

**LABOR MANAGEMENT PROCEDURES**  
For the  
Africa Regional Climate Resilience Program (SOP-2) – (P181308)

25<sup>th</sup> of October 2023

Sustainable Environment and Blue Economy (SEBE) Directorate of the African  
Union Commission (AUC)



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## 1. PROGRAM BACKGROUND

The Regional Climate Resilience Program (SOP-2) is expected to enhance regional cooperation and collective actions by Member States in addressing climate change related challenges. The program will follow a holistic and system-wide approach for sustainable resilience in the continent by covering the following aspects of climate resilience:

- strengthening Africa’s capacity in applying climate information for resilience and disaster risk management;
- building the resilience of water investments in Africa; and
- strengthening community resilience to water-related disasters in Africa

The program will be implemented by the African Union Commission (AUC) with support from implementing partners over a period of three years.

This report provides the Labor Management Procedure (LMP) of the Regional Climate Resilience Program (SOP-2). The purpose of this LMP is to facilitate planning and implementation of the program by identifying the main labor requirements and risks associated with the program, and to determine the resources necessary to address project labor issues as part of meeting requirements of the World Bank Environmental and Social Standards (ESSs) on Labor and Working Conditions (ESS2), and that of the African Union Commission. The LMP is prepared following the World Bank’s Environmental & Social Framework for Investment Financing Project (IPF) Operations ESS2: Labor and Working Conditions.

It is expected that the program will have minimal labor related risks due to its nature. However, potential risks and mitigation measures are identified in this LMP associated with the different types of workers such as direct, contracted, and primary supply workers. Potential risks identified are occupational health and safety (OHS) and working conditions.

The LMP is prepared to identify potential risks and mitigation measures solely in relation to the AUC’s activities of the Program. However, workers related to the program will be engaged in identifying new labor related risks and in understanding the AUC-LMP itself. This is expected to improve the LMP of the program. Continuous review and engagement of workers will be ensured in the implementation of the AUC-LMP. A Grievance Redress Mechanism (GRM) for workers has been included as part of this AUC-LMP so that workers can raise their concerns, complaints, or feedback to the attention of the Program Management Unit (PMU) and the implementation partners, service providers and consultants. AUC’s Staff Regulations and Rules ([Link](#)) will be utilized in addressing complaints from direct workers.

### 1.1. PROGRAM COMPONENTS

The Program Development Objective of the **Africa Regional Climate Resilience Program (SOP-2)** aims to improve the management of water-related climate risks in Africa. The **RCRP SOP-2** comprises the following components:

**Component 1. Risk Management and Climate Financing.** The objective of this component is to build regional and national institutional capacity in watershed and catchment management; and to strengthen cooperation on climate and disasters risk management and climate financing. Sub-

component 1.1 to 1.3 will be implemented by Malawi and sub-component 1.4 will be implemented by AU.

Sub-component 1.4. Capacity Building to Enhance Hydromet Systems and Climate Finance (US\$4 million). This sub-component will be implemented by the AU and finance (i) the development of hydromet investment plans in selected countries to support the operationalization of Africa Multi-hazard Early Warning and Early Action System (AMHEWAS) Program; (ii) a comprehensive study on the opportunities and challenges of raising climate finance in member countries; (iii) relevant regular trainings for decision makers and technical experts from member countries in various thematic areas such as disaster risk management, climate finance and water resources management; and (iv) expand AU's secondment programs and bring hydrologists, metrologists, and disaster management specialists from member states to the AU headquarters to improve collaboration and partnership in disaster risk management among member countries.

### **Component 2. Infrastructure Investments and Sustainable Asset Management for Climate Resilience**

This component will address both the immediate reconstruction needs in areas affected by Tropical Cyclone Freddy and the long-term catchment management and resilient infrastructure needs in Malawi with particular focus in the Shire River Basin. The project will establish a strong district-level institutional framework to ensure incorporation of climate considerations into the planning, implementation, and O&M of infrastructure and catchments. Sub-components 2.1 and 2.2 will be implemented by Malawi while Sub-component 2.3 will be implemented by AU.

