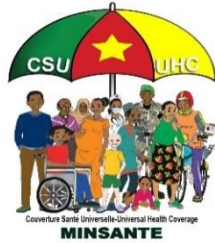


RÉPUBLIQUE DU CAMEROUN
Paix – Travail – Patrie

MINISTÈRE DE LA SANTÉ PUBLIQUE

SECRETARIAT GENERAL

CENTRE DE COORDINATION DES OPÉRATIONS
DES URGENCES DE SANTÉ PUBLIQUE



REPUBLIC OF CAMEROON
Peace – Work – Fatherland

MINISTRY OF PUBLIC HEALTH

SECRETARIAT GENERAL

PUBLIC HEALTH EMERGENCY OPERATION
COORDINATION CENTER

LABOUR MANAGEMENT PLAN (LMP)

HEALTH SECURITY PROGRAM IN WESTERN AND CENTRAL AFRICA - PHASE III (P508837)

September 2026

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LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation / Acronym	Meaning
AMR	Antimicrobial Resistance
CBOs	Community-Based Organisations
CCMC	Central Complaints Management Committee
CEMAC	Central African Economic and Monetary Community
CSOs	Civil Society Organisations
EHS	Environmental, Health and Safety
ESIRT	Environmental and Social Incident Response Toolkit
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
ESS 2	Environmental and Social Standard 2 – Labour and Working Conditions
FCV	Fragility, Conflict and Violence
FNE	National Employment Fund (<i>Fonds National de l'Emploi</i>)
GBV	Gender-Based Violence
GM	Grievance Mechanism
HeSP	Health Security Program
HIMO	High-Intensity Labour / Labour-Intensive Approach (<i>Haute Intensité de Main-d'Œuvre</i>)
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HSE	Health, Safety and Environment
IDA	International Development Association
ILO	International Labour Organisation
LMP	Labour Management Plan
M&E	Monitoring and Evaluation
MGP	Grievance Management Mechanism (<i>Mécanisme de Gestion des Plaintes</i>)
MINAS	Ministry of Social Affairs
MINEFOP	Ministry of Employment and Vocational Training
MINPROFF	Ministry for the Promotion of Women and the Family
MINSANTE	Ministry of Public Health
MINTSS	Ministry of Labour and Social Security
NDH	Nouveaux Droits de l'Homme
NGO	Non-Governmental Organization
NSIF	National Social Insurance Fund
OHS	Occupational Health and Safety
OSH	Occupational Safety and Health
PGMO	<i>Plan de Gestion de la Main-d'œuvre</i> / Labour Management Plan
PIU	Project Implementation Unit
PPE	Personal Protective Equipment
SMIG	Guaranteed Interprofessional Minimum Wage (<i>Salaire Minimum Interprofessionnel Garanti</i>)
STDs	Sexually Transmitted Diseases
WASH	Water, Sanitation and Hygiene
WHO	World Health Organisation

1. CONTEXT AND OBJECTIVES OF THE PROJECT

Cameroon faces significant health challenges, exacerbated by resurgent epidemics, fragile health systems, and limited cross-border coordination mechanisms. In a context where health crises, such as emerging infectious diseases, know no national borders, an integrated regional approach is essential to strengthen the prevention, detection, and response to public health emergencies.

In this context, the Government of Cameroon, through the Ministry of Public Health, is preparing, with the technical and financial support of the World Bank and under the leadership of the Central African Economic and Monetary Community (CEMAC), the Health Security Project in West and Central Africa. This project aims to strengthen the prevention, detection and response to health emergencies in a region facing major challenges, including the resurgence of epidemics and the fragility of health systems. Its objective is to support Cameroon in improving its health capacities while ensuring compliance with environmental and social standards.

It is structured around the following four main components:

- (i) **Component 1:** Prevention of Health Emergencies – aims to improve surveillance, vaccination campaigns and biosecurity measures.
- (ii) **Component 2:** Detection of health emergencies – concerns the strengthening of laboratories, diagnostic and early warning systems.
- (iii) **Component 3:** Response to health emergencies – supports the rapid management of epidemics and health emergencies.
- (iv) **Component 4:** Program Management and Institutional Capacity – supports coordination, monitoring and evaluation, financial management, and environmental and social compliance.

All activities implemented within the framework of the project components must be subject to an environmental and social screening, i.e. a procedure that makes it possible to: (i) Determine the nature and extent of their foreseeable negative environmental and social impacts, in particular by ensuring that potential risks specific to women and girls are identified and analysed; (ii) Define the most appropriate safeguard tool, based on these impacts; (iii) Establish and apply adequate mitigation measures. On this basis, the project's environmental and social risk is considered substantial.

Therefore, this program must undergo an environmental assessment. The main expected results at the end of the implementation of the project are as follows:

- ❖ Strengthening health surveillance systems for early detection and rapid response to emerging and re-emerging health threats;
- ❖ Improving health emergency management capacities, by developing coordinated preparedness and response mechanisms, including the rapid mobilisation of human and material resources;
- ❖ The promotion of sub-regional and international cooperation, to ensure a concerted management of cross-border health risks and to facilitate the exchange of information and resources among Member States, as well as with neighbouring countries;
- ❖ Strengthen the resilience of health infrastructure by improving access to quality care, especially in rural and remote areas, to reduce health inequalities;
- ❖ Strengthen the capacities of health professionals responsible for the prevention and management of health events at the national and sub-regional levels, to ensure a collective and informed response in times of crisis.

1.1. Presentation of the World Bank's Environmental and Social Standards Applicable to the Project

Under the World Bank's Environmental and Social Framework, in force since October 2018, the project is classified as a substantial risk project. Eight (08) of the ten Environmental and Social Standards (ESS) in this framework have requirements relevant to implementing this project. These are the following standards: (i) ESS 1, "Assessment and Management of Environmental and Social Risks and Impacts", (ii) ESS 2, "Labour and Working Conditions", (iii) ESS 3 "Resource Efficiency and Pollution Prevention and Management", (iv) ESS 4, "Health and Safety of Populations", (v) ESS 5, "Land Acquisition, Land Use Restrictions and Involuntary Resettlement", (vi) ESS 7, "Indigenous Peoples/Traditional Local Communities", (vii) ESS 8, Cultural Heritage (viii) ESS 10, "Stakeholder Engagement and Information".

For this LMP, ESS 2 recognises the importance of job creation and income-generating activities to reduce poverty and promote inclusive economic growth. It promotes good relations between workers and employers and improves a project's development impact by treating project workers fairly and providing healthy, safe working conditions. The scope of the ESS2 standard includes planning, managing labour needs, and identifying potential project-related risks. In this context, the LMP is an instrument for promoting good relations between workers and employers. This instrument is designed at the very beginning of project preparation. Throughout the implementation phase, it is reviewed and updated on an ongoing basis as the project is carried out.

The objectives of the ESS2 are to:

- Promote occupational safety and health;
- Promote fair treatment, non-discrimination and equal opportunities for project workers;
- Protect project workers, especially those who are vulnerable such as women, persons with disabilities, children (of working age, in accordance with this ESS2 standard and labour laws) and migrant workers, contract workers, community workers, and employees of primary suppliers, as appropriate;
- Prevent the use of any form of forced labour or child labour;
- Defend the principles of freedom of association and collective agreements of project workers in accordance with national legislation;

Provide project workers with convenient ways to raise concerns in the workplace through mechanisms set up within the project such as the MGP.

