



Environmental and Social Management Plan (ESMP)
Rehabilitation of the Central Livestock Farm of Dominica
Phase 1
April 7, 2021



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Chapter 1. Introduction and Background

1.1 EALCRP Project Overview and Objectives

After the passage of Hurricane Maria in September 18, 2017, The Government of the Commonwealth of Dominica (GoCD) with funding from the World Bank Group commenced with the implementation of the Emergency Agricultural Livelihoods and Climate Resilience Project (EALCRP). The objectives of the EALCRP are to contribute to restoring agricultural livelihoods and enhancing climate resilience of farmers and fisher folks affected by Hurricane Maria in Dominica.

Subcomponent B.1 will help in the process of restoring key public sector infrastructure and assets damaged by the hurricane and restore the essential public services that farmers livelihoods depend on. The key areas where reconstruction or rehabilitation of the public infrastructure is needed include:

- (a) Five crop propagation centers (including forestry),
- (b) The Central Livestock Farm (CLF),
- (c) Regional offices and training centers,
- (d) Forestry Division's sylvicultural centers and facilities,
- (e) Reconstruction and rehabilitation of eco-trails,
- (f) Rehabilitation of two irrigation systems.

1.2 ESMF and ESMP for the Project

The established Environmental and Social Management Framework (ESMF) for the project requires all project related activities, including sub-project activities to be reviewed and assessed to ensure that environmental and social impacts associated with their implementation throughout the project's life cycle are eliminated or mitigated. The Environmental and Social Management Plan (ESMP) is one of the safeguards instruments used to address the environmental and social risks of projects, and as a result this ESMP has been prepared. This ESMP describes the status and details of the project, due-diligence of the works accomplished to date, and the evidence and certification that the facility has and will continue to be undertaken in compliance with applicable World Bank safeguards requirements and laws of Dominica.

Based on the screening conducted for this project (see Annex 1), an Environmental and Social Management Plan (ESMP) is required to identify and appropriately manage environmental, social, health and safety risks. This ESMP is prepared to provide processes that the implementing agencies (Local Government Authorities, and contractors/sub-contractors) will ensure that the Rehabilitation of the Central Livestock Farm (CLF) project is done in compliance with national and regional environmental regulations, and consistent with international best practices and World

Bank safeguards policies, and the ESMF created for the project.¹ Specifically, it will ensure the protection of workers and the community from environmental and social risks associated with the activities, such as traffic management, waste management, health and safety, and providing timely and clear public information.

This ESMP will be disclosed at the project sites and on the EALCRP website on April 2021, and the records of the disclosure will be documented and recorded. This Environmental and Social Management Plan for the Central Livestock Farm can be found at website: piu.agriculture.gov.dm. Under the Ministry of Blue and Green Economy, Agriculture and National Food Security.

¹ The Environmental and Social Management Framework (ESMF) for the EALCRP in Dominica can be found at: dominica_EALCRP_ESMF.pdf (agriculture.gov.dm)

Chapter 2. Project Description

2.1 Location and Regional Setting

The Central Livestock Farm is located about half mile off the Londonderry main road. The geographic coordinates of the site are 15°33'03.8"N and 61°18'07.6"W (See Figure 1)

Figure 1: Central Livestock Farm Site Layout (replace with aerial photo)



2.2 Project Details and Status

The Central Livestock Farm was destroyed by Hurricane Maria and resulted in the reduction of breeding stock distributed to the livestock farming community. Currently, the breeding of small ruminants is at a halt due to inadequate facilities. The artificial insemination lab is well equipped with all the necessary equipment and supplies to conduct artificial insemination in small ruminants, but this operation is currently not operational due to the much needed renovation activities, to properly house and conduct treatments on the animals. The proposed rehabilitation will entail small scale works, such as the demolition of old wooden roofing material,

rehabilitation, renovation of the timber and roof, of the Dairy Facility and Goat, Sheep, and Bull Units of the existing Central Livestock Farm. Additionally, supplemental works will include, electrical and plumbing installations, ruminants window openings, ironmongery and metal work. The renovated structures will accommodate livestock (goats, sheep, cattle) and their processes.

Figures 2-5 below show the existing condition of the four structures to be renovated at the Central Livestock Farm.

Figure 2: Existing bull pen



Figure 3: Existing sheep pen



Figure 4: Existing Dairy Parlour



Figure 5: Goat Pen roof



Chapter 3. The Legal and Administrative Framework

This ESMP is developed in line with relevant laws and regulations of Dominica and the World Bank Environmental and Social Safeguards Policies. A more comprehensive review of the policy, regulatory and legal framework in Dominica are described within the general ESMF for the Emergency Agricultural Livelihoods and Climate Resilience. The current ESMP deals with those most relevant to the proposed rehabilitation such as covid-19 guidelines, waste management, physical planning, etc.

3.1 Relevant National Laws and Policies for the project

3.1.1 Ministry of Health COVID 19 Guidelines

The outbreak and spread of COVID-19, people have been advised, or may be mandated by national or local law, to exercise social distancing, and specifically to avoid public gatherings to prevent and reduce the risk of the virus transmission. Countries have taken various restrictive measures, some imposing strict restrictions on public gatherings, meetings and people's movement, and others advising against public group events. At the same time, the general public has become increasingly aware and concerned about the risks of transmission, particularly through social interactions at large gatherings. The major risk of the COVID-19 is its mode of transmission and that an increase in physical contact as well as shared social spaces, enables the spread of the coronavirus. It is important that the established COVID protocols of the World Health Organization (WHO) and the Ministry of Health, Wellness and New Health Investment be applied to Emergency Agricultural Livelihoods and Climate Resilience Project EALCRP project activities, PIU personnel, beneficiaries and contractors.

EALCRP PIU personnel must utilize physical distancing, practice personal hygiene and wear the designated personal protective equipment (PPE) to minimize the spread of the virus and safeguard themselves and project beneficiaries. COVID 19 measures will also be applied to all consultations and stakeholder engagements. Contractors will be required to prepare and submit a detailed COVID plan to EALCRP PIU demonstrating their ability to safeguard health and safety of workers/employees while on site. The COVID Plan should include, but not limited to:

- Site access control and traffic management
- Checking of body temperature, physical distancing, personal hygiene
- Disinfection of premises, offices, workspaces and equipment
- Train all staff in the signs and symptoms of COVID-19
- Communicating health and safety matters relating to COVID-19, including wearing of personal protective equipment (PPE) - Wear gloves, glasses and masks, etc.
- COVID incident notification

3.1.2 Physical Planning Act (2002)

The Physical Planning Act (2002) provides inter alia for the orderly and progressive development of land and for the grant of permissions to develop land and for other powers of control over the use of land. This Act details the application and approval process which is executed through the Physical Planning Division of the Physical Planning and Development Authority. The Act states that 'No person shall carry out any development of land except under and in accordance with the terms of a development permission granted in that behalf prior to the commencement of such development. It makes provision for the Authority to consult with local authorities where such consultation is desirable in the interests of good planning. Further, 'Unless the Authority otherwise determines, environmental impact assessment shall be required in respect of any application for development permission to which the Second Schedule.

3.1.3 Solid Waste Management Act 2002

Solid Waste Management Act (2002) is mandated by the Dominica Solid Waste Management Corporation (DSWMC). It sets out requirements for Waste Management licenses and permits. It prohibits the importation of waste and establishes liability and ownership of waste. It outlines requirements for the handling of waste, and provides for the management of used oil. It also addresses derelict motor vehicles, white goods and other scrap metal. The DSWMC is the authority responsible for the management of the landfill, where the majority of the projects waste will be disposed. The functions of the DSWMC are: (a) provided storage facilities for solid waste; (b) procure equipment for the collection, transportation and disposal of solid waste; (c) oversee the management of all solid waste collection and disposal systems in the State.

3.1.4 Pesticides Control Act (Cap. 40:10)

The Pesticides Control Act provides for the control of the importation, sale, storage and the use of pesticides. It creates a Pesticides Control Board to advise the minister and to carry out provisions of the Act and its Regulations. It gives power of entry to an inspector. The Minister may make regulations to affect the provisions of the act. Subsidiary legislation includes the Pesticides Control (Labeling of Pesticides) Regulations and the Pesticides Control (Registration and Licensing) Regulations.

3.1.5 Water and Sewerage Act (1989)

The water management authority is vested in DOWASO which includes among its functions water conservation and the preservation and protection of catchment areas. Responsibility for catchment areas is shared with the Forestry and Wildlife Division.

3.1.6 Water and Sewerage (Catchment Area) Regulations (1995)

These rules were made under section 5 of the Act. The rules prohibit certain acts in water catchment areas including washing equipment used for applying pesticides and containers which contain or have contained pesticides in any river or stream in the area. Of note is the requirement that there must be no direct discharge of household or industrial waste, sewerage or sludge into any stream or river.

3.1.7 Animal Disease Act (1990)

The Animal Disease Act controls the importation of animals, birds, reptiles and insects and to regulate the treatment and disposal of animals which are suffering or suspected to be suffering from disease. In the biological control of insect pest beneficial insects may be imported these insects must be free of disease and or parasites.

3.1.8 Protection of Animal Act (1935)

This act provides for the prevention of cruelty to animals, the term animals includes any domestic, captive or wild animal either bird, beast, fish, insect and reptile. Any of the following can be consider as form animal cruelty: beats, kicks ill-treats, overrides, over-drives, overloads, tortures, starves, terrifies animals or permits the unnecessary suffering.

3.2 Regulatory Institutions and Food Safety Regulations

Many countries and their producers utilize quality assurance programs to ensure that optimal levels of animal husbandry are maintained. Quality assurance programs should provide training for the owner, operator, and all staff and require written protocols for production practices, including those directed at animal well-being. Assurance programs should dictate continual review of existing systems and practices, especially as new science and technology become available and economically viable. Many quality assurance programs apply auditing or assessment procedures, the features of which will depend on the livestock operation, program, and region.

3.2.1 The Dominica Bureau of Standards (DBOS)

The Dominica Bureau of Standards is the National Standards Body as mandated by the Standards Act No. 4 of 1999. It is a statutory body under the guidance of the Ministry of Trade, Industry, Consumer and Diaspora Affairs and its general administration is guided by a 14-member National Standards Council (NSC) appointed by the Minister. Additionally, many persons can be drawn from government departments and ministries and the private sector to serve voluntarily on the Standards Technical Committees and Working Groups to assist with the National standardization effort. The Dominica Bureau of Standards develops, establishes, maintains and promotes standards for improving industrial development, industrial efficiency, promoting the health and safety of consumers as well as protecting the environment, food and food products, the quality of life for the citizenry and the facilitation of trade.

