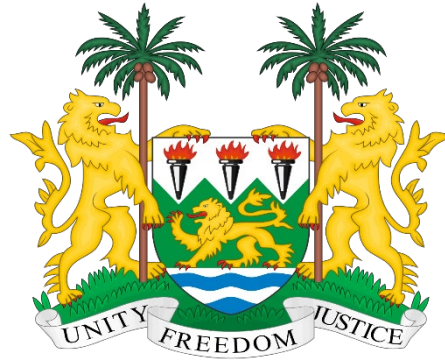


GOVERNMENT OF THE REPUBLIC OF SIERRA LEONE



MINISTRY OF AGRICULTURE AND FORESTRY

West African Food Security and Resilience Programme (FSRP2) – P178132

Phase 2 of the Multi-Phase Programmatic Approach

LABOUR MANAGEMENT PROCEDURE (LMP) For Sierra Leone

February 2022

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ACRONYMS

AfDB	African Development Bank
AIDs	Acquired immunodeficiency syndrome
CAP	Corrective action plan
CORAD	Central African Council for Agricultural Research and Development
COVID	Coronavirus Disease
ECOWAS	Economic Community of West African States
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESHSS	Environmental, Social, Health and Safety System
ESS	Environmental and Social Standards
FNSEWS	Food and Nutrition Security Early Warning System
GoSL	Government of Sierra Leone
GBV	Gender-based violence
GRC	Grievance redress committee
GM	Grievance mechanism
HIV	human immunodeficiency viruses
HSE	Health, Safety and Environment
ICT	Information and communications technology
IDA	International Development Association
IFAD	International Agricultural Bank for Development
ILO	International Labour Standards
ISO	International Organization for Standardization
IRC	International Rescue Committee
LMP	Labour Management Procedure
OHS	Occupational safety and health
SCADeP	Smallholder Commercialization and Agribusiness Development Project
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SGBV	Sexual and Gender-Based Violence
SLARI	Sierra Leone Agricultural Research Institute
MAF	Ministry of Agriculture and Forestry
NDPPCO	National Development Partner Project Coordination Office
NGOs	Non-governmental Organisation
PCU	Project Coordination Unit
UN	United Nations
UNCEF	United Nations International Children's Emergency Fund
UNFPA	United Nations Population Fund
FSRP	West African Food Security and Resilience Programme
WB	World Bank

1. INTRODUCTION

1.1 Project overview

The Food System Resilience Program (FSRP) is a five-year International Development Association (IDA)-funded project that seeks to promote agricultural productivity through improved access to markets along the value chains of *rice*, *cassava*, and *livestock*; improved access to finance; and development of inclusive smallholder farmer agribusiness linkages in the targeted project areas of Sierra Leone. FSRP is well-aligned with the presidential delivery initiative, national strategic plans and policies¹, and key regional World Bank strategies² focusing on addressing the progressive decline of the agricultural sector in Sierra Leone since 2014 driven by declining and more volatile food production per capita as a result of complex interactions between increased weather vagaries as a result of climate change; population growth; a degraded natural resource base; increased incidence of conflicts; and health emergencies like Ebola in 2014 and COVID-19 in 2020 impacting negatively on food production and the agribusiness sub-sectors.

At the request of the Government of Sierra Leone (GoSL), Ministry of Agriculture and Forestry (MAF) is utilizing Smallholder Commercialization and Agribusiness Development Project (SCADeP) funds to support the preparation of FSRP that seeks to contribute to the higher-level development objectives of Sierra Leone through the strengthening of the country's food systems to deal with different kinds of shocks. Agriculture has been the backbone of the Sierra Leonean economy for decades. Therefore, making agricultural interventions climate and disaster-resilient are vital for sustained economic growth. Given the sensitivity that exists around the vulnerability of the agricultural sector to weather and climatic conditions, the development and effective use of digital advisory services and impact-based forecasting are critical. For these services to be provided, a strong collaboration is required between private entities and public institutions. Equally important is an investment in technology and innovation through the strengthening of agriculture and research systems in the country, which will boost economic growth and poverty reduction that the FSRP will contribute to. FSRP will focus its interventions towards helping the agricultural sector recover quickly from the effects of the Ebola epidemic and contribute towards higher medium to long-term agricultural growth required to reduce extreme poverty levels among the smallholder farmers and promote shared growth.

FRSP fundamental objective and funding directly benefit 365,200 smallholder farmers of which at least 45% (164,340) will be women and 40% (146,080) youth and 5% (18,260) of the vulnerable groups. The project also contributes to 12,000 households directly impacted by COVID-19 regarding food production and agribusiness operations. In addition to gender and youth empowerment being mainstreamed across all interventions, the project will implement specific activities that target women and youth groups for mainly components two and three of the project. FSRP will also benefit institutions involved in the Food and Nutrition Security Early Warning System

¹ These include the National Mid-Term Development Plan (2019 – 2023); National Agricultural Transformation Plan (2023); National Agricultural Investment Plan; Food Crisis Management Prevention-Country Resilience Priorities; and Strategic Private Sector-Led Policy Shifts (2020-2021).

² The project supports Pillar 2 Competitiveness and productivity, Pillar 4 Resilience to shocks of the Africa Regional Integration and Cooperation Assistance Strategy (2018), the new Fragility Conflict and Violence strategy's pillars of engagement #1 prevention and #3 transition out of fragility, the Bank's Adaptation and Resilience Action Plan (2018), the Bank's Country Partnership Frameworks for participating countries (resilience), and the upcoming new generation Africa Climate Change Business Plan.

(FNSEWS) in the form of training, infrastructure support, relevant equipment, and operational costs. FSRP will also strengthen private sector actors involved in the three selected value chains (rice, cassava and livestock). These private sector actors will benefit from capacity building and business opportunities through matching grant arrangements.

FSRP builds on years of engagement between GoSL and the World Bank (WB) on food security under climate change in West Africa initiated by the Economic Community of West African States (ECOWAS) and the Permanent Interstate Committee for drought control in the Sahel (CILSS). The inclusion of Sierra falls within the second phase of the Bank's Multi-Phase Programmatic Approach, which will allow FSRP to tackle complex development challenges underpinning food system resilience. GoSL, through the National Development Partner Project Coordinating Office (NDPPCO) of the Ministry of Agriculture, will coordinate the overall implementation of national subcomponents with national project objectives that are aligned with the regional project's objectives. As part of Project Preparation to develop a set of key environmental and social safeguards instruments, the Labour Management Procedure (LMP) was commissioned with the recognition of the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth as well as promote sound worker-management relationships under the FSRP.

1.2 Project summary

The project will focus on the following core interventions: (1) digital advisory services for agriculture and food crisis prevention & management; (2) sustainability & adaptive capacity of the food system's productive base; (3) market integration & trade, (4) contingent emergency response and (5) project management.

Component 1 Digital Advisory Services for Agriculture and Food Crisis Prevention & Management:

This component seeks to take advantage of new information technologies, data sources and service delivery models involving the private sector to provide digital advisory services to address the multi-dimensional nature of food security. This component will increase access to and use of location-specific information relevant to food security by decision-makers and farmers via national extension systems. The objective of this component is to improve agricultural and food crisis prevention and management using digital advisory services and will be implemented through two sub-components

- *Regional Sub-component 1.1: Upgrading Food Crisis Prevention & Monitoring Systems.* The sub-component would transform the regional system for food security relevant data collection, analysis and management in order to information and advisory services through strengthening the capabilities, co-ordination and organization of AGRHYMET and other institutions mandated to fulfil these functions.
- *National Sub-component 1.2: Strengthening Creation and Provision of Digital Hydromet and Agro-Advisory Services for Farmers.* The sub-component would increase access to and use of hydro- and agro-met information and advisories as well as early warning information by decision-makers and farmers via multiple dissemination channels including

the national agricultural extension systems.

Component 2: Sustainability & Adaptive Capacity of the Food System's Productive Base

This component targets the resilience of agro-sylvo-pastoral production systems allowing small and medium producers, especially women and youth, to sustainably meet their nutritional needs and raise incomes from the sale of surpluses in local and regional markets. This would be achieved through: (i) adapting and adopting technologies, innovation, and knowledge to counter the evolving challenges of the food system; and (ii) building resilience in food insecurity priority areas through multisectoral interventions, including better access to innovation and technologies.

- *Regional Sub-component 2.1: Consolidating Regional Agriculture Innovation Systems.* This sub-component would aim to strengthen the regional research and extension systems to deliver and scale up, in a sustainable manner, improved technologies and innovation, including digital agriculture, climate-smart, nutrition-sensitive, and gender- and youth-sensitive technologies. By linking up with the national level, this component would support the implementation of national action plans of modernizing national research and extension systems to accelerate farmer adoption of innovations and technologies.
- *National Sub-component 2.2: Strengthening Regional Food Security through Integrated Landscape Management* This sub-component aims to improve household food security and their resilience to climate variability. The intended outcome is a more resilient food system that makes more-efficient use of already limited land and natural resources, and produces a significantly lower environmental footprint. The activities planned under this sub-component include measures to improve carbon stock, prevent soil erosion and support ecosystem restoration to increase climate co-benefits of the investments.

Component 3: Regional Market Integration & Trade

The component aims to expand food trade in West Africa and to facilitate trade of agricultural goods and inputs within and across national borders. Activities in this component will seek to expand food trade between Sierra Leone and other West African countries in a bid to enabling the efficient distribution of surplus products to loss-making regions. The project will also facilitate the production and marketing of agricultural inputs and technologies within and across national borders. This would be achieved through attracting private investment along the region's priority value chains.

- *Sub-component 3.1: Facilitate Trade Across Key Corridors and Consolidate Food Reserve System.* The Project will support the implementation of sound regional regulation and policies to strengthen the regional food input and output markets. Activities would focus on removing barriers to intra-regional cross-border food trade (e.g., through policy harmonization as well as establishing better trade flow monitoring and accountability mechanisms) and strengthening the relevant regional institutions (ECOWAS) responsible for coordinating the integration of regional markets as well as strengthening the regional and national food reserve management mechanisms.
- *Sub-component 3.2: Support to Development of Strategic and Regional Value chains.* The project will develop and improve the performance of priority value chains that are

critical for the national food system. The program supports upstream and downstream segments of the three priority crops (Rice and Cassava) in order to increase the availability of agricultural products and provide opportunities for value addition for sustainable food and nutrition security. This will have tangible long-term positive impacts on regional food security.

Component 4: Contingency Emergency Response Component (CERC)

This component aims to make resources available to strengthen the response capacity of the Government in case of emergency situations sparked by natural disasters (pests, droughts and floods, pandemic outbreak, etc.) through a synergy of actions.

Component 5: Project Management

This component would finance project management costs of the NDPPCO for staffing, monitoring and evaluation, including project technical audits (as needed) and mid-term and end-project evaluations, safeguards, financial management, procurement, and training, as well as cover any costs related to the setup of a grievance mechanism. The component will also support advocacy, knowledge exchange and partnerships for sustainable agriculture and food systems resilience.

2. OVERVIEW OF LABOUR USE ON THE PROJECT

2.1 Types of Workers

The ESS2 categorizes the workers into direct workers, contracted workers, community workers and primary supply workers.

- 1) **Direct Workers:** people employed or engaged directly by the Borrower (including the project proponent and project implementation agencies) to work specifically in relation to the project.
- 2) **Contracted Workers:** People employed or engaged through third parties to perform work related core functions of the project, regardless of location.
- 3) **Primary Supply Workers:** People employed or engaged by the Borrower's primary suppliers who, on an on-going basis directly provide goods and materials essential for project.
- 4) **Community Workers:** People employed or engaged in providing labour related to the project in the community. However, as the design of the project unfurled, it has become clear that community workers are not relevant. Community members may be employed by the Contractors which fall them under the category of Contracted Workers.

Direct Workers

Direct workers of the Project will comprise a mix of government civil servants from various relevant line ministries i.e. Ministry of Agriculture and Forestry, Ministry of Water Resources, AfricaRice, CORAF, SLARI, National Fertilizer Agency, Department of Soil in Njala University (deployed to work directly on the project), and those engaged as consultants/specialists by the Ministry of Agriculture and Forestry and domiciled at the Ministry's National Development Partners Project Coordinating Office (NDPPCO) from where the day-to-day management of the of the project will be carried out. The former will be governed by a set of public service rules, the latter by mutually agreed contracts. All workers from the government Implementing Agencies and the consultants/specialists domiciled within the NDPPCO are considered direct workers.

Contracted Workers

It is expected that the contracted workers will include: i) private consultancy service providers to provide implementation support services i.e. local capacity building/ training to the various district, regional and national institutions, private sector partners and entities, smallholder farmers/producers, and communities who will be involved in the project, and ii) civil works contractors and subcontractors to undertake construction of meteorological and hydromet stations, and food storage related infrastructure and iii) awareness campaign NGOs, transporters, storage services, ICT installations and support and other forms of services that will require contractors.

Primary Supply Workers. Primary supply workers consist employees of third-party companies who will provide equipment for hydromet and agriculture, food security and early warning system data collection, processing, monitoring, and information dissemination such as digital ICT equipment and software; meteorology digital systems; radio/website/mobile telephony under the project. Other services include provision of machinery and/or equipment for local and national food storage/reserves, stationery for workshops and meetings and other items under procurement of project goods.

2.2 Characteristics of the Project Workers

The Ministry of Agriculture and Forestry has established Project Co-ordination Unit (PCU) for the FSRP implementation the overall day-to-day management of the project will be carried out by the Ministry of Agriculture and Forestry's National Development Partners Project Coordinating Office (NDPPCO) which has been established over a year ago by International Agricultural Bank for Development (IFAD), African Development Bank (AfDB) and World Bank funding in preparation for this project. NDPPCO shall consist of the following dedicated personnel: (i) Project Coordinator, (ii) Financial Management Adviser/Specialist, (iii) Monitoring and Evaluation Specialist, (iv) Procurement Specialist, (v) Data Analyst, and (vi) an Environmental and Social safeguards unit with 3 specialists: an Environmental Specialist, Social, and Gender-based violence (GBV) Specialist to be supervised by the Director of NDPPCO.

Given the nature of the project, and the category of workers/skills required, the workforce will comprise of both skilled and unskilled labour, technical staff and government civil servants, full time and part-time. The More so, technical, business and gender experts are planned to be hired by the project to support strengthening the private sector actors in the project through capacity building, mentoring for business opportunities and support for women, youth and the vulnerable. The gender expert will ensure that the project interventions mainstream gender. The expectation is that majority of unskilled labour will be locally hired except for a few skilled workers. A summary of the labour characterization on the project is presented in Table 2.1 below.

Table 2.1 Table of a summary of labour characterisation of the FSRP

WORKER CATEGORY	DESCRIPTION	TYPE OF WORK
Direct Workers (<i>Technical consultants and government civil servants</i>)	NDPPCO/Technical Consultants	Provide technical assistance based on expertise
	MAF	Lead project institution, Support to all data collection entities Irrigation, climate smart agriculture , soil fertility management-component 2
	Min. of Water Resources (MWR)	Irrigation, climate smart agriculture-component 2
	SLARI	Climate smart agriculture-component 2
	National Fertilizer Agency	Soil fertility management- component 2
	Dept of soil science, Njala University	Soil fertility management- component 2
Contracted workers	Contractors, subcontractors, transporters, waste managers, storage services, installers, agents, consultants, Apex Bank, AfricaRice, CORAF	These types of workers will be engaged for: Construction of small-scale infrastructure, ICT installation; transportation of equipment and agriculture input and infrastructure, loading and off-loading and unloading of packages, data collection, consultancy service provider i.e. training, implementation support / advisory

WORKER CATEGORY	DESCRIPTION	TYPE OF WORK
		service, design of marching grant scheme and implementation.
Primary suppliers	Suppliers of Goods and materials over which a primary supplier exercises control over the work, working conditions and treatment of the person	Supply of ICT digital system, computers, servers, cables, food, stationery, seeds etc.

2.3 Timing of Labour Requirements

The direct workers at PCU will generally be required full-time and throughout the year for the project duration. They will be engaged from the beginning of the project. Government civil servants from various relevant line ministries deployed to work directly on the project may be required to work full-time or part time depending on the roles and responsibilities assigned under the project. Contracted workers including civil works contract workers, professional capacity building experts, primary supply workers will be required as per the need. Infrastructure construction activities are not conducive during stormy seasons and so it will be up to the contractor to mobilise labour force to coincide with type of work and season. The work hours should not exceed 8 hours a day. With the provision of at least one (1) hour for rest. Timing and duration of employment of contracted workers will be known at later stages, however, they will only be engaged for the duration of respective subcomponents which will not overrun the overall project implementation schedule.

2.4 Number of Project Workers

At the time of preparation of this LMP, the exact scope of project interventions, total number of staff at each level etc. are not fully known. Hence identifying the number of potential workers required is impossible at this stage. When the exact project scope is known, site-specific Labour Management Plan will be prepared as a part of the Environmental and Social Impact Assessment/Environmental and Social Management Plans to provide estimated numbers of required workers.

3. ASSESSMENT OF KEY POTENTIAL LABOUR RISKS

This section identifies the key labor risks for the Project and sets out the mitigation measures that will be adopted by the project to address specific risks to workers carrying out activities related to the Project. The activities to be carried out by project workers include provision of technical assistance; irrigation and soil fertility management; climate smart agriculture; land and water management (including watershed management, afforestation/reforestation, biodiversity conservation and protection of ecologically critical ecosystems, conservation agriculture, agroforestry, climate smart agriculture, and pasture management) in selected watersheds in the country; construction of meteorological and hydromet stations; supply and installation of ICT digital system; land and watershed restoration; floodplains restoration; water harvesting/mobilization and irrigation development among others.

3.1 Occupation and Health and Safety

Huge civil works are not envisaged under the project other than small- scale infrastructure rehabilitation and or construction of rural access roads, irrigation facilities, meteorological and hydromet buildings and food storage facilities in some selected project locations. These construction activities and buildings are likely to be small in scope. Nevertheless, the construction activities can have the potential for health and safety risks for the construction labour which the contractor must manage. For example, traffic accidents, excavation hazards, lifting of construction materials, fumes and burns during welding can arise. Potential occupational health risks include accident and injuries resulting from exposure to noise, dust inhalation, trip and fall, cuts from sharp objects, and movement of construction and installation equipment. The project will take steps to prevent accidents and injury and disease associated with or occurring in the course of the civil works as far as reasonably practicable in a manner consistent with good international industry practice as reflected in various internationally recognized sources including the World Bank group Environmental, Health and safety Guidelines. The Project Co-ordination Unit (PCU) will ensure measures that address areas including identification of potential hazards to workers particularly provision of PPEs, health and safety training for workers, prevention of employment of persons under 18 years, documentation and reporting of occupational accidents and incidents, diseases, emergency prevention, preparedness and response arrangements. Contractors will be required to prepare and implement Contractor's Labour Management Plan in line with this LMP including procedures to establish and maintain safe working environment as per requirements of the ESS2. The PCU and consultants will monitor the Contractor throughout the course of the project implementation.

To mitigate this risk, the PCU will introduce screening, training and monitoring measures to ensure that the matching grant recipients (smallholder farmers/producers, agriculture enterprises, producer associations or cooperatives), commit to positive environmental and social practices including zero tolerance for child labour. The respective screening and monitoring measures to be implemented by the PCU should be described in detail in the Project Environmental and Management Framework.

3.2 Potential Exposure to Toxicity of E-Waste

Potential safety risks relate to ICT installations, use, maintenance and disuse of electronics (for example digital ICT equipment for data collection, processing and storage) which can expose workers, storage personnel and waste managers to certain level of chemicals and heavy metals

such as lead, mercury, etc. The PCUs will be expected to liaise with appropriate professionals and authorities of handling and disposal of such items.

3.3 Labour Influx

It is less likely that the project areas will experience substantial labour influx. Labour (for example the civil rehabilitation/construction works) will be limited in scale since most of the construction labour force, will likely require unskilled workers which could be easily accessed locally. However, the project may attract seasonal and migrant workers, especially the construction of meteorological and hydromet stations. Nonetheless, the contractor will be required to commit against the use of child (under 18 years) and forced labour, introduce mitigation measures/code of conduct against GBV and the PCU staff in charge of contractor supervision will monitor and report the absence of child labour and forced labour. Furthermore, the smallholder holder farmer-level interventions in land and water management will be implemented by the local farmers. Here too, any demand for farm hands will likely be available locally, and these will not induce influx of labour from other areas. The PCU should ensure that, when the project participating farmers, producer associations or cooperatives are known during the course of the project implementation, they (recipients) commit to positive environmental and social practices including zero tolerance for child labour in line with this LMP.

3.4 Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH)

There are risks of sexual exploitation and abuse and sexual harassment within the project for both female project staff and female project beneficiaries. Female project workers may be victims of sexual exploitation and abuse in the workplace by male workers. As for the project beneficiaries, 40% of whom are women farmers who, for example, will receive assets or services to improve the marketing of value chains, they may be subject to sexual exploitation and abuse, sexual harassment by project workers, who are in a position of power over them, in the context of both targeting and distribution.

To mitigate these risks related to SEA/SH, it would be necessary to ensure that all project workers understand and sign the code of conduct prohibiting SEA/SH with sanctions in case of violation. In addition, messages prohibiting sexual exploitation and abuse should be prominently displayed throughout the project implementation area.

Training on the SEA/SH sensitive GRM, code of conduct and SEA/SH will be organized throughout the project for both project workers and project beneficiary communities. Awareness raising around project sites/neighbouring communities on the behaviours prohibited in the codes of conduct and how to access the PGM in case of non-compliance

Installation of separate hygienic latrines on construction sites that can be locked from the inside, with lighting, and signs indicating the prohibition of SEA/SH but also how to complain.
Posters in public places reminding that SEA/SH are prohibited

3.5 Mitigation of Transmission of COVID-19 Disease and other Communicable Diseases

Exposure to communicable diseases COVID-19 may arise from interaction of project workers with local communities, between project workers etc., for example officers for agriculture extension services who train farmers, stakeholders attending crowded training workshops etc. Mitigating communicable diseases because of the project implementation should be prevented and appropriate measures have been included in the Environmental and Social Management

Framework (ESMF) and Stakeholder Engagement Plan (SEP). In this regard, all workers on the project will observe COVID-19 social distancing protocols to avoid the spread of the disease among all type of project labour force, project participants and adjacent communities. The World Bank's Interim Note on 'COVID-19 Considerations in Construction/Civil Works Project', and the World Bank's Note on 'Public Consultations and Stakeholder Engagement where there are constraints on conducting public meetings' will be strictly adhered to during civil works construction, training/capacity building workshops, field extension and other project funded activities to avoid spread of the diseases.

Specifically, the project strategy for civil works during the COVID-19 pandemic restrictions will include exercising handwashing with soap under running water, hand sanitization, wearing of nose masks, temperature measurements, and avoiding close contact with people. Also the strategy for public engagements and consultations activities including training workshops, farmer field extension, ESMF/ESMP consultations, etc. the project PCU or relevant Implementing Agency must ensure avoiding large public gatherings; conducting consultations in small-groups sessions such as focus group but with appropriate social distancing and safety protocols such as hand washing under liquid soap under running water, hand sanitizing, cleaning of hands with tissues paper and wearing of nose masks.

4. BRIEF OVERVIEW OF LABOUR LEGISLATION: TERMS AND CONDITIONS

4.1 Employment and Labour Laws and Regulations 2020

Sierra Leone has an elaborate legal framework on labor and working conditions. The Labour Act 2020 addresses itself to regulating the tripartite relationship between the employers, employees, and the government including employee representation and individual relations, discrimination, maternity and family leave, rights, and business sales, redundancies, discrimination protection, statutory employment, rights, and holiday. It provides for the rights and duties of employers and workers; legal or illegal strike; guarantees trade unions and freedom of associations and establishes the Ministry of Labour to mediate and act in respect of all labour issues. The Act explicitly states that it is the duty of an employer to ensure that every worker works under satisfactory, safe, and healthy conditions.

4.2 Factories Act, 1974

This Act became effective on 30th May 1974 and deals with the occupational health and safety of workers in their work environments. The Act provides for the protection of the workers by their employers in aspects, such as cleanliness of work environment, handling of all injuries, accidents, diseases, and death during work. Whereas the name of the Act denotes “Factory based”, its provisions cut across spheres of work, including infrastructure and agriculture. The safety and welfare of construction workers are the responsibility of their employers. For purposes of grievance resolution, the Act provides for the creation of a Factories Appeal Board whose duty is to handle and determine appeals submitted by the parties (workers and owners of employers). Also, under the Ministry of Labour and Social Security, the International Labour Standards (ILO) apply and are enforced by this Ministry including the local laws and regulations. Other pertinent regulations on occupational health and safety include the Nuclear Safety and Radiation Protection Act 2012 and the National HIV and Aids Commission Act 2011 to protect against hazards.

4.3 The Child Rights Act, 2007

Sierra Leone is a signatory to the Convention on the Rights of the Child since 1990. A few laws and Acts outline the protection of children and young persons and the prevention of child labour. In this Act, *Part 8 Employment of Children* states that a “child” means a person below the age of eighteen (18) and the minimum age for the engagement of a person in hazardous work as 18 years old. Hazardous work is when it poses a danger to the health, safety or morals of a person as outlined by the Act. This project will not allow child labour and sensitizes Contractors, implementing agencies and partners and stakeholders on preventing child labour during implementation.

4.4 Laws related to GBV and Sexual Exploitation and Abuse/Sexual Harassment

In February 2019, the fight against these types of gender-based violence was declared a national priority and led to the strengthening of sanctions. For its part, the Sexual Offences Act prohibits any type of sexual act with a minor. Specifically, it provides for a maximum penalty of 15 years' imprisonment and life imprisonment for rape of minors. The Act increased the consensual age from 13 years, under the Prevention of Cruelty against Children Act (CAP 31) to 18 years. It also entitles victims of sexual offences to free medical treatment, as well as a free medical report (necessary for prosecution).

It also provides survivors of sexual offences with free medical treatment and a free medical report (necessary for prosecution). This law was designed to protect women and girls from rape and sexual abuse by people in authority. In the context of the project, these various laws, in addition to the recommendations of the World Bank's good practice note, will help to mitigate the risks of sexual

exploitation and abuse and sexual harassment both between project workers, and between project workers and the beneficiary community.

5. RESPONSIBLE STAFF

The Ministry of Agriculture and Forestry will be responsible for the overall implementation of the LMP. The Project Coordinator (PC) and the Environmental and Social Specialists will have the overall responsibility to oversee the implementation of the Labour Management Procedure (LMP) and will ensure contractors comply with the requirements of the LMP throughout the Project implementation period. In particular, the Environment and Social Specialists will (i) ensure the inclusion of the LMP requirements in procurement documents for works, (ii) lead discussions on the LMP during contractor induction (iii) monitor implementation of contract specific Labour Management Plans (iv) keep accurate records and documentation and report progress of implementation to the Project Coordinator and in the progress reports to the World Bank throughout the project life.

Occupational Health and Safety: The contractors will also be responsible for preparing contract specific Labour Management Plans and their implementation in accordance with the requirements of this LMP. The contractors will appoint health and safety officers or representative to oversee the day-to-day implementation of the Plans and documentation of all occupational health and safety issues and recording of any incidents and accidents. All incidents and accidents will be reported to the Project Coordinator immediately and subsequently report to the World Bank as agreed in the Project Environment and Social Commitment Plan (ESCP).

Labour and Working Conditions: Contractors will keep accurate records on the implementation of contract specific Labour Management Plans in accordance with this LMP. The PCU may at any time require records to ensure that labour conditions are met or request the contractor to put in immediate remedial actions if warranted to ensure compliance. A summary of issues and remedial actions will be included in the project progress reports to the World Bank.

Addressing Worker Grievances

Contractors will establish and manage a worker grievance mechanism to effectively respond to workers concerns. The Contractor will have a designated GR Officer to oversee the implementation of the grievance redress system. The Social Specialist at the PCU will periodically review grievance records on monthly basis or as required by the contract specific Labour Management Plans to ensure timely resolution of workers' complaints and make recommendations to strengthen the system whenever necessary.

- **Training of Workers**

Contractors will be responsible for training their staff on SEA/SH, COVID 19 protocols (if needed) and grievance mechanisms. Contractors will also be responsible for organising periodic orientation whenever required. The contractor will be responsible to ensure staff undergo training, as well as any additional mandatory trainings required and specified in their contracts.

6. POLICIES AND PROCEDURES

6.1 Policies

Management of labour under the FSRP will be governed by the provisions of the World Bank ESS2: Labour and Working Conditions, International Labour Organisation (ILO), ISO 45001 standards, the relevant Sierra Leonean Laws and other regulations on labour some of which are outlined in section 4.0 of this LMP above. The contractual arrangements with each project worker will be clearly defined in accordance with Sierra Leonean Labour Act 2020

The guiding policies for FSRP include:

- i. There shall be non-discrimination and equal opportunity provided for all workers.
- ii. The terms and conditions of employment shall be outlined in clear and understandable terms, ensure fairness of employment terms and conditions against the applicable and prevailing National stipulations for all workers.
- iii. All Government workers deployed to work on the project shall be given official letters of deployment by their parent ministries.
- iv. Employers shall provide safe and healthy working conditions for workers, devoid of worker exploitation, and shall ensure provision of standard facilities.
- v. Employees shall conduct job hazard and risk assessment and implement actions to address such risks. Employers shall provide adequate work tools and personnel protective equipment to all workers.
- vi. Timely and adequate training on OHS/HSE shall be provided to all workers.
- vii. There shall be no use of child labour or forced labour.
- viii. Workplaces shall be free of Sexual Harassment (SH), Sexual Exploitation and Abuse (SEA), Gender-Based Violence (GBV).
- ix. Grievance mechanism for workers shall be instituted at all levels of engagement in consultation with the affected worker category.
- x. Workers shall have their right of association and collective bargaining.
- xi. There shall be proper documentation of contractors/suppliers management in line with OHS requirements.
- xii. Termination of appointment shall be valid or reasonable, clear and unambiguous, without prejudice and employee must be aware of the reason.
- xiii. There shall be continuous consultation with workers on the effectiveness and improvement of the labour management procedures.

i. Non-discrimination and equal opportunity

Employment of project workers will be based on the principles of non-discrimination and equal opportunity. There will be no discrimination with respect to any aspects of the employment relationship, including recruitment, compensation, working conditions and terms of employment, access to training, promotion, or termination of employment. The following measures will be followed by the NDPPCO (the PCU) and other Implementing Agencies (IAs), contractors and suppliers and monitored by the PCU and consultants:

- Recruitment procedures will be transparent, public and non-discriminatory, and open with respect to ethnicity, religion, sexuality, disability or gender;
- Clear job descriptions will be provided in advance of recruitment and will explain the skills required for each post;
- All workers will have written contracts describing the terms and conditions of work and will have the contents explained to them. Workers will sign the employment contract;

- Depending on the origin of the employer and employee, employment terms and conditions will be communicated in a language that is understandable to both parties;
- In addition to written documentation, an oral explanation of conditions and terms of employment will be provided to workers who may have difficulty understanding the documentation.
- Government workers deployed to work in PCU will be given official deployment letters from their parent ministries which will state the designation at the PCU, reporting obligations, commencement date and end date (where possible), entitlements amongst others.

7. Age of Employment

The Child Rights Act, 2007 set the minimum age for the engagement of a person in hazardous work at 18 years old. **FSRP will only engage individuals eighteen (18) years and above** and this will be enforced at recruitment and monitored by the IAs, suppliers and contractors. Contractors will verify the identity and age of all workers. This will require workers to provide official documentation, which could include a birth certificate, national identification card, passport, or medical or school record. If a child under the minimum age is discovered working on the project, measures will be taken to immediately terminate the employment or engagement of the child in a responsible manner, considering the best interest of the child.

8. Terms and Conditions of Employment

All workers will be provided with a contract letter and clearly defined terms and conditions of employment as required by the Sierra Leone Labour Act 2020. Terms and conditions of direct workers will be determined by their individual contracts and public service rules (for government staff) and are guided by terms and conditions stipulated in the Public service rules. Consultants will apply the terms and conditions stipulated in their contract of engagement.

The conditions of employment will set out workers' rights under national labour and employment law (which will include any applicable collective agreements), including job title, supervisor, their rights related to hours of work, wages, overtime, compensation and benefits, contract duration, disciplinary procedures, rules & regulations, procedure for termination of appointment, as well as those arising from the requirements of this LMP. This information and documentation will be provided at the beginning of the working relationship and when any material changes to the terms or conditions of employment occur

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

9. Working conditions

In accordance with the national Labour Act 2020, project workers will be provided with facilities appropriate to the circumstances of their work, including access to canteens, hygiene facilities, and appropriate areas for rest. Employees and contractors will ensure accessibility of facilities, resources and information communication for project workers with disabilities including the provision of wheelchair ramps or elevators, or alternative formats of communication, such as large print and audio tape. Employees will provide protection and assistance for pregnant women against prejudice,

physical harm, unfair dismissal and allow for adequate maternity leave in line with applicable laws. Employees will also ensure workplace ergonomics including:

- adequate lighting to avoid eyestrain including protective screens on computers
- position computer workstation at a parallel position to the eyes
- use of supportive chairs for good lumbar support
- good housekeeping practices
- toilet
- proper layout of electrical wires and appliances
- fire extinguishers

10. Occupational Health and Safety

Employees and contractors will protect worker safety, administrative requirements, training, safe work procedures and practices, emergency preparedness among others as required by National Labour Laws and Regulations. Employees and contractors will implement the following procedures:

- Conduct hazard and risk assessment for all job types/activities.
- Provide preventive and protective measures for such risks, including modification, substitution, or elimination of hazardous conditions or substances.
- Provide adequate work tools, first aid boxes, appropriate personnel protective equipment (PPEs) and implement job controls such as work permits and standard operating procedures.
- Provide HSE/OHS training for workers and maintain records of such training.
- Ensure the inclusion of occupational health issues in contract documents to make them obligatory/mandatory.
- Document and report occupational accidents, diseases and incidents to the relevant authority in line with the project structure, implement correction, investigate the root cause, develop and implement corrective action plan (CAP). Fatalities should be reported to PCU and HSE/OHS teams and to the World Bank within 48 hours or as soon as root cause investigation has been carried out and draft CAP prepared.
- Prepare emergency prevention and preparedness and response plan, assign responsibilities, train responsible parties, test and improve on such plans.
- Establish Environmental, Social, Health and Safety System (ESHSS) and ensure training for associated workers in line with the required national labour requirements, World Bank ESS2 requirements and procedures set out in this LMP.
- It is recommended to include women representative on OHS team to help design policies and practices responding to the needs of female project workers.
- Provide mechanism for consultation and participation of workers in OHS matters and implementation of OHS measures.
- Provide workers in high noise areas with earplugs or earmuffs.
- Project workers have the right to report work situations that they believe are not safe or healthy, and to remove themselves from a work situation which they have reasonable justification to believe presents an imminent and serious danger to their life or health.

11. Forced Labour

The Project prohibits the use of forced and compulsory labour as stipulated in the 1991 national constitution. As a result, Employees and contractors will not make use of any work or service which is exacted from an individual under threat of force, penalty, coercion, abduction, fraud and deception. FSRP will not entertain any kind of involuntary or compulsory labour, such as indentured labour, bonded labour, or similar labour-contracting arrangements. No trafficked persons will be employed in connection with the project. Workers will be allowed free and informed consent of the type of job they are engaged in to perform. Where forced labour is discovered in the project's workforce, prompt

action shall be taken to address the practice that has coerced the worker, and report to the PCU to address in accordance with national law.

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

The project prohibits any form of SEA/SH and GBV as required by the 1991 Constitution and the Gender Acts (the Domestic Violence Act (2007)). The Project will ensure that

- All category of workers in NDPPCO and other IAs will be made aware of zero tolerance in matters relating to SEA/SH/GBV with appropriate signage at project locations.
- All contractors, sub-contractors, NGOs and consultants engaged under the project will sign code of conduct forms. The Project Environmental and Social Management Framework should describe in detail the code of conduct which should be sufficient to prohibit social vices i.e. SH, SEA, GBV, child labour, forced labour, etc.
- PCU and contractors will establish and inform workers of a reporting mechanism for such incidents including referral services.
- An accountability framework will be prepared to define the response mechanism in a survivor centered manner and punitive measures for perpetrators connected with the project.
- Implement any World Bank approved GBV action plan prepared for the project, including management of suppliers. Where capacity is inadequate, a service provider (NGO) will be recruited to support.
- Civil works contractors will be required have a well costed GBV action plan as part of the contractor ESMP.

13. Grievance Mechanism (GM)

A grievance mechanism will be provided for all category of workers (and, where relevant, their organizations) to raise workplace concerns. Such workers will be informed of the grievance mechanism at the time of recruitment and the measures put in place to protect them against reprisal for its use. Measures will be put in place to make the grievance mechanism easily accessible to all such project workers. The GM will be in line with the procedures set out in section 6.0 of this LMP.

14. Right of Association and Collective Bargaining

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

15. Contractors Management

- The PCU and IAs will ensure that contracted workers (contractors, subcontractors, brokers, agents, or intermediaries) are legitimate and reliable entities.
- Have documentation of their business licenses, registrations, permits and approvals.
- Should have safety and health personnel, review their qualifications and certifications.
- Records of safety and health violations, and responses, accident and fatality records and notifications to authorities.
- Records of legally required worker benefits and proof of workers' enrolment in relevant programs, worker payroll records, including hours worked and pay received.
- Civil works contractors to prepare Labour Management Plans as part of their ESMPs based on the provisions of this LMP and the details of labour to be used in those contracts. These plans will be reviewed and cleared by the PCU, as appropriate.

- Contracted workers will have access to a grievance mechanism as provided section 6.0 of this LMP.

ix. Primary Suppliers

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

x. Discipline and Termination of Employment

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

6. GRIEVANCE MECHANISM FOR WORKERS

6.1 Introduction

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

- Who the employee should report to
- Time frame for addressing grievances at each level should be specified
- Opportunity to report to a higher-level authority if grievance is not resolved at within the stipulated time
- Right to seek judicial recourse

The grievance process should be guided by the following principles:

- Transparency
- Confidentiality
- Accessibility
- Non-retribution
- Non-vindictive
- Right to representation
- Proper documentation

The GM for workers is not the same as the project-wide GM. The former sets out specific procedures for workers management (labour and working conditions), while the latter sets out procedures for reporting issues related to the implementation of the project.

6.2 Establish a GM

A Grievance Mechanism (GM) will be implemented to ensure that all complaints from PAPs and the general public are dealt with appropriately, with corrective actions implemented, and the complainant informed of the outcome. Contractors will however be required to establish GM for workers (both direct and contracted workers) for resolving work related complaints as described above. The project GM will however be open to workers for escalation. The FSRP recognises that various categories of workers may be deployed to work on the project and as such a uniform grievance process will be beneficial. This is described in line with the required grievance redress committees (GRC) in table 6.1 below. This procedure should guide the preparation of site-specific GM to be prepared as part of the Environmental and Social Management Plans (ESMPs).

Table 6.1: Grievance Procedures for PCU and IAs Workers*

First Level GM	The GRC will be formed at the project level and be easily accessible to project workers. Comprise of Social Safeguard Officer, Project Coordinator, Environmental Safeguards Officer and any other officer as adjudged necessary. The complainant shall make official complaint to the GRC through the social safeguard officer. Complaints shall be duly received, registered and reviewed by the committee. If the complainant does not
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	accept the solution offered by the first level GRC, then the complaint is referred to the 2nd level GRC.
Second Level of GM: GRC at the institutional level	The GRC will be at the institutional level. This committee shall comprise of members from the parent institution (Ministry of Agriculture and Forestry) in line with the grievance channel established by the Ministry. Complaints shall be duly received, registered and reviewed by the committee. If the complainant does not accept the solution offered by the first level GRC, then the complaint is referred to the 3rd level GRC.
Third Level of GM: GRC at the level of regulators	Where workers grievances remain unresolved, complainants can channel this to the regulators including the Ministry of Labour etc.
Court Redress of Grievances	While the purpose of GM put in place for workers is to resolve all issues of labour and working conditions under FSRP out of court and to save time which is usually involved in litigation matters, it is not out of place to anticipate a scenario where aggrieved person is not satisfied with the process and judgment given by the grievance redress committee(s). Therefore, the project shall inform aggrieved persons of their right to seek for redress in the court of law as the final resort.

**Please note that this is a generic procedure, and the PCU may need to adapt their GM. Civil servants on secondment to the project will abide by their terms of contract with their employees for grievance resolution.*

6.3 Roles of the GRCs

The Grievance Redress Committees will be responsible for:

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

6.4 Expectation When Grievances Arise

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

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

6.5 Operationalization of this LMP

The Ministry of Agriculture and Forestry will ensure that the commitments and planned activities in this LMP are operationalized through the project annual work-plan and budget.