



THE NIGERIA CENTER FOR DISEASE  
CONTROL AND PREVENTION

# **LABOUR MANAGEMENT PROCEDURES FOR THE HEALTH SECURITY PROGRAM (HESP)**

## **West and Central Africa Phase IV (Nigeria)**



JULY 2025



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## Abbreviations

AfDB	African Development Bank
AMR	Anti-Microbial Resistance
ARLAC	Africa Regional Labour Administration Centre
CMC	Case Management Center
CPF	Country Partnership Framework
CUF	Capacity Utilization Factor
DAP	Data Aggregation Platform
EPR	Extended Producer Responsibility
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESHS	Environment, Safety, Health and Security
ESS	Environmental and Social Standards
FGN	Federal Government of Nigeria
FEC	Federal Executive Council
FELTP	Field Epidemiology and Laboratory Training Program
FME <sub>Env</sub>	Federal Ministry of Environment
FMOH&SW	Federal Ministry of Health and Social Welfare
FMOLD	Federal Ministry of Livestock Development
GBV	Gender-Based Violence
GoN	Government of Nigeria
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
HeSP	Health Security Program
HSE	Health Safety and Environment
IA	Implementing Agency
IDA	International Development Association
IHR	International Health Regulations
ILO	International Labor Organization
INEHSS	Integrated National Environmental Health Surveillance System
ISO	International Organization for Standardization
IPC	Infection Prevention and Control
IPF	Investment Project Financing
JEE	Joint External Evaluation
LFN	Laws of the Federation of Nigeria
LGA	Local Government Area
LMIS	Logistics Management Information Systems
LMP	Labour Management Procedure
LTI	Loss Time Injury
MDAs	Ministry Departments and Agencies
MTC	Medical Treatment Case
MSMEs	Micro, Small and Medium Enterprises
NADIS	National Animal Disease Information System
NAPHS	National Action Plan for Health Security
NCDC	Nigeria Centre for Disease Control and Prevention
NPCU	National Program Coordinating Unit

OBF	Output Based Fund
OHS	Occupational Health and Safety
PAD	Project Appraisal Document
PBG	Performance Based Grant
PDO	Program Development Objective
PHC	Primary Healthcare
PHEM	Public Health Emergency Management
PIP	Performance Improvement
Plans	
PMU	Project Management Unit
PPE	Personnel Protective Equipment
PPSD	Project Procurement Strategy for Development
PUE	Productive Use Equipment
PVAC	Presidential Initiative for Unlocking the Healthcare Value Chain
PVS	Performance of Veterinary Services
SAPHS	State Action Plan for Health Security
SEA	Sexual Exploitation and
Abuse	
SH	Sexual Harassment
SORMAS	Surveillance Outbreak Response Management and Analysis
System	
STDs/STIs	Sexually Transmitted Diseases/Sexually Transmitted Infections
TA	Technical Assistance
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WB	World Bank
WBG	World Bank Group

## Executive Summary

### Introduction

The Federal Government is requesting the support of the World Bank to implement the Nigeria Health Security Program Phase IV of the Health Security Program in West and Central Africa (AFW), using the Multiphase Programmatic Approach (MPA) (HeSP). The HeSP Project will be implemented by the Nigeria Center for Disease Control and Prevention (NCDC), with collaboration from the Federal Ministry of Health and Social Welfare (FMoHSW), Federal Ministry of Livestock Development (FMoLD), and Federal Ministry of Environment (FMEnv) under a One Health Platform.

The proposed Phase IV (HeSP-4) is focused on Nigeria as the country **is** continually facing public health emergencies stemming from endemic infectious diseases, as well as vulnerabilities to infectious diseases from neighboring countries and global sources, significantly straining its already fragile health system. The country has thus been highly vulnerable to infectious disease outbreaks and increasing health emergency risks and increasing prevalence of public health threats. In recognition of the threats posed by Nigeria's pervasive disease outbreaks and the challenges in its core capacities, the Government of Nigeria (GoN) has sought to enhance its capacity to prepare for, rapidly detect, and respond to such events in recent years. The proposed HeSP Nigeria is aligned with and directly contributes to the objectives established in the Federal Republic of Nigeria's National Development Plan (NDP) 2021-2025.

The HeSP Nigeria Phase IV Project Development Objective (PDO) is to increase regional collaboration and health system capacities to prevent, detect and respond to health emergencies in the Federal Republic of Nigeria. The operation will have five components: (i) Prevention of Health Emergencies; (ii) Detection of Health emergencies; (iii) Response to Health Emergencies; (iv) Program Management and Capacity Building; and (v) Contingent Emergency Response Component (CERC).

Key activities in the program include: training activities, development of Plans from the One Health partners procurement of solar panels, installation of digital surveillance systems at Points of Entry, and provision of equipment and Infection Prevention and Control/Water Sanitation and Hygiene (WASH) upgrades across health facilities, use of digital devices (palm held devices for all communities for surveillance to be transmitted to a central server at the state and national, Upgrade of three (3) regional laboratories and construction of three (3) regional laboratories under the support to the Public Health Labs, Provision of Consumables and equipment, provision of Mobile laboratories, construction of a National reference laboratory under the Environmental Health sector, support to Zonal laboratories for veterinary teaching hospitals, Upgrade of NESREA laboratories, provision of Solar panels in labs and Primary Healthcare Centers (PHCs) to make them Epidemic ready PHCs, construction of a national warehouse and cold chain infrastructure. The Project will also require transportation of commodities which will be done by a logistics firm – primary suppliers across the country. Additional work includes Renovation and equipping of isolation and treatment centers in selected states and point of entry (airports, land borders). The 4 treatment centers will be assessed and gaps addressed. The treatment centers are already known and were supported under REDISSE and CoPREP.

The HeSP will be open to all 36 states in Nigeria and the Federal Capital Territory (FCT) and will be implemented in both urban and rural areas in Nigeria. Furthermore, the project will be implemented within complex and varied fragility/conflict contexts.

This document outlines the Labor Management Procedures (LMP) established for the Project.

## **Purpose and Scope of the Labor Management Procedures (LMP)**

The LMP serves as a critical framework to ensure that the HeSP adheres to national labor laws and the World Bank's Environmental and Social Standard 2 (ESS2) on Labor and Working Conditions. Its primary objective is to guide the management of labor aspects throughout the project lifecycle, promoting fair treatment, non-discrimination, safe working conditions, and the prevention of forced and child labor. The procedures outlined apply to all project workers, including direct workers, contracted workers (including those from local communities), and primary supply workers, encompassing full-time, part-time and temporary labor. The project is expected to involve approximately 600 direct workers and 60 contracted workers, based on lessons learned from the Nigeria COVID-19 Preparedness and Response Project (CoPREP) experience, with the actual numbers to be confirmed during the preparation of the Project Implementation Manual.

## **Guiding Principles and Standards**

The LMP is grounded in Nigerian legislation, including the Labor Act (1974), the Occupational Safety and Health Act (2005), the National Health Act (2014), and the NCDC Act (2018). It also integrates requirements from the World Bank's ESS2 and relevant International Labor Organization (ILO) conventions.

Key principles emphasized include:

- Fair Treatment & Non-Discrimination: Ensuring equal opportunity and prohibiting discrimination.
- Occupational Health and Safety (OHS): Implementing measures to protect workers' health and safety.
- Working Conditions: Defining clear terms and conditions of employment.
- Prohibition of Forced and Child Labor: Strict adherence to minimum age requirements and prevention of forced labor.
- Freedom of Association: Respecting workers' rights to associate and bargain collectively.
- Grievance Redress: Establishing accessible mechanisms for workers to raise concerns.
- Prevention of forms of Gender Based Violence (GBV): Implementing measures against Sexual Exploitation and Abuse, Sexual Harassment, and Gender-Based Violence.

## **Labor Use and Risk Management**

The project anticipates utilizing various categories of workers managed through a National Project Coordination Unit (NPCU) under the NCDC with technical support from other government MDAs under the One Health Platform. Direct workers will include deployed civil servants and consultants such as a Project Coordinator, Technical leads from the One Health agencies, as well as specialists in Procurement, Financial Management, Environmental and Social, Internal Auditor and Monitoring and Evaluation. This structure will also be replicated at each State Project Coordination Unit. Contracted workers will be engaged through third parties for core project functions, and primary supply workers are those employed by the project's main suppliers. Potential labor risks identified include OHS hazards (e.g., exposure to e-waste toxicity during waste management activities), security concerns, and journey management issues. The LMP details specific mitigation measures, policies, and procedures to address these risks effectively, including contractor management protocols and requirements for primary suppliers.

## **Management and Oversight**

Clear roles and responsibilities for LMP implementation are defined, involving the NPCU, implementing ministries, contractors, and supervisors. The document includes provisions for capacity



assessment and necessary training to ensure effective management. A robust Grievance Redress Mechanism (GRM) is outlined, providing a structured process for workers to submit complaints and seek resolution, including defined steps, timelines, and committee roles.

## **Conclusion**

The Labor Management Procedures are integral to the responsible and ethical implementation of the Health Security Program. By establishing clear standards, procedures, and oversight mechanisms aligned with national laws and international best practices (specifically WB ESS2), the LMP aims to protect project workers, mitigate labor-related risks, and contribute to the overall success and sustainability of the HeSP objectives in strengthening Nigeria's health security landscape.



# **1. Introduction**

## **1.1 Background and Context**

The World Bank is supporting the Federal Government of Nigeria through the Ministry of Health to prepare the Health Security Program (HeSP). The HeSP will be implemented by through the Nigeria Center for Disease Control and Prevention (NCDC) from the Federal Ministry of Health and Social Welfare, Federal Ministry of Livestock Development (FMoLD), and the Federal Ministry of Environment (FMEnv) under the One Health Platform.

The Project Development Objective is to increase regional collaboration and health system capacities to prevent, detect and respond to health emergencies in the Federal Republic of Nigeria and in Western and Central Africa. HeSP is a regional engagement in West and Central Africa with the overall aim to help strengthen the preparedness of the healthcare system, improve the quality of care provided to patients with diseases, and minimize risks to healthcare personnel and patients. These goals will be achieved through the establishment of governance reforms including public health legislations, policies, and financing which will guide statutory public health and health security functions, support the procurement of essential medical supplies and countermeasures, the creation of necessary conditions in designated medical facilities and community health systems to prevent, detect, and respond to public health emergencies including climate events.

The project will also support the expansion of public health emergencies and funds to strengthen laboratory and diagnostic capacities at the national and subnational (State and Local Government Area (LGA)) levels. This includes equipment, training, and infrastructure improvements and also clinical care/ case management capacity by funding equipment and supplies for case management centers (CMCs) in designated hospitals, along with the provision. It will also enhance infection prevention and control (IPC) measures through the provision of Personnel Protective Equipment (PPE), and infection control supplies and measures training in hospitals and primary health care (PHC) facilities. Support will also be provided to strengthen the collection and logistics transportation for medical samples as well as the disposal of medical waste, strengthening healthcare waste management systems.

The HeSP directly supports the objectives of the World Bank's (WB) country partnership framework (CPF) for the federal republic of Nigeria for the period of FY 21-FY25 which was approved on November 16, 2020. Under pillar 2; investing in human capital and harnessing Nigeria's Demographic Dividend, the proposed operation directly contributes to the attainment of CPF Objective 3: Improving Primary Healthcare and health system resilience. The interventions to support core public health functions and capacities at federal and state levels will provide the country with the necessary tools to prevent, detect, and respond to public health emergencies, avoiding the risk of reversing years of improved health outcomes and human capital gains due to infectious disease outbreaks. Additionally, the program will also be aligned with the regional integration and One World Bank Group (WBG) principles embodied in the CPF.

## 1.2 Project Components

The Nigeria phase of HeSP will implement the components' structure adopted under the regional program design. The components will specifically address the gaps identified as priorities in the health security blueprint developed by the Government of Nigeria (GoN).

### **Component 1 - Prevention of Health Emergencies**

This component aims to scale-up Nigeria's capacities to prevent health emergencies through strengthened planning and management of health security resources and preventing and minimizing the impacts of health threats such as zoonoses and AMR.

**Subcomponent 1.1 - Health Security Governance, Planning, and Stewardship:** This subcomponent will support Nigeria's prioritization, coordination, regulation, management, and monitoring of the health security agenda, at Federal and state-levels, including risk and hazard assessments, the development and management of the NAPHS and the State Action Plans for Health Security (SAPHS). In addition, sub-activities will support the development of Public Health Emergency funds at the state level; and the monitoring of IHR core capacities using tools such as the JEE and Performance of Veterinary Services (PVS). Activities under this sub-component aim to strengthen the governance structure and institutional frameworks to ensure coordination and oversight of the implementation of policies and core NAPHS activities. This sub-component will support joint assessments, planning, monitoring, and supervision of core prevention, detection, and response interventions.

**Subcomponent 1.2 Scaling-up One Health Agenda and combating Antimicrobial Resistance (AMR):** This subcomponent is dedicated to fostering multisectoral collaboration within the One Health approach. It emphasizes anti-microbial resistance (AMR) and climate-sensitive diseases such as malaria, dengue, and Lassa fever and other zoonotic diseases. The Project will finance activities that strengthen One Health coordination mechanisms at national and subnational levels involving stakeholders from human, animal and environment sectors, by (i) harmonizing guidelines, regulatory instruments, management systems, and data collection tools for monitoring and evaluation of One Health interventions; (ii) developing AMR costed work plans and frameworks for guiding the stewardship of the One Health Secretariat in the implementation of AMR-related interventions; and (iii) establishing an Animal Health Regulatory Body to combat counterfeit drugs and food. The supported activities will align with the objectives and priorities of the country's National Action Plan for Antimicrobial Resistance 2024-2028, which covers the following six objectives: (i) Governance; (ii) Awareness and Education; (iii) Surveillance; (iv) Infection Prevention & Control (IPC); (v) Stewardship; (vi) Research and Development.

### **Component 2 - Detection of Health Emergencies**

This component aims to strengthen the capacities required to predict and detect possible health threats in a timely manner through multisectoral surveillance systems and mechanisms for data sharing within and across borders, strong national and subnational laboratory networks and the multisectoral and integrated workforce required to enable early detection of health emergencies.

