Environmental and Social Management System

Outline for the Output-Based Aid (OBA) Pilot
Solid West Management Project in West Bank

28 February 2015
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<th>Definition</th>
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<tr>
<td>AF</td>
<td>Affected People</td>
</tr>
<tr>
<td>ARAP</td>
<td>Abbreviated Resettlement Plan</td>
</tr>
<tr>
<td>BIA</td>
<td>Beneficiary Impact Assessment</td>
</tr>
<tr>
<td>BoD</td>
<td>Board of Director</td>
</tr>
<tr>
<td>CI</td>
<td>Cleanliness Index</td>
</tr>
<tr>
<td>ESIA</td>
<td>Environmental and Social Impact Assessment</td>
</tr>
<tr>
<td>ESMP</td>
<td>Environmental and Social Management Plan</td>
</tr>
<tr>
<td>ESMS</td>
<td>Environmental and Social Management System</td>
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<tr>
<td>GPOBA</td>
<td>Global Partnership Output Base Aid</td>
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<tr>
<td>IFC</td>
<td>International Finance Corporation</td>
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<tr>
<td>JSC H&amp;B</td>
<td>Joint Service Council for Solid Waste Management of Hebron &amp; Bethlehem Governors</td>
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<tr>
<td>MIS</td>
<td>Management Information System</td>
</tr>
<tr>
<td>NGO</td>
<td>Non Governmental Organization</td>
</tr>
<tr>
<td>OBA</td>
<td>Output Based Aid</td>
</tr>
<tr>
<td>OHS</td>
<td>Occupational Health and Safety</td>
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<tr>
<td>O&amp;M</td>
<td>Operation and Maintenance</td>
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<tr>
<td>RCV</td>
<td>Refuse Collection Vehicle</td>
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<tr>
<td>SWM</td>
<td>Solid Waste Management</td>
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<tr>
<td>RCV</td>
<td>Refuse Collection Vehicle</td>
</tr>
<tr>
<td>SC</td>
<td>Social Committee</td>
</tr>
<tr>
<td>SoE</td>
<td>Statement of Expenses</td>
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<tr>
<td>SOP</td>
<td>Standard Operating Procedures</td>
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<td>SWB SWMP</td>
<td>Southern West Bank Solid Waste Management Project</td>
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<tr>
<td>ToR</td>
<td>Terms of Reference</td>
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<tr>
<td>TOU</td>
<td>Technical Operation Unit</td>
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1 INTRODUCTION

1.1 Background

Poor waste management in the Southern part of West Bank used to present serious public health and environmental hazards. Solid waste was mainly disposed of at unregulated dumpsites at the edge of towns and villages, and thus these hazards affected particularly the poor.

Between 2012 and 2014 the waste management system in the South West Bank underwent major improvement as result of implementation of the West Bank Solid Waste Management Project financed by the Bank and other donors. The modern sanitary landfill in Al Menya was constructed and became fully operational in September 2014. The transfer station in Hebron become fully operational in 2014, all illegal dumpsites except the Yatta dumpsite were closed and recultivated. Solid waste collection system was improved and made more efficient. Pilot waste recovery projects were introduced in Hebron.

Whereas, currently upstream (landfill) service improvement is well underway, there are three interrelated barriers to improving access to adequate primary service collection (downstream): (i) fiscal constraints that limit the level of services that municipalities can afford to subsidize; (ii) low willingness to pay amongst beneficiaries on account of low quality of service; and (iii) technical and institutional capacity constraints leading to poor planning and high operation and maintenance (O&M) costs.

1.2 The OBA Project

To overcome the barriers in further improvement of solid waste management in the South West Bank, the IFC’s supported the Joint Service Council Hebron & Bethlehem in attracting private sector participation for solid waste management services in both Hebron and Bethlehem governorates.

The Output-Based Aid (OBA) Pilot Solid West Management Project in West Bank was developed to improve the quality of the downstream service levels (more frequent and better collection) and enforce usage of the new sanitary landfill in Al Menya. The Project will utilize an Output Based Aid (OBA) subsidy and address the above barriers concurrently. The subsidy will temporarily offset the cost of solid waste management service for poor households as the efficiency and level of service improves. The subsidy will lead to increase service quality, affordable, more efficient, and sustainable waste collection, transport, and safe disposal. The service improvement will in turn raise willingness to pay and enable municipalities to gradually improve fee collection and recover greater proportions of service delivery costs in order to sustain higher quality services. The subsidy is limited to the period of the first four years of the Al Menya landfill operation when revenues from user fees are not enough to cover the increased costs of adequate service delivery.
Approximately 840,000 residents of the municipalities located in the Hebron and Bethlehem Governorates are the main beneficiaries of the OBA project. They will benefit from improved and more affordable solid waste management services. The project is managed by the Joint Service Council of Hebron & Bethlehem (JSC H&B). The JSC H&B was established to focus on providing sanitary final disposal services and raise public awareness. It coordinates the waste management services in the Hebron and Bethlehem governorates. The other key stakeholders of the OBA project are:

- The Municipal Councils and the Village Councils of the Hebron and Bethlehem Governorates.
- The Environmental Quality Authority.
- The Ministry of the Local Government.
- Companies involved in management of solid waste in the West Bank.
- NGOs.

