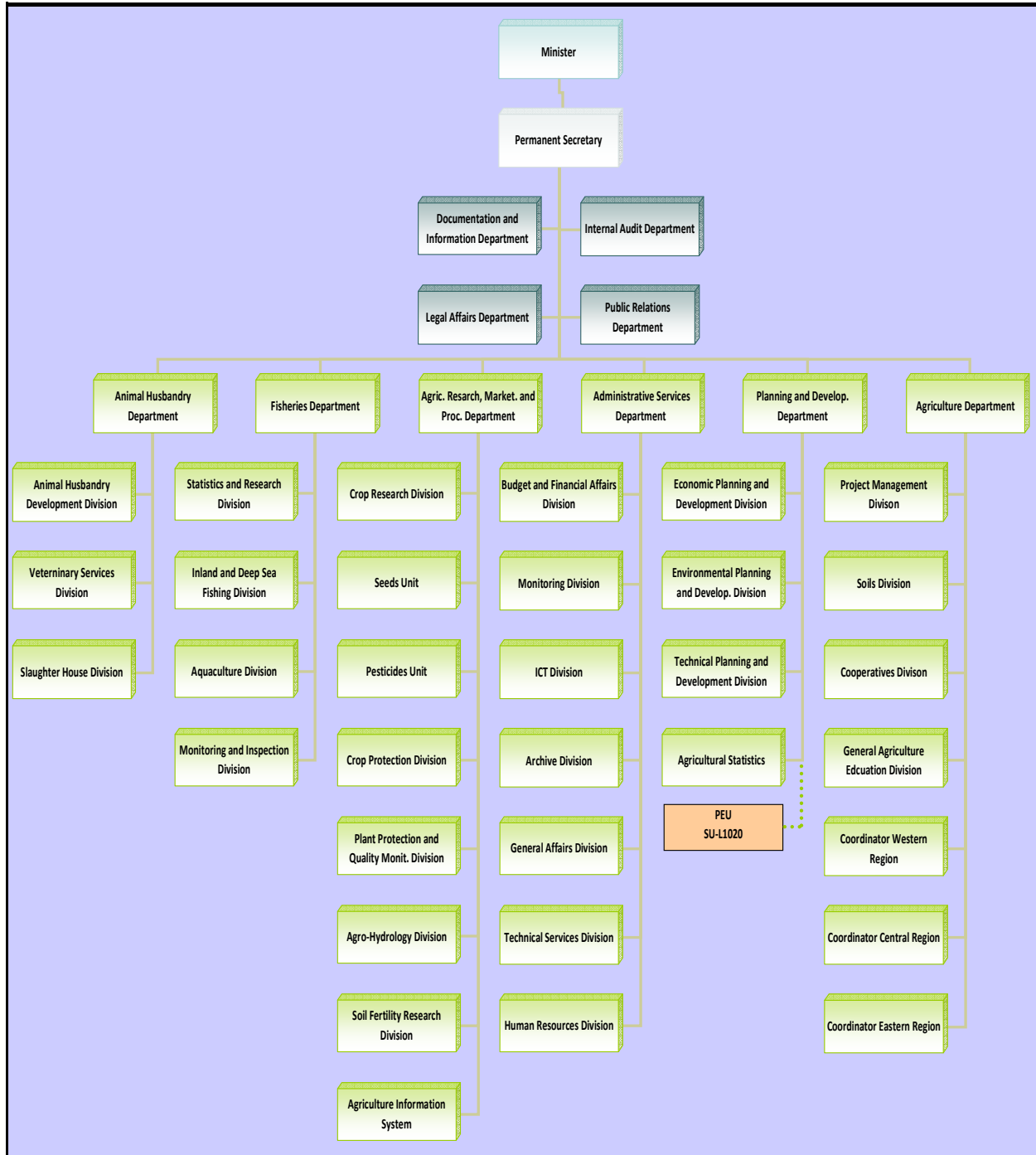
- (j) Monitoring compliance with pertinent national legislation by agricultural sector stakeholders of the sub-sectors described in (a) above, including aquaculture and agro-industry.
- (k) Promoting agricultural production aimed at the country's food security, and enhancing Surinamese agricultural export capacity.
- (l) Providing for an effective management of national fishing capacity, along with the rational exploitation of fishery resources, including the control over compliance with national legislation for the protection of such fishery resources.

3.5 In this context, the Ministry is responsible for policy development, seeking to contribute to the sustainability of the agricultural sector in Suriname, enhancing its execution capacity to promote local food production, and ensuring that agricultural products meet high quality standards in accordance to national, regional and international market guidelines.

### 3. Organizational Structure

3.6 The highest level of political authority in LVV rests in the Minister of Agriculture, Land Husbandry and Fisheries, who is ultimately responsible for driving the strategic and policy development framework, and leading the overall government agenda for the agricultural sector in Suriname. As can be seen in Figure III-1, under delegation from the Minister, the PS is responsible for, among others, managing and implementing the planning, technical, administrative, and project management functions of the Ministry and, for this purpose, allocating the necessary organizational, technical, personnel and financial resources necessary for the attainment of the Ministry's strategic goals and correspondingly, broad sector objectives. As can be seen in Figure No. III-1, under the Office of the PS, LVV presents a functional organizational structure whereby all line technical, administrative and financial management responsibilities, as well as non-line advisory functions fall under the PS.

**FIGURE NO. III-1**  
**MINISTRY OF AGRICULTURE, ANIMAL HUSBANDRY AND FISHERIES**  
**ORGANIZATIONAL STRUCTURE**



## IV. PROGRAM EXECUTION GOVERNANCE

### A. Functions and Responsibilities of the Project Executing Agency

4.1 As PEA, LVV will be responsible for the coordination, planning and monitoring, financial management, procurement, technical administration, and the implementation of social and environmental safeguards of the Program.<sup>1</sup>

#### 1. Coordination, Planning and Monitoring

4.2 Responsibilities include, among others:

- (a) Ensuring the effective compliance with the “Conditions Prior to First Disbursement” established in Section of the Special Conditions of the Loan Contract between the IDB and the GoS.
- (b) Implementing the inter-institutional coordination mechanisms with other public and private organizations related and/or beneficiaries of the Program.
- (c) If necessary, providing the coordination mechanisms with other donor agencies supporting the GoS in the agricultural, environmental, climate change, and other areas.
- (d) Promoting and disseminating the Program among beneficiaries, public entities, and other stakeholders.
- (e) In close coordination with the pertinent technical and administrative personnel of LVV, undertake the strategic and operations planning activities of the Program, including the preparation of the Annual Operations Plan (AOP), the Procurement Plan (PP), the Financial Plan (FP), and other documentation, in compliance with the requirements of LVV, the MoF, and the IDB, and submission for non-objection and approval.
- (f) Monitoring the activities of the Program in compliance with its global strategic objectives and those of its two individual components, as well as the targets established in the PEP and the AOP.
- (g) Implementing the Programs’ risk management mechanisms on the basis of the IDB tool Risk Management in Projects with Sovereign Guarantee (RMP), taking into consideration the assessment and evolution of the risk factors, the factors

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<sup>1</sup> As described below, these responsibilities will be executed through the Program Executing Unit (PEU), whose establishment will be responsibility of LVV as PEA.



of probability and impact, and risk mitigation measures.

- (h) Preparing the periodic physical and financial progress reports to be submitted to LVV, MoF and the Bank.
- (i) Presenting to the Bank the required data, reports and other documentation of the Program as a whole and its individual components, as established in the Loan Contract.

## 2. Financial Administration

### 4.3 Responsibilities include, among others:

- (a) Managing, in an effective and transparent manner, the financial resources of the Program.
- (b) Preparing the “Chart of Accounts” of the Program and submitting it for consideration and non-objection of the Bank.
- (c) Maintaining the payment and budgetary records of the Program in the Integrated Financial Management Information System (IFMIS) platform, following the guidelines of the MoF, and implementing a parallel Enterprise Resource Planning (ERP) platform to maintain the accounting, budgetary and treasury records of the Program (including the general ledger) as well as the preparation of financial reports.
- (d) Preparing the Program’s Financial Plan, including the investment and disbursement plans in accordance to the PEP, the PP, and the AOP.
- (e) Following applicable national and internal procedures, executing *through the Treasury Single Account (TSA)* the payments, transfers and disbursement of resources to cover the Program’s eligible expenses to contractors, goods and services providers, consultants and other.
- (f) Preparing and submitting, for consideration of the IDB, the bi-annual budget execution reports and financial statements in formats agreed with the Bank and classified by component, subcomponent and product/activity.
- (g) Preparing and submitting, for consideration of the IDB, the bi-annual budget execution reports and financial statements in formats agreed with the Bank and classified by component and product/activity.
- (h) Preparing and submitting to the Bank, the expense reports and supporting documentation, along with the requests for advances of funds.

- (i) Maintaining an adequate filing system for the Programs' financial records (budget, accounting and treasury), including the payment records, among others.
- (j) Contracting the annual independent external audits, following IDB norms and procedures.

### 3. Technical and Administrative

#### 4.4 Responsibilities include, among others:

- (a) Managing the direct investment and institutional strengthening and technical activities in LVV, within the framework of responsibilities for each of the two components of the Program.
- (b) Preparing terms of reference, public bidding documents and technical specifications, among others, as part of the bidding, selection and contracting of works and procurement of goods, services other than consulting, and consultancy services that form part of the Program, in full accordance with procurement norms and procedures of the IDB, and the use of the Bank's Standard Bidding Documents, or the use of other documents satisfactory to the Bank, when appropriate.
- (c) Supervising the work of consultants, contractors, goods and services providers, and project stakeholders.
- (d) Supervising and supporting the implementation of the investment, technical assistance, institutional strengthening and overall operating activities of the Program at the central, district and national levels, and ensuring stakeholder participation, involvement and understanding in/of the Program.
- (e) Ensuring the compliance with quality control norms and procedures in each of the investment components of the Program ("Irrigation and Drainage" and "Agricultural Statistics and Information"), following the technical guidelines contained in Section VII of the present POM.
- (f) Ensuring the effective implementation of the monitoring and evaluation activities of the Program including the adoption of methodologies for performance evaluation.
- (g) Ensuring the adequate and transparent accounting and registry of the assets obtained with the Program's resources, as well as the execution of necessary preventive and recurrent maintenance to guarantee their safeguard and

sustainability.

#### 4. Social and Environmental

##### 4.5 Responsibilities include, among others:

- (a) Ensuring a solid and adequate environmental management of the Program, following national regulations and standards, as well as IDB's environmental and social safeguards policies, and in accordance with the agreed: (i) Environmental and Social Assessment (ESA); (ii) Environmental and Social Management Plan (ESMP); (iii) Environmental and Social Management Report (ESMR); and (iv) legal requirements included in the Loan Contract of the Program.
- (b) Strengthening and monitoring the institutional, environmental and social management instruments and procedures.
- (c) Ensuring the adequate and timely consideration of possible environmental and social impacts of the investment activities of the Program, during the design and execution stages.
- (d) Ensuring and contributing to the incorporation of risk mitigation measures in all activities of the Program, so as to avoid or minimize potentially adverse environmental and social impacts from the implementation of the Program's investment and operating activities.
- (e) Contributing to enhancing and disseminating the positive environmental and social impacts of the Program.
- (f) Providing for the effective monitoring of the environmental and social aspects of the Program, both, at the local and national levels, and supporting the execution of corrective actions, as necessary.
- (g) Contributing to the identification, definition and allocation of the institutional responsibilities of the various stakeholder institutions of the Program with respect to the implementation of risk mitigation actions and measures during the execution of the Program, and within the framework of the ESA, ESMP, ESMR, and legal requirements included in the Loan Contract of the Program-- including conditions prior to bidding of works and prior to construction, and conditions of execution for compliance during the life of the Program--.
- (h) Contributing to the design of environmental and social indicators in support to the governance and physical implementation of the investments of the Program.
- (i) Ensuring the incorporation of environmental and social contents in the technical

specifications, terms of reference and other procurement documents of the Program.