In view of the above-mentioned components and standards, the activities that will be financed under the Project could have negative risks and impacts on the environment and social as well as on the hygiene, health and safety of workers. Cameroonian legislation does not expressly require employers to draw up a specific document for Labour management. However, they are required to have a copy of the Labour Code. Within the framework of the Health Security Project (HeSP-3) in Cameroon, diversified Labour from anywhere will be mobilised. Appropriate tools are therefore needed to apply the national provisions in force on the use and management of labour, as well as to comply with the World Bank's Environmental and Social Standards (ESS) (ESS 2 in particular). It is therefore appropriate to develop procedures for the harmonious management and use of labour that take into account the specific characteristics of each staff category.

The objective of this PGMO document is to have clear procedures to identify and manage, in accordance with the provisions of the Labour Code in force in Cameroon and the requirements of the World Bank's ESS2 relating to employment and working conditions, all specific and potential risks for any worker mobilised in the execution of the project activities. It describes how the different types of workers involved in implementing the Health Security project in Cameroon will be managed. It serves as a guide for the staff of the Project Implementation Unit (PIU), contractors and subcontractors, and workers, including support workers.

2. GENERAL INFORMATION ON THE USE OF LABOUR IN THE CONTEXT OF THE PROJECT

This chapter describes the type and characteristics of workers who will be mobilised for the Health Security Project in Cameroon, including the projected number of workers and the timetable for Labour needs. In implementing the HeSP Project, any natural or legal person of any nationality who meets the profiles of the needs expressed may be employed. The "natural person" refers to any male or female person, at least eighteen years of age, of good moral character and with the required skills. As for the "legal person", it refers to any entity (NGOs, Firms/Design Offices, Service Providers, etc.) regularly constituted according to Cameroonian standards.

2.1. Type and Characteristics of the Personnel to be Employed in the Project

Project workers" means any natural person directly employed by the Project Implementation Unit and/or the Regional Project Implementation Units to carry out tasks that are directly related to the Project (direct workers).

The Health Security Project in Cameroon will call on four (04) types of workers:

- a) Direct workers, i.e. persons employed or hired directly by the Project Implementation Unit (PIU) to carry out tasks related to the Project and/or the Project implementing agencies) to carry out tasks that are directly related to the Project. The Project will hire individual consultants for specific tasks such as mentoring beneficiaries in the field, developing technical documents, etc.
- b) Contract workers, in other words, persons employed or recruited by third parties to carry out work related to the essential functions of the Project, regardless of the location of such work. "Third parties" may be service providers and suppliers, subcontractors, traders, agents or intermediaries. The "essential functions" of a Project refer to the production and/or service processes essential to performing a specific activity without which the Project cannot continue. The Project will include civil contractors and service providers, so their workers fall into this category.
- c) Community workers: community members employed or recruited to work on the Project. Community workers will be volunteers and/or individuals made available to the Project by their organisations and who work at the community level.
- d) Primary Supplier Employees: Persons employed or recruited by the Borrower's Primary Suppliers. "Primary Suppliers" are suppliers who, on an ongoing basis, directly supply the Project with supplies or materials required to perform its essential functions.

Particular attention will be paid to a hiring process that is non-discriminatory and non-marginalised. Decisions regarding the recruitment or treatment of Project workers will not be based on personal characteristics unrelated to the needs of the position. Project workers will be employed on an equal footing and treated fairly. There will be no discrimination or marginalisation (respect for the disability approach) in any aspect of the employment relationship, including recruitment and hiring, remuneration (including wages and benefits), working conditions and other terms and conditions of employment, access to training, promotion, resignation, dismissal or retirement, or disciplinary measures.

ESS 2 applies to Project workers who are full-time, part-time, temporary, seasonal, casual, and migrant workers. Section 4.2.4 of ESS 2 sets out the specific provisions that apply to each category of Project worker in relation to national legislation and the regulations applicable to Labour management.

When government officials work on the Project, whether on a full-time or part-time basis, they remain subject to the terms and conditions of their public sector employment contract or arrangements, except where their position is lawfully and effectively transferred to the Project (such transfer of position will be made in accordance with all legal provisions, and the workers so transferred will meet all the requirements of this ESS 2). ESS 2 will not apply to such employees, except as provided in paragraphs 17 to 20 (Labour Protection) and paragraphs 24 to 30 (Occupational Health and Safety). Through these paragraphs, ESS 2

prohibits the employment of children under the age of 18 and the use of forced labour. It further recognises that occupational health and safety measures apply to anyone working on behalf of the Project.

2.2. Number of Project workers

This category includes direct workers, i.e., those directly employed by the borrower. It covers the Project Implementation Unit, including the Environmental and Social Specialists. Based on the projections, the estimated number of staff at maturity (PIU) is 12.

Table 1: Projected number of skills to be recruited

Type of workers	Types of Jobs	Number	Required skills	Locations of assignment
Direct Workers				
Staff (key) of the Project	Coordinator	1	Knowledge and experience Proven Project Management	Yaoundé
Staff (key) of the Project	Assistant Coordinator	1	Experience in operational supervision of technical units	Yaoundé
Project (key) personnel	Executive Assistant	1	Experience in administrative management, document and organisational follow-up	Yaoundé
Project (key) personnel	Internal Auditor	1	Experience in monitoring financial, administrative and procurement procedures	Yaoundé
Project (key) personnel	Accountant	1	Experience in accounting and compliance of financial operations and contributing to the effective management of material and logistical resources.	Yaoundé
Project (key) personnel	Communication Expert	1	Experience in communication strategy	Yaoundé
Project (key) personnel	Logistician	1	Experience in project logistics management and operational monitoring of activities	Yaoundé
Project (key) personnel	Procurement Assistant (SPM)	1	Procedural knowledge procurement	Yaoundé
Project (key) personnel	Expert in environmental safeguarding	1	Knowledge of environmental and social standards, Health and Safety at Work	Yaoundé
Project (key) personnel	Social Safeguard Expert	1	Relevant experience in management of social issues	Yaoundé
Project (key) personnel	Monitoring and Evaluation Manager	1	Knowledge of Monitoring and Evaluation	Yaoundé

Project (key) personnel	GBV/EAS/HS and VCE Expert	1	Experience in overseeing GBV/VCE/EAS/HS activities Knowledge of national and international legislation in this area GBV/VCE/EAS/HS	Yaoundé
Contract workers				
Firms/Companies / Sub-Offices Handlers	To be defined in the notices of call for expressions	60 For information purposes only	To be defined according to needs	Project Intervention Area
Suppliers	of interest/call for tenders	A Determine	To be defined according to needs	Project Intervention Area
Employees of service providers/suppliers and subcontractors				
Employees	People meeting the identified needs	300 For information purposes only	To be defined according to needs	Project Intervention Area
Other workers				
Community Workers	People meeting the identified needs. These can be groups of women, young people who mostly act as community relays	180 For information purposes only		Project Intervention Area

3. ASSESSMENT OF KEY LABOUR RISKS

This chapter presents the main risks related to the Project's Labour and the measures to address them during Project execution.