**Subcomponent 2.1. Collaborative Surveillance:** This subcomponent will focus on strengthening multisectoral and integrated surveillance capacities, including both indicator and event-based surveillance, particularly for epidemic-prone diseases, climate-sensitive diseases,

and unusual events. Activities will be built on the already established platforms - SORMAS (for human health), the National Animal Disease Information System (NADIS) (for animal health), and the Integrated Environmental Health Surveillance System (IEHSS) (for environmental health), supported under previous World Bank operations. Support to scale-up the deployment of these platforms include: (i) the development of a digitalization roadmap and interoperability framework for the three platforms; (ii) procurement of commodities, particularly information and communication technology (ICT) equipment, to ensure adequate technologies for deployment at Federal and State levels of the interoperable and digital platforms; and (iii) technical assistance and operational costs for capacity building at all levels and cadres of health workers in the use of these platforms. Additionally, special focus will be given to strengthening capacities at Points of Entry (PoEs) to ensure that surveillance of both human, and agricultural crossings is timely and feeds into the interoperable system. This will require investment in ICT equipment and capacity building at Federal and State levels. The strengthening of the surveillance system in the country will also incorporate private sector facilities to ensure that this sector also contributes to the integration of surveillance systems and data in the country. To further ensure accurate and reliable real time data at PoEs, the Project will facilitate partnerships and data sharing agreements with neighboring countries to the extent possible and regional organizations such as WAHO and Africa CDC.

To further strengthen the integration of public health functions within the broader service delivery platforms in the country and ensure a shift towards an epidemic-ready PHC system, the Project will support the operationalization of early warning systems at the last mile, engaging community health platforms (community health workers and community animal health workers), and fully deploying the Integrated Disease Surveillance (IDSR) platforms. For such purposes, the Project will support the development and validation of guidelines both at Federal and State levels, provision of necessary commodities and tools such as ICT and personal protective equipment (PPE) equipment, and training and capacity building to community-based and PHC health workers.

**Subcomponent 2.3. Multi-disciplinary human resources for health emergencies:** This subcomponent aims to strengthen workforce capacities – across the spectrum of human, animal, environmental, and public health. Proposed activities include support to the implementation of harmonized competency standards, education and training programs, including continuous support to the Field Epidemiology and Laboratory Training Program (FELTP) at national and subnational levels, IPC professionals and State and Local Government health emergency rapid response teams. Supported activities will also focus on strategic resource planning to support medium to longer term staffing, including multidisciplinary One Health workforce plan development and deployments during health emergencies.

### **Component 3 - Health Emergency Response**

This component aims to build and sustain capacities that can prevent an outbreak from becoming an epidemic or pandemic, through a focus on disease control and effective health emergency response.

**Subcomponent 3.1. Health Emergency Management:** This subcomponent aims to further enhance national and subnational capacities for managing and responding to public health emergencies as required. Specifically, the project will support the updating, monitoring, and implementation of the country's multi-hazard, multi-sectoral public health emergency preparedness and response plans. It will strengthen collaboration through simulation exercises, the linkage between public health and security authorities for a rapid multisectoral response to

suspected or confirmed biological, chemical or radiological event. Health emergency events are detected within 7 days, notified within 1 day, and responded to within 7 days. Additionally, the project will support the assessment and upgrading of Public Health Emergency Operation Centers to meet standards in all 36 states and the Federal Capital Territory as well as establish command centers in each LGA. It will also implement Public Health Emergency Management Trainings up to an intermediate level for National and subnational officers to fully operationalized the revamped PHEOCs and Command Centers. Furthermore, it will expand capacity for warehousing, Logistics management, including a Logistics Management Information Systems (LMIS), and stockpiling for the rapid deployment of medical countermeasures nationwide. This includes collaboration with the Presidential Initiative for Unlocking the Healthcare Value Chain (PVAC) to potentially support the local manufacturing of essential commodities for public health emergency response. It will also support real-time monitoring and quality improvement activities for early detection and response, such as the 7-1-7 target, 12 and operationalize early warning surveillance systems across One Health sectors (animal, environment, and human health).

**Subcomponent 3.2. Health Service Delivery for Health Emergencies:** This subcomponent will focus on the health system's capacity to respond to public health emergencies, ensuring the continuity of essential health services during such crises. This subcomponent will facilitate the comprehensive rollout of the epidemic-ready health facilities initiative. Activities will include conducting assessments and implementing green upgrades for PHCs; investing in climate smart measures and IPC requirements; enhancing adaptability for surge capacity, including improvements to WASH facilities, isolation areas, ventilation, and electricity. The Program will also support the adoption of innovative solutions such as telemedicine and information systems and promote community and private sector engagement in response efforts.

#### **Component 4 - Program Management and Institutional Capacity**

This component will support the critical aspects of program management and institutional capacity necessary for the successful implementation of HeSP in Nigeria. Specific institutional support will be provided to the NCDC, and other one health relevant MDAs as necessary to enable them to perform their role as the secretariat of the National Project Coordination Unit and the lead public health management MDAs in Nigeria. This component will also cover support for program coordination at both national and subnational levels, including steering committee and technical committee meetings, as well as supervision visits. It will also provide technical assistance for improved management in areas including financial management, procurement, social and environmental risk management, and monitoring and evaluation. Furthermore, it will support participation in regional and global exchanges for knowledge sharing and the promotion of cross-country learning in specific technical areas.

#### **Component 5 - Contingency Emergency Response Component**

Consistent with the provision of the overall MPA design, and Investment Project Financing (IPF) Policy, paragraphs 12 and 13, for Situations of Urgent Need of Assistance and Capacity Constraints, a CERC will be included to provide immediate resources should the country experience an epidemic or outbreak of public health importance or other disasters which cause adverse economic and/or social impact, resulting in a request to the World Bank to support mitigation, response, and recovery from such an emergency. This will allow for rapid reallocation of uncommitted funds in the event of an eligible emergency as defined in OP 8.00. For the CERC to be activated, and financing to be provided, the Government of Nigeria will need to: (i) submit a request letter for CERC activation and the evidence required to determine eligibility of the

emergency, as defined in the CERC Annex to the Project Operations Manual; (ii) submit an Emergency Action Plan, including the emergency expenditures to be financed; and (iii) meet the environmental and social requirements as agreed in the Emergency Action Plan and Environmental and Social Commitment Plan (ESCP).

### 1.3 Labor Management Procedures (LMP)

The Labor Management Procedures (LMP) for the proposed HeSP is prepared to ensure compliance with the National laws and World Bank's Environmental and Social Standards 2 (ESS 2) on Labor and Working Conditions. It identifies labor requirements in line with applicable laws and standards; and sets out the procedures for addressing labor conditions and risks associated with the HeSP, which is aimed at helping the project determine, planning resources necessary to address project Labor issues and implement the plan. The LMP is enshrined within the context of applicable Nigerian laws, notably the Labor Act 1974, Occupational Safety and Health Act 2005, the National Health Act 2014, the NCDC Act 2018, the World Bank Environmental and Social Standards (ESS) 2: Labor and Working Conditions, International Labor Organization (ILO) and ISO 45001 requirements. The LMP applies to all Project workers whether full-time, part-time, temporary, seasonal, or migrant workers. The LMP is applicable, as per ESS2 to the HeSP.

The main objective of the LMP is to recognize the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. Other objectives include:

- To protect project workers including vulnerable workers such as women and girls, persons with disabilities, children of working age, contracted workers, and primary supply workers
- To promote safety and health at work
- To promote fair treatment and non- discrimination
- To prevent the use of all forms of forced labor and child labor
- To support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national and international labor laws
- To provide project workers with an accessible platform to raise workplace concerns

### 1.4 Scope of the LMP

This LMP describes the requirements and expectations in terms of compliance, reporting, roles & responsibilities, monitoring, supervision, and training with respect to labor and working conditions, including camp accommodation. This LMP covers all categories of project workers under the Investment Project Financing (IPF) but exclude government workers/civil servants working in connection with this project except there is a legal transfer of employment or direct engagement to this project. The LMP sets out the following:

- Overview of labor use under HeSP
- Legal and regulatory requirements
- Assessment of key potential labor risks and impacts
- Mitigation of potential risks and impacts
- Policies and procedures, including:



- Non-discrimination and equal opportunity– Age of employment
- Terms and conditions of employment
- Working conditions
- Occupational health and safety
- Forced labor
- Sexual harassment (SH), sexual exploitation and abuse (SEA), gender-based violence (GBV)
- Grievance Redress Mechanism (GRM)
- Right of association and collective bargaining
- Contractors' management
- Primary suppliers
- Discipline and termination of employment
- Roles and responsibilities for managing the LMP
- Grievance redress mechanism for workers



## 2. Overview of Labor Use in the HeSP

### 2.1 Introduction

This chapter examines the overview of labor use in the HeSP project implementation to ensure compliance with relevant laws and regulations. Accordingly, the project will recruit and manage project personnel in full accordance with national laws on labor management as well as the World Bank's Environmental and Social Framework on labor and working conditions as stipulated in ESS 2. The LMP will facilitate the planning and implementation of the project by identifying the main labor requirements, the associated risks, and the procedures and resources necessary to address the project-related labor issues, setting out general guidance relevant to different forms of labor but also issues and concerns that relate to the project activities. The HeSP Project will be jointly implemented by the FMOHSW with support from the FMoLD and FMEEnv to operate and maintain the overall project activities, which include but not limited to fulfilling the fiduciary and safeguards responsibilities. The FMOHSW will establish a dedicated NPCU under the NCDC.

### 2.2 Category of Workers

ESS 2 - Labor and Working Conditions of the World Bank's ESF categorizes workers into direct workers, contracted workers, community workers, and primary supply workers. Project workers refer to:

- I. People employed or engaged directly by the Borrower (including the project proponent and the project implementing agencies) to work specifically in relation to the project (direct workers);
- II. People employed or engaged through third parties (contractors, subcontractors, brokers, agents or intermediaries) to perform work related to core functions of the project, regardless of location (contracted workers which shall unskilled workers from communities);
- III. People employed or engaged by the Borrower's primary suppliers (primary supply workers). The outlined project workers include full-time, part-time, temporary, seasonal, and migrant workers.

Project management is implemented by the National Project Coordinating Unit (NPCU) operating under the NCDC with the additional involvement of relevant staff; therefore, the key employees (NPCU employees) will be involved in the project implementation, contracted workers and employees of the executive agency - NCDC. The State Ministry of Health through a State Project Coordinating Unit (SPCU) will be responsible for implementing the Project at the state level. This section provides a description of these types of labor resources, relevant to HeSP

**Direct workers:** They will comprise a mix of government civil servants from various relevant line ministries (deployed to work directly on the project) and those engaged as health consultants, full and part-time, by the coordinating and implementing agencies under the project. These include the Ministry of Health and Social Welfare, Ministry of Livestock Development, Ministry of Environment etc. A set of public service rules, the latter will govern the former by mutually agreed contracts. All workers from these organizations engaged

directly by the borrower to work on the HeSP are considered direct workers. This includes workers within the NCDC, the implementing agency. Together, these workers basically make up the NPCU team, to consist of the National Project Coordinator, Technical Officers, Procurement Officer, Internal Auditor, Accountant, Financial Officer, Monitoring & Evaluation Officer, Gender Officer, Environmental Safeguard Officer, Social Safeguard Officers, Communications Officer, community health workers, community animal health workers, among others.

Similar to the structure at the federal level, day-to-day project implementation at the state level will be managed by the SPCU. The SPCU will comprise the State Epidemiologist (as the Project Coordinator), designated officers from the One Health sectors—animal health and environmental health, a representative of the State Primary Health Board, an Environmental Health Officer (providing Environmental and Social functions), WASH officer (from the Ministry of Water Resources), an accountant, and an auditor. The SPCU will be responsible for the development and implementation of the state operational plans with technical guidance from the NPCU. The requirements of paragraphs 9 to 30 of ESS2 will apply to direct workers. The HeSP project is at project preparation stage and as such, the specific project activities are yet to be decided while their locations are also yet to be finalized, thus the exact personnel load for each project activity and staffing level could not be determined at the point of preparation of this LMP. However, based on the experience of the Nigeria COVID-19 Preparedness and Response Project (CoPREP) which was also implemented by the NCDC, direct worker will record an estimate of 600 Direct workers.

**Contract workers:** Two broad categories of contracted workers are expected. First is Consultant service providers who will provide implementation support services to the various implementing entities involved in the project. The second category involves those who will be contracted to carry out services under the project including contractors, subcontractors, transporters, waste managers, storage services, installation, agents, and other forms of services to carry out construction and repair work. Learning from the experience of CoPREP project, it is estimated that 60 contracted workers will be engaged under the HeSP project.

**Primary Suppliers:** A primary supply worker is a worker employed or engaged by a primary supplier, providing goods and materials and services relating to the core operations of the project, over whom a primary supplier exercises control for the work, working conditions, and treatment of the person. It can only be anticipated that the HeSP project will have such employees as it cannot be stated precisely at this point. In the event that the project has such workers, they shall be required to observe all necessary regulations and requirements of ESS2 i.e. signing of the Code of Conduct. It is required that all contractors and suppliers be assessed to ensure compliance with the required environmental and social management standards. The assessment shall be embedded in the tendering, hiring, and contracting processes, and any due diligence measures required in the sourcing of contractors and suppliers for the project activities. The bidding documents for work include specific requirements that minimize the use

of workers from outside the vicinity. While hiring labour from local communities, the contractors will ensure that workers are hired as contract labour and not temporary/day wage labour to the extent possible. The contract documents for work as well as for monitoring consultants require explicit Codes of Conduct to be signed by the contractors/suppliers and made available to all workers to also sign. Periodic mandatory training of all workers on Sexual Exploitation and Abuse issues and the Code of Conduct shall be carried out.

## 2.3 Terms and Conditions of Employment

The Terms and Conditions of employment for the HeSP project shall be in accordance to the national labor laws and ESS 2 with the following guidelines:

- Project workers will be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment. The information and documentation will set out their rights under national labour and employment law (which will include any applicable collective agreements), including their rights related to hours of work, wages, overtime, compensation, and benefits, as well as those arising from the requirements of the WB framework for labour and working conditions. This information and documentation will be provided at the beginning of the working relationship and when any material changes to the terms or conditions of employment occur.
- Project workers will be paid on a regular basis as required by national law described in chapter 3 of this LMP. Deductions from payment of wages will only be made as allowed by national law or the labor management procedures, and project workers will be informed of the conditions under which such deductions will be made. Project workers will be provided with adequate periods of rest per week described in Chapter 6 of this LMP, 30 workdays of annual holiday and sickness, maximum of 6 months of maternity and family leave, as required by national law and labor management procedures.
- Where required by national law or the labor management procedures, project workers will receive written notice of termination of employment and details of severance payments in a timely manner not later than 30 days before termination date. All wages that have been earned, social security benefits, pension contributions and any other entitlements will be paid on or before termination of the working relationship, either directly to the project workers or where appropriate, for the benefit of the project workers. Where payments are made for the benefit of project workers, project workers will be provided with evidence of such payments.

## 2.4 Characterization of Labor Requirements

Given the nature of the project and categories of workers required, the workforce will comprise both skilled and unskilled labor, technical staff, and government civil servants, full-time, part-time, migrant/seasonal workers. Labor Demand Composition (LDM) and key occupations relevant to the health industry anticipated to participate in HeSP project includes Physicians, Nurses and Midwives, Pharmacists, Environmental Health Officers/Specialist, WASH Specialist, Emergency Medical Services, Health Administrators, Biomedical Engineers, Disease and surveillance specialists, Community health workers, among others.

