

FEDERAL REPUBLIC OF SOMALIA



ADDITIONAL FINANCING OF THE THIRD RECURRENT COST AND REFORM FINANCING PROJECT (RCRF III P181407)

FINAL

LABOUR MANAGEMENT PROCEDURES (LMP)

MARCH 14, 2024

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I. INTRODUCTION

1.1 Background Information

The RCRF III project is part of a series of RCRF projects that first became effective in July 2015. The first phase of the RCRF (P148428), a one-year project, tested the systems for on-budget recurrent cost financing. RCRF Phase II (P154875) supported the implementation of Somalia's Eighth National Development Plan (2017–2020) and helped Somalia reach the HIPC decision point in March 2020. RCRF II closed on June 30, 2022, with a Highly Satisfactory rating as confirmed by the Independent Evaluation Group. The RCRF III project, a US\$68 million IDA grant (D658-SO), approved by the World Bank on June 11, 2020, and subsequent Additional Financing (US\$62 million IDA and US\$30 million Somalia Multi-Partner Fund) approved on July 5, 2022, has a closing date of December 31, 2025. This is the second additional financing to the phase 3 of the project. The Project Development Objective (PDO) of the RCRF is to support the Federal Government of Somalia and Eligible Federal Member States to strengthen resource management systems, the inter-governmental fiscal framework, and service delivery systems in health and education. The Federal Government of Somalia (FGS) has requested additional funds to enable scale up of activities through June 2026. This additional financing (AF) is intended to both scale up and extend the project life. Specifically, the AF is requested to help FGS and FMS prepare for a transition after reaching Heavily Indebted and Poor Countries (HIPC) completion point and phasing out of the recurrent cost financing. In addition, AF will extend the project closing date by 12 months until December 2026 to enable the full implementation of the reform agenda supported by PBCs.

The project is run out of the Ministry of Finance and will finance dedicated staff to cover project coordination and management, administration, monitoring and evaluation, financial management, procurement, environmental and social safeguards, gender-based violence (GBV) prevention and communications. It will be implemented in coordination with the Ministries of Health and Education who will have dedicated social and environmental specialists funded under other World Bank Projects at the federal and state levels.

This document is an updated Labor Management Procedures (LMP) of the parent project that sets out the way in which project workers will be managed in accordance with the requirements of national law and Environmental and Social Standards (ESS) of the World Bank's Environmental and Social Framework (ESF), addresses the way in which the ESS applies to different types of project workers including direct workers, contracted workers and primary supply workers, and provides a clear understanding of what is required to manage specific labor issues. The LMP is a living document to facilitate project planning, preparation, and implementation, and may be adjusted as the project advances and as new categories of employees become involved in the various activities. The LMP is consistent World Bank's Environment and Social Standards: Labor and Working Conditions (ESS2), and describes the labor management procedures that seek to address potential labor risks, in order to:

To promote safety and health at work.

- To promote the fair treatment, nondiscrimination and equal opportunity of project workers.
- To protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate.
- To prevent the use of all forms of forced labor and child labor
- To support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law.
- To provide project workers with accessible means to raise workplace concerns.

In addition, in line with the provisions of ESS2, the LMP includes a worker grievance mechanism for direct and contracted project workers, including through confidential channels for Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH), to raise workplace concerns.

1.2 PROJECT COMPONENTS

Component 1 has financed FGS civil service salaries through baseline financing on a declining scale and performance-based financing through PBCs. The AF will finance only the performance-based portion of the FGS civil service payroll while the government share of the “baseline” FGS civil service salaries financing (excluding PBCs) will reach 100 percent starting January 2026. Performance-based financing of FGS civil service will comprise around 15 percent of FGS civil service salaries by the end of CY2026. Selected PBCs are revised, and new added with the following considerations: (i) the cost of several PBCs was increased to add more value to the reform and provide greater incentives; (ii) one PBC and additional results under original PBCs were added in 2025-2026 to incentivize sustained implementation beyond the adoption of respective policies and regulations with the focus on supporting fiscal sustainability; (iii) the target timelines for selected reforms were extended while intermediate milestones added to reflect current status, realistic timelines and allow for better reform sequencing; (iv) four PBCs that were either missed or there was no meaningful progress since the start of the project are proposed for deletion and the amounts to be reallocated to the new refined PBCs in the same reform area, and (v) the description and verification protocols of existing PBCs refined to reflect the status of reforms implementation, build on what worked and what did not, and to align with the implementation support under the SERP, which became effective on October 30, 2023. Annex 2 details the proposed changes.

Component 2 will scale up the support to the intergovernmental platforms with the objective of strengthening fiscal federalism structures and contribute to the operationalization of intergovernmental agreements following the intensification of the federalism dialogue at the national level. Furthermore, additional results under original three PBC areas are added to test the viability of performance-based financing of the FMS civil service, teachers and FHWs payroll and introducing the declining scale of “baseline” financing (see Annex 2 for the list of PBCs). The FMS PBCs will need to balance the ambition of the reform with its viability to ensure predictable and uninterrupted financing of FMS payroll. Therefore, the verification processes will be refined and detailed in the Project Operations Manual (POM) to allow for timely and predictable disbursements in January-February each year. The Eligible Expenditure Program will be expanded to include FGS and FMS (including Puntland) civil service wage bill, teacher and FHWs salaries, as well as FMS non-security permanent employees and regular staff who are not civil servants. Intergovernmental transfers from FMS to selected local governments will continue to be piloted with the primary goal of strengthening PFM systems and building capacity for participatory and accountable local government transfers for service delivery and climate change mitigation and adaptation. A grant manual agreement will be signed between FGS and FMS to specify inter alia eligible activities, selection criteria, accountability, reporting, inclusivity, community engagement, and E&S requirements.

Component 3 will introduce a declining scale for the “baseline” (input-based) recurrent financing for FMS with the target of at least 40 percent of FMS civil service salaries financed from FMS own revenue and reimbursed through PBCs. Non-salary recurrent costs will continue to be financed from advance replenishment to ensure the adherence to the agreed reform roadmap and compliance to the PFM regulations through third-party monitoring. AF will scale up financing to the Marwo Caafimaad (Female Health Worker) program with the focus on the newly liberated areas in close coordination and labor division with the Improving Healthcare Services in Somalia Project (“Damal Caafimaad”, P172031). While the target number of FHWs remain at 3,000, AF will support additional year of salaries to FHW as well as additional costs related to the expansion to the newly liberated areas, which lack basic infrastructure. Input-based support to education sector is expected to scale down after the RCRF financed teachers have transitioned to Government-financed teacher cadre. At the same time, FGS and FMS level earmarked PBCs in the education sector will provide the financing cushion during the transitional period between the phase out from the recurrent cost support to post-HIPC financing terms.

Component 4 will have a strengthened focus on citizen engagement, open budget, accountability, transparency, and inclusivity. As initial activities laid the foundations for citizen engagement by improving transparency and collecting citizen feedback, the new activities will focus on closing the feedback loop, citizen participation and trust building, and encouraging government accountability. The AF will consolidate around successful pilots and incrementally expand them with the above objectives in mind. For the call center, this will entail personalization of messaging, integration of social media, and promoting open data. For the mass media, behavior change, and feedback campaign, this will entail rolling out the pilot to a wider geographic scope with a greater focus on collecting actionable feedback and showing how it is used. Finally, on budget transparency, this will entail strengthening and institutionalizing pilot budget hearings held by parliament and budget consultations held by the MoF along with publication of feedback received and government response. Activities will be closely coordinated with SERP, with the AF taking the lead at the FGS and SERP leading in the FMS.

Component 5 will continue providing support to project management and coordination. The component will also procure the services of an Independent Verification Agent or consultants to validate FGS and FMS level PBC achievements.

II. OVERVIEW OF LABOR USE ON THE PROJECT

This updated LMP will be administered to the different categories of project workers as defined below and summarized in Table 1. The project workers engaged or employed will include direct and contracted workers, primary suppliers, community workers and civil servants as described below.

Direct Workers: People employed or engaged directly by the project (including the project proponent and the project implementing agencies) to work specifically in relation to the project.¹ These include people employed by PIU in the Ministry of Finance, Education and Health to implement the project components as 'technical consultants'. Direct workers will be subject to the full requirements of ESS2.

Contracted workers: *People employed or engaged by third parties/primary contractors to perform work related to core functions of the project, regardless of location.*² These included: staff of contracted agencies for example, the health technical partner, to be contracted to support the implementation of the FHW component and those employed by the independent verification partner. Contracted workers will be subject to the full requirements of ESS2.

Primary supply workers. People employed or engaged by the Borrower's primary suppliers (suppliers who on an ongoing basis, provide directly to the project goods or materials essential for the core functions of the project).³ These may include suppliers of the essential drugs, supplies and equipment needed for the EPHS kits and infection prevention and control, as well as other ongoing supplies to the project. Suppliers must demonstrate that they are meeting the requirements regarding child labor, forced labor and serious safety concerns.

Civil Servants: Where government civil servants are working in connection with the project, whether full-time or part-time, they will remain subject to the terms and conditions of their existing public sector employment agreement or arrangement unless there has been an effective legal transfer of their employment or engagement to the project.⁴ ESS2 will not apply to such government civil servants, except for child and forced labor requirements and OHS requirements (including security and SH/SEA). This applies to all civil servants funded under the project including teachers, as well as the female health workers, once they become civil servants. The likely number of civil servants funded under the RCRF 3 over the life of the project are given in Table 1 below:

Table 1: Number of workers funded under the project

Project Workers	Female	Male	Total
Teachers	575	3324	3899
FHWs and FHS	1396	0	1396
FGS civil servants	1490	4248	5738
FMS civil servants	187	766	953
Direct project workers	17	62	79
Contractor staff	15	47	62

Community workers: Community workers are community members whose labor is provided as a contribution to the project, or to foster community-driven development etc. The project will have no community workers as defined under ESS2.