- (j) Contributing to environmental control and monitoring and risk mitigation in infrastructure investments in laboratories and fixtures, the provision of equipment and the overall operations of such laboratories, including the adequate handling and disposal of chemical and other waste.
- (k) Contributing to environmental and social control and monitoring, as well as risk mitigation of infrastructure investments in irrigation and drainage during the construction and maintenance stages, as well as in the provision, installation and operation of water management and control equipment, among others.
- (l) Acting as liaison with other institutions related to the Program, and supporting their efforts in the incorporation of institutional procedures for environmental and social management.
- (m) Promoting the active involvement and participation of citizens (especially affected stakeholders), WBs, local organizations, producers, local partner organizations, and other stakeholders in the implementation of the activities of the Program, and taking into consideration, among others, gender aspects; and ensuring the proper application of a public engagement strategy with affected stakeholders, including the establishment of a grievances mechanism.
- (n) Providing a permanent institutional platform in LVV to address specific environmental and social risks identified in the ESA, ESMP and ESMR, including those directly related to the economic on local producers—especially small and medium-sized farmers--and WB members from the construction, operation and maintenance of the primary and secondary irrigation systems and drainage infrastructure
- (o) Contributing to the execution of environmental protection and natural resources management education and awareness activities as part of Component 1 of the Program.

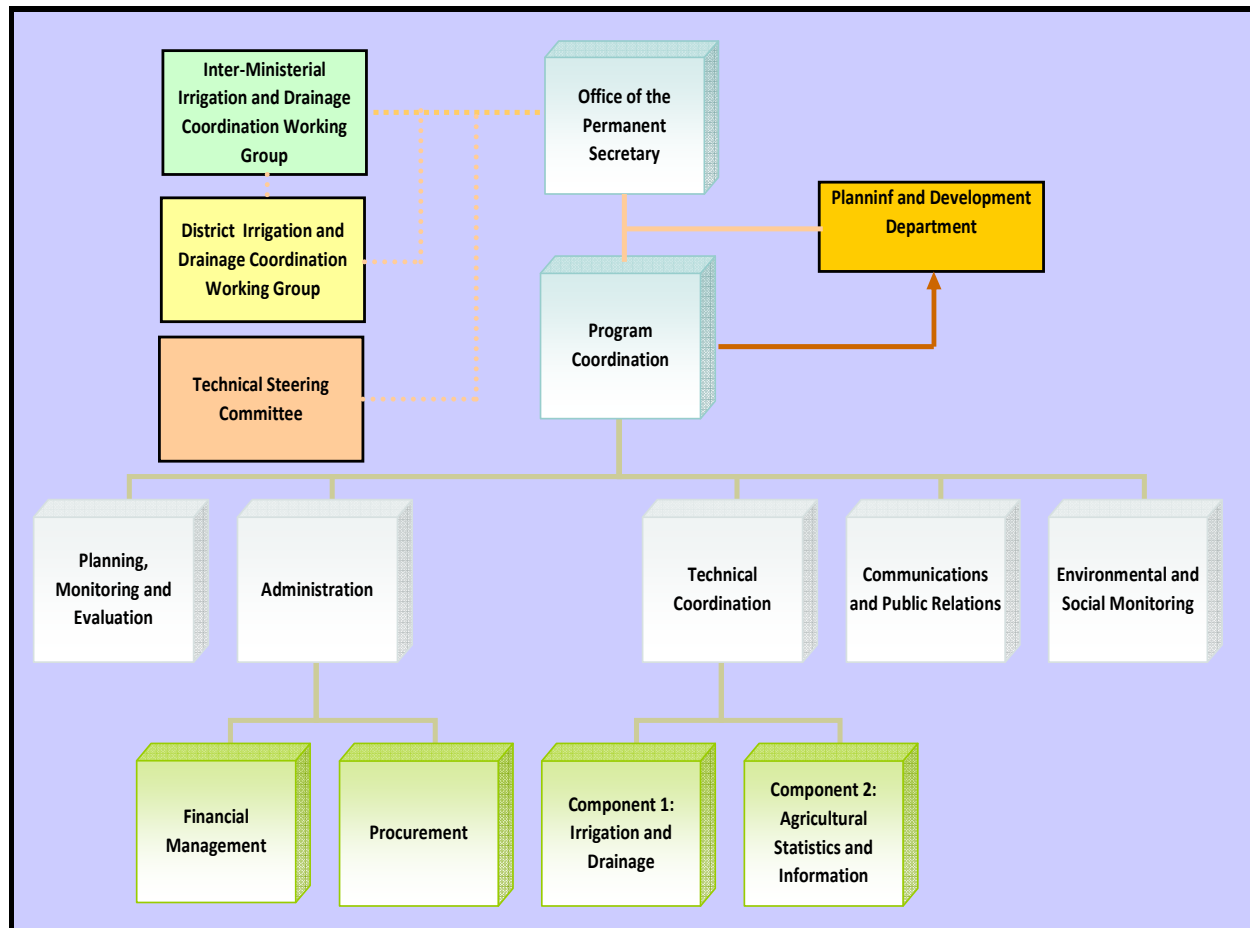
## **B. Program Execution Structure**

- 4.6 The Office of the PS will provide the necessary institutional platform for effective streamlining of Program execution, decision-making support, delegation of authority and responsibilities, and facilitating the support and coordination of/with other institutions of the GoS. The Planning and Development Department, under delegation from the PS represents the focal point for the provision of institutional support to Program execution, and thereby ensuring the effective compliance by LVV with its responsibilities directly related to the planning, execution, administration and control of the Program, including the intra-institutional

coordination with other internal technical and administrative departments of the Ministry.

- 4.7 Figure IV-1 presents the organizational structure for Program execution which is immersed in the organizational structure of the Ministry.

**FIGURE NO. IV-1**  
**SUSTAINABLE AGRICULTURE PRODUCTIVITY PROGRAM**  
**PROGRAM EXECUTION STRUCTURE**

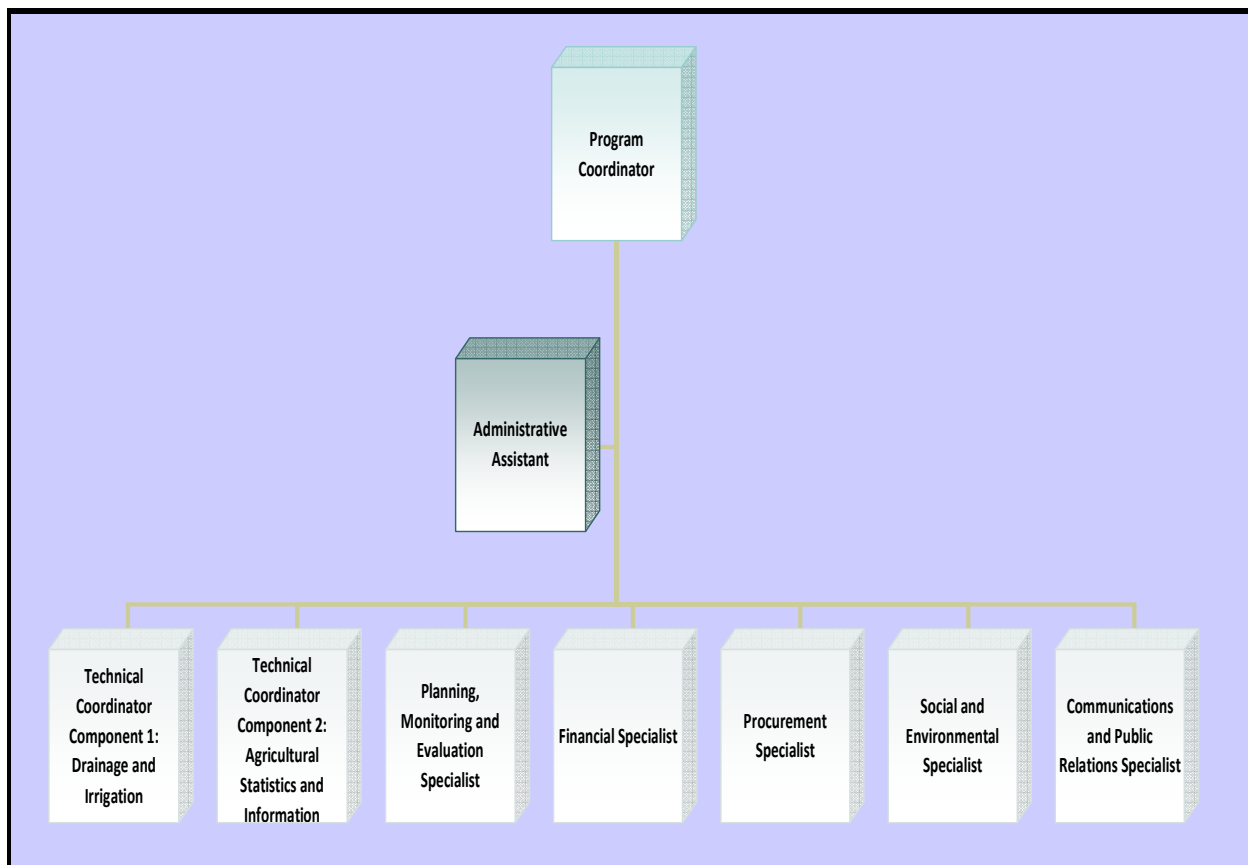


### **C. Program Executing Unit**

- 4.8 LVV will establish a Program Executing Unit (PEU) under the Office of the Permanent Secretary with coordination responsibilities with the Planning and Development Department. The PEU will act as the vehicle through which LVV will discharge its functions and responsibilities within the framework of the Program, and will serve as the liaison and coordinating point with the various administrative, financial and technical departments and units of the Ministry, the Bank, as well as other external agencies and institutions.

4.9 Figure No. IV-2 shows the personnel structure of the PEU, which is directly consistent with the overall and specific Program execution functions and categories of planning, monitoring and evaluation, financial management and procurement administration, technical coordination, social and environmental management, and public relations. The PEU will maintain a constant and effective process of knowledge transfer and will provide a continuous support the Ministry in the discharge and compliance with its functions and responsibilities related to the Program implementation, control and reporting, among others.