***Sub-component 2.3. Capacity building to strengthen flood and drought risk vulnerability analysis and O&M of flood protective infrastructure.*** The AU will undertake (i) a climate vulnerability study with focus on future water security of the region (ii) a review of current operations, efficiency, and O&M practices of major water protective and storage infrastructure in the region, highlighting best practices and proposing solutions to common challenges (iii) trainings to strengthen member countries' capacity to optimally operate water infrastructure and (iv) the development of a Monitoring and Reporting methodology for the AU Climate Change and Resilient Development Strategy and Action plan.

**Component 3. Adaptive Climate Services for Resilient Communities.** This component will enhance community preparedness in urban areas and engagement in planning of community level risk reduction plans to help mainstream climate dimensions in social protection policy design and operations. Sub-component 3.1 and 3.2 will be implemented by Malawi and Sub-component 3.3 by the AU.

***Sub-component 3.3 Mainstreaming Climate Resilience in Social Protection and Empowering Communities.*** This sub-component will be implemented by the AU and finance (i) the preparation of a study on best practices of adaptive social protection programs in the region and (ii) the development of guidelines for development of Community-level climate risk management plans and projects, (iii) trainings to disseminate knowledge and share lessons learned to member countries.

**Component 4. Project Management.** This component will finance project management activities, equipment and materials, and TA to ensure that the project is compliant with World Bank fiduciary and environmental and social (E&S) risk management procedures and standards. It will also finance costs of remote implementation supervision, monitoring and evaluation (M&E) and reporting activities, an impact assessment at baseline, midterm, and completion, and knowledge management and communication activities, as well as the hiring of a third-party firm(s) to support technical

activities and supervision. This component will also finance the participation of Malawi and the AU in the RCRP RSC to increase coordination and learning across the region.

Overall, the AUC aims to develop tailored climate resilience strategies to address these specific needs and vulnerabilities in the project locations. The program will follow a holistic and system-wide approach for sustainable resilience in the continent in strengthening Africa's capacity in applying climate information for resilience and disaster risk management, building the resilience of water investments in Africa and strengthening community resilience to hydroclimatic disasters in Africa. The technical assistance activities include strengthening the national and regional systems' response capacity to various shocks and stressors, thus enabling them to contribute to greater resilience. Given the nature of the activities by AUC it is expected that Program workers will mainly be direct workers and potentially contracted workers to provide technical inputs. Community workers and supply chain workers are not expected to form part of the workforce. While there is still the potential for OHS concerns and Sexual Exploitation and Abuse/Sexual Harassment these risks are expected to be low. Thus, these TA activities are expected to have little or no risks to workers identified for the project.

## 2. OVERVIEW OF LABOR USE ON THE PROJECT

The World Bank's Environmental and Social Standard 2 (ESS2) - Labor and Working Conditions is identified as applicable for the project. These Labor Management Procedures (LMP) were prepared in accordance with the requirements of ESS2. The purpose of the LMP is to explain how the Project Implementation Units (PIU) and the contractors will manage all project workers in relation to the associated risks and impacts, and in accordance with National Law and ESS2. The LMP will identify the main labor requirements and risks associated with the project and help the Borrower determine the resources necessary to address project labor issues. The LMP is a living document, which is initiated early in project preparation, and is reviewed and updated throughout development and implementation of the project.

The objectives of the LMP are to:

- (a) Identify the different types of project workers that are likely to be involved in the project
- (b) Identify, analyze and evaluate the labor related risks and impacts for project activities
- (c) Set out procedures to meet the requirements of ESS2 and applicable institutional (AUC) legislation.

The Regional Climate Resilience Program (SOP-2) will be implemented per the AUC's rules and regulations as well as the World Bank's ESS2. The Regional Climate Resilience Program (SOP-2) implementing agency (AUC) is responsible to ensure compliance by their employees as well as potential contracted institutions. Labor and working conditions in the program are relevant to direct workers employed or engaged by the Program implementing agencies, contracted workers, primary supply workers and may also include community workers.