## 2.5 Number of Project Workers

The exact scope of project work is yet to be defined at the point of preparation of this LMP, thus the required personnel load for each project activity and staffing level could not be determined. Hence identifying the number of potential workers required is not possible at this stage. When the exact project scope is known, site-specific Labor Management Plan will be prepared as a part of the Environmental and Social Impact Assessment/Environmental and Social Management Plans to provide estimated numbers of required workers.

### **3. Legal And Regulatory Requirements**

#### **3.1 Introduction**

There are relevant institutional frameworks as well as labor laws, policies and regulations that are applicable within the scope of work in accordance with Nigeria and the World Bank requirement for the HeSP project. These requirements are presented in the subsections below.

#### **3.2 Policies and Acts**

Labor Act, Chapter 198, Laws of the Federation of Nigeria (LFN) 2004

The Act covers general provisions including:

- **Protection of Wages:** the wages of all project workers shall be made payable in legal tender or with prior consent of both parties in cheque and not otherwise. Wages shall become due and payable at the end of each period for which the contract is expressed (daily, weekly or at such other period as may be agreed upon), provided the period is not more than one month, the wages shall become due and payable at intervals not exceeding one month.
- **Contracts of Employment, Terms and Conditions of Employment:** no employer shall make any deductions or make any deductions from wages to be paid to project workers. An employer may, with the consent of a project worker, make deductions except with the consent of the worker in terms of VAT, TAX, pension funds or other schemes as agreed by the worker and approved by the State Authority. Not later than three months after the beginning of a project worker's period of employment with an employer, the employer shall give the worker a written statement specifying the name of the employer or group of employers, and where appropriate, of the undertaking by which the worker is employed
  - The name and address of the worker and the place and date of his engagement
  - The nature of employment
  - If the contract is for a fixed term, the date when the contract expires
- **Hours of work and overtime:** Normal hours of work in any undertaken according to the regulation shall be those fixed under mutual agreement or collective bargaining within the organization. This shall also be in line with Federal Government regulations and as maybe stipulated by the program management at the federal level. However, being a project environment, the normal working hours is proposed to be from 8am to 4pm with a one-hour interval break period.
- **Benefits:** project workers shall be entitled to a minimum of 12 working day holiday with full payment of wages after twelve months of continuous service including sick leave.

Other areas covered by the act are:

- Fair treatment and equal opportunities for project workers.
- Employment of women
- Labor health matters
- Prohibition of forced labor
- Labor complaints

### Factories Act, 1990

The Factories Act 1990 is a landmark in legislation in occupational health in Nigeria. It provides a substantial revision of the colonial legislation, Factories Act 1958, in which the definition of a factory was changed from an enterprise with 10 or more workers to a premise with one or more workers thereby providing oversight for the numerous small-scale enterprises that engage most of the workforce in Nigeria.

It stipulates the enforcement of compliance on factories, industries, and organizations that employ labour on the protection of the right of workers to a friendly environment, health and safety including provisions for prevention and protection from hazards, safety training and supervision, notification, and investigation of accidents amongst others.

### Factories Act, Cap F1, LFN 2004

- Provides a legal framework for the regulation of safety standards for the operation of factories in Nigeria; and
- Sets out minimum standards for clean and conducive working environments.

### Employees' Compensation Act (2010)

The Act provides compensation to employees who suffer from occupational diseases or sustain injuries arising from accidents at the workplace or in the course of employment. Payment of compensation (to the worker or his dependents in case of death) by the employer is rooted in the accepted principle that the employer has a duty of care to protect the health, welfare, and safety of workers at work. The ECA further makes provision for the rehabilitation of employees affected by work related disabilities including mental illness. Like the Workmen Compensation Act, the ECA applies to employers and employees in the public and private sectors. The Act however exempts members of the Armed Forces who are not employed in a civilian capacity.

### Trade Unions (Amended) Act, 2005

Relevant provisions include:

- Membership of a trade union by employees shall be voluntary and no employee shall be forced to join any trade union or be victimized for refusing to join or remain a member.
- For the purposes of collective bargaining all registered Unions in the employment of an employer shall constitute an electoral college to elect members who will represent them in negotiations with the employer.
- The right to strike is an integral part of the freedom of every citizen to associate with others particularly to form or join a trade union of his choice for the protection of his interests, which is entrenched in section 40 of the Constitution of the Federal Republic of Nigeria 1999.
- No person shall subject any other person to any kind of constraint or restriction of this personal freedom during persuasion

### The Occupational Safety and Health Act 2005

This act states that every employer shall, so far as is reasonably practicable, ensure the safety,



health, and welfare at work of all his employees. Other special provisions relevant to this LMP include:

- Prohibitions regarding young persons.
- Duties of employer regarding Safety and Health Officers
- Risk assessment by employer and Record of risk assessments
- Exposure to serious and imminent danger.
- Duties of Safety and Health officers, Establishment of Safety and Health Committees.
- Health and welfare: Structure of building, Overcrowding, Ventilation and temperature, Lighting, Sanitary conveniences, Supply of drinking water, Washing facilities, Provisions for first aid.
- Safety (Machinery): Training and supervision, use of equipment and machinery.
- Safety (general provision): Safe means of access and safe place of employment, Substances hazardous to health, Prevention of fire, Safety provisions in case of fire

#### National Minimum Wage Act, 2024

National minimum wage in Nigeria is determined by the Government. Government is empowered to set up “industrial wages boards” for specific sectors or geographical areas where it considers wages to be “unreasonably low” or where there is no adequate collective bargaining machinery for the effective regulation of wages or other conditions of employment of those workers. Generally, wage rates are determined by the applicable collective agreement or the agreement between the worker and the employer. Section 15 of the Labour Act states that “wages shall become due and payable at the end of each period for which the contract is expressed to subsist (daily, weekly or at such other period as may be agreed upon) provided that where the period is more than one month, the wages become due and payable at intervals not exceeding one month”. The Act applies across all sectors/employers, with the exception of an establishment in which workers are employed or paid part-time and/or on a commission or piece-rate basis: this implies that such supply and transport workers are bound by their contractual agreements

#### The Occupational Safety and Health Act 2005

This act states that every employer shall, so far as is reasonably practicable, ensure the Safety, Health and Welfare at work of all his employees. Other special provisions relevant to this LMP include:

- Prohibitions regarding young persons
- Duties of employer regarding Safety and Health Officers
- Risk assessment by employer and Record of risk assessments
- Exposure to serious and imminent danger
- Duties of Safety and Health officers, Establishment of Safety and Health Committees
- Health and welfare: Structure of building, Overcrowding, Ventilation and temperature, Lighting, Sanitary conveniences, Supply of drinking water, Washing facilities, Provisions for first aid
- Safety (Machinery): Training and supervision, use of equipment and machinery
- Safety (general provision): Safe means of access and safe place of employment,

Substances hazardous to health, Prevention of fire, Safety provisions in case of fire.

#### National Policy on Occupational Safety and Health, revised 2020

This policy was approved by the Federal Executive Council (FEC) in September 2020. While this has not been legislated, in this LMP it is captured as a guide for voluntary compliance and serves as a basis for OSH programs. Furthermore, it recognizes ISO 45001:2018 and captures policy provisions for implementing Occupational Safety and Health, and duties and roles of various groups including Statutory authority, federal ministry of health, MDAs, employers, organizations, manufacturers, transporters, workers, HSE Committees, Nigeria Social Insurance Trust Fund, Standards Organisation of Nigeria, Office of the Head of Civil Service, Mass Media, Academia, and other stakeholders.

#### National Industrial Court Act – 2006

The National Industrial Court (NIC), Nigeria.> <https://nicn.gov.ng/officialGazette/act.pdf>] is a specialized court in Nigeria whose overall mandate is to provide an effective and specialized judicial forum for the resolution of labor and industrial disputes in Nigeria. It has been put in place as an instrument of the state to ensure stability in the labor sector. The court serves as the umpire between the Labor unions and the Federal Government, which is quite a vital role to play towards stabilization of the economy. Some provisions of the National Industrial Court Act include

- The Act defines the jurisdiction of the National Industrial Court, specifying the types of cases it can hear. This typically includes disputes arising from the employer-employee relationship, industrial actions, trade disputes, and matters related to labor and employment laws.
- The NIC Act contains provisions related to the resolution of disputes through arbitration, mediation, or other alternative dispute resolution mechanisms. The court plays a role in settling labor-related disputes to ensure harmonious industrial relations.
- The court has the authority to hear and determine cases related to labor and employment laws, including issues such as wrongful termination, industrial accidents, collective bargaining agreements, and other employment-related disputes.
- NIC may have the power to interpret labour laws and regulations, providing guidance on the application and interpretation of statutes related to industrial relations.

### 3.3 Federal Ministry of Labor and Employment (FML&E)

The Nigeria Ministry of Labor and Employment is the country 's designated authority for Labor- related matters. The ministry has the authority and capacity to ensure appropriate labor management in the country; as such, its institutional framework is adequate to accommodate and oversee the implementation of requirements under the World Bank 's ESS 2 – Labor and Working Conditions. The ministry is structured into a federal secretariat and 6 zonal offices consisting of 9 departments within which there are 6 professional and 3 service departments, the ministry also oversees 5 parastatals. The FML&E has liaison offices in all 36 states and the FCT with desk officers and officials present across Nigeria.



## Relevant Departments under the FML&E

### a. The Inspectorate

The Department is charged with the responsibility of ensuring compliance with all national and international Labor legislation connected with terms and conditions of employment, promotion of health and safety and sustenance of industrial peace and harmony. The department is also charged with the protection of children from child Labor especially in its worst forms.

### b. Social Security Department

The Ministry inaugurated a National Working Committee (NWC) on Social Security Policy for Nigeria. The outcome was the establishment of the Social Security Department within the ministry to promote a coordinated and holistic approach to social security. The policy drafted by the NWC was in line with the International Labour Organization (ILO) Convention 102, to provide a framework for international best practices based on set minimum standards. The policy is expected to provide the poor, weak, and vulnerable equitable access to medical care, employment, maternity care, survivor's benefits, etc. The department collaborates with relevant stakeholders to regulate a well-focused, coordinated, and effective National Social Security System.

### c. Employment and Wages

The Department is charged with the responsibility of initiating and implementing the employment and wages policies of the Federal Government of Nigeria and has the following functions:

- Formulation and implementation of employment policies.
- Registration and placement of unemployed applicants through:
  - Employment Exchanges
  - Professional and Executive Registries
  - National Electronic Labor Exchange
  - Coordination of Decent Work Country Program
- Wages administration through:
  - Wages Monitoring Processing of Collective Agreements
  - Issuance of Recruiter's Licenses.
  - Labor migration management.
- Initiating and implementing programs on active aging
- Oversight functions over the National Directorate of Employment.

### d. Occupational Safety and Health

The Factory Inspectors under the department are responsible for the enforcement of Factories Act 1990, Cap 126 Law of the Federation of Nigeria. The Occupational Safety and Health Department has statutory responsibility for safeguarding and promoting the safety, health and wellbeing of workers in their various workplaces (Factories), through workplace Inspections, accident investigations, Safety and Health awareness campaigns, workplace Safety and Health audit, etc., as well as developing policies, regulations, guidelines, codes of practice and other instruments, with a view to preventing the occurrence of work related accidents, injuries, diseases/ill health, and deaths and enhancing occupational safety and health

performance levels for higher productivity among the workforce. They also oversee the implementation of several other subsidiary legislations, which provide for the safety, health, and welfare of workers in all workplaces nationwide. Some specific activities in line with OSH include:

- Special Inspection of workplaces.
- Investigation of accidents, dangerous occurrences and occupational diseases.
- Prosecution of recalcitrant occupiers.
- Preparation of safety and health regulations, code of practice, guidelines and standards for various operations, processes and hazardous agents.
- Provision of occupational safety and health education to workers and employers.
- Recording and dissemination of information and statistics on all aspects of occupational safety and health through the national Occupational Safety Health Information Centers.
- Provision of technical assistance and advisory services to workplaces on HIV and AIDS interventions.

#### e. The Office of the Registrar of Trade Unions

The Registrar of Trade Unions is a unit in the Trade Unions Services and Industrial Relations Department; the office of the Registrar of Trade Union (RTU) is a statutory office created by Section 45 of the Trade Union Act CAP T8 LFN 2004. The Registrar has the primary responsibility for the effective administration of the Trade Unions Act. Hence, the office of the registrar of Trade Unions has the following specific responsibilities:

- Registration of trade unions.
- Cancellation of certificate of registration of trade unions.
- Supervision of trade unions accounts.
- Issuance of guidelines and circulars to registered unions, highlighting observed shortcomings in their obligations under the provisions of the Trade Unions Act for effective administration of the registered bodies.
- Promotion of workers educational programs through lectures at trade unions organized seminars, workshops, symposia, and conferences.
- Maintenance of records of registered offices, documents, and particulars of registered unions.
- Attendance to courts in respect of relevant Trade Union matters.
- Collection of statutory fees as revenue for the government and paying the same into the government coffers.

### 3.4 International Regulations

#### 3.4.1 International Labor Organization (ILO)

The International Labor Organization has maintained and developed a system of international labor standards aimed at promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and dignity. International labor standards are legal instruments drawn up by the ILO's constituents (governments, employers, and workers) and setting out work and social policy, backed by a supervisory

system designed to address all sorts of problems in their application at the national level of member-countries including Nigeria. Specifically, Nigeria is a signatory to the following agreements relevant to this project:

- Freedom of Association and Protection of the Right to Organize, 1948 (No. 87)
- Right to Organize and Collective Bargaining, 1949 (No. 98)
- Discrimination (Employment and Occupation), 1958 (No. 111)
- Equal Remuneration, 1951 (No. 100)
- Child Labor, 1999 (No. 182)
- Abolition of Forced Labor, 1957 (No. 105)
- Occupational Safety and Health, 1981 (No. 155)

#### 3.4.2 Africa Regional Labor Administration Centre (ARLAC)

The African Regional Labor Administration Centre was jointly established by the ILO and UNDP in 1974 as a project for the development of labor administration issues, then referred to as public administration activities in the field of national labor policy in ratified member states including Nigeria. The following areas are covered:

- Labor Administration
- Labor Inspection Occupational Safety and Health
- Employment Issues
- Training of Trainers
- Social Dialogue

#### 3.4.3 Organization of African Trade Union Unity (OATUU)

OATUU, which Nigeria is a party to, performs its functions of coordinating trade union actions in Africa, defending the moral and material interest of African workers including migrant workers; harmonizing labor legislation and the principles of collective bargaining; working for African unity and economic integration; working for social and economic justice etc.

#### 3.4.4 Africa Union, Labor and Social Affairs Commission (AULSAC)

Addresses issues on:

- Employment creation, with a particular focus on young people.
- Social protection in the context of widening inequalities.
- Inclusive social dialogue, anchored on International Labor Standards; and
- Migration and mobility as they impact on employment creation.