**FIGURE NO. IV-2**  
**SUSTAINABLE AGRICULTURE PRODUCTIVITY PROGRAM**  
**STRUCTURE OF THE PROGRAM EXECUTING UNIT**



4.10 *Structure and personnel.* The PEU will be staffed with a core team funded with the Program's administrative budget, and who must discharge their responsibilities in direct coordination with planning, administrative, financial and technical personnel assigned by the Ministry. These include:

- (a) Program Coordinator, responsible for: (i) providing overall Program management governance and leadership; (ii) ensuring the effective allocation of resources to Program investment, operating and administrative activities; (iii) establishing the institutional channels and structure to ensure administrative

synergies and controls, along with a coherent reporting and coordination mechanism with LVV through the Office of the PS and the Planning and Development Department; (v) providing the strategic, organizational, financial and technical direction of the Program and PEU, and serve as the main focal point of the Program with LVV and other public and private institutions. *To be contracted for the entire Program execution period.*

- (b) Technical Coordinator of Drainage and Irrigation, responsible for leading the technical execution of all activities included in Component 1 of the Program, including infrastructure investments in drainage and irrigation systems rehabilitation, provision of technical and institutional support for the transferring of O&M responsibilities to WBs, provision of managerial capacity building, and flooding and environmental monitoring, among others. Focal point for inter-institutional coordination with local stakeholders and institutions in the Nickerie area including, among others, OWMCP, other WB's, local agricultural producers, and other. His/her activities will be directly coordinated with the Agriculture Department of LVV. *To be contracted for the entire Program execution period.*
- (c) Technical Coordinator of Agricultural Statistics and Information, responsible for leading the technical execution of all activities included in Component 2 of the Program and related to, among others, the design and implementation of the agricultural census and surveys, the strengthening of the AIS, as well as the overall institutional and technical capacity of the DAS of LVV. *To be contracted for the entire Program execution period.*
- (d) Planning, Monitoring and Evaluation Specialist, responsible for: (i) leading the strategic and operational planning activities of the Program, including the preparation and update of the Program's planning instruments (i.e. PEP and AOP); (ii) monitoring the progress in the implementation of the technical components with respect to the attainment of its overarching objectives of the Program as well as of the individual investment plans; (iii) measuring the outputs and outcomes of Program's activities; (iv) assessing the overall risk environment of the Program and updating the risk management framework, as necessary; (v) leading the preparation of the Program's progress reports. Activities to be discharged in direct coordination with the Planning and Development Department of LVV. *To be contracted for the entire Program execution period.*
- (e) Financial Specialist, responsible for: (i) the overall financial administration of the Program (i.e. accounting, budget administration, treasury, and asset management); (ii) ensuring the presence of the necessary control environment for effective and transparent financial reporting in compliance with IDB and national regulations; (iii) implementing the necessary platform for integrated financial administration; (iv) managing payment administration for the Program's eligible expenditures; and (v) preparing, on a timely basis, the periodic financial

statements of the Program, financial plan and other reports and documents. *To be contracted for the entire Program execution period.*

- (f) Procurement Specialist, responsible for: (i) leading the management processes for the contracting of works, and purchases of goods and non-consulting and consulting services contemplated in the Program's investment components and administration; (ii) proving for the effective coordination with the technical dependencies of the PEU and LVV throughout the procurement processes; and (iii) ensuring the compliance with IDB procurement policies and applicable GoS requirements. *To be contracted for the entire Program execution period.*
- (g) Social and Environmental Monitoring Specialist, responsible for the implementation and monitoring of the environmental and social aspects of the investment/infrastructure development and operating activities of the Program within the guidelines contained in the ESA, ESMP and ESMR, and providing the necessary recommendations for corrective actions. *To be contracted for the entire Program execution period.*
- (h) Communications and Public Relations Specialist, responsible for: (i) the implementation of the Program's information and communications strategy aimed at promoting the Program; (ii) facilitating active stakeholder participation and engagement at the local and central levels throughout the execution period; and (ii) providing for the presence of an open communications and information platform with Program beneficiaries, WBs, small and medium sized farmers, and others.
- (i) Administrative Assistant, responsible for facilitating the work of the PEU and, particularly, supporting the Program Coordinator and other members of the Unit in all administrative matters. *To be contracted for the entire Program execution period.*

**4.11 *The presentation of evidence that LVV has selected a Program Coordinator, a Financial Specialist and a Procurement Specialist according to the terms and conditions previously agreed with the Bank will be a special contractual condition prior to the first disbursement of the financing.***

#### **D. Program Oversight**

- 4.12 The Inter-Ministerial Irrigation and Drainage Coordination Working Group (IMIDCWG) and/or the District Inter-Ministerial Irrigation and Drainage Coordination Working Group (DIMIDCWG) —established in 2014--will be responsible for the overall oversight of Component 1 of the Program while facilitating the coordination efforts of the various institutions involved in the irrigation and drainage sector in Suriname, including LVV, MPW, MRD, and OWMCP.



- 4.13 The IMIDCWG/DIMIDCWG will provide the necessary governance framework for the Program, which will support LVV and the PEU throughout the execution period by:
- (a) Guiding the strategic actions of the Program while providing the necessary direction to the investment and operating activities under Component 1.
  - (b) As indicated above, facilitating and providing for the necessary inter-institutional coordination and collaboration, and expediting the effective participation of the various public sector actors directly involved in I&D area in Suriname.
  - (c) Monitoring the effective attainment of the investment, operational, technical and institutional strengthening of the Program in I&D.
  - (d) Contributing to the compliance by the various stakeholders of the Component with key responsibilities related to investment, operations and maintenance of the I&D infrastructure.
  - (e) Assessing the implementation of the various activities of Component 1, vis-à-vis. the strategic and operational plans.
  - (f) Informing Program management of any variations to GoS policies and priorities which may impact the strategic direction and/or implementation of the I&D investments.
  - (g) Learning of obstacles that may arise during Program implementation, and making decisions on corrective actions, as necessary.
- 4.14 The Working Group will provide with the necessary oversight of Program implementation at the central level in Paramaribo and the district level in Nickerie. The Minister of Agriculture, Animal Husbandry and Fisheries, the PSC will chair the IMIDCWG/DIMIDCWG, whom may delegate such responsibilities to the PS of LVV.
- 4.15 With respect to Component 2 of the Program, and with the approval of the 2020 Agricultural Census Law, a Technical Steering Committee (TSC) will be established to provide the necessary governance and oversight for the implementation of the census. Its establishment will take place based on the signing of an inter-institutional agreement between LVV and ABS. Through such agreement ABS agrees to provide the necessary technical advice and support in the preparation and execution of the census.

## **V. PROCUREMENT ADMINISTRATION**

### **A. Responsibility**

- 5.1 The PEU will be responsible for conducting the procurement activities of works, goods and services of the Program, and ensuring the quality, efficiency and transparency of such processes. For this purpose, the PEU will coordinate such activities and will work in direct collaboration and coordination with the Purchase Unit of the General Affairs Division of the Administrative Services Department of LVV. The PEU will at all times ensure the compliance by the PEA with the stipulations contained in the present POM along with the Special Conditions of the Loan Contract with respect to procurement administration.
- 5.2 For this purpose, the PEU will prepare, on an annual basis or as required, the Procurement Plan (PP) to be submitted to the Bank for non-objection. The approved PP will serve as the basis for purchasing and contracting, as established in the Special Conditions of the Loan Contract with respect to procurement.

### **B. Procurement Norms and Procedures**

- 5.3 The Fiduciary agreements contained in Section... of the Special Conditions of Loan Contract No. /OC-SU, establish the dispositions to be applied by LVV, as PEA in the procurement of works, goods, and non-consulting and consulting and services of the Program. In particular:
- (a) The contracting of infrastructure works and purchase of goods and services other than consultancies will take place in accordance with the document "Policies for the Procurement of Goods and Works Financed by the Inter-American Development Bank" (GN-2349-9) of March 2011, approved in April 2011.
  - (b) The selection and contracting of consulting services will take place in accordance with the provisions of the document "Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank" (GN-2350-9) of March 2011, approved in April 2011.

### **C. Basic Principles**

- 5.4 IDB procurement policies establish that the responsibility for the implementation of the Program, including the award and administration of contracts rests with the PEA. On its part, under the Loan Agreement, the Bank is responsible for taking the necessary measures to ensure that the proceeds of the Loan are used only for the purposes for which the Loan is granted, with due attention to considerations of economy and efficiency. In particular, four considerations guide the Bank's requirements:

- (a) The need for economy and efficiency in the implementation of the Program, including the procurement of the goods and works involved.
- (b) The Bank's interest in providing all eligible bidders from developed and developing countries the same information and equal opportunity to compete for the provision of goods and works financed by the Bank.
- (c) The Bank's interest in encouraging the development of domestic contracting and manufacturing industries in the borrowing member country.
- (d) The importance of transparency in the procurement process.

#### **D. Prohibited Practices**

5.5 IDB procurement policies require that the PEA and all firms, entities and individuals bidding for or participating in any Bank-financed activity (including their respective officers, employees and agents, irrespective of whether the agency is express or implied), adhere to the highest ethical standards, and report to the Bank all suspected acts of prohibited practices which they have knowledge or become aware of, both during the bidding process and throughout negotiation or execution of a contract.<sup>2</sup> Prohibited practices include:

- (a) *Corrupt practice*, which entails the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- (b) *Fraudulent practice*, which entails any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead a party to obtain a financial or other benefit or to avoid an obligation.
- (c) *Coercive practice*, which consists of the impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
- (d) *Collusive practice*, which is an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.

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<sup>2</sup> Information on how to present allegations of Prohibited Practices, the applicable rules regarding the investigation and sanctions process, and the agreement regulating the mutual recognition of sanctions are available on the Bank's website ([www.iadb.org/integrity](http://www.iadb.org/integrity)).

- (e) *Obstructive practice*, which entails: (i) deliberately destroying, falsifying, altering or concealing evidence material to the investigation or making false statements to investigators in order to materially impede a Bank Group investigation into allegations of a corrupt, fraudulent, coercive or collusive practice, and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or (ii) acts intended to materially impede the exercise of the Bank's inspection and audit rights.

#### **E. Basic Guidelines**

5.5 Procurement administration will necessarily adopt the following guidelines:

- (a) The PEU, in collaboration with the Purchase Unit of the General Affairs Division of the Administrative Services Department of LVV will prepare, on an annual basis or, as required, the Procurement Plan (PP) of the Program to be submitted to the Bank for non-objection. The approved PP will be the basis for the execution of the annual purchases and contracting of the Program, as established in the Special Conditions of the Loan Contract, with respect to procurement.
- (b) All purchases and contracts of works, goods and services must be directly related to a component, product and activity of the investment Program, and effectively contained in the PEP, AOP and PP.
- (c) The PP should be subject to continuous monitoring by the Program Coordinator, the Technical Coordinator for Drainage and Irrigation, the Technical Coordinator for Agricultural Statistics and Information, and the Procurement Specialist of the PEU, in conjunction with the pertinent personnel from the Agriculture Department and the Planning and Development Department, as well as the Administrative Services Department of LVV. This with the objective of ensuring the effective progress and compliance with the Program's execution plans, and to introduce adjustments when necessary.
- (d) All purchases and contract requests of the Program must be consistent with the products and activities of the PEP, and must be technically and financially validated by technical and administrative personnel (planning, procurement and finance) of the PEU and LVV so as to ensure: (i) the adequate allocation of the transaction/activity based of the approved programmatic structure (i.e. chart of accounts) of the Program, being investment or administrative activity; (ii) the incorporation of the activity in the POA and PP; (iii) the budget availability certification along with the allocation of resources in the corresponding budget line; and (iv) the presence of all supporting documentation for each transaction/activity.

- (e) These documents must be supported by technical justifications along with the agreed reach and scope of the activity as contained in the PEP, AOP and PP. Procurement personnel of the PEU will analyze and review such documents, and will verify that all technical, procedural and format elements are in place so as to ensure the compliance with the necessary standards to initiate the actual procurement administration activities.
  - (f) The Agriculture Department, the Planning and Development Department, and the Administrative Services Department, along with Program Coordinator and Technical Coordinators, constitute the requesting units/positions to initiate any procurement process for works, goods and services, based on the activities of the Program under their individual responsibility. In this respect, the preparation of terms of reference, technical specifications, and all documentation supporting the procurement activities, is the responsibility of such internal dependencies working in direct coordination and the support with/of the PEU.
- 5.6 The Program Manager will guide the procurement processes of works, goods and services based on the activities of the Program. As per the previous point, the PEU will support and work in coordination with LVV in the preparation of the terms of reference, technical specifications and all documentation, as part of the procurement activities. These documents must be supported by technical justifications along with the agreed reach and scope of the activity as contained in the PEP. The Procurement Specialist of the PEU will analyze and review such documents, and will verify that all technical, procedural, social and environmental elements are in place so as to ensure the compliance with the necessary standards to begin the procurement administration activities.
- 5.7 Finally, following national norms as well as institutional procedures of LVV, the Ministry and the PEU will provide the necessary internal controls so as to ensure that any procurement and financial transaction, from requisition to payment must be supported by: (a) the works, good, or service requisition; (b) technical specifications or terms of reference; (c) budget certification; (d) requests for quotations; (e) quotes; (f) tender documents and evaluations; (g) purchase orders; (h) invoices; (i) receipts for delivery; and (j) payment vouchers.

