



## REPORT

# New International Airport of Cabinda (NAIC Project) - Angola

## *Environmental and Social Impact Assessment - Chapter 19 - Environmental and Social Monitoring*

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## 19.0 ENVIRONMENTAL AND SOCIAL MANAGEMENT AND MONITORING

### 19.1 Scope

With the approach of the construction, the Project has developed an Environmental and Social Management System (ESMS) Framework to implement all the mitigations identified in this ESIA Report and to ensure the appointed contractors, since the early works phase, will manage the environmental and social performance in line with the Project standards. The ESMS has been developed in accordance with ASGC and the Contractor policies, with the commitments undertaken in the ESIA, with Angolan regulatory framework, and with the international standards applicable to the Project such as Equator Principles IV, OECD Common Approaches, IFC Performance Standards, IFC General EHS Guidelines and EHS for Airports, ICAO and IATA requirements.

The ESMS includes a framework document to address the process and to identify clear roles and responsibilities at various level of the key NAIC players. Because at the time of the ESIA finalization the construction contractor (OEC) had already mobilized and early works had started at the construction camp, ASGC has decided to develop an ESMS Framework document to reflect the ESIA results and ensure that procedures and guidelines are cascaded into the OEC ESMS and in the relevant Project-specific management plans under development since the onset of the activities on the ground.

The ESMS includes a set of associated Environmental and Social Management Plans (ESMPs) prepared to address specific environmental and social issues. The ESMPs provide actions and site-specific mitigations taken by ASGC and OEC to mitigate and manage Project's environmental and social impacts. Moreover, the ESMPs include the proposed internal auditing process to manage the Project's performances against the reference standards, and to communicate the outcomes of the monitoring to stakeholders.

The ESMS adopts a mitigation hierarchy approach to address adverse environmental or social impacts that the Project will likely generate. The ESMS aims at avoiding the generation of environmental or social impacts since the initial phases of the construction, and, where this is not possible, requires to implement additional measures to minimise, mitigate and, as a last resort, offset and/or compensate any potential residual adverse impacts.

Overall, the objectives of the ESMS are to:

- Adopt a mitigation hierarchy to anticipate and avoid, minimise, mitigate, compensate or offset impacts to the environment;
- Indicate the process, plans and procedures to integrate environmental and social aspects within the overall Project management framework;
- Establish a monitoring program to assess the effectiveness of mitigation measures and the effects of residual impacts on the environment;
- Report the results of the periodic audits and provide corrective actions as necessary to ensure alignment with the relevant Project requirements; and
- Disclose information to stakeholders and ensure an effective engagement process is maintained with them.

The ESMS and associated ESMPs shall be subjected to a systematic review process to ensure their effectiveness and will be modified as necessary as the construction activities progress.

The ESMS applies to normal operating conditions during construction activities. Emergencies conditions shall be addressed in a specific Emergency Preparedness and Response Plan (EPRP), which is also an element of the ESMS.

NAIC's ESMS incorporates the following elements:

- Environmental, Social, Health and Safety Policies;
- Process for identification of risks and impacts;
- Environmental and Social Management Plans;
- Organisational capacity and competency;
- Communication to stakeholders;
- Emergency preparedness and response;
- Management of change; and
- ESMS monitoring, review and performance reporting.

The following sections of this chapter include an overview of the elements that constitute the ESMS.

### 19.1.1 Construction

ASGC, as contractor manager, will be responsible for the construction phase. It was developed a standalone ESMS Framework document and a full set of Management Plans (MPs) detailing how ASGC will monitor external contractors and to provide guidelines to address and manage environmental and social risks and impacts in line with the applicable standards.

The selected contractor and subcontractors are requested to develop their own ESMSs including management plans and procedures which they will have to follow while operating on the Project. Some of these plans and procedures are currently under development and have been reviewed and already commented during the ESIA finalisation to make the process more effective, also considering that some of the early works have commenced. The ESMS Framework and the related MPs include the results of the ESIA and, specifically, to ensure they will be reflected into the contractors' management plans, the mitigations identified per each component with responsibilities and deadlines for implementation. Such plans and procedures will be reviewed and approved by ASGC to confirm alignment with the ASGC ESMS.