#### 3.4.5 Organization of Trade Union of West Africa (OTUWA)

Key Objectives of the OTUWA which Nigeria is part of, and relevant to this project include:

- To work towards full, decent and freely chosen employment and the elimination of all forms of discrimination based on race, sex, nationality or creed.

- To fight for the improvement of working and living conditions including the extension and sustenance of social security coverage to everyone.
- To promote greater gender equality

### 3.5 International Finance Institution Requirements

In relation to this LMP, the most pertinent applicable requirement is The World Bank Environmental and Social Standard 2 (ESS 2): Labor and working conditions (The World Bank, 2017) Other important requirements include:

- Performance Standard 2: Labor and Working Conditions (International Finance Corporation, 2006)
- Workers' accommodation: processes and standards (European Bank for Reconstruction and Development and International Finance Corporation, 2009)
- Universal Declaration of Human Rights (United Nations, 1948)
- International Labor Organization Core Conventions
- United Nations Human Rights Council: Report of the Special Representative of the Secretary General on the issue of human rights and transnational corporations

### 3.6 World Bank Environmental and Social Standards:

The World Bank has in place a number of environmental and social safeguards standards, which are aimed at preventing and mitigating undue harm to people and their environment in any development projects involving the Bank. The Bank's Environmental and Social Framework, which consists of ten standards, has ESS 2 Labor and Working Conditions which is of utmost importance to this assignment. The ESS 2 recognizes the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. Borrowers shall promote sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions.

The objectives of ESS 2 are as follows:

- To promote safety and health at work
- To promote fair treatment, non-discrimination, and equal opportunity of project workers
- To protect project workers, including vulnerable workers such as women, widows, orphans, and persons living with disabilities, children (of working age, in accordance with this ESS) and migrant workers contracted workers, community workers and primary supply workers, as appropriate
- To prevent the use of all forms of forced Labor and child Labor; and
- To provide project workers with accessible means to raise workplace related concerns, grievances etc

#### 3.6.1 World Bank Environmental, Health, and Safety Guidelines (EHS)

The OHS measures will be designed to address identification of potential hazards to project workers (Direct, Casuals, Contracted and Consultants) particularly those that may be life threatening; provision of preventive and protective measures via modification, substitution,

or elimination of hazardous conditions; training of project workers; emergency prevention and preparedness and response arrangements to emergency situations; documentation, reporting and remedies of accidents and incidents.

In the implementation of HeSP project, the following guidelines shall be adhered to:

- Identification of all occupational hazards and associated risks early as possible for project life cycle.
- Involvement of EHS professionals, who have the experience, competence, and training necessary to assess and manage ESH impacts and risks
- Conduct risk assessment to understand the likelihood and magnitude of EHS risks associated with project based on whether the project will involve hazardous materials or processes; the potential consequences to workers, communities, or the environment if hazards are not adequately managed, which may depend on the proximity of project activities to people or to the environmental resources on which they depend.
- Prioritize the risk management strategies with the objective of achieving an overall reduction of risk to human health and the environment
- Favour strategies that eliminate the cause of the hazard at its source, for example, by selecting less hazardous materials or processes
- When impact avoidance is not feasible, incorporate engineering and management controls to reduce or minimize the possibility and magnitude of undesired consequences, for example, with the application of pollution controls to reduce the levels of emitted contaminants to workers or environments.
- Monitor and document the performance of the OHS.

## **4. Assessment of Key Potential Labour Risks and Mitigation Measures**

### **4.1 Introduction**

This section outlines the potential labor risks and impacts associated with the HeSP. The labor risks and impacts associated with the project are moderate due to the nature of activities which are expected to have limited impacts as they can largely be avoided, minimized, or managed through procedures, including procedures set out in this LMP. The LMP will be reviewed during project implementation and adequate measures and procedures to manage negative impacts will be indicated as required.

### **4.2 Expected Project Activities HeSP**

The proposed project activities will include minor to moderate civil works during the rehabilitation of PHCs, construction of one warehouse in the Federal Capital Territory and 6 regional laboratories in each of the geopolitical zones in Nigeria. The specific location is not yet known; however, it will be domiciled in land belonging to government health institutions. Other activities will include installation of WASH facilities in PHCs, laboratory operations, health service delivery, and activities that will involve movement of health commodities. These activities may pose occupational safety and health risks to workers. During civil work, workers may be exposed to physical hazards such as falls, equipment-related injuries, noise, dust, and handling of construction materials. Health personnel and laboratory staff may face biohazard risks due to contact with infectious agents, contaminated specimens, or improper handling of sharps and medical waste. In addition, improper use of chemicals, reagents, and disinfectants poses risks of chemical exposure or accidents. Inadequate use of PPE, limited training, and poor site supervision can increase the likelihood of incidents.

The health and safety risks to which people working on these projects will be assessed and mitigation measures will be put in place (see annex 1). Other potential risks include travel risk, security risks, direct work could also be negatively impacted through gender discrimination and inequality, inadequate compensation and benefits, workplace violence and harassment, among others. Table 4.1 below presents the expected labor risks and impacts of the project and their mitigation measures

Table 4.1: Labour Risk Identification and Analysis

Risk Categories	Labour Risks	Impacts	Mitigation
Non-discrimination and equal opportunity	Unfair and unclear recruitment/employment and selection practices	This could discriminate against women, vulnerable groups, ethnicity, religion, etc.	The NPCU should ensure that the employment of project workers will be based on the principle of equal opportunity and fair treatment, and there will be no discrimination with respect to any aspects of the employment relationship, such as recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, job assignments, promotion, termination of employment or retirement, or disciplinary practices.
	Unfair and unclear deployment of government workers to work in the PMU (no contract, terms of reference, etc.)  Lack of competitive process of employment/ deployment	Workers may become frustrated, lack focus or be redundant. -The above two could also attract the attention of NGOs and legal actions against the project.	Government workers to be deployed to the NPCU should have official letters of deployment, stating designation and reporting obligations.  Condition of service with detailed job description should be outlined in the letter of engagement of all categories of workers.
	Payment of workers may be based on discrimination, e.g., male may be paid higher than women even on the same level of job schedule.  In case of involvement foreign workers may be treated better than local workers in terms of living conditions, unequal pay, etc., even when they are on the same level.	Displeasure, strifes, and conflicts amongst workers. Sabotage and under-performance by workers  This could create bad reputation for the project.	The NPCU to safeguard the interests of vulnerable groups, women including gender parity at the workspace  NPCU to ensure equal pay and equal treatment for all workers.
Terms and Conditions of Employment	Project workers may not be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment/ deployment	Speculations, wrong expectations, grievances, riots, refusal to work etc.	The NPCU should ensure fairness of employment terms and conditions against the applicable and prevailing National stipulations and requirements set out in this LMP. They should also closely supervise contractors to ensure fairness of employment terms and conditions for the workers.



Risk Categories	Labour Risks	Impacts	Mitigation
	Lack of unified rules and regulations for all workers  Adequate facilities may not be provided	Workers may become frustrated, lack focus or be redundant  High staff turnover  Workers could be overlabored, worker fatigue & stress	-All information and documentation must be provided at the beginning of the working relationships and when any material changes to the terms or conditions of employment occur  Government workers deployed to the NPCU should have clearly defined terms of reference, terms and conditions of employment, entitlements amongst others, and condition of service with detailed job description shall be outlined in the letter of engagement of all categories of workers
	Exploitative wages: wages may not be commensurate with the level of work/ services performed	Legal action against the project  Abuse of power, abuse of personnel	Project workers should be paid on a regular basis as required by national law and labour management with a principle of “equal pay for equal work”
	Over-stretched working hours: undefined cut-off time, no break periods, denial of time for religious practices etc.	Under-compensation  Unfair dismissal procedures  Workers could be overlabored, grievances, high turnover, poor reputation for the project, worker fatigue & stress, LTIs	All project workers should abide by the national adopted hours of work, which is eight hours, five days a week, be provided with adequate periods of one-hour rest per day and one day per week [Labor Act section 13], annual holiday and sick leave, as required by national law
Occupational Health and Safety	Unsafe and unhealthy work environment	This could result to injuries, incidents, and accidents.	The NPCU, contractors, suppliers and all those involved in the project should conduct a risk and hazard analysis for the work under their control and ensure adequate mitigation measures are in place.
	Poor work safety culture such as lack of provision of PPEs, absence of hazard analysis and HSE training  Inadequate work tools	Increased accidents during project execution	All work sites including laboratories, construction sites, hospitals and veterinary centers must ensure workers have appropriate working conditions, sanitation facilities separate for male and female, basic amenities, appropriate signage in place, provision of adequate PPEs, first aid boxes, appropriate work tools, work permit etc. Adequate monitoring of contractors’ activities should be done by respective Monitoring officers at the NPCU to ensure compliance.
	Sub-standard worker facilities and workers management	Spread of diseases and illnesses amongst workers  Sub-optimal work	The NPCU and contractors must provide clean, safe, and accessible toilets, drinking water, washing, and eating facilities, and secure storage for personal items for all workers.



Risk Categories	Labour Risks	Impacts	Mitigation
	<p>Accidents from movement of equipment and infrastructure and other project works</p> <p>Road safety issues from transportation activities of goods from one location to another</p>	<p>Lost Time Injury (LTI),</p> <p>Medical Treatment Case (MTC),</p> <p>Permanent disability,</p> <p>Fatality</p>	<p>Only skilled and licensed drivers should be used under the project with continual training.</p> <p>Project Managers, contractors and other involved groups to operate an Environmental, Social, Health and Safety System (ESHSS) that is consistent with good international industry practice while also conducting risk assessment and develop emergency preparedness and response plans for various work types.</p> <p>Adequate Monitoring by the Safeguard teams to ensure compliance</p>
Security risk/ threat to workers	Significant security risks in some parts of the country where the project will be implemented	Unsafe exposure to security threats from ambush, carjacking, kidnaping, banditry and terrorism especially migrant workers.	The NPCU will implement a Security Management Plan developed under the CoPrep project
Child Labour	Underage children (below the age of 18) could be exploited by contractors or primary suppliers or in other project related activities	<p>Children could be exposed to dangerous situations causing injury, accidents, and ill-health.</p> <p>Deprive children of school attendance, which is against the law</p> <p>Child abuse could ensue.</p>	Given the nature of the project where health and occupational risks are envisaged especially during civil works, the minimum age of eighteen (18) should be enforced at recruitment and continuously during project implementation. The NPCU should also supervise this through the monitoring activities of their Safeguard team.
Forced Labor	<p>People could be coerced and threatened to work.</p> <p>Involuntary or compulsory labor, such as indentured labor, bonded labor, or similar labor-contracting arrangements.</p>	<p>Reprisals</p> <p>Exposure to injury and harm</p> <p>Abuse of human rights and poor working conditions</p> <p>Legal action against the project</p>	<p>The NPCU, Contractors, Suppliers to ensure that no forced Labor exists in the project by gathering documents and appropriate proof</p> <p>A consent section should be part of the employee's signed employment contract, for all workers</p> <p>Contractors and primary suppliers should ensure that if Labor is sourced from any subcontracting agency, the workers are not subject to coercion and forced labor conditions</p>

Risk Categories	Labour Risks	Impacts	Mitigation
Sexual Harassment (SH), Sexual Exploitation and Abuse (SEA), Gender-Based Violence (GBV)	Workplace sexual harassment /sexual exploitation and abuse/ gender-based violence.	<p>Abuse of human rights</p> <p>Injury and associated physical and mental health conditions.</p> <p>Unwanted pregnancy</p> <p>Legal action against the project, attention of NGOs and bad reputation for the DISREP</p>	<p>NPCU should ensure that: A GBV action plan will be prepared</p> <p>Provision of a reporting mechanism for all category of workers for such incidents including referral services</p> <p>Communities are sensitized on GBV/SEA &amp; SH and the referral pathways;</p> <p>All project personnel should be sensitized on GBV/SEA &amp; SH;</p> <p>All category of workers in the project to be made aware of zero tolerance to Sexual Harassment (SH), Sexual Exploitation and Abuse (SEA), Gender-Based Violence (GBV).</p> <p>All categories of workers in the project are to sign the code of conduct forms</p>
Grievance Mechanism (GRM)	Lack of grievance redress channel for workers	<ul style="list-style-type: none"> <li>- Workers may be aggrieved due to unfair treatment,</li> <li>- Poor working conditions, conflicts, poor pay,</li> <li>- Overstretched working hours amongst other things. Reprisals, refusal to work</li> </ul>	<p>A Mechanism for resolution of grievance by workers has been integrated into this LMP to expeditiously address concerns among workers. It employs a clear and transparent process, delivering timely feedback to individuals in a language they comprehend, with no fear of retaliation. The GRM operates independently and objectively</p> <p>The NPCU should review the effectiveness of the GRM system periodically or when there is any significant change in the project.</p>
Right of Association and Collective Bargaining	<ul style="list-style-type: none"> <li>- Workers may not have the right to freely form, join or not join a trade union for the promotion and protection of the economic interest of that worker.</li> <li>- Workers may not be allowed the right to organize and collective bargaining, and representation</li> </ul>	<p>Abuse of power by employers</p> <p>Reprisals, legal action</p>	<p>The NPCU, contractors to ensure that all workers are informed of their right of association and collective bargaining according to ESS2</p> <p>Workers should also be informed of the worker's GRM and their right to utilize the system.</p>

Risk Categories	Labour Risks	Impacts	Mitigation
Contractors Management	<ul style="list-style-type: none"> <li>-Contractors on the project may not be adequately managed or monitored.</li> <li>-Non-compliance to provisions of this LMP and other national Labor requirements.</li> </ul>	<ul style="list-style-type: none"> <li>-Accidents/incidents, loss time injury to workers due to negligence in adhering to OHS concerns.</li> <li>-Unruly behavior of contractors</li> <li>-Unfair treatment of workers, conflicts</li> <li>-Legal actions and bad reputation for the project.</li> </ul>	<p>Contractors to prepare a Labor Management Plans as part of Contractor's ESMPs based on the provisions of this LMP and the details of labour to be used in those contracts. These plans will be reviewed and cleared by the NPCU, as appropriate.</p> <p>Contractors to maintain records of:</p> <ul style="list-style-type: none"> <li>-Workers engaged under the Project, including contracts must be kept.</li> <li>-Training attended by workers including CoC, HSE, STIS/STDS, GBV etc.</li> <li>-Accidents/ incidents and corresponding root cause analysis</li> <li>-Sanctions, punishments and terminations with reasons and follow-up actions taken.</li> </ul> <p>These records will be periodically reviewed by the Project's Safeguard team, including consistent monitoring of Contractor's performance and compliance.</p>
Labor influx	Influx of workers into project communities due to HeSP project activities.	Some of the Sub-Projects may face influx of labor to local communities especially where skilled laborers are not available in some project sites. This could lead to increase in potential spread of STIs/STDs, HIV/ AIDs due to workers on site, increase in GBV/SEA especially for Girls that have been exposed to contractors, sexual relations between contractors and minors and resulting pregnancies, encourage presence of sex workers in the project communities	<p>Encourage hiring of labor from the host communities. Maintain labor relations with local communities through a code of conduct (CoC)</p> <p>The Code of Conduct must be signed by all workers.</p> <p>Workers must be trained on the provisions of the CoC about refraining from unacceptable conduct toward local community members, specifically women and informed of the sanctions for non-compliance. Training must be conducted for all new hires including sub-contractors.</p>
Primary suppliers	<ul style="list-style-type: none"> <li>- Primary suppliers could also be exposed to occupational risks.</li> <li>- Worker's mismanagement</li> </ul>	<ul style="list-style-type: none"> <li>- Incident/accidents while performing project related functions.</li> <li>- Workers could be treated unfairly.</li> </ul>	<p>-Primary suppliers should maintain records related to occupational injuries, illness and lost time accidents, corrective action, conditions of work etc.</p> <p>Environmental and Social Safeguard specialist of the NPCU shall monitor the performance of primary suppliers as regards workers management.</p>