## **F. Procurement Plan**

- 5.8 The Planning and Development Department and the Program Coordinator will ensure at all times the effective execution, quality and transparency of the procurement of works, goods and services within the framework of the Program, based on the joint actions of the procurement areas of the PEU and the Administrative Services Department. As indicated before, the PP will be prepared on an annual basis and updated as required

for each of the investment components and administration of the Program and consolidated. LVV/PEU will be responsible the updates of the PP and modifications will be subject to the consideration and non-objection of the Bank. The PP will be published in the IDB and LVV Web sites, and procurement notices included in the UN Development Business Online (UNDB Online) procurement portal.

- 5.9 The PP will describe, in a detailed manner, each of the works, goods and services required by the Program in each calendar year, following the stipulations contained in the Bank's procurement policy and, when applicable national and institutional norms and procedures. The PP will contain, as a minimum:
- (a) The code of each procurement activity directly associated to the Program's programmatic structure (char of accounts) for the investment components and administration. In particular, by component, product and activity.
  - (b) The product to be delivered as a result of the purchase or contract, consistent with the PEP, AOP and PP.
  - (c) The type of procurement activity classified by works, goods, and non-consulting and consulting services (individual consultants or firms).
  - (d) The procurement method based on the thresholds agreed upon between the IDB and the GoS for each procurement activity and corresponding amount.
  - (e) The estimated costs or budgets for each purchase or contract (or groups of purchases and contracts) based on the PEP and AOP.
  - (f) The ex-ante or ex-post review requirements of the IDB. In particular, with respect to the review by the Bank of bidding documents, terms of reference, publications and other, prior to the publication of the procurement notice or, alternatively, the review by the Bank of all or a sample of procurement documents executed by LVV, as PEA, in a specified period of time.
  - (g) The estimated dates of publication of the procurement notices, as well as the estimated dates for the start and conclusion of the contracts or delivery of goods and services of the Program.
  - (h) The specific cases which would require pre-qualification.
- 5.10 The PP of the Program will be included in the IDB Procurement Plans Management System (SEPA), following the guidelines established by the Bank for control and monitoring purposes.

## **G. Procurement Modalities and Thresholds**

- 5.11 The procurement modalities will be applied based on the cost estimates of the work, good or service to be acquired. The following table shows the thresholds which will apply to each of the procurement categories within the framework of the Program, following the limits agreed by the IDB for its operations in Suriname. Such thresholds may change during the execution of the Program based on expressed agreement between the Bank and the GoS.

**TABLE NO. V-1**  
**PROCUREMENT MODALITIES OF THE PROGRAM**  
(in thousands of US\$)

Thresholds to Determine the Procurement Modality							
Works			Goods and Services other than Consultancies			Consulting Services	
International Competitive Bidding	National Competitive Bidding	Price Comparison (Shopping)	International Competitive Bidding 1/	National Competitive Bidding 1/	Price Comparison (Shopping)	National Short List	International Short List
≥1,000	100 – 1,000	<100	≥100	25 – 100	<25	<100	≥100

1/ Applies to non-common goods and services other than consultancies.

### 1. Procurement of Works, Goods and Non-Consulting Services

- 5.12 The contracts for works, goods and non-consulting services of the Program which are subject to International Competitive Bidding (ICB) will be executed through the use of Standard Bidding Documents (SBDs) issued by the IDB. The processes that are subject to National Competitive Bidding (NCB) will be executed through the use of other National Bidding Documents satisfactory to the IDB. When these are not available, the Bank's SBDs will be used. The review of technical specifications in all cases, during the process of selection is the responsibility of the IDB Sector Specialist assigned to the Program.

### 2. Procurement of Consulting Services

- 5.13 Consultancy service contracts for consulting firms of the Program will be executed through the use of Standard Request for Proposals (SRP) issued or agreed by the bank. The selection and contracting of individual consultants may be executed through national or international advertising in order to create the short list of qualified consultants. LVV is responsible for preparing the terms of reference, short lists, selecting consultants, and awarding and subsequently administering the contracts, with Bank supervision. The review of terms of reference for the selection of consulting services is the responsibility of IDB Sector Specialist assigned to the Program.

- 5.14 Individual Consultants will be selected for assignments for which: (a) teams of

personnel are not required; (b) no additional outside (home office) professional support is required; and (c) the experience and qualifications of the individual are the paramount requirement. Individual consultants will be selected on the basis of their qualifications for the assignment. Advertisement is not required and consultants do not need to submit proposals. Consultants shall be selected through comparison of qualifications of at least three candidates among those who have expressed interest in the assignment or have been approached directly by the PEA. Individual Consultants may be selected on a sole-source basis with due justification in exceptional cases.<sup>3</sup>

#### **H. Procurement Supervision**

- 5.15 The review method for all procurement activities of the Program will be initially ex-ante and will remain as such for all high risk/value activities. The PEA through the PEU will be responsible for providing to the Bank on a timely basis, with all the necessary information and documents for review before the start of any procurement process.
- 5.16 If a procurement activity is moved to ex-post, the ex-post procurement supervision should take place at least once every 12 months--upon the conclusion of the calendar/fiscal year--, and in accordance with the supervision plan of the Program. For this purpose the PEA will give access to the Bank to the supporting documentation of the procurement activities of the year for review. In addition, the Bank will conduct, as required, physical inspection visits to be chosen from the list of procurement processes subject to ex-post review.
- 5.17 The Bank will assess, on an annual basis or, as required, the progress and performance of LVV with respect to the Program, as it gradually builds/strengthens its procurement administration capacity. Such assessments will allow the Bank to assess modifications of the review methods from ex-ante to ex-post, and based on the types of works, goods, services, and their corresponding amounts.

#### **I. Evaluation and Selection Committee**

- 5.18 LVV through the PEU will establish an Evaluation and Selection Committee, to be responsible for the overall technical and financial evaluation of bids and proposals as part of the procurement of goods, services and works based on the applicable thresholds established in the Program PP. The Committee will comprise three or more specialists in the sector(s) to evaluate bid documents and technical proposals. The Committee will be add hoc in nature and chaired by the Deputy Director Agriculture or Deputy Director Planning and Development and comprise representatives from LLV and other organizations participating in the Program, and based on the characteristics and requirements of each procurement activity. It will also comprise specialists who will be

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<sup>3</sup> Refer to "Selection of Individual Consultants", Paragraph 5.4 of IDB document "Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank" (GN-2350-9).



seconded to participate in the evaluations as needed based on the type of procurement.

**J. Procurement Monitoring**

- 5.19 The main instruments for LVV to monitor the procurement processes of the Program are the AOP and the PP, duly approved by the Bank. Procurement personnel of the PEU and LVV will be responsible for the updating the PP so that the annual activities programming exercise takes place based on the actual progress of the physical and financial implementation of the activities contained in the AOP along with other requirements that may arise during the execution of the Program. The AOP and the PP will be reviewed by the Program Coordinator and presented for consideration of the PS, as part of the internal approval, before its delivery to the IDB, for review and non-objection.
- 5.20 The PEU and the Planning and Development Department will ensure the effective and transparent adoption and application of the PP by the Ministry, based on Bank's policies and applicable national norms.
- 5.21 Box No. V-1 summarizes the procedures which apply to the overall requisitions and purchasing/contracting approval process as part of the integrated procurement administration of the Program by LVV/PEU.

**BOX NO. V-1**  
**AUTHORIZATION AND APPROVAL PROCEDURES**  
**PROCUREMENT PROCESS AND CONTROLS**

**REQUISITIONS AND PROCUREMENT**

- (a) LVV technical personnel along with PEU Technical Coordinators identify the need for a good, service or work in accordance with the PP, AOP and PP, and prepare the corresponding requisition.
- (b) Requisitions are signed off by Deputy Director Agriculture or Deputy Director Planning and Development and submitted to the PEU via the Procurement Specialist.
- (c) Requisitions are recorded based on a chronological order and pre-numbering mechanism.
- (d) Procurement Specialist verifies the existence of funds along with the presence of the activity and cost in the PEP, AOP and PP.
- (e) Financial Specialist of the PEU in conjunction with Deputy Director of Administrative Services of LVV certifies the existence of funds under the corresponding activity.
- (f) The PEU initiates the procurement process following IDB policies and thresholds agreed upon between the Bank and the GoS.
- (g) Program Coordinator authorizes the initiation of the procurement process based on the authorization of the Deputy Director Agriculture or Deputy Director Planning and Development.
- (h) Personnel of LVV Agriculture Department and Planning and Development Department with support from the Technical Coordinators of components of the PEU prepare Terms of Reference (TdR) or technical specifications, and are signed off by the corresponding Deputy Directors.
- (i) Program Coordinator submits such documents for non-objection of the IDB.
- (j) Procurement Specialist of the PEU in collaboration with LVV procurement personnel prepare the tender documents and are signed off by corresponding Deputy Directors.
- (k) Program Coordinator submits such documents for non-objection of the IDB with copy to the Joint Desk of the MoF.
- (l) Procurement Specialist of the PEU in conjunction with LLL procurement officials launch the bidding process with the publication, which is signed off by the PS.
- (m) Deputy Director of Planning and Development gathers the Evaluation and Selection Committee with representatives from LVV technical departments and PEU.
- (n) Selection and evaluation criteria and scoring methodology for proposals are agreed upon by between the Component Coordinators of the PEU and technical personnel of LVV and signed off by Deputy Director Agriculture of Deputy Director Planning and Development.
- (o) Upon selection of supplier and contractor, including the accepted bid/proposal, Program Coordinator compiles all supporting documents for submission to IDB for non-objection of award decision (i.e. terms of reference, technical specifications, bidding documents, proposals/bids, scoring sheets and results, and decisions/recommendations).
- (p) Preparation of contract by the Legal Affairs Department of LVV in conjunction with the Procurement Specialist of the PEU.

**K. Records and Filing**

- 5.22 The PEU will be responsible for maintaining an adequate and safe filing system (based on accepted best practices), including the necessary physical space to guarantee the safety and integrity of the documentation of each procurement process of the Program, from advertising through the contract's final payment. The filing system should ensure the necessary control and should facilitate the update and access to documentation as required, as well as the ex-post review by the Bank, and the execution of the annual external independent audits. Files will be kept for up to three years beyond the end of the Program's execution period. The Fiduciary Team of the IDB Country Office in

Suriname will review and assess the LVV/PEU's capacity in this matter during its programmed inspection visits.

- 5.23 Box No. V-2 shows the specific procedures to be adopted by the PEA with respect to records administration and filing, as agreed between the GoS and the Bank.

**BOX NO. V-2**  
**RECORDS MANAGEMENT AND FILING PROCEDURES**

**IDB RECORD KEEPING PROCEDURES AS PER LOAN CONTRACT**

- (a) Maintain records for easy identification of sums received from various sources.
- (b) Show investments of the Program, both with IDB resources and other sources, in accordance with the approved Chart of Accounts.
- (c) Provide sufficient detail to show the works performed, goods procured and services contracted, as well as the utilization of such works, goods and services.
- (d) Evidence conformity in the acceptance, authorization and payments for the purchased or contracted works, goods and services.
- (e) Include documentation relating to the bidding process and execution of contracts, including, but not limited to: (i) bid/proposal requests, bid packages, summaries, bid/proposal evaluations; (ii) contracts; (iii) correspondence; (iv) work products and drafts; (v) invoices; (vi) certificates and acceptance reports; and (vi) receipts, including documents relating to the payment of commissions, and payments to agents, consultants and contractors.
- (f) Itemize the cost of the investments by category and the physical and financial progress of works, goods and services.

**VI. FINANCIAL MANAGEMENT AND INTERNAL AND EXTERNAL CONTROL SYSTEMS**

**A. Responsibility**

- 6.2 The PEU will be directly responsible for the financial administration of the resources of the Program in direct coordination with the Budget and Financial Affairs Division of the Administrative Services Department of LVV. For this purpose, the PEU will take into consideration:
- (a) The administration of dual currencies (i.e. United States Dollars---US\$--and Surinamese Dollars--SRD).
  - (b) The application of integrated budget, accounting and treasury management procedures.
  - (c) The development of the "Chart of Accounts" of the Program, and its submission to the IDB for approval, and adoption.
  - (d) The generation of budget, accounting and cash reports in compliance with the requirements of the Bank, including the necessary sources and uses of funds reports required for justification of advances from the Bank.