3.1. Project Activities Requiring Workers

Within the framework of this Health Security Project in Cameroon, several activities will require workers. These activities are contained in the table below:

Table 2: Project Activities Requiring the Use of Labour

Components	Sub-components	Main activities of the sub-component
1: Prevention of health emergencies	1.1: Health Security Governance, Planning and Management	- Mapping of health resources; - Zoonotic disease management plans (swine fever, brucellosis, etc.);
	1.2: Implementation of the "One Health" agenda and the fight against Antimicrobial Resistance (AMR)	- Regulatory frameworks for human and animal health institutes; - Support for Antimicrobial Resistance, Hygiene (WASH), community campaigns and gender mainstreaming.
2: Detection of health emergencies	2.1: Collaborative Monitoring	- Acquisition of vehicles that meet universal accessibility standards for surveillance and other equipment - Recruitment of firms and consultants; - Multi-sectoral surveillance at ports of entry - Strengthening of laboratories; - Equipment, biosafety, sample transport, genomic sequencing
	2.2: Laboratory Quality and Capacity	Deployment of specialised human resources (epidemiologists, veterinarians, etc.);
	2.3: Multidisciplinary Human Resources for Health Emergencies	Training and harmonisation of curricula (taking into account the visually impaired) in human, animal and environmental health.
3: Responding to health emergencies	3.1: Health Emergency Management	Purchase of vaccines (measles, yellow fever, diphtheria, meningitis, rabies, etc.); reagents, PPE, laboratory consumables and biosecurity equipment for laboratories and sentinel sites (AMR)
	3.2: Health Service Delivery in Health Emergencies	- Equipment and construction of health and other infrastructure (such equipment or constructions must be inclusive) - Recruitment of a firm for technical studies; - Multi-sectoral planning, simulation exercises; - Implementation of the Real-Time Digital Alert Network and Emergency Call Centre - Maintaining essential health services (PPE, WASH, telemedicine, digital systems) - Supporting refugees and communities
4: Program Management and Institutional Capacity		- Capacity building in monitoring and evaluation; - Procurement, financial management and safeguards; - Support to technical staff and consultants; - Financing of digital coordination tools (computers, tablets, multimedia rooms in the different regions); - Communication, inter-country learning and advocacy.

3.2. Key Labour Risks

This section presents the labour risks related to the planned activities by project component. At this stage of project formulation, it is not possible to identify and assess all the labour risks the project is likely to generate. Thus, the environmental and social assessments to be carried out will identify specific occupational health and safety requirements that will make it possible better to identify all labour-related risks for the project and sub-projects.

3.2.1. Key Workplace Hazards and Mitigation Measures

Main risks to office work at the PIU and in the Project Implementation Cells:

- ❖ Risks related to travel during field missions;
- ❖ Visual fatigue due to poor lighting and/or unrecognised ametropia;
- ❖ Exposure to stress due to poor working conditions;
- ❖ Sensory, postural, gestural and mental constraints related to screen work;
- ❖ Respiratory allergies due to air conditioning;
- ❖ Exposure to nuisances mainly of a chemical nature, in particular to alcohol vapour, ammonia and solvents for workers on photocopying machines;
- ❖ Exposure to detergents for housekeepers;
- ❖ The risks of sexual exploitation and abuse, sexual harassment, and gender-based violence;
- ❖ Nuisances related to the premises and equipment causing ergonomic problems.

Key risks to fieldwork:

- ❖ Pollution and Nuisances; Deterioration of the living environment;
- ❖ Typical risks related to construction and/or rehabilitation work including exposure to physical hazards related to the use of equipment and materials, tripping and falling hazards, exposure to noise and dust, falling objects, exposure to hazardous materials, and exposure to electrical hazards;
- ❖ traffic accidents during the transport of equipment or accidents during the installation of equipment or emergencies;
- ❖ the imposition of illegal and unsustainable overtime;
- ❖ risk of illegal dismissal, suspension of benefits, etc.;
- ❖ risk of an inadequate grievance mechanism (GM) to address the complaints and concerns of all Project workers;
- ❖ risks of sexual exploitation and abuse, sexual harassment, gender-based violence and violence against children related to the influx of external labour and the presence of wage workers, in a male-dominated environment and with limited supervision, within a vulnerable local community;
- ❖ occupational diseases;
- ❖ the spread of STDs and HIV/AIDS in cases of risky sexual behaviour;
- ❖ Accidents at work.

The main risks mentioned above refer to concepts that need to be clarified with definitions. These are the following concepts:

Table 3: Definition of key concepts

Accident at work	This is an accident that occurs as a result of or in the course of work to any person who is an employee or who works, in any capacity or in any place whatsoever, for one or more employers or company directors. The accident at work must occur at the place and during the time of work or during the direct journey from the place of residence to the place of work. An accidental event causes a physical or psychological injury. In the context of this Project, an accident at work may occur during work, supervision missions, and audit and control missions, during the course (on the way to or from the service), etc.
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Occupational disease	Perhaps a condition that arises as a result of the task itself or the conditions in which the professional activity is carried out. For example, muscle disorders, infectious diseases, etc.
Sexual abuse	actual physical and sexual intrusion or threat of a sexual nature, whether by force or under unequal or coercive conditions;
Sexual exploitation	any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including, but not limited to, profiting financially, socially, or politically from the exploitation of another
Sexual harassment	sexual advances, requests for sexual favours, and any other verbal or physical behaviour of a sexual nature. Sexual harassment is not always explicit or obvious; it can include implicit and subtle acts, but it always involves a power and gender dynamic in which one person in power uses their position to harass another based on their gender. Sexual behaviour is undesirable when the person subjected to it deems it undesirable (e.g., looking someone up and down, kissing, making sexual innuendo while making noises; brushing against someone; whistling and making calls, giving personal gifts);
Gender-based violence	This is any harmful act perpetrated against a person's will and based on socially attributed differences (i.e., gender) between men and women. It includes acts inflicting physical, sexual or mental suffering, or threats of such acts; coercion; and other acts of deprivation of liberty. These acts can take place in public or in private. The term GBV is used to highlight the systemic inequality between men and women (which exists in all societies around the world) and which characterises most forms of violence perpetrated against women and girls. The 1993 United Nations Declaration on the Elimination of Violence against Women defines violence against women as: "any act of gender-based violence that causes or is likely to cause physical, sexual or psychological harm or suffering to women";
Forced labour	It is the act of forcing a person to perform work by violence or threat.
Violence Against Children (VCE):	Physical, sexual, emotional and/or psychological harm, neglect or negligent treatment of minor children (i.e. under the age of 18), including the fact that a child is exposed to such harm towards a third person, which results in actual or potential harm to their health, survival, development or dignity, in the context of a relationship of responsibility, trust or power. This includes the use of children for profit, work, sexual gratification or any other personal or financial benefit. It also includes other activities such as the use of computers, mobile phones, video cameras, digital cameras or any other means to exploit or harass children or to access child pornography;
Child employment	All activities that deprive children of their dignity, and harm their schooling, health, physical and mental development.

Work hazards that actually occur – materialise- will be identified, reported and remediated in accordance with the Guidelines for Responding to Environmental, Social and Health and Safety Incidents in World Bank-Financed Projects in accordance with the Detailed Report (ESIRT) guidelines.

To address these risks, the following mitigation measures should be considered:

- ❖ Develop a company's Occupational Health and Safety Plan;
- ❖ Develop a waste management plan;
- ❖ Minimise noise pollution;
- ❖ Ensure appropriate ergonomic conditions in offices and workplaces, including adequate air conditioning, lighting, ventilation and workspace arrangements
- ❖ Training on good ergonomics: good posture in front of the computer;
- ❖ Set up a first-aid box;
- ❖ Provide appropriate personal protective equipment (PPE) at workplaces, particularly on construction sites;
- ❖ Provision of drinking water;
- ❖ Ensure that work takes place at reasonably normal hours;
- ❖ Adopt rules of procedure that prohibit sexual exploitation, sexual abuse and harassment, and gender-

- based violence;
- ❖ Include a "code of conduct clause" in all workers' contracts;
- ❖ Raise awareness among entrepreneurs and workers about GBV/VCE/EAS/HS;
- ❖ For risks related to travel: any travel related to the Project's activities must give rise to the establishment of a mission sheet specifying the reason for the trip as well as the related modalities. Vehicles must be insured, and compliance with on-board safety measures is mandatory (wearing seatbelts, etc.).
- ❖ Encourage its workers to respect the barrier measures to combat the spread of COVID-19, to reduce the risk of contamination.
- ❖ Popularise the MGP;
- ❖ Carry out hazardous work in compliance with the safety measures established in this area (use of safety equipment: helmet, protective gloves, goggles, etc.).