This LMP will also include potential labor risks anticipated in the project; terms and conditions that will be applicable for workers, as per AUC's Labor law and legal frameworks on OHS; responsibility of staff management and Workers Grievance Mechanism.

Labor Management Procedure should be developed and implemented for program-related workers. Thus, AUC has prepared this LMP, which will be implemented defining the potential project workers, the risks, and impacts with issues of labor and working conditions. The procedures identified in this LMP apply to the direct workers. The program components' activities will involve workers, which include both males and females.

## 2.1. Program Workers

The total number of workers to be employed on the project are estimated to be 24. The types of workers include direct workers (female and male) recruited/assigned internally for the PIU as well as contracted workers, such as consultants for the training and TA activities. No primary supply workers, and community workers will be utilized. The LMP applies to all program workers whether full-time, part-time or temporary. The workers of the program will be skilled personnel.

- **Direct Workers:** people employed or engaged directly by the AUC to work specifically in relation to the SOP-2 program. This includes the Program Manager, Monitoring and Evaluation (M&E) Officer, Finance Officer and a number of Technical Leads for the different Thematic Areas, including environmental and social safeguards that will be assigned by AUC.
- **Contracted Workers:** people employed or engaged through third parties (contractors, sub-contractors and consultants) to perform work related to the program. The Program Management Unit (PMU) will recruit consultants (firms or individuals) to undertake studies, prepare tools/guidelines and trainings working with implementing partners.

All direct project workers are required continuously throughout the project life while experts from relevant AUC and agencies will be involved intermittently as required. In addition, the duration of engagement of consultants/contractors varies with the task and number of implementing areas to be covered. The following table provides details about the different program workers.

Table 1: Different types of Workers for the Program

N	Category of Program Workers	Characteristics of Program Workers	Timing of Labor Requirements	Number of Program Workers
1	Direct	<p>Direct program workers are people that will work directly in the implementation of Program. These include:</p> <ul style="list-style-type: none"> <li>▪ <u>Program Manager</u> to be hired as a Regional Level Professional. Can be a male or female</li> <li>▪ <u>Finance Officer</u> to be hired as a National Level Professional. Can be a male or female</li> <li>▪ <u>M&amp;E Officer</u> to be hired as a National Level Professional. Can be a male or female</li> <li>▪ <u>Thematic Leads</u> are already AUC staff members that will be assigned to lead the coordination of the different thematic areas. Can be male or female.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Program Manager</u>: full time for the program period to be responsible for the overall management of program implementation. The position requires qualification and experience in program management with background on climate change, water and disaster risk management</li> <li>▪ <u>Finance Officer</u>: full time for the program period to be responsible for the financial management of the program. He/she will coordinate program procurement processes</li> <li>▪ <u>M&amp;E Officer</u>: full time for the program period to be responsible for M&amp;E of the program</li> <li>▪ <u>Thematic Leads</u>: full time for the program period but contributing up to 25% of their time in leading the coordination of implementing thematic program activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ 7: PMU (3), and staff and Thematic Leads (4)</li> </ul>

2	Contracted	<p>Contracted Program Workers are those that are contracted by the firms that will be providing services to the Program. These include contracted workers by the firms/Individual consultants to undertake studies, develop tools/guidelines and train countries will be procured through an international open bidding process.</p> <p>Implementing partners that have been working with AUC or others to be identified by AUC. This included the Global Green Growth Institute (GGGI) and Global Water Partnership (GWP Africa). GGGI is working with AUC supporting the implementation of the Africa Green Recovery Action Plan (GRAP). GWP Africa has been providing technical support to AUC in areas of water investment, climate resilience, climate finance and gender equality by assigning its two professionals</p>	<ul style="list-style-type: none"> <li>▪ 7 Consultants to take various assignments. These are short-term consultancy services to be provided over a period of one year.</li> <li>▪ 2 Technical Advisors from GGGI for climate finance area for the entire period of the program</li> <li>▪ 3 Technical Advisors from GWP Africa for water investment/infrastructure, Climate Finance areas for the entire period of the program</li> </ul>	<ul style="list-style-type: none"> <li>▪ 8</li> <li>▪ 5 (2 GGGI and 3 GWP Africa)</li> </ul>
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### 3. ASSESSMENT OF KEY POTENTIAL LABOR RISKS