3.2.2 Hazard Analysis of Critical Control Points (HACCP)

Hazard Analysis Critical Control Points (HACCP) is a system which provides the framework for monitoring the total food system, from harvesting to consumption, to reduce the risk of foodborne illness. The system is designed to identify and control potential problems before occurrence. The application of HACCP is based on technical and scientific principles that assure safe food, including milk collected and distributed at the central livestock farm. HACCP focuses on three types of hazards; Biological hazards, chemical hazards, and physical hazards. Biological hazards are the type of hazards that receive the most attention in the HACCP system and also

present the greatest risk of severity and occurrence. Biological hazards include hazards from pathogens such as bacteria, viruses, yeasts, molds, E. Coli, Listeria monocytogenes, Salmonella, Staphylococcus aureus, and Campylobacter. All of these pathogens possess high risk of infection to raw milk collected if health standards are not in place and adhered. Chemical hazards in milk could result from mis-use of antibiotics in production, contamination with sanitizers or cleaning agents, or environmental contamination from hydraulic fluids that may cause adulteration of the milk. Physical hazards are probably the most recognized by consumers and are easily observed, this includes Glass, metal, and plastic. Dominica has adopted the HACCP approach, through the Bureau of Standards as the regulatory agency requiring that all products for human consumption abide by the HACCP guidelines.

3.3 World Bank Social and Environmental Safeguards

3.3.1 Safeguard Policies

The World Bank (WB) has developed Safeguard Policies that guide the development of projects including the EALCRP. Accordingly, the ESMF was prepared for the EALCRP as a guidance document, and currently the ESMP has been prepared for this project. World Bank Environmental and Social Safeguards Policies triggered by rehabilitation/construction cover aspects such as assessment and management of environmental and social risks and impacts, labour, community health and safety, pollution prevention and management, public disclosure, natural habitat, and antiquities protection, among others. For a thorough discussion of these, please refer to the ESMF document or the WB website.

3.3.2 EHS Guidelines

Environmental, Health and Safety guidelines have also been prepared by the WB. There are general guidelines that cover most activities related to COVID-19 measures, construction projects involving the rehabilitation of existing buildings or construction new facilities. Some parts of these general guidelines are applicable to the project, particularly such aspects as dust and noise control and worker health and safety. For more information refer to the EHS Guidelines on the WB website.²

²https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/ehs-guidelines

Chapter 4. Potential Environmental and Social Impacts

The construction activities for rehabilitation of the Central Livestock Farm is expected to occur over a three (3) months period. The environmental and social impacts are expected to occur principally, but not only, during the construction period and would be mainly those associated with typical construction works. Notwithstanding the numerous positive benefits expected to accrue from the project, the following negative environmental and social impacts have been identified for rehabilitating the structures of the Central Livestock Farm. Mitigation measures for each of the risks identified are presented in Chapter 6.

4.1 Pre-Construction, Demolition and Construction Phase

The existing site is classified as a 'brown field' and will not require major clearing of vegetation on the property. Prior to the commencement of site preparation, there is a need for contractor to adopt COVID 19 measures (See Annex 2) to reduce health risks of construction workers, and farm workers and PIU Warehouse Staff.).

Demolition of structures will be limited to areas or sections of the existing building that are deemed unsafe due to structural concerns. The demolition works will be conducted during the regular work hours of 8 a.m. to 5 p.m. Monday to Friday.

Construction activities may pose significant hazards related to the stockpiling and removal of construction debris, fugitive dust formation from raw materials, noise from equipment and demolition/construction, improper use of tools and equipment by construction workers, disposal of construction debris and waste materials. Potential fall of materials or tools, as well as ejection of solid particles from abrasive or other types of power tools which can result in injury to the head, eyes, and extremities. The main construction to be undertaken on the CLF is that of roof repairs to all four livestock structures, the sheep and goat pen also has damage slatted wooden flooring which will be replaced with plastic slatted floors related but independent of this contracted renovation works. Therefore, risks of fall from heights will also be relevant.

4.1.1 Site Access and Security

Access to the project site shall be controlled by a designated entry and exit to prevent unauthorized access and keeping the general public out, as well as control the ease of movement of personnel, vehicular traffic and loading and offloading of materials. The entrance and exit of personnel, trucks or vehicles carrying supplies will require access controls and security clearance

4.1.2 Noise and dust control

During construction and decommissioning activities, noise and vibration may be caused by the operation of pile drivers and electric saws. Recommended noise reduction and control strategies to consider in areas close to community areas. Noise from motorized equipment or power tools can be a nuisance to livestock farm workers. Dust from the electric saw can trigger respiratory illnesses.

4.1.3 Debris and solid waste management

The mishandling of construction wastes such as chemicals, detergents, greases, oils, building materials, can lead to pollution of soils, and the entry of these substances into surface water bodies, either through runoff, via drains, or by being blown by the wind, can damage the fragile ecosystems. Demolition waste and other types of construction debris or materials will be categorized according to composition, source, types of wastes produced, generation rates, or according to local regulatory requirements. All waste materials from demolition works will be separated and disposed of at a disposal site approved by the Dominica Solid Waste Management Corporation (DSWMC).

The management of human wastes on site is also critical for maintaining a healthy working environment and reducing the risk of fecal contamination. The same can be said of food wastes for reducing the incidence of vector entry into an area and infestation.

4.1.4 Traffic management

Construction activities may result in a significant increase in movement of heavy vehicles transporting construction materials and equipment, thereby increasing the risk of traffic-related accidents and injuries to workers and individuals working on the farm. The rehabilitation site is off a secondary road and will not be frequently traversed by regular vehicular traffic, but be limited to construction related activities. The incidence of road accidents involving project vehicles during construction should be minimized through a combination of education and awareness-raising, adoption of road safety procedures and mounting or placement of directional and cautions signs to reduce traffic congestion and increase the safety of all road users.

4.1.5 Workers Health and Safety

The minor civil works to be undertaken to facilitate the roof repairs on the CLF will expose contractor and workers to potential health and safety risks. Exposure to health and safety risks will require the contractor to ensure that workers are trained and perform activities according to best industry practices and standard operating procedures (SOP) and to provide personal protection equipment (PPE) to workers, to prevent or reduce the risk of accidents at the work site. PPEs are the last line of protection, as a result administrative and engineering procedures must be followed. Specifically, the contractor will be responsible to provide the appropriate PPE such as safety boots, helmets, reflector vest, gloves, protective clothes, dust mask, goggles, and ear protection at no cost to the workers. Importantly workers should wear a safety harness in case of risks of accidental falls. A well stock first aid kit equipped with medication and supplies should be to treat basic construction related injuries, must be available to workers. The Contractor will also be required to prepare and submit a Code of Conduct to the EALCRP PIU for review and acceptance.

4.1.6 Community Safety

Communities needs to be protected from physical, chemical, or other hazards associated with construction activities. Potential risks may arise from inadvertent or intentional trespassing, contact with hazardous materials, contaminated soils and other environmental media, buildings

that are vacant or under construction, or excavations and structures which may pose falling and entrapment hazards. Project construction could create various impacts on the health and safety of communities, specially to women (sexual exploitation and gender-based violence) and those belonging to vulnerable groups.

4.1.7 COVID -19 Measures

The Government of Dominica's COVID procedures require contractors to protect their operations and workers to reduce the risk of spread of the COVID 19. As a result, the EALCRP PIU will require the contractor to prepare and submit a detailed COVID19 Plan demonstrating their ability to safeguard health and safety of workers/employees while on site. The COVID 19 Plan will be provided to all employees working on site.

4.2 Operation Phase

The Central Livestock Farm is the hub for animal husbandry, breeding and selection of superior livestock breeds for Livestock Producers based on their goals (meat, milk or both) in order to increase production and provide wholesome form of animal protein for consumption by the population. The potential impacts of the livestock farm operation include wastewater, solid waste management, energy and water consumption, safety of workers and nearby communities, COVID 19 measures and emergency response. The Dairy operation and the wellbeing of livestock are the two critical areas where risk and impacts has to be mitigated

4.2.1 Wastewater Treatment

The operations will be collecting and processing milk. The routine cleaning of the milk reception area, storage tanks and processing/pasteurizing equipment will result in significant volumes of wastewater being discharged. There will be the need for the installation of a wastewater treatment system to ensure that the wastewater being discharged is compliant with wastewater standards of Dominica. Milk wastewater is known to have high concentrations of Biological Oxygen Demand (BOD) and Total Suspended Solids (TSS) which can negatively affect the receiving water bodies water quality.

4.2.2 Community Safety-Milk Collection and Distribution

The dairy sector converts raw milk into safe products for human consumption. The dairy facility at the CLF is simple comprising of one portable milking machine and a 5-gallon pasteurizing machine both equipment is non-functional. Prior to Hurricane Maria, milking was done both manually by hands and by the use of the portable milking machine. Milk extracted was not pasteurized and was distributed as raw milk. The milking process must satisfy food safety and hygiene protocols such as clean healthy cows, properly functional milking machines and equipment used in the process, healthy staff (milkers) with trimmed fingernails to avoid injuring udder, and general clean surroundings and milking parlor.

4.2.3 Animal Welfare in Livestock Production

Livestock should be raised in a stress-free environment, stockmen at the CLF shall avoid livestock from experiencing the following conditions that may attributed to stress; the deprivation of water or food, rough handling, mixing of animals reared separately resulting in fighting, is unacceptable from an animal welfare viewpoint and should also be avoided because of its deleterious effects on milk extracted. There are five guiding principles in protecting animal from stress must be adhered to:

- (a) Freedom from hunger and thirst, by ready access to fresh water and a diet to maintain full health and vigor
- (b) Freedom from discomfort, by providing an appropriate environment including shelter and a comfortable resting area.
- (c) Freedom from pain, injury and disease by prevention or rapid diagnosis and treatment
- (d) Freedom to express normal behavior by providing sufficient space, proper facilities and company of their kind
- (e) Freedom from fear and distress, by ensuring conditions and treatment that avoid mental suffering.

Chapter 5. Mitigation Measures

This section of the ESMP provides the mitigation measures to address each of the environmental and social risks identified in Chapter 5. Detailed/specific mitigation measures are provided in sections 5.1 and 5.2.