Risk Categories	Labour Risks	Impacts	Mitigation
Discipline and Termination of Employment	<ul style="list-style-type: none"> <li>- Disciplinary process may not be fairly or equitably employed across board</li> <li>- Conditions for termination may be clearly outlined in the terms of employment</li> </ul>	<ul style="list-style-type: none"> <li>- Grievances, reprisals etc.</li> <li>- Unfair dismissal from work</li> <li>- Abuse of power and human rights</li> <li>- Legal action against the project</li> </ul>	<p>The NPCU should periodically review workers' disciplinary and termination processes to ensure that they are executed fairly and without prejudice. Where unfair treatment is established, correction and corrective action should be implemented and monitored. Termination of appointment should abide by the following principles:</p> <ul style="list-style-type: none"> <li>- Valid or reasonable.</li> <li>- Clear and unambiguous.</li> <li>- The employee is aware, or could reasonably be aware of the rule or standard; and</li> <li>- The procedure to be applied in the event the employee contravenes any of these rules</li> </ul>

### 4.3 Security Risks Management

Given the notable security challenges in certain parts of the country and where the project will implement the Security Management Framework prepared under the CoPREP Projects. It is important to note that Project funds will not be used to purchase firearms when engaging security personnel for

sub-project activities. The Project proposes implementing a strategy that involves deploying security personnel to accompany health officers during disease outbreaks, particularly in areas experiencing significant security challenges. Furthermore, the security personnel will comply with the guidelines outlined in the Good Practice Note on “Assessing and Managing the Risks and Impact of the Use of Security Personnel.” This intervention aims to ensure the safety of health workers as they carry out their activities in security-prone areas.

### 4.4 Journey Management Plan and Emergency Preparedness

As part of procedural safety culture in the implementation of LMP, a journey management plan which provides guidance to employees in case of road emergencies and accidents shall be developed by the NPCU and contractors. Aside from providing general safety guidelines on what to do if their vehicle breaks down, the journey management plans shall include project or company specific processes and information such as a list of contact persons an employee can reach out to if necessary. Likewise, general guidelines for dealing with the most common safety and security incidents shall be prepared as a critical element of emergency preparedness and incidents response. In addition, the journey management plan will also cover sample logistics and the transfer of infectious biologic tissues which is anticipated as part of the activities under the HeSP. Expanding laboratory sample transportation will introduce biohazard risks if infectious materials are not properly packaged, transported, and disposed of. A detailed chemical handling procedure is expected to be prepared by each implementing agency and contractor to ensure safe handling of biological material, especially while in transit.

## **5. Policies and Procedures for Labour Management**

### **5.1 Policies for Labor Management**

Management of labor under HeSP will be governed by the provisions of the World Bank ESS2: Labor and Working Conditions, International Labor Organization (ILO), ISO 45001 standards, Labor Act and other regulations as outlined in section 3 of this plan. The guiding policies for HeSP include:

- There shall be non-discrimination and equal opportunity provided for all workers.
- The terms and conditions of employment shall be outlined in clear and understandable terms, ensuring fairness of employment terms and conditions against the applicable and prevailing National stipulations for all workers. All Government workers deployed to work on the project shall be given official letters of deployment by their parent ministries.
- Employers (e.g., REA; Private Developers, Third Party Developer & Contractors etc) shall provide safe and healthy working conditions for workers, void of worker exploitation, and shall ensure the provision of standard facilities.
- Employers shall conduct job hazard and risk assessment and implement actions to address such risks.
- Employers shall provide adequate work tools and personnel protective equipment to all workers.
- Timely and adequate training on OHS/HSE shall be provided to all workers.
- There shall be no use of child labor or forced labor.
- Workplaces shall be free of Sexual Harassment (SH), Sexual Exploitation and Abuse (SEA), Gender-Based Violence (GBV).
- Grievance redress mechanism for workers shall be instituted at all levels of engagement in consultation with the affected worker category.
- Workers shall have their right of association and collective bargaining.
- There shall be proper documentation of contractors/supplier's management in line with OHS requirements.
- Termination of appointment shall be valid or reasonable, clear, and unambiguous, without prejudice and the employee must be aware of the reason.
- There shall be continuous consultation with workers on the effectiveness and improvement of the labor management procedures.

### **5.2 Procedures for Labor Management**

#### **1. Non-Discrimination and Equal Opportunity**

Employment of project workers will be based on the principles of non-discrimination and equal opportunity. There will be no discrimination with respect to any aspects of the employment relationship, including recruitment, compensation, working conditions and terms of employment, access to training, promotion, or termination of employment. The following measures will be followed by the Implementing Agency and contractors and

monitored by the respective teams:

- Recruitment procedures will be transparent, public and non-discriminatory, and open with respect to ethnicity, religion, sexuality, disability or gender.
- Clear job descriptions will be provided in advance of recruitment and will explain the skills required for each post; All workers will have written contracts describing the terms and conditions of work and will have the contents explained to them. Workers will sign the employment contract.
- Depending on the origin of the employer and employee, employment terms and conditions will be communicated in a language that is understandable to both parties.
- In addition to written documentation, an oral explanation of conditions and terms of employment will be provided to workers who may have difficulty understanding the documentation.
- Government workers deployed to work in PMU will be given official deployment letters from their parent ministries which will state the designation at the PMU, reporting obligations, commencement date and end date (where possible), entitlements amongst others.

## **2. Age of Employment and Child Labor**

- HeSP will only engage individuals at the minimum age of eighteen (18) and this will be enforced at recruitment and monitored by the IA, suppliers, and contractors.
- Contractors will verify the identity and age of all workers. This will require workers to provide official documentation, which could include a birth certificate, national identification card, passport, or medical or school record.
- Hired project workers above 18 will conduct their activities in ways that are not detrimental with respect to education or be harmful to the child's health or physical, mental, spiritual, moral or social development.
- If a child under the minimum age is discovered working on the project, measures will be taken to immediately terminate the employment or engagement of the child in a responsible manner, considering the best interest of the child.

## **3. Terms and Conditions of Employment**

- All workers will be provided with clearly defined terms and conditions of employment.
- Terms and conditions of direct workers will be determined by their individual contracts and public service rules (for government staff) and are guided by terms and conditions stipulated in the Public Service Rules (2008 edition).
- Consultants will apply the terms and conditions stipulated in their contract of engagement.
- The conditions of employment will set out workers' rights under national labor and employment law (which will include any applicable collective agreements), including job title, supervisor, their rights related to hours of work, wages, overtime, compensation and benefits, contract duration, disciplinary procedures, rules & regulations, procedure for termination of appointment, as well as those arising from the requirements of this LMP. This information and documentation will be provided at the beginning of the working relationship and when any material changes to the terms or conditions of employment



occur.

- Oral communication and explanation of working conditions and terms of employment will be provided where project workers do not read or have difficulties understanding the documentation.
- Project workers will be paid on a regular basis as required by national law and in the conditions of employment. Deductions from payment of wages will only be made as allowed by national law or the labor management procedures, and project workers will be informed of the conditions under which such deductions will be made.

#### **4. Working Conditions**

- Project workers will be provided with facilities appropriate to the circumstances of their work, including access to canteens, hygiene facilities, and appropriate areas for rest.
- Where worker camps are provided to project workers, policies will be put in place and implemented on the management and quality of accommodation to protect and promote the health, safety, and well-being of the project workers, and to provide access to or provision of services that accommodate their physical, social and cultural needs in line with the HeSP ESMF.
- Employees and contractors will ensure accessibility of facilities, resources and information communication for project workers with disabilities including the provision of wheelchair ramps or elevators, or alternative formats of communication, such as large print, Braille, accessible digital formats or audio tape.
- Provide protection and assistance for pregnant women against prejudice, physical harm, and unfair dismissal and allow for adequate maternity leave in line with applicable laws.
- Ensure workplace ergonomics including:
  - Use of supportive chairs for good lumbar support
  - Position the computer workstation at a parallel position to the eyes
  - Adequate lighting to avoid eye strain including protective screens on computers
  - Good housekeeping practice
  - Proper layout of electrical wires and appliances
  - Deployment of fire extinguishers

#### **5. Occupational Health and Safety**

Employees and contractors will implement the following procedures:

- Conduct hazard and risk assessment for all job types/activities.
- Provide preventive and protective measures for such risks, including modification, substitution, or elimination of hazardous conditions or substances.
- Provide adequate work tools, first aid boxes, appropriate personnel protective equipment (PPEs) and implement job controls such as work permits and standard operating procedures (SOPs).
- Provide HSE/OHS training for workers including toolbox talk and maintain records of such training.
- Ensure that work organization with respect to hours of work and rest breaks does not adversely affect occupational safety and health

- Engage competent people to help the program/contractor meet its health and safety obligation
- Ensure the inclusion of Occupational health issues in contract documents to make them obligatory/mandatory.
- Prepare emergency prevention and preparedness and response plan, assign responsibilities, train responsible parties, test and improve on such plans.
- Establish Environmental, Social, Health and Safety System (ESHSS) and ensure training for associated workers in line with the required national labor requirements, World Bank ESS2 requirements and procedures set out in this LMP.
- It is recommended to include women representatives on OHS team to help design policies and practices responding to the needs of female project workers.
- Provide mechanism for consultation and participation of workers in OHS matters and implementation of OHS measures.
- Provide workers in high noise areas with earplugs or earmuffs.
- Project workers have the right to report work situations that they believe are not safe or healthy, and to remove themselves from a work situation in which they have reasonable justification to believe presents an imminent and serious danger to their life or health.
- Make resources available to implement and maintain occupational health and safety management system.
- Conduct routine site inspections and safety audits.
- Implement the Healthcare Waste Management Plan (HCWMP)

## **6. Fatality and Serious Incidents Handling**

Severe incidents will be notified to the Bank within 24 - 48 hours after learning about the incident or accident using World Bank Environmental and Social Incident Reporting Template (ESIRT). A detailed report of the incident will be provided within fifteen (15) days of the occurrence of the accident. In the event of an occupational fatality or serious injury, the IA / contractor shall report to NCDC and consequently escalate to the Bank as soon as they become aware of such incidents. Relevant government authorities should be informed as applicable. Corrective actions shall be implemented in response to project related incidents or accidents. NCDC – NPCU in collaboration relevant IA or contractor as applicable, will be required to conduct a root cause analysis for designing and implementing further corrective actions with the support of the Bank.

## **7. Forced Labor**

- Employees and contractors will not make use of any work or service which is exacted from an individual under threat of force, penalty, coercion, abduction, fraud, or deception. HeSP will not entertain any kind of involuntary or compulsory labor, such as indentured labor, bonded labor, or similar labor-contracting arrangements. No trafficked persons will be employed in connection with the project.
- Workers will be allowed free and informed of the type of job they are being engaged to perform.
- Where forced labor is discovered in the project's workforce, prompt action will be



taken to address the practice that has coerced the worker and reported to the REA as appropriate to be addressed in accordance with national law.

## **8. Labor Influx**

The objective of this procedure is to enable NCDC, IAs and all contractors to mitigate the excessive labor influx risks and impacts as may be triggered by Component 1.1 & 1.2. The excessive influx of workers and followers can lead to adverse social and environmental impacts on local communities, especially if the communities are rural, remote or small. Such adverse impacts may include increased demand and competition for local social and health services, as well as for goods and facilities, which can lead to price hikes and crowding out of local consumers, increased volume of traffic and higher risk of accidents, social conflicts within and between communities, increased risk of spread of communicable diseases, and increased rates of illicit behavior and crime, including GBV cases. The procedure to be implemented is as follows:

- NCDC and its IA/Contractors shall, to the extent possible ensure that all non-technical work is reserved for locals and local entrepreneurs (identifiable with the host community and witnessed by host community leadership to maximize employment creation.
- Beneficiary selection and employment recruitment should verify the authenticity of the localness of potential employees through community leaders and trade associations' leadership.
- NCDC, IA/Contractor shall liaise with local leadership on enrolment for community workers while at the same time ensuring that no grievances derive from nepotism via utmost transparency in the selection process, announcing hiring campaigns early enough during community consultations and/or other outreach activities.
- Where there are camp establishments, implementing agencies (IAs) or contractors shall ensure camp management and community relations are good. If labour camps are required, special management plans should be developed, or if smaller establishment, camp management should be reflected in the Contractor ESMP (C-ESMP), including security within camp, social relations with community members should be cordial and consistent with guidelines for GBV and SEA, waste management, water and sanitation, and proper camp demobilization.
- Establish a code of conduct for contract workers interaction with the host community. This may include:
  - Access to camp by children, non-employed girls and women
  - Appropriate language
  - Time restrictions where required
  - GBV/SEA
  - Good conduct is expected if small numbers of workers are accommodated within communities rather than camps (requirements on when to establish a camp shall be included in the Project Operation Manual)
- IAs/Contractors should have their own supply, pay for accommodation offered by community to contracted employees.
- IA/Contractor shall ensure that local supply shall not negatively impact the

availability of resources for the local communities and sourcing of local wildlife shall be prohibited.

- IA/Contractor shall provide a fully equipped first aid kit.
- IA/Contractors to mainstream HIV issues in the workplace by providing HIV prevention training during induction and continuously during employment through health and safety talks.
- IA/Contractor to be fully aware of and be ready to implement the Workers' Grievance Redress Mechanism

#### **9. Sexual Harassment (SH), Sexual Exploitation and Abuse (SEA), Gender-Based Violence (GBV)**

- All categories of workers in HeSP will be made aware of zero tolerance in matters relating to SEA/SH/GBV.
- All contractors will sign a code of conduct forms as provided in Annex 2.
- IA, contractors will establish and inform workers of a reporting mechanism for such incidents including referral services.
- Implement any World Bank approved GBV action plan prepared for the project, including management of suppliers.