A performance regime supporting the achievement of pre-set indicators for improved services and financial sustainability was set up as part of the OBA project. The Project performance will be periodically verified by an IVA through a scorecard system triggering the OBA subsidy disbursement. The performance regime was developed such that reaching minimum targets will demonstrate success in achieving the project development objective. The project indicators are presented in table 1.1.

Table 1.1 Indicators for OBA Target (1): Access to Improved Services

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Description</th>
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</table>
| Cleanliness         | • Measured using a Cleanliness Index (CI);
                     | • CI is based on visual inspection of areas;
                     | • CI assigns scores based on observed cleanliness characteristics.         |
                     | Details on CI measure provided in Annex 6                                  |
| Total Waste Managed | • The indicator will monitor three waste streams;
                     | • The first two streams would be counted as waste being treated sanitarily:
                     | o Waste deposited at the sanitary landfill (Al Menya landfill), and        |
                     | o Waste diverted from Al Menya landfill through recycling or reuse.        |
                     | • The third waste stream measures waste that is not sanitarily treated     |
                     | which is waste deposited at other dumpsites (i.e. Al 'Eizariya,            |
                     | Yatta and random dumpsites).                                              |
| SWM Strategy        | • Strategy Development: development of plans for management and treatment   |
                     | of slaughterhouse and medical waste and the development of plans for closure |
                     | and rehabilitation of unsanitary dumpsites.                                |
                     | • The design and implementation of the management information system (MIS) |
                     | is targeted for the first year.                                            |
2 OBJECTIVES OF THE ESMS

In compliance with the requirements of International Finance Corporate (IFC) Performance Standard 1, “Assessment and Management of Environmental and Social Risks and Impacts” (PS 1) the Joint Service Council Hebron and Bethlehem (JSC H&B) has established an Environmental and Social Management System (ESMS) for the OBA Pilot Solid West Management Project (West Bank) project in the Southern part of the West Bank. The ESMS details the policy, procedures and workflow that were developed, and will be followed during implementation of the OBA Pilot Solid West Management Project (West Bank) project under the management and administration of the JSC H&B.

The ESMS is embodied in this *ESMS Plan* and series of supporting Management Plans and Standard Operating Procedure. A number of the Management Plans and Standard Operating Procedures were developed anew for the OBA project. However, some Management Plans and Operating Procedures developed for the SWMP for the South West Bank are also applicable to the OBA project. This is because the SWMP and the OBA project partly overlap in relation to solid waste collection and transfer.

The documents and procedures forming the ESMS will be followed and periodically updated to ensure that the ESMS remains responsive to changing environmental, human health and safety, and other social management needs, as well as provide a level of detail that is commensurate with available resources and the nature of the activities being conducted. Collectively, the *ESMS Plan* and its supporting documents and procedures constitute a flexible management approach that can readily accommodate the needs of the Project.

The key feature of the ESMS is continual improvement – an ongoing process of reviewing, correcting and improving the management system. The management system relies on trained, committed people routinely following application of procedures. The management system is presented and encoded in this ESMS document, which will guide the implementation process and management procedures.
3 ESMS DOCUMENTATION

The hierarchy of documents and procedures that comprise the ESMS is depicted in figure 3.1. The highest-tier document in the ESMS is represented by this ESMS Plan, which describes the overall structure, requirements, and content of the management system, as well as the organizational structure, key management responsibilities, and the specific functions fulfilled by other categories of system documents. The ESMS Plan and its supporting documents and procedures are intended to apply only to the areas, facilities, and activities that constitute the OBA Pilot Solid West Management Project (West Bank).

The ESMS Plan are supported by a suite of Management Plans, which are focused on the management or mitigation of the specific environmental and social issues or impacts associated with one or more phases of the OBA Project.

Figure 3.1 ESMS Document Hierarchy

The ESMS Plan and the associated specific Management Plans will also be supported by a suite of Standard Operating Procedures (SOPs). SOPs are written specifically to guide JSC H&B workers and subcontracted personnel in the day-to-day performance of specific field or office activities required by the upper-tier plans. Al Menya landfill and Transfer Stations Operating Manual completed in October 2014 (annex 7) is the first Operating Procedures Manual developed for the OBA project. Citizen engagement through telecommunication tools (annex 13), and Management Information System (MIS) – annex 14 are examples of other SOPs for the OBA project.
Additional SOPs for the OBA projects such as health and safety procedures, emergency preparedness and response procedures, grievance mechanisms will be developed by June 30, 2015 with a level of detail commensurate with the phase of the project, the complexity of the task, current staffing levels, and the capabilities and experience of the workforce. SOPs may support one or several Management Plans and one or several Project phases.

