

Annex 1.3: Environment and Social Management Plans

Title:	Stakeholder Engagement Plan and Community Grievance Mechanism
Objectives:	<ul style="list-style-type: none"> ✓ To provide stakeholders with accurate information about the Project design, construction stages, and other relevant information. ✓ To ensure that road users, public transport users, and other stakeholders are informed about the location and expected duration of temporary road traffic deviations that will be in place during the construction stage. ✓ To raise awareness about the Community Grievance mechanism which can be used by a road user, or other stakeholder, to raise a grievance about the Project should they wish to do so
Key content and management measures:	
<p>A summary of requirements for stakeholder engagement and information disclosure from national legislation and PR10.</p> <ul style="list-style-type: none"> ➤ Details of the stakeholders identified to date and how they are to be engaged with during the construction and operational stages of the Project. ➤ Details of how accurate and timely information associated with the Project is to be disclosed in a culturally appropriate format, including: ➤ Advance notification on potential sources of traffic disruption and the available road networks available (deviations) during the construction stage. ➤ Lane restrictions that will be implemented along the bridge, including details of which lane direction is open to traffic ➤ Potential disruption of utility connections to nearby residents and local businesses. ➤ Alterations to public transport routes, timings, and frequency and details of alternative public transport routes that are available. ➤ Road safety information to road users, including specific information to pedestrians, cyclists, people with disabilities, and children. ➤ A summary of the feedback from stakeholders about the Project which has been received to date, and how this has been used to improve the adjust the design. ➤ A summary of the Community Grievance Mechanism and how awareness of this mechanism will be raised so that it is accessible and culturally appropriate. ➤ Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities. 	

Title:	Utilities Management Plan
Objectives:	<ul style="list-style-type: none"> ✓ To accurately identify the presence of all utility infrastructure that may be impacted by the project so that occupational health and safety risks to the construction workforce are avoided/minimised to the extent possible. ✓ To ensure that local residents and other stakeholders do not experience a temporary loss of access to utilities if possible, and if a temporary loss is essential, this is minimised with stakeholders being informed of the loss in advance. ✓ To ensure that vulnerable people who may be impacted by a temporary loss in utilities are informed in advance and provided with additional support, where necessary to do so. ✓ To raise awareness about the Community Grievance mechanism which can be used to raise a grievance about the Project should they wish to do so, including temporary losses of utilities.
Key content and management measures:	

- A summary of national requirements associated with the process used to relocate a utility and the necessary steps/approvals required from the relevant government authorities.
- The outcome of detailed surveys undertaken to identify the presence and layout of utilities that are to be impacted.
- Details of the numbers of people that are expected to be impacted from any temporary loss in utilities, and the types of sensitive receptors impacted (if any) such as healthcare facilities, schools, etc. Whilst there are no such sensitive receptors identified in the immediate area at each of the 4 project locations, it is still possible that any loss could impact the local area/region as the utility is relocated.
- A summary of the Community Grievance Mechanism and how awareness of this mechanism will be raised in connecting with this activity.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Resettlement Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that the PIU complies with national and PR5 requirements during all resettlement planning and implementation. ✓ To ensure that impacts associated with resettlement are avoided, and where avoidance is not possible, minimised in accordance with the mitigation hierarchy. ✓ To ensure that resettlement planning is undertaken with the informed, consultation and participation of the displaced persons, in relation to the resettlement choices available to them, the design of economic restoration measures, and that vulnerable people are provided with additional support. ✓ To ensure that the economically displaced persons are able to restore at a minimum, if not improve, their economic earning capacity and standards of living within the shortest time possible (if this is relevant).
Key content and management measures:	
<ul style="list-style-type: none"> ➤ A summary of the policy and regulatory framework for resettlement, the applicable requirements from PR5, key differences between national legislation and PR5, and details the steps the PIU shall take to address them. ➤ Resettlement principles, objectives, and details of the method used to prepare the LRP. ➤ A summary of Project impacts that are expected to occur. ➤ A calculation of the compensation and that will be provided to the displaced persons. ➤ Details of how economic restoration and standard of living improvement measures are to be provided to the economically displaced persons, along with details as to how vulnerable people are to be assisted during the RP implementation process. This will also include measures designed to enhance the operation of the impacted businesses in the future. ➤ Details of stakeholder consultation and information disclosure activities undertaken during preparation of the RP, and how this shall continue during implementation of the RP. ➤ A schedule and budget for RP implementation. ➤ Internal training, awareness raising activities, monitoring and evaluation using KPIs, and roles and responsibilities. 	
NOTE: The Resettlement Plan will be prepared using the Resettlement Framework as a basis.	

Title:	Worker Code of Conduct and Security Personnel Code of Conduct
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that all workers, including security personnel, are made aware of the minimum standard of behaviour that are required in the workplace, to minimise the risk of harassment and discriminatory behaviour.

	<ul style="list-style-type: none"> ✓ To ensure that senior management within the PIU and construction contractor provides leadership in the standard of behaviour required. ✓ To ensure that all workers receive training on the content of the Code of Conduct and formally acknowledge that they have understood and agree to adhere to its content. ✓ To ensure that State Police act proportionally following a security incident. ✓ To address potential risks to women from GBVH
--	--

Key content and management measures:

A requirement for all workers to:

- Prioritise the safety of themselves and other people in the workplace.
- Exercise their right to 'Stop Work' if they see an unsafe act in progress.
- Look after the Personal Protective Equipment (PPE) which is issued to them and ensure that it is correctly used when necessary to do so.
- Report any incident, near-miss, or other issue of concern to their immediate supervisor as quickly as possible.
- Not consume any illegal substances such as alcohol or illegal drugs, comply with the random alcohol testing programme that shall be in place, and to ensure that all prescribed medication taken in the workplace is approved in advance in writing by a Site Medical Officer.
- Never behave in a way that could be considered by others as being offensive, disrespectful, bullying, or harass another member of the workforce, or a member of the public.
- Never allow race, colour, religion, gender, age, national origin, sexual orientation, gender identity, marital status, disability, or any other characteristic to influence their judgement when it comes to their attitude or behaviour towards others in the workplace, including colleagues, suppliers or members of the public.
- To be informed of the importance that the workplace is suitable for the presence of women, and that GBVH is prohibited in the workplace.
- Never distribute or display offensive material, including inappropriate pictures, cartoons, and symbols of hatred.
- Inform your immediate supervisor if a member of the public or other person (such as a worker in a supply chain company) approaches you to raise a grievance.

A requirement for all security personnel (in addition to the above) to:

- Wear uniform always so that they can clearly be identified as a security personnel and display their unique identification badge clearly.
- Be friendly when greeting all visitors, undertaking duties in a professional manner.
- Never abuse their position of authority.
- Only use force is absolutely necessary and in proportion to the scale and magnitude of the threat.
- Never carry or use an item which could be considered threatening, including firearms, unless it is absolutely necessary to do so and use only in reasonable and proportionate measures.
- Report all security incidents to their immediate supervisor without delay.
- Cooperate with government-provided security personnel at all times.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Worker Grievance Mechanism
Objectives:	<ul style="list-style-type: none"> ✓ To provide a mechanism for workers, including the workers of supply chain companies, to raise a complaint about their working terms and conditions in accordance with PR2. ✓ To ensure that complaints about working conditions are raised early before they lead to widespread concerns amongst the workforce. ✓ To allow grievances to be raised anonymously. ✓ To allow grievances to be raised by a worker without the fear of retribution against the person raising the concern by senior management or other people in the workplace.
Key content and management measures:	

- A description of the process that can be used by a worker to raise a grievance about any aspect of the Project, including the ability to submit an anonymous complaint, and which assures the confidentiality of complainants.
- A description of the process to be used to record, investigate, and report back to the persons raising the grievance, throughout the resolution process.
- Details of an appeals process should the person raising the grievance not accept the proposed resolution.
- Details of how the existence of the worker grievance mechanism will be raised amongst the workforce and how the effectiveness of the awareness raising activities shall be monitored.
- The provision of support to workers to register a complaint should this be needed.
- Details of how the confidential nature of grievances shall be maintained.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

NOTE: To assist in the implementation of the Worker Code of Conduct, the PIU will appoint a GBVH focal point and provide regular training and communications for employees and contractors on understanding GBVH risks in the workplace.

Title:	Human Resources Management Plan and Human Resources Policies
Objectives:	<ul style="list-style-type: none"> ✓ To establish an open and transparent recruitment process. ✓ To preferentially target specific groups of people for recruitment, including (1) adults (male and female) who are displaced persons; (2) unemployed adults who are listed on government database; and (3) people who are based in near localities. ✓ To encourage women and vulnerable people to apply so that they can comprise a proportion of the workforce. ✓ To provide information to workers about their terms and conditions in a culturally appropriate and transparent manner, reflecting the combined requirements of national legislation, ILO and PR2. ✓ To provide information to workers temporarily employed on the expected duration of their employment so that when their employment comes to an end, this is not experienced as a sudden shock leading to resentment and/or protests. ✓ To provide a mechanism for regular discussions to take place between workers and managers in an open and transparent manner. ✓ To raise awareness of the Worker Code of Conduct and Worker Grievance Mechanism. ✓ To manage the risks of labour violations (such as child or forced labour) within the supply chain of companies used by the construction contractor.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ The following policies: Equal Opportunities Policy, a Working Hours and Voluntary Overtime Policy, Human Rights and Modern Slavery Policy, and Occupational Health and Safety Policy. ➤ A summary of worker's legal rights and obligations of the employee and employer reflected by national legislation, international Labour Organisation (ILO) conventions, and PR2. ➤ A summary of the numbers and job description profile required for the construction stage, when this is expected to occur, the expected duration of employment, and the various roles between low-skilled, skilled, and highly-skilled workers, and how local employment positions are to be preferentially offered to the target groups identified above. ➤ A description of the process used to recruit people, including details of how positions are to be publicly advertised, how candidates can apply and what support shall be provided to candidates seeking to apply who are not able to complete an application form for any reason (language barriers, etc.), how candidate details shall be recorded on a central register/database, and how candidates shall be individually screened based upon a clearly defined criteria for each role to determine the suitability of candidates against specific job requirements. ➤ Details of how workers will be able to obtain a fitness to work certificate following a medical examination which shall be organised and paid for by the employer. 	

- A prohibition of recruitment of local people spontaneously (at working sites, etc.) to prevent people from moving towards the sites seeking work. Any person wishing to apply for an employment position must follow the formal procedure and people will not be employed 'on the spot'.
- Targets for women to form a part of the low-skilled, skilled, and highly-skilled construction workforce, and details as to how women shall be specifically encouraged to apply for employment positions.
- Details of the Community Grievance Mechanism that can be used to raise a concern about the way in which local people are being recruited, and the Worker Grievance Mechanism which can be used to raise a concern during their employment.
- The outcome of a supply chain risk assessment, procurement questionnaire and audit protocol to check for the potential for forced and child labour to be present in the supply chain of the construction contractor.
- How the legal rights and terms and conditions of employment are to be provided to workers at the start and periodically during their employment using a Worker Handbook (or other type of document). This will include details of the Worker Code of Conduct, their salary and payment process, right of freedom of association and collective agreements, severance pay, working hours, overtime payments, tax and other types of deductions, provision of occupational health and safety insurance, data protection, appraisals, disciplinary policy and procedures, emergency leave arrangements, maternity and paternity leave entitlements, probation arrangements, redundancy procedure, sickness and absence policy, stress at work, request for unpaid leave, whistleblowing policy, and training policy.
- Details of the training activities that each worker shall be provided with, including initial induction training on the Worker Code of Conduct and HSE.
- A reference to the Worker Code of Conduct which must be signed by all workers, and how workers will be reminded of their expected standard of behaviour on a regular basis.
- Details of the Worker Grievance Mechanism which shall be available during the initial recruitment process and throughout their duration of employment.
- Details of a 'whistle-blower hotline' where allegations of bullying or harassment can be reported anonymously (to be administered by the PIU).
- How temporary workers shall be reminded about the temporary nature of their work during their employment, and providing them with adequate notice prior to termination, so that notification does not come as a sudden shock and trigger resentment or protests. A Retrenchment Plan will be prepared and implemented by the construction contractor, if this is required.
- How worker-employee relationships shall be managed through regular meetings between management and workers, including the use of worker representatives.
- A commitment to provide a certificate to each worker that describes their job title, roles and responsibilities, vocational training received (if any) and any certifications, duration of employment, and contact details for a future employer to use to check that the information contained therein is accurate and valid once their involvement in this Project is complete.
- How the above arrangements will be applied (and checked) to the internal supply chain companies of contractors.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

NOTE: To assist in the implementation of the Worker Code of Conduct, the PIU will appoint a GBVH focal point and provide regular training and communications for employees and contractors on understanding GBVH risks in the workplace.

Title:	Worker Accommodation Plan (if required)
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that the building(s) selected to provide accommodation to the non-local workforce take into consideration the presence of nearby environmental and social sensitivities. ✓ To ensure that the non-local workforce is provided with decent and safe accommodation. ✓ To ensure that the standard of accommodation provided to the non-local workforce reflects the combined requirements from national legislation and PR2.
Key content and management measures:	

- All worker accommodation shall be constructed and operated in accordance with the applicable content of the IFC/EBRD publication entitled: “Workers’ accommodation: processes and standards - A Guidance Note (2010)”. This includes details of the minimum control specifications covering fire safety, electrical safety, the availability and quality of sanitation facilities, the security of worker’s personal belongings, food safety, the availability of drinking water, air conditions/heating, the availability of recreational activities, and gender separated bedrooms and sanitation facilities.
- Details of how entry into accommodation units shall be controlled using designated entry/exit points staffed by security personnel.
- A commitment for each building used to have an emergency response plan to ensure the safe evacuation of workers in the event of a fire or other type of emergency, with fire exits clearly marked and kept free of obstructions, and how the plan will be regularly tested using fire drills.
- Details of how workers are to be provided with medical advice and support free of charge. Workers requiring specialist advice or treatment shall be transported to the nearest government medical centre.
- Monthly meetings shall be held between management representatives and worker representatives, to discuss the conditions of the accommodation and facilities.
- A reference to the Worker Code of Conduct.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Worker Accommodation Plan (if required)
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that the building(s) selected to provide accommodation to the non-local workforce take into consideration the presence of nearby environmental and social sensitivities. ✓ To ensure that the non-local workforce is provided with decent and safe accommodation. ✓ To ensure that the standard of accommodation provided to the non-local workforce reflects the combined requirements from national legislation and PR2.

Key content and management measures:

- All worker accommodation shall be constructed and operated in accordance with the applicable content of the IFC/EBRD publication entitled: “Workers’ accommodation: processes and standards - A Guidance Note (2010)”. This includes details of the minimum control specifications covering fire safety, electrical safety, the availability and quality of sanitation facilities, the security of worker’s personal belongings, food safety, the availability of drinking water, air conditions/heating, the availability of recreational activities, and gender separated bedrooms and sanitation facilities.
- Details of how entry into accommodation units shall be controlled using designated entry/exit points staffed by security personnel.
- A commitment for each building used to have an emergency response plan to ensure the safe evacuation of workers in the event of a fire or other type of emergency, with fire exits clearly marked and kept free of obstructions, and how the plan will be regularly tested using fire drills.
- Details of how workers are to be provided with medical advice and support free of charge. Workers requiring specialist advice or treatment shall be transported to the nearest government medical centre.
- Monthly meetings shall be held between management representatives and worker representatives, to discuss the conditions of the accommodation and facilities.
- A reference to the Worker Code of Conduct.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Emergency Response Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that there is an adequate plan in place to respond to an emergency event that occurs during construction in accordance with national legislation and PR4.

	<ul style="list-style-type: none"> ✓ To ensure that the roles and responsibilities within the PIU for reporting, responding and notifying relevant government departments are clearly defined and tested. ✓ To present details of the nearby emergency response facilities and how they are to be contacted to request support during an emergency response if required. ✓ To ensure that a large-scale response to an emergency event is coordinated between the PIU and relevant government departments.
--	---

Key content and management measures:

- An assessment will be conducted to identify a range of realistic emergency scenarios that could occur during construction. This will include a description of the event, their level of severity, potential impacts on environmental and social receptors (biodiversity, water quality, worker health, public safety, etc.), and any other relevant information. Using the outcome of this assessment the Emergency Response Plan will be designed to respond to the scenarios identified.
- Emergency response flow charts will be prepared for each emergency scenario including a step-by-step process flow chart that indicates the actions to be undertaken, and who is responsible for each one.
- Details of an Internal Emergency Response Team within the PIU who come together to jointly lead the emergency response effort from the PIU with the assistance of government departments.
- Communication protocols to notify PIU personnel (including the Emergency Response Team), relevant government departments, and community leaders. This will include a list of up-to-date contact names and telephone numbers.
- Details of government emergency response resources and the type of support that they could provide during a response covering fire and rescue, police, and medical support.
- Details of the construction contractor's minimum emergency response resources such as on-site spill kits, first aid stations, and other equipment.
- Subsequent incident investigation activities which will include a root cause analysis and corrective action plan processes.
- Emergency response drill plan (including frequency of training, desktop drills and 'live' drills) to test the Emergency Response Plan.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

NOTE: A draft copy of the Emergency Response Plan shall be shared with government authorities who have responsibility for emergency planning and response, to gather their feedback and clarify the notification and reporting arrangements. During these engagements the type and extent of resources that they could provide during an emergency response will be agreed on and recorded. A record of how the engagement has helped define the content of the updated Emergency Response Plan shall be prepared.

Title:	Emergency Response Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that there is an adequate plan in place to respond to an emergency event that occurs during construction in accordance with national legislation and PR4. ✓ To ensure that the roles and responsibilities within the PIU for reporting, responding and notifying relevant government departments are clearly defined and tested. ✓ To present details of the nearby emergency response facilities and how they are to be contacted to request support during an emergency response if required. ✓ To ensure that a large-scale response to an emergency event is coordinated between the PIU and relevant government departments.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ An assessment will be conducted to identify a range of realistic emergency scenarios that could occur during construction. This will include a description of the event, their level of severity, potential impacts on environmental and social receptors (biodiversity, water quality, worker health, public 	

safety, etc.), and any other relevant information. Using the outcome of this assessment the Emergency Response Plan will be designed to respond to the scenarios identified.

- Emergency response flow charts will be prepared for each emergency scenario including a step-by-step process flow chart that indicates the actions to be undertaken, and who is responsible for each one.
- Details of an Internal Emergency Response Team within the PIU who come together to jointly lead the emergency response effort from the PIU with the assistance of government departments.
- Communication protocols to notify PIU personnel (including the Emergency Response Team), relevant government departments, and community leaders. This will include a list of up-to-date contact names and telephone numbers.
- Details of government emergency response resources and the type of support that they could provide during a response covering fire and rescue, police, and medical support.
- Details of the construction contractor's minimum emergency response resources such as on-site spill kits, first aid stations, and other equipment.
- Subsequent incident investigation activities which will include a root cause analysis and corrective action plan processes.
- Emergency response drill plan (including frequency of training, desktop drills and 'live' drills) to test the Emergency Response Plan.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

NOTE: A draft copy of the Emergency Response Plan shall be shared with government authorities who have responsibility for emergency planning and response, to gather their feedback and clarify the notification and reporting arrangements. During these engagements the type and extent of resources that they could provide during an emergency response will be agreed on and recorded. A record of how the engagement has helped define the content of the updated Emergency Response Plan shall be prepared.

Title:	Occupational Health and Safety Management Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that occupational health and safety risks are identified, assessed, and adequate management controls are implemented to reduce them to As Low As Reasonably Practicable (ALARP). ✓ To ensure that occupational health and safety risks are managed in accordance with national legislation and PR4. ✓ To ensure that the occupational health and safety performance of all contractors involved in construction works are continuously monitored, with the aim of improving their performance over time.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ The outcome of a documented risk assessment shall be used as the basis for the development of the Occupational Health and Safety Management Plan which shall be informed through the completion of a hazard identification workshop. ➤ A Risk Register shall be developed that describes the potential risk, its likelihood and consequence, overall significant rating, control measures to be applied, and monitoring measures to ensure that the controls implemented are effective. ➤ Key sources of risk include the need to lift heavy loads, the use of rotating and mechanical machinery, the presence of excavations, and the need to conduct construction works adjacent to temporary pavements roads that are in use by members of the public. ➤ The 'Golden Rules' which apply to all construction activities covering several topics such as walking under suspended ➤ loads, use of PPE, isolation and lockout, permit to work, authorisation before starting excavation activities, confined space entry, fall protection whilst working from height, use of seat belts in vehicles, use of cell phones whilst driving, no alcohol or drugs, and use designated smoking areas. ➤ A Permit to Work (PTW) system. ➤ Define requirements for site segregation such as fencing and the provision of safe routes for pedestrians. 	

➤	Define the internal and external notification procedures following an incident and an accident and investigation procedure that includes a root cause analysis;
➤	Details of how senior managers will provide leadership to the workforce through their personal involvement in safety briefings, award ceremonies, and similar activities.
➤	The use of toolbox talks, preparation of method statements, and task-based risk assessments where necessary.
➤	Ensuring that competent personnel only are used for specific roles such as the supervision of complex tasks, or the use of construction machinery.
➤	The distribution and training to workers on the use of PPE which shall be provided free of charge.
➤	The provision of occupational insurance so that workers are provided with compensation should an injury/fatality occur.
➤	A programme of future audits and inspections to monitor and record the occupational health and safety performance of contractors over time.
➤	Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Community Health and Safety Management Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that potential community health and safety risks are identified, assessed, and adequate management controls are implemented to reduce them to As Low As Reasonably Practicable (ALARP). ✓ To ensure that community health and safety risks are managed in accordance with national legislation and EBRD's PR4. ✓ To ensure that the community health and safety performance of all contractors involved in construction works are continuously monitored, with the aim of improving their performance over time.

Key content and management measures:

➤	The outcome of a documented risk assessment shall be used as the basis for the development of the Community Health and Safety Management Plan which shall be informed through the completion of a hazard identification workshop. A Risk Register shall also be developed that describes the potential risk, its likelihood and consequence, overall significant rating, control measures to be applied, and monitoring measures to ensure that the controls implemented are effective. Key sources of risk include the potential for unauthorised entry of local people into construction areas, the presence of excavations, moving construction machinery, temporary road diversions, changes in street lighting and traffic signals, the presence of security personnel at entry/exit points of construction sites, and the generation of air emission including dust, and noise.
➤	The use of protective barriers surrounding all construction sites to prevent unauthorised entry.
➤	Raising awareness of the dangers of trying to enter construction sites within local schools, during public meetings, and including this in disclosure materials that will be publicly available. This will target local schools to inform children to stay away from construction areas.
➤	Installing a series of signs on the protective barriers warning people to keep out along with contact details of the PIU's Community Liaison officer who will be able to respond to any questions or concerns, in accordance with the Stakeholder Engagement Plan.
➤	The design and implementation of a road safety awareness programme which is targeted to the general public, and particularly towards vulnerable road users (pedestrians and cyclists).
➤	The future control measures to be installed at temporary road crossing points, including signage and road markings to warn drivers to slow down and allow people to safely cross the road.
➤	The time period when street lighting becomes temporarily unavailable shall be minimised to the extent possible. Nearby residents and businesses affected by the changes in street lighting shall be informed in advance of these being switched off and informed once again so that they are aware of when street lighting will become available once more.
➤	The PIU will install temporary street lighting at public areas to ensure the safety of local residents, including women, should this be necessary to do so. Details of the locations where temporary lighting will be installed shall be included in the Plan.
➤	A cross-reference to the Pollution Prevention Plan which includes controls to manage the generation of noise and air emissions including dust.
➤	A risk of the incoming, non-local workforce from spreading communicable diseases amongst nearby settlements.

- A programme of future audits and inspections to monitor and record the community health and safety performance of contractors over time.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Traffic and Transport Management Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that the level of disruption to other road users during the construction stage is minimised to the extent possible, and that access continues to be maintained where possible to other parts of the city. ✓ To ensure that the movement of construction vehicles are carefully managed so that they do not create an obstacle or congestions to other road users. ✓ To ensure the safety of other road users and pedestrians during the construction stage.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ The outcome of a detailed planning study to identify the section of road, estimate how long construction will take, and identify alternative routes, using an approach that involves the participation of different types of road users. ➤ A series of road layout diagrams will be prepared to indicate where temporary changes in access, signage, signals, and pedestrian walkways will occur, and for how long. These road layout diagrams will subsequently be discussed with the relevant government agency to ensure that they are satisfied with the plans and any changes needed shall be made. ➤ Using the updated layouts, a series of temporary access routes, signs and signals will be identified and installed, so that road users and pedestrians clearly understand where to go to move around the construction works safely. ➤ Media and press releases will issue details of temporary road deviations so that road users and pedestrians are informed about this, in advance of the changes being implemented. ➤ Details of the Community Grievance mechanism shall be installed at various public places along with supporting maps of temporary deviations, so that people can raise a concern or complaint about these, should they wish to do so. ➤ Construction vehicles shall not be overloaded. Speed limits must be obeyed at all times. Seat belts must be worn by all passengers. Drivers shall not be permitted to make phone calls whilst driving. ➤ The movement of construction vehicles transporting materials and personnel shall be carefully planned to avoid creating congestion at the entry of sites. One-way circulation shall be used on construction sites where practicable. Loading, unloading and reversing of vehicles shall be under the control of a competent signaller (also known as a 'banksman') ➤ All vehicles and plant used shall be inspected on a weekly basis for their general condition, safety-critical features (lights, horn, brakes, windscreen, mirrors, tyres, etc.). Any vehicles found to be defective will not be used until they are repaired. ➤ Ongoing monitoring of road traffic delays which are recorded from quantitative road monitoring surveys. ➤ Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities. 	

Title:	Pollution Prevention Management Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that effective measures are in place to protect the environment and avoid/minimise the generation of nuisances to local residents and road users. ✓ To ensure that the management of noise, air emissions, wastewater, artificial lighting, and any other sources of pollution are managed in accordance with national legislation and EBRD's PR3.
Key content and management measures:	
Air emissions, dust and noise	

- All construction plant and vehicles shall be modern and maintained in accordance with the manufacturer's specifications, applicable industry codes, or engineering standards to ensure their safe and reliable operation. The generation of a black emissions upon start-up shall be avoided to the extent possible through effective preventative maintenance.
- All construction plant and vehicles shall be switched off whilst not in use to prevent the unnecessary generation of noise and air emissions.
- The drivers of construction plant and vehicles shall be trained and provided with equipment that aims to prevent the generation of dust from tyres, and from the transport of spoil and other materials that could generate dust.
- All construction workers shall be provided trained and provided with equipment which aims to minimise the generation of construction dust. This shall include the use of water sprinklers where this is appropriate to use.
- The drivers of construction plant and vehicles shall be trained and provided with equipment that aims to prevent the generation of noise (including clanging noises) during the transport of materials and equipment.
- Where large volumes of materials are stockpiled, these shall be regularly inspected and constructed with minimum slow height to prevent the generation of dust and turbid runoff.
- Where possible, electricity from the local grid shall be used to provide power at construction sites to avoid the use of portable mobile generators which generate noise and air emissions.
- Construction vehicles and plant (including crushing plant) shall be located as far as possible from nearby sensitive receptors to the extent possible. If required, such plant shall be housed in suitable acoustic enclosures to prevent the generation of noise.
- The use of noisy equipment (such as the crushing plant) shall be restricted to day-time periods only, defined as 07:00 - 22:00 which is when day-time noise standards apply.
- Additional noise baseline data shall be collected at sensitive receptors in the vicinity of the construction works, and these will be used as a comparison during future monitoring activities.
- When selecting large plant that is to be used for extended periods, preference shall be given to plant that is compliant with EU Noise Directives 2000/14/EC and 2005/88/EC.
- Periodic audits shall be undertaken to confirm effectiveness of measures to minimise dust which shall include observations of meteorological conditions including wind speed, direction and general weather conditions.

Wastewater and drainage

- Details of the minimum standards from national legislation and EBRD's PR3 associated with the discharge of wastewater into the sewer, surface water, or other receptor. This will involve a comparison between the national standards and EBRD's PR3 with the stricter standard being adopted.
- Details of national permits, licences and authorisations that are required to discharge wastewater.
- All wastewater to be discharged shall be tested for its quality and compliance with the Project Standard before being disposed of.
- A site-specific assessment shall be conducted to check that the selected disposal site is suitable for the volume and quality of water which is planned to be discharged.
- The volume and sources of wastewater discharged shall be recorded along with the results of the testing.
- All sewage generated shall be contained into a tank and transferred to a municipal sewage treatment facility in accordance with the Waste Management Plan.
- Details of temporary drainage arrangements to ensure that parts of the site do not flood if they are subjected to periods of heavy rainfall.

The prevention of soil, groundwater and surface water contamination

- All hazardous materials (diesel, oils stored at vehicles workshops) shall be located within a secure, bunded area. The secondary containment must be able to hold 110 % per cent of the container's capacity, or where there is more than one container within the secondary containment, 110 % of the largest container or 25 % of the total, whichever is greater.
- A dedicated refuelling area shall be available at each construction site which is within an impermeable area so that any leaks and spills can be easily cleaned up. A refuelling procedure shall be used which includes checking the volume of fuel that is required and the capacity in the tank, temporary containment in the form of drip trays, communications between personnel, and a post-fuelling check to ensure any leaks are cleaned up immediately.

- Spill kits shall be available across the site in accordance with the Emergency Response Plan to deal with minor leaks and spills.
- No wastewater shall be discharged into a river unless it has been subjected to a site-specific assessment and water quality testing (as above).
- No vehicle washing shall be undertaken within 50m of a river.
- All areas of land temporarily used during the construction stage shall be restored back to their original condition.
- No waste or other material shall be left and the site shall be inspected by the PIU before the contractor's scope is considered to be completed and the final invoice paid.

The use of water resources

- The steps to be taken to minimise the use of freshwater resources during the construction stage.
- Details of the future volume of water required during the construction stage and where this is to be sourced from.
- Details of national permits, licences and authorisations that are required to abstract water from the identified sources.

General

- Systematically review material inputs and design for resource efficiency through minimising material use, use of prefabrication, selecting lower embodied-energy or recycled products and/or specifying lower maintenance-interval solutions.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Waste Management Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that the management of solid and liquid wastes (including overburden/spoil) are appropriately managed in accordance with national legislation and EBRD's PR3. ✓ To ensure that contractors are adopting the waste hierarchy, which is to avoid reduce, reduce, recover, recycle and, if none of these options are available, to treat and dispose of waste in a legal and responsible manner. ✓ To track all waste movements, recording how waste may be transferred from one entity to another before it reaches its end point. ✓ To ensure that waste management contractors are assessed and evaluated during procurement process, before they are used, to check that they will be able to management waste according to the requirements of this Plan. ✓ To ensure all waste management facilities are audited against national requirements and EBRD's PR4 requirements before they are used.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ Details of a Waste Inventory that reflects the expected quantity, type and hazardous classification of wastes generated, along which waste types can be recovered and recycled. The inventory will indicate when during the construction stage of the project, large quantities of waste will be generated so that the management of high waste volumes can be planned in advance. ➤ A Waste Register that reflects how the different types of waste will be recovered, recycled or treated/disposed of, and where the final destination of the waste materials could be after being subjected to a detailed audit (see below). ➤ Details of how potential waste contractors are to be audited to ensure that they have the internal capacity to meet the applicable requirements of national legislation and Good Industry Practice. ➤ Details of how potential waste management facilities are to be audited to ensure that they are being operated in accordance with national legislation and GIP. ➤ An up-to-date register of approved waste management contractors and waste management facilities who have been subjected to a successful audit. ➤ Details of how waste generated at each construction site shall be segregated using a simple colour coded system and signage. 	

- How waste storage containers shall be securely stored, banded (where required), fenced off, and labelled including details of international hazard labels and the applicable UN code where required for hazardous waste materials.
- How waste storage areas at each construction stage shall be subjected to a weekly visual inspection.
- Internal training, awareness raising activities, monitoring using KPIs, and roles and responsibilities.

Title:	Chance Find Procedures
Objectives:	<ul style="list-style-type: none"> ✓ To establish procedures to protect the status of tangible cultural heritage resources that may be unexpectedly found during excavations, earth movements and similar activities in accordance with national legislation and PR8. ✓ To ensure that government departments are notified of the chance find as soon as possible to do so. ✓ To raise awareness of the Chance Finds Procedure amongst the Construction Contractor's workforce and subcontractors so that work is stopped immediately after a chance find is made.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ A chance find procedure that includes a commitment to: ➤ Temporarily stop all work; ➤ Notify the E&S Manager; ➤ Conduct a preliminary assessment based upon what can be observed; ➤ Document the preliminary assessment that has been made which includes taking photographs, the potential significance of the find and measures required to protect the find; ➤ For potentially significant finds, notify the relevant government department and wait for their involvement before proceeding, until a future plan of action is agreed; or ➤ For chance finds assessed to be not significant, extract the remains into a secure container, inspect the surrounding area for further artefacts, and resume works whilst checking for any additional finds. 	

Title:	Training Plan
Objectives:	<ul style="list-style-type: none"> ✓ To ensure that the PIU has the adequate capacity to manage the E&S risks and impacts that are expected to occur during the construction and operational stages of the project. ✓ To ensure that the PIU is aware of the relevant E&S compliance requirements under national legislation and the applicable PRs.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ To provide training to the PIU's E&S department and senior managers inside the organisation on the following topics: ➤ Stakeholder engagement and grievance management; ➤ Labour and working conditions, ➤ Community health and safety; ➤ Pollution prevention and control; ➤ Safety and security management; ➤ Implementation of the resettlement plan; ➤ The eLearning course developed by EBRD on the E&S management of contractors ➤ The eLearning course developed by EBRD on stakeholder engagement. 	

Title:	Supply Chain Management Plan

Objectives:	<ul style="list-style-type: none"> ✓ To identify significant labour risks and impacts associated with the project's core supply chains in relation to child labour, forced labour, and occupational health and safety (including GBVH). ✓ To monitor supply chains on an ongoing basis to identify any relevant changes and to identify new significant risks or impacts associated with these changes.
Key content and management measures:	
<ul style="list-style-type: none"> ➤ Details of the core suppliers to the construction contractor and a profile of the labour risks associated with each economic sector such as (for example) the abstraction of aggregate materials from a quarry for road base material. ➤ The outcome of a risk assessment to indicate the likelihood and consequence of supply chain risks in each economic sector and company used. ➤ How the Construction Contractor will be obliged to select low-risk suppliers, where it is possible to do so. ➤ Details of legally binding agreements the PIU will require the Construction Contractor to have with its supply chain of companies to incorporate the prohibition and prevention of forced labour, child labour, and significant life safety risks. ➤ A description of the scope of audits and inspections to be undertaken at a supplier's workplace/facility, depending on the outcome of the risk assessment. ➤ Details of how the PIU will require the Construction Contractor to disengage from suppliers where significant audit findings are not rectified in a reasonable period of time. 	