The Program is mainly focusing on the soft aspects of building climate resilience that are related to water. This includes undertaking studies, developing tools/guidelines, organizing trainings and workshops, facilitating sharing of experiences and reporting. This means that labor-related risks associated with the program are generally low. The AUC components of the program does not have civil-works or major infrastructure activities that may cause significant labor risks such as the conduct of hazardous work, child labor or forced labor, migrants or seasonal workers, labor influx. However, there are potential labor risks associated with the TA activities by the AUC including, but not limited to, risks of discrimination or exclusion, inadequate consultation and engagement, OHS concerns and Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH) risks, risk of non-compliance with labor laws and regulations, etc.

Considering the nature of the program as described above, the following are identified as potential risks associated with the program.

N	Program Activities	Key Labor Risks	Mitigation measures
1	Conduct studies, develop tools/guidelines, organize trainings and workshops	<ul style="list-style-type: none"> <li>▪ Discrimination or exclusion of workers</li> <li>▪ Occupational health and safety (OHS) risk for direct workers</li> <li>▪ Unfavorable working conditions or relations with the program</li> <li>▪ Risks of Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH)</li> <li>▪ Workers' lack of understanding of their labor rights</li> </ul>	<ul style="list-style-type: none"> <li>▪ ensure a more inclusive and fair work environment by promoting non-discriminatory and equal opportunity in all aspects of employment.</li> <li>▪ Make sure PPEs such as masks and First aid kits are easily available.</li> <li>▪ Apply AUC's staff regulations and rules as appropriate.</li> <li>▪ Implement AUC's policy on prevention and response to sexual exploitation and abuse for peace support (Link2) as appropriate</li> <li>▪ Project workers will be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment through regular consultation and engagement activities.</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Lack of access to workers’ grievance mechanism</li>   <li>▪ Poor working conditions: unsafe work environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Project will ensure a workers’ grievance mechanism is in place and sensitization of all workers on this mechanism is undertaken</li> <li>▪ Contractors will sign codes of conduct to commit to safe work environments and Implementation of workers’ GRM as a feedback system to flag out poor working conditions and address them</li> </ul>
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#### 4. BRIEF OVERVIEW OF LABOR LEGISLATION

The Labor Management Procedures (LMP) is prepared with the guidance from the existing systems (structures) of the African Union on labor issues as well as from the Environmental and Social standards of the World Bank. A brief summary is provided below:

- 4.1. ***AUC’s Staff Regulations and Rules*** [\(Link\)](#): The African Union Commission's (AUC) policy on Staff Rules and Regulations aims to promote effective and efficient management of human resources in the organization. The AUC's Staff Regulations and Rules outline the guidelines and procedures for the management and administration of the staff within the AUC. The Staff Association plays a crucial role in representing the interests of the staff and participating in the decision-making process. They have the responsibility to state their opinion on matters within a specified timeframe, nominate staff representatives on boards, and cooperate with the Secretary-General to improve the collective conditions of work and living for the staff. Additionally, a Joint Consultative Committee is established to promote cooperation between the AUC and its staff, providing a forum for consultation between the Secretary-General and the Staff Association.

The Staff Regulations also cover aspects related to personnel administration and staff welfare. It includes provisions for the termination of appointments, taking into account the necessities of the service and the health condition of the staff member. The regulations also outline the procedures for performance assessments, with assessors being briefed on the purpose and process of making



assessments. Furthermore, the regulations specify the salaries and allowances of staff members and the procedures for their granting and payment.

The AUC's staff rules and regulations are designed to:

- ensure that AUC staff members are treated fairly and equitably, and that their rights are protected.
- set out guidelines for job classification, recruitment and selection, condition of service, performance management, training and staff development, employee benefits, health and safety, disciplinary measures, and grievance handling.
- emphasizes the importance of promoting gender equality, diversity, and inclusion in the workplace.
- recognizes the importance of effective communication and consultation with employees and encourages the use of modern technology and innovation in human resource management practices.