- (e) Accounting administration based on the programmatic structure/Chart of Accounts of the Program, and in accordance with IDB and GoS requirements.
- (f) Correspondingly, the preparation of financial reports by component and activity based on the AOP--reflecting the Chart of Accounts--agreed with the Bank.

6.3 In this context, the specific responsibilities of the PEU include, among others:

- (a) Maintaining the payment and budgetary records of the Program in the IFMIS platform, following the guidelines of the MoF, and implementing an off the shelf, parallel Enterprise Resource Planning (ERP) platform/accounting software solution to maintain the accounting, budgetary and treasury records of the Program (including the general ledger), as well as the preparation of financial reports in the formats agreed upon with the Bank.
- (b) Preparing the schedules of budgetary commitments and payments, as well as the Financial Plan (including Detailed, Consolidated and Model to Request Advances) based on the related AOP and PP.
- (c) Following internal payment procedures established by the GoS and in concordance with the Budget and Accounts Division of the Administrative Services Department, and defined in the present POM, carrying out the disbursements and transfers of the Program financial resources for payment to contractors, consultants, suppliers and others for approved project activities.
- (d) Based on the previous point, executing such payments, transfers and disbursement of resources through the TSA, following MoF norms and procedures.
- (e) Preparing and submitting requests for Advance of Funds and other disbursement types in a timely manner and in accordance with the prevailing terms of contracts and agreements, and the IDB disbursement guide. Refer to the following link for templates and further details for preparation of disbursement requests to the Bank.  
<http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36215053>.
- (f) Preparing and submitting, for consideration of LVV and the Bank: (i) the Budget Execution Reports of the Program by sources and uses of funds; and (ii) as indicated above, the financial statements of the Program by component and consolidated, and based on the programmatic structure and the Chart of Accounts agreed with the Bank. The applicable norms and procedures of the IDB and GoS will guide the preparation of these documents.

- (g) Ensuring that the documentation supporting the expenses is available for review by the Bank, auditors or other consultants contracted to carry out a detailed review of the payments made.
- (h) Selecting and contracting the independent external audits, based on the application of IDB norms and procedures.

**B. Financial Management and Internal Controls**

6.4 The Financial Specialist of the PEU, in coordination with the Program Coordinator and the Financial Affairs Division of LVV will be ultimately responsible for the implementation and operation of the financial administration and accounting systems as well as the necessary internal controls. The internal control systems of the PEU will comprise, as a minimum:

- (a) A clear programmatic structure of the Program with a corresponding Chart of Accounts.
- (b) Solid norms and procedures for integrated financial (budgetary, accounting and treasury) management implemented by the PEU, with support from the Financial Affairs Division.
- (c) Integration of the AOP and PP to the budgetary process, in direct relation to the physical and financial progress in the implementation of the Program, by components and activities.
- (d) Budgetary and cash flow projections for the investments (direct costs) and administration of the Program, as a direct input to the Advances of Funds and direct payments to contractors and vendors by the Bank (see below).
- (e) Updated accounting and financial records of the Loan, along with financial statements developed in congruence with the stipulations of the Loan Contract.
- (f) Physical inventories of the assets acquired with resources of the Program and corresponding allocation to LVV and other institutions.
- (g) Streamlined IDB and MoF procedures and internal controls for: (i) the disbursement of the Loan's resources; and (ii) the execution of payments through the GoS Treasury Single Account (TSA).
- (h) Adoption of pertinent IDB individual consulting contracts norms related to personnel management for the PEU, and of the GoS, when applicable. This includes the implementation of a contract monitoring system in the PEU.

### **C. Management Information System**

- 6.5 The PEU, with support from the MoF and the Information and Communication Technology Division of LVV will implement the IFMIS platform to maintain the payment and budgetary records of the Program, following the guidelines of the MoF. This should include, as a minimum, the modules currently under operation in the GoS, namely, the purchasing and requisition module and the public expenditure/payment module.
- 6.6 In addition and, as indicated above, parallel to the adoption of the IFMIS platform of the GoS, the PEU will install and deploy, in coordination with the Financial Affairs Division of LVV, an ERP tool/solution, taking into consideration the following financial management processes required for the administration of the IDB Loan: (a) budget preparation; (b) request and approval of budget modifications; (c) activities programming; (d) requests for disbursement; (e) accounting for each of the steps in the budget execution process (i.e. commitment and payment) originated through the request, procurement and reception of the works, goods and services acquired within the framework of the Program; (e) execution and recording of the corresponding payments in US\$ and SRD; (f) reconciliation of expenses and disbursements; (g) generation of accounting records based on the General Ledger (GL); and (h) elaboration of reports and financial statements in compliance with IDB formats and requirements.
- 6.7 The PEU will be responsible for ensuring that ERP platform contributes to the efficiency, integrity and transparency of the accounting, financial and budget execution records, as well as the accuracy and reliability of the financial statements and supporting internal control systems and, thereby, of the overall management of the Program's financial resources.

### **D. Chart of Accounts**

- 6.8 As PEA, LVV is responsible for the preparation of the Program's Chart of Accounts, which will provide the PEU with the necessary framework for identifying, aggregating and reporting financial transactions for planning, resource allocation, management control, accounting, and evaluation purposes. Prior to the first disbursement, the Ministry will provide the MoF and the IDB with the Chart of Accounts for approval.
- 6.9 Upon approval, the PEU will incorporate the Chart of Accounts in the IFMIS and ERP platforms. The approved Chart of Accounts will form an integral part of the present POM.
- 6.10 The Chart of Accounts should: (a) allow for the direct reference of sources (inflows) and uses (outflows) of funds of the Program; (b) provide for accurate recording of all financial transactions of the Program by investment category and operational costs; (c) provide for the preparation of the Program's financial reports in the formats agreed between the GoS and the Bank with respect to revenues, expenditures, assets and

liabilities; (d) clearly specify the sources of funding; (e) provide for the necessary disaggregation of the accounting/financial transactions necessary for Program monitoring, control, evaluation, and ultimately decision making; (f) effectively allow for the tracking of all transactions in compliance with national and IDB requirements; and (g) provide the necessary information for the performance of the annual independent audits of the Program, as well as the evaluations.

- 6.11 The Chart of Accounts will be structured by category, taking into consideration each of the investment components and activities of the Program (i.e. the direct costs), as well as Program management or administrative costs. In particular, with respect to engineering and civil works for I&D; governance and institutional strengthening; and administration, evaluation and audit.

### **E. Disbursements**

- 6.12 *Disbursement methods.* Following the stipulations contained in the General Conditions of the Loan Contract, at the request of the PEA--through the MoF--the Bank can make disbursements of the resources of the Loan through: (a) reimbursement of expenditures; (b) Advance of Funds; (c) direct payments to third parties; and (d) reimbursement under a letter of credit guarantee.

#### **1. Reimbursement of Expenditures**

- 6.13 LVV may request the Bank for disbursements under the “reimbursement of expenditures” method when the Ministry has paid for eligible expenditures of the Program with its own resources. Disbursement requests for reimbursing expenditures shall be made promptly to the extent that the PEA has incurred such expenditures.

#### **2. Advance of Funds**

- 6.14 The IDB may disburse the financial resources of the Program to LVV based on an *initial advance* and periodic requests for *Advance of Funds*, under the following caveats:

- (a) The estimation by the PEA/PMU of the liquidity needs of the Program in order to cover periodic projections of eligible expenditures during a period of up to 180 days. Should the Financial Plan provide for a longer period, which in no case may exceed 365 days, the Bank will take into consideration the risks associated with the capacity demonstrated by the PEA, to effectively manage and use the resources of the Loan.
- (b) Each Advance of Funds shall be subject to: (i) the request for Advance of Funds presented by the PEA to the Bank in the manner and conditions agreed upon and acceptable to the Bank; and (ii) with the exception of the first/initial Advance of Funds, having presented a justification for the use of at least 80% of the total

cumulative balances pending justification for this purpose, and the Bank having accepted such justification, unless the Financial Plan specifies a lower percentage, which in no case may be less than 50%.

- (c) The Bank may, during the term of the Financial Plan, provide for a one-time increase in the amount of the last Advance of Funds granted to the PEA to the extent that additional resources are needed to pay eligible expenditures that may have been initially unforeseen/included in such plan.
  - (d) The PEA shall present the last Advance of Funds request to the bank no later than 30 days prior to the date of the expiration of the Original Disbursement Period or any extension thereof, in the understanding that the justification for such Advance of Funds shall be presented to the Bank during the Closing Period. The Bank shall not disburse resources subsequent to the expiration of the Original Disbursement Period or any extension thereof.
  - (e) The value of each Advance of Funds to the PEA must be maintained in the equivalent value expressed in the respective disbursement currency or in the approval currency. Eligible expenditures incurred with resources of an Advance of Funds must be justified in the equivalent of the total amount of the Advance of Funds expressed in the respective disbursement currency or in the Approval Currency, using the exchange rate established in the Loan Contract (see below). The Bank may accept adjustments in the justification of the Advance of Funds due to exchange rate fluctuations, provided that they do not impact the execution of the Program.
- 6.15 The Advance of Funds will be subject to the progress attained in the physical and financial implementation of the components and activities of the Program based on the PEP and AOP, and the presentation by the PEU of the necessary documentation supporting the commitments and actual expenses of the previously advanced resources and, for this purpose, IDB norms and procedures will apply. The PEU will apply the Manual of Disbursement Procedures of the Bank, and its execution will be subject to the proper request and justification of the Advance of Funds.

### 3. Direct Payments

- 6.16 The PEA may request disbursements under the method of direct payments to third parties, by means of which the Bank directly pays providers or contractors on behalf of the Borrower or the Executing Agency, as the case may be. The PEA will be responsible for payment of the amount equivalent to the difference between the amount of the disbursement requested by the PEA and the amount received by the third party as the result of exchange rate fluctuations, commissions, and other financial costs.



#### 4. Reimbursement Under Letter of Credit

- 6.17 The PEA may request disbursements through reimbursement under a letter of credit, in order to reimburse commercial banks for payments made to contractors or providers of goods and services by virtue of a letter of credit issued and/or confirmed by a commercial bank and guaranteed by the Bank. The letter of credit must be issued and/or confirmed in a manner satisfactory to the Bank. The resources committed under the letter of credit and guaranteed by the Bank shall be used exclusively for the purposes established in the letter of credit for as long as the guarantee remains in effect.
- 6.18 Regardless of the disbursement method (i.e. reimbursement of expenditures, advance of funds, direct payments, or reimbursement of letter of credit), resources will be imputed to the Loan based on Bank norms and procedures for disbursement. The PEU will maintain strict control over the utilization of the Advance of Funds, direct payments and other, and ensure the fast and effective verification and reconciliation of balances between the PEA's records (i.e. the PEU) and the IDB records contained in the Loan Management System (LMS).

#### **F. Bank Accounts and Initial Disbursement Procedures**

- 6.19 Upon request from LVV to the MoF, adequate banking arrangements will be established at the Central Bank of Suriname (CBS) for the management of the Program resources. As indicated above, the Financial Plan will serve as the basis for the disbursement of funds to the PEU to cover the financial needs of the Program for the purpose of maintaining IDB's projections. It is estimated that 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. Disbursements through Advance of Funds will be reviewed ex-post, except for requests for direct payment to suppliers and other methods. The PEU will be responsible for the maintenance of adequate and original documentation to support Program expenditures and shall be made available for the ex-post reviews.
- 6.20 In this context, the PEU will be responsible for undertaking the following activities previous to the first disbursement of the IDB:
- (a) Request the recording of the Loan No. /OC-SU in the National Public Investment System of the GoS.
  - (b) Ensure the existence of the necessary fiscal space for the Program during the estimated execution period, and to timely include the Program's budget in the annual budget of the GoS, under Title II: "Policy Expenditures" (capital expenses), for submission to the MoF and the Planning Office under the Cabinet of the Vice-President of Suriname for approval, and corresponding incorporation in the yearly fiscal budget of the GoS.