In addition, provisions for managing occupational diseases or accidents must be applied in accordance with the environmental and social commitment plan and national legislation in force. Similarly, actual occupational risks will be identified, reported, and corrected within the framework of an action plan, in accordance with the provisions of ESS 2.

3.2.2. Risks Related to Insecurity in Certain Areas of The Project

The security situation in Cameroon has deteriorated since the advent of BOKO HARAM in 2013 in the North and secessionist tendencies in the North-West and South-West regions, which have security repercussions, in particular the presence of armed groups in certain areas of the country. These armed movements are multiplying attacks against both the defence and security forces and the civilian population. As this Project is national in scope, it covers the entire territory and affects several areas affected by the security crisis.

It should also be noted that attacks can lead to the risk of disruption of field missions, disappearance of mission teams, kidnapping, dispersal of workers and influx of the population from one locality to another, and increase the likelihood of work stoppage and gender-based violence.

Similarly, these attacks can destroy property, injure workers, and cause loss of life in the structures concerned in crisis areas.

In the face of these risks, the following mitigation measures may be considered:

- ❖ Security measures for project-related missions and field travel;
- ❖ Accommodation of project personnel in hotels that meet applicable World Bank security requirements;
- ❖ Collaboration with the security forces present in the areas of intervention to obtain the required information necessary for the proper anticipation of the security risks identified above;
- ❖ Carrying out pre-employment health examinations;
- ❖ Control devices at the entrance and exit of the work sites;
- ❖ The provision of appropriate forms of personal protective equipment (PPE) for all agents and field workers;
- ❖ Implementing solutions to limit face-to-face contact, such as teleconferencing and streaming instructions.
- ❖ The identification of local actors in the prevention and response to gender-based violence (GBV) in the Project's communities, as well as an assessment of the capacity of providers to offer quality and survivor-centred services (at a minimum: psycho-social, health, justice and protection);
- ❖ The development of the Project's security management plan.

In the event of further incidents, the Project will promptly address them through dispute resolution, outreach, mediation, and other actions. An incident report will also be prepared and shared with the supervisory authority and the World Bank.

4. A BRIEF OVERVIEW OF LABOUR LEGISLATION: GENERAL CONDITIONS

This chapter describes the main aspects of national labour legislation concerning working conditions and modalities, and how this legislation applies to the different categories of workers identified in Chapter 2.

4.1. Institutional Framework for Labour Management

Labour management is currently undergoing profound changes due to the combined effects of the technological revolution, climate change, demographic changes, and the harmonisation of labour regulations. Also, several institutions are involved in Labour management issues, including international institutions (International Labour Organisation, World Bank) and national institutions. As this section focuses on national working conditions, it is appropriate to focus on national labour management institutions and the Project.

4.2. National Institutions

❖ Ministry of Labour and Social Security

In Cameroon, the Ministry of Labour and Social Security (MINTSS) develops and implements the Government's policy on industrial relations, workers' status, and social security. As such, it monitors the application of the Labour Code and international conventions ratified by Cameroon relating to labour. It liaises with institutions of the United Nations system and the African Union specialising in labour, in liaison with the Ministry of External Relations. It is therefore one of the privileged interlocutors in the event of labour disputes arising in the context of the Project (strike, etc.). It intervenes in the supervision of staff representation institutions (staff delegates, workers' union, etc.). The same applies to the contracting of foreign workers on the Project, which the Minister in charge of labour must approve.

❖ Ministry of Employment and Vocational Training

The Ministry of Employment and Vocational Training (MINEFOP) develops and implements the Government's policy on employment, vocational training, and professional integration.

The national employment policy promotes decent work, a concept in which job creation goes hand in hand with social protection and respect for international labour standards and fundamental workers' rights.

In the area of employment, MINEFOP brings together the various measures, institutions, and programmes that affect the demand for and supply of labour and the functioning of labour markets.

In addition, the National Employment Fund (FNE) can act as an intermediary between employers and job seekers within the project framework.

❖ Ministry for the Promotion of Women and the Family (MINPROFF)

Created in 2004, MINPROFF is responsible for developing and implementing government measures to promote and respect women's rights and protect the family. Within the framework of the HeSP Project, it will monitor and evaluate national policies related to women's rights, economic empowerment, and family protection. In addition, MINPROFF and its decentralised services are referral services for GBV survivors. They have the capacity and skills required to supervise GBV cases that may arise during project implementation. On these GBV issues, MINPROFF benefits from the technical support of UN-WOMEN.

❖ Ministry of Social Affairs (MINAS)

MINAS is responsible for developing and implementing the Government's policy on preventing, assisting, and protecting socially vulnerable persons. Within the framework of the HeSP Project, it will supervise and protect children and socially vulnerable persons (women, persons with disabilities, Vulnerable Indigenous Populations, children, the elderly, internally displaced persons, etc.).

❖ National Social Insurance Fund

Placed under the supervision of the Ministry of Labour and Social Security, the NSIF is a public institution with legal personality and financial autonomy.

The NSIF is managed by a Board of Directors composed in a tripartite manner of representatives of workers, employers, the State, and General Management.

The NSIF provides social and family protection benefits. It covers three branches of social security: family benefits, old-age, disability and death pensions, as well as occupational risks.

Regarding family benefits, the NSIF offers five types of services: prenatal allowances, maternity allowances, family allowances, daily maternity leave allowances, medical expenses for pregnancy and maternity leave, and old-age, disability, and death pensions.

The organisation's payment of benefits is naturally subject to conditions that depend on the service desired. However, only NSIF insured persons (workers governed by the Labour Code) can claim these services. **Non-governmental organisation (NGO)**

In Cameroon, some NGOs, such as Nouveaux Droits de l'Homme (NDH)-Cameroun, campaign for human rights and intervene in project implementation to denounce cases of poor working conditions or mistreatment of workers.

Project Implementation Unit: The Implementation Unit of the Health Security Project in Cameroon is responsible for implementing its activities and, consequently, for implementing its work management policy. Indeed, the Coordinator is the Engineer in charge of the quality of program implementation. As such, he appoints the Social Expert, who ensures daily monitoring of labour management.

4.3. International Institutions

❖ International Labour Organisation (ILO)

The International Labour Organisation's mandate is to promote social justice through decent work for all in its member States, including Cameroon. The ILO works to meet workers' needs through labour standards, policies, and programmes designed and developed jointly by governments, workers, and employers. The ILO's structure, in which trade unions and employers' organisations participate in deliberations on an equal footing with governments, embodies social dialogue in action. It ensures that the views of the social partners are faithfully reflected in labour standards, policies and programmes.

❖ World Bank

The World Bank provides billions of dollars in loans in support of projects in developing countries, mobilising a large number of workers. It has therefore adopted binding labour standards (or "safeguards"). This is the case with the ESS2 on employment and working conditions. The binding nature of the requirements lies in their integration into the legal files of loans between the bank and the borrower. Safeguards are a key lever for defending workers' rights, alongside workplace actions, national legislation, public attention and possible complaints. The HeSP Project will benefit from technical and financial support from donors, particularly the World Bank. To this end, it is required to implement the standards laid down by the World Bank for labour management.