Overall, the AUC's Staff Regulations and Rules provide a framework for the management and administration of staff within the AUC. They cover aspects such as job classification, recruitment and selection, conditions of service, performance management, training and development, employee benefits, health and safety, disciplinary measures, and grievance handling. These rules aim to ensure effective and efficient human resource management within the AUC.

Besides, relevant aspects of the ESS2 and AUC's policy requirements will be included in any terms of reference (ToR) of the TA activities particularly of the reforms on human resource management to ensure that the activities or reforms will not lead to any adverse impacts on workers, for instance any retrenchment or potential layoffs and rightsizing/downsizing.

- 4.2. ***Specialized Technical Committee (STC) on Social Development, Labor and Employment.*** The STC promotes and develops cooperation among African countries in the field of social protection, labor, employment, productivity and poverty alleviation. It reviews and harmonizes Member States' policies and legislation, and coordinates Common African Positions to advance African interests, promote tripartism and freedom of association, collective bargaining, and decent work. The STC also reviews and assesses progress made by Member States and Regional Economic Communities in implementing the various instruments and policies that advance social protection. The STC meets once every two years. It is set as a 'tripartite organ composed of Ministers in charge of Social Development, Labor and Employment, and the Representatives of the most representative Employers and Workers' Organizations at national, regional and continental levels'.
- 4.3. ***The Department of Health, Humanitarian Affairs and Social Development (HHS)*** works to promote the AU's health, labor, employment, migration, social development, drug control, crime prevention, sport and cultural agenda. The Department provides support for the implementation of member states' policies on labor, employment, population, health and migration. ***The Labor, Employment and Migration*** division of the Department focuses on the rights, labor standards, integrated employment policies and social security systems.
- 4.4. ***African Union Ten Year Action Plan on Eradication of Child Labor, Forced Labor, Human Trafficking and Modern Slavery in Africa (2020-2030).*** Child labor, forced labor, human trafficking and

modern slavery are serious issues of concern in Africa. In February 2020, African Heads of States and Government adopted the Ten-Year Action Plan to Eradicate Child Labor, Forced Labor, Human Trafficking and Modern Slavery (2020- 2030). The Action Plan introduced a number of continental legal instruments and policy frameworks, notably the African Charter on Human and Peoples' Rights and the African Charter on the Rights and Welfare of the Child. This involves ending child labor by 2025 and forced labor, human trafficking and modern slavery by 2030. The Action Plan focuses on a critical set of interventions that can bring rapid results. It also specifies primary implementation responsibilities between country, regional and continental levels.

- 4.5. **African Union Procurement Manual** ([Link4](#)). The manual states that procurement of consultancy services will include the following steps: (i) Preparation of the Terms of Reference (TOR); (ii) Preparation of a cost estimate and confirmation of available budgeted funds; (iii) Preparation and issue of the Request for Proposals (RFP), including Letter of Invitation (LOI),- Information to Consultants (ITC), and Draft contract; (iv) Advertising for expressions of interest (if appropriate) or preparation of the shortlist of consultants from existing pre-qualified firms; (v) Receipt of proposals; (vi) Evaluation of technical proposals; (vii) Evaluation of financial proposals; (viii) Final evaluation according to the criteria stated in the RFP; and (ix) Negotiations and award of the contract to the selected firm. Regarding contract agreements for consultancy, a Lump Sum (Fixed Price) Contracts will be applied for the project. Lump sum contracts are used mainly for assignments in which the content and the duration of the services; and the required output of the consultants are defined. Payments are linked to defined outputs (deliverables), such as reports. Further details on Non-Compliance Remedies as well as Performance Monitoring are provided in the Manual.
- 4.6. **The World Bank Environmental and Social Standards: ESS 2 on Labor and Working Conditions.** ESS2 promotes 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 are to: (a) promote safety and health at work ; (b) promote the fair treatment, nondiscrimination and equal opportunity of project workers; (c) protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate; (d) prevent the use of all forms of forced labor and child labor; (e) support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law; and provide project workers with accessible means to raise workplace concerns.
- 4.7. **The World Bank Environmental, Health, and Safety (EHS) Guidelines.** This provides useful guidelines on Occupational Health and Safety. It provides guidance on reasonable precautions to implement in managing principal risks to occupational health and safety. Though the Environmental and Social risk of the SOP-2 Program is low, appropriate precautionary measures will be considered through screening the project against the various hazards such as physical, chemical, biological and radiological.
- 4.8. **Gaps analysis between the AUC's Regulations on Labor Management and WB's ESS2:** The AUC's regulations related to labor management, as outlined in its Staff Rules and Regulations, primarily focus on the management and administration of staff within the African Union Commission. These regulations cover various aspects such as job classification, recruitment and selection,