5.1 Pre-Construction, Demolition and Construction Phase

Aspect	Potential Impacts	Proposed Mitigation
Site preparation activity	<ul style="list-style-type: none"> ○ Poor air quality due to emissions from vehicles and dust generated ○ Respiratory impacts on site workers, nearby residents and pedestrians ○ Noise generation from the use of machines and construction equipment with its impact on workers and neighborhoods 	<ul style="list-style-type: none"> ○ Clearing of site will be limited to access road and designated areas for stockpiling construction materials. ○ Site clearing activities will be conducted during regular working hours 8 am to 5 pm. ○ PPEs - Dust masks / respirators when working in demolition areas, etc. (according to approved procedures) ○ PPEs - Hearing protection for working around machinery where the noise exceeds 85 dB (according to approved procedures) ○ The location of noisy machinery can be positioned away from sensitive sites such residential areas etc. ○ Maintain vehicles and Contractors machinery according to maintenance requirements.
Demolition and Construction Waste and Debris	<ul style="list-style-type: none"> ○ Improper storage and/or disposal of materials 	<ul style="list-style-type: none"> ○ The contractor shall handle demolition /construction material

Aspect	Potential Impacts	Proposed Mitigation
	<ul style="list-style-type: none"> ○ Dispersion of materials in nearby canals, ditches, rivers, streets and adjacent properties 	<ul style="list-style-type: none"> debris and solid waste in accordance with approved procedures of Dominica Solid Waste Management Corporation (DSWMC). ○ The contractor should only dispose of materials in areas approved by the DSWMC. ○ Collect and segregate wastes based on their classification and ensure disposal by the DSWMC. ○ No burning of waste material ○ Ensure appropriate and safe disposal of contaminants such as fuels, construction materials and wastes. ○ Workers be issued PPEs to include helmets, ear plugs, face shield, goggles, gloves, safety shoes etc. ○ Provide PPE`s including hearing protection when working around machinery noise exceeds 85 dB; wear dust masks / respirators. ○ Maintain vehicles and Contractors machinery according to maintenance requirements. ○ Neighbouring property owners and communities will be informed of works. ○ Prevent unauthorized persons access to the Site

Aspect	Potential Impacts	Proposed Mitigation
		<p>or to partly demolished structures.</p> <ul style="list-style-type: none"> ○ Ensure immediate cleaning of any spills and remediation of contaminated areas after construction.
Sewage/Wastewater Management	Improper disposal and treatment of sewage/wastewater	<ul style="list-style-type: none"> ○ Portable sanitary units will be established to collect and human wastes. Human waste will be disposed at sewage treatment facility to comply with local laws and regulations of Dominica.
Dust and noise from construction or demolition activity	<ul style="list-style-type: none"> ○ Poor air quality due to emissions from vehicles and dust generated ○ Respiratory impacts on site workers, nearby residents and pedestrians ○ Noise generation from the use of machines and demolition/construction equipment with its impact on workers and neighborhoods 	<ul style="list-style-type: none"> ○ Dust suppression methods such as wetting materials or slowing work should be employed as needed to avoid visible dust from demolition or construction activities ○ Dust masks / respirators when working in closed areas such as access manholes, etc. (according to approved procedures) ○ PPEs - Dust masks / respirators when working in demolition areas, etc. (according to approved procedures) ○ PPEs - Hearing protection for working around machinery where the noise exceeds 85 dB (according to approved procedures) ○ The location of noisy machinery (including generators) can be positioned away from sensitive sites such as

Aspect	Potential Impacts	Proposed Mitigation
		schools' and residential areas etc. ○ Maintain vehicles and Contractors machinery according to maintenance requirements.
Community Health and Safety	○ Movement of supply vehicles and equipment may cause traffic problems and create unsafe situations for local motorists entering the propagation center. ○ Unauthorized entry of local persons may place them in jeopardy if they are on work locations.	○ Ensure that a Traffic Management Plan is in place where this might be an issue. ○ Ensure that sites are properly barricaded during construction and temporary pedestrian walkways are provided when required. ○ Restrict contractor workers and public from going to the construction site during and outside working hours by placing posters, reflecting tapes and erecting barriers.
Worker health and safety	○ Workers accidents on the construction site ○ Risk of electrical accidents (shock) when direct current is used for power tools	○ Train workers on prevention of accidents and managing incidents. ○ Workers must wear personal protective equipment (PPE). ○ Provide first aid kit and emergency plan for accidents or incidents. ○ Proper supervision of the construction workforce. ○ Secure electrical wire with a wooden covering or other insulated material. ○ Ensure that wire has no cuts and that the metal part is not exposed ○ Avoid using power tool during rain.

Aspect	Potential Impacts	Proposed Mitigation
COVID 19 Response Measures	Exposure and spread of infection	For COVID -19 management on the construction site follow the infection control protocol in Annex 2 .

5.2 Operation Phase

Aspect	Potential Impacts	Proposed Mitigation
Occupational Health and Safety	Worker/employee accidents/injury on property on property	<ul style="list-style-type: none"> ○ Train staff how to perform activities safely, use PPE and ensure there is adequate supply ○ Regularly monitor performance and conduct maintenance of equipment
Sewage/Wastewater Management	Improper disposal and treatment of sewage/wastewater	<ul style="list-style-type: none"> ○ A primary and secondary Sewage/wastewater treatment system will be used which complies with local laws and regulations of Dominica. ○ Construction workers will be allowed to use the toilet facility in the Office of the Foreman, this office is currently not being used, however has a functional washroom.

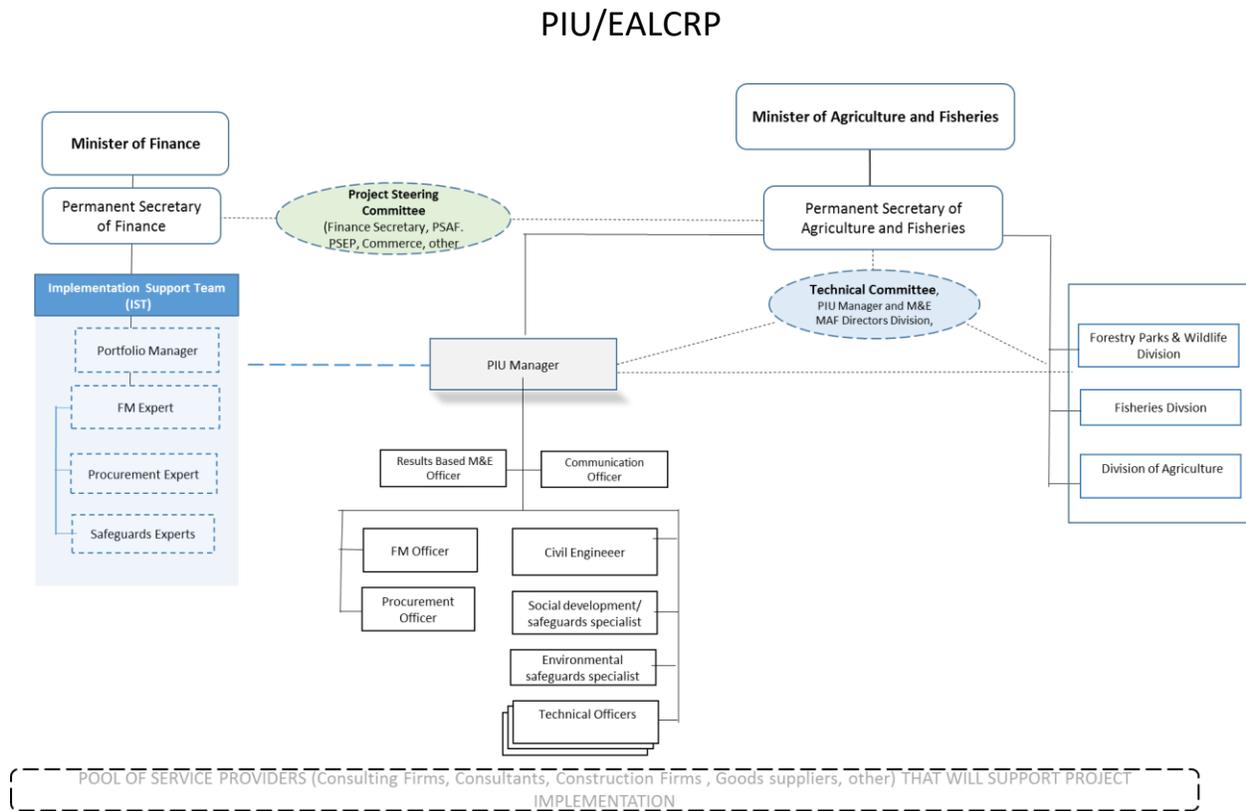
Aspect	Potential Impacts	Proposed Mitigation
<p>The routine cleaning of the milk reception area, storage tanks and processing/pasteurizing equipment will result in significant volumes of wastewater being discharged.</p>	<p>Contamination of ground water.</p>	<ul style="list-style-type: none"> ○ A primary and secondary Sewage/wastewater treatment system will be used which complies with local laws and regulations of Dominica. ○ Install grids to reduce or avoid the introduction of solid materials into the wastewater drainage system; ○ Pipes and tanks should be self-draining, with appropriate procedures for product discharge prior to, or integral with, cleaning procedures. ○ Adopt best-practice methods for facility cleaning, which may involve manual or automated Clean In Place (CIP)2 systems, using approved chemicals and / or detergents with minimal environmental impact and compatibility with subsequent wastewater treatment processes.
<p>Waste Management</p>	<p>Improper disposal of solid waste</p>	<ul style="list-style-type: none"> ○ Solid waste will be collected and disposed of by DSWMC.
<p>COVID 19 Response Measures</p>	<p>Exposure and spread of infection</p>	<ul style="list-style-type: none"> ○ Upon entering office staff and visitors must wear a face mask, have their temperature checked and hands sanitized. ○ Adopt social distancing or physical distancing (at least 6 feet) for staff workstations ○ Report any occurrence of any Covid -19 cases of any workers or family members or persons in contact with those infected.

Aspect	Potential Impacts	Proposed Mitigation
Emergency Preparedness and Response	<ul style="list-style-type: none"> ○ Accidental fire ○ Injury to staff ○ Natural disasters (hurricane, earthquake, flooding, etc.) 	<ul style="list-style-type: none"> ○ Fire extinguisher strategic located in the office. ○ First aid kit suitable for staff and degree of treatment likely to be required before transportation to hospital ○ Develop training plan to address firefighting and evacuation (earthquakes, hurricane and flooding)
Food Safety (HACCP) and good manufacturing practices (GMP)	Unsanitary conditions, infection and contamination of milk products	<ul style="list-style-type: none"> ○ Milking conditions must be as hygienic as possible. ○ Raw milk should be collected in stainless steel cans of 30-50 liters. ○ The raw milk should be is sampled for quality analysis ○ Milk should be cooled to a temperature below +4°C, until distribution
Animal Welfare	Improper handling and care of animals	<ul style="list-style-type: none"> ○ Provide adequate feed and water ○ Provide adequate space and free movement ○ Provide a quick response to sick animals by treatment or euthanasia. ○ Separate animals based on their size to avoid bullying

Chapter 6. Project Management and Institutional Arrangements

6.1 ESMP Implementation Responsibilities

The overall responsibility of ensuring that the mitigation measures under this ESMP are implemented are with the EALCRP Project PIU, Project Manager, Environmental and Social Safeguards Specialists. The figure below provides an overview of the organizational structure that will support and implement the EALCRP Project.



The PIU will have the overall responsibility for project implementation. The Project Implementation Unit (PIU) is physically located at 19 King George V St, Roseau. A Project Manager will lead the day-to-day implementation of the project and will report to the Permanent Secretary, Ministry of Blue and Green Economy, Agriculture and National Food Security on the coordination of efforts with other partners, and for technical coordination of activities financed under the project. The PIU environmental and social specialists will be responsible for the day-to-day activities in instructing and monitoring compliance with World Bank safeguards and the relevant laws of Dominica, including the ESMP. When required, additional safeguards support will be provided by the Implementation Support Team (IST) in guidance to manage the

preparation, updating and implementation of the relevant safeguards instruments or through contractors hired for specific E&S or safeguards related tasks.

6.2 Contractor Responsibilities

Engagement of Contractors will be managed by the EALCRP Project PIU. Standard environmental and social and health and safety related clauses will be developed and appended to or incorporated into bidding documents and contracts and shall remain in force throughout the contract period.

For purposes of cost estimation and budgeting, the contractors should be aware of the existence of the environmental mitigation measures and associated ESMP requirements and include cost items for such purposes in their proposals.

6.3 Supervision, Monitoring and Reporting

It is the responsibility of the PIU to ensure that the ESMP is being followed by the contractor(s) and site workers.