4.4. Legal and Regulatory Framework for Labour Management

It is based on the World Bank's Social and Environmental Standard No. 2 on Employment and Working Conditions and Cameroon's legislation. It complements international labour standards and conventions ratified by Cameroon with laws and regulations developed by the country to achieve its employment and decent work objectives.

4.4.1. International Labour Standards

International labour standards are legal instruments developed by the ILO's mandates (governments, employers and workers) to establish fundamental principles and rights at work and to govern other areas of the world of work. They are either conventions (or protocols), which are legally binding international treaties that member States can ratify, or recommendations, which serve as non-binding guidelines.

The conventions ratified by Cameroon and in force are presented in the table below.

Table 4: Conventions ratified by Cameroon

Convention	Date of ratification
1. Basic Conventions	
Forced Labour Convention, 1930 (No. 29)	07/06/1960
Convention No. 87 on Freedom of Association and Protection of Rights Trade union, 1948	07/06/1960
Convention No. 98 on the Right to Organise and Negotiate, 1949	03/09/1962
Equal Remuneration Convention, 1951 (No. 100)	25/05/1970
Abolition of Forced Labour Convention, 1957 (No. 105)	03/09/1962
Convention No. 111 concerning Discrimination (Employment and Occupation), profession), 1958	13/05/1988
Convention No. 138 on Minimum Age for Admission to Employment, 1973	13/08/2001
Convention No. 182 on the Worst Forms of Child Labour, 1999	05/06/2002
2. Governance Agreements	
Labour Inspection Convention, 1947 (No. 81)	03/09/1962
Employment Policy Convention, 1964 (No. 122)	25/05/1970
Convention No. 144 on Tripartite Consultations on Matters International Labour Standards, 19476	01/06/2018
3. Technical conventions (some)	
Maternity Protection Convention, 1919 (No. 3)	25/05/1970
Weekly Rest (Industry) Convention, 1921 (No. 14)	07/06/1960
Convention No. 19 on Equal Treatment (Accidents in the 1925	03/09/1962
Convention No. 26 on Wages-Fixing Methods minima, 1928	07/06/1960
Night Work (Women) Convention (Revised), 1948 (No. 89)	25/05/1970
Convention No. 90 on Night Work of Children (Revised), 1948	25/05/1970
Convention No. 94 on Labour Clauses (Public Contracts), 1949	03/09/1962

Protection of Wages Convention, 1949 (No. 95)	07/06/1960
Migrant Workers Convention (Revised), 1949 (No. 97)	03/09/1962
Migrant Workers Convention (Revised), 1951 (No. 99)	25/05/1970
Abolition of Forced Labour Convention, 1957 (No. 105)	03/09/1962
Convention No. 106 on Weekly Rest (Trade and Security) offices), 1957	13/05/1988
Convention No. 123 on Weekly Rest (Trade and Safety) offices), 1957	06/11/1970
Minimum Wage Fixing Convention, 1970 (No. 131)	06/07/1973
Holidays with Pay Convention (No. 132 (Revised), 197	07/08/1973
Convention No. 135 concerning Workers' Representatives, 1971	05/04/1976
Convention No. 138 on Minimum Age for Admission to Employment, 1973	13/08/2001
Convention No. 143 Migrant Workers Convention (supplementary provisions), 1975	04/07/1978
Convention No. 155 concerning Occupational Safety and Health, 1981	01/10/2021
Termination of Employment Convention, 1982 (No. 158)	13/05/1988
Indigenous and Tribal Peoples Convention, 1989 (No. 169)	

4.4.2. National Legislation

Within the framework of this Project, employment labour legislation in Cameroon is governed by the laws, regulations, and implementing texts contained in the table below.

Table 5: National legislation on Labour management

Element		Legislation
General provisions		❖ Constitution of 18 January 1996. ❖ Law No. 92/007 of 14 August 1992 on the Labour Code of Cameroon. ❖ Law No. 2010/002 of 13 April 2010 on the protection and promotion of persons with disabilities. ❖ Decree No. 2012/558 of 26 November 2012 on the organisation of the Ministry of Labour and Social Security. ❖ Decree No. 2014/0611/PM of 24 March 2014 setting the conditions for the use and application of labour-intensive approaches
Industrial relations and social dialogue	Professional unions	❖ Decree No. 93/574 of 15 July 1993 laying down the form of trade unions admitted to the registration procedure and its annex. ❖ Decree No. 2013/0004/PM of January 4, 2013 amending and supplementing the annex to Decree No. 93/574/PM of July 15, 1993 establishing the form of trade unions admitted to the registration procedure.
	Employment contract	❖ Law No. 97/12 of 10 January 1997 on the conditions of entry, stay and exit of foreigners in Cameroon. ❖ Law No. 2011/024 of 14 December 2011 on the fight against smuggling and trafficking in persons. ❖ Decree No. 82/100 of 3 March 1982 amending Decree No. 78/484 of 9 November 1978 laying down the common conditions applicable to State employees covered by the Labour Code. ❖ Decree No. 93/570 of 15 July 1993 laying down the terms and conditions for the placement of workers. ❖ Decree No. 93/571 of 15 July 1993 laying down the conditions of employment of workers of foreign nationality in certain professions or certain levels of qualification. ❖ Decree No. 75/29 of 10 January 1975 laying down the procedures for the application of the system of exceptional leave for paid absences. ❖ Decree No. 93/577 of 15 July 1993 establishing the conditions of employment of temporary, casual and seasonal workers. ❖ Order 017/MTLS/DEGRE of 27 May 1969 relating to child labour. ❖ Order 018/MTLS/DEGRE of 27 May 1969 relating to women's work. ❖ Circular Letter No. 05/MTPS of 1 August 1995 on voluntary departures
	Working conditions	❖ Law No. 73/5 of December 7, 1973 establishing the regime of legal holidays in Cameroon. ❖ Law No. 76/8 of 8 July 1976 amending and supplementing certain provisions of Law No. 73/5 of 7 December 1973 establishing the regime of legal holidays in the United Republic of Cameroon.

Element		Legislation
		❖ Decree No. 75/DF/29 of 10 January 1975 establishing the regime of exceptional leave absence for family events. ❖ Decree No. 95/677/PM of 18 December 1995 on derogations from the legal working time. ❖ Decree No. 75/28 of 10 January 1975 on the modalities of application of the paid leave scheme. ❖ Decree 14/MTPS/DEGRE of 12 June 1968 laying down the procedures for the application of the weekly rest period. ❖ Decree 22/MTPS/DEGRE of 27 May 1969 determining the terms and conditions for the application of weekly rest. ❖ Circular No. 89/MTPS/DT/SEC of 22 December 1973 explaining the conditions of remuneration and unemployment during legal holidays in the United Republic of Cameroon.
	Remuneration	❖ Decree No. 78/545-546-547 of 28 December 1978 laying down the procedures and the basis for calculating daily allowance and annuities. ❖ Decree No. 93/573/PM of 15 July 1993 laying down the terms and conditions for covering the travel and transport expenses of displaced workers. ❖ Order No. 016/MTPS/DEGRE/SEJS of 15 July 1968 relating to supporting documents for the payment of salaries. ❖ Order No. 16/MTPS/SG/CJ of 26 May 1993 laying down the procedures for the allocation and calculation of severance pay. ❖ Order No. 001/CAB/MTPS of 14 February 1995 fixing the rates of compensation during the period of suspension of the employment contract due to technical unemployment
Occupational safety and health	Occupational safety	❖ Order No. 039/MTPS/IMT of 26 November 1984 laying down the general conditions of hygiene and safety in the workplace.
	Occupational Health	❖ Decree No. 79/096 of 21 March 1979 laying down the procedures for the practice of occupational medicine. ❖ Decree No. 16/MTLS/DEGRE of 27 May 1969 establishing the nature of work prohibited to women and children.

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		❖ Order No. 015/MTPS/IMT of 15 October 1979 on the organisation and operation of occupational medical services. ❖ Circular letter No. 02065/MTPS of 13 May 1980 concerning the practice of occupational medicine.
Social Security	General texts	❖ Ordinance No. 73/17 of 22 May 1973 on the organisation of the Social Welfare System. ❖ Law No. 84/06 of 4 July 1984 amending Ordinance No. 73/17 of 22 May 1973 on the organisation of Social Security. ❖ Decree No. 74/26 of 11 January 1974 laying down the procedures for the application of certain provisions of Ordinance No. 73/17 of 22 May 1973 on the organisation of social security. ❖ Joint METPS/MINEFI Order No. 035 of 12 July 2002 laying down the procedures for the application of Law No. 2001/017 of 18 December 2001 on the reorganisation of the procedures for the collection of social security contributions.
	Family benefits	❖ Law No. 67/LF/7 of 12 June 1967 establishing a Family Benefits Code. ❖ Decree No. 85/1096 of 2 August 1985 fixing the amount of family allowances. ❖ Order No. 007/MTLS/DPS of 14 April 1970 laying down the terms and conditions for the payment of family benefits provided for by Law No. 67/LF/7 of 12 June 1967
	Occupational accidents and diseases	❖ Law No. 68/LF/18 of 18 November 1968 on the organisation of the prevention of accidents in the occupational diseases. ❖ Law No. 77/11 of 13 July 1977 on compensation for accidents at work and occupational diseases. ❖ Law No. 77/11 of 13 July 1977 on compensation and prevention of occupational accidents and diseases.

4.4.3. Comparative Analysis Between ESS 2 and National Legislation

Table 6 below presents a point-by-point, sequential comparison of the requirements of ESS 2 and national legislation that the Cameroon Health Security Project must meet.

Table 6: Comparative analysis between ESS 2 and the Labour Code

Elements of appreciation	Standard 2 requirement: Employment and working conditions	Provisions of the Labour Code	Recommendations
Information on the Conditions of employment	Clear, easy-to-understand documentation and information will be communicated to Project workers about their conditions of employment, leave and the right to rest. This information will be communicated to them at the beginning of their employment relationship	❖ Law No. 92/007 of 14 August 1992, the Labour Code, takes these requirements into account in its titles 3, 4 and 5.	The provisions of the World Bank Standard 2 are fully satisfied by The National regulatory texts
Determination of employees	Project workers will be paid regularly, in accordance with national legislation and Labour management procedures; Deductions from wages will be made only under national law or Labour management procedures, and project workers will be informed of the conditions under which such deductions are made		
Dismissal and Severance benefits	Where required by national law or Labour management procedures, Project workers will receive written notice of termination and information on their compensation for the Departure within the prescribed time frame.		
Occupational Health and Safety	Occupational health and safety measures will be applied to the Project. These measures will take into account the General EHS Guidelines and, where applicable, the sector-specific EHS Guidelines and other BPISAs. The OSH measures that apply to the Project will be described in the Environmental and Social Management Plan (ESMP) and/or the Infection Control and Medical Waste Management Plan.	Articles 95-103 of Title VI on health and safety take these requirements into account.	The provisions are consistent with those contained in ESS 2
Use of children, women and people	ESS 2 emphasises the protection of children and vulnerable persons.	Legislation, in particular Act No. 92/007 of 14 August 1992, on Labour Code, is in line with the	The provisions of the ratified conventions align with those of ESS 2.

vulnerable		ILO conventions relating to the protection of these categories of workers.	
Recruitment of foreign labour	Although ESS 2 applies to all types of Project workers, including migrants, it contains no specific provisions on recruiting foreign labour.	❖ Law No. 92/007 of 14 August 1992, on the Labour Code limits hiring foreign workers for certain occupations or certain levels of professional qualification (Art.113)	The employment of foreign labour must be subject to the authorisation of the Minister in charge of labour. The employer is responsible for referring the matter to the Minister.
Management Mechanism Complaints Committee (MGP)	The ESS would like to see a GRM made available to all direct and contract workers and their organisations, where appropriate. The GRM will be proportionate to the nature and scope of the Project and the risks and effects that it may present. It will be designed to respond quickly to concerns. The GRM may use existing complaint examination systems, provided that they are properly designed and implemented, respond promptly to complaints and are easily accessible to Project workers. Existing complaint management mechanisms may be supplemented as necessary by Project-specific mechanisms.	This requirement has no equivalent in the Labour Code. The Project will apply ESS 2 on this point.	Labour management procedures will include: a complaint management mechanism for these workers.

4.4.4. Labour Management Regulations

Labour management will comply with ESS 2 and World Bank guidelines, applicable national regulations, including International Labour Organisation (ILO) conventions.

For information, it should be noted that:

For direct workers of the Project, paragraphs 9 to 30 of ESS 2 will apply. These paragraphs set out the obligations of the Borrower with respect to (i) working conditions and management of the employer-worker relationship; (ii) labour protection; (iii) the Complaint Management and Occupational Health and Safety (OHS) Mechanism.

Similarly, the provisions of the texts and regulations mentioned in the table on legislation and relating to working conditions, remuneration, health and safety at work, family benefits, industrial accidents and occupational diseases will apply to this category of workers.

For contract workers, the obligations contained in paragraphs 9 to 33 of ESS 2 will apply:

- ❖ Working conditions and management of the employer-worker relationship: Working and employment conditions, Non-discrimination and equal opportunities, Workers' organisations;

- ❖ Labour protection: Child labour and minimum age; forced labour;
- ❖ Complaint Management Mechanism;
- ❖ Occupational Health and Safety (OHS).

Indeed, the Project will make reasonable efforts to ensure that third parties that hire contract workers are legally constituted and reliable entities and have developed Labour management procedures appropriate to the Project and enabling them to carry out their activities.

The Project will put in place procedures to manage and monitor the performance of these third parties. In addition, it will integrate these requirements into contractual provisions with these third parties, as well as appropriate redress mechanisms in case of non-compliance. With regard to subcontracting, the Project will require these third parties to include equivalent provisions and recourse mechanisms in their contractual agreements with subcontractors in case of non-compliance.

Contract workers will have access to the complaint management mechanism. If the third party that employs or hires them cannot provide a complaint management mechanism, the Project will provide these contract workers with access to the complaint management mechanism.

Decree No. 93/577 of 15 July 1993 laying down the conditions of employment of temporary, casual and seasonal workers, and Law No. 2011/024 of 14 December 2011 on combating smuggling and trafficking in persons will also apply to contract workers. For community workers, paragraphs 34 to 38 of ESS 2 will apply.

In all these situations, the Borrower will require measures to ensure that such labour is or will be provided voluntarily, under an individual or Community agreement. That work is carried out voluntarily, with the worker's free and informed consent. This consent must exist throughout the employment relationship, and the worker must be allowed to revoke it at any time. Specifically, no "voluntary offer" can be made under threat or in circumstances of restriction or deception. In assessing the genuineness of freely and informed consent, care must be taken to ensure that no external or indirect coercion has been exercised, whether as a result of measures taken by the authorities or of an employer's practices. Paragraphs 9 to 15 (Working Conditions) and 24 to 30 (Occupational Health and Safety) will be assessed in relation to community work and will be applied in accordance with subparagraphs (a) to (c) above. The Labour management procedures will define how these provisions will apply in the context of the Project.

While taking into account the provisions of Decree No. 93/577 of 15 July 1993 establishing the conditions of employment of temporary, casual and seasonal workers; Law No. 2011/024 of 14 December 2011 on the fight against trafficking in persons; Orders 017/MTLS/DEGRE of 27 May 1969 on child labour and 018/MTLS/DEGRE of 27 May 1969 on women's work.

For employees of primary suppliers, paragraphs 39 to 42 will apply. Employees of primary suppliers include potential risks of child labour, forced labour and serious safety issues.

For all categories of workers, the Project must ensure compliance with the provisions of the ILO conventions to which Cameroon has ratified.

5. A BRIEF OVERVIEW OF LABOUR LEGISLATION: OCCUPATIONAL HEALTH AND SAFETY

The table below summarises the main aspects of national labour legislation related to occupational health and safety, and how this legislation applies to the different categories of workers identified in the implementation of this project.

National legislation Occupational Health and Safety	Occupational health and safety aspects relevant to the project	Category of project workers involved
Law No. 92-007 of 14 August 1992 on the Labour Code in the Cameroon	- Articles 95 to 99 specify, inter alia, that the employer is directly responsible for the application of preventive measures for safety and health at work intended to ensure the protection of the workers he employs - It sets out health and safety measures in the workplace	Project Team at PIU level
Order No. 039/MTPS/IMP of 26 November 1984 laying down general health and safety measures in the workplace.	- In terms of health and safety, determines that establishments and premises must be kept in a constant state of cleanliness and present the hygiene and health conditions necessary for the health of workers. - Identification of Workplace Hazards; - Implementation of measures for the prevention and protection of occupational accidents - Occupational health and safety training;	Employees of contractors and service providers engaged by the project Community Workers

However, the importance of considering international good practices in this sector, WHO guidelines, and other potentially useful

	- The obligation to report workplace accidents by the employer; - The requirement to develop safe work procedures by the employer - A worker's right to report unsafe working conditions without reprisal - The union	
DECREE NO. 94/199 OF 7 OCTOBER 1994	- Article 25 of this law provides that the State is obliged to ensure the protection of the civil servant against any threat ... - This decree states that "in the event of an accident occurring in the exercise of or on the occasion of the exercise of his duties, the public official is entitled to the application of the provisions relating to social and health protection".	Employees of the CTN Ministry of Health
Law No. 77/11 of 13 July 1977 on compensation and prevention of accidents at work and diseases Professional	It entrusts the National Social Insurance Fund with the coverage and management of occupational risks	Project Team at PIU level: employees of service providers and suppliers of the Service
Law No. 010/2016 on the fight against harassment in the workplace	On the notion of harassment, Article 2 sets limits by defining what harassment is, in the eyes of the law. Indeed, "any repetitive behaviour having the effect of undermining the dignity of a person and creating an intimidating, hostile, degrading or humiliating environment in the workplace" constitutes harassment. It can take two forms: moral or sexual. The scope of this law is very broad, since it covers acts and attitudes involving moral or sexual harassment in relations between workers or public servants and any person exercising power or occupying a hierarchical position, as well as relations between workers or public servants at the same hierarchical level.	All categories of workers

These include:

- ❖ ILO Occupational Safety and Health Convention, 1981 (No. 155)
- ❖ ILO Occupational Health Services Convention, 1985 (No. 161)
- ❖ ILO Safety and Health in Construction Convention, 1988 (No. 167)
- ❖ ILO Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).
- ❖ ILO Occupational Health Services Recommendation, 1985 (No. 171).
- ❖ The WHO International Health Regulations, 2005
- ❖ WHO Emergency Response Framework, 2017
- ❖ The EU Framework Directive on health and safety at work (Directive 89/391)
- ❖ Law No. 92/007 of 14 August 1992 on the Labour Code of Cameroon lays down the basic general rules on occupational safety and health in the workplace with a view to the most effective protection of workers' health.

According to the Labour Code, establishments belonging to agricultural, forestry, industrial, commercial or handling enterprises, and more particularly manufactures, factories, construction sites, workshops, Laboratories, kitchens, cellars and cellars, shops, boutiques, offices, entertainment establishments, family workshops and their outbuildings, of any nature whatsoever, secular or religious, are subject to the provisions relating to occupational safety and health, even when these establishments are of a vocational or charitable nature. Similar establishments belonging to civil and military administrations (land, sea and air), public and ministerial offices, liberal professions, trade unions, civil companies or associations, of any kind whatsoever, are also subject to the same provisions. They apply to all employees, apprentices, trainees and family members. The application of these provisions shall not exempt the above-mentioned undertakings and establishments from observing other provisions concerning safety and health at work, laid down by the specific regulatory texts adopted by the Minister responsible for labour, after consulting the Technical Advisory Committee on Safety and Health at Work.

The Labour Code stipulates that the employer is directly responsible for implementing preventive measures for occupational safety and health intended to ensure the protection of the workers he employs. The employer must provide and maintain a safe and healthy working environment. Within the framework of the national occupational health policy, the employer must, in consultation with the workers' representatives in the enterprise, define, implement, and periodically review a programme to prevent workplace risks. When several employers use workers in the same workplace at the same time, they must work together to ensure the most effective protection possible for all workers. Each employer is liable for damage caused by its activities.

6. PERSONNEL

This chapter identifies the people within the Project responsible for certain activities, including recruiting and managing agents, occupational health and safety, staff training, and handling complaints.

6.1. Human Resources Mobilisation Officer

The Health Security Project Preparation Team housed at the Ministry of Public Health (MINSANTE) is conducting the recruitment process for key staff of the Project Implementation Unit until the project implementation date. After this date, the Project Implementation Unit will continue recruiting other key PIU staff for the project.

The PIU will also be responsible for recruiting and managing contractors/subcontractors. It is also responsible for all other matters with national institutions, such as the National Social Insurance Fund (NSIF).

For health aspects, if necessary, the companies' contract will prescribe the mobilisation of an occupational physician or a nurse, who will be responsible for setting up the infirmary at the site facilities.

For the Health, Safety and Environment (HSE) aspects, each contracted company will have to mobilise an HSE manager to monitor the activities on the various sites. The Regional Coordination Units and the Project Managers will ensure that the HSE managers receive first aid training that allows them to learn simple gestures through scenarios: how to perform a rescue, protect a victim, what to do while waiting for help to arrive, etc. Open to all project workers, the training requires no prior training, so it is open to any site manager and HSE representatives across the various sites.

The PIU shall ensure that parties employing or engaging workers under the Project develop and implement procedures to create and maintain a safe working environment, including ensuring that workplaces, machinery, equipment and processes under their control are safe and safe from risk to health, including the application of appropriate measures to the handling of physical, chemical and biological substances and agents (Title 2 - Occupational Health and Safety of the Labour Code). These parties will actively collaborate with and consult Project workers to help them understand occupational safety and health obligations and to promote implementation of these provisions. The objective of this collaboration and consultation will be to provide information to Project workers and train them in occupational safety and health.

Procedures will be established in the workplace to allow workers to report working conditions that they consider to be unsafe or unhealthy and to withdraw from such situations when they have reasonable grounds to believe that they present a serious and imminent danger to their life and health, such as in the case of sexual harassment and sexual exploitation and abuse, which should be treated as serious health-related cases. These workers will not be required to return to work until the necessary corrective measures have been taken to remedy them. Similarly, they will not be subject to retaliation or action for reporting or withdrawing from such situations. Capacity building will be organised for the benefit of workers to enable them to ensure appropriate management of such situations.