### 19.1.2 Operation

It is anticipated that MoT will have full responsibility on the operations of the Project. MoT will delegate the airport operations to Sociedade Gestora de Aeroportos – SGA, a public entity with the responsibility of the airports in Angola. Although at this time there are poor information on how the airport will be operated, there might be additional contractors retained for carrying out different activities during the Project life. An Operational ESMS (O-ESMS) will be developed prior starting the operation phase to ensure the Project's environmental and social performance will be aligned to the Project standards. The O-ESMS will be complemented by a set of O-MPs that will include the results of the ESIA process. A basic list of MPs is included in section 19.4 below.

## 19.2 ESHS Policies

As management contractor of the NAIC Project, ASGC is committed to developing a set of ESHS Project-specific policies derived from those available at ASGC Corporate level to provide a strategic direction for the Project's activities. The policies will reflect ASGC environmental and social commitments and will be consistent with the National legislative requirements, Equator Principles, OECD Common Approaches and with relevant IFC Performance Standards.

ASGC will ensure that the employees and workers involved at all levels of its organization are familiar with the different policies and their implications and associated procedures. The policies' requirements will also be extended to all contractors, through a contractually binding agreement to ensure all activities will be aligned to the Project ESMS requirements.

## 19.3 Process of Identification of Risks and Impacts

Environmental and social aspects and impacts associated with the Project were identified and evaluated as part of the ESIA process. This section presents the results of the assessment of risks and potential impacts of the Project and the control measures developed to mitigate residual impacts.

The ESIA process included the following steps:

- Review of available Project documents including technical studies and national local programmes;
- Site visits to the Project site and Area of Influence (AoI) in February 2023 and in November 2023;
- Baseline data collection, with collection of secondary information and field works completed in two phases:
  - 1<sup>st</sup> phase, from April to June 2023;
  - 2<sup>nd</sup> phase, from October to November 2023, which included: the long-term air quality monitoring campaign to complement the short-term survey already developed in March 2023, the Traffic Counting Survey and the collection of additional biodiversity data;
- Stakeholder engagement, initiated by ASGC and OEC in the early stages of the process. A Stakeholder Engagement Plan (SEP) has been prepared as part of the ESMS to describe past and future stakeholder engagement activities;
- ESIA report, with a first version prepared from June to September 2023 containing the results of the ESIA process carried out with the Project information available up to September 2023, including an assessment of the GHG emissions, a Climate Change Risk assessment and a Human Rights assessment aligned to EP IV requirements; and a final version prepared from November 2023 to January 2024, which consisted in an update of the first version, with the integration of the new findings from the second round of baseline surveys;
- ESMS Framework document focused on construction activities;
- A set of Construction Environmental and Social Management Plans (as detailed below); and
- A Non-Technical Summary.

It has to be considered that the ESIA has been finalised in separate stages as follows:

- Stage 1: initial ESIA submitted in September 2023 because of the quick mobilization on site from OEC under request of MoT to start the construction of the workers accommodation camp in a small portion of the Project footprint. To ensure that the key mitigation measures identified in the ESIA process are considered since these early stages of the construction, NAIC has decided to prioritize the finalization of the ESMS Framework to ensure that relevant mitigations, procedures, and guidelines identified in the ESIA are cascaded into the OEC ESMS and in the relevant Project-specific management plans under development.
- Stage 2: based on the results of the second survey campaigns carried out in October 2023, a full ESIA\_Rev.1 study has been submitted in January 2024. This also included detailed mitigation measures resulted from the new Project elements. To complement the ESIA\_Rev. 1, a set of Management Plans for construction phase have been also prepared in order to make the contractor aware of the measures to be considered before starting construction on site.

