



**WEST AFRICAN POWER POOL**  
**SYSTÈME D'ÉCHANGES D'ÉNERGIE**  
**ÉLECTRIQUE OUEST AFRICAINE**

**Regional Emergency Solar Power Intervention Project;  
(RESPITE) P179267**

**LABOR MANAGEMENT PROCEDURES**  
**(LMP)**  
***Final***

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## LISTE OF ABBREVIATIONS AND ACRONYMS

<b>ECOWAS</b>	Economic Community of West Africa States
<b>ECREEE</b>	ECOWAS Centre for Renewable Energy and Energy Efficiency
<b>SEA/SH</b>	Sexual Exploitation and Abuse as well as Sexual Harassment
<b>ERERA</b>	ECOWAS Regional Electricity Regulatory Authority
<b>ESCP</b>	Environmental and Social Commitment Plan
<b>ESF</b>	Environmental and Social Framework
<b>ESMF</b>	Environmental and Social Management Framework
<b>ESMP</b>	Environmental and Social Management Plan
<b>ESIA :</b>	Environmental and Social Impact Assessment
<b>ESS</b>	Environmental and Social Standard
<b>GBV</b>	Gender-based Violence
<b>GM</b>	Grievance Mechanism
<b>IDA</b>	International Development Association
<b>IPP :</b>	Independent Power Producer
<b>IUCN</b>	International Union for Conservation of Nature
<b>LEC</b>	Liberia Electricity Company
<b>LMP</b>	Labor Management Procedures
<b>MCHPP</b>	Barrage Hydroélectrique du Mont Coffee/Mount Coffee Hydro Power Plant
<b>PAD</b>	Project Appraisal Document
<b>PIM</b>	Project Implementation Manual

<b>PIU</b>	Project Implementation Unit
<b>PMPP</b>	Plan de Mobilisation des Parties Prenantes
<b>PoE</b>	Panel of Experts
<b>PV</b>	Photovoltaic
<b>RESPITE</b>	Regional Emergency Solar Power Intervention Project
<b>RITA</b>	Regional Integration and Technical Assistance / Intégration régionale et Assistance technique
<b>SEP</b>	Stakeholders Engagement Plan
<b>SH</b>	Sexual Harassment
<b>TA</b>	Technical Assistance
<b>VAC</b>	Violence Against Children
<b>WAPP</b>	West African Power Pool
<b>WB:</b>	World Bank

## DEFINITION OF CONCEPTS

**Sexual abuse/sexual molestation:** This is any action of a sexual nature that hurts or risks hurting, physically or emotionally, involving a partner. It is also an act consisting in the infliction, for sexual purposes, of physical ill-treatment and/or involving injury to the genital area of a person who is subjected to it under duress. (See UN Glossary on Sexual Exploitation and Abuse 2017).

**Work-related accidents** occur as a result of or in the course of work to any person employed or working, in any capacity or in any place whatsoever, for one or more employers or company managers. The accident must occur at the place and time of work. There is an accidental event causing a definite physical or mental injury. In the context of this project, a work-related accident may occur when replacing settings or installing equipment.

Within the scope of this Project, a work-related accident may occur during study, consultation, monitoring or supervision missions, for example.

**Actor:** Any individual or group of people directly or indirectly involved in project activities, or having an interest in the project context or the ability to influence results.

**Physical aggression:** An act of physical violence that is not sexual in nature. Examples: hitting, slapping, strangling, wounding, showing, burning, shooting or using a weapon, acid attacks or any other act that causes pain, physical discomfort or injury.

**Confidentiality:** An ethical principle that service providers must protect information gathered from survivors and only share case information with their explicit permission (Comité Interagence, 2015).

**Conflict:** This is the observation of opposition between two or more people or entities who come up against divergent ideas or opinions, and where the expectations of one are often at odds with the expectations of the other. Conflict is charged with emotions such as anger, frustration, fear, sadness, resentment and disgust. At times, it can also involve aggression and violence.

**Consent:** The term "consent" is defined as the informed choice underlying a person's free and voluntary intention, acceptance or agreement to do something. There can be no consent when such acceptance or agreement is obtained by threat, force or other forms of coercion, abduction, fraud, deception or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even if the national legislation of the country where the Code of Conduct is introduced provides for sexual majority at a lower age. Ignorance of the child's age and consent cannot be invoked as a defence.

To give consent, individuals must have access to all relevant information at the time they give their consent, and they must be able to assess and understand the consequences of any action. They must be aware of and have the power to exercise their right to refuse to engage in an action, and they must not feel constrained by financial considerations, force or threats. A minor (person under the age of 18) is considered to be unable to provide informed consent. Therefore, for the purposes of this project, any agreement to sexual activity by a person under the age of 18 will be considered as non-consensual, even in countries where national legislation allows sexual relations at an age below 18. In cases of sexual exploitation and abuse (SEA) and sexual harassment (SH), obtaining consent means getting permission from survivors before sharing information about them with others, such as care services.

**Danger:** According to the Agence de l'Environnement pour la Maitrise de l'Energie, is the intrinsic property or capacity by which something (equipment, materials, work methods and practices) is likely to cause harm.

### **Discrimination:**

Any distinction, exclusion or preference based on race, color, sex, religion, political opinion, disability, pregnancy, national origin or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation; any other distinction, exclusion or preference which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

**Primary supplier employee:**

A "main supplier employee" is a worker employed or recruited by a main supplier responsible for supplying the project with supplies and materials, and over whom the main supplier exercises, control, in particular over the nature of the tasks he performs, his working conditions and his salary (CES, World Bank).

**Sexual exploitation:** This is a form of violence used for sexual and commercial purposes. It therefore includes participation in prostitution, the distribution, possession and production of pornography, sexual slavery or sex tourism, etc.

**Sexual exploitation and abuse and sexual harassment in the workplace;** Sexual exploitation is any abuse or attempted abuse of a position of vulnerability, differential power or trust, for sexual purposes. Sexual abuse means actual or threatened physical intrusion of a sexual nature, by force, under duress or under unequal conditions.

**Sexual favors:** a form of sexual harassment that includes making promises of favorable treatment (e.g., promotion) or threats of unfavorable treatment (e.g., loss of employment) based on sexual acts, or other forms of humiliating, degrading or exploitative behavior.

**Fraud:** Deliberate action consisting of falsification, deception, artifice and perversion of the truth or breach of confidentiality in relation to an organization's financial, material or human resources, its capital, the services it provides and/or transactions, generally for personal profit or gain.

**Vulnerable groups:** People who, because of gender, age, ethnicity, physical or mental disability or economic or social factors, may be more significantly affected by the displacement and resettlement process, or whose ability to claim or benefit from resettlement assistance and other benefits may be limited.

**Sexual harassment:** Sexual harassment is an unwelcome and unwanted sexual advance. It is therefore a series of hostile acts with sexual connotations, whose repetition and intensity psychologically weaken the victim. Requests for sexual favors that create a hostile or offensive environment and other verbal or physical contact of a sexual nature are part of harassment.

**Incident:** an incident is an unexpected event with little influence (unlike an accident, which has a great deal of influence), or an event that is unimportant in itself but could have serious consequences. In the context of this project, an incident can be linked to gender-based violence, sexual harassment, social conflict with the PIU, security problems, etc.

**Forced marriage:** the marriage of an individual against his or her will.

**Grievance mechanism:** Organized and institutionalized process by which project stakeholders can submit their queries, complaints as defined above in connection with the project. It is also a method for preventing, collecting and processing requests and complaints, enabling conflicts to be anticipated or responded to systematically. It includes investigation techniques and tools, actors and their roles in the collection and processing of queries and complaints, as well as rules and procedures adapted to the context.

**Stakeholder:** a person or group of people or an organization that: (i) is directly and/or indirectly affected by the project (ii) has an interest in the project (iii) or is likely to influence the project.

According to the Environmental and Social Standard (ESS10), the term "stakeholder" refers to individuals or groups who:

May be affected by the project, i.e., affected by the actual effects or impacts likely to occur on the environment, health, safety, cultural practices or human well-being.

May have an interest in the project, or other parties concerned, such as regulatory bodies, public authorities, private organizations or any other cultural or trade-union organization.

**Project Affected Persons (PAP):** Any person, individual or community adversely affected by a project activity. This affectation includes (i) the total or partial, temporary or permanent loss of property, means of production, occupation of resources used or access to these resources; (ii) the loss of part or all of investments (property and assets); (iii) the loss of income or sources of income temporarily or permanently, or (iv) the loss of access to these income or sources of income.

**Disadvantaged or vulnerable persons:** The term "disadvantaged or vulnerable" refers to individuals or groups of individuals who are more likely to suffer from the effects of the project and/or are more limited than others in their ability to enjoy the benefits of a project. These individuals or groups are also likely to be excluded from, or unable to participate fully in, the general consultation process, and may therefore require special measures and/or assistance (ESF, World Bank).

**A "contract worker"** is a worker employed or recruited by a third party to carry out work or provide services relating to the essential functions of the project, where these third-party exercises control over the nature of the tasks, working conditions and salary of the project worker. Note 4 defines "essential functions". In these circumstances, the employment relationship exists between the third party and the project worker, even when the project worker is permanently engaged in project activities (ESF, World Bank).

**Complaint:** A complaint is a written or oral expression of a concern, dissatisfaction, claim, need or aspiration relating to the project, its impacts, related corrective measures, formulated by beneficiaries and/or any stakeholder or person showing an interest in the project.

Complaints may relate to any type of matter concerning the Project's interventions, such as concerns about administrative procedures, non-compliance with laws and regulations, quality of and access to services, and complaints about environmental and social management.

Complaints about the implementation of Project interventions may involve sensitive issues that must be handled confidentially, respecting the wishes of the potential complainants. This includes complaints about fraud or corruption, abuse of power, human rights abuses (working standards and conditions, sexual harassment, etc.).

Complaints or grievances are expressions of dissatisfaction generally related to the actual or perceived impact of a company's activities. Complaints range from frequent, relatively minor problems to more serious, deeper issues likely to generate significant resentment.

The terms "complaint" and "grievance" are used interchangeably in this document, without presuming any difference in scale, complexity or severity.

**Legal proceedings:** Complaints received in the context of legal proceedings cannot be processed, as the legal process cannot be interrupted. The citizen must assert his or her rights before a judge.

**Concern:** Concerns are questions, requests for information or general perceptions that have no correlation with a particular impact or incident. If these concerns are not satisfactorily addressed, they may become complaints.

Although it is not mandatory to register concerns as formal complaints, they should be recorded in an appropriate management system so that any trends that emerge can be identified and dealt with in case they escalate.

**Claim:** This is an expression of dissatisfaction which explicitly or implicitly includes a request for action on the part of a complainant. This more or less explicit demand for action can be in the form of compensation for damage suffered and/or corrective action. In the context of the PSVR project, a claim is any contestation by a stakeholder of the said project regarding damage caused during the implementation of activities, with a view to re-establishing the right and/or repairing it.

**Request:** need for information, wish, apprehension, concern expressed in relation to the project. If the request is not answered satisfactorily, it may turn into a complaint.

**Occupational risk:** Risks are "the consequences of hazards, expressed in terms of conditional probabilities of suffering harm" (EHS Guidelines, footnote, p.2).

**Survivor:** The term "victim", like "survivor", refers to a person who has been subjected to sexual exploitation or sexual abuse. It is often used interchangeably with "victim". Preference is given to the term "survivor". Nevertheless, whichever term is chosen, neither suggests a lack of strength, resilience or ability to survive and thrive;

**Witness:** A person who has direct knowledge of a package or event through having seen it, and who can help attest to important considerations affecting the package or event.



**Direct worker:**

A "direct worker" is a worker with whom the Borrower has directly signed an employment contract and over whom it exercises specific control, in particular over the nature of the tasks he or she performs, his or her working conditions and salary. The worker is employed or recruited by the Borrower, is remunerated by the Borrower and acts on the instructions and under the day-to-day control of the Borrower (ESF, World Bank).

**Community worker:**

Community workers are members of the community employed or recruited to work on the project. (CES, World Bank).

**Indirect workers:** These are agents of project partner companies and agents of subcontracted companies, etc. (CES, World Bank).

**Rape:** Rape is the act by which a person is forced to perform a sexual act (usually intercourse) by force, surprise or threat. According to the penal code, rape consists in forcing sexual relations on another person against their will, by fraud or violence. Any perpetrator or accomplice to rape will be punished by five to ten years' imprisonment. The penal code specifies the sentence. The sentence is heavier if the perpetrators have forced the victim to have several sexual relations, or if the violence has caused pregnancy, illness or incapacity to work for more than six weeks. The same applies if the victim was under 14 years of age.

Rape, according to the penal code in many countries, is the act of forcing sexual relations on another person against her will, by fraud or violence. Rape is punishable by five to ten years' imprisonment for the perpetrator or accomplice. The penalty may be increased to twenty years if the perpetrators have forced the victim to have sexual relations more than once, or if the violence has caused pregnancy, illness or incapacity to work for more than six weeks. The same applies if the victim was under the age of 14. The World Bank's good practice note entitled "Addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) in Investment Project Financing involving Major Civil Works" (see note 1 below) defines rape as physically forced or otherwise coerced penetration - however slight - of the vagina, anus or mouth by a penis or other body part. It also includes penetration of the vagina or anus with an object. Rape includes marital rape and anal rape/sodomy. The attempt to do so is called attempted rape. The rape of one person by two or more perpetrators is called gang rape (See UN Glossary on Sexual Exploitation and Abuse 2017).

**Gender-based violence (GBV):**

"Gender-based violence is a generic term encompassing all acts inflicted on a person against his or her will. It is based on social (gender) differences between men and women. Acts of GBV violate a number of fundamental human rights protected by international texts and conventions. GBV is illegal and considered a criminal act under national legislation and policies". (IASC Guidelines for Gender-Based Violence Interventions in Humanitarian Settings, 2005). In the context of this project, the focus will be on sexual exploitation and abuse (any abuse or attempted abuse of a position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting financially, socially or politically from the sexual exploitation of another person. Sexual abuse refers to any "actual or threatened physical intrusion of a sexual nature, by force, under duress or in unequal conditions" and sexual harassment (sexual advances, requests for sexual favors and any other verbal or physical behavior of a sexual nature).

**Violence against children (penal code):** Violence against children is any form of violence suffered by people up to the age of 18, whether committed by parents, carers, romantic partners or strangers. This violence has a lifelong impact on health and well-being. Violence against children includes abuse, exploitation, trafficking and all forms of violence and torture to which children are subjected.

**Psychological/emotional violence:** the infliction of pain or mental or emotional harm. Examples: threats of physical or sexual violence, intimidation, humiliation, forced isolation, harassment, stalking, unwanted solicitation, unwanted and/or threatening remarks, gestures or written words of a sexual nature, destruction of cherished objects, etc.

## NO-EXECUTIVE SUMMARY

As part of the implementation of RESPITE's Component 4A, and in accordance with the requirements of the World Bank's (ESF), the present labor management procedure has been drawn up to ensure the best possible employment and working conditions, and the health and safety of workers and service providers at all levels where human resources are involved in connection with the Project.

The aim of this procedure is to identify and clarify, in accordance with the provisions of the labor code in force in RESPITE's host countries and the requirements of the Bank's ESS 2 on employment and working conditions, all specific and potential work-related problems for any actor (direct or indirect worker) mobilized for the execution of project activities:

- The specific objectives of this procedure are to:
- identify specific and potential work-related problems in the context of the Project;
- promote health and safety at work;
- encourage fair treatment, non-discrimination and equal opportunities for project workers;
- protect project workers, especially the most vulnerable such as women, disabled people, children (of working age, in accordance with ESS 2 ;
- prevent the use of all forms of forced labor and child labor;
- support the principles of freedom of association and collective bargaining for project workers in accordance with national legislation;
- provide project workers with the means to raise issues arising in the workplace.

Following a brief description of the RESPITE project and Subcomponent 4A: Regional Integration and Technical Assistance (RITA) under the coordination of WAPP.

This document has defined the characteristics and types of project workers, namely direct project workers, contract workers and members of the Project Management Unit (PMU), whose organization, operation and composition will be defined by a regulatory act. This unit is responsible for managing and supervising the project, ensuring the appropriate allocation and supply of resources, monitoring and evaluating the project, preparing quarterly and annual progress reports, communicating on project activities, and coordinating the work of the various partners and service providers.

The workforce management procedures document first presented an assessment of the main work-related risks, then identified the main work-related risks, risk factors, workplace hazards and proposed mitigation and prevention measures, the person responsible for monitoring actions and the person responsible for implementation.

One section of the document was devoted to an analysis of the institutional and legal framework relating to employment and working conditions in the RESPITE project's host countries. An overview of the international labor framework was presented, including the fundamental conventions of the International Labor Organization (ILO), current international governance conventions and the ECOWAS labor and employment policy adopted in 2009.

In addition, the World Bank's requirements translated through the ten (10) standards of the environmental and social framework were presented, in particular standard (ESS 2) "Labor and working conditions", which recommends the development and adoption of a labor management procedure and which stipulates that "Borrowers can promote constructive relations between project workers and management and enhance development benefits".

A section was devoted to describing the general provisions of the prevention policy and the procedures to be followed in the event of work-related accidents and illnesses. Continuous

improvement in safeguarding the health and safety of personnel, subcontractors, neighboring communities, facilities and property, as well as the protection of the environment for the Sustainable Development of the RESPITE Project's activities, based on a risk prevention policy, was addressed.

Policies, procedures and provisions relating to working conditions and conflict resolution mechanisms have been addressed. They concern: recruitment based on the principles of non-discrimination and equal opportunities, clear and easy-to-understand documentation and information to be provided to project workers on their conditions of employment, wage issues and the need to pay workers on a regular basis, in line with the policies and requirements of the Standard (ESS 2).

The final part of the document concerns the procedure for managing non-sensitive complaints, which is a procedure that provides a clear and transparent framework for addressing concerns related to the recruitment process and the workplace. It is generally an internal procedure for handling complaints, followed by review, response and feedback from management. It is a framework that can be accessed both individually and collectively, with the possibility of out-of-court or in-court settlement of complaints.

The structure of the employee complaint management mechanism comprises three levels of processing: the amicable settlement phase (pre-conciliation); the mediation phase before the labor inspector; and the judicial phase.

For cases of GBV, the role of the mechanism will be to:

- receiving and registering the complaint with the minimum information required to respect the survivor-centered approach: the case as reported by the complainant, gender and age (if available), whether the case is related to the project or not;
- ensure that complainants have been referred to the appropriate care services;
- refer to the case for processing to the appropriate bodies (employers and specialized organizations) and follow up on the processing of the complaint with a view to closing the file.

# 1. BACKGROUND AND DESCRIPTION OF THE RESPITE PROJECT

## 1.1. Background and justification

The Regional Emergency Solar Power Intervention (RESPITE) project in the solar power sector is the World Bank's response to the region's energy crisis. It aims to complement existing regional integration efforts by helping the WAPP promote an efficient regional electricity market and support investment in transmission and generation infrastructure to physically integrate markets.

The main development objective of the project is to rapidly increase grid-connected renewable energy capacity and strengthen integration between participating countries.

Specifically, the project will finance i) the construction of a solar and hydropower generation and battery storage plant with short-term (around 3 years) operation and maintenance contracts for the supply of solar energy; ii) as required, the necessary grid connection infrastructure; iii) grid modernization and upgrading to ensure efficient penetration of variable solar generation and iv) distribution expansion, v) capacity building of implementing agencies and technical assistance for greater regional integration.

In view of the environmental and social issues raised by the implementation of this program, it has been necessary to prepare environmental and social safeguard instruments to comply with the legislative and regulatory framework of the Electric Power Exchange System (the EEEOA/WAPP) and the World Bank's Environmental and Social Standards, in this case ESS n°2, which is applicable within the framework of this project and relates to the use of manpower. The implementation of RESPITE will involve government employees on secondment or availability, directly recruited contract employees (subject to the Labor Code), employees of contracting companies partnering the project, whether or not they have their own human resources management tools, and employees of subcontracting companies.

At this study phase, the project will rely much more on consultants (contract workers) or subcontracting companies than on community workers.

In the case where the employees of subcontracting companies are foreign workers, there are no specific provisions and laws in most ECOWAS countries referring to foreign workers.

In the context of RESPITE, given the diversity of the workforce, and with a view to providing an appropriate tool for the application of national provisions in force concerning procedures for the use and management of the workforce, as well as compliance with the World Bank's Environmental and Social Standards (ESS), it was deemed necessary to draw up a document setting out procedures for the use and management of the workforce, taking into account the specific characteristics of each of the above-mentioned categories of agent.

## 1.2. Description of project components

The RESPITE project is made up of several components and sub-components:

**Component 1:** Construction of solar photovoltaic power plants with battery storage (SSEB) and grid connections (IDA \$184 million equivalent).

- Subcomponent 1A: Construction of a 20MWp/16 MWac solar photovoltaic power plant on Mount Coffee Island in Liberia (IDA equivalent of \$21.5 million) will finance all of the project's costs.

- Subcomponent 1B: solar photovoltaic power plant and battery storage at two locations in Sierra Leone (equivalent to \$63.5 million IDA)
- Subcomponent 1C: solar photovoltaic power and battery storage in Chad (equivalent to \$54.5 million IDA)
- Subcomponent 1D: Solar photovoltaic energy and battery storage in Togo (equivalent to \$44.5 million IDA)

**Component 2:** Expansion of the Mt Coffee hydropower plant and improvement of dam safety (\$61 million IDA equivalent).

- Subcomponent 2A: Expansion of the Mt Coffee hydroelectric plant with the installation of two new turbines (IDA equivalent of \$58 million) will finance
- Subcomponent 2B: Improving dam safety at the Mt Coffee power plant (\$3 million IDA equivalent).

**Component 3:** Distribution expansion and transport optimization (IDA \$15.5 million equivalent).

**Component 4:** Regional coordination, institutional capacity building, implementation support and technical assistance (\$50.5 million IDA equivalent).

- Sub-component 4A: Regional Integration and Technical Assistance (RITA) to WAPP (US\$ 20 million)
- Sub-component 4B: Regional coordination and institutional capacity building (\$5 million)
- Sub-component 4C: Implementation support within national PIUs (US\$ 19.5 million)
- Subcomponent 4D: Technical assistance for the creation of a river basin management agency and the preparation of new hydropower projects in Liberia (\$6 million)

### 1.3. Description of sub-component 4A : Regional Integration and Technical Assistance (RITA)

This sub-component will continue to support activities that have already begun under Component 2 of the WAPP APL4 Phase 1 Power Grid Rehabilitation Project - Côte d'Ivoire, Sierra Leone, Liberia and Guinea (WAPP-CLSG Project, P113266), when the financing of this project is completed, namely i) the finalization and operationalization of the legal, regulatory and technical frameworks to enable efficient regional trade between the WAPP countries, notably for the CLSG interconnection and the North Core interconnection ; ii) technical integration of the WAPP network by improving the synchronous operation and reliability of interconnections; iii) preparation of regional priority projects in line with the WAPP Master Plan 201828 , including preparatory studies for the Mt Coffee Island solar photovoltaic project (sub-component 1A) and the Mt Coffee hydropower plant expansion (component 2), the Saint Paul 2 hydropower plant, the WAPP Ghana-Burkina-Mali interconnector and the WAPP Mid Interconnector ; and iv) strengthening the institutional and technical capacity of the WAPP Secretariat to fulfil its regional mandate. Further regional integration of the WAPP power systems will increase the integration of renewable energies, reduce greenhouse gas emissions and provide more climate-proof decision-making options. This activity will be separated from the other project components, as it has its own implementing entity.

The WAPP is responsible for implementing RESPITE's 4A subcomponents. The World Bank and other donors are financing the construction of sections of the regional infrastructure of transmission lines and substations completed or under construction in the WAPP region. It is preparing further investments in high-voltage transmission lines. Support is also being provided to establish the institutional, operational and commercial frameworks

needed to enable regional trade and thus capitalize on the significant investments in physical infrastructure.

A breakdown of the sub-components yields the following activities.

**Table 1: Description of activities under sub-component 4A (RITA)**

<b>N°</b>	<b>Programmed activities for subcomponent 4A</b>
<b>WP.1</b>	<b>Finalization and operationalization of legal, regulatory and technical frameworks to enable efficient regional trade between WAPP countries.</b>
1.1	Support for the preparation of energy trade transactions.
1.2	Organization of regional workshops on energy transactions and meetings of the Northern Core Technical Committee for Trade Transactions (CTTC).
<b>WP.2</b>	<b>Integration and synchronization project</b>
2.1	Design, supply and installation of SVC, SPS and PIU (including DPL+ O&M+ SHD equipment replacement) - NR Electric contract
2.2	PSS tuning, field testing, controller tuning changes and WAPP network synchronization - GE Contract
2.3	OEM support for power plant testing
2.4	Engineering consulting services for the synchronization project - Tractebel-CESI contract
2.5	Post-synchronization study (series of thematic studies)
2.6	Technical assistance to technical working groups
2.7	Meetings of the Synchro task force and technical working groups
<b>W.P.3</b>	<b>Preparation of regional priority projects in line with the WAPP Master Plan</b>
<b>3.1</b>	<b>Ghana Burkina Mali Interco - Feasibility studies and ESIA</b>
3.1.1	Consultancy services for the preparation of feasibility studies and ESIA's (WSP contract)
3.1.2	Workshops/meetings on deliverables (including contract contingencies, if any)
<b>3.2</b>	<b>Median Core (Nigeria, Benin, Togo, Ghana and Ivory Coast) - Feasibility study and ESIA</b>
3.2.1	Consultancy services for preparation of ESIA studies (WSP contract)
3.2.2	Workshops/meetings on deliverables (including possible contract contingencies)
<b>3.3</b>	<b><i>Liberia: preparatory studies for priority hydro-solar generation investment projects:</i></b>
3.3.1	<i>Feasibility studies and ESIA for the priority hydropower project in St-Paul/ (ARTELIA contract)</i>
3.3.2	<i>Rehabilitation of the access road for the SP2 project in Liberia (SSF Entrepreneur Inc. contract)</i>
3.3.3	<i>Geotechnical studies for the SP2 project in Liberia (AGTS-Senegal contract)</i>
3.3.4	<i>Strategic advice to support the development of hydroelectric projects (CASTALIA contract)</i>
3.3.5	<i>Technical assistance to focal point (phase 2)/ (SOFRECO contract)</i>
3.3.6	<i>Counterpart consultant to the WAPP focal team in Liberia for the PIP _ Henry Joyson contract</i>
3.3.7	<i>Expenses for focal point, training and workshops for validation of deliverables + specific contingency for SP2 project</i>
<b>WP.4</b>	<b>Capacity and institution building</b>
4.1	<b>Training of PIU staff, stakeholders, communities, project workers, consultants</b>
4.2	<b>Training of project workers on occupational health and safety, including emergency prevention and preparedness, and emergency preparedness in conflict and insecure areas.</b>

Details of each work package are provided below.

### **WP1: Legal and regulatory support to enable efficient regional trade between WAPP countries.**

Activities envisaged under WP1 include, but are not limited to, the following elements:

- Support for the preparation of energy trade transactions. This involves recruiting legal, financial and technical consultants to assist the WAPP CLSG and the northern core countries, and possibly other WAPP member countries, in preparing Power Purchase Agreements (PPAs) and Transactional Services Agreements (TSAs) for energy trade between the project countries within the framework of the regional electricity market.
- Organization of meetings of the WAPP North Core Technical Committee for Trade (CTTC) as well as workshops/capacity building and knowledge transfer on legal, financial, technical or regulatory aspects of power purchase agreements, transaction service agreements and electricity market management.

### **WP2: Support for integration and synchronization**

The activities envisaged under WP2 are as follows:

- Design, supply and installation of SVC, SPS and PIUs (SVC Operation and Maintenance (O&M) support and replacement of synchronous digital hierarchy (SDH) equipment of some Utilities including the defects liability period);
- PSS tuning, field testing and controller tuning change and WAPP synchronization: this includes testing (model validation, testing and/or re-testing of controllers and PSS) of the remaining key power plants (Egbin power plant, Manantali power plant, AZITO power plant and Kainji power plant) and synchronization testing between zones 1, 2 and 3, including WAMS data analysis and dynamic simulations and analysis.
- OEM support for power plant testing;
- Owner's engineer supervision of synchronization work (General Electric and NR Electric contracts);
- Post-synchronization studies. These are a series of thematic studies to be carried out in order to guarantee efficient and stable synchronization;
- Technical assistance to the technical working group for system reliability assessment, load frequency control and compliance monitoring, as well as system protection and coordination;
- Meetings of the Synchronization Working Group and the Technical Working Groups.

### **WP3: Preparation of WAPP priority projects**

The activities envisaged under WP3 are as follows:

- Preparatory studies in Liberia for priority investment projects in hydro-solar production:
  - o Finalization of preparatory studies for the Solar PV and Mt Coffee Extension pilot projects in Liberia;
  - o Preparation of the E&S audit for the rehabilitation of the Mt Coffee hydroelectric plant.
  - o Completion of ESIA report for Solar PV project on Mt Coffee Island
  - o Completion of ESIA report for Mt Coffee power plant extension
  - o Completion of the work requirements to be included in the tender documents for the Mt Coffee hydroelectric plant extension.

- Preparation of FS and ESIA studies for the Saint Paul hydroelectric project in Liberia (SP2):
  - Finalization of geotechnical studies
  - Operation and maintenance of the SP2 access road and barges on the MEL and St Paul rivers to facilitate geotechnical survey work.
  - Preparation of the SP2 HPP project feasibility study report (preliminary, interim and final reports).
  - Preparation of SP2 HPP E&S deliverables reports.
  - Technical assistance to the focal point for the development of the Liberia PIP (TA2)
  - WAPP-Consultant counterpart to Liberia PIP Focal Team
  - International panel of experts
  - Expenses for focal point, training and workshops for validation of deliverables.
- Pre-investment studies for WAPP Ghana-Burkina-Mali interconnection:
    - Preparation of line layout and interconnection line report.
    - Preparation of ESIA reports (including RAP and ESMP for each of the 3 countries involved in the project).
    - Preparation of technical and economic feasibility reports
    - Workshops and training on deliverables.
  - Preparation of the ESIA studies for the WAPP Median Interconnection.
    - Preparation of the line alignment report.
    - Preparation of E&S reports for Nigeria, Benin, Togo, Ghana and Côte d'Ivoire (including RAP and ESMP for each of the 5 countries).
    - Workshops and training on deliverables.

#### **WP4: Institutional and capacity building**

Although not included in the PDO or intermediate results indicators, capacity building of individuals and institutions in participating countries is an important aspect of RESPITE.

WP4 provides resources for capacity-building activities for WAPP Secretariat staff and capacity-building activities organized by the WAPP Secretariat for Project Implementation Unit (PIU) and others.

Activities envisaged under WP4 to build the capacity of WAPP Secretariat staff include: (i) individual training for WAPP Secretariat staff in Benin or outside Benin on topics relevant to RESPITE implementation; (ii) participation of WAPP Secretariat staff in workshops and conferences ; (iii) visits by WAPP Secretariat staff to relevant organizations and institutions; and (iv) the organization of tailor-made training courses for WAPP Secretariat staff (normally in Benin) (other selected trainees may also participate).

In particular, the capacities of individuals and institutions will be strengthened in the field through on-the-job learning under the supervision or mentoring of national or international experts. Individual capacity building is aimed in particular at PIU staff but may also involve others. Capacity building for institutions is achieved through consultancy contracts for national companies and institutions, and through formal training (conferences and workshops) for institutions responsible for aspects related to the implementation of renewable energy installations and associated transmission and distribution works.

This work management procedure covers the management of the personnel of the various stakeholders (consultants, service providers, subcontractors, personnel recruited as part of the project) and the management of the workforce.



## 2. LABOR MANAGEMENT PROCEDURES (LMP)

### 2.1. Objectives

In the context of RESPITE project financing, the Environmental and Social Standard (ESS 2) on employment and working conditions requires the WAPP General Secretariat to draw up Labor Management Procedures (LMP) based on the guidelines and provisions of the labor regulations and the provisions of the World Bank's EES 2. The aim of the labor management procedures is to identify and clarify the specific problems and risks linked to labor in the context of the Regional Emergency Solar Power Intervention Project (RESPITE) project, and to determine the resources needed to resolve these problems.

The main objectives of these procedures are to:

- promote health and safety at work.
- to identify specific and potential work-related problems in the context of the Project
- encourage fair treatment, non-discrimination and equal opportunities for project workers.
- protect project workers, particularly the most vulnerable such as women, persons with disabilities, children (of working age, in accordance with Bank ESS No. 2) and migrant workers, as well as contract workers,
- prevent the use of any form of forced labor and child labor.
- support the principles of freedom of association and collective bargaining for project workers in accordance with national law.
- provide project workers with the means to raise issues arising in the workplace.
- Adopt a specific grievance mechanism for workers.
- Pay workers' wages that correspond to collective agreements;
- Enforce the laws in force in the countries.

### 2.2. Characteristic and types of project workers

At the current stage of the RESPITE project, ESS N°2 identifies three categories of project workers which include consultants, workers of subcontracting companies and employees of main suppliers. As designed, the implementation of Component 4A (RITA) of the RESPITE project will require direct workers, contract workers and main suppliers. It is not envisaged that this component will require employees of community workers.

#### a) Direct project workers

Direct project workers are those employees recruited by the WAPP to form the Project Management Unit (PIU), which will be responsible for carrying out tasks directly related to the project. They include those employed or recruited by the WAPP to perform design and supervision, monitoring and evaluation functions, as listed in table 2 above.

Where government employees are working on the project, whether on a full-time or part-time basis, they remain subject to the terms and conditions of their existing public-sector contract or employment scheme, except where their position is legally and effectively transferred to the project.

#### b) Contract workers

Contract workers are people employed or recruited by third parties to carry out work related to the essential functions of the project, irrespective of the location of this work. This category of employees will include people employed or recruited by companies that have a contract with the project (construction companies, firms, etc.) to carry out work related to the essential components, sub-components and activities of the project, regardless of the location of these activities. At this stage of the project, the indicative number has not yet been defined.

## 2.3. Estimated number of skills to be recruited by the WAPP PIU-RESPITE for the implementation and monitoring of RITA activities

Operational management of the Regional Emergency Response Program - RESPITE will be entrusted to a Project Management Unit (PIU) at WAPP level, whose organization, operation and composition will be defined by a regulatory act. The PIU's main missions will be to:

- manage and supervise the project
- ensure proper resource allocation and procurement
- monitor and evaluate the project
- prepare quarterly and annual progress reports
- communicate on project activities
- coordinate the work of various partners and service providers.

WAPP RESPITE team members can work full or part-time on RESPITE. Staff working on RESPITE are expected to be permanent WAPP staff fully dedicated to RESPITE activities or consultants recruited to assist WAPP staff in implementing RESPITE activities. Staff/consultants working on RESPITE who are not permanent WAPP staff are charged to the RESPITE budget in proportion to the time they devote to RESPITE.

The WAPP RESPITE team consists of the following full-time and part-time staff, (WAPP civil servants will be subject to the labor legislation in force at WAPP):

- WAPP RESPITE Project Coordinator (full-time)
- Senior Procurement Specialists (part-time)
- Technical Coordinator 1/ WAPP System Operator Coordinator (synchronization project/full time)
- Technical Coordinator 2/ SP2 -Liberia & Median Core Projects Coordinator (full-time)
- Technical Coordinator 3/ Ghana Burkina Mali Interconnection Project Coordinator (full-time)
- Technical Coordinator 4/ WAPP Custom and Market Coordinator (part-time)
- Financial Management Specialist (full-time)
- Accountant (full-time)
- Environmental specialist (part-time)
- Social issues specialist (part-time)
- Gender-based violence specialist (part-time)
- Consultants;
- Teams of consultants for feasibility studies and environmental impact studies of the sub-component projects;
- Workers of suppliers and companies responsible for setting up the synchronization system.

The responsibilities of the above staff are summarized in the table below. For each position charged to the RESPITE budget, the WAPP has drawn up detailed terms of reference to be submitted to the World Bank for review and non-objection.

**Table 2: Responsibilities of WAPP RESPITE team members**

Position	Contract status and duration	Duties
Project Coordinator	Full-time	<p>Reports to the Secretary General of the WAPP Secretariat.</p> <p>Responsible for communication with the World Bank through the Secretary General of the WAPP Secretariat;</p> <p>Overall project coordination between relevant WAPP departments in collaboration with project technical coordinators;</p> <p>Monitoring and evaluation (M&amp;E);</p> <p>Regular reporting to the World Bank;</p> <p>Management of WAPP RESPITE team and team member contracts;</p> <p>Support the preparation of studies, knowledge development and dissemination, as well as awareness-raising and promotion;</p> <p>Ensure timely and effective implementation of the WAPP portion of RESPITE;</p> <p>Utilize the WAPP RESPITE budget in accordance with legal agreements, the WAPP RESPITE Annual Work Plan and Project Implementation Manual (PIM);</p> <p>Support for the preparation of procurement dossiers to be financed by RESPITE;</p> <p>Assistance in the evaluation of bids for the above-mentioned lots, in close coordination with the procurement team;</p> <p>Assistance in contracting successful bidders;</p> <p>Recruitment of additional WAPP RESPITE team staff as required, including consultants from the consultant pool budget;</p> <p>Coordination with UCR activities;</p> <p>Preparing the WAPP RESPITE PIM and proposing revisions if necessary;</p> <p>Obtaining the World Bank's non-objection to any revision of the PIM;</p> <p>Manage capacity building for WAPP RESPITE team members in safeguarding and other areas as required;</p> <p>Continuously monitor compliance with World Bank safeguard policies in collaboration with the E&amp;S team.</p> <p>Implementation of WAPP activities included in the annual plan;</p> <p>Ensure overall management, budgetary control, disbursement monitoring, contract administration and competent supervision of contracts managed by the WAPP RESPITE team;</p> <p>management of contractors/consultants and their work program;</p> <p>Any other activity necessary to achieve RESPITE's development objective;</p> <p>etc.</p>
Senior Procurement Specialist	Part-time	<p>Responsible for all purchasing related to the RESPITE/WAPP project.</p> <p>Specific tasks include:</p> <p>Support for the preparation of specifications;</p> <p>Preparation and periodic updating of procurement plan;</p> <p>Drafting of tender documents;</p> <p>Publication of tender notices;</p>

		<p>Support to evaluation teams with regard to procurement rules and quality control;</p> <p>Interviewing candidates (for individual consultants);</p> <p>Submission of evaluation reports to the WAPP Procurement Committee for approval, and to the World Bank for non-objection;</p> <p>Participation in interview for selected individual consultants;</p> <p>Organization of and participation in contract negotiations;</p> <p>Archiving all procurement documents and STEP management;</p> <p>management of contractors/consultants and their work program</p> <p>Assistance to contract managers during the implementation phase (drafting of amendments and advice on interpretation of contractual clauses);</p> <p>etc.</p>
Technical coordinator 1/ WAPP system operator coordinator (Synchronization project)	Full-time	<p>Lead the component related to the synchronization of the WAPP interconnected network; and the activities of the associated technical working groups.</p> <p>Manage all contracts related to synchronization activities with the support of the owner's engineer.</p>
Technical Coordinator 2/SP2-Liberia & Median Project Coordinator Core	Full-time	<p>Lead preparatory studies for the Priority Investment Project / SP2 in Liberia, including contract management of consultants hired to prepare feasibility and E&amp;S stu;</p> <p>Lead the interventions of the panel of experts recruited to support the PIP preparatory studies in Liberia;</p> <p>Lead the preparatory studies for the Median Core interconnection project, including contract management for the consultants recruited to carry out the feasibility and ESIA studies.</p>
Technical coordinator 3/GBM interconnection project coordinator	Full-time	<p>Lead the preparatory studies for the GBM interconnection project, including contracts, management of the consultant hired to carry out the feasibility and ESIA studies, and involvement of project stakeholders.</p>
Coordinateur technique 4/ Coordinateur WAPP Custom and Market (Legal and Regulatory Support for the Electricity Market)	Part-time	<p>Lead the implementation of activities to support the preparation of energy trade between WAPP member utilities within the framework of the regional electricity market;</p> <p>Monitor and assist consultant interventions in the preparation of power purchase agreements and transmission service agreements, including all associated legal, financial and technical documents;</p> <p>Technical advice, as required, on the development of the regional electricity market.</p>

<p>Technical coordinator 5/ Electrical expert</p>	<p>Part-time</p>	<p>Leads the implementation of the technical committee for commercial transactions for the northern core interconnection,</p> <p>Monitor and assist consultant interventions in the preparation of power purchase agreements and transmission service agreements, including all associated legal, financial and technical documents,</p> <p>Prepare terms of reference for the recruitment of a specific consultant if required to assist North Core countries in the preparation of their commercial transaction,</p> <p>Assist the WAPP market and customs coordinator as required in the preparation of the legal and regulatory framework for the electricity market.</p>
<p>Financial Management Specialist</p>	<p>Full-time</p>	<p>Responsible for the financial management of RESPITE Part IV.A.</p> <p>Establish and maintain project-specific account books.</p> <p>Establish and manage AMPP's RESPITE special account.</p> <p>Process payments from the special account that require the approval of AMPP's Secretary General or Finance Director.</p> <p>Prepare WAPP RESPITE quarterly unaudited interim financial reports (IFR) and annual financial statements (FS).</p> <p>Engage an external auditor to audit WAPP RESPITE's financial statements.</p> <p>Ability to account for all monies received</p> <p>Financial reporting</p>
<p>Accountant</p>	<p>Full-time</p>	<p>Support the Financial Management Specialist in all but not limited to the above tasks,</p> <p>Responsible for the accounting aspect of the project</p> <p>Request funds for the designated project account and prepare all associated documents.</p> <p>Prepare invoice payment order for bank transfer,</p> <p>Process payments for all expenses once approved internally.</p> <p>Prepare bank reconciliation and disbursement report to be submitted monthly to project coordinator.</p> <p>Liaise with World Bank finance team on financial matters,</p>
<p>Environmental specialist</p>	<p>Part-time</p>	<p>prepare environmental sections of quarterly project reports</p> <p>continuously assess compliance with the Environmental and Social Commitment Plan (ESCP)</p> <p>supervision of the proper implementation of the GM of workers.</p> <p>monitoring and reporting of all GMs.</p> <p>Implement measures to improve environmental and social compliance and reduce risks.</p> <p>Build RESPITE team capacity in environmental compliance and risk reduction and identify additional training needs.</p> <p>On request, support PIU in environmental management.</p> <p>Manage the contributions of other E&amp;S team members.</p>

Social specialist	Part-time	<p>Prepare social compliance sections of quarterly project reports.</p> <p>Continuously assess compliance with the WAPP Environmental and Social commitment Plan (ESCP).</p> <p>Responsible for implementing the Stakeholder Engagement Plan (SEP), establishing and implementing the grievance mechanism and maintaining the grievance register.</p> <p>Assess environmental and social compliance, continuously improve it and reduce risks.</p> <p>Strengthen RESPITE team capabilities in social compliance and risk reduction and identify additional training needs.</p> <p>Check that consultants' contracts include the required environmental and social stipulations.</p> <p>supervision of the proper implementation of the GM of workers.</p> <p>monitoring and reporting of all GMs.</p>
Gender-based violence specialist	Part-time	<p>Prepare gender-based violence prevention section of quarterly project report.</p> <p>Continuously assess compliance with the Environmental and Social Commitment Plan (ESCP), the World Bank's Gender-Based Violence Action Plan, and the Good Practice Note on Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH).</p> <p>Continuously evaluate measures to prevent gender-based violence and make recommendations to reduce the risk of gender-based violence.</p> <p>Strengthen the RESPITE team's ability to understand gender-based violence issues, reduce the risk of gender-based violence and identify additional training needs.</p> <p>Strengthen the capacity of the project team on complaints management; Support the project's complaints management committees in processing and monitoring complaints related to GBV/SEA/SH.</p> <p>supervision of the proper implementation of the GM of workers.</p> <p>monitoring and reporting of all GMs.</p>
NGOs and service providers	Full-time	<p>Participation in various consultations to put forward their points of view;</p> <p>Organization of awareness-raising sessions on certain topics on behalf of the project.</p>

### 3. ASSESSMENT OF THE MAIN WORK-RELATED RISKS

The WAPP RESPITE Program will implement Component 4A of the project. Component 4A: Regional Integration and Technical Assistance, the aim of which is to finalize the synchronization of the EEEEOA interconnected grid and to continue the preparation of electricity generation and transmission infrastructure in West Africa to facilitate the establishment and operationalization of the regional electricity market. The following activities are planned :

- the finalization and operationalization of the legal, regulatory and technical frameworks to enable efficient regional trade between the countries of the WAPP system, including the countries involved in the CLSG interconnection and the North Core interconnection;
- technical integration of the WAPP network by improving the synchronous operation and reliability of interconnections;
- preparation of regional priority generation and transmission projects in line with the WAPP System Master Plan 2018; including preparatory studies for the Mt Coffee Island solar photovoltaic project (sub-component 1A) and the Mt Coffee hydropower plant expansion (component 2), the Saint Paul 2 hydropower plant, the WAPP Ghana-Burkina-Mali interconnector and the WAPP Mid Interconnector;
- and strengthening the institutional and technical capacity of the WAPP Secretariat General (SG) to fulfil its regional mandate.

The detailed description of activities under Component 4A shows that most of the activities to be carried out during this first phase are softs intellectual services that should produce results in the form of deliverable reports on the studies carried out

However, there are a few activities that will involve physical work, such as the maintenance and installation of synchronization equipment in several substations, which will lead to the installation of worksites, the replacement of synchronous digital hierarchy (SDH) equipment in some utilities, the recruitment of engineers and legal, financial and technical consultants, the tuning of the PSS, field tests and changes to the tuning of controllers and synchronization of the WAPP, the operation and maintenance of the access path to SP2 and the barges, and technical consultants, PSS tuning activities, field tests and controller tuning changes and WAPP synchronization, operation and maintenance of the SP2 access road as well as barges on the MEL and St Paul rivers to facilitate geotechnical survey work, construction material supply requirements and frequent travel activities, etc.

The activities of subcomponent 4A will require the recruitment of consultants, experts, suppliers and local or non-native labor.

#### **Main labor-related risks**

Taking into account the activities listed above, the associated risks for the workforce may be related to work-related accidents when staff or consultants are on the move, occupational illnesses linked to overwork, risks of exploitation, abuse and sexual harassment (EAHS) during face-to-face workshops or seminars, risks of spreading sexually transmitted infections (STIs) and HIV/AIDS during physical encounters if barrier measures are not respected.

The work activities of project workers may give rise to the risk of traffic accidents. Indeed, in addition to the daily commute from their homes to the workplace or from the workplace to their homes, some Project workers will have to make numerous trips to countries eligible for phase 1 of the RESPITE project (Nigeria, Togo, Bénin, Ghana, Ivory Coast, Mali, Burkina-Fâso, Liberia) in the course of their professional activities. These journeys present risks of road

accidents, which can be caused by non-compliance with traffic regulations, faulty rolling stock, incivism on the part of some drivers, etc. As part of the project, a number of measures will be implemented to reduce these risks. These include raising awareness among all project workers of the need to comply with the highway code, regular maintenance of service vehicles, a ban on alcohol consumption during service hours, the signing of a code of conduct by which each worker undertakes to comply with health and safety measures at work, and so on.

#### ❖ **Risks of insecurity and moral and physical harm**

Given the current security situation in certain countries (acts of banditry and terrorist threats), Project workers may be exposed to risks of moral (intimidation, threats) and physical (assault and battery, etc.) harm. Indeed, the missions entrusted to Project workers could be poorly perceived by certain individuals, and lead them to make threats against them, with a view to inducing them to abandon their activities; similarly, attacks could be organized against them, resulting in injury, material loss and loss of life.

The implementation of the Project's security risk management plan will help mitigate any risks that may arise.

#### ❖ **Psycho-social risks**

Practical work organization and managerial choices also present psychosocial risks that can have an impact on workers' health. These psychosocial risks are: moral and/or sexual harassment in the workplace, chronic stress, exacerbated conflicts that can lead to serious damage to workers' health and disrupt project activities.

Choosing healthy management methods that minimize the risks associated with work-related stress, that value the worker, as well as clarifying the roles and responsibilities of each worker, establishing dialogue, etc. will help minimize these risks.

#### ❖ **Risks of visual fatigue linked to screen work**

Certain poor working conditions can lead to visual fatigue and stress. These include inadequate lighting and prolonged exposure to the screen.

#### ❖ **Risks of gender-based violence (sexual harassment, exploitation, sexual abuse) and/or violence against children**

Gender-based violence may occur during the implementation of the Project. Indeed, such violence may occur in the interactions of Project workers with other actors

Workers from diverse backgrounds may be mobilized for conferences or seminars organized by the Project. These workers will be required to interact with each other, which could lead to risks of exploitation, abuse, sexual harassment and prostitution, with the consequent spread of STIs, HIV/AIDS, unwanted pregnancies and clandestine abortions, particularly among vulnerable women and girls.

A code of conduct (model attached) signed by all project workers and strictly enforced will help mitigate the risks associated with Sexual Exploitation Abuse as well as Sexual Harassment (SEA/SH).

#### ❖ **Risk of conflict between local people and project workers**

Interactions with local populations may give rise to tensions with Project workers, especially if the latter are guilty of practices contrary to local customs. Indeed, workers' failure to respect the customs and practices of certain Project member countries can lead to conflicts between them and local authorities or populations. Workers must therefore be made aware of the need to respect customs in member countries.



❖ **Risks of spreading sexually transmitted infections (STI/HIV/AIDS)**

Given the current pandemic, the implementation of the Project entails risks of propagation of sexually transmitted infections, in particular HIV/AIDS. Project activities may involve interaction with infected persons during meetings, public conferences, seminars or symposia.

❖ **Risk of occupational disease**

Occupational illnesses may be caused by the work itself, or by the conditions under which the work is performed. Examples include musculoskeletal disorders, visual disorders and infectious diseases.

❖ **Discrimination and exclusion of vulnerable/disadvantaged groups**

The risks of discrimination and exclusion of vulnerable or disadvantaged groups are crucial issues in the implementation of the sub-component. The PMU will ensure, through safeguard documents and compliance with procedures, that they are avoided and eliminated. These risks can manifest themselves in different ways and have serious consequences for the populations concerned.

Awareness sessions will be organized for stakeholders.

❖ **Risks to health and safety at work**

As for occupational health and safety risks, they can vary depending on the nature of the work, the environment and management practices, but what they all have in common is the potential to harm the physical and mental health of workers. workers. The project must ensure and ensure the provision of appropriate personal protective equipment (PPE) and the awareness of workers on the various risks.



**Table 3: Main labor-related risks and mitigation measures to be implemented by the project**

Risk factors	Risks in the workplace	Mitigation measures	Monitoring Actions	Implementers
<b>Working and employment conditions</b>	<p>Failure to respect workers' rights with regard to working hours, wages, overtime, remuneration and benefits</p> <p>Non-compliance with weekly rest periods, annual leave, sick leave, maternity leave and family leave.</p> <p>Non-compliance with notice periods and severance payments</p> <p>Exposure to noise, odors, fumes, dust and other pollutants</p>	<p>Ensure compliance with the provisions of the country's host labor legislation and the World Bank's NES°2 standard on working conditions at all sites;</p> <p>Ensure the application of recruitment procedures for consultants, suppliers, service providers, experts and the workforce to be recruited by the consultants.</p> <p>Develop, support and monitor the implementation of a Complaints Management Mechanism at all levels during project implementation;</p> <p>Provide workers with adequate equipment to reduce exposure risks;</p> <p>Provide workers with appropriate sanitary facilities and adequate washing facilities, as well as drinking water, in suitable locations, in sufficient quantities and under satisfactory conditions;</p> <p>Develop and monitor the implementation of labor management procedures;</p> <p>Provide workers with suitable premises in which to take their meals, or take appropriate measures to ensure that they can do so elsewhere;</p> <p>Ensure that work is carried out during normal working hours,</p>	PIU/RESPITE/WAPP	<b>PIU; Consultants, Service providers</b>
<b>Travel to/from work and field missions</b>	<b>Physical and moral harm caused by organized crime or terrorist acts</b>	<p>Respect ECOWAS security instructions.</p> <p>Maintain contact with the countries to be visited to keep abreast of the security situation in the project area.</p> <p>Provide security to accompany teams in the field;</p> <p>Raise staff awareness of security instructions to be adopted and conduct to be observed in the event of an attack.</p> <p>Provide security information to field teams and communities</p>	PIU/RESPITE/WAPP	<b>PIU; Consultants, Service providers</b>
	Road traffic accidents	<p>Make drivers and all staff aware of the importance of complying with traffic regulations;</p> <p>Prohibit the consumption of alcohol during working hours;</p> <p>Regular maintenance of service vehicles;</p> <p>Organize periodic "health and safety quarter hours" for staff.</p>	PIU/RESPITE/WAPP, Structures responsible for road safety	<b>PIU; Consultants, Service providers</b>
<b>Practical organization of work, managerial choices</b>	Psychosocial risks: stress, suffering in the workplace, sexual harassment in the workplace, social conflicts	<p>Implement healthy work organization and management methods that minimize the risks associated with occupational stress;</p> <p>Adapt work situations to workers' abilities and resources;</p> <p>Clarify roles and responsibilities</p> <p>Facilitate communication, exchanges and social dialogue between all players;</p> <p>Train staff in stress management;</p> <p>Raise staff awareness of their right to report moral and/or sexual harassment to the appropriate bodies, and of their right to withdraw from work.</p> <p>Implement the workers GM.</p>	PIU/RESPITE/WAPP, National Social Security Center, Ministry of Labor	<b>PIU; Consultants, Service providers</b>

<b>Risk factors</b>	<b>Risks in the workplace</b>	<b>Mitigation measures</b>	<b>Monitoring Actions</b>	<b>Implementers</b>
<b>Work environment layout</b>	Risk of visual fatigue	Call in specialists (ergonomists) to better adapt to situations and prevent occupational hazards; Alternate screen work with other tasks		<b>PIU; Consultants, Service providers</b>
<b>Specific labor-related risks</b>	Risks associated with work supervision activities, Risk of discrimination in employment Risks related to the employment of staff without a work contract, Risks related to the non-involvement of stakeholders in project implementation, Risks related to non-compliance with environmental and social commitment plans, Risks related to failure to pay staff and service providers, Risks related to the lack of regular monitoring of project contractors and service providers, Risks related to the non-implementation of environmental and social measures and other important project activities.	Make safety arrangements during field missions, Evaluate all project workers to ensure quality of activities during project implementation, All PIU staff must have a contract signed by all parties, Ensure fair treatment of all workers Take steps to involve all stakeholders in project planning and implementation activities, Ensure compliance with contractual terms, Ensure compliance with the requirements of all project's legal documents, establish periodic performance monitoring meetings, Share all necessary project information with project stakeholders, Signing of codes of conduct by all PIU members, accompanied by training sessions on SEA/SH prevention and response.	PIU/RESPITE/WAPP, National Social Security Center, Ministry of Labor	<b>PIU-RESPITE</b>
<b>Discrimination and unequal opportunities</b>	Discrimination in recruitment and treatment of project workers Non-compliance with the principle of equal opportunity, fair treatment, disciplinary measures and access to information.	Set up an officer to monitor the implementation of contractual gender equality provisions; Raise workers' awareness of the content of codes of good conduct; Provide a monthly breakdown of workers on site by gender and type of employment.	PIU/RESPITE/WAPP, Ministry in charge of social affairs, specialized NGOs	<b>PIU; Consultants, Service providers</b>
	Discrimination against vulnerable people (women, disabled people, migrant workers, and children of working age).	Ask contractors to employ vulnerable groups (such as women, displaced persons and the disabled) as part of their unskilled workforce; Ensure that contractors comply with the national Labor Code on gender equality in the workplace; Monitor the implementation of contractual provisions		<b>PIU-RESPITE</b>
<b>Employee misconduct</b>	Moral harassment and abuse of power Sexual harassment and intimidation Gender-based violence (GBV) including exploitation and sexual abuse/harassment. Poor relations with local communities Attacks on workers on their way home, due to excessively long working hours	Take steps to prohibit night work on construction sites; Make non-local workers aware of the need to respect the customs and traditions of local populations; People working with the project (in all categories of workers) will be required to sign a Code of Conduct which clearly and unambiguously prohibits all forms of SEA/SH, including sexual relations with children under the age of 18, with explicit sanctions in the event of non-compliance; Put in place mechanisms to register complaints of non-compliance with codes of conduct (ensuring accessibility and adaptability to SEA/SH complaints);	PIU/RESPITE/WAPP, specialized NGOs	<b>PIU; Consultants, Service providers</b>

Risk factors	Risks in the workplace	Mitigation measures	Monitoring Actions	Implementers
	<p>Risk of contamination and illness due to non-compliance with sampling standards and protocols, handling of growing media, poor pesticide management, etc.</p> <p>Loss of socio-economic assets</p> <p>Involuntary displacement of populations or economic activities</p> <p>Influx of workers into the project area</p>	<p>Regular awareness-raising and training of local populations and project workers on these risks, as well as the signing of project codes of conduct, PMMs, etc. available care services;</p> <p>Integrate prevention and awareness-raising measures on STI/HIV/AIDS and GBV/SGBV into the project's future ESAs;</p> <p>Ensure sufficient lighting, separate toilets for men and women that can be closed from the inside;</p> <p>Ensure that worker awareness measures are included in the ESMPs;</p> <p>Include in all contracts, provisions prohibiting moral harassment, sexual abuse and abuse of power on construction sites.</p>		
<b>Child labor (under 14)</b>	<p>Employment of children under the minimum age prescribed by national regulations.</p> <p>Conditions that may present a danger to children: compromising their education or harming their physical, mental, spiritual, moral or social development.</p>	<p>Ensure that all contracts include clauses on the protection of minors (under 14), including penalties for non-compliance.</p> <p>Require contractors to register all workers under contract and verify their age and identity.</p> <p>Set up teams to monitor situations of non-compliance with contractual provisions on the employment of minors on worksites.</p> <p>Monitor the implementation of provisions concerning child labor on construction sites.</p>	PIU/RESPITE/WAPP, Ministry of Social Affairs, specialized NGOs	<b>PIU_RESPITE</b>
<b>Forced labor</b>	<p>Forced labor</p> <p>Service exacted under the threat of any penalty and for which the person(s) concerned has (have) not offered him/herself (themselves) voluntarily.</p>	<p>Include provisions prohibiting any work or service required of an individual under threat of any penalty and for which the said individual has not volunteered in the contracts of the project's contractors and other service providers;</p> <p>Set up a system for monitoring contract provisions;</p> <p>Carry out constant monitoring and follow-up in order to detect in good time any possible risk of forced labor linked to the workforce.</p>	PIU/RESPITE/WAPP, Ministry of Social Affairs, specialized NGOs	<b>PIU; Consultants, Service providers</b>
<b>Insecurity risks in certain project areas</b>	<p>Risk of terrorist attack, particularly in the Mopti, Gao, Timbuktu and Ménaka regions.</p> <p>Risk of explosive devices;</p> <p>Risk of kidnapping</p> <p>Risk of destruction of site equipment (vehicles, heavy machinery, etc.)</p> <p>Risk associated with gathering on construction sites</p> <p>Risk associated with the presence of construction companies in the area</p> <p>Risks related to the non-involvement of local populations and authorities in project preparation;</p> <p>Risk associated with non-compliance with contractual clauses</p>	<p>Develop an intervention plan for unsafe areas;</p> <p>Define indicators for monitoring insecurity in work zones;</p> <p>Involve local and technical services in charge of safety in the planning of field interventions;</p> <p>Draw up and implement a security management plan for project areas;</p> <p>Involve local staff and technical services in charge of safety at all stages of project implementation.</p> <p>Raise workers' awareness of how to behave in unsafe areas;</p> <p>Limit gatherings during work to what is strictly necessary;</p> <p>Give priority to working with local companies;</p> <p>Use existing ORSEC plans in the various project intervention zones;</p> <p>Give priority to recruiting manpower in the intervention zones.</p>	PIU/RESPITE/WAPP, National Police, Border Management Agency	<b>PIU; Consultants, Service providers</b>

Risk factors	Risks in the workplace	Mitigation measures	Monitoring Actions	Implementers
<b>Occupational health and safety (OHS)</b>	<p>Exposure of workers to hazardous substances</p> <p>Risk of contamination due to failure to wear PPE;</p> <p>Accidents, illnesses, disabilities, deaths and other work-related incidents</p> <p>Lack of support and assistance for workers involved in work-related accidents</p> <p>Use of machinery in poor condition</p> <p>Fires due to improper handling of flammable products</p> <p>Spread of STIs and HIV/AIDS through risky sexual behavior</p> <p>Spread of coronavirus disease (COVID 19)</p> <p>Spread of diseases linked to lack of respect for hygiene principles</p>	<p>Integrate and monitor occupational health and safety provisions in service provider contracts;</p> <p>Preparation of safety data sheets for hazardous substances,</p> <p>Conduct pre-employment health checks, including COVID-19 tests;</p> <p>Compliance with barrier measures</p> <p>Develop and implement procedures to avoid direct contact, such as medical teleconsultations and streaming instructions;</p> <p>Substitution or elimination of conditions or substances hazardous to workers;</p> <p>Ensure that all worksites are managed in such a way as to adequately protect workers and the community from potential OHS risks;</p> <p>Ensure that OHS-related elements are included in all contracts with contractors and subcontractors;</p> <p>Set up a system for regular review of OSH performance.</p> <p>Identify potential risks to workers;</p> <p>Implement prevention and protection measures on worksites;</p> <p>Risk training and risk management on worksites;</p> <p>Provide workers with Personal Protective Equipment;</p> <p>Please ensure compliance with safety instructions on worksites;</p> <p>Prepare procedures for reporting workplace incidents and accidents, and ensure their implementation;</p> <p>Prepare a waste management plan and ensure its implementation;</p> <p>Set up a system for regular review of occupational health and safety performance.</p>	<p>Labor inspection Social Security Center PIU/RESPITE/WAPP</p>	<p>PIU; Consultants, Service providers</p>
<b>Gender-based violence</b>	<p>Risk of rape</p> <p>Risk of sexual exploitation and abuse</p> <p>Risk of sexual harassment</p> <p>No code of conduct</p> <p>Lack of worker awareness of SEA/SH issues</p> <p>No separation of latrines on worksites during construction work</p> <p>Lack of signs informing workers and the local population that acts of GBV, including SE, are prohibited on the worksite.</p> <p>Lack of lighting in public areas around the worksite</p> <p>GBV including SEA/SH--- not included in contracts</p>	<p>Ensure that GBV/SEA/SH codes of conduct defining sanctions are signed and understood:</p> <ul style="list-style-type: none"> <li>✓ Ensure that those who sign codes of conduct fully understand their provisions.</li> <li>✓ Ensure that codes of conduct have been signed by all those who will be physically present on the project site.</li> <li>✓ Train project personnel on the conduct obligations set out in the codes of conduct.</li> <li>✓ Disseminate codes of conduct (including visual illustrations) and discuss them with employees and local communities.</li> </ul> <p>Provide separate, safe and easily accessible facilities for men and women working on site.</p> <p>Put up gender-specific posters for orientation.</p> <p>Changing rooms and/or latrines should be located in separate, well-lit areas, and should be lockable from the inside.</p>	<p>-----</p> <p>PIU/RESPITE/WAPP, Ministry of Social Affairs, specialized NGOs</p>	<p>PIU; Consultants, Service providers</p>

Risk factors	Risks in the workplace	Mitigation measures	Monitoring Actions	Implementers
		<p>Visibly display signs around the project site (where applicable) informing workers and the local population that acts of GBV, including SEA/SH, are prohibited on the site.</p> <p>Ensure that information dissemination activities on</p> <ul style="list-style-type: none"> <li>a) the right to access services safely and without exploitation</li> <li>b) SEA/SH -sensitive management policies and mechanisms, and</li> <li>c) multi-sectoral services available to survivors of GBV.</li> </ul> <p>Incorporate feedback from women and girls into consultations when designing/operating these spaces</p> <p>Incorporate SEA/SH provisions into all contracts</p> <p>Recruit an SEA/SH specialist for the project's PIU</p> <p>Set up a specific SEA/SH complaints management mechanism.</p> <p>Organize awareness-raising campaigns for workers and beneficiaries on prohibited behavior by workers, how to access the GM in the event of non-compliance with codes of conduct, and the prevention of SEA/SH, STIs, HIV/AIDS and unwanted pregnancies;</p> <p>Organize "gender quarter hours" on a regular basis (at least once a month) with themes related to SEA/SH /VAC, for the benefit of project workers; also organize sessions specifically targeting workers' supervisors to raise their awareness of their responsibilities in creating an attentive and non-tolerant SEA/SH environment.</p> <p>Strengthen the capacities of the UCP team in gender mainstreaming and the prevention of SEA/HS/VAC through the recruitment of a social safeguard specialist with expertise in gender and GBV.</p>		

## 4. ANALYSIS OF LEGAL INSTITUTIONAL FRAMEWORK FOR EMPLOYMENT AND WORKING CONDITIONS IN RESPITE PROJECT COUNTRIES

This section provides an overview of ratified international conventions, national legislative frameworks for labor, employment and working terms and conditions in all the countries concerned.

### 4.1. Overview of the international labor framework

This framework groups together the fundamental ILO conventions and international governance conventions, most of which have been ratified and are still in force.

The fundamental conventions are as follows:

- Forced Labour Convention, 1930 (n° 29);
- Convention (n° 87) concerning Freedom of Association and Protection of the Right to Organize, 1948
- Convention (n° 98) on the right to organize and collective bargaining, 1949
- Equal Remuneration Convention, 1951 (n° 100)
- Abolition of Forced Labour Convention, 1957 (n° 105);
- Convention (n° 111) concerning discrimination (employment and occupation), 1958;
- Minimum Age Convention (n° 138), 1973 (specified minimum age 14;
- Worst Forms of Child Labor Convention, 1999 (n° 182).

The (priority) governance conventions are:

- Labor Inspection Convention, 1947 (No. 81),
- Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144).
- The technical conventions are:
- Night Work of Young Persons (Industry) Convention, 1919 (No. 6);
- Right of Association (Agriculture) Convention, 1921 (No. 11)
- Ceruse Convention, 1921 (No. 13)
- Weekly Rest (Industry) Convention, (no. 14);
- Occupational Diseases Convention, 1925 (No. 18);
- Minimum Wage Fixing Convention, 1928 (no. 26);
- Labor Inspection (Non-Metropolitan Territories) Convention, 1947 (No. 85);
- Protection of Wages Convention, 1949 (No. 95);
- Social Security (Minimum Standards) Convention, 1952 (No. 102)
- Workers' Representatives Convention, 1971 (No. 135);
- Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143)
- Labour Administration Convention, 1978 (No. 150) ;
- Collective Bargaining Convention, 1981 (No. 154) ;
- Occupational Health Services Convention, 1985 (No. 161);
- Maternity Protection Convention, 2000 (n° 183). Length of maternity leave: 14 weeks.



## 4.2. 2009 ECOWAS labor employment policy

ECOWAS, and consequently the countries involved in the RESPITE project, adopted a labor and employment policy in 2009 at the Abidjan conference of member country labor and employment ministers.

The aim of this policy is to promote the rational use of human resources to stimulate development in the sub-region. The objectives of this labor and employment policy include:

- Promote the harmonization, coordination, use and implementation of common policies and programs across member countries;
- Lay the foundations for equal treatment in the workplace;
- Support the eradication of child labor;
- Develop the promotion of health and safety at work;
- Ensure worker/employment protection;
- Strengthen social dialogue;
- Encourage dispute prevention and settlement;
- Strengthen trade unionism;
- Manage labor migration, etc.

ECOWAS labor and employment policy aims to cover the following priority areas to which member states are committed:

1. Principle of subsidiarity: which defines and justifies the added value and respective roles of each type of stakeholder: regional and international (ECOWAS Commission, ILO, regional umbrella organizations) who intervene only in areas where national action has not been sufficiently effective; and national stakeholders made up of representatives of the state, workers and employers, civil society, etc.
2. Labor market regulation and employment conditions for the formal and informal sectors. This involves the promotion and overall harmonization of labor market regulations in the region and covers both the formal and informal sectors.
3. Promoting dignified and decent employment: improving employment opportunities for young people; eradicating child labor; eradicating human trafficking for labor exploitation; eradicating gender gaps in employment and remuneration.
4. Promoting labor migration and integration: promoting the rights of migrant workers; eliminating human trafficking; creating an enabling environment for migrants, particularly those from the diaspora, for the development of their countries.
5. Child labor. ECOWAS shall adopt the necessary measures to eradicate child labor; encourage child development and education; discourage child employment; and encourage tripartite evaluation of child labor issues with regard to labor matters.
6. Human trafficking. ECOWAS shall adopt the necessary measures to eradicate trafficking in persons for the purpose of labour exploitation, including the establishment of a tripartite mechanism for the evaluation of labour-related trafficking issues.
7. Equal opportunities in the workplace. Member States are enjoined to promote the following trilogy in the workplace: promoting equality between men and women; combating discrimination; and integrating people with disabilities. In this respect, all member states must address anti-discrimination and stigmatization legislation and gender mainstreaming issues so that equal opportunities, equal pay and equal access are guaranteed to all citizens and implemented.

8. Adequate, financially viable and modern social security systems. Member States are urged to ensure income security and financial autonomy, particularly for disadvantaged groups.
9. Occupational health and safety in the workplace. Member States are enjoined to promote occupational health and safety measures in the workplace, and to provide cross-border health care for all, particularly with regard to the scourge of HIV/AIDS, malaria and infectious diseases.
10. Promotion of social dialogue and tripartism. Member states are enjoined to promote representativeness and inclusiveness in order to prevent/resolve conflicts, achieve participatory/industrial democracy and harmony in the workplace.

ECOWAS has also drawn up guidelines on minimum standards for the harmonization of labor law in ECOWAS member states. This document comprises twelve parts, the most important of which are:

- Part II - Freedom of movement and freedom to work
- Part III - Right to fair remuneration and wage protection
- Part IV - The right to employment protection
- Part V - Equal treatment for men and women workers
- Part VI - Prohibition of child labor and protection of young workers
- Part VII - Protection of health and safety at work
- Part VIII - Respect for the dignity of working men and women
- Part IX - Freedom of association and collective bargaining
- Part X - Right to information, consultation and representation
- Part XI - Right to social protection.

It is important to emphasize that these ECOWAS directives concerning minimum standards for the harmonization of member states' labor laws are generally met by all countries.

All ECOWAS member countries are signatories to ILO and UN conventions and treaties on working conditions and respect for workers' rights.

### Requirements of the World Bank's environmental and social

The (10) environmental and social standards define the obligations with which the borrower and the project must comply throughout the life cycle of the project. This labor management procedure is part of compliance with the requirements of Standard No. 2 "Labor and working conditions", which stipulates that "Borrowers can promote constructive relations between workers in the project and management and improve the benefits of project development by treating workers fairly and ensuring safe and healthy work.

The objectives of the ESS 2 are as follows:

- Promote occupational safety and health;
- Promote fair treatment, non-discrimination and equal opportunities for project workers;
- Protect project workers, especially vulnerable categories of workers such as women, people with disabilities, children (of working age in accordance with this ESS) and migrant workers, contract workers, community workers and employees of primary suppliers, as appropriate;
- Avoid the use of any form of forced or child labor;
- Support the principles of freedom of association and collective bargaining for project workers in a manner consistent with national law.

- Provide project workers with accessible mechanisms for raising work-related concerns.

The following chapter briefly outlines the regulations and guidelines applicable to labor and working conditions under the WAPP RESPITE project.

### 4.3. Brief overview national labor and employment legal framework

This section provides information on the legal framework for occupational health and safety for both public and private sector workers.

In 1995, the WHO-ILO Joint Committee stated: "Occupational health has three distinct objectives: (i) preservation and promotion of the worker's health and capacity for work; (ii) improvement of the working environment and work, which must be made conducive to health and safety, and (iii) development of a work organization and culture which promote health and safety at work. In practice, this culture is expressed in management systems, personnel policy, participation principles, training policies and quality management.

OHS measures in accordance with the World Bank's ESC SES No. 2 will be developed and implemented with regard to the following issues:

- a. identification of potential hazards to project workers, particularly those which could be fatal;
- b. implementation of preventive and protective measures, including modification, substitution or elimination of hazardous conditions or substances;
- c. training of project workers and keeping of corresponding records;
- d. recording and reporting of incident and accident notifications, including those relating to allegations of GBV (SEA/SH) and VAC, occupational illnesses and incidents;
- e. emergency prevention, preparedness and response arrangements; and
- f. solutions to address negative impacts such as work-related accidents, fatalities, disabilities and illnesses.

On the question of the health and safety of public and local authority employees, the laws in most countries stipulate that the obligation to ensure health and safety is incumbent on either the State or local authorities, and also provide for the creation of occupational health departments and committees.

With regard to workers in the private and project sectors, the French Labor Code requires employers to take appropriate measures adapted to the operating conditions of their businesses, in order to protect employees as effectively as possible against accidents and illness.

In accordance with the Environmental and Social Commitment Plan (PEES), a system for regular review of occupational health and safety performance and the working environment will be put in place, involving the identification of health and safety hazards and risks, the implementation of effective methods for dealing with identified hazards and risks, the determination of priority actions and the evaluation of results.

## 5. LABOR MANAGEMENT UNDER RESPITE COMPONENT 4A(RITA)

The Workforce Management Procedures (WMP) prepared on the basis of ECOWAS labor regulations and the provisions of ESS 2 will apply in the implementation of the RESPITE project.

To ensure that everyone employed on the project has access to information on discipline and general working conditions, documentation (ECOWAS labor policies and standards and internal regulations, safety instructions, codes of conduct, etc.) and clear, easy-to-understand information will be provided. This information and documentation will describe workers' rights under regional labor legislation, in particular their rights in terms of working hours, wages, overtime, remuneration and social benefits. This documentation and information will be made available at the start of the employment relationship and in the event of any significant change in employment conditions. The code of conduct is made known to and signed by each contractor at the same time as the service contract is signed.

The project will comply with the following labour management provisions: In terms of recruitment and wage treatment, project workers will be treated in accordance with ECOWAS policies and directives on labor and manpower: "Under equal conditions of work, professional qualification and performance, wages are equal for all workers, whatever their origin, sex, age or status. In the absence of collective agreements, or in the absence of such agreements, wages are set by agreement between the employer and the worker. The determination of wages and the setting of rates of pay must respect the principle of equal pay for male and female workers for work of equal value.

In addition, in accordance with the provisions of the ECOWAS labor policy, the employer is obliged to pay the wages, allowances and social security contributions due under regulatory, conventional and contractual texts; to comply with the health and safety conditions laid down by the regulations in force; ensure payment of health and death insurance in the event of illness or death.--- to treat workers with dignity; to maintain good morals and observe public decency; to prohibit all forms of physical or moral violence or any other abuse, in particular sexual harassment; to communicate all hiring documents specifying the date, salary and professional qualification of the employee to the local labor inspectorate. In this way, measures will be defined to prevent and combat SEA/SH and VAC.

Similarly, the project will comply with the provisions of paragraphs 13-15 of ESS 2 of the World Bank's Environmental and Social Framework, which indicate, among other things, that project workers will be employed on the basis of equal opportunity and fair treatment, and that there will be no discrimination in any aspect of the employment relationship, whether in recruitment and hiring, remuneration (including wages and benefits), working conditions and terms of employment, access to training, job assignments, promotion, dismissal or retirement, or disciplinary measures.

ESS 2 also provides for appropriate protection and assistance measures to be taken with regard to vulnerable persons whom it will have to employ, notably those belonging to special categories of workers such as women, young workers, people with disabilities, internally displaced persons and migrant workers.

Finally, the World Bank's provisions will apply within the framework of the RESPITE project program, to workers recruited by the projects or intervening on behalf of the project. These include guidelines and regulations such as the World Bank's Guideline for the Selection and Employment of Consultants by Borrowers, and procurement regulations for borrowers applying for investment project financing.

## 6. OVERVIEW OF OCCUPATIONAL HEALTH AND SAFETY REGULATIONS

Most of the provisions of the International Labour Organization (ILO) Conventions ratified by ECOWAS member countries and relating to health and safety at work have been incorporated into the harmonization policy and directives. The procedure for compensating for occupational hazards (occupational accident or disease) is as follows:

- have the accident recorded by the relevant authorities;
- have the illness diagnosed by a doctor specializing in the pathology in question;
- inform the employee's immediate superior within 24 hours of the accident or the first medical determination of the illness;
- make the declaration: the immediate superior must do so within 48 hours (two working days) of the accident or the first medical determination of the illness. If the immediate superior fails to do so, the victim (or his/her heirs) may file a report within two years;
- submit a file to the health structure.

According to regional directives, the plant manager must take all necessary measures to ensure the safety and protect the physical and mental health of the plant's workers, including temporary workers and trainees. In particular, he or she must take the necessary steps to ensure that the workplaces, machines, materials, substances and work processes under his or her control do not present any risk to the health and safety of workers.

Furthermore, in accordance with the provisions of ESS 2, measures relating to health and safety at work will be defined and implemented as part of the project. Thus, when workers from the project or its partners are working on a site, the parties employing these workers will collaborate in the implementation of occupational health and safety provisions, without prejudice to each party's responsibility for the health and safety of its own workers.

The World Bank Group's General Environmental, Health and Safety Guidelines will be used in the implementation of the RESPITE project. As part of the project, it will be necessary to ensure upstream that the environmental and social measures of the RESPITE project activities have taken into account the EHS Guidelines, and downstream, that the General and Specific EHS Guidelines are rigorously applied at both company and contractor level.

Nevertheless, the activities of this project would hardly involve any hazardous activities. In any case, in order to comply with EHS2 requirements, all potential hazards to the health and life of project workers will be identified at the project design stage.

In terms of worker protection during project implementation, PIU\_RESPITE will follow WHO measures regarding this pandemic in agreement with the respective governments where workers will be deployed. In addition, the project will regularly incorporate the latest WHO guidelines as it evolves and builds on its experience with COVID-19 worldwide.

## 7. RESPONSIBLE PERSONNEL

During this phase of project preparation studies, the recruitment of consultants, suppliers, experts and specialists is the responsibility of WAPP and is carried out by the Project Management Unit (PIU) team. The activities of these workers will be monitored through the PIU and the project focal points in the countries.

The implementation of Component 4A of the RESPITE project will be entrusted to a PIU within the WAPP based in Cotonou which is responsible for the recruitment of direct workers.

The Project Coordinator and the Human Resources Officer within the PIU, will be responsible for managing the PIU, specifically the Human Resources Officer will be responsible for receiving, investigating and dealing with complaints in a timely manner, including concerns about untracked working hours and lack of compensation for overtime, late / non-payment of salaries.

The PIU will also be responsible for (i) the training of direct workers, particularly environmental, social development and SEA/SH Pand VAC specialists, (ii) the implementation and (iii) the supervision of occupational health and safety (OHS) aspects. The Project Coordinator ensures that the various tasks assigned to the specialists as part of the implementation of the LMPs are carried out properly.

In addition, workers must be fully and comprehensively informed and instructed on the occupational hazards that exist in the workplace and given adequate instructions on the means available and the conduct to be adopted to prevent them. To this end, employers must provide them with a minimum of general training in occupational health and safety.

## 8. POLICIES AND PROCEDURES

This section briefly describes the general provisions of prevention policy and the procedures to be followed in the event of occupational accidents and illnesses. Provisions concerning other working conditions and dispute resolution mechanisms are dealt with in the following sections.

In terms of protecting workers in the fight against pandemics, the PIU will follow the WHO measures regarding this pandemic in agreement with the respective governments where the workers will be deployed. In addition, the project will regularly incorporate the latest WHO guidelines as it evolves and gains experience in the fight against the pandemic like the fight against COVID.

### 8.1. Occupational health and safety

The Project will comply with ESF guidelines, particularly in relation to health and safety at work. Employers are required to take all reasonable precautions to ensure the protection of workers' health and safety. All parties employing or engaging workers on the Project will develop and implement procedures to create and maintain a safe working environment, including ensuring that workplaces, machinery, equipment and processes under their control are safe and without risk to health.

In the event of fatal or serious occupational accidents, the PIU must report to the World Bank once notified and inform the public authorities in accordance with the country's reporting requirements. This communication is supported by the similar reports that third parties and main suppliers are required to submit to the PIU (ESS 2).

In terms of worker protection during project implementation, RESPITE's PIU will follow WHO measures regarding this pandemic in agreement with the respective governments where workers will be deployed. In addition, the project will regularly incorporate the latest WHO guidelines as it evolves and gains experience with COVID-19 worldwide.

The PIU will be responsible for the occupational injuries (OI) and occupational diseases (OD) of the project's direct workers, while the management of the legal occupational injury (OI) and occupational disease (OD) scheme for contract workers will be handled by an approved insurance agency.

## **8.2. Recruitment**

In compliance with ECOWAS labor and workforce policies and directives and the requirements of ESS 2, the employment of project workers will be based on the principles of non-discrimination and equal opportunity. There will be no discrimination in any aspect of employment, including recruitment, remuneration, working conditions and terms of employment, access to training, promotion or dismissal. Conditions of employment based on personal characteristics unrelated to the inherent requirements of the job are prohibited.

Recruitment procedures shall be transparent, public, non-discriminatory and open regardless of ethnicity, religion, sexual orientation, disability, sex or gender identity. The recruitment of female candidates should be specifically encouraged and promoted, particularly for women employed in non-traditional roles or supervisory positions, and the project should provide specific awareness-raising for women to ensure that they are well informed and aware of open recruitment and apply.

Job applications will only be considered if submitted via the official application procedures established by the contractors.

Clear job descriptions will be provided prior to recruitment, explaining the skills required for each position. All workers will have written contracts outlining the terms and conditions of work, and the content will be explained to them. Workers will sign the employment contract.

## **8.3. Documentation and information for workers**

Clear, easy-to-understand documentation and information will be provided to project workers on their conditions of employment. This information and documentation will describe workers' rights under ECOWAS labor legislation (including applicable collective agreements), in particular their rights with regard to working hours, wages, overtime, remuneration and benefits, as well as any other rights.

In addition to written documentation, an oral explanation of employment conditions will be provided to workers who may have difficulty understanding the documentation. The explanation will be provided in a language understood by the worker.

In compliance with ECOWAS legislation and ESS 2 requirements, the employment of project workers will be based on the principles of non-discrimination and equal opportunity. There will be no discrimination in any aspect of employment, including recruitment, remuneration, working conditions and terms of employment, access to training, promotion or dismissal. Conditions of employment based on personal characteristics unrelated to the inherent requirements of the job are prohibited.

## **8.4. Salaries**

Project workers will be paid on a regular basis, in accordance with ECOWAS labor and workforce policies and guidelines and the requirements of ESS 2. Wage deductions will be made only in accordance with ECOWAS law or labor management procedures, and project

workers will be informed of the conditions under which such deductions are made. Deductions from wages are amounts deducted by the employer from the employee's wages on behalf of the tax authorities or the Social Security Fund under the conditions laid down by law.

## **8.5. Working hours, rest periods and vacations**

The legal working time for employees of either sex, of any age, working on a time, or task basis, is forty hours a week in all public or private establishments; hours worked in excess of the legal weekly working time are considered as overtime and give rise to an increase in salary.

The ECOWAS labor and employment policy deals with weekly and compulsory rest, which is a minimum of twenty-four hours per week, and indicates that the worker is entitled to paid leave at the employer's expense, at the rate of two and a half calendar days per month ... When calculating the length of leave earned, absences due to accidents at work or occupational illnesses, periods of rest for women in childbirth, up to a limit of one year, and absences due to illnesses duly certified by an approved physician are not deducted.

## **8.6. Rest periods and leave for pregnant women**

In accordance with ECOWAS policy and the minimum standards guidelines, any pregnant woman whose condition has been duly established has the right to suspend her work on medical prescription, without this interruption of service being considered as a cause for breach of contract. Pregnant women are entitled to fourteen weeks' maternity leave, no earlier than eight weeks and no later than four weeks before the expected date of delivery, whether or not the child is born alive.

## **8.7. Termination of contract**

A fixed-term employment contract may only be terminated prematurely in the event of written agreement between the parties, force majeure or gross negligence. In the event of dispute, the competent court will decide. Failure by either party to comply with the provisions of the contract entitles the other party to damages corresponding to the prejudice suffered. In the case of open-ended contracts, termination is subject to prior written notice by the party initiating the termination. This notice period, which is not subject to any suspensive or resolutive condition, begins to run from the date of delivery of the notification. All wages earned, social security benefits, pension fund contributions and any other social benefits will be paid before or on the date of termination of the employment relationship, either directly to the project workers or, where applicable, on their behalf. Where payments are made on behalf of project workers, proof of payment will be provided.

## **8.8. Freedom of association**

Freedom of association is recognized for project workers and employers, as provided for in ECOWAS policies and directives and the provisions of ESS 2, which enshrine the freedom for workers and employers to form and join professional trade unions. The project will be implemented in accordance with national law. Freedom of association is recognized for project workers and employers, as provided for in ECOWAS policies and directives and in the provisions of ESS 2, which enshrine the freedom of workers and employers to form and join professional trade unions. The project will be implemented in accordance with national law.

## **8.9. Minimum age for employment**

The minimum age for employment in the project is 18. Documented proof of age and verification of this information are important measures to avoid employing or recruiting children. Age verification may involve the following steps, which are taken prior to the employment or recruitment of a project worker and documented in a file:



- Obtaining written confirmation of age from the applicant; and
- Where there is reasonable doubt about the applicant's age, requesting and examining documentary evidence of his or her age (such as a birth certificate, national identity card, medical or school records, or other documents or papers issued by the community attesting to the applicant's age).

The RESPITE PIU's monitoring, and evaluation specialist and the ECOWAS Human Resources Department will jointly ensure that all project contractors and suppliers check the age of persons recruited under the project.

## 8.10. Forced labor

Forced or compulsory labor is absolutely prohibited in the project. According to ECOWAS guidelines, the term "forced" or "compulsory" labor refers to any work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily. Any case of forced labor involving project workers is forwarded to the relevant public authorities and support services, as appropriate, to be dealt with under national law.

## 9. GRIEVANCE MECANISM (GM)

A complaints management mechanism is a procedure that provides a clear and transparent framework for addressing workplace concerns related to the recruitment process and the workplace. This usually takes the form of an internal complaint's procedure, followed by a review and response and feedback from management. A Grievance Mechanism (GM) will be available to all direct workers, contractors and subcontractors (particularly if companies fail to implement a functioning GM) to raise concerns in the workplace, including procedures for the ethical and confidential handling of complaints relating to sexual exploitation and abuse/sexual harassment in the workplace. These workers will be informed of the GM at the time of recruitment, and of the measures in place to protect them against any reprisals for its use. It will be designed to respond promptly to the concerns of those concerned, using an understandable and transparent process and in a language, they understand, and without any payment. The GM will operate independently and objectively.

The project will establish a worker-specific complaints mechanism procedure in accordance with ESS 2, and this will be described in the project implementation manual.

The mechanism will be accessible to all workers by different means (written, telephone, fax, social networks, etc.). It is not the same as that to be put in place for the actors concerned by the project. This mechanism will not prevent access to other judicial or administrative remedies that may be available under applicable law or arbitration procedures, nor will it replace the grievance mechanism provided in the collective agreements.

### 9.1. Structure of project worker complaint management mechanism

Arrangements will be put in place to deal with and mitigate the risks associated with RESPITE's direct workers. Within this framework, three levels of complaint handling are provided for in the complaints management mechanism.

**First level:** Out-of-court settlement phase (pre-conciliation)

At this level, the examination of admissibility and the processing of non-sensitive complaints are the responsibility of the Committee for the management of complaints related to work, safety and health of workers.

This committee of first instance is made up of the Environmental and Social Monitoring Manager, the consultant's or company's representative and a workers' representative.

All complaints will be forwarded to and sorted by the Environmental and Social Monitoring Manager and/or the Environmental, Health and Safety Manager, as long as all relevant information is entered in the complaints register, so that it is understandable and relates to the project. Non-sensitive complaints may include concerns about untracked working hours and lack of compensation for overtime, late payment or non-payment of wages. If the problem cannot be resolved at the first level within seven (7) working days, it will be passed on to the next level.

**Second level:** Mediation phase before the labor inspector.

If the complainant is not satisfied with the handling of the complaint at level 1, the complaint will be transferred to the level of the Mediation Committee chaired by the competent administrative authority, who will examine it with the other members of this body. The Mediation Committee is made up of the PMU Coordinator or his representative, the Project Focal Point or consultant and the representative of the Ministry of Labor.

**Third level:** Judicial phase

In the absence of a satisfactory solution at level 2, the complainant has the option of referring his or her complaint to the competent court. This involves settling the dispute before a competent court. The industrial tribunal with territorial jurisdiction to hear the dispute is the one in whose jurisdiction the establishment is located, the place where the contract was performed and the place where the dispute arose.



## 9.2. Settlement of individual labor disputes

The procedure for settling individual labor disputes comprises the following three phases: pre-conciliation, preliminary conciliation before the labor inspector and proceedings before the courts.

- Pre-conciliation between the parties: any individual labor dispute can be settled amicably by the parties themselves. If they fail to do so, the dispute is referred to the labor inspector.
- Prior conciliation before the labor inspector: the settlement procedure begins with an attempt at conciliation before the labor inspector, who summons the parties. If agreement is reached, a procès-verbal (PV) of conciliation is drawn up and signed by the labour inspector and the parties, confirming the amicable agreement.

The conciliation attempt may result in partial agreement or in failure. In both cases, the ECOWAS mediation body draws up a procès-verbal de non-conciliation signed by itself and the two parties, mentioning the point(s) of disagreement. The conciliation minutes are

forwarded to the President of the Labour Court, who signs them as enforceable. The minutes is then enforced in the same way as a court decision, putting a definitive end to the dispute.

- Proceedings before the court: the minutes of non-conciliation signed by the parties, unless they do not, are forwarded to the president of the competent court within 15 days of the date of non-conciliation. The competent court is that of the place of employment.

### 9.3. Settlement of collective disputes

The procedure for settling collective disputes is divided into the following phases:

- Conciliation phase: In the case of a collective labor dispute, the settlement procedure also begins with the conciliation attempt. It is important to mention here that the conflict is known to the territorially competent labor inspector when it is limited to the jurisdiction of a regional labor inspectorate. At the end of the conciliation attempt, the PMU draws up a report noting either the agreement or the partial or total disagreement of the parties. The parties countersign the minutes and receive a copy.
- Arbitration phase: In the event of failure of an amicable settlement, the labor inspector must submit the dispute to the general manager of Labor within eight (8) clear days. The general manager of Labor judges on documents but can hear the parties if they request it. The president of the arbitration council immediately notifies the parties of the award. Four (4) days after notification, if neither party has filed an opposition, the award becomes enforceable.
- Recourse to the courts. Failure at the arbitration stage may give rise to recourse to the courts. The competent body is that of the workplace.

In addition, during contract negotiation sessions, the employer will inform the employee not only of his or her rights and obligations, but also of the dispute resolution mechanism.

### 9.4. Procedures for handling non-sensitive complaints

The RESPITE Project's complaints management procedure comprises seven (07) essential stages as follows:

- Phase 1: receipt of complaints by the PMU. This can be done via a complaints box, telephone, letters, through a trusted person, at community meetings, etc.
- Phase 2: Processing complaints. This depends on the "type" of complaint, i.e. whether it is of a sensitive or non-sensitive nature, serious or less serious;
- Phase 3: Complaint investigation and verification. This involves determining the merits of the complaints processed; establishing clearly which commitments or promises have not been honored; and deciding what action to take in response;
- Phase 4: Response and action. These are aimed at correcting, modifying or changing to improve the situation and solve the problem. A formal complaint requires a rapid response from the committee. It is essential to communicate clearly to the complainant the conclusions of the review and investigation processes, and to keep him or her duly informed of the action that will be taken as a result of the decision taken;
- Phase 5: the appeal procedure. If the response is not accepted and the parties involved fail to reach a solution, the complainant may decide to appeal the response. The appeal procedure offers the opportunity to re-examine the investigation already carried out and to determine whether the original decision should be upheld or whether a new decision should be taken on the basis of the findings of this re-examination. It should be emphasized that committee resolutions

must be taken in a friendly manner. Depending on the nature of the claim, the complainant may take legal action;

- Phase 6: Resolution. This occurs when all parties involved in the complaint reach an agreement and, more importantly, when the complainant is satisfied that the complaint has been dealt with fairly and appropriately and that the measures taken provide a consensual solution.
- Phase 7: Monitoring and recording complaints. This phase is used to monitor and manage the complaints received. Tracking responses helps to feed the evaluation process.

**Table 4: Complaint processing times**

Processing stage/level	Action	Responsible	Maximum processing time (in days)
Treatment Level 1	<b>Declaration, registration</b> Receipt and registration of complaint	Companies and suppliers	1
	<b>Acknowledgement of receipt</b> Sorting and processing	Entreprise	Immediate
	Preliminary examination, classification and compilation of complaint file	Entreprise	1 to 5
	<b>Investigation and processing of complaint</b> Meeting with complainant and 1st instance Complaints		7
	<b>Management Committee Notification of 1st instance</b> Preparation and drafting of 1st instance decision	1st instance complaints management committee	7
	Execution of the committee's decision in the event of agreement	1st instance complaints management committee	2
	Monitor implementation of decisions		7
	Drafting of minutes in the event of disagreement	Recording secretary and complainant	3 days from notification of 1st instance resolution
	Formulate an appeal	Complainant	15 days from notification of 1st instance resolution
Treatment Level 2	<b>Analysis and processing of the complaint</b> Meeting with complainant and 2nd instance Complaints Management Committee	Mediation committee	10
	Deliberation by the 2nd instance Complaints Management Committee	Mediation committee	2
	<b>Notification of 2nd instance</b> Preparation and drafting of 2nd instance decision	Mediation committee	1 à 5
	Execution of 2nd instance decision in case of agreement Drafting of minutes in the event of disagreement.	Mediation committee	20
	Drafting of minutes in the event of disagreement Possibility for the complainant to refer the matter to the Labour Inspectorate or the courts.	Recording secretary and complainant	5 days from notification of level 2 resolution
Monitoring and closing	Monitor implementation of decisions	PIU Social Development Specialist	60
	Close the case	PIU Social Development Specialist	The time needed until decisions have been satisfactorily implemented

Processing stage/level	Action	Responsible	Maximum processing time (in days)
Judicial treatment	Follow-up of the case by the PIU Social Development Specialist in the event of legal recourse	PIU Social Development Specialist	10
	The time it takes to process complaints in the courts depends on how the case is handled by the courts.		

These deadlines assume linear processing (i.e. without reference to a previous step). The deadlines must not be exceeded, but the deadlines set can obviously be brought forward.

## 9.5. Procedures for handling sensitive complaints

A complaint of a sensitive nature usually involves corruption, sexual exploitation or abuse, forced labor, unauthorized child labor, gross misconduct or professional negligence. Given the risks associated with raising sensitive issues, it is essential to design a PGM that reassures complainants that they can do so safely. The World Bank advocates a survivor-based approach.

By assuring users that complaints of a sensitive nature will be handled confidentially and without reprisals on the part of the organization, it is possible to guarantee complainants a degree of protection.

As with the previous route, it is important that the end beneficiaries, whether direct or indirect, are educated and made aware of how to use the PGM. According to the World Bank's Good Practice Note on Combating Sexual Exploitation and Abuse and Sexual Harassment in the Context of Financing Investment Projects Involving Major Civil Works, this includes the terms gender-based violence, sexual exploitation and abuse, child marriage, rape, sexual harassment in the workplace and prostitution, which are defined as follows:

The procedure for handling sensitive complaints is based on principles that must be strictly adhered to.

Thus, all complaints and denunciations of cases of gender-based violence or sexual abuse recorded within the framework of the project will be directly transferred and processed by the specialized entities working in close collaboration with the Project. The project's focal points in each country will contact the Legal Advice and Listening Units at the Ministry for the Family and Social Protection, associations or NGOs, platforms and the police. These entities will be trained in how to manage such complaints, and in the technical tools available (complaints management register, complaints management procedure, etc.).

The procedure for managing sensitive complaints under RESPITE will consist of:

- receiving and registering the complaint with minimum information that respects the survivor-centred approach: the case as reported by the complainant, gender and age (if available), whether the case is related to the project or not;
- ensure that complainants have been referred to the appropriate care services;
- refer the case for processing to the appropriate bodies mentioned above (employers and specialized organizations) and follow up the processing of the complaint with a view to closing the file.

The GM will not initiate any investigation, as it has no powers to do so. Nevertheless, the Project will inform the Bank within 24 hours of learning of any case of sexual exploitation, abuse or harassment linked to the Project.

## 10. SUPPLIER AND CONTRACTORS' MANAGEMENT

The WAPP RESPITE Project Management Unit will use the Bank's 2018 Standard Procurement Documents for tendering and contracting, including labor and occupational health and safety requirements.

The PU and the procurement expert are responsible for the recruitment and management of Consultants and Providers. It will ensure that contractors who employ or engage workers under the project develop and implement procedures to create and maintain a safe working environment, including ensuring that workplaces and tools are safe and without risk to workers' health.

Like project workers, workers employed by suppliers and service providers will be paid on a regular basis, in accordance with national policy, ECOWAS and donor directives and the provisions of these labor management procedures. Deductions from wages will be made only in accordance with national law or labor management procedures, and workers will be informed of the conditions under which such deductions are made. They will be entitled to weekly rest periods, annual leave and sick leave, maternity leave and family leave, in accordance with national law and labor management procedures.

Measures to prevent and combat harassment, intimidation and/or exploitation in the workplace, gender-based violence, sexual exploitation and abuse/abuse, mainly against children, will also be defined by the project and applicable to suppliers and service providers, as well as to the people they employ.

In the context of project implementation, special protection and assistance measures designed to remedy discriminatory acts or to fill a given position on the basis of the specific needs of that position or the objectives of the project will not be considered as acts of discrimination. This measure concerns consultants and service providers and is applicable on condition that it complies with regional policy.

The minimum age will be respected by suppliers and service providers, in accordance with the provisions advocated in the present manpower management procedures document. The project will not use forced labor. This prohibition applies to any kind of forced or compulsory labor, such as debt bondage or similar types of employment. No victims of human trafficking will be employed on the project.

## 11. EMPLOYEES OF PRINCIPAL SUPPLIERS

Suppliers of goods and providers of services will be selected in accordance with the competitive bidding procedures specified in the project procurement plan. Services will be governed by the ECOWAS and/or WAPP labor code and will be performed in compliance with the World Bank's NES.

For service providers, the procedures applicable to the project's direct and indirect workers are applicable. In addition, the project will make necessary efforts to ensure that third parties hiring contract workers are legally constituted and reliable entities and have developed labor management procedures appropriate to the project.

The project will put in place procedures for managing and monitoring the performance of these third parties. In addition, the project will incorporate the said requirements into contractual arrangements with these third parties, as well as appropriate recourse mechanisms in the event of non-compliance. In the case of subcontractors, the project will require these third parties to include equivalent provisions and recourse mechanisms in the event of non-compliance in their contractual agreements with subcontractors

Where there is a serious risk of safety issues relating to the employees of main suppliers, the PIU will require the main supplier in question to develop procedures and mitigation measures to deal with them. These procedures and mitigation measures will be reviewed periodically to verify their effectiveness.

The PIU's ability to manage these risks will depend on the degree of control or influence it exercises over its main suppliers. If it is not possible to manage these risks, the Borrower will, within a reasonable period of time, replace the project's main suppliers with suppliers who can demonstrate that they meet the relevant requirements.

Contract workers will have access to the complaint management mechanism. In the event that the third party employing or engaging them is unable to provide them with a grievance management mechanism, the project will give such contract workers access to the above-mentioned complaint management mechanism.

## CONCLUSION

The labor management procedures have been drawn up in line with the commitments made in the Environmental and Social Commitment Plan forming an integral part of the RESPITE Project Financing Agreement and the World Bank's Environmental and Social Framework Standard NES No. 2. They include an analysis of the main work-related risks, with proposals for mitigation measures, elements of workforce management within the framework of RESPITE component 4A, an overview of occupational health and safety regulations, responsible personnel, policies and procedures, the complaints management mechanism offering workers the opportunity to express their concerns and complaints with a view to their resolution, the management of suppliers and contractors, and the management of key suppliers' employees.

It is a document that will facilitate Project planning and determine the resources needed to resolve any labor problems that may arise during Project implementation. It (i) identifies the different types of workers likely to be associated with the Project, and (2) sets out the means of satisfying the requirements of ESS 2 that apply to the different types of workers on the Project.

Implementation does not generate unaffordable costs to be taken into account, but rather requires efforts to integrate codes of good conduct not only in project management but also in relations with the diversity of project workers.

# ANNEXES

## Annex 1: Codes of conduit for the implementation of ESHS and HST standards and the prevention of gender-based violence against children

### Generalities

The purpose of these Codes of Conduct and Action Plan for the implementation of Environmental and Social, Health and Safety (ESHS) and Occupational Health and Safety (OHS) standards and the prevention of Gender-Based Violence (GBV), Exploitation and Sexual Abuse and Harassment (EAHS) and Violence against Children (VAC) is to introduce a set of key definitions, codes of conduct and guidelines in order to:

- i. Clearly define the obligations of all project personnel (including subcontractors and day laborers) regarding the implementation of environmental, social, health and safety (ESHS) and occupational health and safety (OHS) standards; and
- ii. Contribute to preventing, identifying and combating GBV/EAHS and VAC on site and in the surrounding communities.

Applying these Codes of Conduct will ensure that the project achieves its objectives in terms of ESHS and HST standards, as well as preventing and/or mitigating the risks of GBV/EAHS and VAC on the project site and in local communities. People working on the project must adopt these Codes of Conduct, which aim to:

- Raise awareness of ESHS and HST expectations among project personnel; and
- Create awareness regarding GBV/EAHS and VAC, and:
  - a. Create a consensus that such acts have no place in the project; and
  - b. Establish a protocol for identifying incidents of GBV/EAHS and VAC; respond to such incidents; and sanction them.

The purpose of the Codes of Conduct is to ensure that all project personnel understand the project's moral values, the conduct that all employees are expected to follow, and the consequences of violating these values.

This understanding will contribute to a smoother, more respectful and more productive implementation of the project, to ensure that the project's objectives are achieved.

### 1. Definitions

In these Codes of Conduct, the following terms are defined below:

- **Environmental, Social, Health and Safety Standards (ESHS):** a general term covering issues related to the impact of the project on the environment, communities and workers.
- **Occupational Health and Safety (OH&S):** OH&S aims to protect the safety, health and well-being of people working or employed on the project. Compliance with these standards at the highest level is a fundamental human right that should be guaranteed to every worker.
- **Gender-based violence (GBV):** a general term for any harmful act perpetrated against a person's will and based on socially ascribed differences (i.e. gender) between men and women, including acts inflicting physical, sexual or mental suffering, or threats of such



acts; coercion; and other acts of deprivation of liberty. These acts may take place in public or in private.

- The term GBV is used to highlight the systemic inequality between men and women (which exists in every society in the world) and which characterizes most forms of violence perpetrated against women and girls. The 1993 United Nations Declaration on the Elimination of Violence against Women defines violence against women as follows: "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women"<sup>1</sup>. The six main types of GBV are as follows:
- **Rape:** non-consensual penetration (however slight) of the vagina, anus or mouth with a penis, other body part or object.
- **Sexual violence:** any form of non-consensual sexual contact, even if it does not involve penetration. For example, attempted rape, as well as unwanted kissing, fondling or touching of the genitals or buttocks.
- **Gender-based violence (GBV):** a general term for any harmful act perpetrated against a person's will and based on socially ascribed differences (i.e. gender) between men and women, including acts inflicting physical, sexual or mental suffering, or threats of such acts; coercion; and other acts of deprivation of liberty. These acts may take place in public or in private.
- **Exploitation and sexual abuse**
  - **Sexual exploitation:** Taking advantage of, or attempting to take advantage of, a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically (United Nations Glossary on Sexual Exploitation and Abuse, 2017, p.6).
  - **Sexual assault:** Any physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions, or by threat of such intrusion (United Nations Glossary on Sexual Exploitation and Abuse, 2017, p. 5).
  - **Sexual harassment:** any unwelcome sexual advance or request for sexual favors or any other verbal or physical behavior with sexual connotations. Sexual favors: a form of sexual harassment consisting in particular of making promises of favorable treatment (e.g., promotion) or threats of unfavorable treatment (e.g., loss of employment) based on sexual acts, or other forms of humiliating, degrading or exploitative behavior.
  - **Physical assault:** an act of physical violence that is not sexual in nature. Examples: hitting, slapping, strangling, wounding, shoving, burning, shooting or using a weapon, acid attacks or any other act that causes pain, physical discomfort or injury.
  - **Physical assault:** an act of physical violence that is not sexual in nature. Examples: hitting, slapping, strangling, wounding, shoving, burning, shooting or using a weapon, acid attack or any other act that causes pain, physical discomfort or injury.
  - **Forced marriage:** the marriage of an individual against his or her will.
  - **Deprivation of resources, opportunities or services:** deprivation of legitimate access to economic resources/assets or means of subsistence, education, health or other social services (for example, a widow deprived of an inheritance; income taken away by an intimate partner or family member; a woman prevented from using contraceptives; a girl prevented from attending school, etc.).
  - **Psychological /emotional violence:** the infliction of pain or mental or emotional harm. Examples: threats of physical or sexual violence, intimidation, humiliation, forced isolation, harassment, stalking, unwanted solicitation, unwanted and/or threatening remarks, gestures or written words of a sexual nature, destruction of cherished objects, etc.

- **Child abuse (CA):** physical, sexual, emotional and/or psychological harm, neglect or negligent treatment of minor children (i.e. under 18 years of age), including the exposure of a child to such harm by a third party<sup>2</sup>, resulting in actual or potential damage to the child's health, survival, development or dignity, in the context of a relationship of responsibility, trust or power. This includes the use of children for profit, labor<sup>3</sup>, sexual gratification or any other personal or financial benefit. It also includes other activities such as the use of computers, cell phones, video cameras, digital cameras or any other means to exploit or harass children, or to access child pornography.
- **Malicious solicitation of children:** these are behaviors that enable an abuser to gain a child's trust for sexual purposes. For example, an offender may establish a trusting relationship with a child, then seek to sexualize that relationship (for example, by encouraging romantic feelings or exposing the child to sexual concepts through pornography).
- **Malicious solicitation of children on the Internet:** is the sending of electronic messages with indecent content to a recipient whom the sender believes to be a minor, with the intention of inducing the recipient to engage in or submit to sexual activity, including but not necessarily limited to the sender.
- **Accountability and confidentiality measures:** measures instituted to ensure the confidentiality of survivors and to hold contractors, consultants and the client accountable for providing a fair system for handling cases of GBV/EAHS and ECV.
- **Contractor's Environmental and Social Management Plan (E-PGES):** the plan prepared by the contractor that describes how it will carry out work activities in accordance with the project's Environmental and Social Management Plan (ESMP).
- **Child:** term used interchangeably with the term "minor", which designates a person under the age of 18. This is in line with article 1 of the United Nations Convention on the Rights of the Child.
- **Child protection:** activity or initiative aimed at protecting children from any form of harm, in particular as a result of ECV.
- **Consent:** is the informed choice underlying a person's free and voluntary intention, acceptance or agreement. There can be no consent when such acceptance or agreement is obtained by threat, force or other forms of coercion, abduction, fraud, deception or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even if the national legislation of the country where the Code of Conduct is introduced considers sexual majority to be at a lower age. Ignorance of the child's age and consent cannot be invoked as a defence.
- **Consultant:** any company, corporation, organization or other institution that has been awarded a contract to provide consulting services for the project and has hired managers and/or employees to perform this work.
- **Contractor:** any company, corporation, organization or other institution that has been awarded a contract to provide construction services for the project and has hired managers and/or employees to carry out this work. This includes subcontractors hired to perform activities on behalf of the contractor.
- **Employee:** any person who provides labor to the contractor or consultant in-country, on or off the project site, under a contract or agreement to work for pay, performed formally or informally (including unpaid interns and volunteers), without responsibility for managing or supervising other employees.

- **The employment of children must comply with all relevant local legislation**, including labor laws relating to child labor and World Bank safeguard policies on child labor and minimum age. It must also be able to meet the project's occupational health and safety competency standards.
- **Procedure for alleging incidents of GBV/EAHS and VAC**: prescribed procedure for reporting incidents of GBV/EAHS or VAC.
- **Code of conduct regarding GBV/EAHS and VAC**: Code of conduct adopted for the project covering the company's commitment and the responsibility of managers and individuals regarding GBV/EAHS and VACECV.
- **VBG/EAH and VAC Compliance Team (EC)**: a team set up by the project to address VBG/EAH and VAC issues.
- **VBG/EAH and CAV compliance team (EC)**: a team set up by the project to deal with VBG/EAH and CAV issues.
- **Complaints and grievances management mechanism (GM)**: the process established by a project to receive and deal with complaints.
- **Manager**: any person offering labor to a contractor or consultant, on or off site, under a formal or informal employment contract and in exchange for wages, with responsibility for controlling or directing the activities of a contractor's or consultant's team, unit, division or similar, and with responsibility for supervising and managing a predefined number of employees.
- **Perpetrator**: the person(s) committing or threatening to commit an act or acts of GBV/EAHS or ECV.
- **Intervention protocol**: mechanisms put in place to intervene in cases of GBV/EAHS and ECV (see Section 4.7 Intervention protocol).
- **Survivor(s)**: person(s) negatively affected by GBV/EAHS or ECV. Women, men and children can be GBV/EAHS survivors; only children can be ECV survivors.
- **Project site**: location where infrastructure development work under the project is taking place. Consultancy assignments are considered to be carried out at the site where they take place.
- **Site environment**: the "project influence zone", which is any area, urban or rural, directly affected by the project, including human settlements.
- **2. Codes of conduct**
- This chapter presents three Codes of Conduct to be used:
- Corporate Code of Conduct: **Commits the company to addressing issues of GBV/EAHS and ECV**;
- **Manager's Code of Conduct**: Commits managers to implementing the company's Code of Conduct, including those signed by individuals; and Individual Code of Conduct: Code of conduct for everyone working on the project, including managers.

## Annex 2 : Corporate Code of conduct

### **Implementation of ESHS and HST standards**

#### **Prevention of gender-based violence, exploitation and sexual abuse and harassment (EAHS) and violence against children**

The company is committed to ensuring that the project is implemented in such a way as to minimize any negative impact on the local environment, communities and its workers. To this end, the company will comply with environmental, social, health and safety (ESHS) standards, and ensure that appropriate occupational health and safety (OHS) standards are met. The company is also committed to creating and maintaining an environment in which gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC) do not occur - they will not be tolerated by any employee, subcontractor, supplier, associate or representative of the company.

Therefore, to ensure that everyone involved in the project is aware of this commitment, the company undertakes to comply with the following fundamental principles and minimum standards of behavior, which will apply without exception to all employees, associates and representatives of the company, including subcontractors and suppliers:

#### **Generality**

1. The company - and consequently all employees, associates, representatives, subcontractors and suppliers - undertakes to comply with all relevant national laws, rules and regulations.
2. The company undertakes to fully implement its "Environmental and Social Management Plan for Contractors" (E-PGES).
3. The company undertakes to treat women, children (under 18) and men with respect, regardless of their race, color, language, religion, political or other opinion, national, ethnic or social origin, level of wealth, disability, citizenship or any other status.

#### **Acts of GBV and VAC are a violation of this commitment.**

4. The company ensures that interactions with members of the local community are respectful and non-discriminatory.
5. Language and behavior that are demeaning, threatening, harassing, abusive, inappropriate or culturally or sexually provocative are prohibited among all company employees, associates and representatives, including subcontractors and suppliers.
6. The company will follow all reasonable work instructions (including those concerning environmental and social standards).
7. The company will protect assets and ensure their proper use (e.g. prohibit theft, neglect or waste).

#### **Health and safety**

8. The company will ensure that the project's Occupational Health and Safety (OH&S) Management Plan is effectively implemented by company personnel, as well as subcontractors and suppliers.
9. The company will ensure that all persons on site wear appropriate Personal Protective Equipment (PPE) as prescribed, in order to prevent avoidable accidents and to report conditions or practices that pose a safety risk or threaten the environment.

10. The company:

- I. Prohibit the consumption of alcohol while working;
  - II. Prohibit the use of narcotics or other mind-altering substances at any time.
11. The company will ensure that adequate sanitary facilities are available to workers on site and in all project worker housing, gender-based violence and violence against children
  12. Acts of GBV/ SEA/SH and VAC constitute serious misconduct and may therefore result in sanctions, including penalties and/or dismissal, and, where appropriate, referral to the police for further action.
  13. All forms of GBV/SEA/SH and VAC, including the solicitation of children, are unacceptable, whether they take place in the workplace, in the vicinity of the workplace, in workers' camps or in the local community.

### **Sexual exploitation and abuse**

**Sexual exploitation:** Taking advantage of, or attempting to take advantage of, a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically (United Nations Glossary of Sexual Exploitation and Abuse, 2017, p.6).

**Sexual assault:** Any physical intrusion of a sexual nature committed by force, coercion or unequal opportunity, or the threat of such intrusion (United Nations Glossary on Sexual Exploitation and Abuse, 2017, p.5).

**Sexual harassment:** any unwelcome sexual advance or request for sexual favors or any other verbal or physical behavior with sexual connotations. Sexual favors - for example, it is forbidden to promise or perform treatment of favors conditioned on sexual acts, or other forms of humiliating, degrading or exploitative behavior.

14. Any contact or sexual activity with children under the age of 18, including through digital media, is prohibited. Ignorance of the child's age cannot be invoked as a defence. Nor is the child's consent a defence or excuse.
15. Unless there is full consent<sup>4</sup> from all parties involved in the sexual act, sexual interactions between company employees (at any level) and members of the surrounding communities are prohibited. This includes relationships involving the retention/promise of a benefit (monetary or non-monetary) to community members in exchange for sexual activity - such sexual activity is considered "non-consensual" under the terms of this Code.
16. In addition to the sanctions applied by the company, legal action will be taken against the perpetrators of acts of GBV/EAHS or VAC, where appropriate.
17. All employees, including volunteers and subcontractors, are strongly encouraged to report suspected or actual acts of GBV/EAHS and/or VAC committed by a colleague, within or outside the same company. Reports should be made in accordance with the project's Procedures for Alleging Acts of GBV/EAHS and VAC.
18. Managers are required to report suspected or actual acts of GBV/EAHS and/or ECV and to act accordingly, as they are responsible for meeting the company's commitments and for holding their direct reports accountable for such acts.

## Implementation

To ensure that the principles set out above are effectively implemented, the company undertakes to ensure that:

19. All managers sign the project's "Managers' Code of Conduct", which details their responsibilities to implement the company's commitments and enforce the obligations of the "Individual Code of Conduct".
20. All employees sign the project's "Individual Code of Conduct" confirming their commitment to comply with SEA/SH and HST standards, and not to undertake activities leading to GBV/ SEA/SH or VAC.
21. Company and individual Codes of Conduct must be prominently displayed in workers' camps, offices and public areas of the workspace. Examples of such spaces are site waiting, rest and reception areas, canteens and health centers.
22. Posted and distributed copies of the Company Code of Conduct and the Individual Code of Conduct must be translated into the appropriate language used in the worksite areas as well as into the native language of all international personnel.
23. A designated person shall be appointed as the company's "Focal Point" for dealing with GBV/ SEA/SH and VAC issues, including representing the company on the GBV/EAHS and VAC Compliance Team (CT), which is composed of representatives of the client, contractor(s), supervisory consultant and local service provider(s).
24. The company shall effectively implement the final agreed Gender-Based Violence (GBV), Sexual Exploitation and Abuse and Harassment (SEA/SH) and Violence Against Children (VAC) Action Plan, reporting to the Compliance Team (CT) any improvements and updates as appropriate.
25. All employees must attend an orientation course before starting work on site to ensure that they are aware of the company's commitments to ESHS and HST standards, as well as the project's Codes of Conduct on Gender-Based Violence (GBV), Exploitation and Sexual Abuse and Harassment (SEA/SH) and Violence Against Children (VAC).
26. All employees must attend a mandatory training course once a month for the duration of the contract, starting with initial training at the time of entry into service prior to the start of work, in order to reinforce understanding of the project's ESHS and HST standards and the Code of Conduct on GBV/ SEA/SH and VAC.

*I hereby acknowledge that I have read the above Company Code of Conduct and agree, on behalf of the Company, to abide by the standards contained therein. I understand my role and responsibilities to support the project's Occupational Health and Safety (OHS) and Environmental, Social, Health and Safety (ESHS) standards, and to prevent and combat acts of GBV/EAHS and ECV. I understand that any action inconsistent with this Corporate Code of Conduct or failure to act in accordance with this Corporate Code of Conduct may result in disciplinary action.*

Company name :

Signature:

Name in full :

Title :

Date :

## Annex 3 : Manager's Code of Conduct

### **Implementation of ESHS and HST standards**

#### **Prevention of gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC)**

Managers at all levels are responsible for enforcing the company's commitment to implementing environmental, social, health and safety (ESHS) standards and occupational health and safety (OHS) requirements, as well as preventing and dealing with GBV/EAHS and VAC. This means that managers have a heavy responsibility to create and maintain an environment that respects these standards and helps prevent GBV/EAHS and VAC. They must support and promote the implementation of the company's Code of Conduct. To this end, they must comply with the Manager's Code of Conduct and sign the individual Code of Conduct. In doing so, they undertake to support the implementation of the Contractor Environmental and Social Management Plan (E-PGES) and the Occupational Health and Safety Standards (OHS) Management Plan, as well as to develop systems that facilitate the implementation of the Action Plan on GBV/EAHS and VAC. They must ensure a safe workplace and an environment free from GBV/EAHS and VAC, both in the workplace and in local communities. These responsibilities include, but are not limited to:

#### ***Implementation***

1. Ensure maximum effectiveness of the Corporate Code of Conduct and the Individual Code of Conduct :
  - i. Prominently display the Company Code of Conduct and the Individual Code of Conduct in worker camps, offices and public areas of the workplace. Examples of such areas include waiting, rest and reception areas, canteens and health facilities;
  - ii. Ensure that all posted and distributed copies of the Corporate Code of Conduct and the Individual Code of Conduct are translated into the appropriate language used in the workplace, as well as into the mother tongue of any international employee.
2. Explain the Corporate Code of Conduct and the Individual Code of Conduct orally and in writing to all staff.
3. Ensure that :
  - iii. All direct reports sign the "Individual Code of Conduct", confirming that they have read it and agree to abide by it;
  - iv. Staff lists and signed copies of the Individual Code of Conduct are provided to the manager responsible for OHS, the Compliance Team (CT) and the customer;
  - v. Participate in training and ensure that staff also participate, as indicated below;
  - vi. Establish a mechanism for staff to:
    - a. Report concerns about compliance with ESHS standards or HST requirements; and
    - b. Report incidents of GBV/EAHS or VAC confidentially through the Complaints and Grievance Mechanism.

- i. Staff members are encouraged to report suspected and proven problems related to ESHS standards and STH requirements, GBV/EAHS or VAC, emphasizing staff responsibility to the company and the country in which they work and respecting the principle of confidentiality.
4. In accordance with applicable laws and to the best of your ability, prevent perpetrators of sexual exploitation and abuse from being hired, rehired or deployed. Conduct background checks and criminal records checks on all employees.
  5. Ensure that when entering into partnership, subcontracting, supplier or similar agreements, such agreements:
    - i. Incorporate as annexes the codes of conduct on ESHS standards, HST requirements, VBG/EAHS and VAC ;
    - ii. Incorporate appropriate wording requiring such contracting entities and individuals, as well as their employees and volunteers, to comply with the individual Code of Conduct ;
    - iii. Expressly state that the failure of these entities or individuals, as the case may be, to ensure compliance with ESHS standards and HST requirements; to take preventive measures to combat GBV/EAHS and VAC; to investigate related allegations or to take corrective action when acts of GBV/EAHS and VAC are committed - all constitute not only grounds for sanctions and penalties in accordance with the individual Codes of Conduct, but also grounds for termination of project work or service agreements.
  6. Provide support and resources to the GBV/EAHS and VAC Compliance Team (CT) to create and disseminate internal awareness initiatives through the awareness strategy under the GBV/EAHS and VAC Action Plan.
  7. Ensure that any issues of GBV/EAHS or VAC that warrant police intervention are immediately reported to the police, the client and the World Bank.
  8. Report and respond to any suspected or proven acts of GBV/EAHS and/or VAC in accordance with the Intervention Protocol (Section 4.7: Intervention Protocol), as managers are responsible for enforcing the company's commitments and holding their subordinates directly accountable for their actions.
  9. Ensure that any major incident related to ESHS standards or HST requirements is reported immediately to the customer and to the supervising engineer.

### **Training**

10. Managers are responsible for :
  - i. Ensuring that the OSH Standards Management Plan is implemented, accompanied by appropriate training for all personnel, including subcontractors and suppliers ;
  - ii. Ensure that staff have an adequate understanding of the E-PGES and receive the necessary training to implement its requirements.
11. All managers are required to attend a manager induction course prior to starting work on site to ensure that they are aware of their roles and responsibilities with regard to compliance with the two aspects of these Codes of Conduct that are GBV/EAHS and ECV. This training will be separate from the pre-service training required of all employees and will provide managers with the understanding and technical support they need to begin developing the Action Plan to address GBV/EAHS and VAC issues.



12. Managers are required to attend and contribute to monthly training courses run as part of the project and delivered to all employees. They will be required to present training and self-assessments, including encouraging the compilation of satisfaction surveys to assess satisfaction with training and to provide advice for improving its effectiveness.
13. Ensure that time is made available during working hours for staff, prior to commencing work on site, to attend the mandatory induction training provided as part of the project, covering the following topics:
  - i. OSH requirements and ESHS standards; and
  - ii. VBG/EAHS and VAC; this training is required of all employees.
14. During civil engineering work, ensure that personnel undergo ongoing training on OSH requirements and ESHS standards, as well as the mandatory monthly refresher course required of all employees to address the increased risk of GBV/EAHS and VAC.

### **The intervention**

15. Managers shall take appropriate action to respond to any incident related to ESHS standards or HST requirements.
16. With regard to GBV/EAHS and VAC:
  - i. Contribute to the GBV/EAHS and VAC Allegation Procedures (Section 4.2 of the Action Plan) and Response Protocol (Section 4.7 of the Action Plan) developed by the Compliance Team (CT) as part of the approved final GBV/EAHS and VAC Action Plan;
  - ii. Once adopted by the company, managers should apply the Accountability and Confidentiality measures (Section 4.4 of the Action Plan) set out in the GBV/EAHS and VAC Action Plan, in order to maintain confidentiality about the identity of employees who report or (allegedly) commit acts of GBV and VAC (unless a breach of confidentiality is necessary to protect persons or property from serious harm or if required by law) ;
  - iii. If a manager has concerns or suspicions about any form of GBV/EAHS or ECV committed by one of his/her direct reports or by an employee working for another contractor in the same workplace, he/she is required to report the case by referring to the complaint mechanisms;
  - iv. Once a sanction has been determined, the managers concerned are expected to be personally responsible for ensuring that the measure is effectively applied, within a maximum period of 14 days following the date on which the sanction decision was issued;
  - v. If a manager has a conflict of interest due to a personal or family relationship with the survivor(s) and/or perpetrator(s), he/she must inform the company concerned and the Compliance Team (CT). The company will be required to appoint another manager who has no conflict of interest to handle complaints;
  - vi. Ensure that any issues relating to GBV/EAHS or VAC warranting police intervention are immediately reported to the police, the client and the World Bank.
17. Managers who fail to address incidents related to ESHS standards or HST requirements, or who fail to report incidents related to GBV/EAHS and ECV, or who fail to comply with GBV/EAHS and ECV provisions, may be subject to disciplinary action, to be determined and enacted by the CEO, General Manager or equivalent senior manager of the company. Such measures may include:

- i. Informal warning;
- ii. Formal warning;
- iii. Further training;
- iv. Loss of up to one week's pay;
- v. Suspension of employment (without pay), for a minimum period of one month and a maximum period of six months;
- vi. Dismissal.

18. Finally, failure by company managers or the CEO to respond effectively to violence related to environmental and social, health and safety (ESHS) and occupational health and safety (OH&S) standards, and to respond to gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC) in the workplace, may result in prosecution by national authorities.

*I hereby acknowledge that I have read the above Manager's Code of Conduct, agree to abide by the standards contained therein and understand my roles and responsibilities in preventing and responding to ESHS, STH, GBV/EAHS and VAC. I understand that any action inconsistent with the Manager's Code of Conduct or failure to act in accordance with this Manager's Code of Conduct may result in disciplinary action.*

*Signature:*

*Name in full:*

*Title*

*Date:*

## Annex 4 : Individual Code of conduct for all project workers

### **Implementation of ESHS standards and HST requirements**

#### **Prevention of gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC)**

I, the undersigned, \_\_\_\_\_, recognize the importance of complying with environmental, social, health and safety (ESHS) standards, respecting the project's occupational health and safety (OHS) requirements and preventing gender-based violence (GBV), sexual exploitation and abuse and harassment (EAHS) and violence against children (VAC).

The project considers non-compliance with environmental, social, health and safety (ESHS) standards and occupational health and safety (OHS) requirements, or failure to participate in activities to combat gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC), whether in the workplace - in the vicinity of the workplace, in workers' camps or in neighboring communities - constitutes serious misconduct and is therefore liable to sanctions, penalties or possible dismissal. Where appropriate, the police may take legal action against perpetrators of GBV/EAHS or VAC.

*While working on the Project, I agree to:*

1. Attend and actively participate in training courses related to environmental, social, health and safety (ESHS) standards, occupational health and safety (OH&S) requirements, HIV/AIDS, GBV/EAHS and VAC, as required by my employer;
2. Implement the OHS Management Plan;
3. Adhere to a zero-tolerance policy regarding the consumption of alcohol on the job, and refrain from the use of narcotics or other substances that may impair my faculties at any time;
4. Allow police background checks;
5. Treat women, children (under the age of 18) and men with respect, regardless of their race, color, language, religion, political or other opinion, national, ethnic or social origin, level of wealth, disability, citizenship or *any other status*;
6. Do not address women, children or men with language or behavior that is inappropriate, harassing, abusive, sexually provocative, degrading or culturally inappropriate;
7. Not to engage in sexual harassment - for example, making unwelcome sexual advances, asking for sexual favors or engaging in any other verbal or physical behavior with sexual connotations, including subtle acts of such behavior (e.g., looking someone up and down; kissing or blowing kisses; making sexual innuendos by making noises; brushing up against someone; whistling; giving personal gifts; commenting on someone's sex life, etc.) ;
8. Not to engage in sexual favors - for example, making promises or conditioning favourable treatment on sexual acts - or other forms of humiliating, degrading or abusive behavior;
9. Not to participate in sexual contact or activities with children - including malicious solicitation of children - or contact through digital media; lack of knowledge of the child's age cannot be raised as a defence; nor can the child's consent be raised as a defence or excuse ;

10. Unless full consent<sup>5</sup> is obtained from all parties concerned, not to engage in sexual interactions with members of neighbouring communities; this definition includes relationships involving the refusal or promise to actually provide a benefit (monetary or non-monetary) to community members in exchange for sexual activity - such sexual activity is deemed "non-consensual" for the purposes of this Code ;
11. Consider reporting through the complaints and grievances mechanisms or to my manager any suspected or proven cases of GBV/EAHS or VAC committed by a co-worker, whether or not the co-worker is employed by my company, or any violations of this Code of Conduct.

**For children under the age of 18:**

12. Whenever possible, ensure the presence of another adult when working near children.
13. Not to invite unaccompanied children unrelated to my family into my home, unless they are in immediate danger of injury or physical harm;
14. Not to use computers, cell phones, video cameras, digital cameras or any other medium in my work to exploit or harass children or to access child pornography (see also "Use of images of children for professional purposes" below);
15. Refrain from corporal punishment or disciplinary measures against children;
16. Refrain from employing children under the age of 14 for domestic work or any other work, unless national legislation sets a higher age or exposes them to a significant risk of injury;
17. Comply with all relevant local legislation, including labor laws relating to child labor and the World Bank's Safeguard Policies on Child Labor and Minimum Age;
18. Take the necessary precautions when photographing or filming children (refer to Appendix 2 for further details).

***Using images of children for professional purposes***

When photographing or filming a child for professional purposes, I must:

19. Before photographing or filming a child, assess and endeavor to respect local traditions or restrictions on the reproduction of personal images;
20. Before photographing or filming a child, obtain the informed consent of the child and a parent or guardian; to do this, I must explain how the photograph or film will be used;
21. Comply with all relevant local legislation, including labor laws relating to child labor and World Bank safeguard policies on child labor and minimum age;
22. Take the necessary precautions when photographing or filming children (refer to Appendix 2 for further details).
23. Ensure that photographs, films, videos and DVDs present children in a dignified and respectful manner, and not in a vulnerable or submissive way; children should be dressed appropriately and not in poses that could be considered sexually suggestive;
24. Ensure that images are honest representations of context and facts;
25. Ensure that file labels do not reveal identifying information when sending images electronically.

## Sanctions

Being aware that the term "consent" is defined as the informed choice underlying a person's free and voluntary intention, acceptance or agreement to do something. There can be no consent when such acceptance or agreement is obtained by threat, force or other forms of coercion, abduction, fraud, deception or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even if the national legislation of the country where the Code of Conduct is introduced provides for sexual majority at a lower age. Ignorance of the child's age and consent cannot be invoked as a defence.

I understand that if I violate this Individual Code of Conduct, my employer will take disciplinary action which may include:

- Informal warning;
- Formal warning;
- Further training
- Loss of up to one week's pay;
- Suspension of employment (without pay), for a minimum period of one month and a maximum period of six months;
- Dismissal.
- Reporting to the police, where applicable.

*I understand that it is my responsibility to ensure that environmental, social, health and safety standards are met. That I will comply with the Occupational Health and Safety Management Plan. That I will avoid acts or behaviors that could be construed as GBV/EAHS and VAC. Any such actions will constitute a violation of this Individual Code of Conduct. I hereby acknowledge that I have read the aforementioned Individual Code of Conduct, agree to abide by the standards contained therein, and understand my roles and responsibilities in preventing and responding to cases related to ESHS standards and STH requirements, GBV/EAHS and VAC. I understand that any actions inconsistent with this Individual Code of Conduct or failure to act in accordance with this Individual Code of Conduct may result in disciplinary action and impact my continued employment.*

Signature:

Name in full:

Title:

Date:

## Annex 5 : Individual code of conduct for use by company employees

### **Implementation of ESHS standards and HST requirements**

#### **Prevention of gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC)**

I, the undersigned, \_\_\_\_\_, recognize the importance of complying with environmental, social, health and safety (ESHS) standards, respecting the project's occupational health and safety (OHS) requirements and preventing gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC).

The company considers non-compliance with environmental, social, health and safety (ESHS) standards and occupational health and safety (OHS) requirements, or failure to participate in activities to combat gender-based violence (GBV), exploitation and sexual abuse and harassment (EAHS) and violence against children (VAC, whether in the workplace - in the vicinity of the workplace, in workers' camps or in neighboring communities - constitutes serious misconduct and is therefore liable to sanctions, penalties or possible dismissal. The police may take legal action against perpetrators of GBV/EAHS or VAC, where appropriate.

While working on the project, I agree to:

1. Attend and actively participate in training courses related to environmental, social, health and safety (ESHS) standards, and occupational health and safety (OH&S) requirements, HIV/AIDS, GBV/EAHS and VAC, as required by my employer;
2. Wear my personal protective equipment (PPE) at all times in the workplace or during project-related activities;
3. Take all practical steps to implement the Contractor Environmental and Social Management Plan (E-PGES);
4. Implement the HST Management Plan;
5. Adhere to a zero-tolerance policy towards the consumption of alcohol on the job, and refrain from the use of narcotics or other substances that may impair my faculties at any time;
6. Allow police background checks;
7. Treat women, children (under the age of 18) and men with respect, regardless of their race, color, language, religion, political or other opinion, national, ethnic or social origin, level of wealth, disability, citizenship or any other status;
8. Not to address women, children or men with language or behavior that is inappropriate, harassing, abusive, sexually provocative, degrading or culturally
9. Not to engage in sexual harassment - for example, making unwelcome sexual advances, requesting sexual favors or engaging in any other verbal or physical behavior with sexual connotations, including subtle acts of such behavior (e.g., looking someone up and down; kissing or blowing kisses; making sexual innuendos by making noises; brushing against someone; whistling; giving personal gifts; commenting on someone's sex life, etc.).

10. Not to engage in sexual favors - for example, making promises or conditioning favorable treatment on sexual acts - or other forms of humiliating, degrading or abusive behavior ;
11. Not to participate in sexual contact or activities with children - including the malicious solicitation of children - or contact through digital media; lack of knowledge of the child's age cannot be raised as a defense; nor can the child's consent be raised as a defense or excuse;
12. Unless full consent<sup>6</sup> is obtained from all parties concerned, not to engage in sexual interactions with members of neighboring communities; this definition includes relationships involving the refusal or promise to actually provide a benefit (monetary or non-monetary) to members of the community in exchange for sexual activity - such sexual activity is deemed "non-consensual" for the purposes of this Code;
13. Consider reporting through complaints and grievance mechanisms or to my manager any suspected or proven cases of GBV/EAHS or VAC committed by a co-worker, whether or not the co-worker is employed by my company, or any violations of this Code of Conduct.

***For children under the age of 18:***

14. Whenever possible, ensure the presence of another adult when working near children.
15. Not to invite unaccompanied children unrelated to my family into my home, unless they are in immediate danger of injury or physical harm;
16. Not to use computers, cell phones, video cameras, digital cameras or any other medium to exploit or harass children or to access child pornography (see also "Use of images of children for professional purposes" below);
17. Refrain from corporal punishment or disciplinary measures against children;
18. Refrain from employing children under the age of 14 for domestic work or any other work, unless national legislation sets a higher age or exposes them to a significant risk of injury;
19. 19. Comply with all relevant local legislation, including labor laws relating to child labor and World Bank safeguard policies on child labor and minimum age;
20. Take the necessary precautions when photographing or filming children (refer to Appendix 2 for further details).

***Using images of children for professional purposes***

When photographing or filming a child for professional purposes, I must:

21. Before photographing or filming a child, assess and endeavor to respect local traditions or restrictions on the reproduction of personal images;
22. Before photographing or filming a child, obtain the informed consent of the child and a parent or guardian; to do this, I must explain how the photograph or film will be used;
23. Ensure that photographs, films, videos and DVDs present children in a dignified and respectful manner, and not in a vulnerable or submissive way; children must be dressed appropriately and not in poses that could be considered sexually suggestive;
24. Ensure that images are honest representations of context and facts;

25. Ensure that file labels do not reveal identifying information when sending images electronically.

### **Sanctions**

Being aware that the term "consent" is defined as the informed choice underlying a person's free and voluntary intention, acceptance or agreement to do something. There can be no consent when such acceptance or agreement is obtained by threat, force or other forms of coercion, abduction, fraud, deception or misrepresentation. In accordance with the United Nations Convention on the Rights of the Child, the World Bank considers that consent cannot be given by children under the age of 18, even if the national legislation of the country where the Code of Conduct is introduced provides for sexual majority at a lower age. Ignorance of the child's age and consent cannot be invoked as a defence.

I understand that if I contravene this Individual Code of Conduct, my employer will take disciplinary action which may include:

- Informal warning;
- Formal warning;
- Further training;
- Loss of up to one week's pay;
- Suspension of the employment relationship (without pay), for a minimum period of one month and a maximum period of six months;
- dismissal.
- Reporting to the police, where appropriate.

*I understand that it is my responsibility to ensure that environmental, social, health and safety standards are met. That I will comply with the Occupational Health and Safety Management Plan.*

*That I will avoid acts or behaviors that could be construed as GBV/EAHS and VAC.*

*Any such actions will constitute a violation of this Individual Code of Conduct. I hereby acknowledge that I have read the aforementioned Individual Code of Conduct, agree to abide by the standards contained therein, and understand my roles and responsibilities in preventing and responding to cases related to ESHS standards and STH requirements, GBV and VAC. I understand that any actions inconsistent with this Individual Code of Conduct or failure to act in accordance with this Individual Code of Conduct may result in disciplinary action and impact my continued employment.*

*Signature:*

*Name in full:*

*Title:*

*Date:*