During the demolition and rehabilitation phase, environmental and social monitoring will be carried out by the Contractor, with support from the Project Engineer who is engaged to provide oversight on technical aspects. In addition, the Project Engineer will be required to prepare and submit reports (monthly/quarterly) to the EALCRP PIU Project Manager. These reports provide update on construction works to include; overall project timeline completion status, action items, project risk, issues and mitigation plans.

The Environmental Safeguard Specialist will also conduct on site monitoring on a biweekly basis ensuring that all safeguards guidelines are adhered to and the Contractor complies to this ESMP.

Chapter 7. Stakeholder Engagement

7.1 Disclosure of ESMP and Community Outreach

Stakeholders for this activity:

The Foreman of the CLF

Several phone conversations were held with the Foreman of the CLF discussing overall renovation activities particularly special reference made to the Milking Parlor and replacement of the sheep and goat flooring with plastic slatted floors. The Foreman is looking forward to increasing sheep and goat breeding program once renovation is completed. Flyers will be developed and placed in strategic locations throughout the community.

Farmers

Dairy and livestock farmers will be consulted on the proposed renovation activities such as the Milking Parlor to receive feedback and recommendations to ensure that the facility will be able to receive and process fresh milk.

Animal Health and Production Officer (AHPO) for the Northeast Region

The AHPO for the Northeast Region is responsible for the health, reproduction and production of all livestock of that region including the CLF. The AHPO was very concerned about the goat and their declining number of stock due to the lack of housing, which placed a halt on the artificial insemination program. As of such Livestock Producers Island-wide are waiting for stock from the CLF to increase their numbers with good genetic material. The AHPO will relate message pertaining to the construction at the CLF to the neighboring farmers.

COVID Precautions taken during stakeholder consultations:

The consultation strategy developed prior to COVID-19, already provided for multi-media approaches to collect feedback and collaboration from stakeholders. This included information disclosure and face-to-face meetings to present the project's safeguards documents (ESA, SEP and LMP). The COVID 19 pandemic resulted in the consultation strategy delivery method to be changed from unlimited no social distancing meetings to limited face-to-face, social distancing and virtual meetings. The Government of Dominica, Ministry of Health, Wellness and New Health Investment's and Ministry of Blue and Green Economy and Agriculture and National Food Security COVID Guidelines and Protocols have been adopted and will be implemented throughout the project's life cycle, where applicable.

The following measures were used:

All consultations for the AHPO and the Foreman on the CLF renovation were done through telephone conversation and face to face maintaining Covid protocols such as physical distance, hand sanitizing and wearing of face mask.

This ESMP once cleared by the Bank it will be disclosed on the EALCRP webpage piu/agriculture.gov.dm/safeguards.

A printed copy of the ESMP will also be made available at:

**Office of the Project Manager
Emergency Agricultural Livelihoods and Climate Resilience Project
19 King George V St., Roseau
Commonwealth of Dominica**

**Office of the Chief Veterinary Office
Livestock Development Unit
Botanical Gardens
Roseau**

**Office of the Foreman
Central Livestock Farm
Londonderry**

7.2 Grievance and Redress Mechanism

The project and its associated activities may have some short term and reversible impacts. In order to ensure the implementation of the Project in a timely manner and effectively address any anticipated and unanticipated risks that would be encountered during implementation, including the development of the necessary actions of mitigation and avoidance, a robust project Grievance Redressal Mechanism (GRM) has been implemented. The Grievance Mechanism for the project will be the same as that used in the EALCRP Project.

The GRM will enable the EALCRP PIU to address any grievances against this specific sub-project activity. It must be noted that this GRM covers grievances that relate to the impacts that the project may have on people and communities. The PIU will be responsible for registering, tracking, addressing and resolving any complaints raised by individuals or groups. The required grievance reports will report issues and will include a name, date and contact information with a detailed description of the case and complainant. Complaints can be submitted to the EALCRP PIU, an

The EALCRP PIU will communicate the GRM procedure to its external and internal stakeholders to raise awareness and offer transparency of how stakeholders can voice their grievances. Various channels for external stakeholders to vocalize their grievances formally include:

- **Email:** A complainant can email the EALCRP PIU to complain. Complainant will receive email acknowledging complaint and be advised to complete a grievance form and sign

(electronic or by reporting to nearest office). Anonymous complaints will also be accepted.

- Project Manager, Email: stephensonke@dominica.gov.dm
- Environmental and Social Safeguards Specialist, Email: mikiemc20@gmail.com
- **Write a letter:** to the EALCRP PIU, Project Manager, Emergency Agricultural Livelihoods and Climate Resilience Project (EALCRP), 19 King George V St., Roseau, Dominica to complain (respond to letters via telephone or email, inviting complainant to complete an official grievance form/transfer information from letter to grievance form; record complaint in log)
- **Telephone: Complainants can call the EALCRP PIU at (767) 266 3998**
- **In Person:** Complainants can report to the EALCRP PIU office at 19 King George V St., Roseau, Dominica, to complete and submit a grievance form. They can also register their complaint directly to the Environmental and Social Safeguards Specialists.
- **Anonymous Complaints:** are accepted through all above-mentioned channels. Complainants can submit their grievances without providing personal contact information.
- **PIU Project Manager or Staff Complaints:** Complainants can telephone, email or write letters to the Permanent Secretary, Ministry of Blue and Green Economy and Agriculture and National Food Security.

Chapter 8. ANNEXES

Annex 1. Screening Tool for E&S Risks

The form below identifies potential impacts of the proposed activities envisioned under Emergency Agricultural Livelihoods and Climate Resilience Project (EALCRP). Many of the actions or activities have low or negligible potential negative impacts, such as purchase of equipment, raw materials and supplies. Some may have impacts that are typical for small construction or rehabilitation projects, such as repair to roof, buildings, or facilities. The project is determined to be of Moderate to Substantial risk (shaded box below) and therefore this ESMP was prepared.

Annex 1: Environmental and Social Screening Checklist.

ES Sub-projects Screening Checklist (Prototype) (Self-administered Sub-projects screening process by benefiting communities)

Section A: Background information

Subproject Name	EALCRP-Restoration of Public infrastructure
Subproject Location	Londonderry
Subproject Component	Rehabilitation of the Central Livestock Farm
Estimated Investment	PIU Agriculture
Start/Completion Date	Expected start February 2021

Section B: Environmental Issue

Will the sub-project	YES	NO
Create a risk of increased soil erosion?		X
Create a risk of increased deforestation?		X
Create a risk of increasing any other soil degradation		X
Affect soil salinity and alkalinity?	X	
Divert the water resource from its natural course/location?		X
Cause pollution of aquatic ecosystems by sedimentation and agro-Chemicals, oil spillage, effluents, etc.?	X	
Introduce exotic/alien plants or animals?		X
If the Involve drainage of wetlands or other permanently flooded areas?		X
Cause poor water drainage and increase the risk of water-related Diseases such as malaria?		X
Reduce the quantity of water for the downstream users?		X
Result in the lowering of groundwater level or depletion of Groundwater?		X
Create waste that could adversely affect local soils, vegetation,	X	

rivers and streams or groundwater?		
Reduce various types of livestock production?		X
Affect any watershed?		X
Focus on biomass/bio-fuel energy generation?		X

If answers to any of the above is 'yes', please include an ESMP in sub-project implementation.

Section C: Socioeconomic Issues

Will the sub-project:	YES	NO
Displace people from their current settlement?		X
Interfere with the normal health and safety of the worker/employee?	X	
Reduce the employment opportunities for the surrounding communities?		X
Reduce settlement (no further area allocated to settlements)?		X
Reduce income for the local communities?		X
Increase insecurity due to introduction of the project?		X
Increase exposure of the community to communicable diseases such as HIV/AIDS? (Covid -19)	X	
Induce conflict?		X
Have machinery and/or equipment installed for value addition?		X
Introduce new practices and habits?		X
Lead to child delinquency (school drop-outs, child abuse, child labour, etc.)?		X
Lead to gender disparity?		X
Lead to poor diets?		X
Lead to social evils (drug abuse, excessive alcohol consumption, crime, etc.)?		X
Will the sub-project:		
Be located within or near environmentally sensitive areas (e.g. intact natural forests, mangroves, wetlands) or threatened species? NB: If the answer is yes, the sub-project should prepare a Natural Habitats Plan (see ESMP).		X
Adversely affect environmentally sensitive areas or critical habitats – wetlands, woodlots, natural forests, rivers, protected areas including national parks, reserves or local sanctuaries, etc.)? NB: If the answer is yes, the sub-project should not proceed.		X
Affect the indigenous biodiversity (flora and fauna)? NB: If the answer is yes, the sub-project should not proceed.		X
Cause any loss or degradation of any natural habitats, either directly (through project works) or indirectly? NB: If the answer is yes, the sub-project should not proceed.		X
Affect the aesthetic quality of the landscape?		X

Reduce people's access to the pasture, water, public services or other resources that they depend on?		X
Increase human-wildlife conflicts?		X
Use irrigation system in its implementation?		X
NB: If the answers to any of the above is 'yes', please include an ESMP with sub-project application.		

If any of the answers above is yes, consult the ESMF for mitigation

Section E: Pesticides and Agriculture Chemicals

Will the sub-project:	YES	NO
Involve the use of pesticides or other agricultural chemicals, or increase existing use? Increase use of disinfectants	X	
Cause contamination of watercourses by chemicals and pesticides?	X	
Cause contamination of soil by agrochemicals and pesticides?		X
Experience effluent and/or emissions discharge?		X
Export produce? Involve annual inspections of the producers and unannounced inspections?		X
Require scheduled chemical applications?		X
Require chemical application even to areas distant away from the focus?		X
Require chemical application to be done by vulnerable group (pregnant mothers, chemically allergic persons, elderly, etc.)?		X

If the answer to the above is 'yes', please consult the IPMP that has been prepared for the project

Section F: Vulnerable and Marginalized Groups meeting requirements for OP 4.10

Are there:	YES	NO
People who meet requirements for OP 4.10 living within the boundaries of, or near the project?		X
Members of these VMGs in the area who could benefit from the project?		X
VMGs livelihoods to be affected by the subproject?		X

If the answer to any of the above is 'yes', please consult the IPP that has been prepared for the project.

Section G: Land Acquisition and Access to Resources

Will the sub-project:	YES	NO
Require acquisition of land (public or private) (temporarily or Permanently) for its development?		X
Use land that is currently occupied or regularly used for productive purposes (e.g. gardening, farming, pasture, fishing locations, forests)		X
Displace individuals, families or businesses?		X

Result in temporary or permanent loss of crops, fruit trees and Pasture land?		X
Adversely affect small communal cultural property such as funeral and burial sites, or sacred groves?		X
Result in involuntary restriction of access by people to legally designated parks and protected areas?		X
Be on monoculture cropping?		X

If the answer to any of the above is 'yes', please consult the mitigation measures in the ESMF, and if need be adopting the ARAP guidelines.

Section H: Proposed action

Summarize the above:	(ii) Guidance
All the above answers are 'No'	<ul style="list-style-type: none"> • If all the above answers are 'No', there is no need for further action;
There is at least one 'Yes'	<ul style="list-style-type: none"> • If there is at least one 'Yes', please describe your recommended course of action (see below).