The Project will adopt a management of change procedure (MoC) aimed at addressing future potential risks and impacts that may result from Project permanent and/or temporary changes in the technical design, in the regulatory framework, etc. and that might be different than those identified in the ESIA report. Such risks and

impacts will be screened, and their level of significance will be assessed in categories of high, medium, and low. The MoC will screen any Project changes and track the necessary information to effectively manage the consequences of the change on environmental and social components of the Project's area of influence achieving minimal impact on the Project activities/operations.

## 19.4 Environmental and Social Management Plans

The Project developed a set of specific management plans for the construction phase to address the Project risks and impacts identified and fulfil the commitments undertaken by ASGC in the ESIA. The specific ESMPs detail the roles and responsibilities and the procedures and measures to be adopted for the proper contractor's control (e.g., site visits, inspections, audits, KPIs, performance reports, etc.). The ESMPs that will be needed for the operation phase are not yet prepared. The airport operator (SGA) is the responsible party to ensure that these will be ready in a timely manner before the start of operational activities. As the ESIA recommends further monitoring, the list of O-ESMPs is not to be considered exhaustive and might be revised before the operation starts.

The list below details the ESMPs developed for the construction phase and the ESMPs envisaged for the operation phase:

- **ESMPs developed for Construction Phase:**
  - Supply Chain and Procurement Management Plan;
  - Labour Management Plan & workers' accommodation;
  - Occupational Health and Safety (OHS) Management Plan;
  - Security Management Plan;
  - Emergency Preparedness and Response Management Plan;
  - Resource Efficiency Management Plan;
  - Air Quality Management Plan;
  - Water Management Plan;
  - Waste and Hazardous Materials Management Plan;
  - Wastewater and Drainage Management Plan;
  - Noise Management Plan;
  - Soil Management Plan;
  - Erosion control and Reinstatement Management Plan;
  - Community Health and Safety Management Plan;
  - Traffic Management Plan;
  - Influx Management Plan;
  - Cultural Heritage Management Plan;
  - Biodiversity Management Plan;
  - Invasive Alien Species Management Plan; and

- Stakeholder Engagement Plan (delivered as standalone document, see section 19.6 below).
- **ESMPs envisaged for Operation Phase:**
  - Emergency Preparedness and Response Management Plan;
  - Resource Efficiency Management Plan (including water and energy sources);
  - Air Quality Management Plan;
  - Climate Adaptation Management Plan;
  - Water Management Plan;
  - Waste and Hazardous Materials Management Plan;
  - Wastewater Management Plan;
  - Noise Management Plan;
  - Soil and Drainage Management Plan;
  - Pesticides Management Plan;
  - Human Resources and Labour Procedure and Plan;
  - Retrenchment Plan;
  - Supply Chain Management and Procurement Plan;
  - Stakeholder Engagement Plan (with attached the Grievance Mechanism);
  - Occupational Health and Safety (OHS) Management Plan;
  - Security Management Plan;
  - Community Health and Safety Management Plan;
  - Influx Management Plan;
  - Traffic Management Plan;
  - Biodiversity Management Plan;
  - Bird and Wildlife Hazard Management Plan; and
  - Invasive Species Management Plan.

## 19.5 Organisational Capacity and Competency

The implementation of the ESMS requires that all Project's parties (MoT, ASGC, construction contractor and subcontractors) are identified in a project-specific dedicated organizational structure with roles and responsibilities for managing Environmental, Social, Health and Safety aspects. An overview of the key roles and positions is outlined in the ESMS Framework document. Job-specific roles, job descriptions and responsibilities, as well as reporting lines, have been enclosed to the construction ESMPs and will be further described within the individual operational ESMPs.

In alignment with the requirements of IFC PS1, ASGC will ensure that a job-specific training program will be established to ensure that all employees are qualified and aware of the policies and procedures. ASGC will also

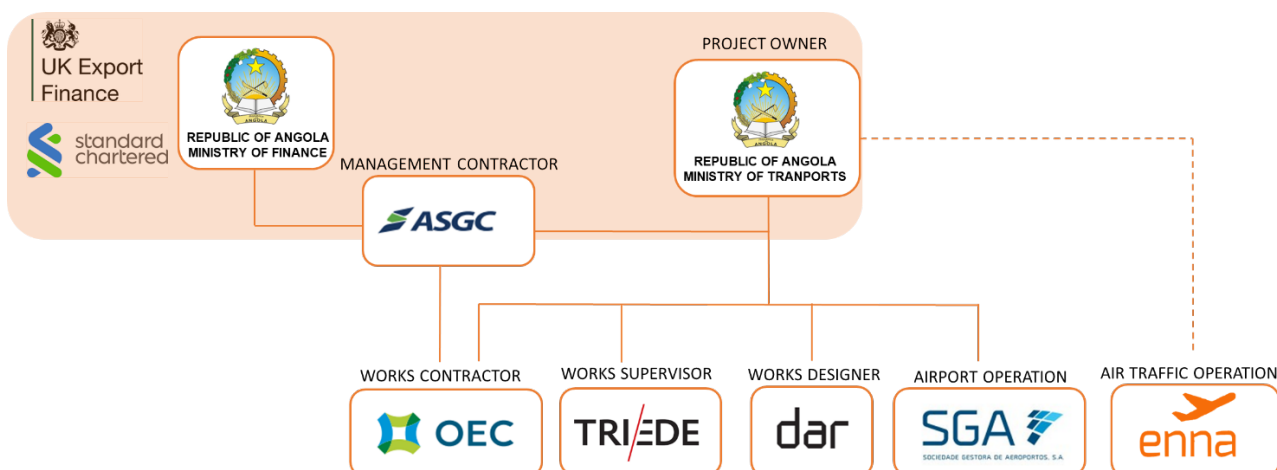


require that the construction contractor and all subcontractors have appropriate training for all their employees operating on the Project. Such training will include a minimum the following:

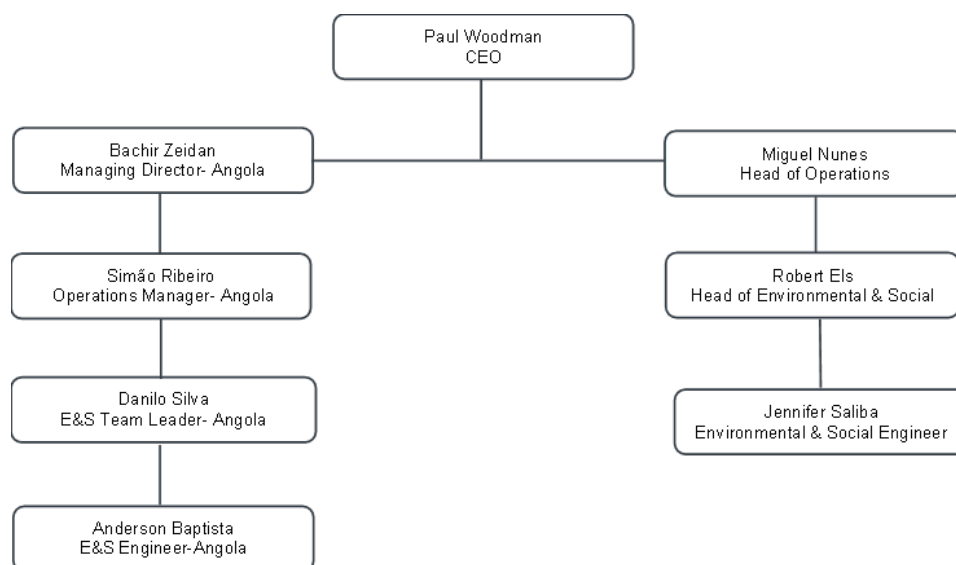
- Awareness of Project policies;
- Regulatory framework and conformance to the ESMS and ESMPs;
- HSE inductions and job-specific inductions ;
- Occupational health and safety;
- Requirements of operational policies;
- Emergency response programs; and
- Risk assessment.

ASGC is committed to provide sufficient human and financial resources throughout the Project lifecycle to ensure that an effective and continuous environmental and social performance is achieved.

The high-level organization for the NAIC Project, detailing the key players and reporting lines, is provided below in Figure 1 and Figure 2.



**Figure 1: Project Organization Structure**



**Figure 2: ASGC NAIC Organization Chart**

## 19.6 Stakeholder Engagement

During the ESIA phase, the Project has undertaken a series of stakeholder engagement activities that included consultation with the local populations and meeting with relevant public authorities, publication of planned activities and ceremonies open to the key selected stakeholders.

In line with EP IV - Principle 4 and IFC PS1 requirements, a SEP has been prepared which outlines a systematic approach to stakeholder engagement to support NAIC in developing and maintaining strong and constructive relationships with the stakeholders and in addressing their concerns about the Project. Such plan will be used to assist in avoiding and minimizing the social risks and to ensure that the Project has a long-term social license to operate. The SEP will be regularly monitored, reviewed, and updated by ASGC and the Contractor throughout all stages of the Project implementation to ensure that it is fit for purpose.

ASGC will supervise OEC to ensure clear and continuous communication are maintained with stakeholders through public consultations as well as an internal and external grievance mechanisms is established to allow stakeholders to submit (formally and informally) their opinions and potential complaints about the Project.

More information regarding the expected NAIC communication to and engagement with stakeholder is described in the SEP.

## 19.7 Emergency Preparedness and Response

An Emergency Preparedness and Response Plan (EPRP) for the construction phase has been developed, as described in Chapter 18 – Unplanned Events, with the approach to effectively respond to emergency situations that may have adverse environmental and/or social impacts. ASGC will involve all relevant parties in the adoption of the EPRP to ensure that a robust system is in place and that employees have access to the necessary resources and are aware of techniques/methods to be used when responding to emergencies.

ASGC will require that the construction contractor and all subcontractors mobilized observe and implement the EPRP, in line with the Project Standards, focusing on their job-specific needs. Such plans shall be developed involving Affected Communities and local governmental agencies and shall be approved by ASGC.

The EPRPs (from contractor and subcontractors) will be periodically reviewed and revised in order to reflect possibly changing conditions during the construction phase. Moreover, a specific EPRP for the operation phase will be developed ahead of the commencement of operations.

## 19.8 ESMS Monitoring, Review and Performance Reporting

Monitoring activities and related reporting are addressed in the construction ESMPs and will be also addressed in the operation ESMPs, consistently with its ESHS Policies and the commitments included in the ESIA. The construction ESMPs clearly identify measurement methodologies, KPI, targets/acceptance criteria and any mandatory limits (and the relative source document). Clear responsibilities are assigned to ensure that each monitoring action has a responsible party (ASGC, Contractor, Subcontractors) for its implementation. The operation phase ESMPs will be drafted by following the same rules.

The ESMS includes an audit and review scheme for ensuring the correct implementation of the ESMS. There will be an internal inspection and audit system to periodically and effectively verify the following:

- The correct implementation of ESHS Policies, of the ESMS provisions, of the ESMPs and conformity to the requirements set therein;
- The correct implementation of Contractor's Plans (descending from Project ESMS requirements);
- The Project operation compliance to the national regulatory requirements (Angolan legislation and relevant permits), to the ESIA commitments, to the Equator Principles, OECD Common Approaches and to the IFC Performance Standards; and
- The Contractor meets its contractual obligations.

When issues of concern are identified, they will be classified as follows (see also ESMS Framework – section 8.2):

- Non-Conformity (N-CF): non-fulfilling, lack or deviation to requirements of the ESMS (which includes the ESMPs);
- Non-Compliance (N-CP): non-fulfilling, lack or deviation to requirements of external rules and regulations, such as Equator Principles, OECD Common Approaches, IFC PS and Angolan Regulations; and
- Observation (OBS): issues for which no clear lack or deviation to requirements are identified but that may need specific actions aimed at improving performance.

Such issues of concern will be further classified into the level of severity (Level 1 – high; Level 4 – low). Furthermore, corrective actions will be developed as appropriate to the effects of the issues encountered and preventive actions be defined for the effects of potential problems.



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