It must be emphasized that in order for the ESMS to be effectively put in practice, the overall complexity and level of detail provided in the Management Plans and their supporting SOPs must be commensurate with the JSC H&B level of staffing, the availability of qualified personnel resources, the overall complexity and significance of the environmental and social risks associated with the activities being conducted.
4 ENVIRONMENTAL & SOCIAL MANAGEMENT SYSTEM

4.1 Policy Principles

Policies are the foundation of the Environmental and Social Management System (ESMS). They are the general rules that the implementing agency – the JSC H&B embodied, and requires its employees to follow during implementation of the project. The policies and procedures reflect what the JSC H&B believes in and how it strive to conduct its services. The process of adopting environmental and social policies provides the JSC H&B with an opportunity to think systemically and prioritize key issues. Ultimately, it also enables the JSC H&B to gain the commitment and support of senior management as they approve and communicate the policies.

The JSC H&B continually endeavors to ensure effective Environmental & Social management practices in all its activities, products and services with a special focus on the following:

- Ensuring that all activities undertaken by the JSC H&B are consistent with the procedural requirements outlined later in this document.
- Ensuring that the OBA Pilot Solid West Management Project (West Bank) is reviewed against the applicable requirements.
- Making best efforts to ensure that the OBA Pilot Solid West Management Project (West Bank) project is operated in compliance with the environmental and social mitigation measures stipulated in the safeguard documents.
- Ensuring transparency in its activities.
- Ensuring that the management and the stakeholders of the JSC H&B understand the policy commitments made by the JSC H&B.

The Environmental, Social, Human resources and occupational health and safety (OHS) policies of the JSC H&B respond to the following principles:

- Sustainable development principles;
- Polluter Pays principle;
- Environmental laws and regulations;
- Resource efficiency principles (consumption of energy, water, greenhouse gas emissions);
- Pollution prevention principles;
- Waste minimization, recovering, reusing, treating and disposing of waste;
- Fair Human resources policies and procedures:
  - Workers’ rights to form and to join workers’ organizations
  - Non-discrimination and equal opportunity
  - Training, tools and opportunities for advancement
- Adequate working conditions and terms of employment including work hours, wages, overtime, compensation and benefits;
• Clear internal communications within the JSC H&B;
• Effective grievance mechanism for workers and the community to express concerns about the security system and personnel;
• Occupational health and safety good practices:
  • Safe work environment
  • Emergency prevention and response system
  • Personal protective equipment and appropriate training
  • Document and report accidents, diseases and incidents
  • Health, safety and security of the public from activities, equipment and infrastructure.

The Executive Director of the JSC H&B has the key role in ensuring proper policy implementation at all levels of the organization, through the administration of this ESMS Plan and the various monitoring measures described. Taken in combination, these principles emphasize open communication and consideration of the social and environmental interests of affected communities and residents, regulatory authorities, the JSC H&B workforce, and other stakeholders.

4.2 Environmental and Social Safeguard Management Plans

An assessment of the environment and social risks has been carried out for all the three components of the Southern West Bank SWM project. The key safeguards management plans and procedures were reviewed against the IFC Performance Standards. They were found adequate and are incorporated in the ESMS. These safeguards documents and procedures include:

• The Environmental and Social Impact Assessment (ESIA) including an Environmental and Social Management Plan (ESMP) that includes an assessment of all environmental risks and social issues arising from project implementation as well as a system of mitigation measures and compliance monitoring. Issues developed in these documents include (i) health and safety of workers and public who might come in contact with the wastes; (ii) risks associated with groundwater and air quality at the Landfill and mitigation measures; (iii) risks of fire/accidents from Landfill gas/methane and mitigation measures; (iv) possibility of loss of income or jobs and mitigation measures.

• The Abbreviated Resettlement Plan (ARAP) for waste pickers, herdsmen and land owners to address any resettlement issues that result from the construction and operation of the landfill, and if appropriate, the implementation of a Material Recovery Facility and a Composting Plant.

• Project Operation Manual that describes clearly how the project will be managed showing who will do what, when and how for each activity including the environmental and social issues.
• Action Plan for all of the Affected People (AP) of the project including landowners, waste pickers and herdsmen that assess the situation and propose compensation schemes for each category.

The following environmental and social safeguards management plans were developed and issued as part of the OBA Pilot Solid West Management Project in the West Bank:

• ESMP for municipalities participating in the Project. The ESMP addresses primary collection, street cleanliness, solid waste transfer (for municipalities providing such service). The ESMP includes set of mitigation measures with implementation responsibilities, monitoring type, frequency and responsibility, public consultation and grievance mechanisms.

• Medical Waste Management Plan. The MWM Plan focuses on the management of infectious medical waste from their generation to the safe final disposal in the landfill. The MWM Plan provides guidance for developing and implementing procedures and mechanisms for segregation (separation), on-site collection, transport and storage, off-site collection, transport, treatment and disposal, monitoring and enforcement.

• Large scale slaughterhouse waste management plan for municipalities that have such large scale facilities. The plan addresses those municipalities with the quantities of such waste to be managed separately and the correct procedures and equipment needed to handle such waste.