(iii) Recommended Course of Action

Activities and actions with moderate potential E&S risk require no further safeguards actions. Those with moderate potential risk will be managed using the general ESMF for the Emergency Agricultural Livelihoods and Climate Resilience Project (EALCRP), and will typically require that an ESMP be developed. Those with moderate to substantial potential risk will be managed using the tools in the general ESMF for the Emergency Agricultural Livelihoods and Climate Resilience Project (EALCRP) along with the additional safety guidance and information provided in this ESMP.

Annex 2. COVID 19 GUIDELINES FOR CONSTRUCTION AND CIVIL WORKS

COVID-19 SAFETY ON THE CONSTRUCTION SITE - MANAGING THE RISKS

WHAT IS CORONA (COVID-19) DISEASE:

The Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. It is a respiratory disease and is contagious. Common symptoms include: fever, tiredness, dry cough. Other symptoms include: shortness of breath, aches and pains, sore throat and some people report diarrhoea, nausea or runny nose; https://www.who.int/health-topics/coronavirus#tab=tab_1. The disease is categorised by the World Health Organisation (WHO) as a pandemic.

HOW THE COVID-19 DISEASE SPREADS:

When someone who has COVID-19 coughs or exhales they release droplets of infected fluid. Most of these droplets fall on nearby surfaces and objects, people could catch COVID-19 by touching these contaminated areas and then touching their eyes, nose, mouth or face in general. If they are standing within 2 metres (6.4 feet) of a person with COVID-19 they can catch it by breathing in droplets coughed out or exhaled by them. COVID-19 spreads in a similar way to flu. ANYONE can become infected.

It is highly recommended that any worker who has any symptoms related to cold, flu or COVID-19 should be immediately isolated and proper procedure followed as advised by the Ministry of Health.

SIMPLE GUIDELINES TO PREVENT/MANAGE THE SPREAD OF COVID-19 ON YOUR CONSTRUCTION SITE:

The World Health Organisation and the Ministry of Health in Dominica advises that ***physical/social distancing, frequent handwashing*** and ***respiratory etiquette*** are important to help prevent the spread of this disease. Please see details of these and other recommended measures to safeguard health and safety while on site as follows: **Note:** The Contractor remains responsible for Health and Safety on site.

1. Physical Distancing:

Maintain at least 2 metres (~6 feet) distance between yourself and anyone. Keeping physical distancing between everyone on construction sites will be challenging at times but is a key measure to minimise the spread of COVID-19. To manage risks:

- Limit visitors to the site, only allow authorised, essential personnel
- Limit physical interactions between workers, workers and clients, and workers and other persons at the site (e.g. deliveries) and use other methods such as mobile phone or radio to communicate

- Limit worker numbers on site where possible
- Split shifts where possible into AM and PM or different days based on activity
- Reduce the number of tasks to be completed each day where possible
- Create specific walkways through the construction site to maintain physical separation
- Stagger meal times and breaks to limit the number of workers congregating in one area
- Conduct toolbox and other meetings online, including through an app, where you can. If not, conduct such meetings in wide open spaces to enable workers to keep the required physical distance
- Limit the number of workers in any one particular area, e.g., to use ladder, stairway, etc.
- Postpone non-essential training
- Place signage about physical distancing around the work site where you can

Identify responsible persons to make sure workers are following the rules for physical distancing. If physical distancing measures causes other health and safety risks, you need to manage those risks too.

2. Health Checks by Contractor

Monitor your workers for key symptoms of COVID-19, such as fever. Direct all workers (whether they are at the construction site or not) to report to you if:

- They are experiencing any symptoms associated with this disease
- They have been, or have potentially been, exposed to a person who has been diagnosed with COVID-19 or is suspected to have COVID-19 (even if the person who is suspected to have COVID-19 has not yet been tested)
- Encourage workers to report if they observe another worker is displaying any symptoms
- Prohibit workers accessing the site and working if they are displaying any symptoms
- Prohibit workers who have contracted COVID-19 from returning to the workplace until they provide official medical evidence that they are cleared of the virus and fit to work
- Immediately inform the Project Coordinating Unit (PCU), Disaster Vulnerability Reduction Project

A responsible person should be at the entrance of the site at the beginning of each work day to do these basic health checks and record yes/no to the checks.

3. Workers Hygiene

All workers/persons on site are required to practice good hygiene. This includes:

- **Frequent Hand Washing** - Properly wash your hands as often as possible with soap and water for no less than 20 seconds, including before and after eating and after going to the toilet. Use designated hand washing areas located on the site. Signs identifying the locations should be posted.
- Use alcohol-based hand sanitisers with at least 60% ethanol or 70% isopropanol as the active ingredient where hand washing is not possible

- **Respiratory Etiquette** - Use adequate face mask at all times. If unavoidable, cover your mouth and nose with your bent elbow or tissue if you cough or sneeze. Then dispose of the used tissue immediately in a closed bin and wash your hands.
- Have their own personal tools. Where larger tools/equipment/machinery are used, these should be cleaned and disinfected by them before and after each person has used and worker must also wash hands, both before and after using tools/equipment/machinery
- If gloves are used avoid touching surfaces where possible and clean and disinfect areas or equipment handled. Dispose of gloves in covered bin (if disposable) or sanitise and wash if reusable. Do not share gloves
- Clean and disinfect surfaces frequently
- Practice good personal hygiene, washing body, hair (including facial hair) and clothes thoroughly every day
- Comply with physical distancing of 2 metres/ 6 feet away from others
- Stay home if sick and inform employer immediately
- Avoid touching their face
- Avoid handshakes, knocks, high fives or any other close physical contact
- Refrain from spitting at all times
- No smoking (cigarette butts can carry the virus from your mouth)
- Walk with personal utensils and water. Do not share anything
- Dispose of garbage in a covered bin immediately
- Disinfect and clean all common areas (e.g. washroom, water cooler) after use

Encourage workers to ensure that their co-workers are following the recommendations to protect their own health, workers health and the health of each their families and friends.

4. Hygiene on Site: Environmental Cleaning

The amount of time the COVID-19 virus survives on objects and surfaces will vary. Environmental cleaning is one way to remove COVID-19 particles. Construction work unavoidably requires regular touching of objects and surfaces. This means that the usual cleaning schedules on construction sites will need to be increased and specific measures employed. The Contractor is responsible for providing cleaning supplies and ensuring that:

- Frequently touched surfaces on a construction site, including equipment, wheelbarrow, buckets, machinery, ladders, lifts, hoists, handrails and doors, are cleaned and disinfected frequently using appropriate detergent or disinfectant solutions.
- Personal items and items used for work such as tools, glasses and phones are frequently cleaned and disinfected (e.g. using isopropyl alcohol wipes).
- Site amenities, including lunch rooms, site offices, change rooms, toilets, showers, water coolers/ fountains and are to be cleaned industrially and the frequency of this cleaning should increase.
- Workers are trained to clean down tools, machinery, equipment, etc. immediately after use.

5. Deliveries, other contractors/suppliers to the site

- Non-essential visits to the site must be cancelled!
- Deliveries and other contractors who need to be on site should be given clear instructions (in advance) of the requirements while they are on site (This also includes the Client and Consultant).
- Minimise the number of workers attending to deliveries and contractors as much as possible. Make alcohol-based hand sanitiser available for workers after physically handling deliveries.
- Direct all visiting truck drivers to remain in vehicles and use contactless methods such as mobile phones to communicate with your workers wherever possible.
- Use, and ask deliveries and contractors to use, electronic paper work where possible, to minimise physical interaction. Where possible, set up alternatives to requiring signatures, e.g. confirmation email or a photo of the loaded or unloaded goods as proof of delivery or collection.

6. EMPLOYER/ CONTRACTOR RESPONSIBILITY:

- **Hand washing areas** - at least three (3) areas should be set up to allow for handwashing; at the entrance to the site, the washroom area and lunch/break area. These should be equipped with liquid soap, running water, paper towels and foot-operated covered bins.
- **Cleaning and Sanitising** - Adopt/schedule more frequent cleaning. To minimise the risk of exposure to COVID-19, the person(s) cleaning should wear gloves (where required) and use alcohol-based hand sanitiser before and after wearing gloves or thoroughly wash hands. This person must take care not to cross-contaminate and should not touch their face. If gloves are used these should be disposed of in a covered bin. Alcohol-based hand sanitiser should be made available throughout the construction site, where practical.
- **Garbage Disposal** - Closed bins with foot pedal or no touch should be provided for workers where appropriate to hygienically dispose of waste and rubbish such as used tissues, immediately after use (or if away from amenities, as soon as possible). Alcohol-based hand sanitiser should be available for workers to use after they dispose of their waste.
- **Washroom facilities** - the construction site should have adequate supplies for good hygiene, such as adequate supply of liquid soap, running water and toilet paper. Washroom facilities must be kept clean, properly stocked and in good working order.
- **Separation of workspace** - adequately delineate between the construction site and the common areas. This could include reminding workers (with posters or through training) to frequently wash their hands with soap and water for at least 20 seconds, or thoroughly sanitise their hands with alcohol-based hand sanitiser before entering and exiting a common area.
- **Schedule breaks** - adopt a coordinated approach to reducing the number of workers utilising the common areas at a given time (staggering meal/water breaks, start times, coordinating work and planning).
- **Information** - inform workers of workplace etiquette and policies/standards that are expected when utilising common areas (cleaning up after themselves, placing rubbish in

bins provided, avoiding putting items such as phones on meal surfaces or prohibit use, sanitising surfaces, etc.)

- **Reducing touch points** - consider reducing the number of touch points for workers, e.g. leaving access doors open where appropriate.
- **Air flow** - consider limiting/ reducing recirculated air-conditioning in common areas (if applicable).
- **Disinfectants/Sanitiser** - the construction site should also be well stocked with alcohol-based hand sanitizer, soap liquids, disinfectants and other suitable cleaning agents, paper towels, etc.

7. EMPLOYEE RESPONSIBILITY:

- Has a duty to take reasonable care of his/her own health and safety, and to not adversely affect the health and safety of others
- Follow any reasonable policies/directions the Contractor has put in place in response to COVID-19.
- Follow authorized Government directives
- Clean and sanitise work area as advised
- If you suspect or know you have the COVID-19 virus you should:
 - Isolate and seek medical advice by calling the COVID-19 hotline
 - Do NOT go to work
 - Inform your employer as soon as possible and update them if your situation changes, e.g. if it's confirmed you have the virus

8. OTHER GENERAL GUIDELINES:

- **Consultation and Communication** - The Contractor should keep workers informed
- Where possible consult with workers on health and safety matters relating to COVID-19. Allow workers to express views before decisions are made. Involving them will help build worker commitment to this process and any required changes.
- Avoid/reduce in-person meetings and other gatherings or hold tailgate meetings in open spaces.
- Ensure there is a means for workers to raise concerns (if any) about the steps being taken to manage the risks or any other related concerns.
- Provide all workers with information about the risks of exposure to COVID-19. Where required, workers should be trained in infection control.
- Communicate clearly with workers about control measures.
- Provide clear direction and guidance about what is expected of workers. Workers should know:
 - When to stay away from the workplace
 - What action to take if they become unwell
 - What symptoms to be concerned about

- Remind workers they have a duty to take reasonable care for their own health and safety and to not adversely affect the health and safety of others.
- Provide workers with a point of contact to discuss their concerns, and access to support services, note that dealing with this current pandemic has psychosocial effects as well.
 - Ensure that the DVRP project signboard is erected/visible in case the public wishes to communicate with the PCU.

9. Remain up-to-date

- Keep your knowledge of the COVID-19 situation up-to-date.
- Follow advice from authorized sources only.
- Ensure the site is properly resourced to manage Workplace Health and Safety (WHS) risks during the COVID-19 outbreak, and check that the resources are being used.
- Review your policies, procedures and reporting process to ensure they remain current for any incidents, hazards and other WHS issues that arise during this time. Update these materials if necessary.
- Ensure these are communicated clearly to all employees and that processes are being followed.

10. Maintain Electronic Employee Register

- Daily track and monitor workforce present on site
- Prior to commencement of workday record the presence of each worker as they arrive. Also check off against this list as they leave at the end of the workday
- Record if anyone was absent, sent home or isolated for suspected symptoms of COVID-19
- Inform the PCU immediately, once the critical measures have been taken
- Include this register of employees in daily report to Client
- Due to the latency period of COVID-19, it is also important to track where employees have worked, if previously assigned to another worksite or transferred during works. If an employee tests positive for COVID-19, this information would be critical to the public health authorities for contact tracing.

11. Incident Notification

- if it is suspected that a worker may have contracted COVID-19:
- Notification must be made immediately to the PCU after the Contractor becomes aware of the incident.
- If the incident is discovered while the worker is on site:
 - He/she should be immediately isolated and wear a mask
 - The Contractor should inform the relevant health authorities through the required means
 - The Contractor should then subsequently inform the PCU

- If a person who has been at the site is suspected or confirmed to have COVID-19, the site must be closed and the Contractor must thoroughly clean and disinfect all areas of suspected contamination
- A record of each person on site must be taken, especially noting those in immediate, direct, or close contact with the suspected case
- All workers on the site should also follow recommended guidelines from the Ministry of Health before leaving the site
 - COVID incident notification, including the need to immediately report to the Bank if (a) an outbreak occurs in the project offices or worksites, or (b) the infection rate in the project office or worksite is higher than the average.
 -

12. Health and Safety Audits

- This is usually submitted by the Contractor every two weeks.
- This should be updated to reflect the COVID-19 requirements, including visible signage on site
- The H&S Audits should now be submitted weekly

13. Worker Transportation

- Recommended measures should be followed on public transportation
- If the Contractor provides transportation for workers, an assessment of the number of workers being transported at any one given time should be made and measures taken to ensure required distance.
- Measures include having workers sit one to a seat with riders staggered; adjusting the number of workers taken per trip; and the overall number of trips needed to transport workers to the site. Use of larger vehicles to ensure physical distancing or use of multiple vehicles may be required.
- If these are not possible then use other control measures such as adequate PPE where appropriate.
- Vehicles should be cleaned and sanitised before and after each trip.
- Whenever possible, workers should travel alone in their vehicles.

N.B: ONLY AUTHORISED ESSENTIAL VISITORS ARE ALLOWED ON SITE AND MUST FOLLOW ABOVE REQUIREMENTS!

ANNEX 3. ESF/SAFEGUARDS INTERIM NOTE - COVID 19 CONSIDERATIONS IN CONSTRUCTION/CIVIL WORKS PROJECTS

INTERIM GUIDANCE ON COVID-19 VERSION 1: APRIL 7, 2020

ESF/SAFEGUARDS INTERIM NOTE:

COVID-19 CONSIDERATIONS IN CONSTRUCTION/CIVIL WORKS PROJECTS

This note was issued on April 7, 2020 and includes links to the latest guidance as of this date (e.g. from WHO). Given the COVID-19 situation is rapidly evolving, when using this note it is important to check whether any updates to these external resources have been issued.

1. INTRODUCTION

The COVID-19 pandemic presents Governments with unprecedented challenges. Addressing COVID-19 related issues in both existing and new operations starts with recognizing that this is not business as usual and that circumstances require a highly adaptive responsive management design to avoid, minimize and manage what may be a rapidly evolving situation. In many cases, we will ask Borrowers to use reasonable efforts in the circumstances, recognizing that what may be possible today may be different next week (both positively, because more supplies and guidance may be available, and negatively, because the spread of the virus may have accelerated).

This interim note is intended to provide guidance to teams on how to support Borrowers in addressing key issues associated with COVID-19, and consolidates the advice that has already been provided over the past month. As such, it should be used in place of other guidance that has been provided to date. This note will be developed as the global situation and the Bank's learning (and that of others) develops. This is not a time when 'one size fits all'. More than ever, teams will need to work with Borrowers and projects to understand the activities being carried out and the risks that these activities may entail. Support will be needed in designing mitigation measures that are implementable in the context of the project. These measures will need to take into account capacity of the Government agencies, availability of supplies and the practical challenges of operations on-the-ground, including stakeholder engagement, supervision and monitoring. In many circumstances, communication itself may be challenging, where face-to-face meetings are restricted or prohibited, and where IT solutions are limited or unreliable.

This note emphasizes the importance of careful scenario planning, clear procedures and protocols, management systems, effective communication and coordination, and the need for high levels of responsiveness in a changing environment. It recommends assessing the current situation of the project, putting in place mitigation measures to avoid or minimize the chance of infection, and planning what to do if either project workers become infected or the work force

includes workers from proximate communities affected by COVID-19. In many projects, measures to avoid or minimize will need to be implemented at the same time as dealing with sick workers and relations with the community, some of whom may also be ill or concerned about infection. Borrowers should understand the obligations that contractors have under their existing contracts (see Section 3), require contractors to put in place appropriate organizational structures (see Section 4) and develop procedures to address different aspects of COVID-19 (see Section 5).

2. CHALLENGES WITH CONSTRUCTION/CIVIL WORKS

Projects involving construction/civil works frequently involve a large work force, together with suppliers and supporting functions and services. The work force may comprise workers from international, national, regional, and local labor markets. They may need to live in on-site accommodation, lodge within communities close to work sites or return to their homes after work. There may be different contractors permanently present on site, carrying out different activities, each with their own dedicated workers. Supply chains may involve international, regional and national suppliers facilitating the regular flow of goods and services to the project (including supplies essential to the project such as fuel, food, and water). As such there will also be regular flow of parties entering and exiting the site; support services, such as catering, cleaning services, equipment, material and supply deliveries, and specialist sub-contractors, brought in to deliver specific elements of the works.

Given the complexity and the concentrated number of workers, the potential for the spread of infectious disease in projects involving construction is extremely serious, as are the implications of such a spread. Projects may experience large numbers of the work force becoming ill, which will strain the project's health facilities, have implications for local emergency and health services and may jeopardize the progress of the construction work and the schedule of the project. Such impacts will be exacerbated where a work force is large and/or the project is in remote or under-serviced areas. In such circumstances, relationships with the community can be strained or difficult and conflict can arise, particularly if people feel they are being exposed to disease by the project or are having to compete for scarce resources. The project must also exercise appropriate precautions against introducing the infection to local communities.

3. DOES THE CONSTRUCTION CONTRACT COVER THIS SITUATION?

Given the unprecedented nature of the COVID -19 pandemic, it is unlikely that the existing construction/civil works contracts will cover all the things that a prudent contractor will need to do. Nevertheless, the first place for a Borrower to start is with the contract, determining what a contractor's existing obligations are, and how these relate to the current situation.

The obligations on health and safety will depend on what kind of contract exists (between the Borrower and the main contractor; between the main contractors and the sub-contractors). It will differ if the Borrower used the World Bank's standard procurement documents (SPDs) or used national bidding documents. If a FIDIC document has been used, there will be general

provisions relating to health and safety. For example, the standard FIDIC, Conditions of Contract for Construction (Second Edition 2017), which contains no 'ESF enhancements', states (in the General Conditions, clause 6.7) that the Contractor will be required:

- to take all necessary precautions to maintain the health and safety of the Contractor's Personnel
- to appoint a health and safety officer at site, who will have the authority to issue directives for the purpose of maintaining the health and safety of all personnel authorized to enter and or work on the site and to take protective measures to prevent accidents
- to ensure, in collaboration with local health authorities, that medical staff, first aid facilities, sick bay, ambulance services and any other medical services specified are available at all times at the site and at any accommodation
- to ensure suitable arrangements are made for all necessary welfare and hygiene requirements and for the prevention of epidemics

These requirements have been enhanced through the introduction of the ESF into the SPDs (edition dated July 2019). The general FIDIC clause referred to above has been strengthened to reflect the requirements of the ESF. Beyond FIDIC's general requirements discussed above, the Bank's Particular Conditions include a number of relevant requirements on the Contractor, including:

- to provide health and safety training for Contractor's Personnel (which include project workers and all personnel that the Contractor uses on site, including staff and other employees of the Contractor and Subcontractors and any other personnel assisting the Contractor in carrying out project activities)
- to put in place workplace processes for Contractor's Personnel to report work situations that are not safe or healthy
- gives Contractor's Personnel the right to report work situations which they believe are not safe or healthy, and to remove themselves from a work situation which they have a reasonable justification to believe presents an imminent and serious danger to their life or health (with no reprisal for reporting or removing themselves)
- requires measures to be in place to avoid or minimize the spread of diseases including measures to avoid or minimize the transmission of communicable diseases that may be associated with the influx of temporary or permanent contract-related labor
- to provide an easily accessible grievance mechanism to raise workplace concerns

Where the contract form used is FIDIC, the Borrower (as the Employer) will be represented by the Engineer (also referred to in this note as the Supervising Engineer). The Engineer will be authorized to exercise authority specified in or necessarily implied from the construction contract. In such cases, the Engineer (through its staff on site) will be the interface between the PIU and the Contractor. It is important therefore to understand the scope of the Engineer's

responsibilities. It is also important to recognize that in the case of infectious diseases such as COVID-19, project management – through the Contractor/subcontractor hierarchy – is only as effective as the weakest link. A thorough review of management procedures/plans as they will be implemented through the entire contractor hierarchy is important. Existing contracts provide the outline of this structure; they form the basis for the Borrower to understand how proposed mitigation measures will be designed and how adaptive management will be implemented, and to start a conversation with the Contractor on measures to address COVID-19 in the project.

4. WHAT PLANNING SHOULD THE BORROWER BE DOING?

Task teams should work with Borrowers (PIUs) to confirm that projects (i) are taking adequate precautions to prevent or minimize an outbreak of COVID-19, and (ii) have identified what to do in the event of an outbreak. Suggestions on how to do this are set out below:

- The PIU, either directly or through the Supervising Engineer, should request details in writing from the main Contractor of the measures being taken to address the risks. As stated in Section 3, the construction contract should include health and safety requirements, and these can be used as the basis for identification of, and requirements to implement, COVID-19 specific measures. The measures may be presented as a contingency plan, as an extension of the existing project emergency and preparedness plan or as standalone procedures. The measures may be reflected in revisions to the project's health and safety manual. This request should be made in writing (following any relevant procedure set out in the contract between the Borrower and the contractor).
- In making the request, it may be helpful for the PIU to specify the areas that should be covered. This should include the items set out in Section 5 below and take into account current and relevant guidance provided by national authorities, WHO and other organizations. See the list of references in the Annex to this note.
- The PIU should require the Contractor to convene regular meetings with the project health and safety specialists and medical staff (and where appropriate the local health authorities), and to take their advice in designing and implementing the agreed measures.
- Where possible, a senior person should be identified as a focal point to deal with COVID-19 issues. This can be a work supervisor or a health and safety specialist. This person can be responsible for coordinating preparation of the site and making sure that the measures taken are communicated to the workers, those entering the site and the local community. It is also advisable to designate at least one back-up person, in case the focal point becomes ill; that person should be aware of the arrangements that are in place.

- On sites where there are a number of contractors and therefore (in effect) different work forces, the request should emphasize the importance of coordination and communication between the different parties. Where necessary, the PIU should request the main contractor to put in place a protocol for regular meetings of the different contractors, requiring each to appoint a designated staff member (with back up) to attend such meetings. If meetings cannot be held in person, they should be conducted using whatever IT is available. The effectiveness of mitigation measures will depend on the weakest implementation, and therefore it is important that all contractors and sub-contractors understand the risks and the procedure to be followed.
- The PIU, either directly or through the Supervising Engineer, may provide support to projects in identifying appropriate mitigation measures, particularly where these will involve interface with local services, in particular health and emergency services. In many cases, the PIU can play a valuable role in connecting project representatives with local Government agencies, and helping coordinate a strategic response, which takes into account the availability of resources. To be most effective, projects should consult and coordinate with relevant Government agencies and other projects in the vicinity.
- Workers should be encouraged to use the existing project grievance mechanism to report concerns relating to COVID-19, preparations being made by the project to address COVID-19 related issues, how procedures are being implemented, and concerns about the health of their co-workers and other staff.

4. WHAT SHOULD THE CONTRACTOR COVER?

The Contractor should identify measures to address the COVID-19 situation. What will be possible will depend on the context of the project: the location, existing project resources, availability of supplies, capacity of local emergency/health services, the extent to which the virus already exist in the area. A systematic approach to planning, recognizing the challenges associated with rapidly changing circumstances, will help the project put in place the best measures possible to address the situation. As discussed above, measures to address COVID-19 may be presented in different ways (as a contingency plan, as an extension of the existing project emergency and preparedness plan or as standalone procedures). PIUs and contractors should refer to guidance issued by relevant authorities, both national

and international (e.g. WHO), which is regularly updated (see sample References and links provided in the Annex).

Addressing COVID-19 at a project site goes beyond occupational health and safety, and is a broader project issue which will require the involvement of different members of a project management team. In many cases, the most effective approach will be to establish procedures to address the issues, and then to ensure that these procedures are implemented systematically. Where appropriate given the project context, a designated team should be established to address COVID-19 issues, including PIU representatives, the Supervising

Engineer, management (e.g. the project manager) of the contractor and sub-contractors, security, and medical and OHS professionals. Procedures should be clear and straightforward, improved as necessary, and supervised and monitored by the COVID-19 focal point(s). Procedures should be documented, distributed to all contractors, and discussed at regular meetings to facilitate adaptive management. The issues set out below include a number that represent expected good workplace management but are especially pertinent in preparing the project response to COVID-19.

(a) ASSESSING WORKFORCE CHARACTERISTICS

Many construction sites will have a mix of workers e.g. workers from the local communities; workers from a different part of the country; workers from another country. Workers will be employed under different terms and conditions and be accommodated in different ways. Assessing these different aspects of the workforce will help in identifying appropriate mitigation measures:

- The Contractor should prepare a detailed profile of the project work force, key work activities, schedule for carrying out such activities, different durations of contract and rotations (e.g. 4 weeks on, 4 weeks off).
- This should include a breakdown of workers who reside at home (i.e. workers from the community), workers who lodge within the local community and workers in on-site accommodation. Where possible, it should also identify workers that may be more at risk from COVID-19, those with underlying health issues or who may be otherwise at risk.
- Consideration should be given to ways in which to minimize movement in and out of site. This could include lengthening the term of existing contracts, to avoid workers returning home to affected areas, or returning to site from affected areas.
- Workers accommodated on site should be required to minimize contact with people near the site, and in certain cases be prohibited from leaving the site for the duration of their contract, so that contact with local communities is avoided.
- Consideration should be given to requiring workers lodging in the local community to move to site accommodation (subject to availability) where they would be subject to the same restrictions.
- Workers from local communities, who return home daily, weekly or monthly, will be more difficult to manage. They should be subject to health checks at entry to the site (as set out above) and at some point, circumstances may make it necessary to require them to either use accommodation on site or not to come to work.

(b) ENTRY/EXIT TO THE WORK SITE AND CHECKS ON COMMENCEMENT OF WORK

Entry/exit to the work site should be controlled and documented for both workers and other parties, including support staff and suppliers. Possible measures may include:

- Establishing a system for controlling entry/exit to the site, securing the boundaries of the site, and establishing designating entry/exit points (if they do not already exist). Entry/exit to the site should be documented.
- Training security staff on the (enhanced) system that has been put in place for securing the site and controlling entry and exit, the behaviors required of them in enforcing such system and any COVID - 19 specific considerations.
- Training staff who will be monitoring entry to the site, providing them with the resources they need to document entry of workers, conducting temperature checks and recording details of any worker that is denied entry.
- Confirming that workers are fit for work before they enter the site or start work. While procedures should already be in place for this, special attention should be paid to workers with underlying health issues or who may be otherwise at risk. Consideration should be given to demobilization of staff with underlying health issues.
- Checking and recording temperatures of workers and other people entering the site or requiring self-reporting prior to or on entering the site.
- Providing daily briefings to workers prior to commencing work, focusing on COVID-19 specific considerations including cough etiquette, hand hygiene and distancing measures, using demonstrations and participatory methods.
- During the daily briefings, reminding workers to self-monitor for possible symptoms (fever, cough) and to report to their supervisor or the COVID-19 focal point if they have symptoms or are feeling unwell.
- Preventing a worker from an affected area or who has been in contact with an infected person from returning to the site for 14 days or (if that is not possible) isolating such worker for 14 days.
- Preventing a sick worker from entering the site, referring them to local health facilities if necessary or requiring them to isolate at home for 14 days.

(c) GENERAL HYGIENE

Requirements on general hygiene should be communicated and monitored, to include:

- Training workers and staff on site on the signs and symptoms of COVID-19, how it is spread, how to protect themselves (including regular handwashing and social distancing) and what to do if they or other people have symptoms (for further information see [WHO COVID-19 advice for the public](#)).
- Placing posters and signs around the site, with images and text in local languages.
- Ensuring handwashing facilities supplied with soap, disposable paper towels and closed waste bins exist at key places throughout site, including at entrances/exits to work areas; where there is a toilet, canteen or food distribution, or provision of drinking

water; in worker accommodation; at waste stations; at stores; and in common spaces. Where handwashing facilities do not exist or are not adequate, arrangements should be made to set them up. Alcohol based sanitizer (if available, 60-95% alcohol) can also be used.

- Review worker accommodations, and assess them in light of the requirements set out in [IFC/EBRD guidance on Workers' Accommodation: processes and standards](#), which provides valuable guidance as to good practice for accommodation.
- Setting aside part of worker accommodation for precautionary self-quarantine as well as more formal isolation of staff who may be infected (see paragraph (f)).

(d) CLEANING AND WASTE DISPOSAL

Conduct regular and thorough cleaning of all site facilities, including offices, accommodation, canteens, common spaces. Review cleaning protocols for key construction equipment (particularly if it is being operated by different workers). This should include:

- Providing cleaning staff with adequate cleaning equipment, materials and disinfectant.
- Review general cleaning systems, training cleaning staff on appropriate cleaning procedures and appropriate frequency in high use or high-risk areas.
- Where it is anticipated that cleaners will be required to clean areas that have been or are suspected to have been contaminated with COVID-19, providing them with appropriate PPE: gowns or aprons, gloves, eye protection (masks, goggles or face screens) and boots or closed work shoes. If appropriate PPE is not available, cleaners should be provided with best available alternatives.
- Training cleaners in proper hygiene (including handwashing) prior to, during and after conducting cleaning activities; how to safely use PPE (where required); in waste control (including for used PPE and cleaning materials).
- Any medical waste produced during the care of ill workers should be collected safely in designated containers or bags and treated and disposed of following relevant requirements (e.g., national, WHO). If open burning and incineration of medical wastes is necessary, this should be for as limited a duration as possible. Waste should be reduced and segregated, so that only the smallest amount of waste is incinerated (for further information see WHO interim guidance on water, sanitation and waste management for COVID-19).

(e) ADJUSTING WORK PRACTICES

Consider changes to work processes and timings to reduce or minimize contact between workers, recognizing that this is likely to impact the project schedule. Such measures could include:

- Decreasing the size of work teams.
- Limiting the number of workers on site at any one time.
- Changing to a 24-hour work rotation.
- Adapting or redesigning work processes for specific work activities and tasks to enable social distancing, and training workers on these processes.
- Continuing with the usual safety trainings, adding COVID-19 specific considerations. Training should include proper use of normal PPE. While as of the date of this note, general advice is that construction workers do not require COVID-19 specific PPE, this should be kept under review (for further information see [WHO interim guidance on rational use of personal protective equipment \(PPE\) for COVID-19](#)).
- Reviewing work methods to reduce use of construction PPE, in case supplies become scarce or the PPE is needed for medical workers or cleaners. This could include, e.g. trying to reduce the need for dust masks by checking that water sprinkling systems are in good working order and are maintained or reducing the speed limit for haul trucks.
- Arranging (where possible) for work breaks to be taken in outdoor areas within the site.
- Consider changing canteen layouts and phasing meal times to allow for social distancing and phasing access to and/or temporarily restricting access to leisure facilities that may exist on site, including gyms.
- At some point, it may be necessary to review the overall project schedule, to assess the extent to which it needs to be adjusted (or work stopped completely) to reflect prudent work practices, potential exposure of both workers and the community and availability of supplies, taking into account Government advice and instructions.

(f) PROJECT MEDICAL SERVICES

Consider whether existing project medical services are adequate, taking into account existing infrastructure (size of clinic/medical post, number of beds, isolation facilities), medical staff, equipment and supplies, procedures and training. Where these are not adequate, consider upgrading services where possible, including:

- Expanding medical infrastructure and preparing areas where patients can be isolated. Guidance on setting up isolation facilities is set out in WHO interim guidance on considerations for quarantine of individuals in the context of containment for COVID-19). Isolation facilities should be located away from worker accommodation and ongoing work activities. Where possible, workers should be provided with a single well-ventilated room (open windows and door). Where this is not possible, isolation facilities should allow at least 1 meter between workers in the same room, separating workers with curtains, if possible. Sick workers should limit their movements, avoiding common areas and facilities and not be allowed visitors until they have been clear of symptoms for 14 days. If they need to use common areas and facilities (e.g. kitchens or canteens),

they should only do so when unaffected workers are not present and the area/facilities should be cleaned prior to and after such use.