conditions of service, performance management, training and development, employee benefits, health and safety, disciplinary measures, and grievance handling. The AUC's regulations aim to ensure effective human resource management and provide a framework for fair and equitable treatment of staff members.

On the other hand, the World Bank's Environmental and Social Standard 2 (ESS2) on Labor and Working Conditions focuses specifically on labor and working conditions in the Bank's projects and operations. ESS2 sets out requirements and guidelines for the Bank's clients to ensure compliance with international labor standards and promote decent work. It addresses issues such as non-discrimination, freedom of association, collective bargaining, child labor, forced labor, working hours, wages, and occupational health and safety.

In terms of discrepancies, one key difference is the scope of application. The AUC's regulations apply specifically to the management of staff within the organization, while the WB's ESS2 applies to projects and operations financed by the Bank. Additionally, the AUC's regulations cover a broader range of topics related to human resource management, while the WB's ESS2 focuses specifically on labor and working conditions.

However, there are also similarities between the two frameworks. Both the AUC's regulations and the WB's ESS2 aim to ensure fair and equitable treatment of workers. They both emphasize the importance of non-discrimination, respect for labor rights, and the promotion of safe and healthy working conditions. Both frameworks also recognize the need for grievance mechanisms to address labor-related concerns and ensure accountability. Overall, while the AUC's regulations and the WB's ESS2 have different scopes and focuses, they share common goals of promoting fair labor practices and protecting the rights and well-being of workers. Thus, whenever there are contradictions or discrepancies between the AUC's regulations on labor management and the WB's ESS2 on Labor and Working Conditions, the later will prevail through the project implementation.

## 5. RESPONSIBLE STAFF

The following program structures will be responsible for the various aspects of labor management of the program.

N	Potential labor risks	Responsibilities of program structures
1	Overall labor management	<ul style="list-style-type: none"> <li>▪ PMU will assign an environmental and social focal person and will oversee the implementation of the LMP including ensuring contractor compliance, with the overall guidance and support from the Administration and Human Resources Management Directorate (AHRM) which oversees the management of administrative services and human resources for the entire AUC</li> <li>▪ PMU, contractors, consultants, implementing partners will ensure that program workers are adequately trained and briefed with overall health and safety arrangement, working conditions of the program.</li> <li>▪ Contractors and consultants or suppliers will develop and implement</li> </ul>

		Labor Management Plan.
2	Occupational Health and Safety (OHS)	<ul style="list-style-type: none"> <li>▪ PMU will have overall responsibility in making sure that the necessary arrangements are made to ensure the OHS of program workers</li> <li>▪ Staffs and Consultants will ensure day-to-day compliance with acceptable safety measures and will record safety incidents. Incidents will be reported to PMU.</li> </ul>
3	Labor and Working Conditions:	<ul style="list-style-type: none"> <li>▪ PMU will provide good working conditions to direct workers</li> <li>▪ Contractors and consultants or suppliers will comply with the provision of labor conditions including non-discrimination and creating safer working conditions.</li> </ul>
4	Workers Grievances	<ul style="list-style-type: none"> <li>▪ The ES focal person will deal with complaints from PMU team (if complaints are not about the Program Manager). They may also be presented to the Director. A clear grievance procedure for the program workers, including provision for aggrieved worker to file complaints and receive a fair hearing by the AUC's Grievance Panel</li> <li>▪ Consultants set up workers grievance redress mechanisms.</li> </ul>