#### **10. Grievance Mechanism (GRM)**

A grievance mechanism will be provided for all categories of workers (and, where relevant, their organizations) to raise workplace concerns. Such workers will be informed of the grievance mechanism at the time of recruitment and the measures put in place to protect them against reprisal for its use. Measures will be put in place to make the grievance mechanism easily accessible to all such project workers. The GRM will be in line with the procedures set out in section 7 of this LMP.

#### **11. Right of Association and Collective Bargaining**

- Workers will be allowed the rights to form and to join workers' organizations of their choosing and to bargain collectively without interference.
- Employees will also provide the information needed for meaningful negotiation in a timely manner.
- Employees will not discriminate against or retaliate against project workers who participate or seek to participate, in such workers' organizations and collective bargaining.

#### **12. Contractors Management**

- The Implementing Agency (IA) will ensure that contracted workers (contractors, subcontractors, brokers, agents, or intermediaries) are legitimate and reliable entities.
- Have documentation on their business licenses, registrations, permits and approvals.
- Should have safety and health personnel, review their qualifications and certifications.
- Records of safety and health violations, and responses, accident and fatality records, and notifications to authorities.

- Records of legally required worker benefits and proof of workers' enrolment in relevant programs, worker payroll records, including hours worked and pay received.
- Contractors prepare Labor Management Plans as part of their ESMPs based on the provisions of this LMP and the details of labor to be used in those contracts. These plans will be reviewed and cleared up by the PMU, as appropriate.
- Contracted workers will have access to a grievance mechanism as provided in section 7 of this LMP

### **13. Primary Suppliers**

- The IA will review industry labor issues relating to the supply of goods and materials that will be required under HeSP and the risks and implement actions to mitigate such risks.
- The IA will also track suppliers' performance to help inform whether procedures and mitigation measures are being appropriately implemented and provide feedback on performance and any new areas of risk.
- Specific requirements regarding child labor, forced labor and work safety issues will be included in all purchasing orders and contracts with suppliers.
- Where there is a significant risk of child labor, forced labor, serious safety issues related to primary supply workers, the NPCU will require the relevant primary supplier to introduce procedures and mitigation measures to address such issues. Such procedures and mitigation measures will be reviewed periodically to ascertain their effectiveness.

### **14. Discipline and Termination of Employment**

Project workers will receive written notice of termination of employment and details of severance payments in a timely manner: one month for skilled labor, one week for unskilled labor. However, in cases of gross misconduct, termination can be immediate but must be accompanied by proper incident report, fair, without prejudice and ensure adequate documentation.

## 6. Roles and Responsibilities for Managing the LMP

### 6.1 Introduction

The implementing agencies (IAs) have the overall responsibility to oversee all aspects of the implementation of this LMP including contractor's compliance. The IAs will address all LMP aspects as part of procurement for works/services as well as during contractor induction/training. This role will primarily be part of the responsibilities of the Environmental and Social Units; however, they will be required to liaise with their management on the fulfilment of such duties. Contractors, primary suppliers, and implementing entities will be responsible for the implementation of the plan on a daily basis and providing the required human, financial, and training resources for effective compliance.

### 6.2 Roles and Responsibilities Matrix

Specific roles are outlined below in Table 6.1 below.

Table 6.1: Roles and Responsibilities for the LMP Responsibility Matrix

Institutions	Roles	Responsibilities
NPCU	Environmental and Social Unit	<ul style="list-style-type: none"> <li>i) Ensure that contractors responsible for the civil works under the project prepare the OHS plan to meet the requirements of national occupational health and safety regulations before the start of the work.</li> <li>ii) Monitor regularly that the Contractor(s) are meeting contractual obligations towards contracted and sub-contracted workers as included in the General Conditions of Contract the World Bank Standard Bidding Documents, and in line with ESS2 and Decent Work Act</li> <li>iii) Monitor that OHS standards are met at workplaces in line with national occupational health and safety legislation and Occupational Health and Safety Plan.</li> <li>iv) Ensure that the workers for all contractors and subcontractors are aware about the grievance redress mechanism.</li> <li>v) Ensure that grievances are registered and addressed properly by the appropriate party.</li> </ul>
SPCU	Environmental Health Officer	<ul style="list-style-type: none"> <li>i) Ensure that contractors responsible for civil works under the project implement the OHS plan to meet the requirements of national occupational health and safety regulations during the project at the state level.</li> <li>ii) Monitor regularly that the Contractor(s) are meeting contractual obligations towards contracted and sub-contracted workers as included in the General Conditions of Contract the World Bank Standard Bidding Documents, and in line with ESS2 and Decent Work Act at the state level</li> <li>iii) Monitor that OHS standards are met at workplaces in line with national occupational health and safety legislation and Occupational Health and Safety Plan at the state level</li> <li>iv) Ensure that the workers for all contractors and subcontractors are aware of the grievance redress mechanism at the state level</li> <li>i) v) Ensure that grievances are registered and addressed properly by the appropriate party at the state level and communicated to the NPCU as required</li> </ul>

Institutions	Roles	Responsibilities
Contractors	EHS Specialist of Contractor	<ul style="list-style-type: none"> <li>i) Develop a Contractor's Environmental, Health and Safety Plan prior to the commencement of work.</li> <li>ii) Assign or employ a competent person responsible for the adaption and implementation of the OHS plan to the requirements of the project.</li> <li>iii) Ensure so far as is reasonably practicable the safety and health at work of all workers they have engaged.</li> <li>iv) Provide and maintain plans and systems of work that are safe and without risks to health.</li> <li>v) Maintain records of recruitment and employment process of contracted workers.</li> <li>vi) Clearly communicate job description and employment conditions to contracted workers.</li> <li>vii) Develop a system for regular review and reporting of labor, and occupational safety and health performance on site.</li> <li>viii) Develop and implement a grievance redress mechanism that would record and address the grievances raised by the workers.</li> <li>ix) Deliver regular orientation and OHS training to employees.</li> </ul>
Lab Operators	Environmental Health Officer/Unit	<ul style="list-style-type: none"> <li>i) Develop and implement an Environmental, Health and Safety Plan</li> <li>ii) Assign or employ a competent person responsible for the adaption and implementation of the OHS plan to the requirements of the project.</li> <li>iii) Ensure so far as is reasonably practicable the safety and health at work of all workers they have engaged.</li> <li>iv) Provide and maintain plans and systems of work that are safe and without risks to health.</li> <li>v) Maintain records of recruitment and employment process of contracted workers.</li> <li>vi) Clearly communicate job description and employment conditions to contracted workers.</li> <li>vii) Develop a system for regular review and reporting of labor, and occupational safety and health performance on site</li> <li>viii) Implement the waste management plan for laboratories under the program</li> <li>ix) Ensure safe handling and management of chemicals, reagents, and biologic tissues with the laboratories</li> <li>x) Develop and implement a grievance redress mechanism that would record and address the grievances raised by the workers</li> <li>xi) Deliver regular orientation and OHS training to employees.</li> </ul>
Federal Ministry of Labor and Employment	Relevant Departments	Overall responsibility for enforcing labour laws

## 6.3 Capacity Assessment for Implementing the LMP

Table 6.2 presents the capacity assessment and strengthening actions to ensure effective implementation of different management aspects of this LMP.

Table 6.2: Capacity Assessment for Implementing the LMP

Aspect	Capacity/Assessment	Strengthening Actions
Policies	There are robust policies governing workers management, safety and wellbeing, however, provisions for freedom of association, grievance redress mechanism, gender-based violence, forced labor etc. Especially for casual workers is not adequate	The LMP has provided a set of straightforward mitigation measures to be adopted for HeSP in addition to applicable laws.
		The provisions of this LMP should be disseminated for adoption to all institutions/workers groups under HeSP.
		This should also be included in procurement contracts/ other contracts
Procedures	Various OHS/HSE procedures exist in the various organizations under this project, however, not all conform to the minimum requirements of World Bank ESS2 including procedures for grievance redress mechanism, gender-based violence, workers' consultation & participation, etc.	Procedures have been outlined in this LMP which will guide the implementation of mitigation measures for risks associated with labor and working conditions under HeSP.
	Most contractors do not have defined procedures for managing labor and working conditions	Adequate sensitization on these procedures should be carried out at every level of implementation of the project, and especially prior to the implementation of project/works
Roles	All the organizations have some form of HSE team/department, however, some of them do not encompass social issues. There may also be limited capacity to implement provisions of ESS2 and thus this LMP.	Enhance the capacity of the HSE teams in terms of staffing and staff qualifications, and also coverage of social issues such as SEA/SH/GBV, vulnerable persons etc.
	Some contractors do not engage HSES officers, and/or not on a full-time basis	Contracts should entail the employment of HSES officers
Responsibilities	The staff of the various institutions have a good understanding of their responsibilities in implementing and monitoring matters relating to labor and working conditions.	Implement capacity building programs to strengthen ESHSS responsibilities, especially with respect to ESS2 and the provisions of this LMP.
	There is some level of limited capacity in handling emerging themes like SEA/SH/GBV, grievance redress mechanism.	An effective system of monitoring and reporting on matters relating to labor and working conditions will also need to be emphasized.

## **7. Grievance Redress Mechanism (GRM) for Workers**

### **7.1 Introduction**

This procedure requires every employer, including contractors, to have a formal grievance management procedure which should be known and explained to the employee. The project staff and consultants will be informed of the applicable grievance procedure to adopt in their contracts or terms of employment. All the contractors who will be engaged for the project will be required to produce their grievance procedure in line with the GRM provided in this LMP as a requirement for tender. All grievance mechanisms should at a minimum comply with these requirements:

- Who should the employee report to;
- Time frame for addressing grievances at each level should be specified.
- Opportunity to report to a higher-level authority if grievance is not resolved within the stipulated time.
- Right to seek judicial redress
- The grievance process should be guided by the following principles:
  - Transparency
  - Non-vindictive
  - Confidentiality
  - Right to representation
  - Accessibility
  - Proper documentation
  - Non-retribution
- It is important to note that the GRM for workers is not the same as the project-wide GRM defined in the ESMF for the HeSP project. The former sets out specific procedures for worker's management (labor and working conditions), while the latter sets out procedures for reporting issues related to the overall implementation of the project.

### **7.2 Establish a GRM**

A Grievance Redress Mechanism (GRM) will be implemented to ensure that all complaints from workers are dealt with appropriately, with corrective actions implemented, and the complainant informed of the outcome.

The HeSP project recognizes that various categories of workers may be deployed to work on the project and as such a uniform grievance process will be beneficial. This procedure will guide the preparation of site specific GRM for all project sites and that to be prepared as part of the Environmental and Social Management Plans (ESMPs) by contractors and suppliers

#### **7.2.1 Direct workers' GRM structure**

Direct workers will mainly be government employees in the project's PMU. Grievance may arise with direct workers particularly on the issues of compensation and longer working



hours, work environment and conditions, discrimination, and work-life imbalance when compared to other government workers are not on the project. The GRM structure for direct workers will have three levels as presented in Table 7.1 below:

Table 7.1 Grievance Redress Procedures for Direct Workers

First Level GRM	The GRC will be formed at the project level and be easily accessible to project workers. The committee will comprise the National Project Coordinator, Environmental Safeguards Specialist at the NPCU and other management staff at the NPCU. The complainant shall make official complaints to the GRC through the social safeguard person. Complaints shall be duly received, registered, and reviewed by the committee. If the complainant does not accept the solution offered by the first level GRC, then the complaint is referred to the 2nd level GRC.
Second Level of GRM: GRC at the institutional level	The GRC will be more of an institutional level. This committee shall be expanded to comprise of members from the NCDC, Federal ministries of health and social welfare, Livestock Development and Environment that makes up the NPCU. Only grievances that are not resolved by the first level GRM will be referred to the second level GRM. Complaints shall be duly received, registered, and reviewed by the committee which will be led by a senior official jointly appointed by the coordinating minister of health and social welfare, and the ministers of livestock development and environment. If the complainant does not accept the solution offered by the second level GRC, then the complaint is referred to the court redress of grievances.
Court Redress of Grievances	While the purpose of GRM put in place for workers is to resolve all issues of labour and working conditions under the HeSP project out of court and to save time which is usually involved in litigation matters, it is not out of place to anticipate a scenario where aggrieved person is not satisfied with the process and judgment thereby seeking court counsel.

### 7.2.2 Contracted workers' GRM structure

Contractor's level: Contractors shall develop their own GRM and required to resolve the grievances of contracted workers in accordance with requirements in this LMP as well as the ESS2. Grievance Focal Point (GFP) will be assigned by the Contractor to file the grievances and appeals of contracted workers and will be responsible for addressing the grievances. If the issue cannot be resolved at the contractor's level within 7 working days, then it can be taken up at the State level whereby a Social Officer of the HeSP at the State level will be engaged to coordinate the GRM functions that flow from the project level among other social responsibilities in that State. If the issue is not resolved at the State level, then it will be escalated to the HeSP project's NPCU, and follows the procedure as described in table 7 above.

## 7.3 Roles of the GRCs

The Grievance Redress Committees will be responsible for:

- Communicating with the affected workers and evaluating if they are entitled to compensation.
- Making the established grievance redress procedure public
- Escalating unresolved matters to the next level of GRC
- Maintain proper documentation of complaints, proceedings, and resolutions

## 7.4 Expectation When Grievances Arise

When workers present grievance, any of the following is or are expected from the project management/channel of grievance resolution:

- acknowledgement of their problem.
- an honest response to questions/issues brought forward.
- an apology, adequate compensation; and
- Modification of the conduct that caused the grievance and some other fair remedies.

## 7.5 Typical Grievance Redress Process

The process of grievance redress will start with registration of the grievance(s) to be addressed, for reference purposes and to enable progress updates of the cases. Thus, the aggrieved worker will file a complaint/ complete a grievance form with the GRC.

The complaint should contain a record of the person responsible for an individual complaint and records dates for the date the complaint was reported; the date the Grievance Log was uploaded onto the project database; date information on proposed corrective action sent to the complainant (if appropriate), the date the complaint was closed out and the date response was sent to complainant.

The officer receiving the complaint (part of the GRC member) will ensure that each complaint has an individual reference number and is appropriately tracked, and recorded actions are completed. The response time will depend on the issue to be addressed but it should be addressed with efficiency. The Grievance Committee will act on it within 10 working days of receipt of grievances. If no amicable solution is reached, or the affected person does not receive a response within 15 working days.