- (c) Request to the MoF the corresponding budgetary registry for the disbursements and control of the resources of the Loan.
- (d) Undertake the opening of exclusive Bank account(s) for the Program under the authorization and clearance from the MoF. In particular, a Special US\$-denominated account, and an SRD-denominated account at the CBS.
- (e) Request the opening of two sub-accounts for the Program in US\$ and SRD within the TSA for the Program in the Ministry of Finance.
- (f) Present to the MoF, for approval and confirmation, the names of the authorized signatories to execute and approve the payments budgeted in the Program both, from LVV (i.e. Office of the PS, Planning and Development Department, and Administrative Services Department), and the PEU (i.e. Program Coordinator and Financial Specialist), and indicating the requirements regarding the joint signing as well as the authorization for alternative authorities/signatories in case of temporary absence of a signatory.

6.21 The following table details the supporting forms that are required for each type of disbursement under the ex-post modality.

**TABLE NO. VI-1**  
**IDB FORMS REQUIRED FOR DISBURSMENTS**

TYPE OF DISBURSEMENT	MANDATORY FORMS	OPTIONAL FORMS 1/
A. Advances of Funds	- Disbursement Request Form - Financial Plan/Model to Request Advances	- List of Commitments - Physical/Financial Progress Reports
B. Justification of Advances of Funds	- Disbursement Request Form - Project Execution Status - Statement of Expenses - Reconciliation of Bank Resources	- List of Commitments - Physical/Financial Progress Reports
C. Reimbursement	- Disbursement Request Form - Project Execution Status - Statement of Expenses	- List of Commitments - Physical/Financial Progress Reports
D. Direct Payment to Supplier	- Disbursement Request Form - Acceptable Supporting Documentation	- List of Commitments - Physical/Financial Progress Reports

1/ Information that can be requested by the IDB.

### **G. Programming and Budget**

6.22 For the purposes of the Program, the PEU will be responsible for starting the strategic and planning process as the basis for the annual budgeting. It will prepare and implement an operational plan, which will include the budget plan, procurement plan and financial plan, consistent with a 12-month financial plan that 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.

- 6.23 As previously indicated, LVV will timely request/confirm with the MoF the annual budgetary allocations (budget space) for the Program, taking into consideration the actual and estimated commitments and execution levels for each year. The Program's budget structure will include the necessary disaggregation and detail to identify the components and activities, which should also allow the PEA/PEU to conduct a continuous monitoring of the committed amounts and short-term obligations. The budget should be consistent and directly derive with/from the PEP, AOP and PP.

## **H. Accounting and Financial Statements**

### **1. Responsibility**

- 6.24 The PEU will be responsible for the preparation and maintenance of the accounting and financial records of the Program. The Budget and Financial Affairs Division of LVV will be informed regularly. These will be generated in the ERP platform, in conjunction with the budgetary information contained in the IFMIS platform. LVV must at all times safeguard all supporting documentation, and provide for the timely and effective preparation of the financial information and corresponding financial statements of the Program, as established in the Loan Contract. For this purpose, the PEA/PEU will: (a) adopt the programmatic/budgetary structure based on components, products and activities; (b) define the sources of funds of the Program (mainly IDB); (c) prepare the accounting records based on the Chart of Accounts; and (d) provide recording of the actual costs of both, investment and administrative activities.
- 6.25 The PEU will be responsible for the preparation of semiannual and fiscal year-end financial statements, based on the guidelines of the IDB and MoF, and in conformity with LVV. The financial statements will be produced fully with the deployment of the ERP software, and based on the Chart of Accounts and formats agreed with the Bank. In addition, LVV will periodically reconcile the accounting records and financial statements of the Program with the records contained in the IFMIS platform. No manipulation of financial information should take place utilizing other platforms or desktop applications.

### **2. Currency**

- 6.26 The PEU will maintain the budgetary, financial and accounting records in US\$ and SRD, and present them to the Bank in US\$ following the stipulations of the Loan Contract and applicable norms of the MoF.

### **3. Exchange Rate**

- 6.27 The exchange rate applicable in the rendering of accounts of the Loan will be the same rate used in the conversion from US\$ to SRD for the execution of corresponding transfers and payments, following the terms contained in the Loan Contract.

**I. Banks and Accounts Reconciliation**

- 6.28 As previously noted, the accounts of the Program will be recorded in both, the IFMIS and ERP platforms. In this respect, the Financial Specialist of the PEU will ensure that both systems are effectively reconciled before submitting financial reports to the IDB, using the ERP platform's reporting format as agreed with the Bank. In addition, the Financial Specialist should provide for the reconciliation of accounts and reports with the IDB's LMS with support and coordination from/with the Financial/Fiduciary Specialist of the IDB Country Office in Suriname.

**J. Receipts and Supporting Documentation**

- 6.29 IDB norms and procedures require that the PEU maintains invoices, receipts and all supporting documentation from the actual suppliers and contractors as evidence that the goods, services and works were effectively received by LVV in the time and conditions contained in the technical specifications, terms of reference, and other contractual documents. This also as proof of actual payment/disbursement by the PEU to suppliers and contractors, including payments of commissions to agents and other legal entities. Such documents will serve as means to: (a) justify the requests for Advance of Funds; (b) provide for the ex-post review of financial transactions by the Bank; and (c) support the annual external audits.
- 6.30 As previously noted, all expenditure/payment transactions will be executed through the TSA and recorded by the PEU in the IFMIS and ERP platforms. In addition, following national regulations, the processing of each individual payments of the Program will be tracked in the IFMIS platform, from start to end. For this purpose, the PEU will adopt the applicable national regulations detailing the procedures for the receipt, recording and tracking of goods/inventories under the umbrella of IFMIS.

**K. Fixed Assets**

- 6.31 The Financial Specialist of the PEU will be responsible for maintaining the registration and control of all fixed assets purchased with resources of the Program, as part of the execution of each of the two investment components and administrative functions. For this purpose, the PEU will deploy the applicable Fixed Assets Module of the ERP platform. The PEU will conduct the following actions to ensure the presence and application of appropriate fixed asset management procedures: (a) the official recording of the assets upon delivery, receipt and acceptance by LVV/PEU, following national and internal institutional procedures; (b) the provision and attachment of official identification numbers or codes (preferable electronic/bar coding); (c) the allocation of each assets to a department, division or unit of LVV or participating agencies, along with the identification of the person/position responsible for its use and safeguard; (d) the tracking of movements of the assets, being geographically or

internally in the Ministry of other institutions; (e) the write off of assets that may be deemed unserviceable, based on the inspection of a commission of representatives of LVV and the PEU, and subject to the approval by the IDB, based on the recommendations of an independent external auditor; (f) the verification of the conditions of the fixed assets no less than once per fiscal year, and previous to the closing of the Program's financial statements; and (g) the execution of internal control procedures for spot checks conducted by independent personnel of LVV and PEU, not responsible for their use and/or safeguard.

#### **L. Internal Controls**

- 6.32 The PEU will establish an internal control system which should provide reasonable assurance that: (a) the Program funds are used for their intended purpose; (b) assets financed by the present Loan are properly safeguarded; (c) transactions, decisions and activities are properly authorized and documented; and (d) transactions are executed in accordance with the established policies, practices and procedures delineated in the present POM, the Loan Contract, and in concordance with IDB and GoS norms and procedures. In addition, proper segregation of duties and responsibilities, approval authority levels for signature of contracts, commitment of funds, reception of goods and services, and payment to suppliers, contractors and beneficiaries, must be adequately arranged.

#### **M. External Audit**

##### **1. Management Representation**

- 6.33 The preparation of financial statements of the Program including the appropriate disclosures is the responsibility of LVV through the PEU. This includes maintaining appropriate accounting records and internal controls, the selection and application of accounting policies, and the safeguarding of the project assets. As part of the audit process, the auditor will request from management written confirmation concerning representations made to the auditor in connection with the audit.

##### **2. Requirements and Scope of the Audit**

- 6.34 The fiscal year-end financial statements of the Program will be subject to annual external audits to be conducted by an independent firm of public accountants, to be contracted by the LVV with resources from the Loan.
- 6.35 As per the General Conditions of the Loan Contract, the LVV--as PEA--, shall present the Bank with the external financial audit reports within 120 days following the closing of each fiscal/calendar year of the Program and within the Original Disbursement Period, or any extension thereof, and within 120 days following the date of the last disbursement. For this purpose, the fiscal year-end financial statements of the Program

will be subject to annual external audits to be conducted by an independent firm of public accountants, to be contracted by LVV with resources from the Loan.

- 6.36 The general objective of the external audits of the Program will be to obtain a professional opinion from independent auditors with respect to the financial and operational information required by the Bank, the evaluation of the internal control system, and the utilization of Program resources, in accordance with the terms and conditions of the Loan Contract. The Bank's audit policy is outlined in the "Guide for Financial Reports and External Audits for Operations Financed by the Inter-American Development Bank".
- 6.37 The external audits will be conducted in accordance with International Standards on Auditing. Such standards require that the auditor plans and performs the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. Such audit scope includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, as well as assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.
- 6.38 The audit reports should include:
- (a) The auditor's opinion as to the fair presentation of the information reported in the Program's statement of cash flows, statement of cumulative investments, and other financial reports.
  - (b) An assessment of the effectiveness of the internal controls of the Program or the PEA to support the preparation of the financial statements.
  - (c) Other factors specific to the Program including, among others: (i) eligibility of expenditures; (ii) compliance with financial management policies; (iii) compliance with contractual financial clauses; (iv) compliance with applicable procurement regulations and policies (i.e. IDB and GoS); (v) effectiveness and efficiency in the allocation and use of loan proceeds; and (vi) other.
- 6.39 Within such context and, in addition to the audit opinion, the external auditor report will also, among others:
- (a) Provide comments and observations on the accounting records, systems, and controls of the Program that were examined during the course of the audit.
  - (b) Identify possible specific deficiencies and areas of weakness in systems and controls, and make recommendations for their improvement.
  - (c) Report on instances of noncompliance with the terms of the relevant financing

agreement.

- (d) Quantify and report expenditures that are considered to be ineligible and either paid out of the designated account(s) or which have been claimed from the IDB.
- (e) Communicate matters that have come to the auditor's attention during the audit which might have a significant impact on the implementation of the Program.
- (f) Bring to the attention of LVV any other matters considered relevant by the auditor.

6.40 In addition, in evidencing compliance with project financial management arrangements and requirements, the auditor is expected to carry out tests to confirm that:

- (a) All external funds have been used in accordance with the conditions of the Loan Contract.
- (b) Goods, services and works financed with Bank's resources have been procured in accordance with IDB Procurement Policies and Procedures and, when applicable, national norms acceptable to the Bank.
- (c) Physical inspections by the auditor (as necessary) provide the necessary information on the use and allocation of funds based on risk considerations.
- (d) All necessary supporting documents, records, and accounts have been maintained in respect of all Program components, activities, and corresponding expenditures.

### 3. Contracting

6.41 The selection and contracting of the external audit firm will be responsibility of the PEA (i.e. LVV) through the PEU. For this purpose, PEU will apply the provisions contained in "Bidding Document for External Audit and Contract Model", and terms of reference contained in the "Audited Financial Reports and External Audit Management Handbook", as well as other applicable guides and/or documents that the Bank may consider relevant.

6.42 Also, the PEU will follow the guidelines contained in the document "Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank" (GN-2350-9), with the necessary adjustments agreed upon with the IDB. The selection will take place based on the modality "Quality and Cost-Based Selection". Under an ex-ante supervision procedure, the PEU will present to the IDB, for non-objection, the terms of reference and procurement documents duly prepared for the Program external audit. Evaluation and selection by the PEU will take place based on

the list of pre-qualified independent firms provided by the IDB.

- 6.43 Once the PEU receives the non-objection from the IDB, it will proceed to send the invitations for request for proposals to the pre-selected audit firms. The selected firm will be contracted for a period of one to three years (renewable). The contract will contain the necessary provisions for the termination of the contract in case of non-compliance with the terms of the contract or quality of the service.

#### **N. Supervision**

- 6.44 The financial monitoring of the Program will take place with the non-audited financial statements prepared and contained in the ERP platform, with the necessary disaggregation contained in complementary financial information and notes. Such reports will be prepared on a bi-annual basis and will be presented to the Bank by the PEA within 60 days after the closing of the semester-based fiscal year. The notes to the financial information and statements must be consistent with the policies and monitoring tools of the Bank. Such reports must effectively show the progress in the execution of the activities contained in the PEP and the corresponding Financial Plan.
- 6.45 In particular, following the Special Conditions of the Loan Contract, the PEA/PEU will be responsible for the preparation of the following financial and other reports necessary to supervise the financial management of the Program:
- (a) Semi-annual financial reports, presented to the Bank as part of the semi-annual progress report.
  - (b) Annual financial statements of the Program, audited by a firm of independent public accountants acceptable to the Bank.
  - (c) Final financial statements of the Program, audited by the firm of independent public accountants acceptable to the Bank.
- 6.46 As previously indicated, for the purposes of the present Program and corresponding financial reporting, and following GoS stipulations, the fiscal/calendar year of the Program is the period January 1 and December 31 of each year.
- 6.47 During the first semester of each fiscal year, the Bank may undertake *in situ* reviews of the financial information prepared by the PEA/PEU. Also, the fiduciary risks will be assessed in order to determine the possible need for more frequent reviews.
- 6.48 Box No. VI-2 shows procedures which apply to the overall payment approval process as part of the integrated procurement and financial administration of the Program.



**BOX NO. VI-2**  
**AUTHORIZATION AND APPROVAL PROCEDURES**  
**PAYMENT PROCESS AND CONTROLS**

**PAYMENTS**

- (a) Procurement Specialist of PEU compiles all supporting documentation to be attached to the standard payment request form (i.e. letter, contract, procurement documents, original invoices, and other); all in physical format.
- (b) Program Coordinator of PEU submits payment request and supporting documentation to Director of Planning and Development of LVV for review.
- (c) Payment request is submitted to PS of LVV for approval and sign off, including letter of commitment and/or purchase order signed by provider.
- (d) PS of LVV sends official payment request note with all supporting documentation to the PS of the Ministry of Finance, through the Joint Office.
- (e) Directorate of Planning and Development Finance receives request from PS for processing.
- (f) Minister of Finance signs the letter and request is processed through the Treasury Single Account (TSA) for both, electronic transfers and check payments.
- (g) Directorate of Planning and Development Finance prepares communication letter to Central Bank with disbursement/payment instructions.
- (h) LVV receives confirmation of payment through IFMIS.
- (i) Financial Specialist updates the records in the ERP platform.

**VII. TECHNICAL EXECUTION OF THE PROGRAM**

**A. Component 1: Drainage and Irrigation**

**B. Agricultural Statistics and Information**

## **VIII. MONITORING AND EVALUATION**

### **A. Monitoring and Evaluation Plan**

- 8.1 The monitoring and evaluation activities of the Program will take place based on the guidelines contained in the Monitoring and Evaluation (M&E) Plan which forms an integral part of the agreement between the IDB and the GoS, and is designed to ensure the achievement of results and compliance with the targets set in the Results Matrix (RM) of the Program. In particular: (a) the Monitoring Plan lays out the monitoring responsibilities, tools and reports; output indicators, together with their baselines and targets; data sources; arrangements for the monitoring of results; the cost structure of the Program; and timeline and budget for monitoring activities; and (b) the Evaluation Plan presents the ex-post impact evaluation strategy, which includes the logic of the intervention, impact and outcome indicators, evaluation methodology, sampling strategy, data collection strategy, timeline of activities and budget.

### **B. Product Indicators**

- 8.2 The monitoring activities of the Program will be undertaken based on the specific products and outputs identified, as well as the target dates for each of the two components, and contained in the “Results Framework” of the Program (see Annex I). The PEU will develop the monitoring system for gathering and maintaining the data related to the different indicators of the Results Framework. Table No. VIII-1 summarizes the Program’s output indicators based on each of the components and products of the Results Matrix.

**TABLE NO. VIII-1  
PROGRAM OUTPUT INDICATORS**

PRODUCT	MEANS OF VERIFICATION	RESPONSIBILITY
<b>Component 1. Irrigation and Drainage</b>		
1.1 Primary I&D infrastructure rehabilitated	LVV reports	LVV
1.2 New I&D infrastructure built	LVV reports	LVV
1.3 I&D action plans formulated	LVV reports (one national, three district plans)	LVV
1.4 Water Board infrastructure rehabilitated	LVV reports	LVV
1.5 Water Boards strengthened	LVV reports	LVV
1.6 Annual communication campaigns implemented	LVV reports	LVV
1.7 Cost of O&M plans for WB co-financed	LVV reports	LVV
1.8 Incentives for technology adoption provided	LVV reports 10% of total farmers in WBs	LVV
1.9 I&D management and coordinating capacity strengthened	Annual programs approved by DIDCWG	LVV
1.10 Irrigation calendarization proposal formulated and presented to users	LVV reports. Three pilots and then the rest	LVV
1.12 OWMCP's hydrological flow measurement and model developed	LVV reports	LVV
1.13 Hydrological and weather network installed	LVV reports. 10 hydrometric and 15 telemetric weather stations, 10 telemetric water level recorders	LVV
1.14 Operational Decision Support System developed and delivered	LVV reports	LVV
1.16 Water users trained on sustainable use of water and inputs	LVV reports	LVV
1.17 Sustainable and integrated Water Resource Management Program developed	LVV reports	LVV
1.18 Ecological assessment of the Nanni Swamp	LVV reports	LVV
1.19 Pesticide survey and sediment quality study	LVV reports	LVV
1.20 Water quality monitoring system established	LVV reports	LVV
1.21 Gender Action Plan implemented	LVV reports	LVV
<b>Component 2. Agricultural Information and Statistics</b>		
2.1 Agricultural census implemented	Census data bases completed. From survey report by LVV	LVV
2.2 Post-census survey implemented	Survey report by LVV	LVV
2.3 Surveys with probabilistic sample developed	Section 4 of the CAQ informs on the method of data capture and the publication of sampling errors and metadata for main variables.	LVV
2.4 LVV staff trained in statistical and census methods	CAQ. Dimension 2. Staff training	LVV
2.5 LVV/DAS strengthened with adequate equipment	Semi-annual progress reports from PEU	LVV

### **C. Monitoring and Reporting**

- 8.3 As PEA, LVV--through the PEU and with the deployment of the Program's monitoring system--will present to the IDB, periodic reports which will allow the Bank to establish, among others, the progress and attainment of targets and indicators with respect to physical and financial implementation of the Program, the compliance with the norms and procedures established in the Loan Contract, and other aspects relevant to the successful execution and administration of the Loan's resources.

- 8.4 The main tools and reports for monitoring, in addition to the M&E Plan include: (a) the RM; (b) the PEP; (iii) the AOP; (iv) the PP; (v) the Progress Monitoring Report (PMR); and (vi) the Project Completion Report (PCR). The Bank and the GoS have agreed on the use of the RM, which presents detailed information on the Program's expected outcomes and outputs and their corresponding intermediate and end-of-project targets, as well as the activities defined in the PMR, as fundamental instruments to monitor this operation.

1. Initial Report

- 8.5 The Executing Agency of the Program will present to the IDB an initial document which will contain:

- (a) The Program Execution Plan (PEP).
- (b) The Annual Operations Plan (AOP) for the first 18 months of Program implementation.
- (c) The Procurement Plan (PP) for the first 18 months of the Program.
- (d) The detailed Financial Plan the Program by sources and uses of funds based on the programmatic structure and Chart of Accounts agreed with the Bank, by component and also based on the investment categories of the Program.
- (e) The initial calendar or work program.

2. Semi-Annual Progress Reports

- 8.6 The preparation of the Semi-Annual Progress Report by LVV/PEU is a contractual condition of the Loan. Within 60 days after the closing of each calendar semester (i.e. end of January and June) of each year during the Original Disbursement Period or any extension thereof, the PEU will present to the Bank a report on the course of implementation of the Program which will contain the assessment of the physical and financial progress, taking into consideration the indicators, products and target dates contained in the Results Framework and based on the PEP, AOP and PP. The semiannual reports will provide:

- (a) The overall progress on the execution of the budget by category and source of funding, along with a corresponding description of the financial progress in terms of commitments, payments and disbursements under the Loan.
- (b) A description of the fulfillment of output indicators and physical progress towards achieving outcomes contained in the Results Framework of the Program.

- (c) An analysis of the problems and obstacles encountered during the period and the corrective measures and decisions adopted to resolve them, based on the Program's monitoring and evaluation plan. Includes a description of lessons learned which have implications on Program implementation, along with the challenges foreseen for the next execution period
  - (d) Updates to the risk management matrix and their mitigation plans.
  - (e) Other aspects contained in the monitoring and evaluation plan of the Program including risks, environmental and social aspects, and other.
- 8.7 In addition, the PEU will prepare and update the Project Monitoring Report (PMR) to track and measure the Program's outputs and outcomes relative to its estimated time and cost parameters, based on the Results Matrix (RM) and PEP.

### 3. Annual Operations Plans

- 8.8 During the last quarter of each fiscal year, the PEU will prepare the AOP for the following year, and presented to the Bank 60 days prior to the beginning of each fiscal year. The document will contain, as a minimum:
- (a) The updated PEP, reflecting the physical and financial implementation plan adjusted based on previous year's progress, as well as the modifications foreseen in the execution and timeline for the operating and investment activities of the Program.
  - (b) The updated AOP containing the activities to be undertaken during the year, along with the corresponding costs and internal instances in the PEU and LVV responsible for their implementation, and taking into consideration the outputs, outcomes and costs, among others.
  - (c) The updated PP containing the procurement activities expected for the year, based on the accomplishment of previous year's targets as well as the modifications to the AOP. The PP will contain the procurement activities by component, category, estimated cost, procurement method, and estimated date for execution.
  - (d) The updates to the risk matrix of the Program, taking into consideration the initial matrix and the evolution of the overall framework affecting the risk environment from Program execution, administration and control.
  - (e) Budget analysis and financial plan.
  - (f) Forecast of disbursements.

- (g) Environmental and social compliance report (i.e. the Environmental and Social Management Report—ESMR--).
- (h) Other.

#### 4. Mid-Term and Final Evaluations

8.9 As Executing Agency, LVV through the PEU will present the following documents as part of the M&E System of the Program:

- (a) A mid-term evaluation report, 90 days after the date on which 50% of the Loan proceeds have been committed or after 50% of the disbursement period has elapses, whichever event occurs first. The objective of this evaluation is to determine whether the level of execution has been satisfactory and whether the Program's strategy is generating the desired impact, or whether any adjustments are needed. For each component, the evaluation will highlight the key issues that are being faced and which require responses from the PEU. It will also provide a set of preliminary insights about the Program's design, implementation, and management (see below).
- (b) A final evaluation report, 90 days before the date of the final disbursement, or any extension thereof. The objective of this evaluation is to determine whether the Program has reached its overall objectives. The report will contain the results of the Program's evaluation as well as identify the lessons learned through its implementation, particularly its key successes and failures. I will also contain an assessment of the sustainability of the Program's results and propose recommendations to the various Program stakeholders to reinforce such sustainability aspects.

8.10 These reports will contain, among others:

- (a) The analysis of the financial execution of the Program, by component and funding source (mainly IDB).
- (b) The progress in the attainment of products, results and impacts included in the Results Framework, as well as the results of the comparative analysis with the base level of the Program.
- (c) The assessment of the completion of the Program indicators in order to measure progress and, if necessary, propose changes in order to attain the Program's targets.
- (d) The effectiveness of the PEU in the application of the POM.

- (e) The compliance by the PEA and PEU with the stipulations of the Loan Contract.
  - (f) Lessons learned as a contribution to future initiatives of Suriname and the Bank in this area.
  - (g) A summary of the results of the independent external audits of the Program with respect to the financial statements, procurement activities, disbursement requests, and internal control systems, among others.
- 8.11 The mid-term and final evaluations of the Program will be conducted by independent technical specialists to be contracted by LVV through the PEU, and will be funded with resources from the Loan.

5. Impact Evaluation

- 8.12 The M&E Plan contains the Program's impact evaluation, which includes an ex-post cost-benefit and technical analysis which will allow for the initial and final assessment of the contribution of the initiative to the overarching objectives of the GoS with respect to the strategic areas of the Program, namely, I&D and agricultural statistics. Table No. VIII-2 summarizes the Program's outcome indicators based on each of the components and products of the Results Matrix, which will be measured at Program initiation and upon completion of the execution period, but monitored periodically. Measurement of outcomes will be conducted by LVV and OWMCP to be contained in the LVV reports submitted to the Bank.



**TABLE NO. VIII-2  
PROGRAM OUTCOME INDICATORS**

OUTCOME	INDICATOR	FREQUENCY OF MEASUREMENT	MEANS OF VERIFICATION
<b>Component 1. Irrigation and Drainage</b>			
Pumping cost reduced	Cost of pumping water per season	2018 & 2022	Costs of fuel and oil at the Wakay pump station. OWMCP records
Flooding risk reduced	Days of year that water is above critical level	2018 & 2020	OWMCP reports
Water Boards formalized	Number of Water boards	2018 & 2022	LVV reports
O&M costs funded by WB	Percentage of target O&M cost that is covered by WB members	2018 & 2022	LVV reports
Participation of women in WB increased	% Women members of WB committees	2018 & 2022	
<b>Component 2. Agricultural Information and Statistics</b>			
Evidence-based policy making improved	Average score on the capacity to generate statistics for policy making	2016 & 2022	Country assessment questionnaire (CAQ)
Information availability increased	Census results report published, including main tables	2018 & 2022	LVV report

- 8.13 Table No. VII-3 shows the Program impact indicators to be measured at the end of the execution period, based on comparative baseline information. The impact evaluation will contain, among others, an ex-post cost-benefit analysis which will allow for an assessment of the contribution of the Program to actual agricultural productivity and profitability in the rice sector.

**TABLE NO. VIII-3  
PROGRAM IMPACT INDICATORS**

IMPACT	INDICATOR	FREQUENCY OF MEASUREMENT	MEANS OF VERIFICATION
Rice productivity per ha	tn/ha	2017 & 2022	LVV Reports & impact evaluation
Small farmers' profits from rice production	\$/ha	2018 & 2022	Impact evaluation

- 8.14 The final impact evaluation will be conducted by a specialized consulting firm contracted by LVV through the PMU, and funded with resources from the Loan.

## **IX. ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN**

### **A. Objective**

- 9.1 The objective of the Environmental and Social Management Plan (ESMP) is to establish

principles and procedures of socio-environmental management to ensure that all Program activities have the necessary social and environmental safeguards to prevent or minimize adverse impacts and risks, and to promote social and environmental sustainability in the short and long-term.

- 9.2 The ESMP contains the mitigation measures to be applied to the Program activities, the institutional organization and responsibilities for ensuring they are implemented, a monitoring plan, and the stakeholder consultation plan. ***The ESMP forms an integral part of the present POM and its adoption constitutes a Special Contractual Condition for Execution.*** With the application of the ESMP, the PEA/PEU and other stakeholders will ensure the compliance with Bank and GoS social and environmental policies, as well as applicable international norms. In addition, the stipulations of the ESMP will be included in the tender documentation and form part of the integral contractual requirements of contractors.

#### **B. Mitigation Measures for Environmental and Social Risks**

- 9.3 The Program was classified by the Bank as “Category B”, indicating the presence of potential aspects that are likely to cause mostly local negative environmental and social impacts, for which effective mitigation measures should be implemented, following the Environmental and Social Assessment (ESA). The risk mitigation measures to the most significant potential Environmental, Social and Health and Safety (ESHS) risks and impacts associated with the Program and contained in the ESMP are classified in four main areas:

- (a) Measures intended to reduce short-term, direct impacts and risks related to the construction phase of improvements to irrigation and drainage infrastructure.
- (b) Measures intended to reduce or compensate for long-term impacts related to the likely increase in the use of agrochemicals due to the Program.
- (c) Measures intended to reduce short- and long-term social impacts related to the transfer of O&M to water boards.
- (d) Measures intended to assess and mitigate ecosystem impacts from the Nanni Weir, the Maratakka Spillway project, or other projects that may be proposed at a latter stage with of the Program with potential significant impacts on hydrology and ecology.

#### **1. Mitigation Measures for the Construction Phase**

- 9.2 To implement the mitigation of impacts and risks during the construction phase, contractors will be required to comply with international best practices for environmental management during construction and in accordance with the type and

scale of each infrastructure project. Such best practices include: control of erosion and sedimentation; dust suppression; management of hazardous materials or petroleum products to avoid releases into the environment; proper disposal of construction wastes; and use of licensed sites for provision of bulk construction materials.

- 9.3 To reduce risks to construction workers, contractors must comply with the Code of Practice for Safety and Health in Construction of the International Labour Organization (ILO) and Ministry of Labour (MoL) norms regarding employee insurance. In addition, bidding documents must incorporate such requirements, which must be verified prior to their issuing/publication. Inspections during construction will also be required to ensure that safety measures are being provided and used, as appropriate for the types of risks likely from each infrastructure project. At a minimum, workers should be provided with and use personal protective equipment such as hard hats and adequate construction boots (preferably steel toed), as well as adequate work gloves. Contractors will also be responsible for ensuring safety during construction by providing engineering controls, such as shoring up of walls of excavations, as necessary. In addition, the provision of adequate drinking water, sanitation facilities and other measures to prevent heat exhaustion will be the responsibility of the contractors. Finally, contractors should be made responsible for traffic control, as necessary and for control of public access to construction sites. LVV will establish a grievance process/procedure to receive and act on any complaints received from the public during construction activities, as well as be responsible for monitoring contractor compliance with, among others environmental, social, health and safety measures stipulated in the contract and the ESMP.

## 2. Mitigation Measures to Long-Term Increase in Agrochemical Use

- 9.4 Amid the lack of baseline data on the actual use (quantity and frequency) of pesticide use in the polders or of the impacts to water and sediment quality from agrochemical use in Suriname, a study will be conducted to establish the necessary baseline information. The study will carry out surveys of farmers to identify their pesticide practices including: (a) types of pesticides utilized for different types of pests; (b) frequency of application and volumes utilized; (c) pest monitoring actions (if any) and extent; (d) utilization of protective equipment; and (e) sources of information for farmers on pesticides and their use. In addition, such study will be accompanied by a sampling and analysis to assess water, soil and sediment quality in the canals.
- 9.5 Program implementation will include the following monitoring and risk management measures: (a) changes in the use of pesticides due to the expansion of rice or other crop production, when irrigation and drainage systems are rehabilitated; (b) changes in the use of herbicides for combating red rice due to more consistent water levels during irrigation, as well as among farmers who adopt land-leveling technology; (c) changes in the in the use of other insecticides.
- 9.6 These studies and monitoring efforts will be accompanied by direct technical assistance

to farmers with respect to sustainable agrochemical use, monitoring instruments for pests, preventive application of pesticides and, ultimately, the adoption of integrated pest management measures and pesticide management techniques.

### 3. Mitigation Related to Social Impacts

9.7 A number of social risks and impacts directly related to the implementation of Component 1 of the Program have been identified in the ESA and corresponding mitigation measures include:

- (a) Potential long-term social impacts to small farmers related to the required payment of the annual water board O&M maintenance fees. Short-term mitigation measures comprise the provision of non-reimbursable financing by the Program to cover such costs for the first three years after the Water Board polders have been rehabilitated. This should constitute a bridge between the point at which costs are incurred from the new I&D infrastructure, and the generation of incremental income by farmers from improvement in yields. Medium-term measures including the provision of direct technical assistance to WBs and farmers to reduce any potential hardships and/or technical limitations that could preclude de effective and timely payment of the O&M fees.
- (b) Ethnical and gender issues. The Program will provide the necessary efforts for the active participation of local groups/farmers as direct stakeholders/beneficiaries, including concrete actions to reach out women to encourage their participation in decision-making. Governance and participation in the WBs will be periodically monitored to address any constraints in this matter. A Gender Action Plan will be developed to identify activities and mechanisms to encourage women's participation at the WB and farm levels under the presence of new/enhanced I&D infrastructure and corresponding financial implications with respect to O&M and other sustainability aspects.
- (c) Water Board governance. The Program will ensure that small fruit and vegetable growers (many of whom are women) have: (i) the necessary representation in WB decisions; (ii) effective access to irrigation for their crops; (iii) improved management capacity for the provision and access of/to irrigation and drainage services; and (iv) contribute to the development and adjusting of/to a new water calendar taking into account the different irrigation needs of these crops compared to rice (timing, quantity). When necessary, funding of cisterns for temporary collection and storage of water may be considered for small horticultural farmers.

4. Mitigation Measures for Newly Identified Projects and those with Potential Adverse Impacts

- 9.8 In order to determine potential socio-environmental impacts from the Maratakka Spillway project and newly identified projects (including the Nanni Weir project) that were not included in the original list of investments assessed under the ESA, separate Environmental Impact Assessments (EIA) will be required before beginning of construction. These studies will comprise assessments of potential impacts as well as the corresponding mitigation and/or avoidance measures to reduce or eliminate adverse impacts, which will be included in individual Environmental and Social Management Plans.

**X. PROCEDURES FOR UPDATING THE PROGRAM OPERATIONS MANUAL**

- 10.1 As indicated in Section I of the present document and following the Special Conditions of the Loan Contract, the POM may be subject to modifications deemed necessary to provide for more flexibility, efficiency and transparency to the execution of the Program. In this respect: (a) the POM will be subject a to continuous process of assessment by the PEA, PEU, other GoS agencies and the Bank; (b) amendments proposed and approved must be incorporated in a timely fashion; (c) modifications to the content of the POM will be submitted for consideration of the IDB and will be undertaken through “addenda” to the specific articles of the document, while maintaining the rest of articles unaltered; (d) all amendments will form an integral part of the POM on the date of the approval by the IDB (by written consent); (e) the new version of the POM will be made official via a memorandum issued by the Office of the PS.
- 10.2 It is the responsibility of the PEA through the PEU to maintain an updated version of the POM at all times. The Program Coordinator is responsible for introducing any proposed changes/addenda to the POM in coordination with the Office of PS and the Planning and Development Department of LVV.
- 10.3 Finally, should any inconsistencies or contradictions be identified between the provisions of the Loan Contract with the present POM, the ESMR and the ESMP, the provision of the Loan Contract shall prevail.

## **ANNEXES**

**ANNEX I**  
**RESULTS MATRIX OF THE PROGRAM**

**ANNEX II**  
**TERMS OF REFERENCE OF PERSONNEL FO THE PROGRAM EXECUTING**  
**UNIT**



**ANNEX III**  
**FIDUCIARY PROCEDURES AND RESPONSIBILITIES**

**ANNEX IV**  
**TECHNICAL PROCEDURES AND RESPONSIBILITIES**

**ANNEX V**  
**ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN**

**ANNEX VI**  
**IDB FORMS FOR PROGRAM MANAGEMENT**