## 6. POLICIES AND PROCEDURES OF THE PROGRAM

**6.1 Occupational, Health and Safety.** The program will make sure that the necessary arrangements are made to ensure occupational health and safety. This may include developing emergency response procedures in case of fire, electric shock or physical injury to workers. The occupational health and safety requirements of AUC will be implemented, including making workers aware about occupational health and safety requirements of AUC. The draft African Union Staff Regulations (2021) ([Linkb](#)) states that an occupational health and safety policy will be developed. The policy shall include: (i) Monitoring AU facilities and working conditions for hazards to staff in the areas of safety, ergonomics, and epidemiology, with appropriate recommendations for preventive actions as appropriate; (ii) Fitness for duty assessments as warranted for those staff exposed to hazardous substances or working conditions, or whose duties affect the safety of others; (iii) Regular medical screening, at AU expense, for staff potentially exposed to safety and occupational hazards as determined by the Medical and Health Services; and (iv) Provision of Medical and Health Insurance for eligible officials, special appointees and staff members and their eligible dependents.

**6.2 Managing risks of Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH).** Efforts will be made to prevent and respond to SEA/SH through implementing AUC's policy on prevention and response to sexual exploitation and abuse for peace support ([Link2](#)) as appropriate, through **working** in collaboration with the Women, Gender and Development Directorate (WGDD) and the Office of Ethics of the AU. The policy has four objectives (i). Enforcement of the AU zero stance on SEA; (ii). Strengthen leadership and management engagement, roles and response to SEA; (iii). Reinforce mechanisms and measures for preventing and responding to allegations of SEA and to ensure that AU personnel involved in SEA are held accountable; and (iv) Specify the manner and type of assistance, as well as redress that is to be provided to victims and families of SEA.

**6.3 Working conditions.** Promote good employee relations through providing fair and consistent treatment to all program workers through AU Employee relations Unit. This includes handling grievances and grievance resolution; and dealing with employees' complaints and disciplinary matters.

## 7. AGE OF EMPLOYMENT.

No child (under the age of 18) shall be employed to work for the program. The type of labor that will be required for the project will not require workers below the age of 18. AUC staff rules and regulation will be applied.

## 8. TERMS AND CONDITIONS

The employment of project workers will be based on the principle of equal opportunity and fair treatment, and non-discrimination.

Terms and conditions of employment for this program will be based on the existing AUC manuals. The manual defines aspects such as working hours, employee-employer relations, leave and benefits, safe work environment and notice period for employee and employer. The African Union Staff Regulations and Rules describes that AU shall protect fundamental human rights, dignity, worth and equal rights of all its staff members as set out in these regulations and other legally binding international legal instruments as well as other administrative instruments. No staff member shall be discriminated against in pursuit of his or her career with the AU. It shall be AU's responsibility to

provide assistance, protection and security for its staff members where appropriate against threats, abuse, harassment, violence, assault, insults or defamation to which they may be subjected by reason of, or in connection with, the performance of their duties. This will be applied to the SOP project.

## 9. RELEVANT LABOR RELATED SYSTEMS OF THE AU AND THE WORLD BANK

The Labor Management Procedures (LMP) is prepared with the guidance from the existing systems (structures) of the African Union on labor issues as well as from the Environmental and Social standards of the World Bank. A brief summary is provided below:

- 9.1. ***Specialized Technical Committee (STC) on Social Development, Labor and Employment.*** The STC promotes and develops cooperation among African countries in the field of social protection, labor, employment, productivity and poverty alleviation. It reviews and harmonises Member States' policies and legislation, and coordinates Common African Positions to advance African interests, promote tripartism and freedom of association, collective bargaining and decent work. The STC also reviews and assesses progress made by Member States and Regional Economic Communities in implementing the various instruments and policies that advance social protection. The STC meets once every two years. It is set as a 'tripartite organ composed of Ministers in charge of Social Development, Labor and Employment, and the Representatives of the most representative Employers and Workers' Organizations at national, regional and continental levels'.
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- 9.3. ***African Union Ten Year Action Plan on Eradication of Child Labor, Forced Labor, Human Trafficking and Modern Slavery in Africa (2020-2030).*** Child labor, forced labor, human trafficking and modern slavery are serious issues of concern in Africa. In February 2020, African Heads of States and Government adopted the Ten Year Action Plan to Eradicate Child Labor, Forced Labor, Human Trafficking and Modern Slavery (2020- 2030). The Action Plan introduced a number of continental legal instruments and policy frameworks, notably the African Charter on Human and Peoples' Rights and the African Charter on the Rights and Welfare of the Child. This involves ending child labor by 2025 and forced labor, human trafficking and modern slavery by 2030. The Action Plan focuses on a critical set of interventions that can bring rapid results. It also specifies primary implementation responsibilities between country, regional and continental levels.
- 9.4. ***African Union Procurement Manual*** ([Link4](#)). The manual states that procurement of consultancy services will include the following steps: (i) Preparation of the Terms of Reference (TOR); (ii) Preparation of a cost estimate and confirmation of available budgeted funds; (iii) Preparation and issue of the Request for Proposals (RFP), including Letter of Invitation (LOI),- Information to Consultants (ITC), and Draft contract; (iv) Advertising for expressions of interest (if appropriate) or preparation of the shortlist of consultants from existing pre-qualified firms; (v) Receipt of proposals; (vi) Evaluation of technical proposals; (vii) Evaluation of financial proposals; (viii) Final

evaluation according to the criteria stated in the RFP; and (ix) Negotiations and award of the contract to the selected firm. Regarding contract agreements for consultancy, a Lump Sum (Fixed Price) Contracts will be applied for the project. Lump sum contracts are used mainly for assignments in which the content and the duration of the services; and the required output of the consultants are defined. Payments are linked to defined outputs (deliverables), such as reports. Further details on Non-Compliance Remedies as well as Performance Monitoring are provided in the Manual.

- 9.5. **The World Bank Environmental and Social Standards: ESS 2 on Labor and Working Conditions.** ESS2 promotes 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 are to: (a) promote safety and health at work ; (b) promote the fair treatment, nondiscrimination and equal opportunity of project workers; (c) protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate; (d) prevent the use of all forms of forced labor and child labor; (e) support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law; and provide project workers with accessible means to raise workplace concerns.
- 9.6. **The World Bank Environmental, Health, and Safety (EHS) Guidelines.** This provides useful guidelines on Occupational Health and Safety. It provides guidance on reasonable precautions to implement in managing principal risks to occupational health and safety. Though the Environmental and Social risk of the SOP-2 Program is low, appropriate precautionary measures will be considered through screening the project against the various hazards such as physical, chemical, biological and radiological.

## 10. WORKER'S GRIEVANCE REDRESS MECHANISM

Rule 63 of the African Union Staff Regulations and Rules provides Grievance Handling for Program Direct Workers. Grievances arising out of Program direct workers' inter-personal relationships and the application of conditions of employment other than matters arising out of disciplinary action, shall be raised in the first instance with the Program Manager that will provide guidance and advice unless the complaint is about the Program Manager and in that instance program direct workers may bring the complaint to the attention of the Director of Sustainable Environment and Blue Economy. If not addressed by the Director, the complaint can be filed with the Administrative Tribunal or AUC's Grievance Panel. The Grievance procedures described under the Stakeholder Engagement Plan (SEP) of the project will also be applied as appropriate.

PMU will make sure that contractors, consulting firms or suppliers set up workers grievance redress mechanisms.

## 11. MONITORING AND SUPERVISION

In general, the PIUs will be responsible for the monitoring of the implementation of the LMP. In particular, the environment and social focal person will ensure that the LMP is fully implemented.

The environment and social focal person will undertake supervision missions and spot checks at least on a monthly basis. The environment and social focal person will be aware of potential labor-related risks and impacts of activities and will develop a monitoring schedule around these.

The environment and social focal person will further gather workers feedback as part of their monitoring and spot checks. Furthermore, grievances filed through the Workers' GRM will be analyzed to understand labor related trends and issues.

Non-compliance of the LMP will be reported to the PIU Project Coordinators and will be taken up in the regular E&S reporting.