

Project Operations Manual

Enterprise Support Project

Purpose of the Project Operations Manual

This Project Operations Manual (POM) presents guidelines and procedures for the implementation of the Enterprise Support Project (ESP). The purpose of the POM is to define responsibilities, eligibility and procedures related to the implementation of the project, that are in line with all applicable World Bank policies. This will be a living document that may be adjusted from time to time upon proposal by NRPB and no-objection from the World Bank.

The POM provides information that pertains to: MSME eligibility, Participating Financial Institution (PFI) eligibility, communication, loan and grant application process, loan and grant processing, disbursement, repayment, Safeguards, Procurement, Financial Management, Monitoring & Evaluation, and reporting.

Reference documents are: (i) the Grant Agreement and (ii) the Disbursement and Financial Information Letter and its annexes.

Document Tracking

Version	Author(s)	Approved by	Approval Date
1	NRPB	World Bank	April 30, 2020
2	NRPB	World Bank	July 21, 2020
3	NRPB	World Bank	January 11, 2021
4	NRPB	World Bank	June 22, 2021
5	NRPB	World Bank	December 22, 2021
6	NRPB	World Bank	August 24, 2023
7	NRPB	World Bank	October 11, 2023

Contents

Contents	2
Abbreviations and Acronyms	5
Definitions	7
1. Project Description	8
1.1. Project Development Objective	8
1.2. Guiding Principles	8
1.3. Project Components	8
1.4. Project Implementing Unit	9
2. Eligibility Criteria for MSMEs	12
2.1. Which enterprises are eligible?	12
2.2. Assessment based on business plans.	13
2.3. What are the main characteristics of the packages?	13
2.4. Ineligible Use of Proceeds	15
3. Workflow	16
4. Disbursement from the World Bank	20
4.1. Flow of Funds and Disbursement	20
4.2. Component 1 Flow of Funds:	21
4.3. Repayments	23
4.4. Non-Compliance and repayments by MSME	25
4.5. Repayment of ineligible expenditure	25
4.6. Reflow of unused AR funds by MSME	26
4.7. Reflow of AR Grant funds Refund by MSME	26
4.8. ESP Training Program Commitment fee	26
5. Contract Provisions	28
5.1. Subsidiary Agreement (SA) between the NRPB and PFIs	28
5.2. Beneficiary Agreement (BA) between NRPB and Beneficiary	28
5.3. Settlement Agreement between NRPB and Beneficiary	28
6. PFI Eligibility Criteria	29
6.1. Eligibility and Selection	29
6.2. On-going Verification	29
6.3. Suspension and Exits for PFIs	30

7.	Procurement for MSMEs (AR)	31
7.1.	Guidelines for procuring goods/works under AR.	31
7.2.	Guideline for procurement of used/second-hand goods.	32
7.3.	Guideline for procurement of vehicles	33
7.4.	Other Luxury Goods	33
7.5.	Any contracts with suppliers and consultants shall include World Bank's standard clauses on Fraud and Corruption and the standard Audit clause. Checks on Procured Items.....	33
8.	Monitoring and Evaluation (M&E).....	35
8.1.	M&E by the NRPB	35
8.2.	Database reporting	35
8.3.	Conditions on PFI Reporting	36
8.4.	Consolidated Reporting Requirements.....	36
(A)	Monthly.....	36
(B)	Quarterly	37
(C)	Semi-Annual.....	37
(D)	Annual	38
9.	Financial Management	40
9.1.	Budgeting	40
9.2.	Accounting	41
9.3.	Accounting Procedures	41
9.4.	Accounting System.....	41
9.5.	Internal Control.....	41
9.6.	Automated system and the embedded controls	42
9.7.	Separation of Functional Responsibilities.....	42
9.8.	Review and Approval	42
9.9.	Filing System/ documentation archiving	42
9.10.	Maintenance of Cash book, General Ledger and Other Registers	42
9.11.	Financial Reporting and External Audits.....	43
10.	Grievance Redress Mechanism.....	44
10.1.	Project Grievance Procedures and Communication.....	44
10.2.	Project Grievance Redress Mechanism	44
10.3.	World Bank Corporate Grievance Redress Mechanism	44
11.	Environmental and Social Management Framework	45

12. Communication Strategy	45
13. ANNEX 1 – Supplemental Application Form	46
13.1. Excluded Activities:	46
13.2. Additional screening questions	47
13.3. Goods.....	45
13.4. Works/Services	47
14. ANNEX 2 – Reporting Templates	48
15. ANNEX 3–Environmental & Social Management Framework	49
1. Environmental and Social Management Framework	49
2. Environmental and Social Management Procedures.....	57
3. Pest Management Plan Guidelines	64
4. Environmental and Social Management Plan (ESMP) for small construction/rehabilitation works. 67	
16. ANNEX 4 – Figure describing the flow of accounting entries for the ESP	73

Abbreviations and Acronyms

AR	Asset or Non-Structural Repair
BC	Business Continuity
CBCS	Central Bank of Curaçao and Sint Maarten (<i>Centrale Bank van Curaçao en Sint Maarten</i>)
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
DA	Designated Account
E&S	Environmental and Social
EHS	Environment, Health, and Safety
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
ESHS	Environmental, Social, Health and Safety
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
ESP	Enterprise Support Project
FI	Financial Institution
FM	Financial Management
FMA	Financial Management Assistant
FMO	Financial Management Officer
GDP	Gross Domestic Product
GRM	Grievance Redress Mechanism
GRS	Grievance Redress System
IFR	Interim Financial Report
IFRS	International Financial Reporting Standards
IPM	Integrated Pest Management
M&E	Monitoring and Evaluation
MSME	Micro, Small, and Medium Sized Enterprise
NPL	Non-performing Loan
NRPB	National Recovery Program Bureau
NRRP	National Recovery and Resilience Plan
ODS	Ozone Depleting Substance
PA	Project Account
PAO	Portfolio and Accounting Officer
PCBs	Polychlorinated biphenyl compounds
PFI	Participating Financial Institution
PIU	Project Implementation Unit
PM	Project Manager
PMP	Pest Management Plan

POP	Persistent Organic Pollutant
POM	Project Operations Manual
PPSD	Project Procurement Strategy for Development
RAP	Resettlement Action Plan
SDTF	Single Donor Trust Fund
SA	Sub-Grant and Credit Agreement
SMEs	Small and Medium Sized Enterprises
STEP	Systematic Tracking of Exchanges in Procurement
TA	Technical Assistance
WC	Working Capital
WIB	Windward Islands Bank

Definitions

Asset: An asset that is productive that has the ability to generate profits and cash flow. This includes machinery; computers and electronic products; electric equipment, appliances, and components; transportation equipment and commercial vehicles; furniture and related products; and other durable goods including containers for storage. **All construction in respect of structures (including, but not limited to, prefab, immovable property, internal and external walls whether load bearing or otherwise, roofing and floors, columns, and beams) and land is excluded.**

Assets and non-structural Repairs (AR): AR packages are structured to include a grant component and loan component. The maximum grant that any MSME can get is limited to \$65,000. Different structures apply for new MSMEs and micro-businesses. These are defined under chapter 1 (Eligibility Criteria for MSMEs).

Heavy ground-breaking vehicles: such as bulldozers, excavators and front loaders are excluded and cannot be financed.

Micro- business: defined as an enterprise generating Max \$100,000 in annual revenues/\$8,333 monthly.¹

New MSME: a business that was not in operation, providing services or goods in the relevant business sector 24 months before applying each application.

Non-structural repair: Refers to minor repairs including, but not limited to, painting, beautification, plastering, carpeting, tiling, and basic roof repair. Includes replacement and repair of external windows and doors with conditions applied. Excludes any structural repairs defined below.

The replacement and repair of external windows and doors is eligible if they are hurricane resistant and can withstand:

- a basic wind speed >180mph without fail.
- a minimum structural wind load to the force equivalent of 200 mph which is for Category 5.
- impact as proven with three missile strikes, ASTM E 1886 & ASTM E 1996 Missile C (4 ft long 2" x 4" wooden missile at 40 ft/sec, or 27 mph).

The above criteria may also be met by adding shutters made of metal, fabric, or wood.

Structural repair: any internal or external load-bearing component of the building that is essential to the stability of the building or any part of it, including (but not limited to) foundations, floors, walls, installation of roofs or extensive roof repair, columns and beams and any component that forms part of the external walls or building roof.

Working Capital (WC): Funds available for day-to-day operations including inventory, utilities, licenses, permits, training, salary of staff, etc. The structure is 100% loan with 80/20 % risk sharing between Project (NRPB) and PFI.

Package Structure: defined as the risk sharing between the Project (NRPB) and the PFI and includes grant loan ratios applied per new, micro and existing businesses defined under chapter 1.

¹ Based on the definition of the [TEATT MSME policy](#)

1. Project Description

1.1. Project Development Objective

The development objective of the Enterprise Support Project is to strengthen the recovery and increase resilience of existing and new micro, small, and medium sized enterprises in Sint Maarten

1.2. Guiding Principles

The Enterprise Support Project aims to prioritize new, micro and small businesses² in need of financial assistance due to reduced funds. In order to ensure that the project's objectives are achieved and adhered to, the following guiding principles will serve as a framework and complement the policies outlined in the POM:

1. **Fit for purpose:** The assets requested should align with the specific needs of the business applying. The objective of the project is to provide MSMEs with the funds to enable them to carry out their professional activities adequately, not to finance the most expensive, best possible option.
2. **Safeguard public funds:** All applications or requests will undergo a thorough review process in accordance with the POM which is geared towards appropriate use of public funds.

1.3. Project Components

There are two components to the project:

- Component 1: Direct financial support to MSMEs for investment and working capital (US\$21million)
- Component 3: Training, project implementation, audit, and M&E (US\$4 million).

Component 1: Direct financial support to MSMEs for investment and working capital (US\$21 million).

- **Description:** This component will provide tailored packages to eligible MSMEs of grants and loans for Asset and Repair (AR) investments, as well as Working Capital (WC) loans.
- **Structure:** a) The AR investment is structured so that each applicant is limited to \$65,000 grant and the remaining balance of the request is a loan. Different structures apply for new MSMEs and micro-businesses and are described below. b) The WC loan is structured as a 100 % loan. The packages will be adapted to each MSME loan application.
- **MSME Eligibility:** MSME eligibility will be based on official registration and preference will be given to those new, micro and small MSMEs.
- **Provision:** Packages will be disbursed to MSMEs through Participating Financial Institutions (PFIs), who will assess the individual loan applications from MSMEs and make an independent financing decision. The PFIs will bear 50% of the credit risk for the loan portion of the AR package size of maximum \$85,000, and 20 percent of the credit risk for the WC loan package³.

² The categorization of micro, small and medium businesses is based on the TEATT MSME policy

³ NRPB will monitor the impact of this risk sharing for discussion purposes on further strengthening the MSME sector.

Component 3: Training, project implementation, audit, and M&E (US\$4 million).

- **Description:** This component will provide training sessions on Business Fundamentals for MSMEs. This component will also fund implementation support to ensure that the governance of the project is well managed. This includes an annual project audit and a one-time third-party verification exercise. As one of the Trust Fund projects, there is monitoring and evaluation (M&E) reporting for the project.

1.4. Project Implementing Unit

- **The Project Implementation Unit is within the National Recovery Program Bureau (NRPB).** The Government has established the NRPB, and the NRPB is responsible for the implementation of recovery and resilience projects selected by Steering Committee of the Single Donor Trust Fund (SDTF) under the Sint Maarten National Recovery and Resilience Plan (NRRP).
- **The main responsibilities of the PIU at NRPB are summarized below.**

Main responsibilities of the NRPB:
<ul style="list-style-type: none"> • Project Management • Financial Management • PFI Eligibility • Funds Disbursements • Funds Tracking • Audit • Communication • E&S Safeguards Compliance • Procurement Verification • Working with PFIs and MSMEs • Addressing Grievances • Citizen Engagement • Accounting • M&E • Location: Sint Maarten.

- The NRPB prepares and submits to the World Bank quarterly unaudited Interim Financial Reports (IFRs) and the annual financial statements, to be audited by an external audit firm that is acceptable to the World Bank. The NRPB will coordinate with other Trust Fund projects and with relevant ministries and conduct consultative and reporting functions.
- The CBCS shall support the NRPB in the implementation of the Project through: (a) the provision of capacity building and advice to the Project Implementation Unit, and especially to the Portfolio and Accounting Officer. (B) The sharing of non-confidential information regarding financial intermediaries. C) The opening of accounts, executing of payment instructions and generating of account statements.

- **Project Team Members and Roles.** The PIU will hire six team members.

The project has developed an internal **Conflict of Interest Guide** to minimize the notion and avoid cases of conflict of interest for the Enterprise Support Project within the NRPB.

PIU	Team Member	Role	Timing for Hiring
NRPB	Project Manager (PM)	Project management, project reporting, M&E, communication, coordination with CBCS and PFI's The Project Manager will report, until further notice, to the Program Manager of the NRPB.	Required before effectiveness. (In place)
NRPB	Portfolio and Accounting Officer (PAO)	Financial management and accounting (for all components). Responsible for project budgeting, financial reporting, and disbursements, maintaining a portfolio of all loans and tracking payments and loan quality. Coordinate with OOs and other relevant NRPB staff for on-site PFI reviews. Coordinates with the Head of Financial Management of the NRPB for financial management matters and the annual audit for ESP. Ex-post review of sample of MSME packages. Ensure that the Grant & Loan are used for their intended purposes. Develop and Implement compliance policies. Address non-compliance cases with support from legal advisors as needed. The PAO will report to the Project Manager of ESP.	Before disbursement of Component 1 (In place)
NRPB	Compliance Officer	Conduct purchase verifications, monitoring, financial reporting and identify areas of non-compliance. The officer will report to the Project Manager of ESP.	from ~; 4 years before closing)
NRPB	Operations Officers (OO)	Support MSMEs/PFIs with applications, E&S screening, basic procurement matters, check compliance of project with PFIs. The Operations Officers will report to the Project Manager of ESP.	First OO before disbursement of Component 1. Second one from July 2020 (In place)
NRPB	Operations Officer Assistant	Support to small businesses with loan/grant applications, Prepare and conduct eligibility verification of applications,	From March 2021 (In place)

		<p>Log and provide support in monitoring applications.</p> <p>The Operations Officer Assistant will report to the Project Manager of ESP.</p>	
NRPB	Sr. Financial Advisor	On a needs basis (Part time). Support PM by advising on MSME applications and overall risk sharing arrangements with PFIs.	(In place)
NRPB	Environment & Social Safeguards Support	<p>On a need basis for E&S screening is required</p> <p>This support will be provided by the NRPB's Safeguards Department.</p>	- (In place)
NRPB	Procurement Support	<p>On a need basis, conduct procurement for Component 3 (training and consultants). Works on procurement for annual audit with PAO.</p> <p>This support will be provided by the NRPB's Procurement Department.</p>	A procurement specialist was appointed before disbursement of Component 1. (In place)
NRPB	Financial Management Support	The financial management and accounting functions of the project are the responsibility of the NRPB's FM Department with the support of the Portfolio and Accounting Officer (PAO) for the ESP. Please refer to section 9 Financial Management for more information	(In place)

2. Eligibility Criteria for MSMEs

2.1. Which enterprises are eligible?

For-profit enterprises <ul style="list-style-type: none"> • With an exception to those for-profit enterprises that are owned by private fund foundations/trusts
With monthly revenue <NAf. 100,000 (US\$ 55,866) <ul style="list-style-type: none"> • On average over the last calendar year.
Registered and up to date with the Chamber of Commerce of Sint Maarten and registered with the Tax administration <ul style="list-style-type: none"> • At the time of the application for the package, as long as it is required by Law for the industry in which the enterprise operates.
Operating in most industries <ul style="list-style-type: none"> • With a few exceptions such as weapons and munitions, gambling, casinos, wildlife products, unbounded asbestos fibers, commercial logging (see supplemental form for full exclusion list).
That abides by all environmental and social policies <p>Both local and from World Bank environmental and social (E&S) stewardship policies.</p>
Is in good standing <p>The enterprise and its owners/ leadership is not under any type of investigation, on parole, nor have recently been convicted of a felony including fraud, corruption, violent crimes, or any financial crime such as embezzlement or tax evasion. All applicants will be subject to a screening and will be required to submit a declaration of conduct; this process is further defined below.</p>

Additional considerations:

- The NRPB reserves the right to request additional information where needed. The NRPB can also use online information that is available to them regarding applicants, including managing directors and owners. This serves to ensure and/or verify that each application abides by the environmental and social safeguards standards, procurement and other eligibility criteria and that funds will be used for their intended purposes. The businesses must be up to date with Business license, Directors License and permit requirements where applicable prior to any disbursement.
- The definition of MSME is based on the SME Policy Framework (as updated May 2021) of the Ministry of TEATT. This definition may be revised upon the course of project implementation. Priority will be given to new, micro and small businesses.
- The project holds the right to reduce the maximum application values closer to the project end date and reserves the right to close the application window before the project end date.
- As part of the eligibility criteria, businesses and their leadership/owners/shareholders are required to be in good standing. As such all **managing directors and majority shareholders** must submit a valid certificate of conduct. If a valid certificate of conduct cannot be produced, the application will be denied.

2.2. Assessment based on business plans.

- Business plans and/or projections should clearly show how investments and requested assets will generate sustainable cash flow or grow the business and ultimately repay obligations. Goods and services requested for financing should be based on the business model and objectives.
- Eligible businesses cannot have a conflict of interest in their main business or revenue stream (e.g., in regards to their ownership or management).⁴
- Highlighting management experience (expertise of an applicant) is a plus, as it is important to justify that the person(s) running the company can ensure execution of business plans.

2.3. What are the main characteristics of the packages?

- **The packages are composed of:**
 - Asset and Non-Structural Repair (AR) is structured so that:
 - new MSMEs⁵ that 1) complete the ESP training or ESP supported training⁶ and 2) receive assistance by a financial advisor or accountant, may be eligible for a maximum 75 percent grant and minimum 25 percent loan. This is not available for enterprises with shareholders or managers of multiple registered enterprises on Sint Maarten. This is only applicable for one package at a maximum of \$85,000;
 - micro-businesses⁷ that apply for an AR package size ≤ \$25,000 may be eligible for a maximum 75 percent grant and at least 25 percent loan. This is not available for enterprises with shareholders or managers of multiple registered enterprises on Sint Maarten. This is only applicable for one package;
 - For all other eligible businesses, the AR investment is structured so that maximum 65 percent of the investment is a grant and at least 35 percent loan, with the maximum grant amount limited to \$65,000.
 - Working Capital (WC): 100% loan.
- **The interest rate:**
 - Will be determined by the PFIs depending on the MSME project's risk profile.
 - There is an interest rate cap agreed for each package of the project. For WC it is 4 percent and for AR loans it is 8 percent.
- **Grace period:**
 - Up to 6 months at discretion of the PFI in respect of principal and/or interest. Interest will, however, accrue during the grace period.
- **Tenor:**
 - Up to June 30, 2028. For existing ESP beneficiaries, extension of the loan tenor is up to the discretion of the PFIs.
- **Amount:**
 - The maximum amount per MSME is US\$150,000 for the complete package value including

⁴ Examples of conflict of interest can be found in the: *Good Practice Guide on Preventing and Managing Conflicts of Interest in the Public Sector*.

⁵ New MSMEs as defined on page 9

⁶ Managing directors or shareholders should attend this training.

⁷ Micro- businesses as defined on page 9

up to \$60,000 for WC Sub-loans.