• Management Information System (MIS) which enables each beneficiary (Municipalities, Village Councils and JSC H&B) to access the system, populate it regularly with data and monitor progress according to indicators presented in table 1.1. Improved scores enable the beneficiaries to get subsidies from the Project. The system also enables beneficiaries to assess the weak points in the waste management practice and apply the correction measures.

• Operation Manual that describes in details the O&M procedures for the landfill and transfer stations. In this manual, all the operational steps are listed with the proposed steps to be applied in case of any impacts resulting from the daily operations of the facilities.

The suitability and effectiveness of these management plans and procedures will be evaluated at least annually as part of the internal management review process. Project contractors will also be advised on applicable policy requirements through their individual contracting documents. Table 4.1 provides more details on the applicability of the various operating manuals, procedures, plans, communication notes addressing environmental, social, monitoring and management aspects of the project (see also annexes to this ESMS Plan). Some documents and procedures apply to more than one ESMS requirements. The ESMS Plan and annexes form the ESMS system of the Project.
Table 4.1 Environmental and Social Safeguard management plans and procedures forming the ESMS.

<table>
<thead>
<tr>
<th>No.</th>
<th>Key ESMS requirements</th>
<th>Related documents and procedures</th>
</tr>
</thead>
</table>
| 1.  | Policies/rules, policy statements that summarize the commitment made by the implementing agency to manage environmental and social risks and impacts. | • The Boards of Directors (BoD) approval and signature of the policy statement that shows clearly the commitment to manage environmental and social risks and impacts. Annex 1  
• The establishment of the Social Committee (SC) which comprise three members from the BoD in addition to the Executive Director and Social Specialist of the JSC H&B. Annex 2  
• Executive Director Letter announcing that all environmental and social impacts should be addressed and mitigated. Annex 3 |
| 2.  | Identification of risks and impacts to develop the appropriate strategies to address them. | • ESIA for the Al Menya landfill. March 2009. Annex 4  
• ARAP. March 2009. Annex 5  
• ESMP for the GPOBA project participating municipalities. February 2015. Annex 6  
• Medical Waste Management Plan. June 2013. Annex 8  
• Large scale slaughterhouse waste Management Plan. July 2013. Annex 9  
• ESIA for the closure and rehabilitation of Yatta dumpsite. January 2015. Annex 10 |
| 3.  | Management Programs and Action Plans to avoid, minimize or compensate for the risks and impacts that were identified (what, how, why, when, who) | • ESMP for the Al Menya landfill. March 2009. Annex 4  
• ARAP. March 2009. Annex 5  
• ESMP for the GPOBA project participating municipalities. February 2015. Annex 6  
• Medical Waste Management Plan. June 2013. Annex 8  
• Large scale slaughterhouse waste |
| 4. **Organizational Capacity and Competency** of the implementing agency. **Roles, responsibilities and authorities** to implement the ESMS. Existence of active ESMS Team (incl. TL, quality control, health and safety, procurement, human resources specialists). Effective ESMS related training and communication within the implementing agency. | • Southern West Bank Solid Waste Management. Operating Manual. March 2010. Annex 11  
• Updated organizational chart including the key staff with clear roles, responsibilities and authorities. September 2014.  
• Updated training plan for the key staff. April 2014. |
| 6. **Stakeholder Engagement** - systematically engaging with affected communities (local government, NGOs, workers associations, affected communities, contractors) in the identification and management of the impacts that negatively affect them contributes to building trust, credibility and local support. | • ESMP for the GPOBA project participating municipalities. February 2015. Annex 6  
• ARAP. March 2009. Annex 5  
• Action plan for compensation of Waste Pickers and Herdsmen. Annex 12  
• Citizen engagement through telecommunication tools. Annex 13  
• Management Information System (MIS). Annex 14  
• ESIA and ESMP for the Al Menya landfill. March 2009. Annex 4  
• ARAP. March 2009. Annex 5  
| 7. **External Communication and Grievance Mechanisms** for individuals, groups or communities affected by the | • ARAP. March 2009. Annex 4  
• ESMP for the GPOBA project participating municipalities. February 2015. Annex 6 |
| Project to contact the implementing agency if they have an inquiry, a concern or a formal complaint. | • Al Menya landfill and Transfer Stations Operating Manual. October 27, 2014. Annex 7  
• Citizen engagement through telecommunication tools. Annex 13  
|---|---|
| 8. **Ongoing Reporting to Affected Communities** by the implementing agency (at least annually) to resolve the issues identified when engaging with them. | • ESMP for the GPOBA project participating municipalities. January 2015. Annex 6  
• Citizen engagement through telecommunication tools. Annex 13  
• ESMP for the GPOBA project participating municipalities. February 2015. Annex 6  
• Medical Waste Management Plan. June 2013. Annex 8  
5 IDENTIFICATION OF RISKS AND IMPACTS

5.1 Environmental and Social Impacts, Risk Assessment, and Mitigation

The risks and impacts of the OBA Pilot Solid West Management Project (West Bank) were addressed by the Environmental and Social Management Plan (ESMP) for the OBA project participating municipalities (completed on February 28, 2015 – see annex 6). The ESMP was prepared by the JSC H&B and supervised by the Bank. It covers the activities of the OBA project: primary collection and transfer of solid waste (the latter applies to municipalities that provide such service).