- Training medical staff, which should include current WHO advice on COVID-19 and recommendations on the specifics of COVID-19. Where COVID-19 infection is suspected, medical providers on site should follow WHO interim guidance on infection prevention and control during health care when novel coronavirus (nCoV) infection is suspected.
- Training medical staff in testing, if testing is available.
- Assessing the current stock of equipment, supplies and medicines on site, and obtaining additional stock, where required and possible. This could include medical PPE, such as gowns, aprons, medical masks, gloves, and eye protection. Refer to WHO guidance as to what is advised (for further information see WHO interim guidance on rational use of personal protective equipment (PPE) for COVID-19).
- If PPE items are unavailable due to world-wide shortages, medical staff on the project should agree on alternatives and try to procure them. Alternatives that may commonly be found on construction sites include dust masks, construction gloves and eye goggles. While these items are not recommended, they should be used as a last resort if no medical PPE is available.
- Ventilators will not normally be available on work sites, and in any event, intubation should only be conducted by experienced medical staff. If a worker is extremely ill and unable to breathe properly on his or her own, they should be referred immediately to the local hospital (see (g) below).
- Review existing methods for dealing with medical waste, including systems for storage and disposal (for further information see WHO interim guidance on water, sanitation and waste management for COVID-19, and WHO guidance on safe management of wastes from health-care activities).

(g) LOCAL MEDICAL AND OTHER SERVICES

Given the limited scope of project medical services, the project may need to refer sick workers to local medical services. Preparation for this includes:

- Obtaining information as to the resources and capacity of local medical services (e.g. number of beds, availability of trained staff and essential supplies).
- Conducting preliminary discussions with specific medical facilities, to agree what should be done in the event of ill workers needing to be referred.
- Considering ways in which the project may be able to support local medical services in preparing for members of the community becoming ill, recognizing that the elderly or those with pre-existing medical conditions require additional support to access appropriate treatment if they become ill.
- Clarifying the way in which an ill worker will be transported to the medical facility, and checking availability of such transportation.

- Establishing an agreed protocol for communications with local emergency/medical services.
- Agreeing with the local medical services/specific medical facilities the scope of services to be provided, the procedure for in-take of patients and (where relevant) any costs or payments that may be involved.
- A procedure should also be prepared so that project management knows what to do in the unfortunate event that a worker ill with COVID-19 dies. While normal project procedures will continue to apply, COVID-19 may raise other issues because of the infectious nature of the disease. The project should liaise with the relevant local authorities to coordinate what should be done, including any reporting or other requirements under national law.

(h) INSTANCES OR SPREAD OF THE VIRUS

WHO provides detailed advice on what should be done to treat a person who becomes sick or displays symptoms that could be associated with the COVID-19 virus (for further information see [WHO interim guidance on infection prevention and control during health care when novel coronavirus \(nCoV\) infection is suspected](#)). The project should set out risk-based procedures to be followed, with differentiated approaches based on case severity (mild, moderate, severe, critical) and risk factors (such as age, hypertension, diabetes) (for further information see [WHO interim guidance on operational considerations for case management of COVID-19 in health facility and community](#)). These may include the following:

- If a worker has symptoms of COVID-19 (e.g. fever, dry cough, fatigue) the worker should be removed immediately from work activities and isolated on site.
- If testing is available on site, the worker should be tested on site. If a test is not available at site, the worker should be transported to the local health facilities to be tested (if testing is available).
- If the test is positive for COVID-19 or no testing is available, the worker should continue to be isolated. This will either be at the work site or at home. If at home, the worker should be transported to their home in transportation provided by the project.
- Extensive cleaning procedures with high-alcohol content disinfectant should be undertaken in the area where the worker was present, prior to any further work being undertaken in that area. Tools used by the worker should be cleaned using disinfectant and PPE disposed of.
- Co-workers (i.e. workers with whom the sick worker was in close contact) should be required to stop work, and be required to quarantine themselves for 14 days, even if they have no symptoms.

- Family and other close contacts of the worker should be required to quarantine themselves for 14 days, even if they have no symptoms.
- If a case of COVID-19 is confirmed in a worker on the site, visitors should be restricted from entering the site and worker groups should be isolated from each other as much as possible.
- If workers live at home and has a family member who has a confirmed or suspected case of COVID-19, the worker should quarantine themselves and not be allowed on the project site for 14 days, even if they have no symptoms.
- Workers should continue to be paid throughout periods of illness, isolation or quarantine, or if they are required to stop work, in accordance with national law.
- Medical care (whether on site or in a local hospital or clinic) required by a worker should be paid for by the employer.

(i) CONTINUITY OF SUPPLIES AND PROJECT ACTIVITIES

Where COVID-19 occurs, either in the project site or the community, access to the project site may be restricted, and movement of supplies may be affected.

- Identify back-up individuals, in case key people within the project management team (PIU, Supervising Engineer, Contractor, sub-contractors) become ill, and communicate who these are so that people are aware of the arrangements that have been put in place.
- Document procedures, so that people know what they are, and are not reliant on one person's knowledge.
- Understand the supply chain for necessary supplies of energy, water, food, medical supplies and cleaning equipment, consider how it could be impacted, and what alternatives are available. Early pro-active review of international, regional and national supply chains, especially for those supplies that are critical for the project, is important (e.g. fuel, food, medical, cleaning and other essential supplies). Planning for a 1-2 month interruption of critical goods may be appropriate for projects in more remote areas.
- Place orders for/procure critical supplies. If not available, consider alternatives (where feasible).
- Consider existing security arrangements, and whether these will be adequate in the event of interruption to normal project operations.
- Consider at what point it may become necessary for the project to significantly reduce activities or to stop work completely, and what should be done to prepare for this, and to re-start work when it becomes possible or feasible.

(j) TRAINING AND COMMUNICATION WITH WORKERS

Workers need to be provided with regular opportunities to understand their situation, and how they can best protect themselves, their families and the community. They should be made aware of the procedures that have been put in place by the project, and their own responsibilities in implementing them.

- It is important to be aware that in communities close to the site and amongst workers without access to project management, social media is likely to be a major source of information. This raises the importance of regular information and engagement with workers (e.g. through training, town halls, tool boxes) that emphasizes what management is doing to deal with the risks of COVID-19. Allaying fear is an important aspect of work force peace of mind and business continuity. Workers should be given an opportunity to ask questions, express their concerns, and make suggestions.
- Training of workers should be conducted regularly, as discussed in the sections above, providing workers with a clear understanding of how they are expected to behave and carry out their work duties.
- Training should address issues of discrimination or prejudice if a worker becomes ill and provide an understanding of the trajectory of the virus, where workers return to work.
- Training should cover all issues that would normally be required on the work site, including use of safety procedures, use of construction PPE, occupational health and safety issues, and code of conduct, taking into account that work practices may have been adjusted.
- Communications should be clear, based on fact and designed to be easily understood by workers, for example by displaying posters on handwashing and social distancing, and what to do if a worker displays symptoms.

(k) COMMUNICATION AND CONTACT WITH THE COMMUNITY

Relations with the community should be carefully managed, with a focus on measures that are being implemented to safeguard both workers and the community. The community may be concerned about the presence of non-local workers, or the risks posed to the community by local workers presence on the project site. The project should set out risk-based procedures to be followed , which may reflect WHO guidance (for further information see [WHO Risk Communication and Community Engagement \(RCCE\) Action Plan Guidance COVID-19 Preparedness and Response](#)). The following good practice should be considered:

- Communications should be clear, regular, based on fact and designed to be easily understood by community members.
- Communications should utilize available means. In most cases, face-to-face meetings with the community or community representatives will not be possible. Other forms of communication should be used; posters, pamphlets, radio, text message, electronic meetings. The means used should take into account the ability of different members of the community to access them, to make sure that communication reaches these groups.
- The community should be made aware of procedures put in place at site to address issues related to COVID-19. This should include all measures being implemented to limit or prohibit contact between workers and the community. These need to be communicated clearly, as some measures will have financial implications for the community (e.g. if workers are paying for lodging or using local facilities). The community should be made aware of the procedure for entry/exit to the site, the training being given to workers and the procedure that will be followed by the project if a worker becomes sick.
- If project representatives, contractors or workers are interacting with the community, they should practice social distancing and follow other COVID-19 guidance issued by relevant authorities, both national and international (e.g. WHO).

6. EMERGENCY POWERS AND LEGISLATION

Many Borrowers are enacting emergency legislation. The scope of such legislation, and the way it interacts with other legal requirements, will vary from country to country. Such legislation can cover a range of issues, for example:

- Declaring a public health emergency
- Authorizing the use of police or military in certain activities (e.g. enforcing curfews or restrictions on movement)
- Ordering certain categories of employees to work longer hours, not to take holiday or not to leave their job (e.g. health workers)
- Ordering non-essential workers to stay at home, for reduced pay or compulsory holiday

Except in exceptional circumstances (after referral to the World Bank's Operations Environmental and Social Review Committee (OESRC)), projects will need to follow emergency legislation to the extent that these are mandatory or advisable. It is important that the Borrower understands how mandatory requirements of the legislation will impact the project. Teams should require Borrowers (and in turn, Borrowers should request Contractors) to consider how the emergency legislation will impact the obligations of the Borrower set out in

the legal agreement and the obligations set out in the construction contracts. Where the legislation requires a material departure from existing contractual obligations, this should be documented, setting out the relevant provisions.

ANNEX

WHO Guidance

Advice for the public

WHO advice for the public, including on social distancing, respiratory hygiene, self-quarantine, and seeking medical advice, can be consulted on this WHO website:

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

Technical guidance

[Infection prevention and control during health care when novel coronavirus \(nCoV\) infection is suspected](#), issued on 19 March 2020

[Coronavirus disease \(COVID-19\) outbreak: rights, roles and responsibilities of health workers, including key considerations for occupational safety and health](#), issued on 18 March 2020

[Risk Communication and Community Engagement \(RCCE\) Action Plan Guidance COVID-19 Preparedness and Response](#), issued on 16 March 2020

[Considerations for quarantine of individuals in the context of containment for coronavirus disease \(COVID-19\)](#), issued on 19 March 2020

[Operational considerations for case management of COVID-19 in health facility and community](#), issued on 19 March 2020

[Rational use of personal protective equipment for coronavirus disease 2019 \(COVID-19\)](#), issued on 27 February 2020

[Getting your workplace ready for COVID-19](#), issued on 19 March 2020

[Water, sanitation, hygiene and waste management for COVID-19](#), issued on 19 March 2020

[Safe management of wastes from health-care activities](#) issued in 2014

[Advice on the use of masks in the community, during home care and in healthcare settings in the context of the novel coronavirus \(COVID-19\) outbreak](#), issued on March 19, 2020

ILO GUIDANCE

[ILO Standards and COVID-19 FAQ](#), issued on March 23, 2020 (provides a compilation of answers to most frequently asked questions related to international labor standards and COVID-19)

MFI GUIDANCE

[IDB Invest Guidance for Infrastructure Projects on COVID-19: A Rapid Risk Profile and Decision Framework](#)

[KfW DEG COVID-19 Guidance for employers](#), issued on 31 March 2020 [CDC Group COVID-19 Guidance for Employers](#), issued on 23 March 2020