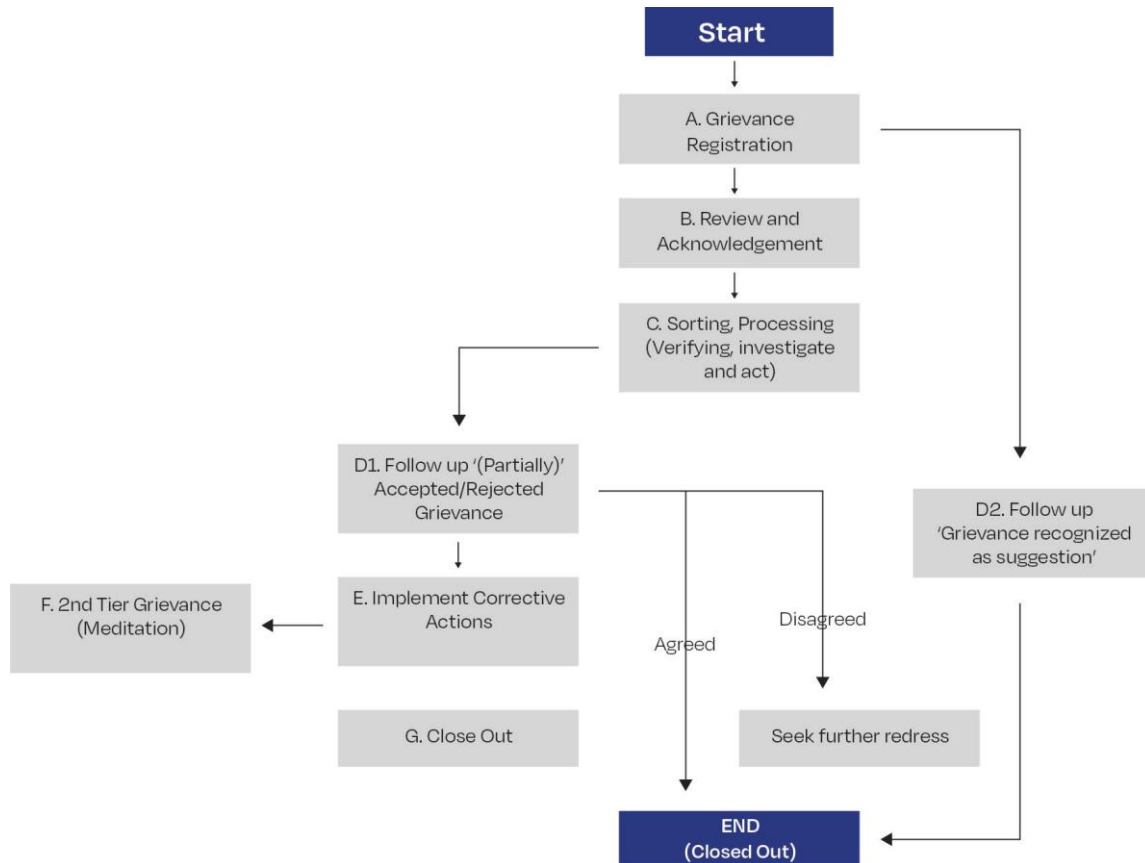


Figure 7.1: A typical Flowchart for Grievance Redress Mechanism

Table 7.2: Typical Steps in a Grievance Redress Process

Steps	Process	Description	Completion Time frame	Responsible Agency/Person
1.	Receipt of complaint	Document the date of receipt, name of the complainant, village, and nature of the complaint, and inform the PMU	1 day	Grievance redress officer
2.	Acknowledgment	By letter, email, phone of grievance	1-2 days	Grievance redress officer
3.	Screen and establish the merit of the grievance	Visit the site; listen to the complainant/community; assess the merit	5-10 days	GRC & the aggrieved worker or his/her representative
4.	Implement and monitor a redress action	Where the complaint is justified, carry out agreed actions	14 days or at a time specified in writing to the aggrieved worker	Contractor
5.	Extra intervention for a dissatisfied complainant	Review the redress steps and conclusions, provide intervention solution	10 days of receiving the status report	2nd/3rd/4th level GRCs
6.	Judicial adjudication	Take complaint to the court of law	No fixed time	Complainant
7.	Funding of grievance process	GRC logistics and training, redress compensation, court process	No fixed time	The proponent

\*All complaints including anonymous ones must be attended to and resolved.

## 7.6 How to Register a Complaint

There shall be a variety of channels to submit complaints:

- The complaints are submitted to specified e-mail addresses at all SPCU/state offices/NPCU/ national offices or staff of the SPCU or NPCU the complainant have easy access to.
- The complainants can put their grievances into the complaints boxes which will be checked every two days by the grievance redress officer
- The GRC will acknowledge receipt of complaints.
- Received complaints should be registered in a grievance logbook kept at the State and national offices of the HeSP
- GRC will inform the complainant about the time frame in which a response can be expected.
- GRC will investigate the grievance, consult with the aggrieved workers, and resolve the issue.

## 7.7 Grievances related to Gender-Based Violence

GRM equally applies to workers who experience GBV. However, to avoid the risk of stigmatization, exacerbation of mental or psychological harm and potential reprisal, the GRM shall have a different and sensitive approach to GBV related cases. Where such a case is reported to the GRM, it should immediately be referred to the appropriate GBV service providers, such as medical and psychological support, or any other necessary services. It should also be reported to the social safeguards staff of the PMU who can advise on relevant

service providers.

Detailed description of how the project will address GBV and SEA will be included in the GBV Action Plan that will be developed for the Project. In all cases, the incidents of GBV and SEA will be reported and dealt with through the GRM procedure which will have protocols to manage information sharing and confidentiality of the survivors and accused persons. However, since GBV and SEA cases are substantively different from other complaints that are typically handled through the grievance redress mechanisms, such cases will need a specific channel within the GRM for their management. The HeSP project will recruit a GBV Service provider, specifically responsible for GBV issues in the project. All information will be treated as confidential and handled by the GBV/SEA/SH Service Provider.

#### 7.7.1 Manifestations of GBV

To understand if an act of violence is an act/manifestation of GBV, one must consider whether the act reflects and/or reinforces unequal power relations between males and females. Many—but not all—forms of GBV are criminal acts in Nigeria laws and policies:

- Physical Violence (such as slapping, kicking, hitting, or use of weapons);
- Emotional abuse (such as systematic humiliation, controlling behaviour, degrading treatment, insults, and threats);
- Sexual violence, which includes any form of non-consensual sexual contact, including rape.
- Early/forced marriage, which is the marriage of an individual against her or his will often occurring before the age of 18, also referred to as child marriage.
- Economic abuse and the denial of resources, services, and opportunities (such as restricting access to financial, health, educational, or other resources with the purpose of controlling or subjugating a person);
- Trafficking and abduction for exploitation.

The project is expected to comply with the provisions regarding SEA/SH/GBV in the HeSP ESMF, while also relying on World Bank-approved GBV action plans that will be developed at the implementation phase. Thus, measures for how GBV/SEA are to be handled would be outlined in the ESMF which is also being prepared for the HeSP project. Other additional measures include:

- a. Strengthen NPMU capacity to prevent and respond to GBV in the project.
- b. Define and reinforce GBV requirements in procurement processes and contracts.
- c. The GRM will include a gender-based-violence redress procedure to ensure that any allegations of sexual exploitation and abuse/sexual harassment (SEA/SH) in the Project financed activities are handled safely and ethically.

## **8. Contractor Management**

### **8.1 Introduction**

Selection of consultant / contractors shall be made according to the World Bank procurement procedures and occupational health and safety as provided in the World Bank Standard Procurement Documents and Nigerian laws. The NPCU for the project, after receiving bids from the contractors shall ensure that the contractors are legitimate and have permits according to the Nigeria law, and the necessary professional bodies. This LMP forms an integral part of the bidding documents to be issued to consultant/contractors and shall form part of the awarded contracts to all consultants/contractors under the IPF activities.

In addition, proper training and orientation shall be given by the NPMU and the Environmental and Social safeguards specialists on different stages of awarding contracts and implementation to contractors, to ensure full understanding and compliance. The project will maintain numerous stakeholders such as contractors, and other third-party suppliers, it is advisable to inform the contractors and other third suppliers about their commitment and obligation to ensuring worker welfare and safety which must be included in the contractual agreement.

### **8.2 Monitoring**

The NPCU, through the Environmental and Social Safeguard staff, will manage and monitor the performance of contractors in relation to contracted workers, focusing on compliance by contractors with their contractual agreements (obligations, representations, warranties) and labour management procedures. This may include periodic audits, inspections, and/or spot checks of project locations and work sites as well as of labour management records and reports compiled by any contractors. Labour management records and reports that may be reviewed would include: representative samples of employment contracts or arrangements between third parties and contracted workers, records relating to grievances received and their resolution, reports relating to safety inspections, including fatalities and incidents and implementation of corrective actions, records relating to incidents of non-compliance with national law, and records of training provided for contracted workers to explain occupational health and safety risks and preventive measures.

### **8.3 Verification, Monitoring Mechanism and Reporting**

The HeSP project will institute several layers of monitoring systems and will be instituted as part of Labour Management Plan. These will include the following:

- Employee 's grievance register (where applicable)
- Nominal roll and class of employment
- Workers benefits in relation to contract between contractors and workers

### **8.4 Human Resources Employee Database**

The NPCU shall keep a database of all workers employed under the project, the database will record information on the personal details of employees (such as home address, next of kin/emergency contact); their job description, role and responsibilities, training records and training needs, etc.

## 8.5 Contractor Database

There shall also be a comprehensive database of all primary and secondary contractors for the HeSP Project. The database will record a summary of their scope of work, business origins, and a brief profile about history of compliance to environmental and social standards.

## 8.6 Supply Chain Database

This will contain information about the key suppliers which will be used to monitor the primary supply chain and record results of risk assessments for incidents of child and / or forced labor and significant environmental safety issues.

## Annexes

### ANNEX 1: SAMPLE RISK ASSESSMENT TOOL

The sample risk assessment tool is a simple, visual tool that evaluates risks based on their probability of occurrence and potential impact. The tool categorizes risks into different levels of severity and probability, allowing for a quick assessment of the overall risk level. This tool must be adapted for each work site including health facilities, laboratories, construction sites etc. and must be properly displayed to manage occupational hazards.

Hazard Identification	Categorize Hazards	Control Hazards	Decision Makers
What are Hazards? Danger which threatens physical harm to employees	Who or what may be harmed?  Identify groups of people, materials, equipment that can be hazardous?  People who may not be in the workplace all the time;  Analyze the workstation, interaction with other workers	List what is already in place to reduce the likelihood of harm or make any harm less serious	Make sure risks are reduced “so far as is reasonably practicable”. An easy way of doing this is to compare what is being done with best practice. If there is a difference, list what needs to be done
Recognizable and Foreseeable Hazard 1. Look and walk around, what do you see? Conduct wide surveys. 2. Categorize Hazards into Materials, Environment, Equipment, People and System (MEEPS) 3. Review documentation by checking safety instructions. 4. Contacting your supervisors	Low risks  Moderate risks  Substantial risks	Prioritize hierarchy of controls  -Elimination  -Substitution  -Administrative  -PPEs	Remember to prioritize. Deal with those hazards that are high-risk and have serious consequences first.
Risk Assessment Review			
Review assessment to make sure you are still improving, or at least not sliding back If there is a significant change in the worksite, remember to check your risk assessment and where necessary, amend it	Reviewer:	Review Date:	Endorsed by:



## ANNEX 2: SAMPLE CODES OF CONDUCT

### 1.0 AIM OF THE CODE OF CONDUCT

The main aim of the Code of Conduct is to prevent and/or mitigate the social risks within the context of rehabilitation and expansion of schools. The Codes of Conduct are to be adopted by contractors. The social risks that may arise include but not limited to Gender-Based Violence (GBV), Violence Against Children (VAC), HIV and AIDS infection/spread, and occupational health and safety.

### 2.0 KEY DEFINITIONS

The following definitions apply:

#### Gender-Based Violence (GBV)

This is defined as any conduct, comment, gesture, or contact perpetrated by an individual (the perpetrator) on the work site or in its surroundings, or in any place that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to another individual (the survivor) without his/her consent, including threats of such acts, coercion, or arbitrary deprivations of liberty.

#### Violence Against Children (VAC)

This may be defined as physical, sexual or psychological harm of minor children (i.e., under the age of 18), including using for profit, labour, sexual gratification, or some other personal or financial advantage. This also includes other activities such as using computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any mediums.

#### Child Labor

This involves employment of underage. Any person under the age of 18 should not be employed in the project sites.

#### Child Protection (CP)

An activity or initiative designed to protect children from any form of harm, particularly arising from VAC, and child labor.

#### Child

The word is used interchangeably with the term ‘minor’ and, in accordance with the United Nations Glossary on Sexual Exploitation and Abuse, refers to a person under the age of 18.

#### Grooming

This is defined as behaviors that make it easier for a perpetrator to procure a child for sexual activity. For example, an offender might build a relationship of trust with the child, and then seek to sexualize that relationship (for instance by encouraging romantic feelings or exposing the child to sexual concepts through pornography).

### **Online Grooming**

This is the act of sending an electronic message with indecent content to a recipient who the sender believes to be a minor, with the intention of procuring the recipient to engage in or submit to sexual activity with another person, including but not necessarily the sender.

### **Survivor/Survivors**

This is defined as the person(s) adversely affected by GBV, VAC, and child labor. Women, men and children can be survivors of GBV, VAC, and child labor.

### **Perpetrator**

This is defined as the person(s) who commit(s) or threaten(s) to commit an act or acts of GBV, VAC, and child labor.

### **Work site**

This is defined as the area in which infrastructure development works are being conducted, as part of interventions planned under the project, funded by the World Bank.

### **Work site surroundings**

These are defined as the ‘Project Area of Influence’ which is any area, urban or rural, directly affected by the project, or located within the distance of three kilometers’ radius from the work site and/or worker’s camps, including all human settlements found on it.

### **Consent**

This word is defined as the informed choice underlying an individual’s free and voluntary intention, acceptance, or agreement to do something. No consent can be found when such acceptance or agreement is obtained through the use of threats, force or other forms of coercion, abduction, fraud, deception, or misrepresentation. Any use of a threat to withhold a benefit, or of a promise to provide a benefit, or actual provision of that benefit (monetary and non-monetary), aimed at obtaining an individual’s agreement to do something, constitutes an abuse of power; any agreement obtained in the presence of an abuse of power shall be considered non-consensual. In accordance with the United Nations, the World Bank considers that consent cannot be given by children under the age of 18, even in the event that national legislation of the country into which the code of conduct is introduced has a lower age. Mistaken belief regarding the age of the child and consent from the child is not a defense.

### **Contractor**

This is defined as any firm, company, organization or other institution that has been awarded a contract to conduct infrastructure development works in the context of the project and has hired managers and/or employees to conduct this work.

### **Manager**

The word is used interchangeably with the term ‘supervisor’ and is defined as any individual offering labor to the contractor, on or off the work site, under a formal employment contract and

in exchange for a salary, with responsibility to control or direct the activities of a contractor's team, unit, division or similar, and to supervise and manage a pre-defined number of employees.