The ESMP includes internal procedure for updates and compliance monitoring. The social and environmental impacts identified will be evaluated on at least an annual basis to address the identification of new impacts. The input provided by local/external stakeholders will also be identified and specifically considered in the evaluation of social and environmental aspects and impacts. Any necessary changes in the aspects/impacts register will be reflected in appropriate modifications or additions to the Project’s Management Plans or other performance improvement measures.

An assessment of the environmental and social aspects, and potential impacts and mitigation measures associated with the umbrella West Bank SWM project is documented in the original ESIA (DHV, 2009). The ESIA focused on the construction and operation of the new sanitary landfill in Al Menya, the transfer station in Hebron, closure and recultivation of illegal dumpsites.

Social concerns that arise from the West Bank SWM project are addressed by the ARAP, (2009) and include resettlement concerns, and risks of income loss of waste pickers, herdsmen and landowners. The information reviewed to date indicates that the project has been designed in compliance with IFC Sustainability Framework, and the requirements of IFC E&S Review Procedure 11, Social and Environmental Requirements for Standalone Advisory Services. IFC’s lead specialist has evaluated the project and concluded that adequate conditions have been included in the project to ensure compliance with relevant IFC Performance Standards and applicable Environment, Health and Safety Guidelines.

5.2 Potential Environmental and Social Impacts of the OBA Project

The OBA Pilot Solid West Management Project aims at improving primary waste collection services in participating municipalities in Hebron and Bethlehem Governorates, thereby contributing to improving cleanliness in these municipalities. The project does not include construction or expansion of any infrastructure. Implementation of service improvements is not expected to lead to adverse environmental impacts and social concerns. These – if any – are expected to be minor and short term. The key potential impacts include (see the ESMP for municipalities involved in the OBA project):

- Health risks on workers;
- Public health risks due to improper waste collection;
- Littering;
- Offensive odors;
- Surface and groundwater contamination due to local leachate spills;
- Work accidents.
The potential impacts can be fully mitigated or minimized by applying system of mitigation measures (see table 5.1) and compliance monitoring. Overall, impacts identified are not significant and the environmental risks of the OBA project activities are minor. Hence, the scope for disaster management (emergency response system) is limited primarily to the contamination of surface water by leachate from waste containers, and to traffic accidents involving waste transfer trucks.

Table 5.1 Summary of potential environmental and social risks of the project and mitigation measures.

<table>
<thead>
<tr>
<th>Potential Risks</th>
<th>Potential Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health risks on workers</td>
<td>▪ Use of personnel protective equipment and wear;</td>
</tr>
<tr>
<td></td>
<td>▪ Use of safety uniform;</td>
</tr>
<tr>
<td></td>
<td>▪ Regular medical inspections and vaccination for all workers.</td>
</tr>
<tr>
<td>Public health risks due to improper waste collection</td>
<td>▪ Regular emptying and collection of waste garbage containers (bins) based on planned schedule;</td>
</tr>
<tr>
<td></td>
<td>▪ Provide sufficient number of proper bins/containers;</td>
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<tr>
<td></td>
<td>▪ Ensure enough workers for street sweeping;</td>
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<tr>
<td></td>
<td>▪ Preventative maintenance of refuse collection vehicles (RCV);</td>
</tr>
<tr>
<td></td>
<td>▪ Improve fees collection to secure the required financial resources to insure sustainability of the service;</td>
</tr>
<tr>
<td></td>
<td>▪ Fighting flies, mosquitoes and vermin.</td>
</tr>
<tr>
<td>Littering</td>
<td>▪ Regular street sweeping;</td>
</tr>
<tr>
<td></td>
<td>▪ Covering open vehicles during waste transportation;</td>
</tr>
<tr>
<td></td>
<td>▪ Respect the instructions of the operators during unloading the waste containers;</td>
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<tr>
<td></td>
<td>▪ Prevent any random waste disposal;</td>
</tr>
<tr>
<td></td>
<td>▪ Inform households and other users about the waste collection system and the collection scheme;</td>
</tr>
<tr>
<td></td>
<td>▪ Encourage households and other users to put waste out at designated times and locations.</td>
</tr>
<tr>
<td>Offensive odors</td>
<td>▪ Regular street sweeping and waste collection;</td>
</tr>
<tr>
<td></td>
<td>▪ Separate collection of slaughterhouse waste as instructed by the JSC-H&amp;B;</td>
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<tr>
<td></td>
<td>▪ Maintain garbage containers and RCVs to prevent leachate spills</td>
</tr>
<tr>
<td></td>
<td>▪ Cover open RCV to prevent air emissions and odors.</td>
</tr>
<tr>
<td>Surface and groundwater contamination due to local</td>
<td>▪ Maintain garbage containers and RCVs to prevent leachate spills</td>
</tr>
<tr>
<td>leachate spills</td>
<td>▪ Prevent any random waste disposal;</td>
</tr>
<tr>
<td></td>
<td>▪ Emergency Response Plan.</td>
</tr>
<tr>
<td>Work accidents</td>
<td>▪ Use safety vests, shoes and other safety uniform;</td>
</tr>
<tr>
<td></td>
<td>▪ Respect the operators instructions during unloading the waste containers;</td>
</tr>
<tr>
<td></td>
<td>▪ Adhere to the safety procedures;</td>
</tr>
<tr>
<td></td>
<td>▪ Provide prompt medical attention for cuts and bruises.</td>
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6 ORGANIZATIONAL CAPACITY AND COMPETENCY

6.1 Structure and Responsibility

The Implementing Agency – the JSC H&B will be responsible for ensuring compliance with environmental and social safeguards by establishing and maintaining an Environmental and Social Management System (ESMS) and monitoring compliance with environmental and social mitigation measures. Figure 6.1 presents organizational chart of the JSC H&B and the reporting lines.

All JSC H&B employees are individually and collectively responsible for:

- Working safely, within the guidelines and requirements established by this ESMS Plan and its supporting Management Plans and SOPs;
- Supporting the environmental, social, and OHS policies established for the OBA Pilot Solid Waste Management Project in (West Bank) in the day to day performance of their work;
- Notifying their supervisors (the Environmental Specialist, the Social Specialist and the Health and Safety Officer) of any observed spills, equipment malfunctions, unsafe or unhealthy situations, improper environmental practices, worsening trends, or other issues that could represent nonconformance with the requirements of this ESMS Plan or its supporting Management Plans or SOPs.

Table 6.2 presents organization chart of the JSC H&B. Personnel involved directly in the OBA project are highlighted in bold/italics. Specific responsibilities of the JSC H&B personnel regarding the OBA project are explained below.

Executive Director

The Executive Director is responsible for both strategic, and day-to-day management of the Project. He reports to the Board of Directors of the JSC-H&B.

The Executive Director will, among other responsibilities:

- Ensure that the progress and results of the project are consistent with the recommendations of the JSC-H&B and with the trust fund agreement and the operation manual;
- Supervise the work of the TOU staff;
- Participate in project supervision and evaluation missions,
- Be the contact point for the consultants and firms financed under the project; and
- Review and approve status reports on the indicators and outcomes as defined in the grant agreement.
Figure 6.1 Organizational Chart of the JSC H&B\textsuperscript{1}

\textsuperscript{1} Personnel involved in the OBA project is indicated in \textit{bold/italics}.  

\textit{Joint Service Council H \& B for Solid Waste Management. Environmental and Social Management Plan.}
Environmental Specialist:
The Environmental Specialist reports directly to the Executive Director of the JSC H&B. He is Head of the Technical Department and is supported by technical specialists. His/her tasks include:

- Monitoring progress of the OBA project based on the set of indicators presented in table 1.1;
- Monitoring compliance of the OBA project activities with the ESMS environmental procedures and guidelines;
- Provide training to the JSC H&B staff, municipal and village council staff regarding environmental procedures and guidelines;
- Prepare bi-annual environmental progress reports of the OBA Project;
- Maintain and archive records related to implementation of the ESMS;
- Ensures that environmental safeguards of the ESMP are met. This may include, but is not limited to, carrying out/coordinating monitoring of certain environmental parameters, as per ESMP requirements;
- Assist the Financial Management Officer in planning their budget for meeting the operational costs of the contracts.

Social Specialist:

- Monitoring compliance of the OBA project activities with the ESMS social procedures and guidelines;
- Provide training to the JSC H&B staff, municipal and village council staff regarding social procedures and guidelines;
- Contribute to the bi-annual environmental progress reports of the OBA Project;
- Ensures that all the social requirements included in the OBA project’s Environmental and Social Management Plan (ESMP) are implemented in a timely fashion according to the ESMP schedule;
- Ensures that social safeguards are met. This may include, but is not limited to, carrying out/coordinating monitoring of certain social parameters, as per ESMP requirements;

Human Resources Manager:

- Ensure that all human resources policies and procedures are applied including labor standards policies and procedures;
- Maintain the Grievance Registry;
- Create and apply clear communications throughout the JSC H&B;
- Set and monitor the working conditions and terms of employment to achieve reasonable working conditions and terms of employment including work hours, wages, overtime, compensation and benefits;
• Implement and monitor non-discrimination and equal opportunity including hiring, promoting and compensating workers;
• Plan and implement training, tools and opportunities for advancement.

**Health and Safety Officer:**

• Ensure and monitor safe work environment;
• Create and monitor emergency prevention and response system;
• Keep and monitor personal protective equipment;
• Provide health and safety training to personnel involved in the OBA project;
• Prepare and keep documents and reports accidents, diseases and incidents.

**Procurement Officer:**

The Procurement Specialist is responsible for ensuring proper procurement of all project contracts and tasks, in accordance with World Bank procurement guidelines. The Procurement Specialist responsibilities are:

• Ensure that the procurement arrangement agreed upon with the World Bank are complied with in the procurement of consulting services, works and goods ensuring that they comply with all environmental and social standards;
• Ensures appropriate management of the procurement function of the project from activity planning through receipt of deliverables;
• Organize and participate in the bidders conferences in order to clarify the procedures and the procurement documents;
• Organize and participate in the evaluation committee of the bids submitted;
• Ensure the carrying out of the evaluation process for the expression of interest and proposals and participate in issuing the evaluation reports;
• Track progress of procurement activities against the schedules;
• Ensure management of contractual obligations with consultants, suppliers and contractors engaged under the project;
• Highlight variations in procurement progress, find out the reasons and identify remedial actions;
• Prepare and submit for Bank review periodic procurement progress reports;
• Carefully manage the procurement records and official documents of the project.

**Financial Management Officer:**

The Financial Management Officer reports to the Executive Director and maintains and monitors the project budget, financial reporting, liaising with the external auditor; managing the flow of funds for the project (disbursements to project contractors/suppliers and withdrawals from the grant account), ensuring that JSC-H&B has yearly allocated its financial contribution to the project; etc. Specific responsibilities include:
- Coordinate disbursement procedures according to World Bank rules and the provisions of the Grant Agreement; monitor the expenses and the costs for each contract, including the World Bank funds and JSC-H&B contribution;
- Manage the project Designated Account (including the preparation of account statements);
- Record project transactions in accounts established for that purpose. Project activities will be reflected in the project trial balance trial and financial statements;
- Manage the quarterly balance sheet of the Grant;
- Participate in the preparation of the annual project budget, including the determination of allocations required from JSC-H&B general budget;
- Ensure co-ordination with the Local authorities and follow up the receiving of the approved budget transfers for project expenses;
- Ensure receipt and review of statements of the Designated Account;
- Ensure payments of any financial obligations related to the grant;
- Ensure the issuing of the interim unaudited financial reports through Financial Management System and any other reports or statements requested by the World Bank or relevant governmental bodies;
- Process grant disbursement applications;
- Verify disbursement information in signed contracts against the Grant Agreement (the disbursement schedule and disbursement letter);
- Prepare Withdrawal Applications (WA) and obtain authorizing signatures. Prepare Statements of Expenses (SOEs);
- Track disbursements of the Bank grant and JSC-H&B funds;
- Monitor project expenditures and costs (local and foreign);
- In a timely fashion, prepare and submit to relevant government institutions and the Bank the annual audit reports of project expenditure and accounts;
- Carefully manage the records and official documents of the project and ensure efficient access for audits; and
- Ensure that JSC-H&B has yearly allocated its financial contribution to the project.

**IT Specialist:**

- Maintenance of the Management Information System (MIS);
- IT support to preparation of the bi-annual environmental progress reports of the OBA Project;
- IT support to trainings, meetings and seminars;
- Electronic archiving of the Project reports and documents.
- General IT and administrative support.
7 OPERATIONAL CONTROL

7.1 Management of Social and Environmental Impacts

A series of detailed Management Plans and Standard Operational Procedures (SOPs) have been developed, and will continue to be developed by the JSC H&B to address these areas of project operations for which the ESIA and ESMP processes have indicated that potentially significant environmental and social impacts are known to exist, or could potentially occur. By the time of completing the ESMS the following procedures specific to the OBA project were developed:

- Al Menya landfill and Transfer Stations Operating Manual (Annex 7);
- Citizen engagement through telecommunication tools (annex 13);

Additional SOPs for the OBA projects such as health and safety procedures, emergency preparedness and response system, and grievance mechanisms will be developed by June 30, 2015. All such documents are subject to periodic evaluation, refinement, and update in response to changing regulations, process changes or improvements, or other change requirements. Hazardous or unsafe conditions that may be observed in the course of the Project are to be documented, and also considered in updates or additions to the Management Plans and/or SOPs.

7.2 Control of Contractor Operations

Before conducting any activity throughout contractors, the JSC H&B sets clearly the needed scope ensuring the Environmental and Social Impacts and the needed mitigation measures to be implemented by the contractor (in addition to all other aspects of the ESMS to be well understood and implemented). The JSC H&B control the contractor operations through clear and close steps including but not limited to: daily monitoring check list, monthly, quarterly and annually reports that cover all aspects. In addition, the emergency response system will be developed by 30 June 2015 to address the potential contamination of surface water by leachate from waste containers, and traffic accidents involving waste transfer trucks (the scope for disaster management is very limited as the OBA project has very limited scope for disaster accidents – see the ESMP).
8 TRAINING, AWARENESS AND COMPETENCE

The JSC H&B and the municipal and village council staff involved in the OBA Pilot Solid West Management Project will be provided with appropriate types and levels of training. Training subjects and methods will be selected that are commensurate with the characteristics of routine and emergency work assignments, as well as any OHS hazards or environmental and social impacts that may be associated with such assignments. Training methods will be selected based on job descriptions and the experience and qualifications of the employee. At a minimum, all employees and new hires will receive awareness training that addresses:

- The primary social and environmental aspects of the Project, their significant impacts, and the measures that must be adopted to manage or mitigate such impacts;
- The primary workplace OHS hazards likely to be encountered, and how to avoid such hazards or mitigate their risks or effects;
- Any significant community stakeholder concerns that must be considered in day-to-day operations.

Refresher training will be provided to all staff on an annual basis. Additional training in the specific requirements of the plans and procedures that support the ESMS will be provided, as appropriate for individual work assignments. Specific training requirements applicable to suppliers or contractors will be defined within the context of their individual contracts or purchase orders.
9 MONITORING AND REVIEW

9.1 ESMS Records

Records generated as output from the implementation of the ESMS Plan and its supporting plans and procedures will be filed and maintained by administrative staff under the direction of the Environmental Specialist, in accordance with the JSC H&B filing procedures. The procedures define records organization, retention, and storage and retrieval requirements, as well as access control and other requirements designed to preserve the accessibility and integrity of records.

9.2 ESMS Monitoring

Environmental and Social performance will be evaluated on an annual basis, including status of implementation of the corrective actions. The benchmark for performance will be the ongoing compliance against the applicable requirements. Performance evaluation will be undertaken by the Environmental Specialist and the Social Specialist. The specialists will prepare performance reports and submit them to the Executive Director (who in turn after approval will transmit them to the Bank). They will also provide regular feedback on request of the JSC H&B Executive Director to keep the senior management regularly updated regarding implementation and effectiveness of the ESMS.

Specific ESMS monitoring considerations will be addressed in Management Plans and supporting SOPs. The Environmental and Social Management Plans include monitoring sections with clear arrangements describing how to address all specific monitoring needs identified in the safeguards documents. Spreadsheet documentation will be maintained and regularly updated to document the planning, execution, and reporting actions associated with the environmental and social monitoring requirements. Non-compliances noted in monitoring activities will be resolved through the corrective and preventive action process.

The Project will conduct an annual evaluation of OHS hazards and risks. The evaluation reports will include corrective and preventive action records generated for significant near-misses and/or accidents that occurred in the previous year, as well as the number of OHS training sessions conducted, the number of staff trained. The results of this evaluation will form the basis of the OHS component of the performance improvement program, and will also be reported to management as part of the performance data required by the management review process.
10 CONSULTATION AND GRIEVANCE MECHANISMS

10.1 External Communication (Consultation)

The external communication (consultation) is an ongoing process started by meetings in municipalities. During such meetings organized by the JSC H&B, questionnaires were distributed that will target the public inside these municipalities and the feedback analysis on the environmental and social impacts. In addition, the Beneficiary Impact Assessment study (BIA) was conducted at an early stage of the West Bank Project, after few months of operation and 1 year after operation, to track the satisfaction of all affected communities of the solid waste service and present the needed improvements. In addition to the citizen engagement through communication tools (landline, mobile phone and SMS) in which a questionnaire is distributed and answered through such tools.

Even if affected communities per se are not identified for specific impact, JSC H&B will maintain a publicly available and easily accessible channel for the public to contact (e.g., phone number, website, email address, social media, etc.). External stakeholders can provide valuable information such as suggestions on service improvement, feedback on customers’ interaction with your employees and comments from the local communities, regulators, NGOs and individuals regarding the JSC H&B environmental and social performance.

10.2 Grievance Mechanisms

The Grievance mechanism will be based on the Grievance Forms maintained by the JSC H&B Human Resources Specialist. These forms will be available in offices of all participating municipalities, and in the head offices of the JSC H&B. The Grievant will be asked to sign and date the Grievance Response Form to confirm receipt/close-out of the Project response. The Grievance form will capture the following information:

- The full name of the person who reports the grievance (the Grievant) and the person who receives it;
- The date the grievance was received and recorded on the Grievance Form;
- A description of the nature of the grievance;
- A description of the site location related to the grievance;
- Date on which the Grievance Response Form was signed;
- Details of the proposed corrective action and where relevant, the parties who were consulted in determining the most appropriate course of action;
- Details of the corrective actions taken, identifying who carried these out and the date on which this occurred;
- The dates on which the verbal response and the written response were provided to the grievant; and
- The date the grievance was closed.
Chart presented in table 10.1 shows the system of receiving, registering and resolving external complaints by the JSC H&B. The JSC H&B Human Resources Specialist is responsible for collecting the grievance forms submitted, ensuring that the records are up to date, and that these grievances are documented in the Grievance Registry. The Grievance Registry contains all of the entered information about each community and environmental grievance registered with the company on a Grievance form. This is done with the purposes of keeping track of the grievance handling, ensuring grievances are responded to in a timely manner and for analyzing grievance trends.

In case of receiving an appeal against any unresolved or supposedly resolved complaint, the JSC H&B Human Resources Specialist will carry out investigation into the case to develop further course of action. Each submitted complaint is considered resolved only when the matter is closed and no further appeal is submitted within 30 days.

The JSC H&B Human Resources Specialist will provide support and provide training to the Municipal and Village Councils to enable implementation of effective grievance procedures at the municipal level.
Figure 10.1 Chart presenting external complaints procedures of the JSC H&B.
ANNEXES
(Disclosed Separately)