¹ Para 3a, ESS2, World Bank Environmental and Social Framework

² Para 3b, ESS2, World Bank Environmental and Social Framework

³ Para 3c, ESS2, World Bank Environmental and Social Framework

⁴ Para 8, ESS2, World Bank Environmental and Social Framework

This LMP will apply to project workers including fulltime, part-time, temporary, seasonal. The LMP contains relevant mitigation measures to be incorporated into procurement documents. It is also aligned to the Environment and Social Management Framework (ESMF) and the Stakeholder Engagement Plan (SEP).

III. ASSESSMENT OF KEY POTENTIAL LABOR RISKS

Potential risks are those related to labor and working conditions, such as work-related discrimination, sexual exploitation, abuse and harassment (SEAH) and other forms of gender-based violence (GBV), occupational health and safety (OHS), and security risks. The PIU will assess and address security risks by employing a security risk management consultant to assess and implement measures to manage the security risks of the Project, including the risks of engaging security personnel to safeguard project workers, sites, assets, and activities, as set out in a Security Risk Assessment and Security Management Plan using the principles of proportionality and GIIP, and by applicable law, in relation to hiring, rules of conduct, training, equipping, and monitoring of such personnel. A security risk assessment and management plan and guidelines will be developed before involvement of any public or private security personnel, and implemented throughout Project implementation. Appropriate mitigation measures to address such risks will be incorporated into procurement documents. The following are key labor risks expected during the implementation of the project:

Discrimination and exclusion of vulnerable groups. Vulnerable and marginalized groups of people may be subject to increased risk of exclusion from employment opportunities under the project unless the project incorporates specific mitigation measures. Such groups include women, persons from minority ethnic groups and clans, IDPs, female-headed households, and persons with disabilities. Public buildings from which civil servants, teachers and healthcare staff work from may not have adequate facilities for women and are rarely configured to allow access to those who require wheelchairs for movement.

Sexual exploitation, abuse and harassment (SEA/SH) and gender discrimination: Female workers may be subject to SEA/SH in the recruitment or retention process given men dominate the hiring management in most if not all government offices. Given the weak capacity of the government to enforce rules against discriminatory practices in the workplace, the potential is acute for women. In one of the previous stakeholder consultations undertaken to develop the ESMF, women reported instances where teachers were fired after becoming pregnant and civil servants experience unwanted sexual overtures from their male supervisors and colleagues. Sexual harassment and other forms of abusive behavior by workers could compromise the safety and wellbeing of workers and their ability to perform their functions.

Labor disputes over terms and conditions of employment. Labor disputes are common in Somalia. Likely causes for labor disputes include: demand for limited employment opportunities; labor wage rates and delays of payment; intimidation, disagreement over working conditions. In turn, there is also a risk that employers may retaliate against workers for demanding better working conditions, or raising concerns regarding unsafe or unhealthy work situations, or other grievances raised, and such situations could lead to labor unrest. In the stakeholder consultations meeting, women reported instances where teachers were laid off after getting pregnant and civil servants experienced unwanted sexual overtures from their male supervisors and colleagues. In addition, public buildings from which civil servants, teachers and healthcare staff work from are rarely configured to allow access to those who require wheelchairs or special care.

Occupational health and safety (OHS) risks: The primary risk to worker safety are security risks in the workplace or travelling to carry out their work. Also, FHWs and teachers working in high temperature environments potential safety and health risks due to man-made (fires, etc.) or natural disasters. **Security risks.** With the ever-present threats of outbreaks of communal conflict and Al-Shabaab attacks frequently targeting government and other strategic infrastructure and gatherings in urban areas, the security risk for the project workers is substantial. This is a particularly acute risk for health and education workers in high-risk areas and high-density urban areas which

are frequently targeted, e.g., Mogadishu. It is expected that security risks will vary over time, but currently it is particularly critical in areas controlled by Al Shabaab, e.g., parts of Jubaland and Hirshabelle or during upticks in political crises. A security risk assessment and management plan will be developed and implemented for the project. Other OHS risks include health-related risks particularly for female health workers due to the potential for exposure to infectious diseases such as Covid-19 and HIV/AIDs.

Child and forced labor are a potential risk particularly in the suppliers workers, including those that supply medical kits and electronic tablets for the FHWs. These suppliers will be screened and monitored periodically. Civil servants and other contractors already have an above 18 years and written contract requirement in line with the civil servant legislation and labour law.

IV. BRIEF OVERVIEW OF LABOR LEGISLATION: TERMS AND CONDITIONS

Somalia has been a member of the International Labor Organization (ILO) since 1960. The country has ratified 6 out of 8 fundamental conventions of the International Labor Organization (ILO), including the following:

- i. Forced Labor Convention (No.29) (ratified in 1960)
- ii. Freedom of Association and Protection of the Right of Organize Convention (No. 87) (ratified in 2014)
- iii. Right to Organize and Collective Bargaining Convention (No.98) (ratified in 2014)
- iv. Abolition of Forced Labor Conventions (No. 105) (ratified in 2014)
- v. Discrimination (Employment and Occupation) Convention (No. 111) (ratified in 1961)
- vi. Worst Forms of Child Labor Convention (No. 182) (ratified in 2014)

The Provisional Constitution of the Federal Republic of Somalia (adopted in August 2012) provides the legislative framework for labor issues. The Labor Code of Somalia (Law Number 65, adopted in 1972) is the specific labor law governing all aspects of labor and working conditions, which covers: contracts of employment, terms and conditions, remuneration, and occupational health and safety, trade unions and labor authorities. The provisions of the Labor Code apply to all employers and employees in all project areas and is applicable to all workers. The Labor Code is broadly consistent with the ESS2, while there is a significant gap in the enforcement of the legislation (see Section VIII on the institutional framework). The public service or public institutions are governed by the Civil Service Law (Law Number 11).⁵

The Federal Labor Ministry and Social Affairs (MOLSA) is responsible for labor policy and regulatory frameworks. The State Labor Ministry in each State is in charge of implementation of the labor code, including the labor inspection. While five States have labor ministries, only Puntland has three labor inspectors under the minister. Others have no functioning labor inspection.

Below is the list of relevant provisions of the Labor Code with regard to terms and conditions of work, in particular to wages, deductions, and benefits:

Content of individual contract of employment (Article 46)

Subject to the provision of this Code or regulations made hereunder, a written individual contract of employment shall specify the following: (a) name and father's 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; and (g) procedure for suspension or termination of contract.

Notice for termination of contract (Article 50)

Either of the contracting parties may terminate a contract of employment by giving written notice as follows:

Not less than ten days in the case of manual workers;

Not less than 30 days in the case of non-manual workers;

No notice need be given in case the duration of contract does not exceed one month.

Minimum wages (Article 72)

Taking into consideration the economic and social conditions of the country (and in consistence with the provisions of Article 72), the minimum wages for any category of workers may be determined by decree of the

⁵ The Labor Code was reviewed with support from ILO and a revised draft Labor Code was agreed and adopted in February 2019 by representatives from various ministries of the Federal Government of Somalia, all Federal Member States, employers, workers, and academia. The Federal Ministry of Labor could not predict the likely timeframe for the Parliamentary approval, and advised that the existing Labor Code (1972) shall continue to be applicable until revised code becomes the law. Consultation with State's Labor Ministries also have confirmed that they follow the national Labor Code in administration of Labor matters in their States.

President of the Republic, on the proposal of the Minister, having heard the Central Labor Commission, and with the approval of the Council of Secretaries.

Hours of work (Articles 85-86)

The normal hours of work of a worker shall not exceed eight a day or 48 a week.

Hours worked in excess of the normal hours of work shall not exceed 12 a week and shall entitle a worker to a proportionate increase in remuneration, which shall in no case be less than 25 percent of the normal remuneration.

Weekly rest (Article 96)

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.

Annual leave (Article 97)

Workers shall be entitled to 30 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.

Fringe benefits (Article 73)

Any employer shall provide (a) accommodation when a worker is required to be away from his normal residence; (b) free food to workers, or subsistence allowance in place thereof; (c) free transport to and from the place of work when a worker is required to work in a town or locality away from his normal residence.

Deductions from remuneration (Article 82)

No deductions other than those prescribed by the Code or regulations made hereunder or any other law or collective Labor agreement shall be made from a worker's remuneration, except for repayment of advances received from the employer and evidenced in writing.

Death benefit (Article 53)

In case of death of a worker during his contract of employment, the employer shall pay to his/her heirs an amount not less than 15 days' remuneration as death benefit for funeral services.

Expecting and nursing mothers (Article 91)

A woman worker shall be entitled, on presentation of a medical certificate indicating the expected date of her confinement, to 14 weeks maternity leave with pay.

Nursing breaks (Article 92)

A woman 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.

V. BRIEF OVERVIEW OF LABOR LEGISLATION: OCCUPATIONAL HEALTH AND SAFETY

The Labor Code covers protection against risks to the workers, notification procedures in occupational accidents, medical requirements at site and conveyance of injured workers to the hospitals, among others. Below is the list of relevant provisions of the Labor Code with regard to OHS:

Protection against possible risks (Article 101)

All factories, workshops and other workplaces shall be built, installed, equipped and managed in such a way that the workers are properly protected against possible risks. For this purpose, the employer shall:

- a. Maintain a perfect state of safety and hygiene to avoid risks of accident or damage to health;
- b. Take suitable measures to prevent contamination of workplaces from toxic gases, vapours, dust, fumes, mists and other emanations;
- c. Provide sufficient and suitable toilet and washing facilities, separate for men and women workers;
- d. Provide an adequate supply of drinking water easily accessible to all workers;
- e. Maintain fire-fighting appliances and staff trained in their use;
- f. Provide the necessary safety appliance adapted machinery and plant;
- g. Maintain machinery, electrical and mechanical plant, instruments and tools in good condition to ensure safety;
- h. Provide suitable installations for the removal of refuse and drainage of residual waters;
- i. Take the necessary precautions in his establishment to protect the life, health and morality of the workers;
- j. Ensure that his staff receive the necessary instructions for the prevention of industrial accidents, occupational diseases and other risks inherent in their occupations;
- k. Post up in conspicuous parts of the workplace's notices explaining clearly the obligations of the workers to observe safety rules, and visual signs indicating dangerous places;
- l. Supply the workers with the apparatus and instruments to guard against the risks inherent in the work;
- m. Take steps to provide the necessary first aid in urgent cases to workers involved in accidents or falling sick during work.

The law does not explicitly include the right of workers to remove themselves from dangerous work situations without employer reprisal.

Notification of industrial accidents and occupational diseases (Article 102)

The employer shall immediately notify the competent Labor inspectorate of all accidents resulting in injury or death and occupational diseases.

Medical facilities (Article 103)

Every undertaking normally employing more than ten workers at the single centre shall maintain a first-aid chest.

Conveyance of injured and sick workers (Article 104)

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.

The Revised Draft Somalia Labor Code has more emphasis on occupational health and safety requirements. It makes the Director of Occupational Safety and Health (OSH) responsible for the registration of hazards and risks, regulation and supervision of all workplaces and monitoring or enforcing compliance with Labor Code and any other Labor law to the extent that they regulate safety, health and welfare in the workplaces. Part VI of the Revised Draft Labor Code covers the administration of occupational accidents, injury and disease provisions at workplace,

employer's general duties towards to OSH, insurance requirements, employees' general duties, medical support, compensations, offenses and penalties, etc.

In the absence of a fully adopted revised Somalia Labor Code and functioning implementation mechanisms (oversight bodies and courts), the ability of the government to adequately adjudicate the provisions in the LMP is constrained. The Civil Service Commission is able to address the complaints of civil service workers that are limited to unfair dismissals. Through the LMP, the government will identify gaps between ESS2 requirements and legislation and its implementation so that these can be promoted as part of the project through appropriate technical assistance; including awareness on key aspects of the LMP like non discrimination and fair treatment among others. The project will also be keenly monitored to ensure full compliance with the LMP.

VI. BRIEF OVERVIEW OF LABOR LEGISLATION: DISCRIMINATION AND ABUSE

Somalia's Provisional Constitution provides that "all workers, particularly women, have a special right of protection from sexual abuse, segregation and discrimination in the workplace. Every Labor law and practice shall comply with gender equality in the workplace" (Articles 24 and 25). The following is the relevant provisions in the Labor Code:

Expecting and nursing mothers (Article 91)

No woman worker shall be discharged during a period of pregnancy, as duly confirmed by a medical certificate, until the end of the period of leave mentioned in the next succeeding paragraph or until the child is 1-year-old, provided that this rule shall not apply to the following cases:

The cessation of the activity of the undertaking in which the woman worker is employed;

The completion of the work for which the woman worker was engaged or the termination of the employment relationship on the expiry of the stipulated term.

Below is the list of provisions of the Labor Code with regards to child labor and forced labor:

Prohibited work (Article 90)

The term "children" means persons of either sex who have not attained the age of 15 years and the term "young persons" means those who have attained the age of 15 years but have not attained the aged of 18 years. Where the age is uncertain, medical opinion shall be obtained.

Unlawful to employ children (Article 93)

It shall be unlawful to employ children under the age of 15 years, provided that this restriction as to age shall not apply to:

Pupils attending public and state-supervised trade schools or non-profit-making training workshops;

Members of the employer's family and his relatives if they are living with him and are supported by him and are employed on work under his orders in an undertaking in which no other persons are employed.

Minimum age for certain types of work (Article 94)

The minimum age for employment on a vessel as a trimmer or stoker or on underground work in quarries or mines shall be 18 years, provided that the minimum age for any other employment on a vessel (including a fishing vessel) shall be 15 years;

Young persons under the age of 16 years shall not be employed in work done on flying scaffolds or portable ladders in connection with the construction, demolition, maintenance or repair of buildings.

Freedom of Labor (Article 6)

Forced or compulsory labor is forbidden in any form.

VII. BRIEF OVERVIEW OF WORLD BANK GUIDANCE

This LMP lays out the project's approach to meeting national requirements, as well as the objectives of the World Bank's Environmental and Social Framework (ESF), specifically "Environmental and Social Standard 2 (ESS2): "Labour and Working Conditions". The LMP is aimed at recognizing the centrality of fairness, non-discrimination and equal opportunity among workers and also aim at protection of workers against all sorts of injuries, discrimination, unfair treatment and avoid attraction of child and forced labour among others. It will equally elaborate on importance and ways of promoting safety, adequate supervision and enhanced capacity through implementation of a systematic approach build on strict compliance, adequate reporting, defined roles, proper supervision, and training that will improve the management of risks and impacts related to labour and working conditions in the proposed project. Generally, the procedures identify the ways in which national law and the requirements of ESS2 will be applied to the project .

World Bank guidelines on OHS requirements: Measures relating to occupational health and safety will be applied to the project. The OHS measures will include the requirements of this LMP and will take into account the General Environmental Health and Safety Guidelines (EHSGs) and, as appropriate, the industry specific EHSGs and other Good International Industry Practice (GIIP). The OHS measures applying to the project will be set out in the legal agreement and the Environmental and Social Commitment Plan (ESCP).

World Bank standards relating to non-discrimination and equal opportunity: In line with ESS2 and other World Bank guidance, decisions relating to the employment or treatment of project workers will not be made on the basis of personal characteristics unrelated to inherent job requirements. The employment of project workers will be based on the principle of equal opportunity and fair treatment, and there will be no discrimination on the basis of personal characteristics unrelated to inherent job requirements, with respect to any aspects of the employment relationship, such as recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment access to training, job assignment, promotion, termination of employment or retirement, or disciplinary practices. Codes of conduct for all workers will include measures to prevent and address harassment, intimidation, and/or exploitation and receive orientation on the same.

World Bank standards in relation to addressing vulnerabilities in specific groups of project workers: The Borrower will provide appropriate measures of protection and assistance to address the vulnerabilities of project workers, including specific groups of workers, such as women, people with disabilities, migrant workers, and children (of working age in accordance with ESS5). Such measures may be necessary only for specific periods of time, depending on the circumstances of the project worker and the nature of the vulnerability.

World Bank standards in relation to child labor: A child over the Somali national minimum age of 15 and under the age of 18 may be employed or engaged in connection with the project only under the following specific conditions:

- (a) the work is not hazardous or will not interfere with the child's education or be harmful to the child's health or physical, mental, spiritual, moral or social development;
- (b) an appropriate risk assessment is conducted prior to the work commencing; and
- (c) the Borrower conducts regular monitoring of health, working conditions, hours of work and the other requirements of this ESS.

VIII. GAP ANALYSIS BETWEEN ESS2 AND SOMALIA LABOR LAWS

Table 2 compares the World Banks' Environmental and social framework labor requirements with national laws and provides recommended actions:

ESF Labor and Working Conditions	National Laws and Requirements	Gaps including in implementation	Recommended Actions
The Objectives of ESS 2 are: a. To promote safety and health at work. b. To promote the fair treatment, non-discrimination and equal opportunity of project workers. c. To protect project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate. d. To prevent the use of all forms of forced labor and child labor. e. To support the principles of freedom of association and	Provisional Constitution of the Federal Republic of Somalia. Article 14 stipulates that a person may not be subjected to slavery, servitude, trafficking, or forced labor for any purpose.	The new labor code, amending the code from 1972, has not been passed yet. The implementation of the existing articles in practice may not be very strong.	The Project will carefully monitor the implementation of ESS2 requirements. Forced labour will be prevented by requiring written contracts and regular payments in line with the labour laws.
	Article 24.5 stipulates that all workers, particularly women, have a special right to protection from sexual abuse, segregation and discrimination in the workplace. Every labor law and practice shall comply with gender equality in the workplace. The Puntland Sexual Offences Act 2016 prohibits sexual harassment. Human trafficking: A person may not be subjected to slavery, servitude, trafficking or forced Labor offences. Every Labor law shall comply with gender equality. Dismissal for pregnancy. All women have a special right of protection from discrimination.	The national law does not include the right of workers to remove themselves from dangerous work situations without employer reprisal.	The LMP spells out a workers' grievance redress mechanism; and the SEAH Prevention and Response action plan provides information on referral pathways for cases of GBV (see annexes), which will be monitored and the implementation reported on.
	The Labor Code of 1972 stipulates that all contracts of employment must include a) the nature and duration of the contract; b) the hours and place of work; c) the remuneration payable to the worker; and d) the procedure for suspension or termination of contract. Furthermore, all contracts must be submitted to the competent labor inspector for pre-approval.	n/a	The project will implement a workers' grievance mechanism to redress workplace concerns the functionality of which will be monitored. See Section XIII.

ESF Labor and Working Conditions	National Laws and Requirements	Gaps including in implementation	Recommended Actions
collective bargaining of project workers in a manner consistent with national law. f. To provide project workers with accessible means to raise workplace concerns.	The Labor Code of 1972. The employer is obligated to provide adequate measures for health & safety protecting staff against related risks, including the provisions of a safe and clean work environment and of well-equipped, constructed and managed workplaces that provide sanitary facilities, water and other basic tools and appliances.	n/a	The Project will apply occupational health and safety management system that is consistent with the IFC General Environmental Health and Safety Guidelines (EHSs) on Occupational Health and Safety
	The Labor Code of 1972. Workers have the right to submit complaints and the employer must give the complaints due consideration.	n/a	The project will implement a workers' grievance mechanism to facilitate redress of workplace concerns. See Section XIII.
	The Labor Code of 1972. Remuneration must be adequate in view of the quality and quantity of the work delivered and must be non-discriminatory in regard to age, gender and other aspects. The maximum number of working hours per week are 8 hours per day and 6 days per week.	Women are restricted from being employed in night work, and the specific types of work prohibited for women may be prescribed by decree. No provisions on the protection of the rights of domestic workers	The Project will fully comply with the national law and WB ESS 2. Any complaints that emerged through the workers grievance mechanism will be addressed.
	The Labor Code of 1972. Some work is considered dangerous and unhealthy and forbidden for women and youth (defined as 15-18 years of age). This includes the carrying of heavy weights or work at night.	n/a	The Project will only allow deployment from the age of 18.

ESF Labor and Working Conditions	National Laws and Requirements	Gaps including in implementation	Recommended Actions
	The Labor Code of 1972. The Labor Code forbids work for children below the age of 12, but allows employment of children between the age of 12-15, yet employment has to be compatible with proper protection, health and the moral of children.	Children are deployed in worst forms of child labor (forced recruitment by army, forced labor in domestic work, agriculture and herding, breaking rocks for gravel, construction work, commercial sexual exploitations). However, Somalia made efforts to construct a rehabilitation center for former child combatants and establish a Human Trafficking and Smuggling Task Force. Children are further deployed in agriculture (farming, herding livestock, fishing); industry (construction, mining and quarrying); services (street work, working as maids in hotels, domestic work, voluntary recruitment of children by army); children also perform dangerous tasks in street work Laws do not identify hazardous occupations or activities prohibited for children, and child trafficking for labor and commercial sexual exploitation is not criminally prohibited. Government does not employ labor inspectors and conducts no inspections.	The Project will only allow deployment – in all project worker categories – from the age of 18. During the hiring process, careful scrutiny will be employed in the review of documentation that establishes one’s age and medical and other testimony will be used where documentation is absent.
	The Labor Code of 1972. The Code also recognizes freedom of association. Employers are prohibited from engaging in any kind of discrimination or restriction of the right of freedom of association. Workers are allowed to join trade unions.	n/a	The project will follow national laws and ESS 2 which requires that the project to support the principles of freedom of association and collective bargaining of workers in a manner consistent with national law.

IX. RESPONSIBLE STAFF

The Project Implementation Units (PIUs). PIUs will be responsible for overall project management and coordination, including compliance with safeguards requirements, including labor and working conditions. The PIU **will engage consultant(s) with expertise in environmental, social, GBV, occupational health and safety issues to support direct project management where needed.** The PIUs will be responsible for the following tasks relevant to labor and working conditions:

- a. Promote and ensure the overall implementation of this LMP, including training and orientation of FMS PMTs and MoH and MoE counterparts, and ensuring that all contractors and primary suppliers comply with the provisions of this LMP in line with ESS2 in relation to the management of their workers.
- b. Engage and manage consultants in accordance with this LMP and the applicable Procurement Documents.
- c. Monitor to ensure that field supervisors are meeting obligations towards staff as included in the LMP and the applicable Procurement Documents.
- d. Monitor the potential risks of child labor, forced labor, SEAH prevention and serious safety issues in relation to contractors and primary suppliers.
- e. Ensure that the grievance mechanism for project workers is established and implemented and that workers are informed of it.
- f. Promote implementation and ensure monitoring of labor and occupational health and safety performance.
- g. Report to the World Bank on the implementation of the LMP every 6 months.

The PIU will have social and environmental specialists who understand the content and application of the ESF, including ESS2, and who will be responsible for promoting implementation of the LMP and OHS requirements within the project. The project manager and entire PIU has responsibility for supporting the social specialists to facilitate the implementation of these components which are integral to the project. The PIU and the social specialists will be responsible for the following:

- a. Supervise workers' adherence to the LMP;
- b. Maintain records of recruitment and employment of contracted workers (including sub-contractors);
- c. Provide induction and regular training to direct and contracted workers and where appropriate the workers engaged by primary suppliers, on environmental, social and OHS issues;
- d. Require primary supplier(s) to identify and address risks of child labor, forced labor and serious safety issues and undertake due diligence to ensure such risks are identified and addressed;
- e. Develop and implement the Grievance Mechanism (GM) for direct and contracted workers, including ensuring that grievances received from the contracted workers are resolved promptly (and if requested confidentially), and report the status of grievances and resolutions regularly to the PIU and World Bank;
- f. Ensure all direct hire workers, including consultants, as well as workers engaged through contractors and primary suppliers understand and sign the CoC prior to the commencement of works and supervise compliance with the CoC;
- g. Ensure the abbreviated CoC is translated to the local language and displayed in all project supported facilities (Annex 2); and
- h. Report to the PIU on labor and OHS performance.

Table 3: Summary of the project staff/entity responsible for various key responsibility areas

Responsibility area	Direct workers/contracted workers	Primary supply workers	Civil servants
Hiring and managing individual project workers	MoF to engage/manage PIU safeguard team ensuring non-discrimination and equal opportunity and awareness raising on gender and ethnic discrimination.	n/a	n/a
OHS	OHS measures including SEA/H and security guidance will be included in CoCs and training of all direct workers and contracts for contracted staff.	The PIU will ensure that primary supply workers demonstrate that they are meeting child labor, forced labor, SEAH prevention and safety requirements.	OHS measures including SEA/H and security guidance will be included in CoC and orientation of all civil servants.
Child labor and forced labor	Age requirements and prevention of forced labour will be included in contracts.		PIU will monitor child and forced labor requirements.
Training on code of conduct and other provisions	Training and regular orientation of project workers will be required on the CoC, OHS, GBV prevention and security guidelines.		Regular orientation of project workers will be required on the CoC, OHS, GBV prevention and security guidelines.
Code of conduct	OHS measures including SEAH and security guidance will be included in the CoC.		OHS measures including SEA/H and security guidance will be included in the CoC.
Grievance mechanism	A separate workers grievance mechanism and guideline is required.		Civil servants will follow government procedures for grievances or raise them with the project GM.
Monitoring and reporting	FGS and FMS social specialists to monitor and report quarterly to World Bank on LMP implementation.	Primary suppliers will consistently confirm with the PIU every quarter that they are meeting child labor, forced labor and safety requirements. PIU to monitor and report to World Bank.	PIU to monitor and report to World Bank every quarter.

X. POLICIES AND PROCEDURES

The following OHS procedures, monitoring and reporting arrangements are:

Discrimination and exclusion of vulnerable groups. The employment of project workers under the project will be based on the principle of equal opportunity and fair treatment, and there will be no discrimination based on personal characteristics unrelated to inherent job requirements with respect to any aspects of the employment relationship, such as relating to recruitment and hiring, terms of employment (including wages and benefits), termination and access to training. Stakeholder consultations highlighted a lack of equity and inclusion in government recruitment processes. The project shall comply with the national Labor 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 for men and women workers. In addition to this, all agencies and contractors will have clear clauses stipulating to protect and safeguard the right of workers and their freedom from any kind of discrimination, intimidation and to protect their right to associate and organize.

GBV/SEAH incidents. Given the context of fragility, conflict and violence in Somalia, sexual harassment, exploitation and abuse of co-workers and survey respondents is a **substantial** risk. Thus, all project workers and government civil servants will be required to sign a code of conduct outlining expected standards of behavior in this regard and attend regular awareness sessions on the same including the consequences of such actions. In addition, staff and GM focal points will receive guidance on handling complaints of GBV/SEAH incidents including ensuring utmost confidentiality, following the wishes of the survivor in raising the complaint and referring the survivor to supportive GBV services. 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. They should not under any circumstances try to investigate or refer the issue without explicit agreement of the survivor. If the complainant thinks a worker on the project is involved the incident or is unsure, the GM focal point should report the incident immediately to the Head of the PIU who will provide further guidance after consulting with the World Bank. Such incidents should be reported to the World Bank within 72 hours.

Occupational health and safety (OHS). Pursuant to the relevant provisions of the National Labor Code (Articles 101-104), ESS2, including WBG Environmental, Health and Safety Guidelines (EHSGs), and WB standard procurement documents, the overseeing Ministry, as well as the Ministries of Health and Education, will manage the project in such a way that the workers and the community are properly protected against possible OHS risks. Key elements of OHS measures will 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. This will include safety and security protocols as well as risks of exposure to infectious diseases including COVID-19, the provision of personal protective equipment (PPE) and taking measures to stop the spread. The project will ensure compliance with national law requirements as well as World Bank guidelines regarding COVID-19. **Security risks.** Considering substantial security risks in some parts of the country, the project will develop and roll out a guideline to ensure appropriate security measures are in place to minimize the potential risk to civil servants paid by the project and direct workers. Contractors will be required to have security procedures in place for their workers and report any serious incidents to the PIU within 48 hours; otherwise their contracts may be terminated. Key security measures may include security protection by security personnel (such as by district police) to prevent terrorist attacks on individuals and government facilities; restrictions on work hours where security risks are higher (such as night-time); and measures to maintain low profile of workers. More detailed measures will be developed in a security guideline as part of the security

management plan that is under development, with close consultation with relevant security authorities and should be regularly reviewed and updated by the PIU in consultation with the appropriate security authorities. Safety of workers alongside other labor-management procedures will be explicit in all contracts and bidding documents and due diligence of the independent verification agent; the health technical partner and other contractors should be carried out to ensure that they observe the LMP.

Child labor. The minimum age for workers employed/engaged in relation to the project is set at 18. To prevent the engagement of under-aged labor, all contracts shall have contractual provisions to comply with the minimum age requirements including penalties for non-compliance. All ministries where staff will be fully or partially paid through the project are required to maintain labor registry of all contracted workers with age verification.

Labor disputes over terms and conditions of employment. The project will have grievance mechanisms for direct workers and contractors, to address their workplace grievances promptly. Further, the project will respect the project workers' right of labor unions and freedom of association. The code of conduct will include the whistle blower protection clauses. Workers will be allowed to have their representative in the disciplinary committees. The social specialist will monitor and report on the functionality of the workers GMs.

Monitoring and reporting. The PIU shall report to the Bank on the status of implementation of the above policies and procedures on a quarterly basis. The PIU will closely monitor labor and occupational health and safety performance of the project and report to the World Bank on a quarterly basis.

Fatality and serious incidents. In the event of an occupational fatality or serious injury, the PIU shall report to the Bank as soon as becoming aware of such incidents (ESIRT, November 2018) and inform the government authorities (where available) in accordance with national reporting requirements (Labor Code Article 102). Corrective actions shall be implemented in response to project-related incidents or accidents. The PIU or, where relevant the consultant, may conduct a root cause analysis for designing and implementing further corrective actions.

XI. AGE OF EMPLOYMENT

As presented above, the Labor Code (Article 94) provides that the minimum age for employment on underground work in quarries or mines shall be 18 years. While the national Labor Code allows persons under 18 and over 15 to engage with work with non-hazardous nature, it is appropriate for the project to take a precautionary approach, considering the limited capacity for monitoring and risk management in the fragile operational environment and inadequate national labor inspection mechanism. The minimum age for workers employed/engaged in relation to the project is set at 18. No one under 18 years of age will be employed/engaged in relation to the project.

The PIU will undertake monitoring, at a minimum every six 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. The project will use the following process, prior to the employment or engagement of an applicant for work on the project, to verify the person's age. The PIU will ensure that each contractor, subcontractor, and primary supplier also uses this process and provides the PIU with written confirmation that each worker employed or engaged in relation to the project is at least of the minimum age of 18 years. Information confirming the minimum age for each worker engaged/employed in relation to the project will be kept in a file at the PIU. Below is an indicative age verification means that could be used in Somalia context where official ID system is broadly unavailable:

- a. Check the birthday on official documents such as birth certificate, national ID or other credible records, where available;
- b. Obtain written confirmation from the medical practitioner, nor
- c. Inquire with the local community leader, community action group or with other credible community sources.

If a person under the minimum age of 18 years is discovered working in relation to the project, the PIU will take measures to terminate the employment or engagement of that person in a responsible manner, considering the best interest of that person.

To ensure that the best interests of the child under 18 years are considered, the PIU will undertake, and ensure that all contractors, subcontractors and primary suppliers also undertake, remediation within a reasonable time period agreeable to the World Bank. The remediation activities could include, among other options:

- a. enrolling the child in a vocational training/apprenticeship program, but which does not interfere with the child's completion of compulsory school attendance under national law.
- b. employment of a member of the child's family, who is at least 18 years of age, by the primary supplier, contractor, or subcontractor for project-related or other work.

XII. TERMS AND CONDITIONS FOR PROJECT WORKERS

Project workers: The terms and conditions for direct workers will be governed by the contracts with the PIU and contracted workers with their employees. Short-term, temporary staff will not have maternity or annual leave etc. Their terms and conditions will be based on a specific assignment to be completed within a certain period at a pay rate per day etc. These terms and conditions will be discussed at recruitment and before training commences and a code of conduct signed. The Labor Code of Somalia presented in Section V (Overview of Labor Legislation) above is the guiding legislation on employment terms and conditions for all workers. As much as the Labor Code is largely consistent with ESS2, more provisions of the ESS2 need to be included in the contacts to augment the Labour Code. Below are key components of the terms and conditions that should be applied to project workers under the project:⁶

Provision of written individual contract of employment: A written individual contract of employment shall be provided to project 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; and (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.

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 contract does not exceed one month. For enumerators who may be found in breach of confidentiality or falsifying information, termination should be forthwith terminated even if contractual period is more than one month.

Minimum wages: While the mechanism to set the official minimum wage by Presidential decree (Labor Code, Article 72) is not currently functioning, the market rate is available for each job type in different localities. Fair market rate have be identified and applied for project workers in line with the civil service rates.

Hours of Work. The normal hours 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.

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.

Annual leave: Workers shall be entitled to 30 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.

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 full pay, of which at least six weeks shall be

⁶ While there are other provisions applicable to labor engagement in Labor Code (for example, "fringe benefits" under Article73), the applicability of such provisions will be reviewed during the contracting stage, when the approach to work implementation is better understood.

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.

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.

Deductions from remuneration: No deductions other than those prescribed by the Code or regulations made hereunder or any other law or collective Labor agreement shall be made from a worker's remuneration, except for repayment of advances received from the employer and evidenced in writing. The employer 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.

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.

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 while at work who can be so conveyed and who cannot be treated on the spot with the means available.

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.

XIII. GRIEVANCE MECHANISM

Workers Grievance Mechanism: A grievance mechanism will be provided for all direct workers and contracted workers (and, where relevant, their organizations) to raise workplace concerns. Such workers will be informed of the grievance mechanism at the time of recruitment and the measures put in place to protect them against any reprisal for its use. Measures will be put in place to make the grievance mechanism easily accessible to all such project workers. Their implementation will be reported on as part of the quarterly ESF report.

The grievance mechanism will be proportionate to the nature and scale and the potential risks and impacts of the project. It will be designed to address concerns promptly, using an understandable and transparent process that provides timely feedback to those concerned in a language they understand, without any retribution, and will operate in an independent and objective manner. The grievance mechanism may utilize existing grievance mechanisms, providing that they are properly designed and implemented, address concerns promptly, and are readily accessible to such project workers. Existing grievance mechanisms may be supplemented as needed with project-specific arrangements.

Typical work-place grievances include fair and equal opportunity for employment; labor wages rates; delays of payment; disagreements over working conditions; unfair termination, unfair disciplinary process, actual or effective denial of maternity leave, and health and safety concerns in work environment. Therefore, a separate grievance mechanism will be established for project workers (direct workers and contracted workers), as required under ESS2. Handling of grievances should be objective, prompt and responsive to the needs and concerns of the aggrieved workers enabling to prevent, mitigate, or resolve tensions and problems before they escalate into more serious issues that will require extra resources to address. The mechanism will also allow for anonymous complaints to be raised and addressed. Individuals who submit their comments or grievances will have their name kept confidential. Confidentiality should be safeguarded to ensure safety and freedom of workers that lodged complaints and whistle blower protection provided for. The PIU will investigate any suspected breach of confidentiality.

The worker grievance mechanism will not impede access to other judicial or administrative remedies that might be available under the law or through arbitration procedures or mechanisms provided through collective agreements.

Project workers: Project staff at the FMS and FGS level will be encouraged to raise concerns with their immediate supervisor or the Project Coordinator (FGS) or Project Manager (FMS) in the first instance. However if the concern relates to the project, they can also raise it via the social specialists at the FGS level who will forward to the Project Manager for resolution in conjunction with the project GRC.

GM for contractors workers: For all contractors including the Health Technical Partner, and companies implementing the citizen engagement activities, a workers GM will be required and included in bidding documents and contracts. If the contractor does not have a grievance mechanism in place for contracted workers, the project grievance mechanism will be made available to them.

World Bank Grievance Mechanism

If a complaint about the project or serious labour complaints (such as forced labour, child labour, or OHS incidents including SEAH) has been raised with the NPIU, and no satisfactory response has been received, complaints from workers can be raised with the World Bank Somalia office via email to somaliaalert@worldbank.org

World Bank Washington Office: If no satisfactory resolution has been received from the World Bank Country office, grievances can be raised with the World Bank Office in Washington. For more information: <http://www.worldbank.org/grs>, email: grievances@worldbank.org

Or

The World Bank
Grievance Redress Service (GRS)
MSN MC 10-1018
1818 H St NW
Washington, DC 20433, USA
Email: grievances@worldbank.org
Fax: +1 – 202 – 614 – 7313

Complaints may be submitted by mail, fax, e-mail, or hand delivery to the World Bank headquarters or any World Bank country office.

World Bank's Inspection Panel: Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. www.inspectionpanel.org

Project Workers' Grievance Redress Procedure

a. Objectives of the procedure

The objective of this procedure is to settle the grievance between project workers and their employees or between employees bilaterally before the intervention of the formal court, except in cases where the grievance constitutes a criminal offense that requires notification of the law enforcement agencies.

b. Procedure

- a. A code of conduct should be developed and translated into Somali. (see example in Annex 1).
- b. All project workers should receive an orientation on the code of conduct and the workers GM and sign a code of conduct outlining their rights and responsibilities regarding OHS requirements (including security protocols and SH/SEA prevention). All records of induction shall be kept and made available for inspection by the PIU or the World Bank.
- c. In case of violation, the aggrieved employee must capture and present the details of the grievance to the person they report to or the supervisor's superior in case of conflict of interest.
- d. The supervisor will verify the details and seek to address the matter within the shortest time up to 48 hours.
- e. The supervisor will escalate the matter if not resolved within 48 hours until a resolution is found or not found.
- f. Where no resolution is found, the employee can escalate the matter to the sector specific institutions or PIU GM or courts.
- g. Where the formal courts are not accessible, do not exist in an area, or cannot render a judgment, the matter shall be reported to and handled by the PIU, for example through the Project Grievance Redress Mechanism (GRM). The PIU, in this case, will facilitate a fair agreement between the worker and the employer.

- h. The Contractor shall keep records of all proceedings of grievance redress that are within its jurisdiction and furnish the PIU as part of the periodic progress reporting to the PIU.
- i. All grievances of sexual nature (GBV/sexual harassment/Sexual Exploitation and Abuse) should follow the GBV/SEAH prevention and response action plan referral pathways and complaints resolution mechanism.
- j. In case of risk of retribution, the employee may immediately escalate to the court system [6] or to the PIU as noted under [7]. If confidentiality is requested, the PIU will ensure it to avoid any risk of retribution, including in its follow-up actions.

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 and should be dealt with according to the complainant's informed consent. Serious complaints raised through the GM, including GBV cases (sexual exploitation and abuse, sexual harassment, rape, child marriage of a learner, other types of GBV, etc.) will be addressed immediately by referring the GBV survivors to support services as per the GBV Referral Pathway.

GBV/SEAH cases should be reported to the the PIU GBV Advisor, via a confidential SMS or email address (rcrfgenderunit@gmail.com) or can be forwarded from the the general Project GM – identified project focal points, staff handling the call centres, or through the GM Hotline Operator, who will be trained in receiving and referral of such cases and confidentiality clauses.

The RCRF AF project has designated the GBV Advisor as the Focal Person at the Federal level under the Ministry of Finance. Each FMS also identified 1 Grievance Focal Person (the social/GBV specialist) and 1 focal point from the female health workers (FHW Supervisor) and teachers in each project location. In line with the survivor-centered approach, the grievance recipient to whom an allegation is disclosed will provide a safe, caring, and supportive environment. This means being non-judgmental, empathetic, and compassionate, including providing encouragement, alleviating feelings of shame and guilt, and demonstrating emotional support to the survivor while clarifying relevant information. It also means respecting confidentiality and the wishes of the survivor.

Once a case has been taken in by a GM operator or via the identified focal points, informed consent of the survivor is obtained to proceed with the case, the case file/information will be submitted to the RCRF GBV Advisor. The GBV Advisor will ensure that the survivor has been provided with all necessary GBV referral services and will ensure that the survivor is safe.

All reporting will limit information according to the survivor's wishes regarding confidentiality. If the survivor agrees on further reporting, information will be shared only on a need-to-know-base, avoiding all information that may lead to the survivor's identification of any potential risk of retribution.

Data on GBV cases recorded will include only: the nature of the complaint (what the complainant says in her/his own words), whether the complainant believes the perpetrator was related to the project and additional demographic data, such as age and gender, will be collected and reported, with informed consent from the survivor.

Where the RCRF project worker has allegedly committed the GBV/SEAH grievance, the case will be reported to the respective employing agency (HTP, sub-contractor, government Ministry of Education and Health). The PIU GBV Advisor will follow up and determine jointly with a specially constituted "SEAH Committee", the GBV Specialists from the Ministry of Health and Education, Health Technical Partner (HTP) GBV focal points, and sub-contractors on the GBV/SEAH allegations related to the RCRF project. The GBV Advisor will follow up and ensure that the Code of Conduct violation is handled appropriately according to the sanctions as indicated in the

individual CoC. These sanctions may include oral, written warning, loss of salary, suspension from employment, termination of employment and report to the police if warranted.

Table 4 The process/timeline for addressing general complaints for this project:

	Steps to address the grievance	Indicative timeline*	Responsibility
1	Receive, register and acknowledge complaint in writing.	Within two days	Social specialists at FGS or FMS level
2	Screen and establish the basis of the grievance; Where the complaint cannot be accepted (for example, complaints that are not related to the project), the reason for the rejection should be clearly explained to the complainant and where possible referred to the relevant authorities/stakeholders.	Within one week	Social specialists at FGS or FMS level
3	Program manager together with relevant PIU members, and Social/GBV specialist to consider ways to address the complaint or refer to the GRC.	Within one week	Program manager supported by PIU.
4	Decide and implement case resolution and feedback to the complainant	Within 2 weeks	GRC/Program manager with support from social specialist
5	Feedback progress on complaints resolution to PIU/GRC.	Within 21 days	Program manager supported by PIU.
6	Elevation of the case to a national judiciary system, if complainant so wishes.	Anytime	The complainant
* If this timeline cannot be met, the complainant will be informed in writing that the GRC requires additional time.			SS/GBV specialist, GRC supported by PIU

XIV. CONTRACTOR MANAGEMENT

Selection of Contractors: RCRF 3 AF will use the World Bank Standard Procurement Documents for Works for solicitations and contracts. These include labor and occupational, health and safety requirements. The FGS MoF PMT shall make reasonable efforts to ascertain that the contractor who will engage contracted workers is legitimate and a reliable entity 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 to select the contractors who will engage contracted workers, the FGS MoF PMT 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 labor law; accident and fatality records and notifications to authorities; labor-related litigations
- Documents relating to the contractor's labor management system and OHS system (e.g., HR manuals, security procedures, GBV prevention procedures and reporting protocols, safety program);
- Previous contracts with contractors and suppliers (showing inclusion of provisions and terms reflecting requirements on labor and working conditions).

Contractual Provisions and Non-Compliance Remedies: The FGS PMT shall incorporate the agreed labor 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). In the case of subcontracting, the PMT will require the contractor to include equivalent requirements and non-compliance remedies in their contractual agreements with subcontractors. If serious incidents are not reported within 48 hours or security measures are not in place, that is grounds for immediate contract suspension.

Performance Monitoring: The FGS-MoF PMT shall establish resources and procedures for managing and monitoring the performance of the contractor in relation to the LMP. The PMT will ensure that the contract with the consultants (and the third-party monitor, where applicable) explicitly set out their monitoring responsibility for the contractor's performance on labor 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 labor management records and reports compiled by the contractor. Contractors' labor management records and reports that should be reviewed would typically include the following:

- Representative samples of employment contracts and signed code of conducts;
- Grievances received from the community and workers and their resolution;
- Reports relating to serious incidents and implementation of corrective actions;
- Security and safety protocols and evidence of compliance monitoring and corrective measures;
- Records relating to incidents of non-compliance with national Labor Code and the provisions of the LMP; and
- Records of trainings provided for contracted workers to explain occupational health and safety risks and preventive measures.

XV. PRIMARY SUPPLY WORKERS

Selection of primary suppliers: When sourcing primary suppliers, the project will require identification of the risk of child labor/forced labor and risk of serious incidents. Due diligence will be carried out and explicit provisions will be given in the contract including reporting of serious incidents within 48 hours, which will be grounds for contract termination if not complied with.

Remedial process: If child labor/forced labor and/or OHS including safety risks are identified, the PIU and the 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 consultants will, within reasonable period, shift the project's primary suppliers to suppliers that can demonstrate that they are meeting the relevant requirements.

ANNEX 1: INDICATIVE BUDGET AND SUMMARY ACTIONS TO IMPLEMENT THE LMP

Action	Deadline	Approx. budget (\$)	Who responsible
Development and roll out of security guidelines for civil servants and direct workers	May 2024	5,000	PIU at FMS and FGS levels in conjunction with a consultant
Refresher training on LMP procedures and COC for workers and supervisors of codes of conduct for direct workers (all ESS 2 requirements) and other workers (OHS requirements, including security and GBV prevention).	May 2024	10,000	PIU at FMS and FGS levels in conjunction with a consultant
Printing, dissemination, training and signing of codes of conduct for new staff, including security and GBV protocols and GMs.	September 2024	10,000	PIU at FMS and FGS levels/social specialist
Finalise guideline on workers GM, printing and Awareness raising and monitoring of project workers GM	September 2024	4,200	PIU at FMS and FGS levels/social specialist
Include GM, OHS, GBV and ESIRT requirements in all contractors bidding documents and contracts including contractors for component 2.4 and carry out due diligence and monitoring	Before they are funded by the project	No cost implication.	PIU at FMS and FGS levels /Procurement
Virtual and actual quarterly monitoring and reporting of all aspects of LMP compliance by FGS and FMS social specialists	Every 3 months	Specialists will do it. No need for a separate cost	PIU at FMS and FGS levels/FGS and FMS social specialists

ANNEX 2: INDIVIDUAL CODE OF CONDUCT FOR PROJECT WORKERS⁷

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

The organization considers that failure to follow ESHS and OHS standards, or partake in GBV or VAC activities, constitutes acts of gross misconduct and is therefore grounds for sanctions, penalties or potential termination of employment. Prosecution of those who commit GBV or VAC may be pursued if appropriate.

I agree that while working on the project I will:

- a. Attend and actively partake in training courses related to ESHS, OHS, HIV/AIDS, GBV and VAC as requested by my employer.
- b. Follow my employers' guidance on prevention of the spread of infectious diseases, including Covid19;
- c. Follow my employers' guidance on security and safety including not causing conflict or exposing myself, other colleagues, stakeholders, including community members, project facilities or assets to risks;
- d. Treat women, children (persons under the age of 18), and men with respect regardless of race, color, language, religion, political or other opinions, national, ethnic or social origin, property, disability, birth or other status.
- e. Not use language or behavior towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- f. Not participate in sexual contact or activity with children (anyone age 18 or under)– including grooming or contact through digital media. Mistaken belief regarding the age of a child is not a defense. Consent from the child is also not a defense or excuse.
- g. Not engage in any form of sexual harassment to a co-worker - for instance, making unwelcome sexual advances, 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 harassment constitutes acts of serious misconduct and are therefore grounds for disciplinary measures, including summary dismissal.
- h. Not engage in any form of 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. This includes any project-related assistance due to community members. Sexual exploitation and sexual abuse constitute acts of serious misconduct and are therefore grounds for disciplinary measures, including summary dismissal.
- i. Report through the Reporting Mechanism or to my manager any suspected or actual GBV or VAC by a fellow worker, whether employed by my organization or not, or any breaches of this Code of Conduct.

The standards set out above are not intended to be an exhaustive list. Other types of sexually exploitive or sexually abusive behavior may be grounds for administrative action.

With regard to children under the age of 18:

- a. Wherever possible, ensure that another adult is present when working in the proximity of children.
- b. Not invite unaccompanied children unrelated to my family into my home, unless they are at immediate risk of injury or in physical danger.

⁷ Similar code of conducts may be adapted for supervisors or contractors or primary suppliers and civil servants.

- c. 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).
- d. Refrain from physical punishment or discipline of children.
- e. 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.
- f. Comply with all relevant local legislation, including labor laws in relation to child labor.

Use of children's images for work related purposes

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

- a. Before photographing or filming a child, assess and endeavor to comply with local traditions or restrictions for reproducing personal images.
- b. Before photographing or filming a child, obtain informed consent from the child and a parent or guardian of the child. As part of this, I must explain how the photograph or film will be used.
- c. 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.
- d. Ensure images are honest representations of the context and the facts.
- e. Ensure file labels do not reveal identifying information about a child when sending images electronically.

Sanctions

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

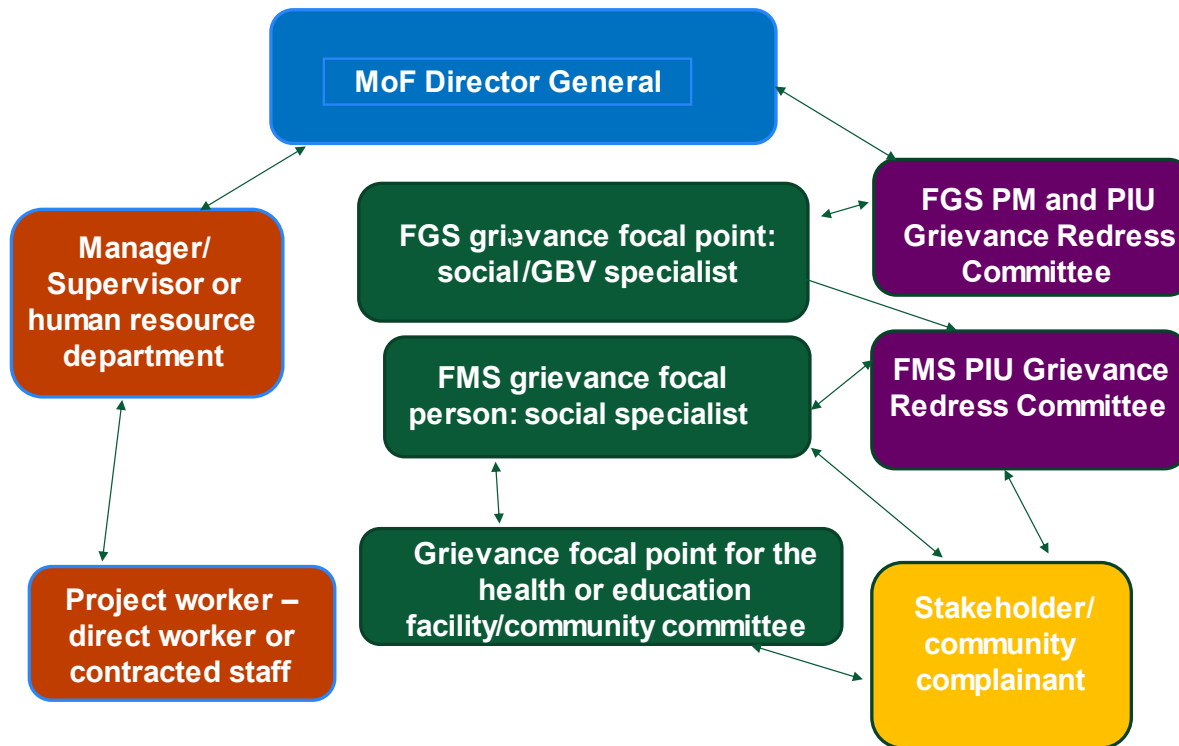
- I. Oral warning;
- II. Written warning;
- III. Additional training;
- IV. Loss of up to one week's salary;
- V. Suspension of employment (without payment of salary), for a minimum period of 1 month up to a maximum of 6 months;
- VI. Termination of employment; and
- VII. Report to the police if warranted.

I hereby acknowledge that I have read the foregoing Individual Code of Conduct, agree to comply with the standards contained therein and understand my roles and responsibilities to prevent and respond to ESHS, OHS, GBV and VAC issues. I understand that any action inconsistent with this Individual Code of Conduct or failure to take action mandated by this Individual Code of Conduct may result in disciplinary action and may affect my on-going employment.

Signature: _____ Name _____

Title: _____ Date: _____

ANNEX 3: FLOW DIAGRAM OF GRIEVANCE REDRESS MECHANISM FOR PROJECT AS WELL AS PROJECT WORKERS



ANNEX 4: COMPLAINTS REGISTRATION FORM (to be translated into Somali)

1. Complainant's Details

Full name or Reference number (if confidentiality requested):

Male/Female _____

Mobile _____

Email _____

District _____

Relationship to the project _____

Age (in years): _____

2. Which institution or officer/person are you complaining about?
Ministry/department/agency/company/group/person

3. Have you reported this matter to any other public institution/ public official?

☐ Yes ☐ No

4. If yes, which one?

5. Has this matter been the subject of court proceedings?

☐ YES ☐ NO

6. Please give a brief summary of your complaint and attach all supporting documents [Note to indicate all the particulars of *what* happened, *where* it happened, *when* it happened and by *whom*]

7. What action would you want to be taken?

8. Have you received feedback are you satisfied with the outcome?

Signature _____

Date _____

ANNEX 5: COMPLAINTS LOG

Date and how received	Date acknowledged and how	Name and contact or reference number (if confidential)	Nature of complaint	Who referred to and how resolved	Date resolved	Feedback given to complainant and agreement and date	Suggestions to prevent similar issues/complaints in future

ANNEX 6: COMPLAINTS REPORTING TEMPLATE

Anonymised complaints log (include direct and contractor workers grievances): for World Bank quarterly report

No.	Date grievance received	Ref no	How grievance received? (in person, call centre, implementing partner, staff members, email, complaints box etc.)	Short description of complaint	Who complaint referred to/resolved by	Resolution/Corrective action taken so far or plan (please specify)	Date closed (feedback and agreement from complainant)	Improvements to project made/planned as a result of complaints received

Number of direct and project workers	
Number who have signed COC and received orientation/refresher training	
Review of understanding and functionality of GM in each office	
Is there a summary of the workers grievance mechanism in all offices as well as an appeals process?	
All labour grievances have been given due consideration and dealt with fairly	
Separate female and male toilets in all offices or %	.
First aid chest and trained first aider in each office	

ANNEX 7: TERMS OF REFERENCE: SECURITY RISK MANAGEMENT SUPPORT TO THE RECURRENT COST REFORM FINANCE PROJECT

1. Background

The World Bank-funded Recurrent Cost Reform Finance (RCRF) Project became effective in 2014. There have been different series of the project since then. This is an additional financing of the third phase of the project with and is expected to close in June 2026. The Project Development Objective (PDO) of the RCRF is to support the Federal Government of Somalia (FGS) and Eligible Federal Member States (FMS) to strengthen resource management systems, the inter-governmental fiscal framework, and service delivery systems in health and education.

The Federal Government of Somalia (FGS) has requested additional financing (AF) to enable scale up of activities through to 2026. The initial RCRF project focused on Banadir, Galmudug and Puntland States. RCRF III has already expanded to the rest of the states in Somalia. In addition to system strengthening and capacity building, the focus has been on bringing the existing cadre of health and education workers onto the government payroll, initially in high density urban areas. For RCRF III, further expansion of staffing, will include need and equity considerations.

The project is run out of the Federal Ministry of Finance (MoF) and is financing dedicated staff to cover project coordination and management, administration, monitoring and evaluation, financial management, procurement, social safeguards (including security risk management) gender-based violence (GBV) prevention and communications. It will be implemented in coordination with the Ministries of Health and Education who will have dedicated social and environmental specialists funded under other World Bank Projects at the federal and state levels.

Considering substantial security risks in some parts of the country, A security management plan has been developed, containing guidelines, protocols, security mitigation measures, and a mandate that the security management system is respected and followed. Therefore the Security Specialist will be responsible to the PIU Coordinator for ensuring implementation of a comprehensive security risk training and management approach under the Project Security Management Framework (SecMF) as detailed below, including (i) delivering training on development and supervision of security management plans (SMP) and associated procedures, (ii) ensuring that SMP provisions are adequately included in bidding documents and proposals and conducting due diligence on security arrangements of all PIUs and contractors; (iii) conducting initial and periodic security risk assessments (SRA) of the operational context

for project activity implementation; (iv) maintenance of a security community of practice (CoP) with Project Contractors, (v) crisis management contingency planning, (vi) security reporting within a robust information management framework, (vii) Develop security mechanisms and structures between security apparatus located within the MoH and MoF PIUs, (viii) Develop structures and mechanisms in all areas where the project is being implemented in all regional states except in Somaliland.

All Direct Workers (Direct workers are people employed or engaged by the borrower including the project proponent and the project implementing agencies) to work specifically in relation to the project these include people employed by the ministry of finance, ministry of education and ministry of health to implement the project components as technical consultants.) will be expected to be enrolled in and complete training courses related to security and safety procedures to ensure that the personnel are aware of the risks in their operational contexts and of ways in which these can be mitigated. In accordance with ESS4, the responsibilities for security management, as set out in the relevant security management plans, will be cascaded down to the FMS and to contractors. The PIU shall put in place necessary risk mitigation measures, including training, emergency insurance, residential measures, and security communication equipment. As part

of the contracting process, the PIU will share the minimum-security requirements with the potential contractors to ensure adequate security measures are put in place. A Security Specialist is being hired to assist the PIU in these measures.

Additionally, the PIU staff shall require pre-deployment safety training. All contractors involved in the implementation process should conduct basic security training related to security procedures to ensure that personnel are aware of the risks in their operational contexts and of ways in which these can be mitigated. The trainees shall be identified from the project implementation areas indicated in the table below:

2. Specific Responsibilities of the Security Specialist include:

The PIU is seeking a highly motivated, qualified and dynamic Security Specialist with proven operational field experience in the context to support capacity building and the implementation of the Security Management Framework (SecMF) and its component parts. The SecMF forms part of the environmental and social safeguards requirements associated with the project.

The Security Specialist will report to the PIU Project Coordinator and will collaborate closely and assume a training role on security management issues with (i) the PIU; (ii) Contractors; (iii) the safety team in the PIU; (iv) Relevant Ministries, Departments and Agencies (MDAs).

Specific Responsibilities of the Security Specialist include:

1. Undertake capacity building on the implementation of the SMP, including implementation of the security risk management systems. .
2. Carryout fully fledged security training for all direct project workers and contractors workers engaged on the project.
3. Develop and maintain a crisis communication plan for the project, including procedures for communicating with direct project workers and other stakeholders in the event of a security incident or other crisis.
4. Conduct security awareness training for direct project staff, including training on phishing, social engineering, and other common security threats, and train project ToTs drawn from FGS and FMSs that will be identified by the PIU to provide training for the new staff and conduct refresher training.
5. Coordinate with other project teams, particularly health and education project teams, to ensure that security considerations are integrated into all project activities and are synergised.
6. Develop and maintain an emergency response plan for the project, including protocols for responding to security incidents, natural disasters, and other crises.
7. Monitor and investigate any security incidents or breaches and ensure that appropriate remedial action is taken.
8. Ensure that all project facilities and equipment are properly secured and maintained, and that any security-related issues are addressed promptly.
9. Liaise with relevant law enforcement agencies, security services, and other stakeholders as required to ensure the safety and security of the project.
10. Maintain up-to-date knowledge of security trends and developments and recommend changes to project security policies and procedures as necessary.
11. Conduct regular security briefings and training sessions for project staff and stakeholders.
12. Maintain a database of security-related incidents and trends.
13. Ensure compliance with World Bank security policies and procedures.

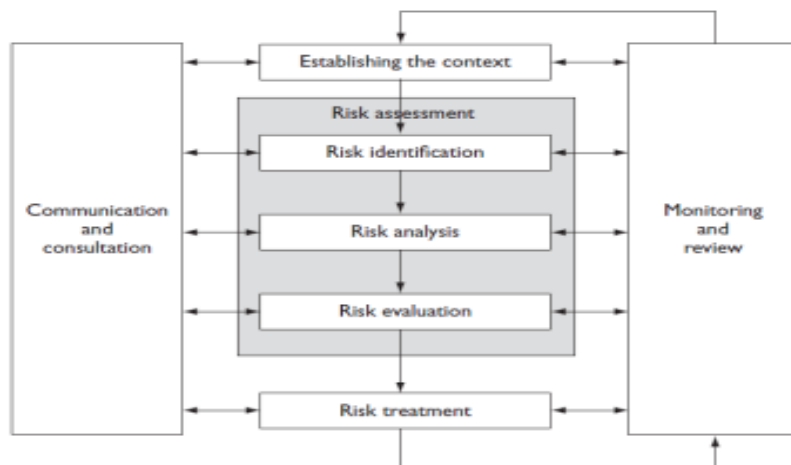
14. Sensitize contractors and subcontractors on SMP requirements
15. Build capacity on Monitoring of security and GBV Risks eg Updated SRA, updated SMP and information provision to security Quarterly 1 trip Per quarter, involving GBV, Security & Social risk advisors to FMSs.
16. Undertake Training of Guards on Code of Conduct and other security requirements.
17. Undertake First Aid Training to PIU and PIU first aid focal points.
18. Develop, implement, review security training policies and including emergency procedures.
19. Development security risk management capacity development programme for Project team members
20. Detailed a work plan and inception report within 30 days of commencement of the assignment.
21. Develop interactive and detailed capacity building plan all accompanying background material for the delivery of training workshops including i) Detailed Agenda for the training; ii) Training modules and handout materials for participants, iii)Power point presentations, flipcharts, videos, forms, exercises, etc. for training sessions')
22. Overall training plan & justification of the methodology & duration (& inter-disciplinary approach)
23. Developed evaluation-templates (questions) for gathering feedback from participants regarding the training modules/workshop.
24. Submit a quarterly report at the end of 3 every month from start of assignment.
25. Develop training workshop reports with recommendations for further learning activities
26. Work closely with the Environmental and Social Team in the PIU in social risk management and GBV/SEAH related matters and other potential labor risks.
27. Monitor all IP and Contractor implementation of security measures and ensure that security protocols - as stipulated in the SecMPs - are adhered to by all entities.

Here below is the list of the proposed training schedule.

#	Activity	Timeline	No
1	Undertake sensitization of RCRF workers 11,000(no)	Quarterly	3000 to be trained in each of the 4 quarters
2	ToT to be recommended from National Civil Service commission NB . This is specific to Civil servants and not project workers)	Quarterly (one off)	21 Nominees from NSSC
2	Sensitize contractors and subcontractors on SMP requirements	On need basis (one training session per quarter)	1 per federal state
3	Monitoring of security and GBV Risks associated with security forces eg Updated SRA, updated SMP and information provision to security so as offer Support to security community of practice (CoP) after training Security & Social risk advisors	On trip per quarter	Security Consultant and PIU team

4	Training of Guards on Code of Conduct, and security requirements	One quarter	(Train 40 ToT guards for the MoE, MoH, Contractors
	Travel and movement security personnel behavior and situational awareness for project workers and contractors.	Quarterly	Only for Project direct workers
	Simulation preparation weapon and explosive awareness.	One time off	PIUs
	Practical fire and safety trainings	One time off	PIUs
	Evacuation, hibernation, and return	One time off	PIUs
5	First Aid-incident management and unconscious casualty management.	One time off	25 persons
6	Ballistic protection measures and personal protective equipment.	One time off	To be determined
7	De-escalation techniques and tactics training.	One time off	To be determined
8	Kidnapping, Abduction, and hostage situation Training.	One time off	FHWS in every FMSs
9	Basic physical self-defense techniques training for project workers.	One time off	Project workers/PIU

Table 1: ISO 3100 Risk Management Process



Duration

The contract is expected to run for a fixed period of one year

Deliverables and Timelines

The Consultant will be responsible for the following deliverables.

#	Deliverables	Timeline
1	a) Inception report including curriculum for each category of staff, Training guide, proposed Training running sheet this may include Confirmed list of support panelists or facilitators. b) Development of training tools and resources and submission for approval including proposed list of background reading and suggested resources for participants	One month from signing the contract
2	Actual delivery of training in the following federal member states, Jubaland, Hirshabelle. And BRA. Report on Training in each FMS to be submitted upon completion	Two months from the approval of the inception report date
3	Actual delivery of training in the following federal states of Somalia South-West State, Galmudug and Puntland. Report on Training in each FMS to be submitted upon completion	Four months from approval of the inception report date
4	Submission of draft Overall Training report including evaluations and follow up and recommendations that are identified by Training evaluation forms.	5 months from approval of the inception report date
5	Submission of Final assignment report including recommendations and lessons learnt.	8 Months from approval of the inception report date

Other necessary deliverables required the consult to furnish during the assignment:

- a) Provide advice and assistance to Project Coordinator, PIU, and project managers on the mainstreaming of security risk management in all project locations.
- b) Report all security-related incidents across Somalia that may have an impact on RCRF project to the project coordinator
- c) Conduct due diligence security risk assessment for RCRF Contractors.
- d) Maintaining up-to-date instructions for personnel of the precautions they should take in relation to the implementation of security plans, including a comprehensive listing of emergency supplies they should have on hand and guidance on action taken during emergencies, including natural disasters and political crises.

11. Performance indicators: The Consultant's performance will be evaluated against the following criteria: timeliness of the deliverables, clarity of presentations, responsibility, initiative, communication, and quality of the products delivered.

12. Role of the PIU

The PIU will assist in identifying the trainees, oversee and direct the Security Consultant in the performance of all of its security training tasks. It will assist in venue identification, provision of all training logistics support, and monitor the development of Project-level and local-area SecRA, SecMPs and monitoring of their implementation. The PIU will be responsible for the regular monitoring of compliance to the training program with the SecMF of all government departments, IPs, and Contractors.

N.B: In addition, the PIU shall avail to the Consultant all documents related to this assignment such as Security Management Framework, Security Management Plan, Standard Operating Procedures, and project security assessment. The PIU will also designate one of the PIU staff to work alongside with the consultant to gain first-hand knowledge of the security training protocols and process in an effort to create in-house expert of the field.

2.1. Consultant’s Qualifications and Experience

The Security Consultant should have the following qualifications and experience:

- A degree in Security Studies, Social, Project Management, Political Science, Public
 - administration, Security management and/or other relevant fields.
 - Have understanding mechanisms of conflict resolution management
 - Minimum of (7) years of relevant working experience in the security sector, security risk management or similar fields.
 - A minimum of five (5) years operational field experience in Somalia at a management level or equivalent operation area;
 - Ability to travel widely to remote and volatile areas in Somalia;
 - Proven ability to work simultaneously at the National and Federal levels of Government.
 - Demonstrated Team Leadership experience.
 - Proven experience in analyzing and reporting security risks and developing security
 - planning for large-scale field operations.
 - Experience in providing security risk management training and individual development programmes;
 - Detailed experience and understanding of ISO 31000, Risk Management – Principles and Guidelines
 - Strong inter-personal skills and ability to work within and build a team environment, excellent communication and negotiation skills, ability to work effectively and harmoniously within a diverse work environment.
 - Ability to adapt and cope with changes and work-related pressure.
- Excellent computer skills, including security related software’ s and identify relevant equipment’s to counter emergencies. Experience in working on World Bank funded projects would be an asset.

3. Project Risk Assessment Tables – Consultancy Model

Risk likelihood and impact are rated on a scale of 1 to 5, the criteria for these ratings can be seen here. Tables should be developed for each identified risk category, per region.

Table 2: Risk Probability Score

Likelihood Score	Likelihood	Definition
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1	VERY IMPROBABLE	The risk will occur only in the most exceptional circumstances
2	IMPROBABLE	The risk is not expected to occur in most circumstances
3	MODERATELY PROBABLE	The risk will occur in some circumstances
4	PROBABLE	The risk will occur in most circumstances
5	VERY PROBABLE	The risk will occur in just about all circumstances

Table 3: Risk Impact Score

Impact Score	Impact	Definition
1	NEGILIGBLE	Insignificant Injuries or health effects
2	MINOR	Minimal Injuries or health effects
3	MEDIUM	Moderate Injuries or health effects
4	SEVERE	Permanent disability and/or multiple hospitalisations, major health effects
5	CRITICAL	Fatalities, multiple permanent disabilities or multiple hospitalizations, major health effects

Table 4. Risk Matrix

Risk Matrix		Impact				
		Negligible	Minor	Medium	Severe	Critical
P R O B A B I L I T Y	Very Probable	Low	Moderate	Substantial	High	Unacceptable
	Probable	Low	Moderate	Substantial	Substantial	High
	Moderately Probable	Low	Low	Moderate	Substantial	Substantial
	Improbable	Low	Low	Low	Moderate	Moderate
	Very Improbable	Low	Low	Low	Low	Low

4. Risk Matrices

In consultation with the PIU, the Consultant will use only those risk categories (1-18) that are considered relevant to the Project.

1. VBIED
2. PBIED
3. Complex attack/ambush

4. IED
5. Intimidation/extortion
6. Workplace violence
7. Gender-based violence
8. Kidnap
9. Armed robbery/raid
10. Compound takeover/hostage taking

Risk Matrices:

IMPORTANT: The Risk Matrices in this document, including their ratings, are based on untreated levels of risk – i.e. prior to mitigation/ SMP.

Project Location (*insert name & replicate for each location*)

Risk matrix		Impact				
		Negligible	Minor	Medium	Severe	Critical
Likelihood	Very probable			7		1,2,3,4
	Probable		6,10	8,9,		
	Moderately probable				5	
	Improbable					
	Very improbable					