### **Employee**

This is defined as any individual offering labor to the contractor on or off the work site, under a formal or informal employment contract or arrangement, typically but not necessarily in exchange for a salary (e.g., including unpaid interns and volunteers), with no responsibility to manage or supervise other employees.

### **Workers Committee**

A team established by the Contractor to address GBV, VAC, child labor and other relevant issues with the workforce.

## **3.0 CODES OF CONDUCT**

This chapter presents three Codes of Conduct (CoC) for use:

1. **Contractors' Code of Conduct:** Commits the contractor to address GBV and VAC issues.
2. **Manager's Code of Conduct:** Commits managers to implementing the Company Code of Conduct, as well as those signed by individuals; and,
3. **Individual Code of Conduct:** Code of Conduct for each individual working on project funded projects

## **3.1 CONTRACTORS CODE OF CONDUCT**

Contractors are obliged to create and maintain an environment which prevents social risks. They have the responsibility to communicate clearly to all those engaged in the project the behaviours which guard against any form of abuse and exploitation. In order to prevent social risks, the following core principles and minimum standards of behavior will apply to all employees without exception:

GBV or VAC constitutes acts of gross misconduct and are therefore grounds for sanctions, penalties and/or termination of employment and/or contract. All forms of social risks including grooming are unacceptable be it on the work site, the work site surroundings, or at worker's camps of those who commit GBV or VAC will be pursued.

Treat women, children (persons under the age of 18) and people with disability with respect regardless of race, color, language, religion, political or other opinion, national, ethnic, cultural beliefs/practices, or other status.

Do not use language or behavior towards men, women or children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.

Sexual activity with children/learners under 18 (including through digital media) is prohibited.

Mistaken belief regarding the age of a child and consent from the child is not a defense.

Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited.

Sexual interactions between contractor's employees and communities surrounding the workplaces that are not agreed to with full consent by all parties involved in the sexual act are prohibited (see definition of consent above). This includes relationships involving the withholding, promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex.

Where an employee develops concerns or suspicions regarding acts of GBV or VAC by a fellow worker, whether in the same contracting firm or not, he or she must report such concerns in accordance with established Grievance Redress Mechanism (GRM) that protects the identities of victims and whistle-blowers.

All contractors are required to attend an induction prior to commencing work on site to ensure they are familiar with the social risks and Codes of Conduct.

All employees must attend mandatory training once a month for the duration of the contract starting from the first induction prior to commencement of work to reinforce the understanding of the institutional social risks and the Code of Conduct.

The Contractor shall ensure provision of financial resources and support compliance to occupation health and safety requirements for all workers.

1. The Contractor shall ensure that workers dress appropriately i.e., dress in a way that: -
  - Is unlikely to be viewed as offensive, revealing, or sexually provocative.
  - Does not distract, cause embarrassment, or give rise to misunderstanding
  - Is absent of any political or otherwise contentious slogans
  - Is not considered to be discriminatory and is culturally sensitive

The Company shall ensure provision of financial resources and training to prevent the spread of HIV and AIDS.

The company shall comply with all the applicable international and national legislation including giving terminal benefits to workers who have served for at least three months.

All contractors must ensure that their employees sign an individual Code of Conduct confirming their agreement to support the prevention of social risks activities.

The contractor should ensure equitable access to limited natural resources (e.g., water points) to avoid conflicts with local communities.

Where possible, the contractor should ensure employment of local workforces, especially where unskilled labor is required to mitigate social risks.

I do hereby acknowledge that I have read the foregoing Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities. I understand that any action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in termination of the contract.

FOR THE CONTRACTOR

Signed by: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

### 3.2 CODE OF CONDUCT FOR CONSTRUCTION SITE SUPERVISOR/MANAGERS CODE OF CONDUCT

Site Supervisors at all levels play an important role in creating and maintaining an environment, which prevents workers' misconduct. They need to support and promote the implementation of the Contractors Codes of Conduct and enforce Workers Codes of Conduct. The construction site supervisor must adhere to this Code of Conduct. This commits them to develop and support systems, which maintain a safe working environment. Construction Site Supervisor responsibilities include but are not limited to:

1. Where possible, ensure employment of local workforces, especially where unskilled labor is required to mitigate social risks.
2. Ensure there is zero tolerance to child labor practices.
3. Promote gender inclusion at all levels.
4. Establish a workers' committee to oversee issues of workers' misconduct including GBV and VAC.
5. Ensure compliance with occupation health and safety requirements for all workers.
6. Ensure that the workers' dress code is adhered to appropriately.
7. Ensure that access to construction sites is restricted to authorized persons; hoarding is provided and that there is proper signage to construction site(s);
8. Facilitate workers' training and capacity building on social, environmental and health and safety.
9. Ensure that all workers are sensitized on HIV and AIDS issues, provided with condoms and HTC services.
10. Ensure that fundamental workers' rights (e.g., working hours, minimum wages, etc.) are protected.
11. Ensure that possession of alcohol and illegal drugs and other controlled substances in the workplace and being under influence of these substances on the job and during work hours should be strictly prohibited.
12. Ensure compliance to all legal requirements.
13. Supervisors failing to comply with such provision can in turn be subject to disciplinary measures including termination of employment; and
14. Ultimately, failure to effectively respond to some provisions of the code of conduct may provide grounds for legal actions by authorities.
15. Ensure that every employee under his/her supervision has been oriented to the Code of Conduct and has signed.

I do hereby acknowledge that I have read the foregoing Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to comply to all rules of this code of conduct. I understand that any action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in disciplinary action.

Signed by: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_  
EMPLOYER  
Signed by: \_\_\_\_\_  
Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
\_\_\_\_\_

### 3.3 WORKERS CODE OF CONDUCT

I, \_\_\_\_\_, acknowledge that preventing any misconduct as stipulated in this code of conduct, including gender-based violence (GBV), child abuse/ exploitation (CAE) is important. Any activity which constitute acts of gross misconduct are therefore grounds for sanctions, penalties or even termination of employment. All forms of misconduct are unacceptable be it on the work site, the work site surroundings, or at worker's camps. Prosecution of those who commit any such misconduct will be pursued as appropriate.

I agree that while working on this project, I will:

1. Consent to security background check.
2. Treat women, children (persons under the age of 18) and persons with disability with respect regardless of race, color, language, religion, political or other opinion, national, ethnic, or social origin, property, birth or other status.
3. Not use language or behavior towards men, women or children/learners that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
4. Not participate in sexual activity with children/learners, including grooming or through digital media. Mistaken belief regarding the age of a child and consent from the child is not a defense;
5. Not exchange money, employment, goods, or services for sex, with community members including sexual favors or other forms of humiliating, degrading or exploitative behavior;
6. Not have sexual interactions with members of the communities surrounding the workplace, worker's camps and fellow workers that are not agreed to with full consent by all parties involved in the sexual act (see definition of consent above). This includes relationships involving the withholding, promise of actual provision of benefit (monetary or non-monetary) to community members in exchange for sex - such sexual activity is considered "non-consensual" within the scope of this Code.
7. Attend training related to HIV and AIDS, GBV, CAE, occupational health and any other relevant courses on safety as requested by my employer.
8. Report to the relevant committee any situation where I may have concerns or suspicions regarding acts of misconduct by a fellow worker, whether in my company or not, or any breaches of this code of conduct provided it is done in good faith.
9. With regard to children (under the age of 18):
  - Not invite unaccompanied children into my home, unless they are at immediate risk of

injury or in physical danger.

- Not sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor's permission, and ensure that another adult is present if possible.
  - Refrain from physical punishment or discipline of children.
  - Refrain from hiring children for domestic or other labor, which is inappropriate given their age, or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury.
  - Comply with all relevant local legislation, including labor laws in relation to child labor.
10. Refrain from any form of theft for assets and facilities including from surrounding communities.
  11. Remain in designated working area during working hours.
  12. Refrain from possession of alcohol and illegal drugs and other controlled substances in the workplace and being under influence of these substances on the job and during workings hours;
  13. Wear mandatory PPE at all times during work;
  14. Follow prescribed environmental occupation health and safety standards;
  15. Channel grievances through the established grievance redress mechanism.

I understand that the onus is on me to use common sense and avoid actions or behaviours that could be construed as misconduct or breach this code of conduct.

I acknowledge that I have read and understand this Code of Conduct, and the implications have been explained with regard to sanctions on-going employment should I not comply.

Signed by: \_\_\_\_\_  
Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
\_\_\_\_\_  
FOR THE  
EMPLOYER  
Signed by: \_\_\_\_\_  
Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
\_\_\_\_\_



### Annex 3: SAMPLE HEALTH TRAINING AND ENVIRONMENT PLAN

S/N	Training Title	Description	Timing	Who to deliver the training
1.	Sensitization on the HSE Manual	To train all workers on all the provisions in the HSE Manual and the company's HSE Policy (use local language as necessary) including the right use of PPEs	Upon mobilization of every worker to site  Refresher monthly	HSE Expert  Contractor HSE Officer
2.	First Aid administration/ Use of First Aid Box	To train selected officers (Contractor HSE Officer, Site Manager, Yard Manager, Team leaders, Female workers representative) on the right first aid administration for different scenarios including demonstrations	Upon mobilization to site and after every 6 months	Public Health Expert/ First Aid Care Giver
3.	Protocol for construction site, staging areas, borrow pits and campsite	To ensure all workers understand the protocol to adopt at the construction site, staging areas, borrow pits and campsite	Upon mobilization to site  Refresher every 3 months	Site Manager
4.	General Training on site work	Right procedures for: manual handling, electrical safety, emergency procedures, work at height, confined spaces, underground construction, cofferdams etc.	Upon mobilization to site  Refresher every 2 months	Site Manager/ Project Manager/ Engineer/ HSE Officer
5.	Daily HSE Pep Talks	To provide daily reminder on safety precautions and acceptable environmental and social protection including do's and don'ts for all workers	Daily	Contractor/HSE officer
6.	Community Health and Safety Training	To train all workers and project management on: • Sexual Exploitation and Abuse/ Gender-Based Violence Training • Code of Conduct Training • Sensitization on STDs/ STIs • Grievance Redress Mechanism	Upon mobilization of every worker to site  Refresher every 3 months	Social Safeguard Expert
7.	Drivers Training	To train all project drivers on safety and acceptable conduct	Upon employment Daily Monitoring Monthly Refresher	FRSC Expert in conjunction with project manager

## ANNEX 4: OHS ACTION PLAN TABLE

The table below presents an action plan for the prevention of labor hazards during the implementation of this project. The following make up the potential labor hazards associated with this project

Labor Hazards	Action	Actionee	Schedule
<b>Hazardous Substances (medical waste)</b> This includes radioactive materials, sharps and needles, pharmaceutical waste, heavy metals, chemicals, and hospital wastes.	Ensure wastes are safely segregated into different waste streams and then packaged, labelled, and safely transported to a waste treatment and disposal site. It could be chemically disinfected or incinerated.	Project OHS Officer/Supervisor	Project Implementation phase
<b>Consumption of Drugs and Alcohol/Smoking</b> The consumption of alcohol, recreational drugs and smoking are not permitted in the workplace at any time.  Smoking can be permitted in designated areas.	Measures will be implemented to identify whether drugs or alcohol have been consumed by employees to ensure they do not report to work under the influence of these substances. When it has been identified that an employee consumed drugs or alcohol, appropriate measures will be taken to remove the individual from the workplace and ensure actions are not repeated.	Project OHS Officer/Supervisor	Project Implementation phase
<b>Access ways (healthcare facilities, renovation/ demolition worksites, etc.)</b>	All inadequate and unsafe access points should be immediately reported to the supervisor or manager of the site.	Project OHS Officer/Supervisor	Project Implementation phase
	On project renovation or demolition worksites, it will be mandated for employees not to run and to use designated pathways.		
<b>Machinery Handling and Lifting</b> Work activity that requires human force to lift, lower, carry, push, pull, restrain or hold a load.	The actions for the work activity including the machinery, its weight, frequency of lifting, duration, environment, and moving distance must be accurately accounted for. Operation manuals of equipment must be provided and strictly followed.	Project OHS Officer/Supervisor	Project Implementation phase
<b>Electrical Safety</b>	Adequate steps will be taken to assess potential risks and to guard against danger to workers from any live electrical cable or equipment available on the site.	Project OHS Officer/Supervisor	Project Implementation phase
<b>Workspace management/ decluttering</b> An untidy work area can cause accidents, fires and other hazards.	Amenities must be kept tidy and clean. Wastes must be properly disposed of in provided disposal systems.	Project OHS Officer/Supervisor	Project Implementation phase

<b>Personal Protective Equipment (PPE) and Clothing</b> PPE provides additional protection to workers exposed to workplace hazards including safety glasses, helmets, boots, gloves, and other forms of protective clothing.	Practicable measures must be implemented to ensure the selection and provision of adequate and task-accurate PPE. They must be of safe design and be stored, maintained, cleaned, and disinfected at suitable intervals.	Contractor/Project OHS Officer	Project Implementation phase
<b>Emergency Procedures</b>			
<b>Fire Emergency Procedure</b>	Regular fire drills should be conducted to ensure preparation in times of emergencies.  Responsible parties must provide fire extinguishers around work sites and provide clear fire extinguisher signs.  Fire prevention and protection measures must be implemented.	Contractor/Project OHS Officer	Project Implementation phase
<b>OHS reporting</b>	PCUs shall report any incidents, accidents, or fatalities to relevant authorities within 24 hours after occurrence and provide additional details within 5 days following the accident.	Project OHS Officer/Supervisor	Project Implementation phase
<b>First Aid</b>	Ensure that at least one employee who is trained on first aid shall be present at all times during shifts. The contact details of the trained persons will be distributed to on-site workers and placed on notice boards.	Project OHS Officer/Supervisor	Project Implementation phase
	Appropriate first-aid kits must be provided at workplaces and isolated locations. Workers must be able to access first aid kits within approximately 5 minutes of their location.  The first-aid box must be adequately equipped. Items that have been removed from the kit for use must be documented and replaced.		
<b>Emergency contact details</b>	The contact numbers for all internal and external emergency personnel must be displayed and visible in the workplace. This includes contact details of fire service, ambulance, police, and focal emergency points within the workplace.	Project OHS Officer/Supervisor	Project Implementation phase

## Incident Report Form

### Personal Information

Name of injured person:

dd/mm/yyyy

Date of birth:

Address:

Telephone:

Occupation:

Employer:

### Details of Damage/Injury

Activity engaged in at the time of incident:

Location of occurrence:

Nature/extent of injury:

Location of

injury: Treatment given:

Name of treating person:

Referred for further treatment: Yes/No

Name of

doctor/hospital: Does injury require admission?:  
of return:

Yes/No      Date

### Details of Incident

Date of incident: dd/mm/yyyy

Time of

incident: Description of incident:

Witness to Incident (include all names and contact):

Damage to property/equipment:

Name of person who received the report:

Signature:

Date: