



HARGEISA LOCAL GOVERNMENT

GOVERNMENT OF SOMALILAND

SOMALIA URBAN RESILIENCE PROJECT (SURP II- P170922)

NAGAAD PROJECT

LABOUR MANAGEMENT PROCEDURES

Prepared for SURP II (July 2019)

Updated for
SURP II Second Additional Financing in April 2022
SURP II Third Additional Financing in July 2024
SURP II Fourth Additional Financing in July 2025

August 2025

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ACRONYMS AND ABBREVIATIONS

AF	Additional Financing
AF4	Fourth Additional Financing
AM	Accountability Mechanism
AREAS	Action for Rural Education and Agriculture Solutions
BRA	Benadir Regional Administration
CERC	Contingent Emergency Response Component
CoC	Code of Conduct
CSO	Civil Society Organization
CWW	Concern Worldwide
E&S	Environmental and Social
EHS	Environmental, Health and Safety Guidelines
ESF	Environmental and Social Framework
ESHS	Environmental, Social, Health and Safety
ESIA	Environment and Social Impact Assessment
ESMF	Environment and Social Management Framework
ESHS	Environmental, Social, Health and Safety
ESIA	Environment and Social Impact Assessment
ESMP	Environment and Social Management Plan
ESS	Environmental and Social Standard
ESS1	ESS1: Assessment and Management of Environmental and Social Risks and Impacts
ESS10	ESS10: Stakeholder Engagement and Information Disclosure
ESS2	Environmental and Social Standard 2: Labour and Working Condition
FCV	Fragility, Conflict and Violence
FGS	Federal Government of Somalia
FMS	Federal Member States
GBV	Gender-Based Violence
GM	Grievance Mechanism
GRC	Grievance Redress Committee
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
HGL	Hargeisa Local Government
HIV	Human Immunodeficiency Virus
IDA	International Development Association
IDP	Internally Displaced Person
IDP	Internally Displaced Persons
ILO	International Labour Organization
INGO	International Non-Governmental Organizations
IOM	International Organization for Migration
IPV	Intimate Partner Violence
LMP	Labor Management Procedures
LRP	Local Recruitment Plan
M&E	Monitoring and Evaluation
MARDO	Mandhere Relief and Development Organization
MIS	Management Information System
MoECC	Ministry of Environment and Climate Change
MOLSA	Ministry of Labour and Social Affairs of Somalia
MoPWRH	Ministry of Public Works, Reconstruction, and Housing
MS	Moderately Satisfactory
NbS	Nature-based Solutions
NGO	Non-governmental Organization
NRC	Norwegian Refugee Council
O&M	Operations and Maintenance
OHS	Occupational Health and Safety

OHS	Occupational Health and Safety
OPM	Office of the Prime Minister
PAP	Project-Affected Party
PCU	Project Coordination Unit
PDO	Project Development Objective
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
RAP	Resettlement Action Plan
RF	Resettlement Framework
S	Satisfactory
SDS	Sustainable Development Solutions
SEF	Stakeholder Engagement Framework
SEP	Stakeholder Engagement Plan
SMPF	Somali Multi Partner Fund
SMP	Security Management Plan
SUIPP	Somalia Urban Investment Planning Project
SURP	Somalia Urban Resilience Project
SURP I	Somalia Urban Resilience Project
SURP II	Somalia Urban Resilience Project Phase II
SURP-II AF	Somalia Urban Resilience Project Phase Two Additional Financing
TBC	To Be Confirmed
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNOPS	United Nations Office for Project Services
VAC	Violence Against Children
WASH	Water Sanitation and Hygiene
WB	World Bank
WBG	World Bank Group

1. INTRODUCTION

1.1 Background

The first Somalia Urban Resilience Project (SURP, P163857) of US\$9 million was approved in August 2018 and closed in September 2021, being the first World Bank project in Somalia. The project provided financing directly to local governments for infrastructure including secondary roads and drainage investments in Mogadishu and Garowe. SURP II (P170922, the parent project) of US\$112 million was approved on December 19, 2019, and became effective on February 24, 2020. It started with four strategically important municipalities (Mogadishu, Garowe, Kismayo and Baidoa) selected from political, economic, security and vulnerability perspectives. Following the two subsidiary agreements signed in August and September 2020, the parent project has been expanded to two additional municipalities (Dhuusamareeb and Beledweyne) in two new federal member states (Galmudug and Hirshabelle).

The first additional financing (AF) (P178887) ¹ of US\$41.5 million (US\$21.5 million from the Somali Multi Partner Fund [SMPF] and US\$20 million from IDA) was declared effective on July 14, 2022.² The second AF (P179775) of US\$50 million³ for Somalia was declared effective on January 16, 2023. The third AF (P181512) of US\$40 million from IDA and US\$10 million from SMPF was declared effective on August 19, 2024. Taken together, SURP-II will have a total budget envelope of US\$278.5 million, with a current closing date of December 31, 2026. The Project is seeking a fourth Additional Financing (AF4) of USD 25 million to scale up project activities in the city of Hargeisa.

1.2 Project Development Objective:

Nagaad's project development objective is to strengthen public service delivery capacity of local governments, increase access to climate-resilient urban infrastructure and services, and to provide immediate and effective response to an eligible crisis or emergency in selected areas. The currently active components of the Project are captured in **Table 1**.

Table 1: Active Nagaad Project Components

Component	Description
Component 1: Urban Infrastructure and Services	Supports preparation and implementation of infrastructure investments, including design and supervision. Participatory decision-making is used to identify investments.
Component 2: Institutional Strengthening and Analytics	Strengthens core municipal functions through technical assistance on informal settlements, climate-resilient operation, and maintenance (O&M), urban governance, solid waste management, and mayors' forums.
Component 3: Project Management and Capacity Building	Supports project management costs, including monitoring and evaluation, as well as the capacity building of the PCU, PIUs, and relevant municipal staff.

¹ Under the first AF, the closing date was extended by 24 months to December 31, 2026, to allow for adequate completion of the CERC.

² The processing of US\$20 million was to replenish funds which were reallocated to Component 4: Contingent Emergency Response to respond to the worsening drought. The current US\$153.5 million is financed by an IDA grant of US\$70 million, as well as three trust fund grants under the Somalia Multi-Partner Fund (SMPF) (TF0B1409, TF0B1519, and TF0B8532) in the amount of US\$45 million, US\$17 million, and US\$21.5 million.

³ The dedicated drought response component (Component 4) was introduced under the second AF and the funds from the CERC added to the new component and financed by the Crisis Response Window (CRW)-Early Response Financing (ERF).

1.3 Implementation Arrangements

SURP II is directed by a Steering Committee chaired by the national Ministry of Public Works Reconstruction and Housing (MPWR&H) with representation of the Office of the Prime Minister (OPM), Ministry of Finance (MoF), Ministry of Planning, Investment and Economic Development (MoPIED) and representatives of participating FMSs and BRA. The project is managed by municipal-level Project Implementation Units (PIU) in the six municipalities with further coordination support from state-level inter-ministerial committees.

Under AF4, the implementation arrangements will be adjusted to reflect a new PIU in Hargeisa. The PIU will be established in Hargeisa and will be responsible for procuring investments and for day-to-day supervision and monitoring. The PIU shall comprise of at least a project coordinator and a project engineer, along with specialists in the following areas: environmental and social risks management, monitoring and evaluation, procurement, and finance. In addition, the PIUs also have community engagement officers (CEOs), one of whom must be a female. The federal PCU will provide backstopping support. The PCU consist of a project coordinator, project engineer, and specialists in the following areas: procurement, gender/gender-based violence (GBV), financial management, environmental and social. An inter-ministerial steering committee for Somaliland will be established to provide strategic oversight and guidance. The Engineering and Supervising Consultant (ESC) hired by the Hargeisa Municipality will support on engineering and supervision aspects while the Third-Party Monitor (TPM) engaged by the World Bank will provide quality assurance of the supervision.

1.4 Implementation Status

As of June 2025, cumulative disbursement is US\$132 million, 53.8 percent of the total US\$253.5 million grant. Progress towards achievement of PDO and Overall Implementation Progress is rated Satisfactory (S). The project has maintained both ratings above Moderately Satisfactory for the past 12 months. Despite operating in a complex operating environment, the project is being implemented in six strategic cities. This includes six municipal PIUs, a federal PCU providing backstopping, coordination, and quality assurance, and inter-ministerial project steering committees at state and federal levels providing strategic guidance and oversight.

1.5 Achievements to Date

The project has to date reached 494,910 beneficiaries, rehabilitated 35km of roads and side drainage, employed a total of 4747 persons in skilled and unskilled labor activities, including 753 women, 933 internally-displaced persons (IDPs), and 28 persons with disabilities (PWDs). Additionally, 73 individuals participated in internships and on-the-job training, 86 municipal staff have been trained across six participating cities and stakeholder consultations and awareness-raising efforts have reached 13,064 individuals. Drought response activities, including cash transfer, water and sanitation facilities, and temporary housing, land, and property (HLP) have been successfully completed in September 2024, providing life-saving assistance to more than 1 million people. 4 SURP-II has already helped define intergovernmental functional roles and responsibilities related to urban services. With relatively strong implementation arrangements and broad geographic coverage, SURP-II has further evolved to support cities on resilient service delivery beyond city roads, such as advancing citywide flood risk management strategies and piloting durable solutions to displacement and nature-based

⁴ The second AF added *Component 4*. The FGS engaged the International Organization for Migration (IOM) through an output agreement in Sept 2022, amended in April 2023 and completed in September 2024. The project drought response focused on key urban areas and contributing to the World Bank's overall drought response through support on housing, land, and property (HLP) and basic services (water, sanitation, and hygiene [WASH] and/or health) in Mogadishu, Baidoa, and Garowe that experienced a large inflow of IDPs triggered by the 2022/23 drought.

solutions (NBS). This demonstrates that SURP-II has succeeded in establishing a holistic platform for urban service delivery at the municipal level.

1.6 Activities to be Financed under AF4

Somaliland, officially known as the Republic of Somaliland is located in the southern coast of the Gulf of Aden and bordered by Djibouti to the northwest, Ethiopia to the south and west, and Somalia to the east. Its claimed territory has an area of 176,120 square kilometers (68,000 sq mi), [7] with approximately 6.2 million people as of 2024. The capital and largest city is Hargeisa. Since 1991, the territory has been governed by democratically elected governments that seek international recognition as the government of the Republic of Somaliland.

While the PDO will remain unchanged, AF4 targets to support improving resilient urban infrastructure investments such as roads and drainage, given its high exposure to flood risks in Hargeisa metro area, the second largest city after Mogadishu. This will complement and leverage completed and ongoing preparatory activities, such as detailed engineering design for a priority bridge and preliminary design for a priority road (8km). It will also leverage the designs for the PIU office and material testing laboratories supported through the project in other cities. Specifically, AF4 will scale up interventions as described below.

- a. **Component 1: Urban Infrastructure and Services (US\$175 million).** The allocation will be increased from US\$155 million to US\$175 million, scaling up resilient urban infrastructure and services to include the additional city of Hargeisa. To date, US\$122 million (78%) have been disbursed and committed under this component.⁵ The inclusion of Hargeisa will be endorsed by the federal inter-ministerial Project Steering Committee by appraisal. The inclusion of Hargeisa as the second largest urbanized after Mogadishu and the capital of Somaliland, is essential for the project to support investments in climate-resilient urban infrastructure and services, to strengthen local government's service delivery capacity. The project will support similar investments covered by the project, such as roads and pedestrian walkways, solar streetlights, bridges, culverts, roadside drainage, and a PIU office and material testing laboratory⁶, in line with international standards⁷. All investments will have climate-informed engineering designs that account for localized climate projections. It will also prioritize nature-based solutions (NBS), such as native grasses and tree planting alongside roads, which will mitigate drought by reducing the urban heat island effect. The proposed AF4 investments will be finalized using multi-criteria analysis in consultation with communities and stakeholders.⁸
- b. **Component 2: Institutional Strengthening and Analytics (US\$4 million).** The budget allocation will increase from US\$3 million to US\$4 million, to provide additional technical assistance to address critical issues related to urban development in Hargeisa, likely to focus on solid waste management and flood risk management based on initial consultations. This will be further clarified during appraisal..

⁵ Under Component 1, US\$122million has been committed or disbursed, or 78%.

⁶ Completed 35.6Km of asphalt concrete roads with roadside drains, 3 box culverts and one bridge in Baidoa, Garowe, Kismayo, and Mogadishu. Completed 1.44km stand-alone drainage in Mogadishu and Kismayo, desilted 4 catchment ponds and cleaned 2.4km trunk drainage in Mogadishu. Currently, the construction of 34.3Km of asphalt concrete roads is ongoing, while contracts for 15.6Km will be signed by April '26 and designs for 11Km will be ready in May '25. A total of 55km of priority trunk drainage are planned for Mogadishu, Kismayo, Baidoa, and Garowe, while 24.3Km will be implemented with available funding.

⁷ Any flood risk management infrastructure (trunk drainage, roadside drainage, detention ponds) and the bridges will be designed using international standards already in use by the project and based on climate change adjusted 25-year return period.

⁸ As done for all project cities, Hargeisa will complete urban infrastructure and institutional needs assessments to identify the infrastructure needs of residents and assess the feasibility of constructing priority infrastructure through a multi-criteria analysis based on available funding. Under SUIPP, a baseline urban infrastructure needs assessment was completed for Hargeisa (2016) for which the project will update.

A summary of the proposed changes under AF4 is presented in **Table 2**.

Table 2: Summary of Proposed Changes under AF4

Activities	Proposed Changes
Component 1: Urban Infrastructure and Services	Add US\$20 million to scale-up infrastructure investments in Hargeisa. This includes feasibility studies, investments, and civil works supervision.
Component 2: Institutional Strengthening and Analytics	Add US\$1 million to scale-up technical assistance to support priority urban analytics for Hargeisa.
Component 3: Project Management and Capacity building	Add US\$4 million to support the establishment of a new PIU in Hargeisa, continue PCU support through the extended project end date, and include FMS MPWRH in capacity building activities.
Changes to the Results Framework	End Targets of selected indicators will be changed to reflect the scale-up activities. Revision of selected intermediate indicators and adding new indicators to reflect the refined project approach.
Changes to closing date of the project	Extend the closing date of the project from December 31, 2026, to December 31, 2028.
Add city level implementing agency for Hargeisa	A new PIU to be established in Hargeisa.

Environmental and Social Framework. Environmental and social risks in the project are managed using the Bank’s Environmental and Social Framework (ESF) and its Environmental and Social Standards (ESSs). Taking Somalia context into account, the overall environmental and social risk rating for the AF4 project is “High” under World Bank’s Environmental and Social Risk Classification system (ESRC). Out of the ten ESSs, eight are relevant to SURP-II and the AF4 project, as follows:

- ESS1- Assessment and Management of Environmental and Social Risks and Impacts;
- ESS2 - Labour and Working Conditions;
- ESS3 - Resource Efficiency and Pollution Prevention and Management;
- ESS 4 - Community Health and Safety;
- ESS 5 -Land Acquisition, Restrictions on Land Use and Involuntary Resettlement;
- ESS 6 -Biodiversity and Sustainable Management of Living Natural Resources;
- ESS 8 -Cultural Heritage;
- ESS 10 -Stakeholder Engagement and Information Disclosure.

1.7 Objective of the Labor Management Procedures

Under the World Bank Environmental and Social Standard 2(ESS2) on Labour and Working Conditions, the Borrower is required to develop Labour Management Procedures (LMP) with the objective to:

- Promote safety and health at work.
- Promote the fair treatment, nondiscrimination and equal opportunity of project workers.
- Protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with ESS2) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate.

- Prevent the use of all forms of forced labour and child labour.
- Support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national laws.
- Provide project workers with accessible means to raise workplace concerns.

The purpose of the LMP is to identify the main labour requirements and risks associated with the project and help the Borrower to determine the resources necessary to address project labour issues. The LMP will apply to categories of workers including: (i) direct workers (entails people who are employed or engaged directly by the Borrower (including the project proponent and the project implementing agencies) to work specifically in relation to the project⁹ in the Hargeisa Municipality; (ii) contracted workers including any workers engaged by third parties to perform work related to core functions of the project, regardless of location.¹⁰ This include third-party monitors (TPMs) as well as other contractors, e.g. security risk management firms and workers involved in the ongoing (and newly planned) civil works in the cities; and (iii) primary supply workers – workers of suppliers who on an ongoing basis supply goods directly to the project or materials essential for the core functions of the project.

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 original LMP developed for SURP-II was prepared and disclosed in September 2019. An updated LMP for the Project's first, second and third additional financing (AF1, AF2 and AF3) was disclosed in July 2019, April 2022, and August 2024 respectively. The SURP-II, also known as Nagaad Project in Somali language, is seeking a fourth additional financing (AF4) to scale up project activities in the city of Hargeisa hence necessitating a review and update of the LMP in order to take into account new project activities and related labour risks. The AF 4 updated LMP was disclosed in July 2025.

1.8 Inclusion Plan

An Inclusion Plan has been prepared and annexed to this LMP. The plan aims to address the risk of exclusion of disadvantaged or vulnerable people from accessing the project benefits especially employment for activities where locals shall be engaged as workers on the project. These groups include minority clans and groups; Internally Displaced People (IDPs); people with disabilities (PWDs); and female headed households and vulnerable orphans. Measures have also been articulated in the SEF and this ESMF to ensure these groups are engaged in project consultations in the sub-project design, development of the ESMPs, project implementation and monitoring.

⁹ Para 3a, ESS2, World Bank Environmental and Social Framework

¹⁰ Para 3b, ESS2, World Bank Environmental and Social Framework

2. OVERVIEW OF LABOUR USE UNDER AF4

Priority investments under AF 4 include the rehabilitation/upgrading of existing primary and secondary urban roads; drainage; pedestrian walkways; and streetlighting. While the exact labour use will be determined by the contractors and other stakeholders in Hargeisa municipality during the project implementation stage (including the number, characteristics and timing of labour requirements), below is the overview and a summary table of anticipated project workers based on experience from SURP1, SURP-II and its three AFs.

(1) **Direct Workers.** Hargeisa Municipality will require support from consultants in specific technical areas, as they are unlikely to have sufficient expertise to manage project activities. The project will engage the following types of consultants in the PIU, and Engineering and Supervision Consultants as “direct workers”:

- a. **Project Implementation Unit (PIU):** The Hargeisa PIU is responsible for the management and supervision of overall implementation of AF 4 including construction work by the contractor(s). The PIU will engage with approximately seven (7) national consultants with expertise in project management and coordination, financial management, procurement, engineering, environmental/social risk management, community engagement, and monitoring and evaluation. Depending on the evolving needs of the PIU, additional human resources may be engaged, such as additional community engagement officers and admin and finance officers. The timing of labor requirements is from the project preparation to the completion of the project.
- b. **Project Coordination Unit (PCU):** SURP-II set up a PCU, in the Ministry of Public Works, Reconstruction and Housing (MoPWH) of the Federal Government of Somalia (FGS), which will be responsible for providing oversight and monitoring of AF 4 activities. The PCU is staffed with eight (8) consultants: an overall Project Coordinator, an Engineer, a Financial Management Specialist, an Environmental and Social Specialist, a Monitoring and Evaluation Specialist, a GBV/Gender Specialist, Communication Specialist and a finance and admin officer. The PCU will remain in place until the completion of the project.
- c. **Engineering and Supervision Consultant:** The engineering and supervising consultant to be engaged by the PIU is to provide day-to-day construction oversight for the civil works that will remain in place. The engineering and supervision consultant team consists of project manager, road design engineer, project support officer, geospatial technical officer, quantity surveyor and cost estimator, community liaison officer and environmental, health and safety officer. The engineering and supervision consultant will support the PIU until the completion of the civil works.

Government civil servants: Some federal, state and municipal government civil servants working in connection with AF4 will include Federal Ministries of Finance, Public Works Reconstruction and Housing; State Ministries, and Hargeisa Municipality. They will remain subject to the terms and conditions of their existing public sector employment, which are governed by the Somaliland Constitution. There will be no legal transfer of their employment or engagement to the project.

(2) **Contracted workers.** The labour requirements for contracted workers will depend on the scale of the individual civil works under each construction package in the respective municipalities. The timing of labour requirements will fluctuate, depending on the construction stages, including site clearance, burrowing for construction materials, drainage preparation, roadbed preparation and road maintenance. More details will be determined by individual contractors during the contract award stage. Based on the activities undertaken in the construction of climate resilient urban infrastructure in SURP-II, it is taking on average, nearly three months to construct one kilometer of an asphalt road along with its associated drainage. The following are the different categories of anticipated contracted workers:

- a. **Skilled permanent staff of the primary contractor** (construction company): The permanent technical staff of the primary contractor engaged in the project include project managers, project engineers, environmental engineers, construction foreman, medical officer, admin and finance officer. While such staff are most likely national staff, they may include international staff from outside Somaliland. The contractor may also be a national or international construction company. The permanent staff may also include female officers (such as engineer, medical officer and storekeeper).
- b. **Skilled workers engaged by sub-contractors.** Depending on the available expertise within the primary contractor and other factors, the contractor may engage sub-contractors for some technical work, which may include heavy machine operators for hauling, road roller/soil compaction, sand/quarry loading, and grader/excavation. The contractor may engage such subcontractors locally, nationally or even from the neighboring countries. The basic machine operators such as water bowser drivers, truck drivers, concrete mixer operators are likely to be local.
- c. **Third-party monitor:** The TPM engaged by the Bank will supplement the Bank's project supervision of AF4 where the access of Bank staff and consultants is limited due to security constraints. Such a party is subject to the contract with the Bank, and ESS2 is not applicable.

d. **Unskilled community members engaged by the contractor:** The project is designed to maximize the employment generation through engaging community members as unskilled workers. To ensure equal opportunities in employment, the contractor will be contractually required to coordinate with the PIU to prioritize the host communities and vulnerable groups in the engagement of such workers, including female workers, youth, IDPs and persons with disabilities for jobs they can do. The PIs and local host communities will support the selection of unskilled workers. The work assigned for unskilled female workers will include community engagement, traffic management, sand spreading, interlocking blocks, hand compacting, daily site cleaning, and rubbish removal. The use of brokers, intermediaries and employment agents to source unskilled workers is not expected.

3. **Primary supply workers.** The construction work under the AF 4 will require primary supplies essential for the functions of the priority infrastructure, such as construction materials including aggregates, bitumen and precast concrete interlocking blocks. Where the contractor will source such materials directly from primary suppliers on an ongoing basis, the workers engaged by such primary suppliers are deemed "primary supply workers", as defined in ESS2. The number and type of primary suppliers will be determined at project implementation stage. The timing of labour use of primary supply workers will cover the construction stage of the project (see Section XII for more details on primary supply workers).

Other stakeholders, in addition to the above project workers, working in connection with the are captured in **Table 3** below. Community workers are not anticipated under AF 4.

Table 3: Summary of Indicative Labour Use under AF4

Type of project workers	Characteristics of project workers	Timing of labour requirements	Indicative number of workers
Direct workers <ul style="list-style-type: none"> PIU consultants Engineering and supervising consultants 	<ul style="list-style-type: none"> PIU: National consultants from each municipality 	<ul style="list-style-type: none"> PIU: from project preparation until project completion Engineering consultants: from early stage of project implementation until project completion 	<ul style="list-style-type: none"> PIU: approx. 7 consultants Engineering and supervising consultant: 5-10
Contracted workers¹¹ <ul style="list-style-type: none"> Skilled workers engaged by the primary contractor Skilled workers engaged by subcontractors Third party monitor engaged by the World Bank Unskilled workers engaged by contractors and sub-contractors. 	<ul style="list-style-type: none"> Skilled workers of the primary contractor: mostly national technical permanent staff Skilled workers engaged by the subcontractor: national or international operators of heavy machines Unskilled workers: local host community members, female workers, IDPs and persons with disabilities. 	<ul style="list-style-type: none"> The timing of labour requirement will fluctuate, dependent on the construction stages, which will be determined by individual contractors at the contract award stage. The labour requirement for one community road section is approximately one month (in the case of SURP in Mogadishu). The labour requirement for one community road section is approximately one month (in the case of SURP in Mogadishu). 	<p>Below numbers are averages based on ongoing civil works in the six cities in Somalia</p> <ul style="list-style-type: none"> Skilled workers of the primary contractor: 20 Skilled workers of the subcontractor: 5 Unskilled workers: 15
Primary supply workers <ul style="list-style-type: none"> Workers engaged by primary suppliers at quarry sites (construction materials) 	<ul style="list-style-type: none"> They are mostly local workers. 	<ul style="list-style-type: none"> The construction stage of the Projects. 	<ul style="list-style-type: none"> The primary supply workers will be identified during the Projects' implementation stage.

¹² The lessons learned under SURP on labour issues include the need for: ongoing capacity building of the contractor on ESHS issues (access control, child labour, traffic safety etc.); inclusion of GBV provisions into the code of conduct; better management of community grievances; and addressing security risks. Under SURP II there was a breach of a site barrier in Kismayo leading to the shooting of the intruding driver, there was no fatality but a bullet injury to the neck, the incident was reported to the Bank. Also, under SURP II, a construction site where component 4 activities were taking place in Garowe was stormed by Puntland military officers firing bullets in the air, no injuries or loss of property was recorded.

3. ASSESSMENT OF KEY POTENTIAL LABOUR RISKS

3.1 Project Activities.

The project activities under the AF4 will include construction of urban roads along with corresponding road drainage system, sidewalks, street lighting and road furniture. They will also involve the demolition or removal of existing box culverts and other structures in the right of way. Most of the construction activities will take place within urban areas, which may include densely populated business premises. The following are indicative project activities to be carried out under the AF4:

- Removal of unsuitable material from the road surface and disposal to designated areas.
- Excavation and stock piling of construction material at borrow pits, gravel and sand harvesting and crushing of aggregates at quarry sites.
- Transportation of construction material including excavated soil, gravel, sand, rocks and water to the construction sites.
- Preparation of road surface by backfilling with selected imported material, machine compaction and levelling.
- Formation of road profile consisting of sub-base and base course placed in properly compacted layers.
- Provision of the road surface layer consisting of aggregate with bituminous binder or other surface treatments such as laying precast concrete interlocking blocks.
- Road shoulder construction, road drainage system, sidewalks and pedestrian crossings, installation of street lighting and road furniture etc.
- Demolition of existing obsolete culverts and other structures.
- Technical support such as setting up the road profile and drainage structures, material testing for quality control, engineering supervision etc.
- Support services such as servicing and maintenance of construction equipment, road surfacing material preparation, electrical services, welding support, transport services etc.

3.2 Key Labour Risks.

Drawing upon the experience and lessons learned from SURP II¹², the three AFs and the stakeholder consultation feedback¹³, the following are key labor risks anticipated during the implementation of the AF4.

a. Occupational health and safety (OHS) risks

¹² The lessons learned under SURP on labour issues include the need for: ongoing capacity building of the contractor on ESHS issues (access control, child labour, traffic safety etc.); inclusion of GBV provisions into the code of conduct; better management of community grievances; and addressing security risks. Under SURP II there was a breach of a site barrier in Kismayo leading to the shooting of the intruding driver, there was no fatality but a bullet injury to the neck, the incident was reported to the Bank. Also, under SURP II, a construction site where component 4 activities were taking place in Garowe was stormed by Puntland military officers firing bullets in the air, no injuries or loss of property was recorded.

¹³ Public consultations were conducted on the first updated LMP and this LMP and other instruments with stakeholders from Mogadishu, Puntland State, Jubaland State, and South-West State. Labour issues discussed included child labour; transparency in recruitment process and award of contracts; employment of women and vulnerable groups; GBV risks in recruitment and work place; and OHS measures. For more details, see the updated SEF for SURP II Third Additional Financing project. Additional stakeholder consultation was done with key AF4 stakeholders such as the Mayor of Hargeisa, the Director for Public Works, Admin and finance, Director local government, sub-district government officials and community representatives (including women, youth organizations, elders, religious leaders, vulnerable community members (PWDs, and IDPs), community-based organizations and their umbrella

- Road or bridge construction sites pose risks to the workers with the sheer volume of constantly moving heavy vehicles and dump trucks maneuvering around on an uneven terrain.
- The construction activities involving heavy machineries will be quite noisy. Loud, repetitive, and excessive noise causes long term hearing problems, such as deafness. Noise can also be a dangerous distraction and may distract the workers from the task at hand, which can cause accidents.
- Collapsing of borrow pits with workers inside is also a risk with the type of prevailing materials in the area. With the hot and dry climate of Somalia, workers may be exposed to heat-related injuries such as heat stroke and heat exhaustion.
- Workers may be exposed to a variety of typical OHS risks, including slips, trips and falls at construction site; lifting of heavy materials; being struck by objects; elevated levels of particulate material in the air; risks associated with use of hand powered tools, exposure to chemicals (e.g., paints, cleaning liquids, hot bituminous, etc.); risks due to vibrations; risks due to welding and cutting; and risks due to communicable and vector-borne diseases.
- Workers will be also exposed to traffic related accidents, from residential and commercial vehicles travelling on roads where workers are deployed, and workers transporting materials and waste to and from the construction site.

b. Child labour and forced labour

Child labor remains a significant issue in Somaliland, where many children are engaged in various forms of work, often under hazardous conditions. Economic hardship and limited educational opportunities contribute to this problem, forcing families to rely on their children to contribute to household income. In urban areas, children may work as street vendors, helpers in shops, or in manual labor, while those in rural areas often assist with farming or herding livestock. The lack of strict enforcement of labor laws and the prevalence of poverty make it difficult to eliminate child labor fully.

c. GBV and SEA/SH

Gender-based violence (GBV) is a critical issue in Somaliland, where cultural norms and socio-economic factors often perpetuate gender inequality and violence against women and girls. This form of violence can take many shapes, including domestic violence, sexual assault, and harmful traditional practices such as female genital mutilation (FGM) and early marriage. The patriarchal structure of society often limits women's rights and access to justice, making it challenging for survivors to seek help or report incidents of violence. Many women face threats of stigma and social ostracism, which can further discourage them from speaking out.

Efforts to combat GBV in Somaliland have been initiated by local organizations and international partners. These initiatives include raising awareness about the rights of women and girls, providing support services for survivors, and advocating for legal reforms to strengthen protections against violence. Education plays a crucial role in addressing the root causes of GBV. Programs aimed at empowering women, educating communities about gender equality, and promoting healthy relationships are vital for creating long-lasting change.

A comprehensive approach that involves community engagement, legal reforms, and support services is essential to effectively tackle gender-based violence in Somaliland. By addressing the underlying factors contributing to GBV, it is possible to create a safer and more equitable society for all.

Preliminary assessment of the AF4 activities revealed the likelihood of GBV SEA/SH risks due to gender biases and prejudices against women engaging in construction-related jobs. The risks of GBV SEA/SH could potentially be increased by the project's gender-related objective of encouraging women participation in the construction industry in Somaliland. SH and other forms of abusive

behavior by workers will also have the potential to compromise the safety and wellbeing of vulnerable groups of workers and the local communities. This will include potential SEA/SH in recruitment or retention of skilled or unskilled female workers supported under the project. IDPs fleeing from the drought and sheltered in IDP camps are also likely to face increased GBVSEA/SH risks.

d. Labour influx

With the limited scale of work under AF4 and the availability of labour supply in the Municipality, a large scale of labour influx is not expected. However, workers camps/project offices may be established to accommodate a limited number of skilled foreign workers (such as engineers and site managers). In addition, the construction activities may bring some workers from other cities who may have diverse backgrounds, with cultures and behavior different to that of the local communities. They may not integrate well with the local cultures and values and could risk the local social values and harmony. All these could lead to conflict between locals and migrant workers. Labour influx could also increase the risk of Sexually Transmitted Diseases (STDs) and GBV-SEA/SH

e. Labour disputes over terms and conditions of employment

Labour disputes regarding terms and conditions of employment in Somaliland have become a notable issue as the region strives to develop its economy and workforce. These disputes often arise due to a variety of factors, including inadequate labor laws, poor enforcement of existing regulations, and a lack of awareness among workers about their rights.

Many workers face challenges such as low wages, long working hours, lack of benefits, and unsafe working conditions. In some cases, employers may not comply with labor contracts or may fail to provide adequate working conditions, prompting disputes. Workers often find it difficult to voice their grievances due to fear of retaliation or losing their jobs, which complicates the resolution of these issues.

The government of Somaliland is in the process of establishing and updating labor laws to better protect workers' rights. However, enforcement remains a challenge if there aren't sufficient resources or mechanisms in place to ensure compliance by employers.

Labor unions and civil society organizations have been actively advocating for improved working conditions and fair employment practices. They play a crucial role in educating workers about their rights and lobbying for legislative changes that promote fair labor standards.

Overall, addressing labor disputes in Somaliland requires a collaborative effort among the government, employers, workers, and civil society to create fair working conditions and ensure that employees are treated with dignity and respect. Encouraging dialogue and understanding between all parties involved is essential for fostering a stable and productive workforce.

f. Discrimination and exclusion of vulnerable/disadvantaged groups

Discrimination and exclusion of vulnerable or disadvantaged groups in Somaliland present significant challenges, particularly as the region works towards social cohesion and economic development. Factors such as ethnicity, gender, disability, and socio-economic status often contribute to the marginalization of certain communities.

Women, for instance, frequently face discrimination in various aspects of life, including access to education, employment opportunities, and healthcare. Cultural norms and traditional practices can limit their participation in the workforce and leadership roles, hindering their economic empowerment and overall social advancement.

Similarly, people with disabilities often encounter barriers that restrict their access to education, employment, and public services. Negative perceptions and a lack of effective legislation to protect their rights further exacerbate their exclusion from mainstream society.

Discrimination based on ethnicity can also create divisions within communities, leading to tensions and conflicts. Ethnic minorities may suffer from limited access to resources, political representation, and economic opportunities, perpetuating cycles of poverty and exclusion.

The government of Somaliland, along with various non-governmental organizations, is increasingly recognizing the need to address these issues. Efforts are being made to promote inclusivity and protect the rights of disadvantaged groups through policy development and community awareness initiatives.

If unmitigated, vulnerable/disadvantaged groups of people may be subject to increased risk of exclusion from employment opportunities under AF4. Such groups will include women, youth, IDPs and Persons With Disabilities (PWD), older persons, persons from minority clans such as the Gabooye who may need special consideration. The project will support these groups in obtaining high quality, longer-term employment opportunities in construction. Activities to be scaled up include capacity building of employers on provision of relevant policies and facilities to increase recruitment and retention of female workers, as well as skills training of women in project areas, widespread and early advertisement of skilled and semi-skilled jobs amongst these groups, and provision of technical internships (in areas such as soil testing) to e.g. youth enrolled in technical education and engineering colleges. Impact will be measured through an existing intermediate indicator.

During stakeholder consultations carried out on March 3, 2025 in Hargeisa, community members indicated that they expected to be provided with jobs during construction of the planned infrastructure. However, some of the elders and religious leaders indicated that it was culturally inappropriate to have women work in road construction. Further, women working in construction face risks such as physical hazards (like slips, trips, falls), exposure to heavy machinery and hazardous materials, as well as social challenges like discrimination, harassment, and lower pay. These risks are amplified by the fact that women may fear reporting harassment or discrimination due to concerns about job security or retaliation. In this case, the PIUs (including the one in Hargeisa) are advised to ensure that women engaging in construction are allocated tasks that are culturally appropriate and consistent with the Somali religious beliefs. This may include allowing women to undertake lighter tasks such as supply food, sweeping, cleaning or even Sprinkling water onto the site to reduce dust at the construction sites. More details about the consultations are captured in the SEF.

g. Security risks

Security risks in Somaliland can be multifaceted and complex, stemming from various local and regional dynamics. They include, militia activities and clan conflicts, the presence of extremist groups in the region, coupled with potential spillover from conflicts in neighboring countries, internal political disputes with potential to create instability and humanitarian crises exacerbating tensions within communities. However, during stakeholder consultations, it was reported that Hargeisa is a peaceful city and project work would not be disrupted.

3.3 Lessons Learned On Labour Management Under SURP II and the three AFs

Key lessons learned on labour management under SURP I include the following. While the applicable E&S standards and procedures applied to SURP I (implemented under WB's previous safeguards policies) and SURP II (implemented under the new ESF) are different, the lessons learned under SURP I on labour management are relevant to SURP II. As such, these lessons,

which are described below, will be taken into consideration during implementation of AF4 Project:

- a. **Management of OHS risks:** In SURP I only minor injuries, limited to cuts and bruises, were observed. Although it was a challenge to initially get the workers to wear PPE, they gradually adopted it following extensive sensitization and the workers seeing the benefits of wearing PPE first hand. Regular toolbox talk by the supervising consultant and the contractor's OHS team provided the opportunity to remind workers and further instill awareness on the importance of wearing PPE. Similar challenges were faced during the implementation of SURP II and the first two AF projects. The outbreak of COVID-19 necessitated the need to adopt new OHS measures, such as temperature screening, provision of sanitizers and hand washing facilities, and social distancing at the work sites.
- b. **Engagement of workers from the communities:** The contractor shall prepare and submit a local recruitment plan (LRP) to the PIU for approval and implement the agreed plan. The process of hiring unskilled workers from the community should be strengthened through the involvement of the PIU and the host community represented in the Grievance Redress Committees (GRCs). This would ensure the targeted number of job opportunities for the community provided by the contractor are achieved and will minimize the risk of abuse of authority and discrimination during the recruitment process. The role of GRCs extends also to monitoring/supervising the process of hiring unskilled workers within their participating communities, throughout implementation, including evaluating that the pertinent subproject has reached the goal of engaging local workers, at the end. The experience under SURP shows that, due to the short-term nature of the jobs and the regular relocation of the contractor from one site to another, the contractor may face difficulties in providing the right insurance coverage for the temporary workforce. The experience also shows the contractors can negotiate general liability insurance that covers temporary workers with their insurance companies, and this can be made a contractual obligation to be fulfilled before signing the works contract. Under SURP-II a contractor in one of the cities attempted to directly recruit workers without the involvement of the host community. However, this was raised by the GRC, and the contractor subsequently ceased such attempts.
- c. **GBV and gender:** Somalia has long been a patriarchal society, where men hold most of the power and women face significant discrimination and gender-based violence. While progress has been made in recent years towards promoting gender equality, significant challenges remain. Indeed, Somalia is ranked among the highest in terms of gender inequality – ranked sixth globally with an index of 0.776 (where 1.0 denotes complete inequality). The female community engagement officers in the PIUs could help enhance interaction with female workers. The necessity of community sensitization on SEA/SH and other forms of GBV such as Intimate Partner Violence (IPV) is also recognized. GBV training for the contractor and project workers has allowed better enforcement and monitoring of compliance with the code of conduct. No project-related SEA/SH incidents have been reported to the project GM likely due to fear of retribution. However, non-project incidents of GBV, from nearby communities, were documented during the implementation of AF2, where the project promptly referred survivors to GBV service providers. AF4 will strengthen case identification and adopt a comprehensive approach to address potential project-induced SEA/SH risks that may arise. No cases of retaliation have been reported under the project. Some of the measures to mitigate retaliation include providing confidential reporting mechanisms such as the toll-free line and email address, which allows for anonymous reporting; training and sensitizing on rights, provision of a grievance mechanisms to capture and refer such cases to GBV service providers and including relevant provisions in the project contracts and instruments (e.g., ESMP) to ensure protection from retaliation.

- d. **Child labour:** Children in Somalia are subjected to the worst forms of child labour, including in armed conflict. Children also perform dangerous tasks in street work. In 2020, Somalia made minimal advancement in efforts to eliminate the worst forms of child labour. The Ministry of Labour and Social Affairs established a Labour Inspectorate and hired and trained 35 labour inspectors. The government also established the Office for the Senior Advisor on Child Labour to lead the drafting and implementation of a National Action Plan to address the worst forms of child labour. Lack of formal proof of age (e.g., identity cards and birth certificates) especially for the urban poor and vulnerable groups makes it hard to establish the age of workers. Where there are doubts about the age of a potential laborer, the GRC can be used to verify the age. Initial age screening and regular updates of labour registry would be key. In one of the sub-projects in Baidoa, recruitment was not done directly without involving the GRC leading to the hiring of children under 15 years of age identified through internal monitoring by the government. This was reported to the Bank and corrected through the implementation of child labour mitigation measures and use of remedial procedures to deal with child labour incidents. This incident underscored the importance of recruitment of unskilled labour through the GRCs and not directly. As part of the onboarding process for unskilled labour recruitment through GRC is verified by the PIU.
- e. **Worker GM: Ensuring** that contractor's GM is functional can be difficult especially when no grievances are reported. Attendance of the contractor workers meetings by the Engineering and Supervision Consultant's E&S officer, and the PIU community engagement officer has been necessary to establish if there are any grievances and the functioning of the GM. Informal interviews with the workers at site have also shed light on potential underlying issues.
- f. **Harmonization of Titles and Remuneration for Community Engagement Officers:** Disparity in titles and remuneration among project community engagement officers across different PIUs leading to gender wage gap was identified under SURP-II. Each of the PIUs is resolving this through contract amendments to ensure equitable compensation for female community engagement officers. To ensure non-discrimination, fair treatment and equal opportunity, the PCU is taking a more active role to monitor and ensure male and female community engagement officers have the same terms of reference and have access to equal opportunities for advancement and recognition.

3.4 Monitoring the implementation of the LMP

The PCU shall continue to dedicate resources to the Hargeisa PIU and maintain the procedures for managing and monitoring the performance of the implementation of the LMP including by contractors. Monitoring shall include inspections, spot checks of project locations and work sites, of labour management records and/or reports compiled by the FMS-based E&S specialists and contractors. Contractors' labour management records and reports that should be reviewed would typically include the following: (i) representative samples of employment contracts and signed Code of Conducts (CoCs); (ii) grievances received from the communities and workers and their resolution; (iii) reports relating to fatalities and incidents, and implementation of corrective actions; (iv) records relating to incidents of non-compliance with national Labour Code and the provisions of the LMP; and (v) records of training provided for contracted workers to explain OHS risks and preventive measures.

As presented in Table 4, the indicative cost of implementing this LMP is estimated at USD 226,800 for the three years. It is, however, notable that this cost could be adjusted from time to time based on project requirements.

Table 4: Estimated budget for implementing the SURP II LMP (updated for TAF)

LMP Activities	Units	No. Units	Unit Cost (USD)	Total cost (USD)
Training of project staff, partners, and contractors in LMP requirements and ensuring that all sign CoC and are aware of workers GM	Months	6	5,000	32,000
Providing PPE, training on use and preparedness for emergencies, as well as first aid measures	Months	10	5,000	55,000
Travel expenses for social, environmental and GBV specialists at FGS and FMS level to supervise implementation of LMP by implementing partners, contracted staff, sub-contractors, primary suppliers, and community workers	Months	10	3,000	30,000
Printing IEC materials on LMP, CoC and printing CoCs and dissemination	Months	10	4,000	44,000
Strengthening direct workers GM (training managers and HR staff, awareness raising of direct workers)	Months	10	2,000	25,000
Monitoring and evaluation	Quarters	10	3,000	30,000
Sub-total				216,000
Contingency Cost (5%)				10,800
<i>Total</i>				<i>226,800</i>

4. BRIEF OVERVIEW OF LABOUR INSTITUTIONAL FRAMEWORK

The National Employment Policy for Somaliland provides the institutional framework for managing labour related issues for the Civil Service in Somaliland. The Government shall take overall responsibility for the implementation of this policy. This will require all Government agencies to integrate in their policies and programs the relevant policy principles and interventions that maximize productive employment and the improvement of general working conditions.

The Government has established a **National Employment Council**, chaired by the Minister responsible for Employment matters. The composition of the members of the Council is drawn out of the Ministries and institutions which have a significant role in employment creation but shall not exceed twelve members.

The Government has also established a **National Employment Creation Committee** chaired by the Director General of the Ministry responsible for employment matters, to oversee the implementation of the national employment policy, and the Labour, Economic and Social Council (LESCO) as an advisory body to the Ministry on matters.

The Ministry of Labour, Social Affairs and Family of the Republic of Somaliland (MOLSAF) is mandated to serve specific target groups of the society, especially women, children, people with disabilities, and other socially disadvantaged groups including refugees, asylum seekers, IDPs, returnees and minorities to ensure their rights of accessing basic services, fair employment opportunities, and protection support are ensured.

5. RESPONSIBLE STAFF

5.1 The Hargeisa Project Implementation Unit

The Hargeisa PIU will be responsible for overall project management and coordination of AF4., The PIU will ensure compliance with E&S requirements including on labour and working conditions. The PIU will engage consultants with expertise in environmental, social, occupational health and safety (OHS) issues. The PIU will be responsible for the following tasks relevant to labour and working conditions:

- i. Undertake the overall implementation of this LMP and OHS-related provisions in the Environmental and Social Management Plan (ESMP).
- ii. Engage and manage contractors/subcontractors in accordance with this LMP, OHS-related provisions in the ESMP and the applicable Procurement Documents.
- iii. Ensure that contractors prepare their labour management procedures (Contractor's LMP) that comply with this LMP, ESMP (OHS-related provisions) and Contractor's ESMP (including OHS provisions) for approval before the contractor is allowed to mobilize to the field.
- iv. Monitor¹⁴ that contractors/subcontractors are meeting obligations towards contracted workers as included in the Contractor's LMP and ESMP and the applicable Procurement Documents.
- v. Monitor the potential risks of child labour, forced labour and serious safety issues in relation to primary supply workers.
- vi. Monitor training of relevant project workers.
- vii. Ensure that the grievance mechanism for project workers is established and implemented and that workers are informed of it.
- viii. Monitoring the implementation of the Worker Code of Conduct and any other measures to address risks of sexual exploitation and abuse (SEA)/sexual harassment (SH).
- ix. Report to the World Bank on labour and occupational health and safety performance, including immediate notification of any project-related death or serious accident.

5.2 The Engineering and Supervision Consultant

The PIU will be supported by engineering and supervision consultants who will be responsible for monitoring the contractors of the civil works as well as monitoring adherence to the ESF instruments. They will oversee the performance on labour and working conditions on a daily basis on behalf of the PIU, which will be explicitly set out in their contract. The Engineering and

¹⁴ The PIU shall establish resources and procedures for managing and monitoring the performance of the contractor in relation to the LMP. The PIU will ensure that the contract with the engineering and supervision consultants (and the third-party monitor, where applicable) explicitly set out their monitoring responsibility for the contractor's performance on labour and working conditions on a daily basis. The monitoring may include, inspections, and/or spot checks of project locations or work sites and/or of labour management records and reports compiled by the contractor. For more details, see Section XI "Contractor Management".

Supervision Consultant will employ qualified expert(s) for such oversight and report on performance to the PIU.

5.3 The Contractor

The contractor will be responsible for the following:

- Employ or appoint qualified environmental, social, occupational health and safety expert(s) to manage ESHS issues.
- Prepare and implement their labour management procedure (Contractor's LMP) and Contractor's ESMP (including OHS provisions)¹⁵ which will apply to the contracted workers who work on the Projects. These procedures and plans will be submitted to the PIU for review and approval before the contractor is allowed to mobilize to the field.
- Prepare and implement the local recruitment plan after approval by the PIU.
- Supervise their subcontractors to ensure adherence to the LMP, ESMP and C-ESMP.
- Maintain records of recruitment and employment of contracted workers (including subcontractors) with age verification to avoid child labour.
- Provide induction and regular training to contracted workers on environmental, social and occupational health and safety issues, including training workers exposed to specific risks associated with their work.
- Require the primary supplier to identify and address risks of child labour, forced labour and serious safety issues for primary supply workers.
- Develop and implement the grievance mechanism for contracted workers, including ensuring that grievances received from their contracted workers are resolved promptly, and report the status of grievances and resolutions.
- Ensure that all contractor and subcontractor workers understand and sign the Code of Conduct (CoC) prior to the commencement of works, take all other measures to address risks Of Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH) as specified in the contractor's LMP/ESMP and supervise compliance with such measures.
- Report to PIU on labour and occupational health and safety performance.

5.4 The Project Coordination Unit

The PCU at the federal Ministry of Public Works Reconstruction and Housing will be responsible for providing oversight of the projects and support project monitoring, while liaising with the Ministry of Finance. While the PCU will have no direct responsibility for supervising routine labour issues in individual projects, it will support the PIU in addressing key labour issues that may require intervention across the Hargeisa Municipality. The PCU will engage an environmental and social safeguard consultant who will also support labour aspects of under AF4. Table 4 summarizes the project staff/party responsible for various key issues.

Table 4: Summary of the project staff/party responsible for various key issues

Key issues	Direct workers	Contracted workers	Primary supply workers
Hiring and managing individual project workers	<ul style="list-style-type: none"> • Hargeisa Municipality to engage/manage PIU consultants. • Hargeisa PIU to engage/manage 	Contractor/Subcontractor (site manager and/or ESHS officer).	n/a (the municipality, the ministry, the PIU, or the PCU will not be engaging any primary supply

¹⁵ The Contractor's LMP and the Contractor's ESMP may be prepared as separate documents or integrated into a single document.

Key issues	Direct workers	Contracted workers	Primary supply workers
	Engineering and Supervision consultants.		workers for the purpose of project related activities).
OHS	<ul style="list-style-type: none"> n/a (direct workers will follow OHS measures when visiting construction sites). 		Contractor to require the primary supplier to identify/address child labour/forced labour, GBV-SEA/SH and serious safety risks. PIU/Engineering and Supervision consultants to review contracts.
Child labour and forced labour	n/a (the contract for direct workers does not allow child labour and forced labour).		
GBV/SEA/SH	<ul style="list-style-type: none"> Hargeisa PIU to engage female community officers.Hargeisa PIU to disseminate the GBV action plan. PCU GBV Specialist. 		
Training	PIU/Engineering and Supervision consultants.		n/a (training of primary supply workers outside the scope of ESS2).
Code of conduct	n/a (the contract for direct workers will address relevant risks including GBV-SEA/SH, child labour and forced labour).		
Worker Grievance mechanism	PIU/Engineering and Supervision consultants to establish GM as appropriate.	<ul style="list-style-type: none"> First-tier GM: Contractor Second-tier GM: PIU/Engineering and Supervision consultants Third-tier GM: PCU 	
Monitoring and reporting	<ul style="list-style-type: none"> Hargeisa PIU/Engineering and Supervision consultants to monitor and report to PCU. PCU to monitor and report to WB. TPM to monitor and report to WB. The entities should 1) report of elements set out in the LMP (and other E&S instruments); and 2) report to contractors as well and seek remedial actions and then report on their progress. 	<ul style="list-style-type: none"> Contractor to monitor and report to PIU. PIU/Engineering and Supervision consultant to monitor and report to World Bank. 	Contractor to monitor and report to PIU. PIU/Engineering and Supervision consultant to monitor and report to World Bank.

6. POLICIES AND PROCEDURES

The AF4 will apply the following policies and procedures to address the key labour risks identified. The summary of indicative procedures to implement the policies is presented in Table 5. These provisions shall be cascaded down to all contractors as well as their sub-contractors to establish and maintain a safe working environment.

6.1 Risks Related to Working Conditions and Protecting the Workforce

- a. **Occupational health and safety (OHS).** Pursuant to the relevant provisions of the Somaliland national Labour Code (including WBG General Environmental, Health and Safety Guidelines (EHSGs¹⁶), the AF4 ESMPs and WB standard procurement documents¹⁷, the contractor shall manage all construction sites in such a way that the workers and the community are properly protected against possible OHS risks. Key elements of OHS management plan shall include (a) identification of potential hazards to workers; (b) provision of preventive and protective measures; (c) training of workers and maintenance of training records; (d) documentation and reporting of occupational accidents and incidents; (e) emergency preparedness; and (f) remedies for occupational injuries and fatalities. The contractor shall actively collaborate and consult with project workers in promoting understanding and methods for implementation of OHS requirements, as well as in providing information to project workers, training on occupational safety and health, and provision of personal protective equipment without expense to the project workers.
- b. **Child and forced labour.** The minimum age of project workers eligible for any type of work under SURP 2 and the AF 4 (including construction work) is set at 18. The engagement of project workers between the age of 15 and 18 years (in particular, vulnerable individuals such as orphans) is allowed only for non-hazardous work (e.g., office cleaning, laying of interlocking pavement blocks, and supplying and serving food) that would not interfere with the child's education (subject to prior risk assessment and regular monitoring on health and safety conditions, hours of work and any other aspects) in accordance with ESS2. To prevent engagement of under-aged labour, all contracts shall have contractual provisions to comply with the minimum age requirements including penalties and remedies for non-compliance. The contractor is required to maintain an updated labour registry of all contracted workers with age verification, and work with the local administration and the GRCs to ascertain the age of workers before recruitment. The project prohibits the use of forced labor either directly or by suppliers and measures, the code of conduct for contractors and suppliers will clearly outline the prohibition of use of forced labor.
- c. **Labour influx.** To minimize the labour influx, AF4 will contractually require the contractors and sub-contractors to preferentially recruit unskilled labour from the local communities and nearby areas. All contracted workers will be required to sign the code of conduct (see Annex on the Guideline on Code of Conduct) prior to the commencement of work, which includes a provision to address the risk of Gender Based Violence (GBV), child and forced labour. Relevant trainings will be provided to workers, such as induction and daily toolbox talks outlining expected conduct and local community values and practices.
- d. **Labour disputes over terms and conditions of employment.** To avoid labour disputes, fair terms and conditions will be applied for project workers in AF4 (more details are provided in Section VIII). AF4 will also have grievance mechanisms for project workers (direct workers and contracted workers) in place to promptly address their workplace grievances. Further, the AF4 will respect the workers' right of labour unions and freedom of association, as set out in the national Labour Code; and address the disparity in titles and remuneration among community engagement officers across different municipalities. Specifically, look into the concerns related to gender wage gap, ensuring equitable compensation for female community engagement officers. Further, the project shall ensure male and female community engagement officers receive equal opportunities for advancement and recognition.

¹⁶ The WBG General EHSGs are technical reference documents with general statements of Good International Industry Practice, which provide guidance to users on general EHS issues. The applicability of the ESHGs should be tailored to the hazards and risks established for each project.

¹⁷ The WB Standard Procurement Document for Work is likely to be used for SURP II construction works, which will include relevant ESHS provisions, such as the appointment of ESHS officer, development of Contractor-ESMP, compliance with ESHS measures and reporting, and the use of Code of Conduct.

- e. **Discrimination and exclusion of vulnerable/disadvantaged groups.** The employment of all project workers under AF 4 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, terms of employment (including wages and benefits), termination and access to training. To address the risk of exclusion of vulnerable groups (such as women, ethnic minorities, IDPs and PWDs) from employment opportunities, SURP-II and the AF4 will require the contractors and sub-contractors to employ such groups as part of their unskilled workforce (as well as semi-skilled and skilled opportunities that they qualify for). Provide opportunities to PWDs considering the overriding health and safety issues. The contractors and sub-contractors will also be required to comply with the national Labour Code on gender equality in the workplace, which will include provision of maternity leave and nursing breaks and sufficient and suitable toilet and washing facilities, separate from men and women workers.
The contractors and sub-contractors will be also required to enable safety in the workplace to address potential sexual exploitation or harassment in recruitment or retention of skilled or unskilled female workers supported under the Projects and provide safe access and appropriate hygiene facilities for PWDs. The Contractor shall develop a Local Recruitment Plan (LRP) in line with the provisions of the LMP on fair treatment, equal opportunity, and non-discrimination. The contractor shall provide employment opportunities-including unskilled, semi-skilled, and skilled, as appropriate to vulnerable or disadvantaged groups such as women, Persons with Disabilities (PWDs) for jobs they can do, ethnic minorities, and IDPs, among others. The contractor shall create awareness among affected parties about job opportunities and provide PIU with disaggregated employment data as part of the monitoring process. This requirement shall be captured in the bidding document and contracts.
- f. **Risk of Elite capture.** Elite capture of project benefits, especially recruitment and contracts for supplies, the social safeguards team at the FGS and participating municipalities PIU will ensure that the implementing partners put measures in place measures to prevent elite capture of the project. They will also promote inclusion in project consultations and access to services.
- g. **Security risks.** Considering significant security risks in some parts of the municipalities implementing the project, appropriate and proportionate security measures will be taken to minimize the potential risk to the workers. Basically, the contractor will be responsible for setting security arrangements for workers through the preparation of his local/activity security plans, in close coordination with the security advisor of the PCU/PIU and aligned with the Project's Security Management Plan (SMP) that requires site security arrangements be in place before work initiation. While security measures to be arranged by public security personnel to address external security risks (such as terrorism and armed insurgency) will be determined by relevant security authorities in municipality the Municipality, AF4 will address internal security risks associated with the deployment of such security personnel on the community and project workers in line with the *WB Good Practice Note "Assessing and Managing the Risks and Impacts of the Use of Security Personnel"*.
- h. **Monitoring and reporting.** The contractor shall report to the PIU and the engineering and supervision consultants on the status of implementation of the above policies and procedures on a monthly basis. The contractor shall report immediately to the PIU in the case of a project-related fatality or serious injury (see also below para). The PIU and the engineering and supervision consultants will closely monitor the contractor/subcontractor on labour and occupational health and safety performance and report to the World Bank on a quarterly basis.
- i. **Fatality and serious incidents.** In the event of an occupational fatality or serious injury, or a GBVSEA/SH related incident, the PIU shall report to the Bank as soon as they become aware of such incidents and inform the government authorities (where available)

in accordance with national reporting requirements. Corrective actions shall be implemented in response to project-related incidents or accidents. The PIU or, where relevant the contractor, will be required to conduct a root cause analysis for designing and implementing further corrective actions.

- j. **Non-compliance of Somaliland's Labour Laws:** Fair recruitment of workers may be flawed due to the culture of nepotism and elite capture, and fair recruitment may not be practiced during the implementation of the project. There may also be bias against individuals and groups of people including minority clans, persons with disability and gender. Also, implementation of labour laws particularly around prompt payment, overtime, maternity leave and nursing breaks may not be observed.

6.2 Common Occupational Health and Safety Risks and Impacts

Pursuant to the relevant provisions of the Somaliland's national Labour Code, ESS2 (including WBG General Environmental, Health and Safety Guidelines (EHSGs¹⁸), the AF4 ESMPs and WB standard procurement documents¹⁹, the contractor shall manage all construction sites in such a way that the workers and the community are properly protected against possible OHS risks. Key elements of OHS management plan shall include (a) identification of potential hazards to workers; (b) provision of preventive and protective measures; (c) training of workers and maintenance of training records; (d) documentation and reporting of occupational accidents and incidents; (e) emergency preparedness; and (f) remedies for occupational injuries and fatalities. The contractor shall actively collaborate and consult with project workers in promoting understanding and methods for implementation of OHS requirements, as well as in providing information to project workers, training on occupational safety and health, and provision of personal protective equipment without expense to the project workers.

The envisaged activities of excavations, constructing of roads bridges and drainage structures can result in general Occupational Health and Safety (OHS) issues. These risks and impacts are typical of general civil works and could be described as follows:

- **Integrity to workplace structures.** Excavation, demolishing and upgrading activities can cause damage of nearby existing structure foundations leading to the risk of structure collapse, thus causing serious injuries to workers.
- **Dust health issues.** Health risks due to working in a pollution environment with high dust concentration caused by the construction activities of site clearance, soil excavations, leveling, machine operation and transportation leading to serious health impacts. This can also include extensive exposure to hot and dry weathers during day work.
- **Noise and vibration.** Workplaces that have excessive noise and vibration levels generating from heavy machines or by using electrical/ mechanical tools, can expose workers to a variety of physical and psychological health issues, or in some cases leading to deafness.
- **Accidental Falling from high levels.** Workers may fall from a high-level due to incorrectly installed scaffolding, unsecured ladders, and unprotected steel bars during construction of bridges which eventually lead to labor accidents.

¹⁸ The WBG General EHSGs are technical reference documents with general statements of Good International Industry Practice, which provide guidance to users on general EHS issues. The applicability of the ESHGs should be tailored to the hazards and risks established for each project.

¹⁹ The WB Standard Procurement Document for Work is likely to be used for SURP II construction works, which will include relevant ESHS provisions, such as the appointment of ESHS officer, development of Contractor-ESMP, compliance with ESHS measures and reporting, and the use of Code of Conduct.

- **Falling objects:** Workers working below a bridge being constructed may be hit by hard objects falling from a high-level, thus causing injury.
- **Infectious diseases.** Contamination during infectious disease outbreaks if frequent (such as diarrhea, cholera, malaria, and COVID-19) and proper hygiene practices are not consistently applied, in particular in terms of inadequate and improper sanitation facilities, body and hand hygiene measures, and wearing masks to serve as barriers to human-to-human transmission of virus. Any incident of water pollution will also lead to water borne diseases; the proposed water ponds may be a breeding ground for disease borne vectors.
- **Accidents-** Accidents and incidents may occur during the constructions works and prevention measures need to be formulated.
- **Traffic related hazards:** There are risks associated with traffic and road safety hazards during the construction and operation phase in relation to the collection, supply and delivery of materials and equipment for the project. Road safety risks can be attributed to high speed, mistaking of driving rules and traffic signage, as well as improper management of loads by drivers working on the Project. Traffic safety issues in this case would impact all road users in general, and the surrounding communities and Project workers in particular.

Table 5: Overview of SURP II and AF 4 policies and indicative procedures to address key labour risks

Key labour risks	Policies to address risks	Procedures to back up the policy
1. OHS risks	<ul style="list-style-type: none"> Abide by OHS requirements as set out in Labour Code (Articles 101-104), ESS2 (including WBG EHSGs), the project's ESMP, LMP and WB standard procurement documents. 	<ul style="list-style-type: none"> Undertake risk assessments to identify and analyze potential OHS hazards to workers; before commencing various project activities. Develop and implement an approved Contractor OHS Management Plan (to be included in the C-ESMP). Select a legitimate and reliable contractor through screening OHS records. Address adequately OHS risks with non-compliance remedies in procurement documents. Require the contractor to engage qualified ESHS staffing. Training of workers on hazard/risk identification and mitigation measures before being allowed to start activities that generate the risks and refresher trainings shall be provided. The secretariat maintain records of all the worker trainings done; Provide appropriate sanitation facilities at the workplace and appropriate PPE for all workers including women and persons with disability, as needed; Establish clear and applicable emergency procedures in case of site OHS related incidents/accidents, including first-aid kits and preparedness for conveyance to nearby medical treatment services. Enhance workplace OHS awareness and training. Provide appropriate sanitation facilities at the workplace and appropriate PPE for all workers including women and persons with disability, as needed Conduct routine monitoring and reporting. Raise awareness on STDs/HIV and develop and operate safety protocols to reduce the risk of exposure to infectious diseases such as HIV/AIDS. Workers to report (and also remove themselves) from unsafe working conditions, without retaliation, intimidation etc., and only resume work after the corrective actions have been fully implemented under the project. Prepare and implement emergency preparedness and response procedures Put in place measures to prevent pollution of water resources
2. Traffic related risks	<ul style="list-style-type: none"> Formulate traffic rules for the project and enforce it throughout the project lifecycle 	<ul style="list-style-type: none"> Recruit qualified drivers Engage traffic marshals during works Install traffic safety signages Carry out safety awareness for communities bordering the project

Key labour risks	Policies to address risks	Procedures to back up the policy
3. Use of Child and forced labour	<ul style="list-style-type: none"> Set the minimum age of project workers eligible for any type for work (including construction work) at 18 years. Allow the engagement of project workers between the age of 15 and 18 years (in particular, vulnerable individuals such as orphans) only for non-hazardous work that would not interfere with the child's education in accordance with ESS2. 	<ul style="list-style-type: none"> The minimum age for workers employed/engaged in relation to the project is set at 18. Verification of the age of employees shall be undertaken prior to the engagement of labor and be documented. The PIUs will encourage the primary supplier and contractors to apply the following age verification means that could be used in Somalia context where official identification system is broadly unavailable: <ul style="list-style-type: none"> Check the birthday on official documents such as birth certificate, national ID or other credible records, where available; Inquire with the local community leader, community action group or with other credible community sources; or Obtain written confirmation from the medical practitioner. Include minimum age requirement in procurement documents. Raise awareness on child protection with contractors and in the communities. Maintain an updated labour registry of all contracted workers with age verification. Provide medical examinations for children and young workers until they are 18. Where medically unfit, the worker's contract shall be dissolved. Develop remedial procedures to deal with child labour incidents. Work with local administration and GRCs to help verify workers' age before recruitment. The PIUs is to undertake monitoring, at a minimum every three months, of all workers, to ensure that all contractors, and primary suppliers engaged in relation to the project are not employing/engaging anyone under 18 years of age for work in relation to the project.
4. Labour influx	<ul style="list-style-type: none"> Minimize the labour influx through tapping the local workforce. Minimize labour-related risks on the community through the code of conduct, including GBV. 	<ul style="list-style-type: none"> Require the contractor to preferentially engage unskilled local workforce from the local communities. Provide accommodation/transport/free food/subsistence allowance when a worker is required to work away from his/her normal residence, as relevant to each case. Ensure all those with physical presence on project site sign and understand the code of conduct, including prevention of GBV-SEA/SH, child labour and forced labour. Conduct induction and toolbox talks outlining expected conduct and local community values and practices. Introduce disciplinary measures for violations and misbehaviors.
5. Labour disputes	<ul style="list-style-type: none"> Respect the national Labour Code and promptly address workplace 	<ul style="list-style-type: none"> All Project workers are to be provided with information and documentation that set out their rights under national labor and employment law (which will include any applicable collective agreements), including their rights related to hours of work,

Key labour risks	Policies to address risks	Procedures to back up the policy
	grievances to minimize the risk of labour disputes.	<p>wages, overtime, compensation and benefits, as well as those arising from the requirements of ESS2 (Annex 6 presents the procedures to be followed to ensure compliance with the Labor Code and specifically with regard to terms and conditions of work.)</p> <ul style="list-style-type: none"> • The 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. • The information and documentation should be clear and understandable regarding their terms and conditions of employment. • Have functional grievance mechanisms in place to promptly address workplace concerns. • Respect the national Labour Code on workers' right of labour unions and freedom of association.
6. GBV/SEA/SH	<ul style="list-style-type: none"> • Disseminate and implement the GBV Action Plan. 	<ul style="list-style-type: none"> • Conduct awareness raising for communities and trainings for workers on SEA/SH management protocols. • A CoC outlining expected standards of behavior will be signed by all project workers and government civil servants. Further, they will be required to attend regular awareness sessions on the same including the consequences of non-compliance with the CoC. • Enforce signing of code of conduct. • Train GRC GBV focal point on handling related complaints and also on GBV service providers referral mechanism. • Utilize the existing GBV Focal Points at the municipality and contractor levels as well as female community engagement officers at the municipality level- to provide a confidential alternative access point for female workers to register their complaints. • Build the capacity of communities, local leaders, project workers at the national and county level on SEAH, develop and disseminate IEC materials that are informative and translated in Somali language. • A separate GM structure (from the broad project GM) will be set up to address GBV/SEA/SH issues at the FGS and FMS level. • All staff and GM focal points should be informed that if a case of GBV is reported to them, the only information they should establish is if the incident involves a worker on the project, the nature of the incident, the age and sex of the complainant and if the survivor/complainant was referred to service provision.
7. Discrimination and exclusion	<ul style="list-style-type: none"> • Ensure non- discrimination, fair treatment and equal opportunity 	<ul style="list-style-type: none"> • Require the contractor to employ vulnerable groups (such as women, Persons with disabilities, ethnic and religious minorities) as part of skilled, semi-skilled and unskilled workforce, as appropriate.

Key labour risks	Policies to address risks	Procedures to back up the policy
of vulnerable or disadvantaged groups	with respect to any aspects of the employment relationship.	<ul style="list-style-type: none"> • ‘The contractor shall develop a Local Recruitment Plan (LRP) in line with the provisions of the Labour Management Procedures on fair treatment, equal opportunity, and non-discrimination. The contractor shall provide employment opportunities- unskilled, semi-skilled, and skilled, as appropriate to vulnerable or disadvantaged groups such as women, Persons with Disabilities (PWDs) for jobs they can do, ethnic minorities, and IDPs, among others. The contractor shall create awareness among affected parties about job opportunities and provide PIU with disaggregated employment data as part of the monitoring process.’ • Provide maternity leave and nursing breaks where relevant. • Arrange sufficient and suitable toilet and washing facilities, separate for men and women workers. • Require the contractor to address potential sexual exploitation or harassment in recruitment or retention of skilled or unskilled female workers. • Provide job opportunities to PWDs taking into account the overriding health and safety issues. • Provide safe access and appropriate facilities for PWDs.
8. Risk of elite capture	<ul style="list-style-type: none"> • Take appropriate measures to prevent elite capture of the project through targeted consultation with vulnerable and disadvantaged groups 	<ul style="list-style-type: none"> • Undertake target stakeholder consultation to ensure participation and consultation of the vulnerable and disadvantaged groups • Ensure the local labor recruitment plan provides measures to ensure participation of vulnerable and disadvantaged groups.
9. Security risks	<ul style="list-style-type: none"> • Take appropriate and proportionate security measures to minimize the potential risk to the workers. 	<ul style="list-style-type: none"> • Arrange security protection to be determined by security authorities to address external security risks (such as terrorism and armed insurgency). • Address internal security risks associated with the deployment of security personnel on the community and project workers in line with the WB Good Practice Note “Assessing and Managing the Risks and Impacts of the Use of Security Personnel”. • Set security arrangements for workers through the preparation of local/activity security plans, in close coordination with the security advisor of the PCU/PIUs and aligned with the Project’s SMP that requires site security arrangements be in place before work initiation. • Workplace processes will be put in place for project workers 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. • Project workers who remove themselves from such situations will not be required to return to work until necessary remedial action to correct the situation has been taken.

Key labour risks	Policies to address risks	Procedures to back up the policy
		<ul style="list-style-type: none"> Project workers will not be retaliated against or otherwise subject to reprisal or negative action for such reporting or removal.

7. AGE OF EMPLOYMENT

a. Age limitation for hazardous work. As presented above, the national Labour Code (Article 93) provides that it shall be unlawful to employ children under the age of 15 years. The Code (Article 94) sets a certain age limit on hazardous work, providing that the minimum age for employment on underground work in quarries or mines shall be 18 years. Similarly, ESS2 (para 19) sets out further conditions on the minimum age, stating that a child over the minimum age and under the age of 18 will not be employed or engaged in connection with the Bank-financed project in a manner that is likely to be hazardous²⁰ or interfere with the child's education or be harmful to the child's health or physical, mental and any other relevant development. Considering these national and WB requirements, the minimum age for **hazardous** work under SURP II and AF4 (including construction) is set at 18 (for example, work at quarries to obtain construction materials; work with dangerous machinery, equipment or tools; work involving handling or transport of heavy loads; or work at height).

b. Minimum age for project workers. The national Labour Code as well as ESS2 allow persons under 18 and over 15 to be engaged if the work is **non-hazardous** and does not interfere with the child's education and not harmful to the child's development (for example, administrative work, site cleaning or rubbish removal). Considering this, the minimum age of project workers for such (non-hazardous) work under SURP-II and the AF4 is set at 15. This is also consistent with the objectives of the project to provide inclusive income opportunities for vulnerable groups including the youth. However, the engagement of project workers between the age of 15 and 18 years (in particular, vulnerable individuals such as orphans) will be only allowed subject to prior risk assessment and regular monitoring on health and safety conditions, hours of work and any other aspects as required under the national Code and ESS2.

c. The process of age verification. In order to prevent engagement of under-aged labour, all contracts with work contractors shall have contractual provisions to comply with the minimum age requirements including penalties for non-compliance, and it will be well communicated to all potential stakeholders including the local community where the unskilled workforce will be sourced. The contractor is required to maintain labour registry of all contracted workers with age information. Verification of the age shall be undertaken prior to the engagement of labour and be documented. Below is indicative age verification means that could be used in Somalia context where official ID system is broadly unavailable:

- Check the birthday on official documents such as birth certificate, national ID or other credible records, where available.
- Obtain written confirmation from the medical practitioner.
- Obtain written and signed declaration from the worker and his/her parents or guardian; or
- Inquire with the local community leader, community action group, GRCs or with other credible community sources.

d. Responsible for remedial measures. In case a project worker who does not satisfy the age limit is identified working on the project (i.e., over 18 years old for hazardous work; and over 15 years for non-hazardous work), the employer (contractor, subcontractor or primary supplier) shall be required

²⁰ Examples of hazardous work activities prohibited for persons between the minimum age and 18 under ESS2 include work: (a) with exposure to physical, psychological or sexual abuse; (b) underground, underwater, working at heights or in confined spaces; (c) with dangerous machinery, equipment or tools, or involving handling or transport of heavy loads; (d) in unhealthy environments exposing children to hazardous substances, agents, or processes, or to temperatures, noise or vibration damaging to health; or (e) under difficult conditions such as work for long hours, during the night or in confinement on the premises of the employer.

to terminate the engagement of such a project worker in a responsible manner. An indicative approach may include:

- Offer project employment to a member of the family who satisfies the age limit in exchange for keeping the under-aged worker away from work.
- If a family member who satisfies the age limit is not available, require the employer (using the contractual penalty provisions) to continue the wage payment to the underage worker without engaging in work for an agreed period.
- If the worker is over 15 years old and under 18, consider transferring the worker to an alternative position that is not hazardous and does not interfere with his/her education (subject to prior risk assessment and regular monitoring, as described in para 31 above.).

8. TERMS AND CONDITIONS

- a. Direct workers.** The terms and conditions for direct workers in PIU, PCU and the engineering and supervision consultants will be governed by the Standard World Bank Consultancy contracts or the Standard Forms of Agreement between WB borrowers and UN agencies (the UNOPS Technical Assistance Template) which set higher standards than the national Labour Code.
 - b. Contracted workers.** Labour Code of Somaliland presented in the Overview of Labour Legislation section above is the guiding legislation on employment terms and conditions for contracted workers. The Hargeisa Municipality where the project is located, confirmed that they generally follow provisions of the Labour Code for all matters related to labour engagements and management. Below are key components²¹ of the terms and conditions that should be applied to contracted workers under the project.²²
 - c. Provision of written individual contract of employment.** A written individual contract of employment shall be provided to workers that specify the following: (a) name of workers; (b) address, occupation, age and sex of workers; (c) employer's name and address; (d) nature and duration of contract; (e) hours and place of work; (f) remuneration payable to the worker; (g) procedure for suspension or termination of contract. Depending on the origin of the employer and the 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.
 - d. Notice for termination of contract.** Either of the contracting parties may terminate a contract of employment by giving written notice as under: (a) not less than ten days in the case of manual workers; or (b) not less than 30 days in the case of non-manual workers. No notice needs to be given in case the duration of the contract does not exceed one month.
 - e. Minimum Wages.** While the mechanism to set the official minimum wage by the presidential decree (Labour Code, Article 72) is not currently functioning, the market rate is available for each job type in different locality. The fair market rate will be identified and applied to project workers.
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- f. **Hours of Work.** The normal hour of work of a project worker shall not exceed 8 hours a day or 48 a week. Hours worked in excess of the normal hours of work shall not exceed 12 hours a week and shall entitle a worker to a proportionate increase in remuneration.
- g. **Rest per week.** Every worker shall be entitled to one day's rest each week, which should normally fall on Friday. It shall consist of at least 24 consecutive hours each week. Workers shall also be entitled to a rest day on public holidays recognized as such by the State.
- h. **Annual leave.** Workers shall be entitled to 15 days' leave with pay for every year of continuous service. An entitlement to leave with pay shall normally be acquired after a full year of continuous service.
- i. **Maternity leave.** A female worker shall be entitled, on presentation of a medical certificate indicating the expected date of her confinement, to 14 weeks' maternity leave with half pay, of which at least six weeks shall be taken after her confinement, provided that she has been employed by the employer for at least six months without any interruption on her part except for properly certified illness.
- j. **Nursing breaks.** A female worker who is nursing her own child shall be entitled, for a maximum of a year after the date of birth of the child, to two daily breaks of one hour each. The breaks shall be counted as working hours and remunerated accordingly.
- k. **Deductions from remuneration.** No deductions other than those prescribed by the Code or regulations made hereunder or any other law or collective labour agreement shall be made from a worker's remuneration, except for repayment of advances received from the employer and evidenced in writing. The contractor shall not demand or accept from workers any cash payments or presents of any kind in return for admitting them to employment or for any other reasons connected with the terms and conditions of employment.
- l. **Death benefit.** In case of death of a worker during his contract of employment, the employer shall pay to his heirs an amount not less than 15 days' remuneration as death benefit for funeral services.
- m. **Medical treatment of injured and sick workers.** It shall be the duty of the employer to arrange at his own expense for the conveyance to the nearest hospital of any injured or sick worker who can be so conveyed and who cannot be treated on the spot with the means available.
- n. **Collective Agreements.** A collective agreement is an agreement relating to terms and conditions of work concluded between the representatives of one or more trade unions, on the one hand, and the representatives of one or more employers, on the other hand. Where collective agreements exist between the employer and project workers, such agreements will be applied, where relevant.

9. GRIEVANCE MECHANISM

- o. **General principles** - While SURP II has in place a grievance mechanism to address concerns of project-affected parties, the nature of workplace concerns of workers is usually different. For

example, typical workplace grievances include demand for employment opportunities; labour wages rates and delays of payment; disagreement over working conditions; and health and safety concerns in the work environment. Therefore, a separate grievance mechanism will be established for AF4 project workers (direct workers and contracted workers), as required in ESS2. Creating awareness of this grievance mechanism will be crucial in ensuring the effectiveness of the GM. Lack of reported grievances does not necessarily mean absence of grievances. During recruitment of workers, awareness raising on the GM shall continue to be part of the induction and onboarding process.

- p. Handling of grievances should be objective, prompt and responsive to the needs and concerns of the aggrieved workers. Different ways in which workers can submit their grievances should be allowed, such as submissions in person, by phone, text message, mail and email. The grievance raised should be recorded and acknowledged within one day. While the timeframe for redress will depend on the nature of grievance, health and safety concerns in the work environment or any other urgent issues should be addressed immediately. The maximum time for resolving workplace grievances shouldn't exceed 21 days, in total. Whenever the aggrieved person wishes to escalate, he/she can request the elevation of his/her case at any time. Where the grievance cannot be addressed within a set timeframe, the aggrieved worker should be informed in writing, so that the worker can consider proceeding to the national appeal process (see below for more details). The mechanism will also allow for anonymous complaints to be raised and addressed. Individuals who submit their comments or grievances may request that their name be kept confidential.
- q. **Direct workers.** Considering the limited number of direct workers under AF4, the project will have a compact but effective grievance system for direct workers. Each unit engaging direct workers (PIU, PCU and the engineering and supervision consultants) will hold periodic team meetings to discuss any workplace concerns. Workers can still have the option to remain anonymous and not discuss their grievances during these meetings. The grievance raised by workers along with actions taken will be recorded by E&S Specialist. The summary of grievance cases will be reported to the World Bank as part of the regular reporting. Where the aggrieved direct worker wishes to escalate their issue or raise their concerns anonymously and/or to a person other than their immediate supervisor/hiring unit, the worker may raise the issue with responsible municipal authorities in the case of the PIUs and the Ministry of Public Works for the PCU. Where the engineering and supervision consultant has an existing grievance system (such as those in the UN system), their direct workers should use such mechanism.
- r. **Contracted workers.** The site manager and the ESHS officer (or any other appropriate officers) of the contractor will hold a monthly team meeting with all contracted workers in each site to discuss any workplace grievances. The grievance raised will be recorded with the actions taken by the contractor. The summary of grievance cases will be reported to the PIU and the engineering and supervision consultant as part of the contractor's periodic report. Where appropriate and available, the contracted workers should be allowed to utilize an existing grievance mechanism within the contractor. The workers have the right to bypass the Contractor for their grievances if they fear retaliation. Therefore, where the aggrieved workers wish to escalate their issue or raise their concerns anonymously and/or to a person other than their immediate supervisor, specifically, when workers may perceive the existing contractor's GM arrangements as inadequate, the workers may then raise their issue with the PIU and/or the engineering supervision consultant, at any time. The contracted workers will be informed of this option, and the overall grievance mechanism at the induction session prior to the commencement of work. The contact information of the PIU and/or the engineering supervision consultants will be shared with contracted workers.
- s. **National appeal process.** As per the national Labour Code (Article 134), any individual labour dispute can be submitted by any of the parties to the competent district labour inspector for

conciliation, where such a labour inspector is available. The inspector is mandated to attempt to settle the dispute within 14 days of its submission.

- t. **Grievances related to Gender Based Violence (GBV).** To avoid the risk of stigmatization, exacerbation of the mental/psychological harm and potential reprisal, the grievance mechanism shall have a different and sensitive approach to GBV related cases. The GRCs will have a female member trained on dealing with GBV grievances and she will be supported by a female community engagement officer in the PIU who is also experienced in dealing with gender issues including GBV. The PCU GBV specialist will closely coordinate with all the Hargeisa PIU. Where such a case is reported, it should immediately be referred to the appropriate service providers, such as medical and psychological support, emergency accommodation, and any other necessary services. Under SURP-II, appropriate GBV service providers mapping was conducted and working relationships established. The GBV service providers list is regularly reviewed to add new service providers or remove those that no longer exist. In some of the cities, in the case of rape, the victims are required to go through the general hospital and this process will be carried for the project with assistance of registered GBV service providers. The Hargeisa PIU will also conduct mapping of appropriate GBV service providers to support handling of project related GBV cases, Data on GBV cases should not be collected through the grievance mechanism unless operators have been trained on the empathetic, non-judgmental and confidential collection of these complaints. Only the nature of the complaint (what the complainant says in her/his own words) and additional demographic data, such as age and gender, can be collected as usual.

10. CONTRACTOR MANAGEMENT

- a. **Selection of Contractors.** AF4 will use the World Bank Standard Procurement Documents for Works for solicitations and contracts. These include labour and occupational, health and safety requirements. The PIU, on behalf of the municipality, shall make reasonable efforts to ascertain that the contractor who will engage contracted workers is legitimate and reliable entities and able to comply with the relevant requirements under the LMP. Such requirements shall be included in the bidding documents. As part of the process of selecting

the contractors who will engage contracted workers, the PIU may review the following information:

- Business licenses, registrations, permits, and approvals.
- Public records, for example, corporate registers and public documents relating to violations of applicable labour law; accident and fatality records and notifications to authorities; labour-related litigations.
- Documents relating to the contractor's labour management system and OHS system (e.g., HR manuals, safety program); ESHS personnel and their qualification; and past project performance related to OHS.
- Previous contracts with contractors and suppliers (showing inclusion of provisions and terms reflecting requirements regarding labour and working conditions).

- u. **Contractual Provisions and Non-Compliance Remedies.** The PIU shall incorporate the agreed labour management requirements as specified in the bidding documents into contractual agreements with the contractor, together with appropriate non-compliance remedies (such as the provision on withholding 10 % of payment to the contractor in case of non-compliance with relevant environmental, social, health and safety requirements; removal of personnel from the works; or forfeiting the ESHS performance security.). In the case of subcontracting, the PIU will require the contractor to include equivalent requirements and non-compliance remedies in their contractual agreements with subcontractors.
- v. **Performance Monitoring.** The PIU shall establish resources and procedures for managing and monitoring the performance of the contractor in relation to the LMP. The PIU will ensure that the TOR for monitoring for the SCE and TPM will include interviewing workers, and the contract with the engineering and supervision consultants (and the third-party monitor, where applicable) explicitly set out their monitoring responsibility for the contractor's performance on labour and working conditions on a daily basis. The monitoring may include inspections, and/or spot checks of project locations or work sites and/or of labour management records and reports compiled by the contractor. Contractors' labour management records and reports that should be reviewed would typically include the following:
- Representative samples of employment contracts and signed code of conduct.
 - Grievances received from the community and workers and their resolution.
 - Reports relating to fatalities and incidents and implementation of corrective actions.
 - Records relating to incidents of non-compliance with the National Labour Code and the provisions of the LMP; and
 - Records of training provided for contracted workers to explain occupational health and safety risks and preventive measures.

11. PRIMARY SUPPLY WORKERS

- a. **Potential risks in primary supply workers.** The construction work under AF4 will require primary supplies including construction materials essential for the functions of the priority infrastructure, such as aggregates, bitumen and precast concrete interlocking blocks. Some contractors may be able to produce such construction materials by their workforce. However, where the contractor will source (a) essential materials (b) directly from primary suppliers (c) on an ongoing basis, the workers engaged by such primary suppliers (that meet all three criteria (a) to (c)) are deemed "primary supply workers", as defined in ESS2. As noted in the previous section of the LMP, the risk of child labour in Somaliland is significant.

To address these potential risks, the following measures will be taken:

- b. **Selection of primary suppliers.** When sourcing construction materials from primary suppliers, the contractor will require such suppliers to identify the risk of child labour/force labour and serious safety risks in producing the construction materials. The PIU and the engineering and supervision consultants will review and approve the purchase of primary supplies from the suppliers following such risk identification/assessment and any other relevant due diligence (such as the review of license for quarries). Where appropriate, the contractor will be required to include specific requirements on child labour/forced labour and work safety issues in all purchase orders and contracts with primary suppliers. Further, contracts with primary suppliers shall include a clause setting penalties and termination options in case of violations related to child labor/forced labor, GBVSEA/SH and serious safety risks.
- c. **Remedial process.** If child labour/forced labour and/or serious safety incidents are identified in relation to primary supply workers under AF4 project, the PIU and the engineering and supervision consultants will require the primary supplier to take appropriate steps to remedy them. Such mitigation measures will be monitored periodically to ascertain their effectiveness. Where the mitigation measures are found to be ineffective, the PIU and the engineering and supervision consultants will, within a reasonable period, shift the project's primary suppliers to suppliers that can demonstrate that they are meeting the relevant requirements.

12. ANNEX 1: SAMPLE INDIVIDUAL CODE OF CONDUCT FOR PROJECT WORKERS

Introduction

This Code of Conduct contains essential principles and behavioural rules that are expected to abide by in the daily work of project staff in the office and in the field. The Project staff must comply with this code of conduct and are expected to act in accordance with the Fundamental Principles enshrined within this Code of Conduct at all times

Scope and application

This Code of Conduct applies to all I Project Staff at all times during their service with the SURP II and related AFs and other Ministries at Federal and State level – both during and after working hours.

Project Staff” in this Code of Conduct refers to all the project employees, consultants, volunteers, interns, and all individuals working under the Federal Government of Somalia and its Member States name and legal status. Staff violating this Code of Conduct are subject to disciplinary measures in accordance with the Disciplinary Measures on the CoC of the civil servant of the Somalia Government, as appropriate.

This Code of Conduct is also valid for all service providers, unless they dispose of their own Code containing all of the same fundamental standards as SURPII AF4 Project Code of Conduct. These rules form an integral part of contracts stipulated with service providers who are therefore required to comply with this Code of Conduct. The violation of this Code of Conduct will result in the immediate termination of all contracts and the discontinuation of the collaboration

Commitment to the tenets of the Code

I, acknowledge that adhering to environmental, social, health and safety (ESHS) standards, following the project’s occupational health and safety (OHS) requirements, and preventing sexual exploitation and abuse, sexual harassment and other forms of gender-based violence (GBV) is important. All forms of GBV or VAC are unacceptable in the workplace or when interacting with communities.

General Rules of Conduct

- All Project Staff must comply with criminal and civil laws in force in the Federal Government of Somalia and its Member States.
- The values that are enshrined in the Somalia’s constitution, which are fundamental to human rights, protecting dignity of the human person and respect of the rights of all, are the guiding principles of all staff working with or providing services to BULSHO Project.
- Tolerance and understanding are the basic human values that are essential for the work BULSHO Project Staff is undertaking on the ground. All staff must respect all persons equally, without any distinction whatsoever. This respect should foster a climate and a working environment sensitive to the needs of all.
- All Project Staff must apply Code of Conduct for both working and non-working hours, abstain from any conduct that they know or appear inappropriate.
- All Project Staff are obliged to comply with all policies and procedures included in the security guidelines.

Duties and authority

- All Project Staff should fulfil their work duties with integrity and follow working schedules and requirements as per their contract.
- All Project Staff should perform their official duties in a manner that preserves and enhances public confidence in their own integrity and that of the project.
- All Project Staff must carry out their duties efficiently and to the required standards.
- All Project Staff must follow the country guidelines and policy regarding political neutrality and must not allow their own personal or political opinions to interfere with their work.
- Any Project Staff who wishes to stand for public office must inform the Project Management

Team and refrain from using project benefits for any political gains.

Respecting the dignity of all

- All Project Staff are expected to respect the dignity of people receiving the project assistance or benefiting from the project both directly and indirectly. In no instance should the need for assistance justify any person being exposed to situations that undermine their dignity, whether they occur during the identification of their needs or risks, or while the services are carried out.

Discrimination, intimidation or violence

- All Project Staff are expected to refrain from any form of discrimination based on status, gender, religion, nationality or ethnic group, language, marital status, age, disability or clan/political affiliation.
- All Project Staff are required to display irreproachable conduct with the beneficiaries of the project, employing particular caution when dealing with the most vulnerable and disadvantaged groups.
- All Project Staff should avoid offering preferential treatment towards individuals, use his/her position of authority or power to give favors to any specific groups, and must remain courteous to the communities in the project targeted locations.

Fraud, Conflict of interest and the abuse of Power

- Conflict of interest may occur when project staff interests interfere with the performance of his/her official duties or call into question the qualities of integrity, independence and impartiality required from the project staff. This can happen when personnel, directly or indirectly, benefit improperly, or allow a third party and/or pressure groups to benefit from project activities using power or authority.
- All Project Staff are expected to refrain from any action aimed at obtaining an unauthorized benefit, such as money, goods, services or other personal or commercial advantages in any form.
- All Project Staff duty is bound to avoid being in the position of authorizing work assignments, consultancy roles, benefits or service contracts to any persons or companies with whom he/she has personal, family or financial interests.
- All Project Staff are forbidden to solicit or accept money, gifts or favors of any kind in exchange for contracts, benefits or employment offers.
- In dealing with suppliers and consultants, all recipients must favor the interest of the project, refraining from engaging in any behavior that could result in personal gain.

Harassment, Sexual Exploitation and Abuse or Gender-Based Violence

- Harassment in any shape or form is an affront to human dignity and all project staff to SURPII and AF4 must not engage in any form of harassment or abuse. All Project Staff must be provided with guidance on what constitutes harassment and abuse of authority and how unacceptable behavior will be addressed.
- All Project Staff must not use language or behavior towards women, children (anyone age 18 or under) or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.

- All Project Staff should not engage in or benefit from any form of sexual exploitation and abuse or gender-based violence or crimes, including sexual harassment (for instance, requests for sexual favors, and other verbal or physical conduct, of a sexual nature, including subtle acts of such behavior e.g., looking somebody up and down; kissing, howling or smacking sounds; hanging around somebody; whistling and catcalls; giving personal gifts; making comments about somebody's sex life etc.), sexual exploitation or abuse (for instance, exchanging money, employment, goods or services for sex or sexual favors, or making promises or favorable treatment dependent on sexual acts – or other forms of humiliating, degrading or exploitative behavior), or any other form of sexual abuse or violence.
- All Project Staff should not participate in sexual contact or activity with children (anyone age 18 or under). Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- All Project Staff must remain vigilant during the field visit for all instances of sexual or gender-based violence and, where discovered, report such instances to the relevant local authority and our authorized service provider.

Harassment, Abuse and Sexual Relations in the place of work

- All Project Staff, regardless of sex, age, position, type of contract or status, are responsible for ensuring that the workplace is free from harassment, exploitation and abuse. In addition, they are also responsible for discouraging and reporting unacceptable behavior. (Article 298) It criminalizes rape and all forms of sexual violence.
- All Project Staff are entitled to enjoy a work environment that is free from discrimination and harassment – psychological, verbal, and sexual or any other form – and abuse. The Project Management Team will not tolerate any deeds or conduct by any member of project staff that could be considered harassment, exploitation or abuse.
- All Project Staff members are responsible for taking assertive action if they believe they are subjected to, or become aware of, harassment, intimidation, discrimination or abuse, regardless of its nature and who the alleged offender is, either by immediately bringing the unwelcome conduct to the attention of the offender – who may not be aware of the possible offence – or by reporting it to the direct line manager or through the dedicated GBV SEA/SH Grievances Mechanism in place
- All managers are required to display a high level of professional behavior and personal conduct and ensure that any incident relating to unacceptable behavior is promptly addressed and corrective action taken, as established by the code of conduct

With regard to Children under the Age of 18

- Wherever possible, ensure that another adult is present when working in proximity to children.
- Not invite unaccompanied children unrelated to my family into my home unless they are at immediate risk of injury or in physical danger.
- Use any computers, mobile phones, video, and digital cameras appropriately, and never exploit or harass children or access child pornographic material through any medium (see also “Use of children's images for work-related purposes” below).
- 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 places them at significant risk of injury.

- Comply with all relevant local legislation, including labor laws in relation to child labor.

Use of Children's Images for Work-Related Purposes

- Before photographing or filming a child, assess and endeavor to comply with local traditions or restrictions for reproducing personal images.
- Before photographing or filming a child, obtain informed consent from the child and the parent or guardian of the child. As part of this, I must explain how the photograph or film will be used.
- Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
- Ensure images are honest representations of the context and the facts.
- Ensure file labels do not reveal identifying information about a child when sending images electronically.

Use of drugs

- All Project Staff members shall not use drugs, alcohol, and khat and should not be under the influence of drugs while on duty.

Use of Assets

- The Project Staff are expected to return any assets provided by the project for carrying out specific functions to the end of the assignment, unless an alternative solution has been advised in writing. Unjustified possession of assets will always be considered as misappropriation.

Use of Vehicles

- All Vehicles provided by the project to staff can be used only for the operations of project activities and for safety reasons. Any other use, not expressly authorized, implies that the user personally assumes all costs and risks involved.

Use of Equipment's and IT instruments

- All equipment and IT facilities can be used only for the operations of project activities and all due care and precautions should be adopted while using them.

Duty of Discretion

- All Project Staff must maintain the utmost discretion with regard to project information acquired in the course of their work and all information must be treated confidentially.
- All Project Staff are prohibited from commenting on allegations related to the project unless they obtained the express prior consent of the project management.
- All Project Staff must not permanently store documents outside the workplace, including in electronic format, which were created in the course of their work for a purpose other than their work.
- It is forbidden to send or store information requiring special handling using IT facilities whose security is not guaranteed by the project.

Right and Obligation to Report and Investigate All Violations

- All Project Staff have the right and obligation to report any known or suspected violation of this code of conduct.
- Any reported information concerning the violation of one or more of the Code's rules will be kept strictly confidential, will be registered and securely archived and will only be disclosed when necessary.
- The Project Management Team retains the right to initiate an internal investigation in order to acquire further information regarding the alleged violation of one or more provisions of the Code. Any such investigation will be confidential and timely.
- The Project Staff or any person subject to the complaint must be offered the opportunity to explain and / or respond to the charges made before any disciplinary action is taken. In the case of a criminal offence, the party concerned must be informed that, in addition to disciplinary action, the case may be reported to the relevant legal authorities for further investigation.
- Any declaration or intentionally false accusation against another member of staff or third party will be considered gross negligence, which may lead to the individual being held responsible within the limits provided for by current legislation.

Staff Awareness, Safeguards and Healthy Working Environment

- All Project Staff remain responsible for their actions. It is the responsibility of staff to read the Code of Conducts. If any of the provisions contained within this Code of Conduct and related codes of practice are not fully understood the project staff must, in their own interests, seek clarification from their project coordinators.
- All Project Staff must be briefed about this Code of Conduct and any disciplinary measures individually or at a team meeting by the Project Management Team.
- The Project Management Team are required to provide all project staff with a safe and healthy working environment, recognizing the possible inherent dangers and limitations presented by the local environment and will ensure that reasonable precautions are taken to protect relevant staff in high-risk or life-threatening operations.
- The Project Management Team are required to ensure all project staff are able to perform their duties in accordance with the principles of this Code and ensure that they meet appropriate physical and mental fitness standards to perform their contracted duties.

Implementation of the Code

- The Project Management Team are required to ensure that all Personnel contracts include appropriate incorporation of this code and relevant and applicable labour laws terms and conditions will be clearly communicated and available in a written form to all Personnel in a format and language that is accessible to them.
- All Project Staff must sign a declaration acknowledging the intent to comply with the Code of Conduct.
- The FGS and FMS Ministries and Agencies employing Project Staff are responsible for the provisions of the code. They are required to take a strong stance against misconduct, reminding staff at all levels to comply with the code of conduct. They are also required to report cases to the Project Management Team.
- All project beneficiaries must be informed of the code of conduct when the project is launched and again at the midway point of project implementation.
- All project beneficiaries must be informed and have access to means of reporting any cases or

potential cases of misconduct through a safe and reliable means established by the project grievance mechanism

- Any Project Staff accused of grave misconduct or illegal acts will face disciplinary action including immediate termination of their contracts.

Sanctions

- I understand that if I breach this Code of Conduct, my employer will take disciplinary action, which could include:
 - Oral warning;
 - Written warning;
 - Additional training;
 - Loss of up to one week's salary;
 - Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months;
 - Termination of employment; and
 - Report to the police if warranted.

Declaration

I, the undersigned, _____ certify that I have read the Code of Conduct, that I understand all its provisions and that I undertake to adhere to it.
I am aware that failing to comply with the Code shall result in disciplinary actions and that a serious lack of compliance could result in immediate dismissal.
In witness whereof, the undersigned has signed on this _____ day of _____ 2025.

Signature: _____ Name: _____

Title: _____ Date: _____

13. ANNEX 2: TERMS OF REFERENCE (TORS) FOR THE PREPARATION OF A SECURITY MANAGEMENT PLAN (SMP)

Background

The Somalia Urban Resilience Project II (SURP II) is being implemented in Hargeisa, where security risks—such as crime, the potential for demonstrations to turn violent, and the presence of extremist groups—pose challenges to safe and effective project implementation. In accordance with international standards and the World Bank's Environmental and Social Framework (ESF), particularly **Environmental and Social Standard 4 (ESS4): Community Health and Safety**, there is a need to develop a **Security Management Plan (SMP)** to mitigate and manage security-related risks to project workers, beneficiaries, contractors, and stakeholders.

2. Objective

The objective of the assignment is to **develop a Security Management Plan** that:

- Identifies and assesses potential security risks to project implementation;
- Outlines measures for preventing, mitigating, and responding to security threats;
- Establishes protocols for engagement with public or private security providers;

Ensures that all security arrangements are consistent with human rights, applicable laws, and international best practices.

3. Scope of Work

The consultant/team will be responsible for preparing a comprehensive Security Management Plan which should include, but not be limited to:

3.1 Risk Assessment

Mapping of security threats and actors in project areas (e.g., crime, terrorism, inter-clan tensions);

- Identification of risk levels by location and activity;
- Assessment of risks to project staff, assets, contractors, and community members

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3.2 Stakeholder and Context Analysis

Consultation with local authorities, community leaders, security agencies, and project staff;

Review of government security policies and existing protection arrangements.

3.3 Security Measures and Protocols

Design of appropriate preventive measures (e.g., travel restrictions, curfews, safe zones);

- Recommendations for training and awareness-raising for staff and contractors;
- Emergency response plans (e.g., evacuation, medical emergencies, lockdowns);
- Procedures for safe storage, transportation, and use of equipment/materials.

3.4 Engagement with Security Forces

Guidelines for the use of public (e.g., police) or private security providers;

- Code of conduct for security personnel aligned with human rights and ESS4;
- Mechanisms for grievance redress related to security personnel behavior.

3.5 Communication and Coordination

Protocols for information sharing and incident reporting;
Communication flow within the Project Implementation Unit (PIU), contractors, and external agencies.

3.6 Monitoring and Review

Security incident tracking mechanisms;

Indicators for monitoring the effectiveness of the SMP;

Regular review schedule for updating the SMP.

4. Deliverables

The main deliverable will be a **comprehensive Security Management Plan** including:

- Executive Summary
- Risk and Context Assessment Report
- Security Procedures and Protocols
- Training and Awareness Framework
- Emergency Response Plan

Annexes (maps, contact lists, checklists, etc.)

5. Timeline

The assignment is expected to be completed over a period of **[insert duration, e.g., 4 to 6 weeks]** from the date of contract signature.

6. Reporting and Supervision

The consultant will report to the **Project Implementation Unit (PIU)** and **Project Coordination Unit (PCU)** and will work in coordination with relevant government security bodies and implementing partners.

7. Qualifications

The selected consultant or firm should have:

- Proven experience in security risk assessment and security planning, particularly in fragile or conflict-affected areas;
- Knowledge of World Bank ESS4 or similar international safeguard standards;
- Experience working with development projects and local government entities;
- Strong analytical, communication, and stakeholder engagement skills

14. ANNEX 3: INCLUSION PLAN

A. Introduction

The project aims to prioritize the needs of disadvantaged groups identified during stakeholder consultations, which include minority clans, Internally Displaced Persons (IDPs), Persons with Disabilities (PWDs), youth, and women, among others.

To facilitate their participation and ensure they benefit from the project, contractors will implement Environmental and Social (E&S) assessments and management plans that identify barriers faced by these groups. The strategies will be integrated into the contractors' Stakeholder Engagement Plans (SEPs) and community outreach efforts. Training sessions for service providers and project staff will emphasize the importance of fostering inclusion and diversity in staffing.

The project will consider both physical measures and accessible formats for communication, such as providing information in sign language and braille, as applicable. Special attention will be given to ensuring that separate and culturally appropriate sanitary facilities are available for male and female workers, to mitigate the risk of gender-based violence (GBV) and sexual exploitation and abuse/sexual harassment (SEAH).

Recognizing that social, economic, and physical barriers hinder the involvement of vulnerable groups—such as financial constraints, inaccessibility of meeting venues, social stigma, and inadequate awareness—the project will adopt effective strategies to engage these communities, to promote greater inclusion in participation.

Given the risks of clannism, nepotism, elite capture, and potential exclusion of these vulnerable groups, the social safeguards team at the FGS and PIU will ensure that the implementing partners take specific steps to reach disadvantaged communities. Efforts will include promoting their inclusion in consultations and ensuring equitable access to project benefits and opportunities.

B. Engaging disadvantaged or vulnerable groups

The project aims to enhance the inclusion of disadvantaged or vulnerable groups by actively and meaningfully engaging them in consultations during the sub-project design, development and implementation of ESMPs. This will include ensuring that infrastructure facilities built under the project are accessible to individuals with physical disabilities, incorporating features such as ramps and rails where needed.

Training for community and project staff will focus on non-discrimination and ensuring that urban infrastructure facilities are accessible to all. Significant efforts will be made to train staff in the inclusion of all disadvantaged groups, as well as addressing age-related needs.

Codes of Conduct, ethical guidelines, and procedures will be established to ensure the safe and appropriate provision of urban services. Furthermore, project and contractor staff will receive training on the heightened risk of SEA/SH faced by individuals with disabilities, including specifics for women, girls, boys, and men, along with guidance on the sensitive identification and support of PWDs who have experienced such violence, maintaining confidentiality throughout.

The project recognizes the need to identify and address social barriers that hinder access to information and services for these groups, such as discrimination and stigma. Engaging stakeholders and local communities will play a crucial role in sensitizing community-level structures, as well as in establishing effective processes for receiving, managing, and addressing complaints and grievances related to the project. The understanding is that local communities have a better grasp of their vulnerabilities compared to external actors, thus making their engagement vital, especially in settings with limited administrative capacity.

The participation of disadvantaged groups in selecting, designing, and implementing project activities will be

essential for the success of this Inclusion Plan. When adverse impacts are anticipated, the FGS PMU and PIU will conduct prior informed consultations with the communities that may be affected, along with those knowledgeable about local development issues and concerns. The primary objectives will be to:

- a. Understand the operational structures in the respective communities;
- b. Seek input/feedback to avoid or minimize the potential adverse impacts associated with the planned interventions; and
- c. Identify culturally appropriate impact mitigation measures.

Consultations will be conducted in two main stages. Initially, before any project activities begin, the implementing agency will hold discussions with community leaders and representatives of disadvantaged groups to address the necessity of the project and its potential positive and negative impacts. This will form part of the development of the ESMPs. The second stage will involve ongoing stakeholder engagement, ensuring that disadvantaged groups remain actively involved throughout the project, particularly as part of the contractors' SEP and monitoring efforts.

The implementing entity will:

- Facilitate broad participation of disadvantaged groups, ensuring adequate representation across gender and generations, including local leaders such as community elders/leaders, religious leaders, and community-based organizations (CBOs).
- Provide these groups with comprehensive information about the project, particularly regarding any potential adverse impacts and appropriate mitigation measures.
- Ensure that communication methods are suitable for the local context, taking into account the low literacy levels, local dialects, and specific challenges faced by persons with disabilities (PWDs).
- Organize and conduct consultations in formats that encourage open expression of views and preferences.
- Document the details of all consultation meetings with disadvantaged groups, focusing on their perceptions of project activities and the associated impacts, especially any negative effects.
- Share any input or feedback received from the target populations.
- Provide a clear account of the agreements reached with the consulted individuals.
- Implement a targeted approach through a local labour recruitment plan to ensure that disadvantaged groups, including PWDs, minority clans, IDPs, and women, benefit from employment opportunities created by the project.

Once the disadvantaged groups are identified in the project area, this Inclusion Plan will ensure that measures are implemented promptly to mitigate any adverse impacts of the project. The project shall guarantee that disadvantaged groups are consulted and have access to a trusted Grievance Mechanism (GM) for voicing any complaints related to the project.

To avoid marginalizing these groups, it is essential that representation from these groups is included in the Grievance Committee (GC) that handles grievances and complaints at the community level.

The following issues will need to be addressed during the project's implementation phase:

- Establish an effective monitoring mechanism for the implementation of the Inclusion Plan by the PMU, PIU, E&S team, contractors and other implementing partners;
- Engage experienced CBOs and NGOs to specifically address the needs of disadvantaged groups by developing and implementing targeted action plans focused on specific issues;
- Ensure that an appropriate budget is allocated for the contractors' Inclusion Plans as part of their ESMPs; and

Provide technical assistance to sustain efforts that address the needs of disadvantaged groups.



Sample Local
Recruitment plan fo