- New MSMEs can request per package up to \$85,000 for Asset and Repair and up to \$40,000 for WC Sub-loans. The maximum amount per new MSME is US\$85,000 for the complete value including up to \$40,000 for WC Sub-loans. Higher initial amounts may be considered in specific cases, for example, in cases of proven contracts, a strong track record of the applicant or its principals in that sector, or asset heavy industries. Justification for higher amounts will be subject to internal review by the NRPB and the PFI.
 - Larger amounts may be pre-approved by the NRPB. The higher amount will only be formally approved and disbursed as a second installment upon proven repayment capacity of the beneficiary based on six months financials following activation of the initial financed assets.

For Asset and Repair application above US \$60,000, 10% equity injection of the eligible package should be paid by the applicant themselves. If the applicant can provide proof that a contribution of 10% or more has already been made towards the current project, the full amount on the supplemental form will be considered by means of receipts, deposits and other quantifiable means; If the applicant has not yet made their contribution, 90% of the amount on the supplemental form will be considered and as a condition 10% equity will be verified by means of bank statements (cash).⁸

○

- **Number of packages:**

- Two packages per MSME are authorized but must be below US\$150,000 in aggregate amount. This will be verified by NRPB based on the Chamber of Commerce ID or an alternative ID for industries that are not required to register at the Chamber of Commerce.
 - The 2nd package will only be reviewed upon proven repayment capacity of the business based on a minimum of six months' financials following verification of the initial financed assets.
- Connected MSMEs cannot get more than two times US\$150,000. Connected MSMEs are defined as MSMEs who have a common owner with more than 25% ownership of each of the MSMEs.
- Connected MSMEs who are also related as defined as MSMEs who meet the following criteria will be excluded from funding:
 - operate on the same physical site;
 - whose works or services are dependent on one another;
 - whose principals are connected.

For example: Business A operates in a manufacturing industry and was approved for ESP financing. Business B applies for ESP financing but has the same or connected ownership as Business A, operates/is registered at the same physical location as Business A and whose revenue is dependent on Business A. This by definition is considered connected, and Business B will be denied.

⁸ Further guidelines are outlined in the internal equity guide for application of equity contribution;

- **Loan currency:**
 - US Dollars (US\$) or Antillean Guilder.
- **Refinancing:**
 - Yes, to free up collateral only up to a maximum of US\$20,000 as part of the WC Sub-loans, under the following conditions:
 - the existing loan is performing; and originated before the launch of this project
- **Loan prepayment:**
 - Yes, without penalty.

2.4. Ineligible Use of Proceeds

- Package proceeds may not be used for purposes such as:
 - Real estate speculation.
 - Land acquisition, including other expenditures such as the purchase of real property.
 - Projects that would involve the use of pesticides.
 - Projects that involve tobacco, gambling, or casinos.
 - Projects that use persistent organic pollutants (POPs).
 - For the complete list see the Supplemental application form in Annex 1.

The Enterprise Support Project excludes the following businesses from applying:

1. Businesses owned or operated by NRPB personnel.
2. Businesses that have a services contract with the NRPB, where the contract is financed through operational and project management budgets with a total contract sum higher than \$15,000 in the last 12 months.
3. Businesses owned or operated by Ministers, Parliamentarians, (acting) Secretary Generals, and their spouses.

3. Workflow

Application Process for MSMEs and subsequent steps for Processing and disbursement:

1. MSME reviews the documents published by NRPB (eligibility criteria, list of required documents and the supplemental application form provided by the project covering environmental, social and procurement requirements under the Project as in annex 1).
 - a. The MSME completes the supplemental form and submits [required documents](#)⁹ listed on the website to enterprisesupport@nrpbxm.org.
 - b. The NRPB is the first point of contact for all applicants and conducts the pre-screening¹⁰ of every applicant.
2. NRPB will review the package/documents received by applicant and will communicate any missing required documents. The applicant will then have 20 business days to submit any pending documents.
3. For New MSMEs¹¹, the OO verifies the business plan including financial projections.
4. Applications with incomplete or unsubstantiated business plans will not be reviewed in full.
<End of workflow>-
5. The OO conducts the pre-screening by reviewing submitted documents and assisting the MSME with the supplemental application form and advises on procurement guidelines if needed.
 - a. The OO pre-screens the application by verifying the eligibility of the client and the procured items and verifies the coherence of the application and that procurement requirements are followed, and environmental and social safeguards are met.
 - b. If MSMEs are categorized as medium or high risk or when there is any doubt pertaining to a rating for environmental and social risks, E&S Specialists further assess the MSME's application.
 - c. If there are issues, the OO will contact the applicant and attempt to resolve the issues.
 - d. An internal cover note is developed by the OO based on the prescreening stage, which outlines the entire eligibility of the package. The Sr Financial Advisor will advise on applications deemed higher risk, such as applications >\$100k, new MSMEs requesting above threshold and medium-sized businesses. The cover note may include conditions regarding procurement or safeguards and once finalized, the cover note is then sent to the project manager for approval.

If the application is declined, the NRPB will inform the applicant and the relevant PFI, the latter for monitoring purposes. **<End of workflow>-**

⁹ [Enterprise Support Project – National Recovery Program Bureau \(nrpbxm.org\)](#)

¹⁰ The pre-screening process entails checking eligibility, ensuring procurement and environment and social safeguards guidelines are abided by and ensuring requested financing is in line with business plan;

¹¹ New MSMEs are expected to have a more detailed business plan.

6. When the application passes pre-screening and the cover note is approved, the PFI receives confirmation from NRPB to review the application and initiates their credit assessment.¹² The applicant is also informed by way of email once the application passes pre-screening. If at the PFI credit assessment stage there are additions to the application, the application goes back through the pre-screening stage (step 4).
 - a. If the application is declined, PFI will inform the applicant and the NRPB, the latter for monitoring purposes. **<End of workflow>-**
7. If the PFI approves the application, the PFI will send the credit report to the NRPB's email espapplication@nrpbxm.org. Packages may be submitted any day of the month.
 - a. Once a PFI approves an application, changes to the application will only be possible in justified exceptional circumstances.
8. The NRPB receives the credit report from the PFI, verifies this against the approved covernote and verifies there are no other approved agreements with the MSME within the project; or linked applications in holdings and joint ventures with shared ownership of >25%.
 - a. If there are any changes to the application from the NRPB side, the file must go through the PFI credit assessment stage once more (step 5).
9. In case the application exceeds \$100,000, the ESP may consult with the World Bank for advice. See footnote for further details.¹³
10. In case of objections, the NRPB will contact the client and the PFI to resolve the objection, if possible, or decline the application in which case the NRPB will inform the applicant and the relevant PFI, the latter for monitoring purposes.
11. The NRPB proceeds with the loan package approval and Beneficiary Agreement¹⁴ (BA).
12. The NRPB informs the PFI of the final approval, so they can initiate the credit agreement.
13. The Beneficiary agreement is signed between NRPB and MSME. A copy of the signed credit agreement between the PFI and MSME is sent to NRPB.
14. PFI sets a funding date based on whether there are conditions that must be met prior to disbursement.
15. The PFI submits a report to the NRPB with a list of loans that will be funded in that week through an Excel spreadsheet template (as referenced in annex 2) prepared by the NRPB with the following information for each loan that is ready to be funded:
 - Tracking number
 - Name of Borrower

¹² Credit assessment is unique to each PFI and usually includes an analysis of an application based on the applicant, the business plan, the loan application, and a risk assessment.

¹³ The World Bank is not required to provide a no-objection on applications above \$100k, however NRPB reserves the right to request for advice from the World Bank.

¹⁴ [Beneficiary Agreement](#)

- Amount of the grant/loan package to be disbursed and key financing terms (interest rate, maturity)
16. NRPB will disburse funds for the total of loans and grants to each PFI on a weekly basis.
 17. The PFI will schedule the initial disbursement to or for the MSME within 7 business days of receiving the disbursement from the NRPB. It is recorded that the PFI is entitled to disburse the relevant AR Sub-loan, AR Sub-grant and/or WC Sub loan in tranches and may make subsequent disbursements as appropriate. The PFI can use its existing procedures for disbursements. At the discretion of the PFI, payments may be made directly to suppliers of the MSME.
 18. The NRPB sends the beneficiary a standard funding letter within 14 days of the disbursement outlining their obligations.
 19. On the 10th of each month (or next business day), the PFI will report the loan status for each loan currently outstanding using the template provided by the NRPB (Reference is made to annex 2).
 20. The NRPB may require proof of purchase from any beneficiary.
 21. For AR purchases >US\$2,500, the PAO may visit the MSME on a sample basis.
 22. Monthly repayments from the MSME to the PFI for the loan portion of the package.
 23. Quarterly repayments from PFI to NRPB accounts at a commercial bank.

Notes on the workflow:

- MSMEs can reach the NRPB at enterprisesupport@nrpbxm.org and +1 721 542-8886/7 for general information about the project and explanatory questions.
- If an application has been denied or retracted, then the applicant will only be able to submit that same application 2 additional times.
- NRPB is the first point of contact for all Eligible Beneficiary Enterprises (applicants). Eligible Beneficiary Enterprises who do not have an existing business relationship with a financial institution can choose any of the Participating Financial Institutions to handle their credit assessment.
- The NRPB and the PFI may request additional information to verify the applicant meets the criteria of the project.
- The turnaround time for pre-screening is based on how complete the application package is and may take up to 100 business days.
- Persons acting as proxy holders or authorized by power of attorney to act on behalf of sole proprietors, BV's, NV's or other for-profit enterprise cannot sign the supplemental form, beneficiary agreement and credit agreement. NRPB reserves the right to request that communication go through authorized managing directors or shareholders as per articles of incorporation.

- On procurement matters, the NRPB will ensure that AR purchases above US\$2,500 have three quotes. All assets above US\$2,500 are recommended to have at least a 24-month warranty.
- In- person information sessions are held by ESP for applicants who have passed the pre-screening stage. These sessions cover the obligations of an ESP beneficiary and are an effort to increase compliance and knowledge. ESP beneficiaries are required to attend these mandatory information sessions.
- Environmental & Social Safeguards Specialists from the NRPB's Safeguards Department will provide support on request in reviewing MSME applications and will in all cases review applications which are presumed to be of medium or high risk.
- For quarterly repayments to the NRPB, the PFI will include a report that provides a substantiation and breakdown of funds being reported/transferred into designated NRPB account.

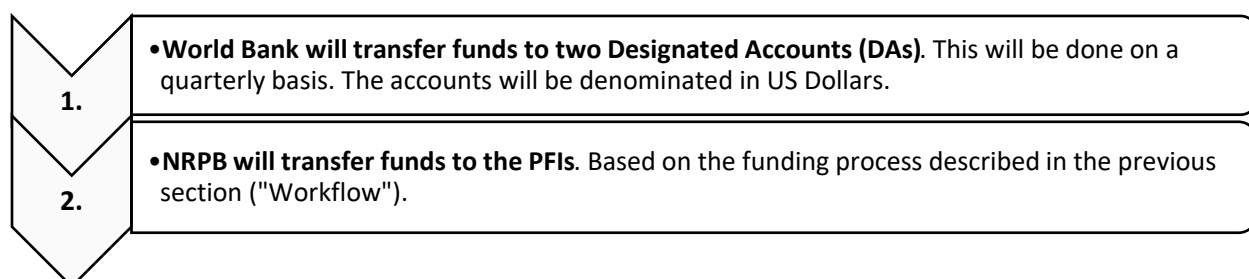
4. Disbursement from the World Bank

The disbursement methods for each disbursement category, as defined in the financing agreement, are described in the Disbursement and Financial Information Letter. In addition, in the Legal Agreement eligible expenditures are summarized in the following table with disbursement categories:

Category	Amount of the Grant Allocated (expressed in USD)	Percentage of Expenditures to be Financed (inclusive of Taxes)
(1) AR grants, AR Sub-loans, and WC Sub-loans under Component 1 of the Project	21,000,000	100% of amounts disbursed under a grant or a Sub-loan Agreement
(2) Goods, consulting services, non-consulting services, Training, and PIU Operating Costs, under Component 3 of the Project	4,000,000	100%
TOTAL AMOUNT	25,000,000	

- Component 1: Based on the expected demand for loan applications.
- Component 3: Based on the expenses detailed in the Budget.

The basic disbursement process from the World Bank is the following:



4.1. Flow of Funds and Disbursement

Designated Accounts (DA). NRPB will open two DAs held at the CBCS for this project. One DA (DA-A) will be utilized for Disbursement Category 1 (component 1), while the other DA (DA-B) will be for Disbursement Category 2 (component 3).

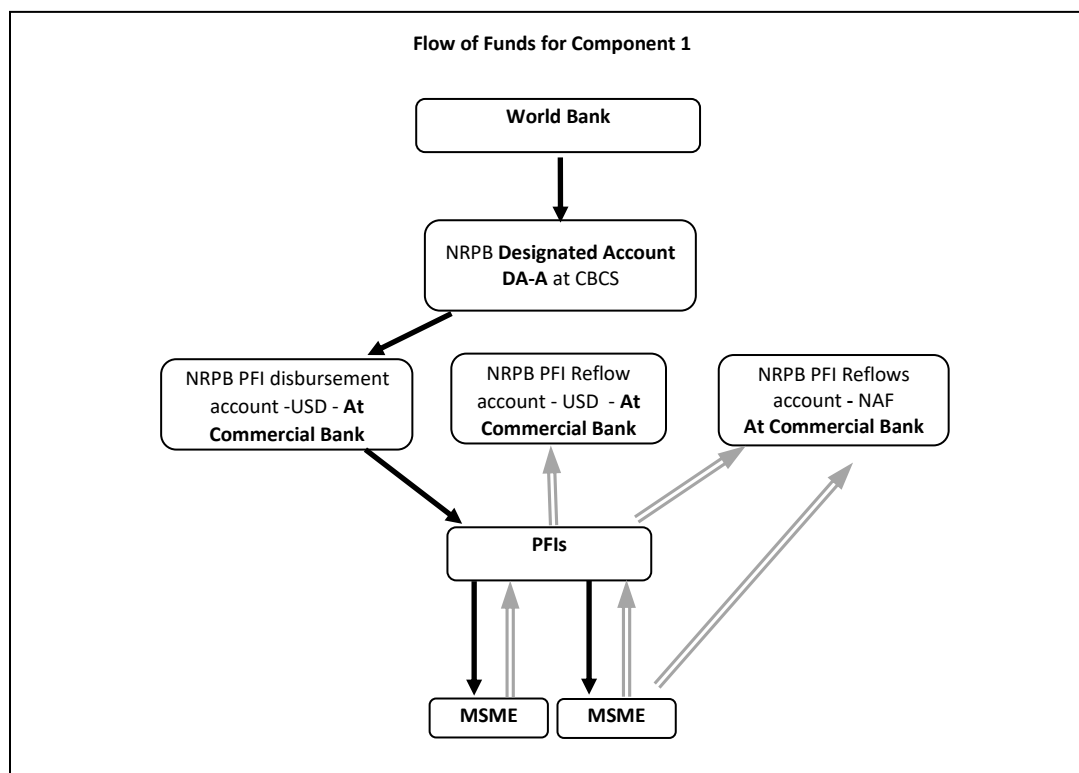
There will be three operating accounts under DA-A two in US Dollars (one PFI disbursement account and one PFI reflows account.) and one in local currency (one PFI reflows account).¹⁵

In addition, one operating account in US Dollars under DA-B for Disbursement Category 2 to finance related goods and services under component 3. The operating accounts are held at Windward Islands Bank (WIB).

¹⁵ Reimbursement of funds by MSME (refer to section reflow of AR Grant funds Refund by MSME).

Withdrawal application requests for Advance/Replenishment to the DAs (if needed) and withdrawal application to document the project expenditures incurred should be submitted to the World Bank on a quarterly basis.

Flow of funds – Comp. 1

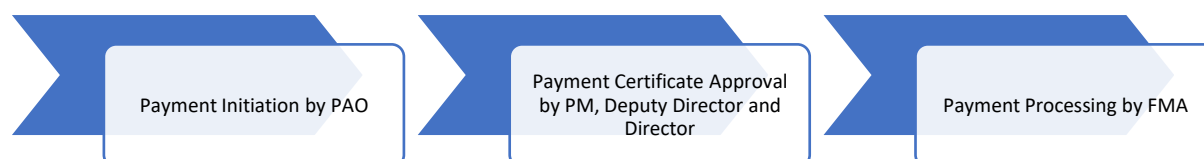


- **The following disbursement methods will be available: Advance, Reimbursement, and Direct Payment.** Disbursements for (Components 1 and 3) will be primarily based on the use of Advances to DAs.
- **Disbursements will be report based.** Advances will be provided to the DAs based on six month's forecasts and subsequent quarterly IFRs will be used for documentation of expenditures and the request for subsequent advances. For Category 1, expenditures will be recognized upon the actual transfer of the funds for AR or WC from the NRPB to the PFIs and not upon the approval of the related AR and WC MSME package. For Category 2, expenditures will be recognized upon the payment of the receipt of the goods or related services. The minimum application size for Direct Payments and Reimbursements and overall disbursement arrangements will follow standard disbursement policies and procedures established in the Disbursement Guidelines for Investment Project Financing, dated February 2017, and in the Disbursement and Information Letter of the project.

4.2. Component 1 Flow of Funds:

- This section highlights the flow of funds for component 1 and the responsibilities of the PAO in coordination with FMO. The bookkeeping and internal accounting for the project will be done on a *Cash (Component 3)* and *Accrual* basis (Component 1). This section also outlines the journal

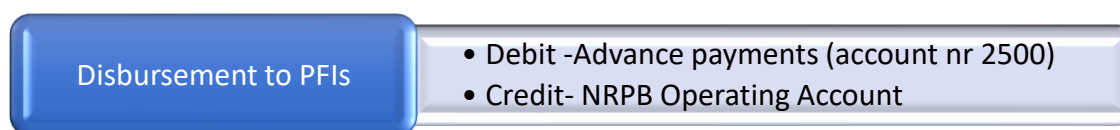
entries used for recording disbursements to MSMEs. The charts under this section exhibit the entries used from the initial payment to the PFI's from the project funds, then from the PFI's to the MSMEs, and ultimately the repayment of the loan portion by the MSMEs back to the project.



Disbursements to the PFI:

- Every week (when applicable), each PFI submits a reporting template that contains their funding request based on approved loans. A payment certificate is made by the PAO with the total disbursement request and sent through via the approval process. FMO receives this request and disburses accordingly. The disbursement to the PFI is recorded in QuickBooks under account Advance payments for each respective PFI.

Accounting Entry of Disbursements to PFIs¹⁶



The table below highlights exact booking for disbursements to PFIs:

Class	Type	Package	Account Name
Liability Accounts	Other Current Liability	Asset & Repair Sub-Grant (SG)	Advance Payment_PFI_SG
Liability Accounts	Other Current Liability	Asset & Repair Sub-Loan (SL)	Advance Payment_PFI_SL
Liability Accounts	Other Current Liability	Working Capital (WC)	Advance Payment_PFI_WC

Disbursements from the PFI to MEMSE:

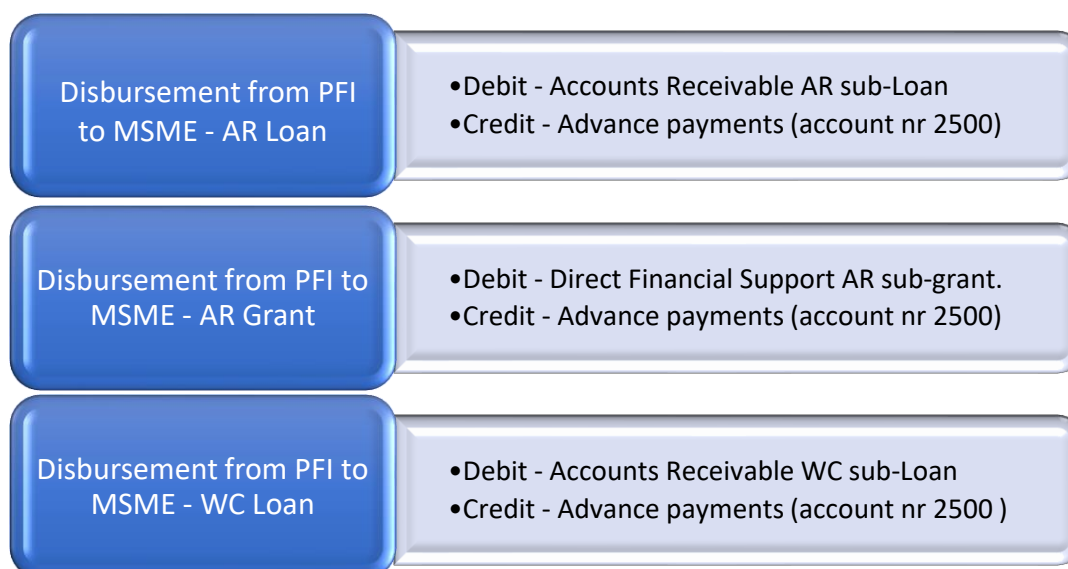
- On the 10th of every month, the PFI submits a loan activity report which reflects the status of existing loans already disbursed. This report confirms the amount disbursed from the PFI to the MSME. The PAO reviews this report and forwards the report to FMO. FMO reviews the report and records the advance payments to the expense account or accounts receivable account. The subgrants (SG) are recorded as expenses. The AR sub-loans and WC sub-loans are recorded as accounts receivables in Quickbooks.¹⁷ MSMEs are identified with the last 5 digits of their Crib

¹⁶ Refer to flow of funds component 1 chart on pg 17 for operating account references

¹⁷ Note: for World Bank reporting purposes, all disbursements to MSMEs are recorded as expenses. However, to ensure that repayments are monitored accurately, loan portions are booked in Quickbooks as receivables.

Number.

Accounting Entry of Disbursements from PFI to MSMEs



The table below highlights exact booking of Disbursement from PFI to MSMEs

Class	Type	Package	Account Name
Expense Accounts	Expense	Asset & Repair Sub-Grant (SG)	Direct Financial Support: Sub-Grants Assets & Repairs_PFI_MSME ¹⁸
Asset Accounts	Accounts Receivable	Asset & Repair Sub-Loan (SL)	Accounts Receivable_PFI_SL_MSME
Asset Accounts	Accounts Receivable	Working Capital (WC)	Accounts Receivable_PFI_WC_MSME

4.3. Repayments

- The repayments from MSME loans (AR and WC) will be transferred by the PFI to NRPB within 5 days of the end of each calendar quarter. The PFI will include a report to substantiate funds being reported/transferred.
- This transfer will include regularly scheduled principal payments from Sub-loans, the final payment for the losses on AR Sub-Loans and payment for 20% of the losses on WC Sub-loans.
- A report generated by the PFI will be submitted to substantiate transfer amounts. The reports will be reviewed and reconciled against monthly reports and internal database. The repayment amounts will be booked against the accounts receivable.
- Repayments from MSME loans will be deposited in an account held at a commercial bank and owned by the NRPB. It may be used for re-lending once the entire funds for the Enterprise Support Project have been disbursed.
- The PFI will also provide the NRPB with their own quarterly financial reports on disbursements to and reimbursement from MSMEs, recovery of doubtful and bad debts and reimbursement

¹⁸ Each MSME is identified by the last 5-digits of the crib number.

to NRPB. This report is due within 20 days after the end of the quarter and will be reviewed and reconciled against monthly reports and internal database.

- Revenue generated from repayments from MSMEs and sales of securities/collateral are recorded as follows:

Repayment to Project by MSMEs

- Debit - NRPB Reflow Account
- Credit- Account Receivable (AR Sub-Loan, or WC loan)

Recovery of Funds from Asset Sale (@ Break Even)

- Debit - NRPB Reflow Bank Account
- Credit- Account Receivable (AR Sub-Loan, or WC)

Recovery of Funds from Asset Sale (@ Loss)

- Debit- NRPB Reflow Bank Account
- Debit -Gain/Loss on Security
- Credit- Account Receivable (AR Sub-Loan, or WC)

Recovery of Funds from Asset Sale (@ gain)

- Debit- NRPB Reflow Bank Account
- Credit - Gain/Loss on Security
- Credit- Account Receivable (AR Sub-Loan, or WC)

Table below highlights exact booking of Repayments or Recovery from MSMEs

Class	Type	Description	Account Name
Equity	Income	Revenue from MSME repayments	Gain/Loss on Sale of Security ¹⁹

- For the project, non-performing sub-loans are defined as those loans which are 90 days past due. The reimbursement of non-performing loans will be due to the NRPB upon (i) the date which falls 270 days after the date of default or (ii) by June 30, 2028. Recoveries will be split in accordance with the individual package risk sharing profile.
- Receivables which are deemed no longer collectible will be booked as follows as a Gain/loss on security.

Class	Type	Account Name
Expense Account	Expense	Gain/Loss on Security: Sub Loans Assets & Repair_ PFI_MSME
Expense Account	Expense	Gain/Loss on Security: Sub Loans Working Capital_ PFI Debit _MSME

¹⁹ Gain/Loss on Security refers to the amount earned or lost on the sale of an asset that must be sold to recoup funds from non-performing loans. If the asset is sold for more than the balance due on the loan, then it is a gain. If it is sold for less than the balance due on the loan, then it is a loss.

Consolidated PFI Reporting Obligations

Report Name	Frequency	Due Date
Weekly Funding Request (when required)	Weekly	Weekly
Loan Activity Report	Monthly	10 th
Repayment Report	Quarterly	Within 5 days of quarter end
Quarterly Financial Report	Quarterly	Within 20 days after quarter end

4.4. Non-Compliance and repayments by MSME

Non-Compliance by MSMEs

When the NRPB conducts its purchase verifications and finds non-compliant cases for which beneficiaries didn't use the funds for the intended purpose, the NRPB is responsible for managing these non-compliant cases and their recoveries and will inform the World Bank of any non-compliant cases and their recoveries.

Steps after non-compliance has been identified:

- If the beneficiary fails to respond to the PAO's email inquiries or calls, ESP sends a letter via a bailiff or lawyer to inform the beneficiary that they have breached their beneficiary agreement.
- If the beneficiary cannot provide proof of purchases after having received notice of breach of beneficiary agreement a meeting is scheduled to investigate further and solve the matter outside of court between NRPB, the beneficiary and the PFI (if necessary) to reach a possible settlement agreement on reimbursement.
- If a settlement agreement cannot be reached the following step is to request the court to levy attachments on available assets.
- As a last resort and on a case-by-case basis, ESP will initiate summary proceedings or proceedings on the merits.

4.5. Repayment of ineligible expenditure

- In case of ineligible expenses, as identified by NRPB's auditor or the World Bank, the NRPB will take reasonable steps to recover these ineligible expenses. NRPB will inform the World Bank of any cases of ineligible/questioned expenditures and their recoveries. The World Bank has a defined internal procedure to assess and declare ineligible expenditures. As part of these internal procedures, NRPB will be consulted and given appropriate time to clarify/respond to the issues being questioned.
- After declaration is formally processed, common practice is that reimbursement will be requested from NRPB within 60 days. An extension of this time frame may be requested and granted at the Bank's discretion.
- The NRPB cannot reimburse ineligible expenses to the World Bank or to the Project accounts using funds from other projects or funds within the project.

4.6. Reflow of unused AR funds by MSME

- Any unused funds from Asset & Repair (AR) financing must be reimbursed to the NRPB (for the grant portion) and PFI (for the loan portion) based on the same grant/loan ratio approved in the respective credit and beneficiary agreements. Loan ratio as per in the Credit Agreement will be applied to the loan portion and grant ratio as per the Beneficiary Agreement will be reimbursed as part of the grant portion.²⁰ There may be administrative fees associated from the PFI with amending the credit agreement and license fees when transferring, these can be financed by the NRPB through the unused AR grant amount. These administrative fees already paid to the PFIs do not need to be reimbursed by the client. Unused funds may occur once the MSME has finalized purchasing approved items and these items were reduced in price or not available.



4.7. Reflow of AR Grant funds Refund by MSME

- If the NRPB determines that an amount of the AR grant/AR loan has been used in a manner inconsistent with the established agreements, the MSME will promptly refund the amount to NRPB. Based on this, refunds from the MSMEs will flow from MSME to Beneficiary reflow account (see flow of funds and disbursement section).

4.8. ESP Training Program Commitment fee

The ESP Training program is aimed to train a select group of entrepreneurs in the foundational skills needed to run a successful small business. Selected participants are required to pay a commitment fee²¹ of USD 50 prior to the commencement of the training. This fee will be processed as follows:

²⁰ The application of the loan and grant ratio is based on the package structure and may vary. Refer to section 2.3 in the POM

²¹ The commitment fee is charged to beneficiaries to ensure their commitment to attending the training. In addition, this fee increases the successful completion rate.

- The Operations Officer Assistant or the OO will contact the participants after registration to remit the USD 50 commitment fee deposit;
- Participants will be required to remit the deposit in cash;
- A registration of paid deposits will be kept by the Operations Officer Assistant or the OO, participants will be required to sign that the deposit was paid;
- The participants will receive a receipt indicating that the deposit was paid;
- After collection is complete, the Operations Officer Assistant or the OO will provide the cash and deposit registry to FM once received to store in the safe and keep a copy of the registry. FM will countersign that the specified amount was received.
- Once the training is completed and attendance is confirmed, the deposit will be refunded to the participant by the Operations Officer Assistant or the OO. The Participants will sign that the deposit was reimbursed by the ESP. If the participant doesn't complete the training, the funds will go towards the component 3 of the project.
- FM team will book the fees that were not refunded in Quickbooks under the training subcomponent. FM will deposit the cash received to the operating disbursement account category 2. For book keeping purposes FM will debit the operating account XXX3101 and credit training component 3.2.

5. Contract Provisions

5.1. Subsidiary Agreement (SA) between the NRPB and PFIs

Once the eligibility of the PFI has been confirmed by the NRPB, and the World Bank has given its no-objection to a PFI, a Subsidiary Agreement (SA) will be signed between the NRPB and the PFI. The SA will specify the mutual responsibilities, terms, and conditions of participation of the PFI in the project.

5.2. Beneficiary Agreement (BA) between NRPB and Beneficiary

The BA specifies the mutual responsibilities, terms, and conditions of eligible beneficiaries and the NRPB. The details of the terms and conditions can be found in the BA.

5.3. Settlement Agreement between NRPB and Beneficiary

The Settlement Agreement specifies the reimbursement terms and conditions of misspent funds. The details of the terms and conditions can be found in the Settlement Agreement.

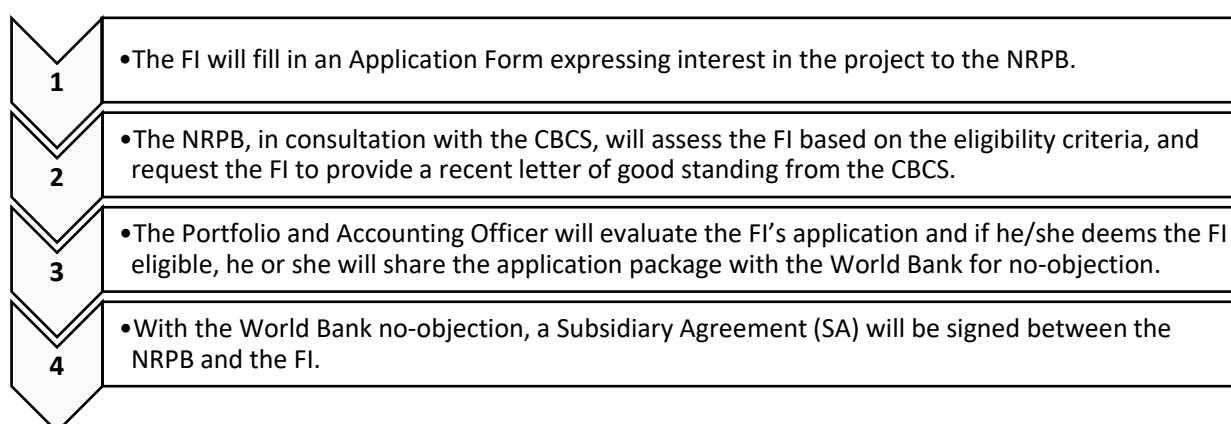
6. PFI Eligibility Criteria

Who can participate	<ul style="list-style-type: none"> Any Financial Institution (FI) that meets the eligibility criteria set out below can participate.
Eligibility criteria	<ul style="list-style-type: none"> Regulated and licensed to operate in Sint Maarten Have a proven track record of lending to businesses in Sint Maarten Have at least one branch or office operating in Sint Maarten Demonstrate full and continuous compliance with the technical and prudential standards applicable to their activities. Passes the financial due diligence that is based on profitability, capital adequacy, asset quality, prudential compliance, corporate governance, and risk management
Application process for future FIs	<ul style="list-style-type: none"> The FI must fill in an application expressing interest to the NRPB and attach a letter of good standing of the CBCS. The NRPB will assess the FI application based on the eligibility criteria. If the NRPB, in consultation with the CBCS, confirms that the FI meets the criteria, it will share the application package with the World Bank for a determination of no-objection. A SA will be signed between the NRPB and the FI

6.1. Eligibility and Selection

- The NRPB, in consultation with the CBCS, will be responsible for certifying new FIs that wish to participate in the project.
- The requirements for Financial Institutions (FIs) to participate in the project are:
 - Be a financial intermediary accepted by the NRPB and the CBCS;
 - Have expressed interest in participation in the facility; and
 - Meet the eligibility criteria set out in the table above.

Application Process for PFIs



6.2. On-going Verification

- Each year, the PAO and the PM, supported by the CBCS, will review all the PFIs. They will jointly determine whether the PFI is complying with the obligations set out in the Subsidiary Agreement as signed by the NRPB and the PFI.

6.3. Suspension and Exits for PFIs

The right of the PFI to use the proceeds may be:

- a. Suspended, in whole or in part, by the NRPB immediately upon written notice to the PFI that an Event of Default of the Subsidiary Agreement has occurred; or
- b. Terminated, in whole or in part, by the NRPB if the Event occurred is of such nature which could not be stopped or reversed, and immediately upon written notice to the PFI if such right shall have been suspended pursuant to sub-paragraph (a).
- c. For so long as a suspension in accordance with sub-paragraph (a) above is continuing, no further disbursements by the NRPB to the PFI shall be made.
- Upon any termination set out in sub-paragraph (b) above, the NRPB may, upon notice to the PFI:
 - a. cancel amounts available to be disbursed to the PFI in accordance with the SA; and
 - b. exercise its right to declare that all amounts of the Sub-Financing then withdrawn by it, be due and payable within 120 days;
 - c. exercise its right to declare that any costs and fees associated with the recovery of the amounts of the Sub-Financing then withdrawn have to be paid by the PFI to the NRPB within 120 days;
 - d. An “Event of Default” under the SA will be deemed to have occurred if:
 - e. the PFI does not pay on the due date any amount payable to the NRPB pursuant to this Agreement at the place and in the currency in which it is expressed to be payable;
 - f. the PFI does not comply with any provision of the SA;
 - g. any representation or statement made or deemed to be made by the PFI in this Agreement is or proves to have been incorrect or misleading in any material respect when made or deemed to be made;
 - h. the Beneficiary Enterprise does not comply with any provision of the Beneficiary Agreement;
 - i. the PFI:
 - i. is unable or admits inability to pay its debts as they fall due;
 - ii. suspends making payments on any of its debts; or
 - iii. by reason of actual or anticipated financial difficulties, commences negotiations with one or more of its creditors with a view to rescheduling any of its indebtedness;
 - j. a moratorium is declared in respect of any indebtedness of the PFI;
 - k. any insolvency or corporate, legal or other procedure is taken in respect of the PFI which amounts to a suspension of payments, a moratorium of any indebtedness, winding-up, dissolution, administration or reorganization by way of voluntary arrangement, scheme of arrangement or otherwise) of the PFI;
 - l. any expropriation, attachment, sequestration, distress, or execution affects any asset or assets of the PFI; or
 - m. if any proceeds are determined by the NRPB to have been used to finance Excluded Activities, constitute Ineligible Expenditures and/or otherwise in breach of any term of WB’s “Anti-Corruption Guidelines”²²

²² Link to the Anti-Corruption Guidelines: Link to the Guidelines:
[https://policies.worldbank.org/sites/ppf3/PPFDocuments/40394039anti-corruption%20guidelines%20\(as%20revised%20as%20of%20july%201,%202016\).pdf](https://policies.worldbank.org/sites/ppf3/PPFDocuments/40394039anti-corruption%20guidelines%20(as%20revised%20as%20of%20july%201,%202016).pdf)

7. Procurement for MSMEs (AR)

The Goods and Consultancy services contracts may be procured through acceptable Commercial Practices defined below:

Organizational arrangements of the MSMEs to conduct procurement shall take into consideration the need for economy, efficiency and transparency of the various procurement activities defined in the MSME application, their timing and quality of the procured goods and consultancy services. Procurement guidelines can be found in annex 1 and 2.

For contracts estimated to cost below US\$2,500, the PAO will verify the proof of purchase through a review of invoices and contracts and conducting on-site verifications on a sample basis.

For procurement of goods and services estimated to cost US\$2,500 or more, the MSMEs will be required to provide 3 (three) relevant quotations from different suppliers and a detailed specification of the proposed purchase for review and approval. If three viable, competitive quotations from different suppliers cannot be obtained, a justification should be provided to the NRPB. Justification will be assessed by the NRPB, and where needed guidance of the World Bank will be requested.

Contracts may also be placed based on direct/single source in cases where benefit of competition has been considered and rejected for sound reasons. Direct/single source selection may be considered with proper justification notes in file.

In principle, selection of suppliers/firms/individuals will be based on consideration of price, quality, reliability and performance and the contract award shall be made to the lowest responsive and qualified bidder. If award is made not to lowest responsive bidder, a justification shall be provided. Beneficiaries shall not award contracts to their parent or affiliate companies unless there is an established arm's length arrangement.

Assets and Repairs procured prior to the NRPB approval of the beneficiaries' AR package will not be considered for financing and should not be listed on the supplemental form.

All procurement complaints received will be forwarded to the World Bank for review and comments and/or action as appropriate. All contract information and project-related facilities shall be available to World Bank's staff and auditors for their review.

7.1. Guidelines for procuring goods/works under AR.

The Beneficiary shall adhere to assets, repairs and works under the signed and approved Supplemental Application Form. If the Beneficiary would at any time wish to purchase other Assets and Repairs than initially approved in the Supplemental Application Form or deviate from approved vendor/supplier, the Beneficiary is required to do so after having received NRPB's prior written approval. This deviation is allowed but is limited to (a) when original assets are no longer available or (b) there is a drastic price increase. The beneficiary is encouraged to communicate with NRPB on any potential deviations.

Procured assets shall be used for their intended purpose and shall not be used or leased for non-business or personal use.

Beneficiaries are advised to commence procuring items within 2 months of receiving funds from respective PFI. The PFI will pay large ticket items or invoices of at least those \geq \$20,000 directly to vendors or suppliers, where possible.

Material Assets shall not be sold until three years after the date of original purchase of the asset by the Beneficiary or June 30, 2028, whichever date comes last.

7.2. Guideline for procurement of used/second-hand goods.

.Financing of used goods is only possible if the following conditions are met:

- The cost for the new item is above USD 20,000;
- Equipment/vehicles/vessels/machinery have a 50% or more of their useful life left;
- Comparison of new vs used goods are submitted and show good value and condition for used assets;
- New vs used comparison is submitted and proves the purchase of the used good is appropriate. If not, a justification is required regarding why this cannot be obtained otherwise.
- Either
 - a guarantee is provided from the seller for at least 10% of its useful life (Guarantee can be financed), or
 - A quality certificate (e.g., verified 50+ point inspection list) or mechanic report from a certified mechanic or appropriate entity must be provided. *E.g., for cars and trucks at least these following eight categories of areas should be inspected.*

- i. *Engine Compartment: engine, transmission, drivetrain, fluid levels, leak checks, suspension*
- ii. *Brakes: rotors, tires, ABS*
- iii. *Electrical: battery, lights, door locks, window motors*
- iv. *Exterior: body condition, scratches, dents, rust*
- v. *Interior: upholstery, carpet*
- vi. *Safety: airbags, seatbelts*
- vii. *History: ownership papers, maintenance, accidents, or water/flood damage, recalls*
- viii. *Road Test: alignment, abnormal sounds or smells, engine, and transmission performance*

- Hereunder the expected useful life of commonly used assets;

Heavy equipment

- Mack 10 Trucks & similar 20 years
- Forklifts & similar 20 years

Commercial vehicles

- Hyundai HD Trucks & similar 10 years
- Busses & similar 8 years
- Car Rental & similar 5 years
- Food truck / trailer 10 years
- Boats mid-size to large 40 years

Specialized equipment

- Professional Kitchen Equipment 10 years
- Land survey equipment 20 years

Exceptions or additional conditions may apply on a case-by-case basis.

7.3. Guideline for procurement of vehicles

ESP has an internal guide for the purchase of passenger vehicles that contain thresholds and other conditions that must be met by MSMEs to be eligible for financing of vehicles. Luxury vehicles, which are defined in the guide, are excluded from being financed under the project.

Regular vehicles exceeding US\$30,000 will not be financed. The procurement guidelines are required to be followed and the project will not finance the first US\$30,000 (or chosen maximum value) of a luxury vehicle.

The business plan or cashflow projection of each request for financing of vehicle(s) should outline how this investment will help generate additional revenues in the future. The business plan should support the make and type of vehicle being requested. Exemptions to the guide may be applied based on the sector in which a business operates. These include but are not limited to sectors such as the transportation and logistics industry and its sub-sectors.

7.4. Other Luxury Goods

Luxury watercrafts will not be financed. This guide will also be used to assess requests for watercrafts/boats/vessels. Aircraft will not be financed under the ESP, with exception to small drones for detailed business purposes.

IBRD's Guidelines and Standard Documents:

The IBRD's Procurement and Consultant Guidelines, Standard Procurement Documents are available at www.worldbank.org/procurement and the List of Debarred Firms is available at www.worldbank.org/debarr. The NRPB staff are obliged to refer to the World Bank's "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, dated January 2011" (Anti-Corruption Guidelines) as well as the Procurement and Consultant Guidelines. Although this project is not financed by the IBRD, these guidelines will be used.

7.5. Any contracts with suppliers and consultants shall include World Bank's standard clauses on Fraud and Corruption and the standard Audit clause. Checks on Procured Items

The PAO will coordinate the ex-post check on procured items by MSMEs on sample basis. The OO verifies the procurement ex-ante. For more information, see the "Team Roles of NRPB" section.

The sample size will be based on a 95% confidence level and a 5% margin of error. The exact sample size will be determined by the total amount of approved applications.

The sample size will be determined based on risk and criteria outlined below:

1. Startups/New MSMEs: 50% of the sample will consist of new MSMEs.
2. Existing MSMEs and Sectors: The remaining 50% of the sample will consist of existing/larger MSMEs and other specific sectors.

The procurement checks will be recorded by the PAO in an internal purchase verification report.

The procurement checks will verify if the beneficiary has procured the items in accordance with their business plan and supplemental form.

Purchase Verification Report

The procurement checks will be recorded by the PAO in an internal purchase verification report. A purchase verification report should also be available on a quarterly basis summarizing the results of the verifications (e.g. total applications reviewed, date completed, applications in progress and non-compliant application).

8. Monitoring and Evaluation (M&E)

- The M&E activities will be financed under Component 3. The NRPB will provide, on a semiannual basis, through project progress reports, results of its M&E activities to the World Bank.
- The responsibilities for the M&E are detailed in the following sub-sections.

8.1. M&E by the NRPB

- The NRPB will be responsible for monitoring and evaluating progress towards achieving the Project Development Objective (PDO). The NRPB will also be responsible for monitoring and evaluating the PDO-level and intermediate results indicators for the project.
- The average amount per MSME will be monitored at a PFI level, both the average per PFI and the dispersion between the different types of MSMEs (new, micro & existing/larger). The monitoring framework will also track the percentage of packages that are below US\$25,000. The project target is to support financing towards at least 315 MSMEs by June 2028.
- The NRPB will be responsible for tracking all the results in the Results Framework and will leverage the loan and grant ledger²³ to complement any further information that may be required at the loan and grant package level.
- In addition, the project will include a Citizen Engagement survey to obtain feedback from beneficiaries of the project.
- The NRPB will be responsible for FM given the project's interaction with PFIs (for Component 1), the need for regular tracking of disbursements to PFIs and the monitoring of reflows. This FM function will, by definition, incorporate reporting.
- The NRPB will commission the project's audit, that will be financed from Component 3 budget or the NRPB's operational budget.
- For component 1, the NRPB will keep a ledger of all loans and grants by PFI and update the financial performance of the loans on a quarterly basis. This ledger will form the basis of the PDO-level indicators that will be tracked.
- The NRPB will complete the Interim Financial Reports (IFRs) for all components. For Component 3, the NRPB will also perform the FM responsibilities, and these will be included in the IFRs.

8.2. Database reporting

Recording and reporting will be done by the PAO and OOs. The recording by the PAO will be done in a database²⁴ that is initially populated by the OO.). This will include all approved loans with details from the application form as well as loan approval information which includes the value (of AR and WC), the interest rate as well as the tenor. This will be populated by the OO and the PAO will monitor this.²⁵

The PFI exposure and entire project portfolio will be tracked in the project database.

²³ The loan and grant ledger will be built using the data from the application forms.

²⁴ Knack software used as database- customized for ESP purposes.

²⁵ PM, PAO, M&E specialist have editing rights. Jr/OO's also have limited editing rights up until approvals (not after approvals). NRPB Management, FM and E&S have viewing rights.

ESP Project database is reconciled on a monthly basis (45 days after the end of the month), based on the following criterion.

- Number of packages issued (per PFI)
- Total Value of Packages issued per PFI.
- Repayment total per MSME, and remaining balance per MSME.²⁶

Reconciliation is done between the Project populated database and the FM Financial record management software Quickbooks. The process is as follows:

- FM records ESP payments and repayments on weekly and monthly basis respectively in Quickbooks. This is done primarily based on bank statements and monthly loan status reports.
- The funding and loan status of each application is updated in the database based on approved payment certificates including the funding request and the monthly loan status report from the various PFIs.
- At the end of the specified period, the FM department logs into the ESP database to compare Quickbooks data with the ESP database – specifically repayment²⁷ and balances per MSME, and total value of packages per PFI. Any discrepancies are addressed accordingly.

8.3. Conditions on PFI Reporting

- PFIs will submit Disbursement Report to the NRPB monthly for disbursement purposes.
- PFIs will report to the NRPB on a quarterly basis for repayment of MSME loans. Repayments from MSME loans will be transferred by PFIs to a separate account owned by the NRPB at a commercial bank on a quarterly basis. The PFIs will receive the monthly repayment from the recipient MSMEs and transfer the principal portion to this account within 5 days of the end of each quarter.
- PFIs will have to report all the package applications they receive, whether they are approved or denied.

8.4. Consolidated Reporting Requirements

(A) Monthly

(1) *Monthly reporting from PFI to NRPB*

Each week, the lender shall submit a report to the NRPB with a list of loans that will be funded in that week. The name, address and NRPB issued tracking number must be included in the report. Such report is based on an Excel spreadsheet prepared by NRPB (see Annex 2), including data on each package such as: MSME ID, MSME Name, amount for AR, amount for WC, interest rate, and loan maturity.

Subsequently on the 10th day of each month (or the next business day), the PFI will submit to the NRPB a report with the details of the status of each loan that has been funded (see Annex in 2).

²⁶ This feature is currently under development and not in place yet in the database at the time of POM V6

²⁷ Idem

(B) Quarterly**(1) Quarterly IFR reporting**

The Project will produce quarterly consolidated unaudited IFRs. The quarterly consolidated IFRs will be submitted by the NRPB to the Bank within 45 days after the end of concerned quarter. The IFR should be submitted (i.e., emailed) to the Bank's TTL copying the Bank's FM and Disbursement Officer(s).

(2) Quarterly M&E reporting

Monitoring & Evaluation Plan: PDO Indicators and Intermediate Result Indicators				
Quarterly Frequency				
Indicator Name	Definition/Description	Indicator	Datasource	Methodology for Data Collection
Cumulative number of MSMEs receiving packages for assets, repairs or working capital	This is the total number of MSMEs that receive packages. It will be measured based on disbursements to PFI. If a respective MSME has more than one application, then it will not be double counted.	Project Development Objective (PDO). From the IFRs.	Ledger of MSME packages.	This will be the running sum of unique MSMEs. The MSME ID from the Chamber of Commerce will be used as the unique field.
Volume of grants and loans supported through the project over its lifetime	This indicator is the cumulative volume of grants and loans supported through the project for MSMEs. It will be calculated by summing the quarterly disbursements to the PFI.	PDO. From the IFRs.	Ledger of MSME packages.	Using the disbursement data for payments to PFIs.
Cumulative number of packages supported through the project	This is the total number of approved packages per MSME.	Intermediate Result Indicator (IR).	Ledger of MSME packages & database. Collected by the NRPB.	NRPB to sum the number of applications with signed CA/BA and set to approved.

(C) Semi-Annual

Semi-Annual Frequency				
Monitoring & Evaluation Plan: PDO Indicators and Intermediate Result Indicators				
Indicator Name	Definition/Description	Indicator	Datasource	Methodology for Data Collection
Cumulative number of women owned or managed MSMEs receiving packages for	This seeks to measure the outcome for women owned or managed MSME access to the project. The submitted documents by MSME will capture whether MSME is women owned or managed.	PDO. Collected by the NRPB.	Application forms and documents for project.	NRPB receives application documents from the clients.

assets, repairs or working capital				
Volume of grants and loans supported through the project to women owned or managed MSMEs over its lifetime	This seeks to measure the outcome for women owned or managed MSME access to the project. The submitted documents by MSME will capture whether MSME is women owned or managed.	PDO. Collected by the NRPB.	Application forms and documents for project.	NRPB receives application documents from the clients.
Cumulative number of MSMEs that are new and are receiving packages	This tracks the number of businesses with a package that was not in operation, providing services or goods in the relevant business sector 24 months before each application (New MSME definition). If a respective business has more than one application as a new MSME, then it will not be double counted.	Intermediate Result Indicator (IR). Collected by the NRPB.	Application forms and documents for project.	NRPB receives application documents from the clients.
Cumulative number of MSMEs that are new for participating lenders	This seeks to measure the outcome for increased access to finance (A2F). The credit report of the PFI will indicate whether has had a loan with the PFI before. This indicator will also disaggregate by PFI.	Intermediate Result Indicator (IR). Collected by the NRPB.	PFI credit report .	NRPB receive the credit report of the PFI.
Percentage of loan packages that are less than US\$25,000	This seeks to track the percentage of packages being issued to the micro segment as defined by package size to ensure that the facility is including micro enterprises. The approved CA will have the final breakdown and the NRPB will need to capture these percentages.	IR. Collected by the NRPB.	Project ledger or database.	NRPB will receive copies of all CA forms from PFIs.

(D) Annual

(1) Annual M&E reporting

Annual Frequency				
Monitoring & Evaluation Plan: PDO Indicators and Intermediate Result Indicators				
Indicator Name	Definition/Description	Indicator	Datasource	Methodology for Data Collection
Percentage of beneficiaries that feel project activities reflected their needs	A survey will measure the satisfaction of the project's final beneficiaries regarding the activities implemented under the project. During Midterm Review and every year after that, the NRPB will organize an annual survey & workshops targeting different project stakeholders or beneficiaries. To measure the level of	IR.	Survey and field visits.	Survey and outcomes of field visits.

	satisfaction amongst the beneficiaries, the NRPB will design a survey with different questionnaires with the support of the WB team. Field visits and interviews will also be considered.			
Jobs supported and created through the project	This measures the number of jobs supported or created, where jobs can be defined in ways that include full time, part time, seasonal jobs and, contractual jobs. Only direct jobs will be counted. Direct jobs supported or created are counted by the MSME that have received support from an ESP intervention between the beginning and end of a reporting period.	PDO	Survey and field visits	Survey and outcomes of field visits.
Percentage of MSME packages that are non-performing	This is defined as the total number of outstanding packages that have their loan portions non-performing. Non-performance is defined as 90 days overdue.	IR.	This will be measured from the ledger of MSME packages and their repayments.	The data will come from the database that will track loan and repayment profiles.
Cumulative Number of enterprises trained in business fundamentals	This will measure the number of enterprises trained in business fundamentals.	IR.	NRPB training session logs.	NRPB training session logs.

(2) *Annual ESMF reporting*

The MSME shall submit to the NRPB, as soon as available, but in any event within 45 days after the end of the calendar year, an annual report on environmental and worker health and safety matters relating to the project and its operations, for further details see Annex 4.

(3) *Annual Grievance reporting*

NRPB will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting and analysis in an aggregated and anonymous form. Those records are kept for a maximum duration in accordance with the law.

NRPB will keep comprehensive records about:

1. How the complaint was managed;
2. The outcome/s of the complaint including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations, and
3. Any outstanding actions that need to be followed up.

The NRPB will report on:

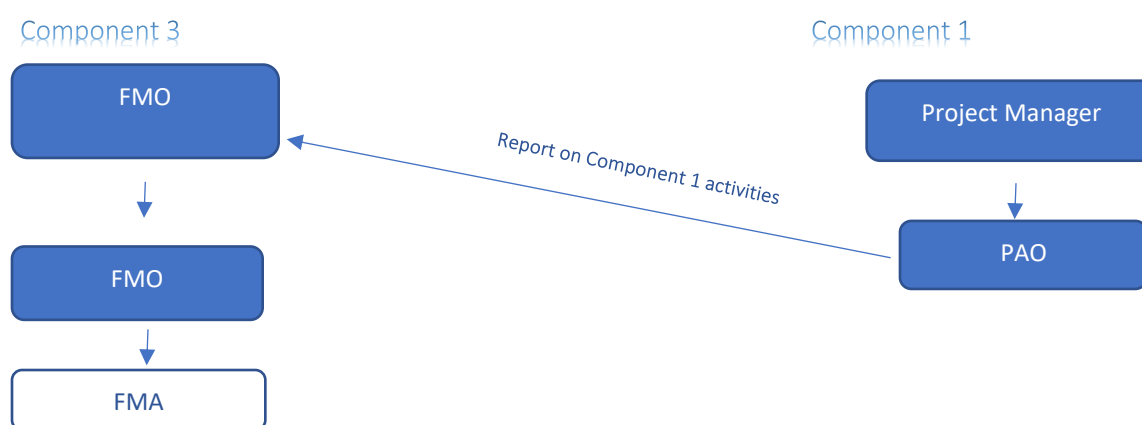
1. The number of complaints received;
2. The outcome of complaints, including matters resolved at the frontline;
3. Issues arising from complaints;
4. Systemic issues identified, and
5. The number of requests received for internal and/or external review of complaint handling.

9. Financial Management

A separate Financial Management Manual exists for the NRPB. This chapter provides additional information for the purpose of the Enterprise Support Project.

9.1 Staffing

- The financial management and accounting functions of the project are the responsibility of the NRPB's FM Department with the support of the Portfolio and Accounting Officer (PAO) for the ESP.
- The FM Department consists of Head of FM, the FMO and two FMAs. The FMAs and FMO report to the Head of FM. The FMA records all entries in QB and the FMO reviews. The Head of FM works closely with the PAO in preparing and submitting the IFR on a timely basis.
- Under the general guidance of and reporting to Financial Management Officer, the PAO will carry out the day-to-day financial management functions. The CBCS will support the PAO when needed.
- She/he will ensure that a proper financial management system is in place, with appropriate internal controls, records, and books of accounts; that these are reliable, timely, and in accordance with generally acceptable accounting principles; and that financial and other reports as needed are maintained and prepared on a timely basis, communicated to the appropriate users, and properly filed at the NRPB. The World Bank's Financial Management Specialist will provide support, and hands-on training on the World Bank's policies and guidelines to the Portfolio and Accounting Officer, as needed.



Budgeting

9.1. Budgeting

- The PAO, under the supervision of NRPB's Financial Management Officer, will prepare a project budget covering the entire implementation period. Furthermore, annual budgets including a detailed disbursement plan per quarter will be prepared and submitted to the Bank for Non-Objection before the beginning of each period by the PAO. The budget and the disbursement plan will be developed based on the initial procurement plan, implementation schedule and estimated payments cycles, and revised on quarterly basis.

- The Project Manager will review and provide initial approval to the budget or make changes as he/she determines are appropriate. This budget will be periodically reviewed and updated, as needed, to reflect the progress of implementation.
- The budget should be broken down by project component and disbursement category.
- Quarterly variance analysis (comparing actual expenditures versus budgeted expenditures) should be prepared, and all variances of 15% or more between budgeted and actual amounts should be flagged and explained.
-

9.2. Accounting

The accounting method will be on a *Cash* (Comp 3) and *Accrual* (Comp 1) basis. NRPB performs the necessary reconciliations to report to the Bank using cash basis. For Component 1, expenditures are recognized upon the actual transfer of the funds for AR or WC from the NRPB to the PFIs and not upon the approval of the related AR and WC MSME package. For Component 3, expenditures are recognized upon the payment of the receipt of the goods or related services. **As there are no fixed assets on the balance sheet or inventory there will be no need to adopt valuation conventions or inventory management choices (FIFO or LIFO).** Further, as there are no assets there is no depreciation either.

9.3. Accounting Procedures

- Each transaction must have the approval of the Project Manager, the Program Manager and the Director of the NRPB. The PAO with the support of the FM department will be responsible for providing a complete explanation of any expense. The project transactions will be accounted for using an off-the-shelf accounting software, QuickBooks, already in use at NRPB.

9.4. Accounting System

- The accounting system for this project is the Intuit QuickBooks Enterprise Solutions 19.0 (Multi-user) software to maintain the project accounts. The project accounting system will be maintained by the FM department with the support of the Portfolio and Accounting Officer, who will only have viewing rights.
 - The chart of accounts will be designated by projects components, sub-components, activities and disbursement categories.

9.5. Internal Control

- The internal controls are designed to prevent or detect errors or irregularities, which would have an impact on the financial statements. The accounting system could be complemented by excel spreadsheets, if needed.
- Control activity will include (but is not limited to):
 - 1) segregation of duties;
 - 2) review authorization of transactions;
 - 3) retention of records; and
 - 4) supervision and monitoring of operations.

The following general guidelines should be adhered to:

- 1) All payments must be supported by documents such as invoices, receipts and contracts.
- 2) All payments must always be made by bank or wire transfer unless there is a necessity to pay by cheque/cash.
- 3) All payment documents (invoices, contracts, engagement etc.) will be prepared by PAO and signed by respective staff prior to payments being made. The payment certificate indicates invoice #, amount, grant #, category etc.

When a payment is made to any firm, including disbursements to PFIs, an official online payment receipt should be obtained.

9.6. Automated system and the embedded controls

To ensure the integrity of Project Accounting and Financial Management System, NRPB shall establish proper internal check and internal control mechanism. It includes establishment of procedures and systems for ensuring standard internal control such as checking of expenditures, appropriate documentation, levels of authorization, periodic bank reconciliation and physical verification. NRPB will develop a system to ensure that expenditures are incurred with due regard to effectiveness and efficiency. For this purpose, the PAO will check the accuracy of records/documents provided by the technical project managers.

9.7. Separation of Functional Responsibilities

A person should not have complete control of a transaction from beginning to end. There should be a clear understanding as to who will approve, what is to be approved and the limitations of authorization. The approving officers should not have responsibility for posting or the ability to change accounting records.

Assignment of Responsibility for Every Function: Employee responsibilities should be clearly defined to avoid overlapping or unassigned areas of responsibility (e.g., an organization chart should be prepared). Staff must know their responsibilities and whom they report to.

9.8. Review and Approval

The PAO will be managing the component 1 database, disbursement and reflows. For the disbursements, a payment certificate is submitted and approved by the Project Manager, Deputy Director and Director.

9.9. Filing System/ documentation archiving

NRPB shall ensure that all records (contracts, orders, invoices, bills, receipts and other documents) evidencing the expenditure are retained until at least five years after the Bank has received the audit report for, or covering, the fiscal year in which the last withdrawal from the grant account was made. The documents will be stored digitally in a secure online environment.

9.10. Maintenance of Cash book, General Ledger and Other Registers

NRPB will maintain a Cash Book for the Project. All receipts and payments will be posted in the Cash Book on a regular basis. The entries will mention the date, project category, account name, the account code, the cash transfer number, and a short description of the transaction. The Cash Book will be reviewed, summarized, closed, and signed on the last working day of the month by the FMO. The monthly closing balance will have details of balances available in the Bank.

The FMO will maintain a General Ledger. The entries will mention the date, project category, account name, the account code, the bank transfer number, and a short description of the transaction.

At the end of the month, an overview will be prepared showing monthly totals of payment under each account and category. The FMO will also maintain and record details of all bank transfers made.

A monthly Trial Balance based on the General Ledger and Cash Book will be prepared. Since the project will be using QuickBooks, the Trial Balance and General Ledger will be self-generated by QuickBooks. Bank Reconciliation Statements.

- Monthly bank reconciliations must be prepared on all bank accounts and signed by the FMO. The FMA will prepare the monthly bank reconciliations, the PAO will be reviewing them and cannot be the one signing.
- The reconciliation statement for the Designated Accounts must also be submitted to the World Bank, together with a copy of the bank statement, when submitting a withdrawal application for replenishment of the Designated Accounts.

9.11. Financial Reporting and External Audits

The PAO in cooperation with the FMO will be responsible for Interim financial reporting and annual financial statements as described in Schedule 2 Section II. B of the Grant Agreement. The format of the financial statement is annexed to the DFIL.

- **Unaudited Interim Financial Reports (IFRs)** are required quarterly and should be submitted to the World Bank within 45 days of each calendar quarter, following the format detailed in the Disbursement and Financial Information Letter. The Portfolio and Accounting Officer is responsible for compiling the financial section of the report.
- **Audited Financial Statements:** Annual external audits of the Project Financial Statements are required. The audit will be performed by acceptable auditors to the Bank and conducted according to Terms of Reference acceptable to the Bank. The audit report will include the required financial statements (i.e. Sources and Uses of Funds, Statement of Expenditures (SOE), and the Designated Account), as agreed with the WB as well as supporting schedules providing sufficient information on the project. The amounts in these financial statements would be required to be reconciled with the amounts in Bank's disbursement records (Client Connection). The management letter will also be an integral part of the audited financial statements.

All records evidencing expenditures under the Project are retained in accordance with the Standard Conditions for Grant Financing Made by the Bank Out of Trust Funds Bank Policy. For all contracts requiring the World Bank's prior review, full documentation will accompany "no-objection" requests. Detailed documentation will be retained by the NRPB for inspection during supervision missions and for audit by external auditors acceptable to the World Bank.

10. Grievance Redress Mechanism

- A grievance redress mechanism (GRM) is a set of arrangements, as outlined in the NRPB's GRM, that enable resident communities, employees, and other affected stakeholders to raise grievances with the project and seek redress when they perceive a negative impact arising from the project's activities.
- It is a key way to mitigate, manage, and resolve potential or realized negative impacts, as well as fulfill obligations under international human rights law and contribute to positive relations with communities and employees.
- A GRM is an important tool that enables Project Implementation Units (PIUs) to learn about and resolve concerns before they escalate. GRMs should permit a peaceful and timely resolution of problems, assuring stakeholders that their concerns have been heard and that the institutionalized mechanism will yield a fair and impartial outcome.

10.1. Project Grievance Procedures and Communication

- The project's GRM is integrated in the NRPB's GRM procedure.
- Information may be made available to all stakeholders as part of the overall community engagement strategy and may include community announcements such as through posters or on local radio. The NRPB needs to ensure that procedures are clear and understandable to the entire range of stakeholders.
- The NRPB will partner with PFIs to ensure a timely response to complaints where they occur.
- Reported issues should include: a name, date, and contact information, with a detailed description of the case.

10.2. Project Grievance Redress Mechanism

Any person or entity who believes their rights have been adversely affected by the Enterprise Support Project may report such grievance to the NRPB through the NRPB's complaint procedure:

<https://nrpbxm.org/complaints-procedure/>

10.3. World Bank Corporate Grievance Redress Mechanism

- Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to the WB's Grievance Redress Service (GRS).²⁸ The GRS ensures that complaints received are promptly reviewed to address project-related concerns.
- Alternatively, they may submit their complaint to the [World Bank's Independent Inspection Panel](#) which determines whether harm occurred, or could occur, as a result of World Bank non-compliance with its policies and procedures.
- World Bank INT online form: <https://wbqcmsprod.microsoftcrmporals.com/en-US/anonymous-users/int-fraud-management/create-new-complaint/>
- Credit decisions made by PFIs are not subject to the grievance procedure.

²⁸ Complaints must be in writing and addressed to the GRS. They can be sent by the following methods: i) online through the GRS website at www.worldbank.org/grs; ii) by email at grievances@worldbank.org; iii) by letter or by hand delivery to any World Bank Country Office; iv) by letter to the World Bank Headquarters in Washington at The World Bank Grievance Redress Service (GRS) MSN MC 10-1018 1818 H St NW Washington DC 20433, USA.

11. Environmental and Social Management Framework

Project activities will be screened for potential environmental and social (E&S) risks and impacts according to the processes and procedures indicated in the Project's Environmental and Social Management Framework (ESMF), as included in Annex 3.

The ESMF describes the potential environmental and social impacts and the potential environmental, social and health and safety (ESHS) risks associated with the project and its components. The ESMF sets out the responsibilities of the NRPB, the requirements for PFIs and MSMEs to manage E&S risks, the processes and procedures for stakeholder engagement and grievance redress during project implementation. The NRPB will use screening and management protocols to reduce ESHS risk. The application procedures will follow a set of steps which are designed to ensure that environmental considerations are taken into account. The ESMF can be revised during project implementation to adjust to project needs and subject to clearance from the World Bank. The Supplemental Form, as in Annex 1, includes the list of excluded activities and the E&S questionnaire.

12. Communication Strategy

The objective of the communication strategy is to foster and maintain a favorable acceptance of the ESP project by all stakeholders and to ensure that information about the project is easily accessible. Secondly, to ensure all MSMEs on Sint Maarten, are aware of the project and know where they can apply and receive more information. The main communication is through the ESP webpage which holds all information about the project and requirements for applying to the project. Social media is also used to communicate targeted messages. Billboards, radio commercials, radio interviews, news paper adverts and several virtual and physical stakeholder's information session have all been used and continue to be used. In 2021 animated videos were used to inform MSME's about the project and requirements. The Primary stakeholders are the MSMEs and PFIs and other stakeholders are the government and strategic partners and the public of Sint Maarten.

13. ANNEX 1 – Supplemental Application Form

ENVIRONMENTAL AND SOCIAL SAFEGUARDS AND PROCUREMENT

This form is required by the NRPB to pre-screen your application.

Basic information about your business

Your name	First name, Last name
Business name	Click or tap here to enter text.
CRIB number	Click or tap here to enter text.
Chamber of Commerce number	Click or tap here to enter text.
Telephone number	Click or tap here to enter text.
Email address	Click or tap here to enter text.
Address, City/District	Street, number, District / City
Excluded Businesses: Does your business fall within the following categories?	
Businesses of current sitting Ministers, Members of Parliament, Secretary General (acting) or spouses thereof	Choose an item.

Environmental and Social screening

13.1. Excluded Activities:

Guidance: *If intended activities fall within the categories below, your business will not be eligible for the Enterprise Support Project.*

Does your intended activity fall within the following categories?	YES/ NO/ Not applicable	Comments
Land purchase, and/or water rights acquisition	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Load bearing construction works	Choose an item.	Insert any comments, especially if 'Yes' or 'Not Applicable' was selected.
Activities that affect water bodies in disputed areas	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Production or trade of weapons and munitions	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Adult entertainment	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Production or trade of strong alcoholic beverages (excluding beer, and bars and restaurants)	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Production or trade of tobacco	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Gambling, casinos activities, and equivalent activities.	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.

Trade in wildlife or wildlife products regulated under Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Does your intended activity fall within the following categories?	YES/ NO/ Not applicable	Comments
Purchasing/selling radioactive materials or unbounded asbestos fibers	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that involve the purchase, use or selling of Persistent organic pollutants (POPs), Polychlorinated biphenyl compounds (PCBs, a class of synthetic organic chemicals), Pesticides/herbicides subject to international phaseouts or bans; Ozone depleting substances subject to international phaseout	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that lead to loss of peoples' livelihood permanently or temporarily	Choose an item.	Insert any comments, especially if 'Yes' or 'Not Applicable' was selected.
Purchasing, use or selling Pharmaceuticals subject to international phaseouts or bans	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Commercial logging operations or the purchase of logging equipment for use in primary tropical forest	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Drift net fishing in the marine environment using nets longer than 2.5 km	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that require significant labor influx.	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that adversely affect vulnerable people and underserved groups (for example, elderly poor pensioners, the physically challenged, women, particularly head of households or widows) living in the area.	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that are in noncompliance with labor principles, occupational health and safety, and legislation relevant to the country	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that have significant adverse environmental impacts that are sensitive, diverse, or unprecedented. These impacts may affect an area broader than the sites or facilities subject to physical works.	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that would involve conversion or degradation of natural habitats, natural landscapes or which would involve the harvesting, use, or change in management of forest or coastal resources	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities in an international waterway or in a disputed area	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that are illegal under national laws, regulations, or ratified international conventions and agreements	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that involve international trade in waste or waste products, except for nonhazardous waste destined for recycling	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that involve degradation of a national park, similar protected area or national monument	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Activities that involve real estate speculation	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.

13.2. Additional screening questions

Additional screening questions	YES/ NO/ Not applicable	Comments
1.a. Are the business' required environmental and social / labor Licenses or Permits invalid or in default?	Choose an item.	Insert any comments, especially if 'Yes' or 'Not Applicable' was selected.
1.b. Are there reasonable grounds to determine that the business which requires a permit, license, or other approval, has not taken appropriate steps with relevant authorities to obtain these?	Choose an item.	Insert any comments, especially if 'Yes' or 'Not Applicable' was selected.

2.a. Did the business receive any environmental and social/labor fines, fees, penalties, claims, or warnings from relevant authorities within the last five years?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
2.b. If the business has outstanding fees, fines or penalties, is there reasonable evidence that appropriate steps have been taken with relevant authorities?	Choose an item.	Insert any comments, especially if 'No' was selected.
3. Are there media reports or complaints from the public, the community, or NGOs about the business's activities (past, current or proposed)?	Choose an item.	Insert any comments, especially if 'Yes' or 'Not Applicable' was selected.
4. Is the business under any type of investigation for fraud, corruption or any financial crimes such as embezzlement or tax evasion?	Choose an item.	Insert any comments, especially if 'Yes' was selected.
5. Is one of the owners or officials of the business under any type of investigation or has one of the owners or officials ever been convicted of a felony, including for fraud, corruption, violent crimes or any financial crimes such as embezzlement or tax evasion and/or declared bankruptcy in the past 5 years in or outside of Sint Maarten.	Choose an item.	Insert any comments, especially if 'Yes' was selected.
Note: a positive response to the above question does not imply that an application is automatically ineligible.		
6.a. Does the business release emissions to the atmosphere (dust, odors, fumes, exhaust gases, volatile organic compounds)?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
6.b. If the business releases emissions to the atmosphere, do those emissions meet the criteria as determined by Sint Maarten Legislation	Choose an item.	Insert any comments, especially if 'No' was selected.
7.a. Does the business have activities which cause excessive noise or vibration?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
7.b. If the business produces noise or vibration, do those noise and vibration levels meet the criteria as determined by Sint Maarten Legislation?	Choose an item.	Insert any comments, especially if 'No' was selected.
8.a. Does the business release untreated discharges to waterways (streams, ponds, lagoons), the ocean, green areas or the public road?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
8.b. If the business releases discharges, do those discharges meet the criteria as determined by Sint Maarten Legislation?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
9. Does the business use substantial quantities of natural resources such as land, water, natural materials (sand, stone, soil, organic material), fuels or energy, especially any resources which are non-renewable or in short supply?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
10. Does the business violate any national policies and good practices for Covid-19 prevention provisions at work places?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
11. Does the business violate any national law or good practice for occupational health and safety, industrial hygiene, and employee well-being?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
12. Are there any areas around the business location which are occupied by sensitive land uses e.g., hospitals, schools, places of worship, community facilities, cultural heritage sites?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
13. Has the business been involved with any significant accidents, incidents, fatalities, or worker health and safety fatalities in the last five years?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
14. Does the business engage in work in the following sectors: <ul style="list-style-type: none"> • agriculture • Dredging • Chemical processing • Waste management (solid or liquid) • Oil and gas processing, storage, transportation, or sale • Civil works and infrastructure (water supply, roads, electricity) • Development or conversion of previously undeveloped land • Marine sports/recreational activities, Fishing, aquaculture, or 	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.

<ul style="list-style-type: none"> • silviculture • Manufacturing of textiles, leather, metals, paints or plastics • Significant amounts of pesticides or herbicides. • Painting of boats or other marine vessels 		
15. Is there evidence that the business property has drums, pits, stockpiled chemicals, spills, stained soils, dead vegetation, polluted waterways, or other contamination or pollution?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
16. Is the business or any of its activities located in or around a natural area (forest, park, proposed conservation zone, pond, beach) near a protected area.	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
Additional screening questions	YES/ NO/ Not applicable	Comments
17. Will the business affect coastal or marine areas (beaches, seagrass, coral reefs) or involve aquaculture, fishing, or harvesting of marine resources?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
18. Is the business located on or around areas which are important or sensitive for reasons of their ecology, e.g., wetlands, watercourses or other water bodies, the coastal zone, previously undeveloped hillside forests or woodlands, areas used by protected, important or sensitive species of fauna or flora, which could be affected by business activities?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
19. Will the business affect a national monument or areas of known national, or regional cultural heritage significance (historic structures, historic trees, artefacts, or landmarks)?	Choose an item.	Insert any comments, especially if 'Not Applicable' was selected.
20. In case of a positive answer to questions 16 to 19, is there an assessment of any potential impacts (e.g., reports, studies, or ESIA)?	Choose an item.	Insert any comments, especially if 'No' was selected.

Procurement Requirements for Asset and Repair Financing:

Guidance:

- *All Assets and Repairs included in the financial projections must be included in the tables below under Goods or Works/ Services.*
- *For Working Capital please provide line items and cost estimation. **For Working Capital quotes are not required.***
- *The definition of procurement is: the action or process of finding and agreeing to terms, and purchasing goods or works/services.*
- *Comparable quotes should in principle come from different suppliers.*
- *The 'Key technical specifications' should be at least 2 lines.*
- *The 'cost (US\$)' should be quoted in US Dollars and include taxes, shipping and the installation service.*
- *Each line item should be reflected in a quote.*
- *The red example 0 in the Goods table is for the purchase of 1 laptop.*

Does your application have an Assets and Repairs (AR) component? Choose an item.

13.3. Goods

Item no.	Description	Supplier	Key technical specifications	Quoted cost of preferred supplier (US\$)	3 quotes YES /NO	Justification
0	1 laptop	IT technology B.V. Point Blanche #27, CRIB 44000022	13-inch laptop with minimum requirements: i5 processor, 8 GB of RAM, 128 GB SSD hard drive.	2,777.	YES	
			Subtotal Goods	\$ 0.00		
Item no.	Description	Supplier	Key technical specifications	Quoted cost of preferred supplier (US\$)	3 quotes YES /NO	Justification
1	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
2	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
3	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
4	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
5	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
6	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers

						are provided.
7	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
8	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
9	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
10	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
11	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
12	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
13	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
14	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
15	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.

13.4. Works/Services

			Subtotal Works/ Services	\$ 0.00		
Item no.	Description	Supplier	Key technical specifications (2 or 3 lines)	Quoted cost of preferred supplier (US\$)	3 quotes YES /NO	Justification
1	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
2	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
3	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
4	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.
5	Click or tap here to enter description.	Click or tap here to enter supplier.	Click or tap here to enter technical specification.	Click or tap here to enter cost.	Choose an item.	Insert justification if item is above 2,500 USD and less than 3 quotes from different suppliers are provided.

Total goods and works/services =\$ 0.00

With my signature, I confirm that, to the best of my ability, the data included in this form is accurate and understand that if in the review of this form, or during the tenor of the package it is found out that the information provided is inaccurate, my company will not be allowed to participate in the project now or in the future and the support may be annulled. I also give permission to the NRPB to share my identification and that of the managing directors and shareholders to conduct the screening which forms part of the ESP process and eligibility criteria.

Date: Click or tap to enter a date.

Signature of Authorized Person

When you send the file for the first time, you do not have to sign it. You can send the digital document by email to enterprisesupport@nrpbxsm.org

14. ANNEX 2 – Reporting Templates

A. Sint Maarten Enterprise Support Project: **Monthly Report of Loan Status**

Balance and Status as of the Last Business Day of the Month

Name of PFI:	
Reporting Month:	

	Borrower Name	Lender Loan Number	NRPB Loan Number*	Women owned (y/n)	Women managed (y/n)	Type of Financing (AR/WC)	Date of Disbursement	Paid to Date	Loan Status	Balance Outstanding	Maturity Date	Interest Rate
Loan 1												
Loan 2												
Loan 3												
Total Outstanding								\$0		\$0		

* Only if NRPB uses a different number than the lender loan number

B. Sint Maarten Enterprise Support Project: **Monthly Disbursement Report**

Name of PFI:	
Reporting Month:	

	Borrower Name	Lender Loan Number	NRPB Loan Number*	Amount of AR Grant Funding	Amount of AR Loan Funding	Amount of WC Loan Funding	Maturity Date	Total Funding for Individual Borrower
Loan 1								\$0
Loan 2								\$0
Loan 3								\$0
Total Funding Request				\$0	\$0			\$0

* Only if NRPB uses a different number than the lender loan number

15. ANNEX 3–Environmental & Social Management Framework

1. Environmental and Social Management Framework

A. Statement of Policy and Purpose

The Sint Maarten Enterprise Support Project (SMESP) will take steps to address and mitigate environmental and social (E&S) effects before implementing the subproject. Projects receiving the SMESP assistance must abide by all local environmental, social and relocation policies and laws as well as meet project specific requirements such as avoiding the use of any banned chemicals. Special attention is required for COVID 19 prevention, notably by establishing a COVID 19 prevention and safety plan (as described in “*Bijlage 2 bij landsbesluit van 10 mei 2020, nummer 2020/0324*”). In addition, all enterprises seeking financial support must ensure that the finances are not utilized to purchase land, acquire water rights and that any person or business affected during the upgrade, rehabilitation, or expansion of enterprises is adequately relocated and/or compensated to meet the World Bank Policy on *Involuntary Resettlement OP/BP 4.12*.

The environmental and social questionnaire as integrated in the supplemental form of the application process must be comprehensively completed. The questionnaire is designed to lead to follow-up questions as necessary. A full discussion of the environmental and social requirements and the questions for the questionnaire are included in the following paragraphs.

The SMESP aims to ensure that the program proceeds will not be used for any activity that could harm or have a negative impact on individuals, communities, or the environment. To that end, the SMESP is committed to:

- Providing environmental support in all areas of its operations;
- Ensuring environmentally and socially responsible financial investment and development;
- Ensuring compliance with relevant laws, regulations, and standards within Sint Maarten;
- Preventing the purchase or sale of land or water rights as a use of proceeds for the SMESP;
- Supporting transactions that do not adversely affect vulnerable people and underserved groups (for example, elderly poor pensioners, the physically or mentally challenged, women, particularly heads of households or widows, and so on) living in the area; and
- Ensuring that people are not displaced or lose access or assets because of project activities.

The SMESP, as well as the PFIs, must follow the micro, small, and medium sized enterprise (MSME) application processing procedures, credit documentation and the administration, evaluation, and reporting procedures listed in this section. As part of their risk management activities, the PFIs will actively engage with the MSMEs through the due diligence and liaison process.

B. Introduction and Background

The World Bank Group Strategy sets out the corporate goals of ending extreme poverty and promoting shared prosperity in all its partner countries. Securing the long-term future of the planet, its people, and

its resources, ensuring social inclusion and limiting the economic burdens on future generations will underpin these efforts. The two goals emphasize the importance of economic growth, inclusion, and sustainability—including strong concerns for equity.

The World Bank is globally committed to environmental sustainability, including stronger collective action to support climate change mitigation and adaptation, recognizing this as essential in a world of finite natural resources. Equally, social development and inclusion are critical for all the World Bank's development interventions and for achieving sustainable development. For the World Bank, inclusion means empowering all people to participate in, and benefit from, the development process. Inclusion encompasses policies to promote equality and nondiscrimination by improving the access of all people, including the poor and disadvantaged, to services and benefits such as education, health, social protection, infrastructure, affordable energy, employment, financial services, and productive assets.

The Environmental and Social Management Framework (ESMF) is an instrument that helps PFIs and MSMEs identify appropriate methods and tools to assess and manage the potential environmental and social risks and impacts of the project.

The National Recovery Program Bureau will be responsible for ensuring that the PFIs and MSMEs carry out the project with due diligence and efficiency in compliance with all requirements pertaining to environmental and social protection applicable under national laws and regulations and the ESMF.

C. Project Description

The objective is to support the recovery of micro, small, and medium sized enterprises through direct and immediate financial assistance to contribute to the restoration of economic activity in Sint Maarten. The main project beneficiaries will be MSMEs. The definition of MSMEs for this project is the Sint Maarten definition of MSMEs based on monthly firm turnover. Eligible lenders include any regulated lender in Sint Maarten. This includes credit unions, development banks, and commercial banks. The PDO-level indicators are (a) Cumulative number of MSME receiving packages for assets, repairs or working capital (Number), and (b) Volume of grants and loans supported through the project over its lifetime (Amount (USD)).

The project proposes two main components: (1) direct financial support to MSMEs for investment and working capital; (2) training, project implementation, audit, and monitoring and evaluation.

Component 1: Direct financial support to MSMEs for investment and working capital (US\$21 million)

This component will provide tailored packages to eligible MSMEs of grants and loans for Asset or Repair (AR) investments, and loans for Working Capital (WC). This component relies on the underwriting and repayment collection capabilities of the qualifying PFIs to disburse tailored packages to eligible MSMEs that combine grants and loans for AR, and loans for working capital. Because the Sint Maarten economy is based on tourism, the project will presumably mostly invest in MSMEs that are engaged in the tourism industry (for example, restaurants, shops, tour operators). The specific MSME activities and location are not yet defined but the grants will be used only for basic nonstructural repairs inside the buildings and on the façade of buildings. Such activities may include painting and caulking, tiling, roof repairs, fencing, and so on. Funding for assets shall also exclude some forms of construction. Non-tourism businesses in need of rehabilitation may include agroprocessing, equipment supply, retail, business or health services,

light industry, or other enterprises. All Category A (Very high) risk profiled activities will be screened out. The ESMF includes a process to exclude such subprojects from becoming eligible for finance and incorporates an exclusion list.

Component 3: Training, project implementation, audit, and monitoring and evaluation (US\$4 million)

This component will provide training in business fundamentals for MSMEs. This component will also fund the implementation support to ensure that the governance of the project is well managed. Although the PFIs will be the MSME-facing entity, it will be important to ensure that these are regularly audited and that there is monitoring and evaluation (M&E) reporting for the project.

D. Project Location

Individual beneficiaries can be located anywhere in Sint Maarten (the Dutch side of the island). The SMESP is sector-neutral, but the MSMEs to be supported will likely include hospitality, tourism, business services, and related businesses.

E. Environmental and Social Risks and Impacts

Potential Environmental and Social Risks and Impacts and Mitigation Measures

There are several potential positive and negative impacts that can occur because of providing funding for a small business loan. The chart below provides a short list of potential negative impacts from a hypothetical loan to rebuild a damaged restaurant:

Table 1 Example of Potential negative Impacts

Activity	Potential Negative Impacts
Creation of jobs for residents	Creates a new source of waste for the neighborhood, including organic and inorganic waste
Demolition of building materials from the damaged restaurant	May create increased solid waste disposal problems or require handling of mold, asbestos, or other (hazardous) materials
Traffic from construction crews and materials delivery	Inconvenience and risk to road safety for drivers and pedestrians; increase in particulate emissions from service and delivery vehicles

The degree or magnitude of potential environmental, social, health and safety (ESHS) risk is a combination of the probability of certain hazard occurrences and the severity of impacts resulting from such an occurrence. Specific ESHS risks may be present from a variety of factors such as the issues associated with an MSME's operations, the industry sector, the regulatory climate, and the geographic context. ESHS impacts refer to any change, potential or actual, to (a) the physical (manmade), natural, or cultural environment and (b) impacts on surrounding community and workers, resulting from the project activity to be supported, all of which can negatively affect the performance of the MSME as well as the reputation of the lender. ESHS impacts typically include environmental pollution; hazards to human health, safety, and security; impacts to communities, including temporary and/or permanent dislocation of people and businesses; and threats to a region's biodiversity and cultural heritage. ESHS

mitigation measures refer to the suite of actions that can be undertaken to minimize exposure to risk and manage negative impacts before they become significant or result in an adverse outcome.²⁹

The degree of potential risk, specific ESHS risks and impacts, and mitigation measures are summarized in the following table in the context of the SMESP.

Table 2. Potential ESHS Risks, Impacts, and Mitigation Measures of the SMESP

Risks	Failure to comply with the permitting system in Sint Maarten, which exposes MSMEs and their lenders to regulatory sanctions; poor MSME practice in the control of emissions and waste management; poor MSME planning for effects on historical or cultural assets, traffic patterns, community safety, potential dislocation of people and small businesses, labor health and welfare; gender exclusion and differentiated access to funds for differently empowered groups; failure to provide full access to information about the SMESP to all persons; and credit risks for lenders, associated liability, and reputation of lenders
Impacts	Closure of MSMEs; fines or delays; escalation of costs for production; increased insurance cost; environmental pollution; loss of livelihood and/or shelter; loss of biodiversity or cultural resources; damage to cultural resources; reduced community safety; accidents and injuries to workers; liability of MSMEs and lender; damaged reputation of MSMEs and lender from media coverage, citizen campaigns, and government investigations
Mitigation Measures	The Operations Officer together with the E&S specialist screens MSMEs for ESHS compliance and performance to verify eligibility. They also provide liaison and guidance for regulatory and technical issues to PFIs and MSMEs, ensure lender agreements include ESHS requirements, and periodically supervise and report. The MSMEs to certify accurate information in applications, commit to compliance and good performance, and report periodically on ESHS matters.

F. Requirements for PFIs and MSMEs

MSMEs will be required to conform to requirements for ESHS performance. The PFIs will need to verify MSME eligibility for the SMESP and the NRPB will ensure that the ESHS requirements are agreed with prior to the loan agreements. The SMESP Operations Officer, together with an E&S specialist, where needed, effectively screens the MSMEs on ESHS requirements.

The MSMEs are responsible for ESHS compliance. They need to provide evidence that they have acquired and keep in compliance with the relevant license or permit, as well as take all appropriate steps to protect workers' health and safety and the surrounding community. The SMESP and the PFIs may also refer to and provide technical guidance to MSMEs, such as World Bank Group Environment, Health, and Safety (EHS) Guidelines or good practice documents. The objective is to help the MSMEs move beyond compliance and on to cleaner production and improved environmental sustainability that would help reduce costs (for example, due to use of less water and energy, generation of less wastes, and higher efficiencies) and help prevent any future potential environmental problems. These Guidelines and Best Practices will be made available to the MSMEs and may also create MSME financing opportunities should an MSME desire financing to move to cleaner, environmentally friendly, and more sustainable production, for example, to attract international investors or enter new markets.

²⁹<https://firstforsustainability.org/risk-management/understanding-environmental-and-social-risk/>

G. Stakeholder Engagement and Grievance Redress

The SMESP Operations Officer (OO) will act as first line on E&S Safeguards will be available to provide outreach and assistance to the PFIs and MSMEs in reviewing specific situations.

The OO, together with the PM will also address any grievances that are submitted with respect to the project. A Grievance Redress Mechanism to register, track, address, and resolve complaints or related issues has been developed and is included in this Operations Manual.

H. Screening and Environmental and Social Management Procedures

The NRPB will use the exclusionary list included in the supplemental application form in annex 1 when reviewing applications. The procedures are applicable to all the MSMEs. The MSME screening and processing procedure involves the following five general steps:

- (1) Review answers to supplemental form
- (2) Assign ESHS risk category
- (3) Additional investigation (optional)
- (4) Prepare loan documentation
- (5) Administration, evaluation, and reporting

The application procedures will follow a set of steps which are designed to ensure that environmental and social considerations are considered, for which the applicable steps must be completed and approved as part of the application process. The forms and procedures can be made available online to facilitate the application process. Additional details and guidelines on the screening and management procedures can be found in the following paragraphs.

Training will take place as needed and will be the responsibility of the SMESP.

I. Environmental and Social Requirements

The environmental and social requirements applicable to the project include the following:

- ESHS laws and regulations in Sint Maarten
- World Bank E&S Safeguards Policies
- World Bank Group EHS Guidelines for general and sector-specific activities

J. Sint Maarten Specific Construction and ESHS Regulatory Requirements

Loans made using funds from the SMESP will be subject to national ordinances, construction and ESHS regulatory requirements in Sint Maarten. In most cases, such as minor repairs, it is expected that no Building Permit would be required. Nonetheless all relevant ordinances would need to be adhered to including but not limited to the Building Ordinance, the Hindrance Ordinance, the Waste Ordinance, the Sewage Ordinance, the Spatial Planning Ordinance and the Nature Ordinance.

In cases where the (natural) environment can be negatively impacted, a Hindrance Permit may be required. Part of the screening and verification process is to ensure that any permits, and applicable mitigation measures as required, are in place, or being applied for by the applicant MSME.

K. World Bank Safeguards

There are 10 World Bank E&S Safeguards Policies:³⁰

1. Environmental Assessment - OP/BP 4.01
2. Natural Habitats - OP/BP 4.04
3. Forests - OP/BP 4.36
4. Pest Management - OP 4.09
5. Physical Cultural Resources - OP/BP 4.11
6. Indigenous Peoples - OP/BP 4.10
7. Involuntary Resettlement - OP/BP 4.12
8. Safety of Dams - OP/BP 4.37
9. Projects on International Waterways - OP/BP 7.50
10. Projects in Disputed Areas - OP/BP 7.60

The SMESP triggers some of the safeguard policies, as detailed in the following paragraphs.

L. Environmental Assessment (OP/BP 4.01)

The project triggers Safeguards Policy OP/BP 4.01 (Environmental Assessment) given the potential for negative environmental and social impacts and is classified as Category FI according to OP/BP4.01.

The specific individual MSME subprojects to be financed under the project will not be known until after subproject approval. However, it is expected that most of the projects will involve hospitality, tourism, retail, and business services. Very high-risk (Category A) MSMEs as well as those on the WBG Exclusion List will be screened out, so that the potential negative environmental impacts associated with the likely (presently anticipated) type of MSMEs to be engaged should be relatively minor to moderate and should not involve significant environmental impacts, and with appropriate standard mitigation measures, the potential negative impacts should be managed appropriately. This ESMF has been developed to manage the potential associated negative environmental and social impacts and risks, to establish requirements both at the SMESP level and at the PFI and MSME levels. Additional screening/exclusion criteria are included in the ESMF to exclude any project that would trigger an additional Safeguards Policy or result in an unacceptably high level of ESHS risk.

The ESMF outlines measures to protect workers and promote safe and healthy working conditions in line with this policy related to MSMEs financed and the PFIs. In addition, the types of MSME activities that presently are anticipated to receive a package are not expected to have significant community safety issues. However, the ESMF will include appropriate mechanisms for screening and impact management (for example, related to transport/road safety, emergency response). As needed, the ESMF excludes certain project types (for example, those involving use of armed security personnel, transport of significant quantities of hazardous materials) given that the SMESP staff or individual banks would likely not be in a position to perform the necessary due diligence for the risks involved. Finally, pollution prevention and response to accidents involving pollutant releases are addressed as part of the ESMF. The expected projects associated with the MSMEs are, generally not anticipated to generate significant impacts on air quality, water quality, solid waste, and noise level, and so on, but if such situations are identified, then the MSME must adequately address them using World Bank EHS Guidelines or in-country laws, whichever is more stringent.

³⁰<https://www.worldbank.org/en/projects-operations/environmental-and-social-policies>

M. Pest Management (OP 4.09)

The Safeguards Policy on Pest Management (OP4.09) is also triggered, given the importance of pest control in retail buildings and restaurants and the associated need for the use and purchase of pesticides (which include herbicides, fungicides, mildewcides, algacides, and other chemicals used for control of organic processes). To ensure that harmful pesticides are not used, the policy requires that any pesticide it finances be manufactured, packaged, labeled, handled, stored, disposed of, and applied according to standards acceptable to the World Bank and excludes certain formulated products, as well as requiring training, equipment, and facilities to handle, store, and apply these products properly.

Pesticides for routine use must be applied by licensed, registered contractors. In addition, a list of excluded pesticides is provided in section 3 of this Annex.

N. Natural Habitats (OP/BP 4.04)

This policy strictly limits the circumstances under which any World Bank-supported project can affect or alter natural habitats (land and water areas where most of the native plant and animal species are still present) as well as parks, natural areas, or other declared protected areas. Projects must avoid, minimize, restore, or offset any activities that cause degradation of natural habitat. Projects that would cause significant conversion or degradation of critical natural habitat (legally protected areas, or those with high conservation value) are not eligible for funding.

Screening criteria will identify any projects that could potentially significantly affect natural habitats, protected or sensitive areas, or forest resources or their management. If identified as a concern, the MSME must provide evidence that the appropriate mechanisms for impact management are in place, through expanded due diligence by NRPB team and PFIs and the completion of any additional safeguards studies indicated by the policy guidance.

O. Physical Cultural Resources (OP/BP 4.11)

This policy seeks to avoid or mitigate adverse impacts on cultural resources (movable or immovable objects, sites, structures, groups of structures, and natural features and landscapes that have archaeological, paleontological, historical, architectural, religious, aesthetic, or other cultural significance) from development projects that the World Bank finances. If a project may affect physical cultural resources, measures to minimize or mitigate effects must be included in an Environmental Impact Assessment (EIA) or other assessment process. In the context of the SMESP, this may include historic buildings, facades, or other physical cultural resources valued by the community or as defined in local regulations. Further, if any artifacts or resources are uncovered during earth-moving activities, work must stop, and the relevant government agency must be notified to determine whether the activity may proceed or if rescue/relocation is required under Sint Maarten regulations, laws, and protocols.

P. Involuntary Resettlement (OP/BP 4.12)

The project is designed to exclude land purchase. Therefore, no funds will be used in a manner that could result in the displacement of persons due to land purchase. In the event the subprojects lead to loss of peoples' livelihood permanently or temporarily due to the refurbishments of buildings or other improvements planned under Component 1, this will be labeled very high risk and will be excluded. No subprojects will result in permanent or temporary physical displacement of persons due to the exclusory restriction.

Q. Other Safeguard Policies

Screening and exclusion criteria are provided to ensure that any MSMEs or activities that would trigger any other World Bank Safeguard Policies (other than those described above) would not be eligible for funding under the project.

These additional screening and exclusion criteria would exclude any projects related to: Forests (which would trigger OP/BP 4.36), or Indigenous Peoples (OP/BP 4.10). There are no projects affecting international waterways (OP/BP 7.50) nor would there be any in disputed areas (OP/BP 7.60).

R. World Bank Group EHS Guidelines

The World Bank Group has developed guidelines for EHS that serve as useful references for general matters as well as sector-specific activities.³¹ The MSMEs can utilize these guidelines as referenced compliance standards for emissions, waste management, and good industry practice. Sint Maarten may have developed standards for many specific industrial activities, which would also apply. In the case of duplication of compliance standards, the more stringent shall apply. In general, the World Bank Group EHS Guidelines are applied to more complex projects with potentially significant emissions, discharges, or other environmental issues.

S. Environmental Management Plan for Construction/Rehabilitation Works

Most of the physical footprint of the project's Component 1 will involve the rehabilitation of buildings for tourism-related businesses such as hotels, restaurants, office buildings, and so on. Non-tourism businesses in need of rehabilitation may include agroprocessing, equipment supply, retail, business or health services, light industry, or other MSME. Section 4 provides a standard Environmental Management Plan (EMP) for these low-risk types of activities and will form part of the grant/loan agreement for the MSMEs that are engaging in these sorts of construction/rehabilitation works.

If a project requires additional studies (e.g., an Environmental Impact Assessment, a Pest Management Plan, or other additional assessment) due to affecting physical cultural resources, natural habitat, or has significant pest management issues, then the associated studies will specify any additional requirements to the EMP in Section 4.

T. Institutional Arrangements

The NRPB will use the questionnaire provided by the SMESP to determine if an MSME client meets project requirements regarding environmental and social responsibilities.

It is important that the operations of businesses assisted by the SMESP do not harm the environment or affect communities negatively. The restrictions on the types of businesses that are eligible address most environmental issues. The SMESP should be contacted before submission of an application if the lender has any questions regarding whether a particular loan meets the environmental criteria. The SMESP NRPB staff will include an Operations Officer with basic ESHS capacity. The Operations Officer will be responsible for reviewing the supplemental forms and will work together with Environmental and Social Safeguards Specialists who will lead on reviewing medium and high-risk assessment reviews.

³¹<http://www.ifc.org/ehsguidelines>.

The SMESP NRPB Operations Officer will also be responsible for the training and outreach for the PFIs and will be available to aid the PFIs and MSMEs in reviewing specific situations. Additional resources for training and outreach may be contracted based on need.

2. Environmental and Social Management Procedures

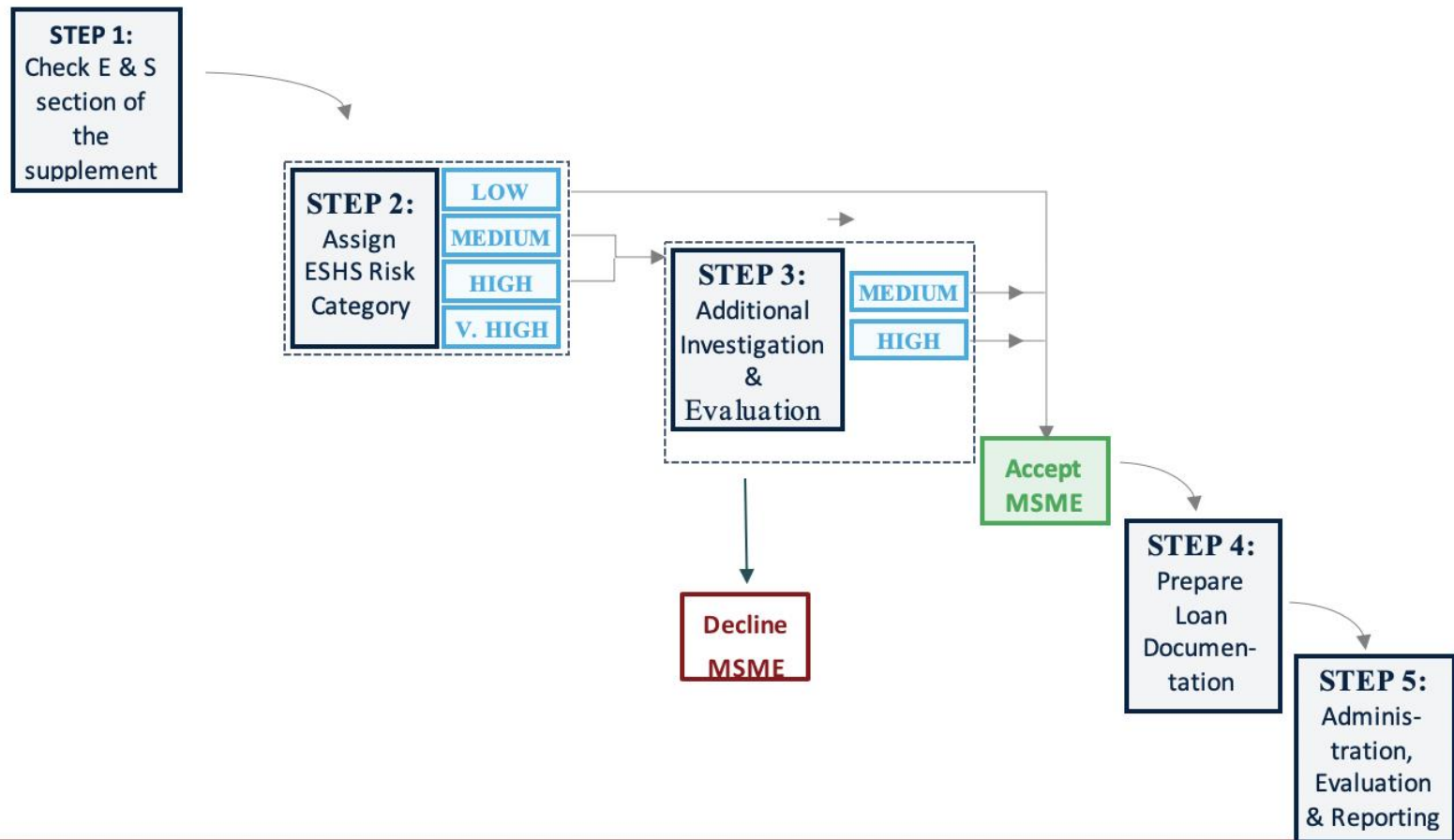
The NRPB will use screening and management protocols to reduce ESHS risk. The procedures are applicable to the MSMEs from a variety of sectors, including tourism and hospitality, as well as non-tourism businesses in need of rehabilitation, such as agro-processing, equipment supply, retail, business or health services, light industry, or other enterprises. The MSME screening and processing procedure is described below. The application procedures will follow a set of steps which are designed to ensure that environmental and social considerations are taken into account. The steps are summarized in Figure 4, for which the applicable steps must be completed and approved as part of the application process. The forms and procedures can be made available online to facilitate the application process.

Table 3. Steps in the MSME Application Process

Step	Activity	Performed by	Timeline	Verified by
1	Review Supplemental form	In loan application	1 day	SMESP ^a
2	Assign ESHS risk category	OO	2 days	PM
3	Additional investigation (optional)	NRPB	Varies by risk category	PM
4	Prepare package documentation	OO	3 days	SMESP

Note: a. Verification will be completed by the SMESP Operations Officer during random audits of loans.

Figure 4. Steps in the MSME Application Process



Step 1 – Review Supplemental application form

The project activities that are not eligible for financing because they would either trigger additional safeguards policies or contravene the safeguards parameters of the program with the World Bank or because they are listed on the World Bank Group Exclusion List can be found in the Supplemental Application Form in Annex 1.

Check Local Permit Status

The Country of Sint Maarten has requirements for local permitting that must be met if certain alterations are made to a building or its surrounding area. [The Building Ordinance AB1993-13](#) governs the application for and requirements related to these permits.

Sint Maarten has specific rules that protect certain identified monuments, and there are requirements to maintain the local landscape. These regulations allow the Government of Sint Maarten to specify the types of building materials that may be used, the limitations on changing the façade, the shape of the roof, and other appearance items.

If a loan involves nonstructural repairs that affect the appearance of a monument, meeting these requirements must be one of the requirements of the loan.

Based on Article 28 A of the (LROP) of Country Sint Maarten (AB 2013 GT no. 144 and GT 403), permits are required for:

- (a) The excavation, raising, leveling or explosion of the ground;
- (b) The construction of roads and other pavements;
- (c) Works and projects that impact the water management and the ground water level;
- (d) The clearing of trees or other cultivation;
- (e) The demolition of structures;
- (f) The filling of water.

Any of the abovementioned activities must be permitted before the commencement of the activity.

A Hindrance Permit may be needed if the loan finances specific types of activities that can cause danger, damage, and National Ordinance on Spatial Development Planning /or nuisance to the environment and/or the surroundings. Generally, the regulations pertain to preventing, and/or limiting soil pollution, water pollution, noise pollution, air pollution, odor pollution, or have a negative impact on the safety of an area.

Check Availability of Land for Business Expansion

If land is required for business expansion this needs to be determined. No SMESP proceeds can be used for the acquisition of land or water rights. Therefore, if land or water rights are required for business expansion it must already be available and financed prior to the application.

Step 2 - Assign ESHS Risk Category

The supplemental form is required to be completed to determine the ESHS Risk category of an MSME. The supplemental application form identifies Low, Medium- and High-Risk MSMEs.

The MSME will complete the supplemental form in Annex 1 with assistance from the OO where needed. The Supplemental Application Form must be completed for every application. The MSME must review, accept, and certify the information on the form as YES/NO/Not Applicable.

If the response to the E&S screening questions 1 through 19 is negative or not applicable, then the MSME is automatically considered as Low Risk, and no further investigation is needed. In these cases, the application moves forward for processing and loan/grant documentation.

If any of the responses to any of the queries in items 1 through 16 are in the affirmative, then the MSME is either Medium Risk or High Risk, and the MSME must be further investigated. If any of the responses are 'Not Known', then the E & S Specialists must also further investigate the MSME.

If the response to any of the questions 17 through 19 is in the affirmative, then the MSME is at least considered High Risk and [the E&S Specialists must further investigate the MSME.](#)

The MSMEs deemed Medium Risk may be subject to additional assessment or investigation as appropriate, based on the Supplementary Form, advice of E&S specialists and in the judgment of the SMESP Operational Officer. All the MSMEs deemed High Risk must be subject to an additional assessment, as described in Step 5 below.

Note that the assignment of ESHS risk categories using the supplementary forms is subjective and will require the use of professional judgment by the SMESP Operations Officer (low risk) and the E&S specialists (medium and high risk), who may elect to seek supporting documentation or expert opinion as is deemed necessary or appropriate on a case-by-case basis. The SMESP may adjust the questions and logic for risk assignment from time to time based on experience and judgment, taking into account such factors as scale of the enterprise, safety concerns, location in or near protected areas or other sensitive areas, complaints or violations noted, or other information in the screening forms.

Step 3 – Additional Investigation (Optional)

If an application should involve any factors that may represent potential significant or material ESHS risks, as determined earlier, then additional investigation is warranted by the SMESP. This may apply to Medium Risk MSMEs and will always apply to High Risk MSMEs. Additional investigation may be limited to the review of additional information, plans, studies, permits, or assessments and may also include site visits, an audit, facility inspection, or other physical review. Regardless of the mechanism chosen, the investigation must determine if there are any unaddressed significant negative ESHS risks or impacts.

Additional assessment documentation and studies (i.e., ESIA, audits, permits approvals, PMPs, Livelihood Restoration Plan, land titles, etc.) may also be required of the MSME as evidence of good practice, compliance, or satisfactory resolution of any ESHS issues identified in Tier 2 screening.

A site visit, audit, or inspection will help assess the state of the company operations, in particular issues of encroachment or informal and illegal settlement on the business premises and other social issues such as housekeeping, worker health and safety, environmental health and safety, and human resources management issues. Any such site visit, audit, or inspection must take into context the cultural norms of the population. Site visits may be made to companies deemed as Low risk and medium risk and must be made to all companies where the ESHS risk status has been deemed as High Risk. A site visit checklist should be used in conjunction with the relevant and applicable World Bank Group EHS Guidelines (general and sectors) with equivalent or supporting information from other sources (for example, ESAT

(Environmental and Social Assessment Tool), European Bank for Reconstruction and Development (EBRD), or Entrepreneurial Development Bank³² checklists or fact sheets, available from the previously referenced websites) to ensure that any negative impact is either eliminated or reduced to the maximum and realistic extent possible.

The results of the additional investigation can then be used to inform and revise the final determination of ESHS risk status. The SMESP Project Officer together with the E&S specialist will assign a final category of Medium Risk or High Risk based on experience and judgment, as well as expert advice where needed. It may be necessary to engage the services of a professional engineer if there are questions about drainage, structural integrity, building codes, environmental codes/regulations or ordinance issues.

Because of the additional investigations, there may be recommendations for ESHS actions, special conditions such as updating a monitoring plan, or other requirements to improve MSME performance, update compliance status, or otherwise reduce ESHS risk. In these cases, the PFIs will include recommendations in the loan documentation that address any environmental and social issues or other negative impacts that were identified and require periodic reporting on these recommendations or special conditions. This could be the case for Medium Risk MSMEs and will normally be the case for High Risk MSMEs which have complex or sensitive ESHS situations.

Step 4 – Prepare Loan Documentation

The standard language related to environmental and social matters appears in the following paragraphs and will be included in the Beneficiary Agreement between MSME and NRPB, as general conditions for approval of the loan. The NRPB may adjust the language of the conditions as deemed necessary or appropriate, using subjective judgment and professional experience, calling upon the advice of peers or third parties as deemed prudent. Additional conditions will be added by the PFI Loan Officer on a case-by-case basis, taking into account the regulatory requirements, findings of the site visit, or other information. Reporting by the MSMEs shall also include updates and status reports on any of the relevant or special conditions described herein.

Representations and Warranties

- (a) The MSMEs operations and activities are in compliance with all applicable environmental, social, health, safety and labour regulatory requirements.
- (b) The MSMEs operations and activities do not involve any activity included in the List of Excluded Activities.
- (c) With respect to the MSMEs operations and activities, to the best of its knowledge and belief after due inquiry, there are no substantial or material liabilities, claims, or unmitigated risks to the MSMEs employees, buildings or offices, or assets due to environmental, occupational health and safety, or labour-related issues.

Covenants

The MSME shall:

- (a) Maintain all operations and activities in compliance with all applicable environmental, social, health, safety and labour regulatory requirements, including laws, regulations, and applicable land titles, water rights and permits/authorizations;

³² *Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden)*

- (b) Ensure that all required permits are obtained and in force through the life of the agreement;
- (c) Not undertake any operation or activity included in the List of Excluded Activities;
- (d) Ensure that potentially adverse project-related environmental impacts, from wastewater effluent, surface drainage, air emissions, and any other potential damage to the natural environment, are adequately mitigated;
- (e) With respect to the MSME's employees, buildings and offices, and assets, take all reasonable and prudent actions to avoid substantial or material liabilities, claims, or unmitigated risks due to environmental, social, occupational health and safety, or labour-related issues, and if such event does occur, take the appropriate and reasonable actions to adequately resolve and mitigate such liability, claim, or risk;
- (f) Ensure that appropriate health and safety and environmental protection measures are being used in connection with the implementation and operation of the facilities.
- (g) Promptly notify the NRPB of any incident or accident relating to its operations which could have a significant or material adverse effect on the environment, community or worker health and safety, such as worker health and safety accident resulting in death, hospitalization, or more than 5 days of loss of worker time, material environmental health and safety regulatory noncompliance. The notification should include actions to resolve the issue/incident; and
- (h) *Environmental, Health and Safety Permits, Laws, and Regulations*
 - a) The MSME shall ensure that all required permits are obtained and in force through the life of the agreement. Where applicable, the MSME shall ensure that potentially adverse environmental effects, from wastewater effluent, surface drainage, and air emissions and any other potential damage to the natural environment are adequately permitted and mitigated in the operation and maintenance of project facilities.
 - b) The MSME shall ensure that appropriate health and safety and environmental protection measures are being used in connection with the implementation and operation of the facilities.
 - c) Additional recommendations from the site visit or by the environmental expert audit may include, as applicable, the following optional conditions or restrictions:
 - (i) As applicable, any project-specific environment clause which should be added to the MSME finance agreement.
 - (ii) As applicable, any project-specific administrative measures (that is, if supervision by the PFI or reporting by the MSME is required)

Reporting

The MSME shall furnish to the NRPB immediate notice (within 3 days) of any incident or accident relating to its operations which had an adverse effect on the environment or worker health and safety. In particular, such adverse effect is deemed to have occurred:

- (a) Where the applicable law requires notification of the accident/incident to the authorities; and
- (b) Where the accident/incident involves fatality of worker(s) or multiple serious injury requiring hospitalization.

The MSME shall submit to the NRPB, as soon as available, but in any event within 45 days after the end of the calendar year, an annual report on environmental and worker health and safety matters relating to the project and its operations, in a form satisfactory to the World Bank, which shall include copies of any information on environmental matters that the Company may have to make available to the authorities and, in any event

- (a) The current status of environmental and worker health and safety permits, licenses, or other approvals required for operations (including copies of renewals or modifications of any such approvals);
- (b) A summary of incidents of noncompliance with the application of the environmental law, (including legal or administrative action or proceedings involving the MSME or fines, penalties, or increased charges imposed on the MSME);
- (c) Progress made on the implementation of any improvements recommended for environmental management or performance;
- (d) Worker health protection and safety initiatives (including training programs) taken by the MSME; and
- (e) Public complaints/representation, if any.

The report shall state the steps taken or proposed by the MSME to address any problems in the above areas and shall identify the person at the company with overall responsibility for environmental health and safety matters.

Special Conditions

In addition to the standard conditions stated earlier, the following requirements are included to take into account the regulatory requirements, findings of the site visit, or other information as appropriate and prudent to ensure that the MSME is fulfilling the intent to achieve full compliance status (such as a RAP) with laws, regulations, permit conditions, or compliance plans, as applicable. Reporting by the MSMEs shall also include updates and status reports on any of the relevant or special conditions described herein.

Step 5 - Administration, Evaluation, and Reporting

As part of administration, the SMESP will maintain information on the MSME E&S performance in its portfolio. The SMESP will require the following information of the MSMEs annually and will provide a summary report annually for the MSME portfolio funded by the project.

Requested from MSME:

1. Give details of any material environmental and social issues associated with their activities during the reporting period, in particular.
 - a) Any accidents/litigation/complaints.
 - b) Any incidents of noncompliance with applicable environmental, social, health, and safety regulations and standards, such as fines, penalties, or excess fees for noncompliance; and
 - c) Any incidents of noncompliance by them with environmental covenants/conditionality imposed by the World Bank.
2. Give details of any loans used to finance environmental improvements, such as energy efficiency, waste minimization, switch to cleaner technology, and reduction of permit fees or fines due to environmental improvements.
3. Give details of any MSME failures due to environmental problems.
4. State any difficulties and/or constraints related to the implementation of the environmental procedures.

In the annual report the NRPB will:

1. Provide breakdown of portfolio by type of transaction, industry sector, and environmental risk classification (low, medium, and high environmental risk MSMEs).
2. Describe how environmental procedures have been integrated into the transaction approval process.
3. Give details of any transaction rejected on environmental grounds, in particular, for actual or perceived noncompliance.
4. Give details of any other transaction rejected on health, and safety grounds.
5. Give details of any material environmental issues associated with Participants during the reporting period, in particular.
 1. Any accidents/litigation/complaints.
 2. Any incidents of noncompliance with applicable environmental, social, health, and safety regulations and standards, such as fines, penalties, or excess fees for noncompliance; and
 3. Any incidents of noncompliance by Participants with environmental covenants/conditionality imposed by the World Bank.
6. Give details of any loans used to finance environmental improvements, such as energy efficiency, waste minimization, switch to cleaner technology, and reduction of permit fees or fines due to environmental improvements.
7. Give details of any MSME failures due to environmental problems.
8. Describe how the MSME's environmental performance is monitored (for example, site visit by the World Bank or NRPB staff, inspection by environmental/health authorities, copies of updated permits, reports from the MSME). Include information on monitoring of special conditions from permits or other compliance-related items that were included in the loan agreement.
9. State any difficulties and/or constraints related to the implementation of the environmental procedures.

The SMESP Operations Officer will perform a yearly review of the portfolio and review a sample of the activity of the participating lenders to see what additional plans may be undertaken. The review will determine if the current ESMF is still valid or if they need to be updated. Based on the results of the annual reporting, the SMESP staff will utilize and evaluate this information to determine if any new ESHS plans are required. The annual portfolio review will allow the process to be guided by how the market is changing. Follow-ups on individual MSMEs will be performed if deemed necessary.

3. Pest Management Plan Guidelines

If an MSME purchases or uses chemicals to manage pests (including herbicides, fungicides, insecticides, mildewcides, or other pesticides), then at a minimum, the MSME must not purchase or use chemicals which are currently or are soon to be prohibited by law or international agreement. A list of these pesticides appears in this document. In addition, the MSME must adhere to good practice and follow the laws and guidelines that are available in the host country.

When there are significant pest management issues identified, a Pest Management Plan (PMP) will need to be prepared. Significant pest management issues are described as (a) new land-use development or changed cultivation practices in an area, (b) significant expansion into new areas, (c) diversification into new crops in agriculture, (d) intensification of existing low-technology systems, (e) proposed procurement of relatively hazardous pest control products or methods, or (f) specific environmental or health concerns (for example, proximity of protected areas or important aquatic resources or worker safety issues). A PMP is also prepared when pest control products represent a large component of the project. The World Bank Group Pest Management Policy refers to 'pesticides' to include all chemicals used for the control of target pests (that is, herbicides, fungicides, insecticides, mildewcide, biocide,

algaeicide, and so on).

The PMP is a comprehensive framework through which pest management is defined and accomplished. The plan should identify elements of the program to include health and environmental safety, pest identification, and pest management, as well as pesticide storage, transportation, use, and disposal. The PMP is to be used as a tool to reduce reliance on pesticides, enhance environmental protection, and maximize the use of integrated pest management techniques. The PMP should apply to all the activities and individuals working on the project or activity. The PMP should be consistent with IPM and emphasize that nonchemical control efforts will be used to the maximum extent possible before pesticides are used.

The PMP must contain pest management requirements; outline the resources necessary for surveillance and control; and describe the administrative, safety, and environmental requirements. The plan should provide guidance for operating and maintaining an effective pest management program/activity. Pests included in the plan may be weeds and other unwanted vegetation, crawling insects, and other vertebrate pests. Without control, these pests provoke plants' diseases. Adherence to the plan will ensure effective, economical, and environmentally acceptable pest management and will maintain compliance with pertinent laws and regulations.

The recommended structure of a PMP is presented in the following paragraphs:

1. **Background** which would outline (a) the *purpose* of the plan, (b) identify indicate *pest management authorities*, and (c) pest management program *objective*.
2. **Responsibilities of individuals** (MSME manager, SMESP Operations Officer, and so on)
3. **General information** which should provide data on land use and soil, in the area where the pesticides are applied, climate, geomorphology, settlements in the area of concern, population, surface water, and so on, as well as inventory of land use and layout of facilities.
4. **Priority of pest management** (for example, undesirable vegetation, vertebrate pests, and so on)
5. **Integrated pest management**
 - 5.1 *Principles of the integrated pest management* are the following:
 - (a) *Mechanical and physical control*. This type of control alters the environment in which a pest lives, traps, and removes pests where they are not wanted, or excludes pests. Examples of this type of control include harborage elimination through caulking or filling voids, screening, and so on.
 - (b) *Cultural control*. Strategies in this method involve manipulating environmental conditions to suppress or eliminate pests. For example, spreading manure from stables onto fields to dry prevents fly breeding. Elimination of food and water for pests through good sanitary practices may prevent pest populations from becoming established or from increasing beyond a certain size.
 - (c) *Biological control*. In this control strategy, predators, parasites, or disease organisms are used to control pest populations. Sterile flies may be released to lower reproductivity. Viruses and bacteria which control growth or otherwise kill insects may be used. Parasitic wasps may be introduced to kill eggs, larvae, or other life stages. Biological control may be effective in and of itself but is often used in conjunction with other types of control.
 - (d) *Chemical control*. Pesticides kill living organisms, whether they will be plants or animals. At one time, chemicals were considered to be the most effective control available, but pest resistance rendered many pesticides ineffective. The trend is to use pesticides

which have limited residual action. While this has reduced human exposure and lessened environmental impact, the cost of chemical control has risen due to requirements for more frequent application. Since personal protection and special handling and storage requirements are necessary with the use of chemicals, the overall cost of using chemicals as a sole means of control can be quite costly when compared with nonchemical control methods.

- 5.2 *Integrated pest management outlines.* This subchapter addresses each major pest or category of similar pests, by site, in separate outlines.
- 5.3 *Annual workload for surveillance, prevention, and control.* In this subchapter should indicate the number of man-hours expended for surveillance, prevention, and control of pests.
6. **Health and safety.** This section contains health and safety requirements as follows:
 - 6.1 *Medical surveillance of pest management personnel.* All personnel who apply pesticides have to be included in a medical surveillance program.
 - 6.2 *Hazard communication.* Pest management personnel are given hazard communication training, to include hazardous materials in their workplace. Additional training is to be given to new employees or when new hazardous materials are introduced into the workplace.
 - 6.3 *Personal protective equipment.* This chapter has to describe approved masks, respirators, chemical resistant gloves and boots, and protective clothing (as specified by applicable laws, regulations, and/or the pesticide label) that are provided to pesticide applicators. These items are used, as required, during the mixing and application of pesticides. Pesticide-contaminated protective clothing is not to be laundered at home but commercially. Severely contaminated clothing is not laundered but is considered a pesticide-related waste and disposed, as applicable for hazardous waste.
 - 6.4 *Fire protection.* The fire safety protection requirements have to be established; the Pest Management Coordinator has to control implementation of measures to prevent fire.
7. **Environmental Considerations**
 - 7.1 *Protection of the public.* Precautions are taken during pesticide application to protect the public, on and off the installation. Pesticides should not be applied outdoors when the wind speed exceeds 155 m per min. Whenever pesticides are applied outdoors, care is taken to make sure that any spray drift is kept away from individuals, including the applicator. Pesticide application indoors is accomplished by individuals wearing the proper personal protective clothing and equipment. At no time are personnel permitted in a treatment area during pesticide application unless they have met the medical monitoring standards and are appropriately protected.
 - 7.2 *Sensitive areas.* No pesticides are applied directly to wetlands or water areas (lakes, rivers, and so on) unless use in such sites is specifically approved.
 - 7.3 *Endangered/protected species and critical habitats.* Protected migratory birds which periodically appear on the installation cannot be controlled without a permit. The Pest Management Coordinator periodically evaluates ongoing pest control operations and evaluates all new pest control operations to ensure compliance with the list of endangered species. No pest management operations are conducted that are likely to have a negative impact on endangered or protected species or their habitats without prior approval from environmental authorities.

7.4 *Environmental documentation.* An environmental assessment which specifically addresses the pesticide use program on the installation has been prepared. This plan is referenced in the assessment as documentation of pesticide use.

8. **List of Prohibited Pesticides.**

Prohibited pesticides are listed below and include the World Health Organization's 'dirty dozen' which are prohibited as well:

– 2, 4, 5, -T aldicarb		Heptachlor
– Aldrin		Hexachlorobenzene
– Binapacryl		Lindane
– Captafol		Mercury compounds
– Chlordane		Mirex
– Chlordacone		Paraquat
– Chlordimeform		Pentachlorophenol
– Chlorobenzilate		Toxaphene
– DDT		Monocrotophos
– Dieldrin		Methamidophos
– Dinoseb and dinoseb salts		Phosphamidon
– 1, 2-dibromoethane (EDB)		Methyl parathion
– Endrin		Parathion
– Fluoracetamide		Alpha hexachlorocyclohexane
– HCH (mixed isomers)		Beta-HCH
– Heptachlor		Pentachlorobenzene

4. Environmental and Social Management Plan (ESMP) for small construction/rehabilitation works.

The following are standard mitigation measures for the small civil works which have been determined to be of Low ESHS Risk or minimal environmental impact. These mitigation measures are the core of a generic, standardized EMP for these types of small works and the typical associated minor impacts which can be routinely addressed with good ESHS practice. These measures are general and may be modified to conform with applicable laws and regulations of Sint Maarten and contract procedures for such works. These mitigative measures are intended for relatively simple environmental and social management issues and are based on good ESHS practice and industry standards. These are the mitigation measures which are expected of all who engage in small construction/rehabilitation works and represent the minimum standard for ESHS for the beneficiaries of the project.

1. **Permits and Approvals**

The beneficiary shall be responsible for ensuring that he or she has all relevant legal approvals and permits required to commence work.

2. **Site Security**

The beneficiary or his/her contractor shall be responsible for maintaining security over the construction site, including the protection of stored materials and equipment. In the event of severe weather, the site and associated equipment shall be secured in such a manner as to protect the site and adjacent areas from consequential damages. This includes the management of on-site

construction materials, construction and sanitary wastes, additional strengthening of erosion control and soil stabilization systems, and other conditions resulting from on-site activities which may increase the potential for damages.

3. Discovery of Antiquities

If, during execution, earth-moving, or other activities, any material is discovered on-site which may be considered of historical or cultural interest, such as evidence of prior settlements or burial grounds, native or historical activities, evidence of any existence on a site which may be of cultural significance, all work shall stop and the area in which the material was discovered shall be secured, cordoned off, and marked and the evidence preserved for examination by the local archaeological or cultural authority. No item believed to be an artifact must be removed or disturbed by any of the workers. Work may resume upon permission from the appropriate authorities with any restrictions offered to protect the site.

4. Worker Occupational Health and Safety

The beneficiary or his/her contractor shall ensure that all workers operate within a safe environment. Sanitation facilities shall be provided for all site workers. All sanitary waste generated because of project activities shall be managed in a manner approved by the local authority responsible for public health. There shall be first aid available on site. Workers must be provided with the necessary protective gear as per their specific tasks, such as hard hats, overalls, gloves, goggles, and boots, as appropriate. All workers must operate within a safe environment. All relevant Labor and Occupational Health and Safety regulations must be adhered to ensure worker safety. Appropriate posting of information within the site must be done to inform workers of key rules and regulations to follow.

5. Noise Control

The beneficiary or his/her contractor shall control noise emissions generated because of on-site activities to the extent possible. In the case of site locations where noise disturbance will be a concern, it shall be ensured that the equipment is in good working order with manufacturer-supplied noise suppression (mufflers and so on) systems functioning and in good repair. Where noise management is a concern, schedule activities during normal working hours (between 8 a.m. and 5 p.m.). Where noise is likely to pose a risk to the surrounding community either by normal works or working outside of normal working hours or on weekends, develop a public notification and noise management plan. Specific elements of the noise control activities shall include the following: construction/work activities will occur within specified daylight hours, for example, 8:00 a.m. to 4:00p.m.; community/public should be informed in advance of any work activities to occur outside of normal working hours or on weekends; sites should be fenced wherever possible; during operations, the engine covers of generators, air compressors, and other powered mechanical equipment shall be closed, and equipment should be placed as far away from residential areas as possible; there will be no excessive idling of construction vehicles at sites; noise suppression equipment or systems supplied by the manufacturer will be utilized; and, it should be ensured that all vehicles and equipment are properly serviced.

6. Use and Management of Hazardous Materials, Fuels, Solvents, and Petroleum Products

The use of any hazardous materials, including oils, fuels, and petroleum products, shall conform to the proper use recommendations of the product. Waste hazardous materials and their containers shall be

disposed of in a manner approved by the local authorities. A site management plan will be developed if the operation involves the use of these materials to include estimated quantities to be consumed in the process, storage plans, spill control plans, and waste disposal practices to be followed. This plan and the manner of management are subject to the approval of local authority responsible for safety and waste management. Elements of the hazardous materials management shall include the following: contractor must provide temporary storage on site of all hazardous or toxic substances in safe containers labeled with details of composition, properties, and handling information; the containers of hazardous substances shall be placed in a leak-proof container to prevent spillage and leaching; the wastes shall be transported by specially licensed carriers and disposed of in a licensed facility; paints with toxic ingredients or solvents or lead-based paints will not be used; and banned chemicals will not be used on any project.

7. Use and Management of Pesticides

The project will not fund activities that involve the purchase or use of significant quantities of pesticides, unless a Pest Management Plan has been prepared and approved by the NRPB. For incidental, minor use of pesticides, the use of pesticides shall be in accordance with this EMP and shall conform to the manufacturers' recommendations for use and application. Persons using pesticides shall demonstrate that they have read and understood these requirements and are capable of complying with the usage recommendations to the satisfaction of the contracting officer. All pesticides to be used shall conform to the list of acceptable pesticides that are not banned by the relevant local authority. If termite treatment or vector control is to be utilized, exclude the list of prohibited pesticides in Step 3 of the ESMF process and ensure appropriate chemical management measures are implemented to prevent contamination of surrounding areas, and use only licensed and registered pest control professionals with training and knowledge of proper application methods and techniques.

8. Use of Preservatives and Paint Substances

All paints and preservatives shall only be used in accordance with the manufacturers' recommendations for use and application. Information shall be provided to workers which describes the essential components of the materials to be used so that an informed determination can be made as to the potential for environmental effects and suitability can be made. Storage, use, and disposal of excess paints and preservatives shall be managed in conformance with the manufacturers' recommendations and in accordance with local authorities' requirements. If appropriate a Plan should be prepared with a list of materials and estimated quantities to be used and storage, spill control, and waste disposal plans to be observed during the execution of the works.

9. Site Stabilization and Erosion Control

The beneficiary or his/her contractor shall implement measures to manage soil erosion through minimization of excavated area and time of exposure of excavated areas, preservation of existing ground cover to the extent possible, and provision of approved ground cover. Where excavations are made, implement appropriate stabilizing techniques to prevent cave-in or landslides, and ensure that appropriate erosion control measures such as silt fences are installed. Proper site drainage must be implemented. Any drain clogged by construction material or sediment must be unclogged as soon as possible to prevent overflow and flooding. The use of retaining structures and planting with deep-rooted grasses to retain soil during and after works must be considered. The use of bioengineering methods must be considered as a measure to reduce erosion and land slippage. Keep angle of slopes

within limits of soil type. Balance cut and fill to limit steepness of slopes. All slopes and excavated areas must be monitored for movement.

All construction materials must be properly stored. Establish appropriate erosion and sediment control measures such as, sedimentation basins, and/or silt fences and traps to prevent sediment from moving off site and causing excessive turbidity in nearby streams, ponds, lagoons, and coastal waters. An erosion management plan must be required where the potential exists for significant sediment quantities to accumulate in streams, ponds, lagoons and nearshore marine systems. This plan shall include a description of the potential threat, mitigation measures to be applied, and consideration for the effects of severe weather and an emergency response plan. If works are along coastal marine areas or near major streams, ponds, lagoons, water quality monitoring must be done before construction and at regular intervals to determine turbidity levels and other quality parameters. Construction vehicles and machinery will be washed only in designated areas where runoff will not pollute groundwater or natural surface water bodies.

10. Air Quality

The following general conditions apply to work sites for the control of air quality including dust control:

- Construction materials such as sand, cement, or other fines should be kept properly covered.
- Cement should be kept stored within a shed or container.
- The sand and fine particles can be moistened with sprays of water.
- Unpaved, dusty construction roads should be compacted and then wet periodically.
- During interior demolition, debris-chutes shall be used above the first floor.
- Demolition debris shall be kept in a controlled area and sprayed with water mist to reduce debris dust.
- During pneumatic drilling/wall destruction, dust shall be suppressed by ongoing water spraying and/or installing dust screen enclosures at the site.
- The surrounding environment (sidewalks, roads) shall be kept free of debris to minimize dust.
- There will be no burning of construction/waste material at the site.
- There will be no excessive idling of construction vehicles at sites.
- The bins of all haulage vehicles transporting aggregate or building materials must be covered on all public roads.

11. Traffic Management

In the event that the rehabilitation/construction activities will result in the disruption of area transportation services, including temporary loss of roadways, blockages due to deliveries and site-related activities, the beneficiary or his/her contractor shall prepare a traffic management plan, including a description of the anticipated service disruptions, community information plan, and traffic control strategy to be implemented so as to minimize the impact to the surrounding community. This plan shall consider time of day for planned disruptions and shall include consideration for alternative access routes, access to essential services such as medical, disaster evacuation, and other critical services. The plan shall be approved by the relevant local authority and shall include the following: alternative routes are to be identified in the instance of extended road works or road blockages; the public should be notified of all disturbance to their normal routes; signposting, warning signs, barriers, and traffic diversions must be clearly visible and the public warned of all potential hazards; provision

must be made for the safe passages and crossings for all pedestrians where construction traffic interferes with their normal route; there must be active traffic management by trained and visible staff at the site or along roadways, as required, to ensure safe and convenient passage for the vehicular and pedestrian public; and there should be adjustment of working hours to local traffic patterns, for example, avoiding major transport activities during rush hours or times of livestock movement.

12. Management of Standing Water

Under no circumstances shall the beneficiary or his/her contractor permit the collection of standing water as a consequence of contractor activities without the approval of the relevant local environmental and/or health authorities. Recommendations from that local authority on how to manage and treat the standing water must be implemented. The condition of the standing water must be monitored by the contractor to ensure that it does not present itself as a breeding ground for any pests such as mosquitoes.

13. Management of Solid Wastes - Trash and Construction Debris

The beneficiary or his/her contractor shall ensure that waste management conforms to the solid waste management policies and regulations of the relevant authority. Under no circumstances shall construction waste accumulate, to cause a nuisance or health risk due to the propagation of pests and disease vectors. The site waste management plan shall include a description of how waste will be stored, collected, and disposed of in accordance with policy and legislation. Additionally, provide for the regular removal and disposal of all site waste and provide a schedule for such removal.

14. Management of Liquid Sanitary Wastes

Provisions must be made for liquid sanitary waste management that conforms to the waste management policies and regulations of the relevant authority. Under no circumstances shall construction-related liquid waste accumulate on or off the site or to flow over or from the site in an uncontrolled manner or to cause a nuisance or health risk due to its contents. The site waste management plan shall include a description of how these wastes will be stored, collected, and disposed of in accordance with policy and legislation. Additionally, provide for the regular removal and disposal of all site waste and provide a schedule for such removal.

Specific elements of liquid waste management shall include the following: abide by all pertinent waste management and public health policy and legislation; waste collection and disposal pathways and sites will be identified for all major waste types expected from demolition and construction activities; construction and demolition wastes will be stored in appropriate bins; liquid and chemical wastes will be stored in appropriate containers separated from the general refuse; all waste will be collected and disposed of properly in approved landfills by licensed collectors; the records of waste disposal will be maintained as proof for proper management as designed; whenever feasible reuse and recycle appropriate and viable materials (except asbestos).

15. Special Condition - Management of Asbestos

In the event that during the course of work activities the contractor discovers asbestos as part of the existing site and is required to stabilize and remove it, the beneficiary must ensure that a qualified contractor is engaged and contact the relevant local authorities immediately. If work has already

commenced, all work in the area must stop immediately. An asbestos management plan must be prepared by the contractor and approved by the relevant local health and waste management authorities and the contracting officer describing how this material will be stored, collected, and disposed of in accordance with current law and identifying the approved experienced professional who will undertake this work. The plan must include the following:

- Description of the issue and extent of contamination
- Site safety measures
- Stabilization techniques to be employed
- Storage and transport plan
- Approved disposal procedure
- Worker awareness and training

In preparing the plan, the contractor should liaise with the relevant local health and waste management agencies to ensure the adequacy of the measurements being proposed.

Site management shall consist at a minimum of enclosing relevant sections of the site with appropriate material by the contractor. Where possible, the asbestos and its location must be appropriately contained and sealed to minimize exposure, and any asbestos shall be marked clearly as a hazardous material. Stabilizing friable asbestos will be done before removal (if removal is necessary), and it will be treated with a wetting agent to minimize asbestos dust. Asbestos will be handled and disposed by skilled and experienced professionals using appropriate personal protective equipment such as respirators and Tyvek suits which will be provisioned to workers to protect them and prevent contamination with asbestos fibers. Respiratory protection, together with measures to prevent the contamination of clothing and inadvertent transport of asbestos fiber offsite, shall be provided to all exposed workers. If asbestos material is to be stored temporarily, the waste should be securely enclosed inside closed containments and marked appropriately. Security measures must be implemented against unauthorized removal of asbestos from the site. No removed asbestos will be reused.

16. ANNEX 4 – Figure describing the flow of accounting entries for the ESP