Disputes between employer and employee will be handled amicably (except for GBV/SEA/SH incidents, where amicable resolution should not take place). In the event of non-conciliation, recourse to litigation will be made.

The PIU will develop and include codes of conduct that include GBV/SEA/SH in the contracts of companies, managers and workers. The Project will ensure that those who sign the codes of conduct understand the provisions and that all those physically present at the Project site have signed them. The signing will be accompanied by regular training of Project staff on the conduct obligations prescribed by the codes of conduct, and by the dissemination of the codes of conduct (including visual illustrations) and discussion with employees and local communities.

6.2. Monitoring and Supervision

Monitoring and evaluation (M&E) activities will be the responsibility of the PIU based on the information provided by the Steering Committee:

The Health Security Project will produce a quarterly activity monitoring report to track progress against the agreed objectives and the implementation of the Project's critical activities. This report will contain performance tables against the indicators of the proposed Project such as:

- ❖ Number of training sessions for workers on the Code of Conduct (CDC) organised;
- ❖ Percentage of workers who have signed the CDC;
- ❖ Percentage of workers who have participated in a training session on the CDC;
- ❖ Number of work-related incidents considered unsafe;
- ❖ Number of hours off work related to workplace incidents or accidents

Considerable volumes of personal data, personally identifiable information, and sensitive data are likely to be collected and used. To guard against misuse of this data, the Project will incorporate international best practices for processing it in emergency circumstances. These measures may include data minimization (collecting only data that is necessary for the purpose), verifying the accuracy of data (correcting or erasing unnecessary or inaccurate data), limitations on use (data is only used for legitimate and related purposes), keeping data in a confidential database (keeping data only for as long as necessary), informing data subjects about the use and processing of data, and allowing data subjects to correct information about them.

A lack of physical access on the ground and awareness of the specific needs and dynamics in situations of fragility, conflict, and violence (FCV) hinders operational engagement, especially in areas where development interventions are critical. Given these constraints, the Project will use the initiative launched by the World Bank to systematically improve the monitoring and evaluation (M&E) of development activities, as well as real-time risk management in FCV contexts.

7. LABOUR MANAGEMENT POLICY AND PROCEDURES

7.1. Operational Procedures

The operational policies and procedures relate to non-discrimination and equal opportunities in recruitment, working conditions, and management of the employer-worker relationship; remuneration; deductions from wages (including assignments) and benefits; absences; leave; occupational health and safety; and breach of contract. The project must promote the HIMO approach, with an emphasis on recruiting people living near the project. Moreover, it must recruit socially vulnerable people to improve inclusion.

7.1.1. Non-Discrimination and Equal Opportunities In Recruitment

Subject matter of the proceedings:

This procedure applies to recruiting a direct worker within the Project.

Management rule:

- a) Decisions regarding the recruitment or treatment of employees within the Project are not made based on personal characteristics unrelated to the needs inherent in the position concerned. Therefore, staffing needs must be identified in advance based on service requirements.
- b) Direct staff are recruited based on an employment contract signed by both parties.
- c) The other categories of staff are recruited based on specific contracts and agreements.
- d) For certain recruitments, particularly those with a very high level of responsibility, the Project managers will ensure that the prior opinion of the IDA is obtained.
- e) The staff benefits from an insurance contract against the risks of illness and accident in accordance with the labour law regulations in force in Cameroon.
- f) The administrative and financial manager manages contracts under the responsibility of the coordinator.
- g) The administrative and financial manager is responsible for the management of contracts, in particular the preparation of contracts, their keeping, as well as the monitoring of execution, under the responsibility of the coordinator
- h) Each agent has a file kept by the administrative and financial manager. This file includes:
 - ❖ The contract;
 - ❖ All the administrative documents of the agent;
 - ❖ Quarterly and annual evaluations;
 - ❖ Etc.

Project employees are employed based on equal opportunity and fair treatment, and there is no discrimination or marginalisation in any aspect of the project.

This applies to any aspect of the employment relationship, whether it is recruitment and hiring, remuneration, working conditions, access to training, the duties of the position, promotion, dismissal or retirement, or disciplinary measures.

7.1.2. Absences

Subject matter of the proceedings:

Regulating leave of absence

Management rule:

- a) For leave of absence, reference will be made to Law 92/007 of 14 August 1992 on the Labour Code of Cameroon, regarding the number of days to be granted to the worker on the occasion of family events such as:
 - ❖ The death of the worker's spouse, father, mother, or child (3 days);
 - ❖ Marriage of the worker (3 days);
 - ❖ Marriage of a child, a brother, or a sister (2 days);
 - ❖ Birth at home (3 days).
- b) These leave authorisations are automatic and time-barred within 30 days. They are granted without deduction from salary or annual leave, up to a maximum of 10 days.
- c) Apart from the cases listed above, leave of absence may be granted to the employee for personal reasons up to a maximum of 10 days per year and deductible from the employee's annual leave.
- d) In the event of an absence without prior authorisation, a proportional reduction in salary and annual leave will be made.
- e) Any unauthorised absence systematically leads to disciplinary sanctions.
- f) The supervisor grants leave of absence. Absences of more than three days not provided for in this manual must be approved by the Project Coordinator. All absence requests must be approved by the Administrative and Financial Officer, who keeps the original in the applicant's file for possible processing.

7.1.3. Leave

Purpose of the procedure: To regulate staff leave

Management rule: Ordinary leave is governed by the continuing provisions in staff contracts.

Other holidays:

- a) **Maternity leave:** Apart from annual leave, pregnant female employees are entitled to maternity leave for a period of 14 weeks, 6 of which are before giving birth.
- b) **Sick leave:** To obtain sick leave or a renewal of sick leave, the worker must produce a medical certificate issued by a licensed doctor. In the event of illness, the employee's wages will not be suspended in accordance with ILO forecasts.
- c) **Personal leave:** Leave for personal reasons is granted on an exceptional basis in the event of necessity or force majeure without pay.

7.1.4. Breach of Contract/Dismissal

Subject matter of the proceedings:

Regulating staff contract terminations

Management rule: The termination of employment contracts may occur for one of the following reasons:

- ❖ The expiry of the contract;
- ❖ Termination;

- ❖ The resignation or abandonment of the post by the staff member;
- ❖ Dismissal;
- ❖ The death of the agent.

Contract Expiration - Fixed-term contracts end at the end of the term agreed at the time of conclusion.

Termination of contract - In the event of termination of work, Project workers will receive written notice and information on their severance pay within the time limits prescribed by the Labour Code in force in Cameroon. All wages earned, social security benefits, contributions to the NSIF and any other social benefits will be paid before or on the date of termination of the employment relationship, either directly to the Project workers or, as the case may be, on their behalf.

Termination - The termination of a contract may occur for various reasons, for example during the trial period, or in the event of gross negligence, in the event of proven incompetence or in the event of the death of the employee.

Except in the event of the death of the agent, the party initiating the termination must notify the co-contractor by letter, specifying the reasons for the termination and in accordance with the termination clauses of the contract.

Upon departure from the Project, the staff member must hand over all goods and materials made available to him.

In any event, the agent will only be free of any commitment to the Project when he is given his certificate of employment and a receipt for the balance of any account.

Resignation or abandonment of post by the staff member

Any unjustified absence of ten (10) days or more is considered to be abandonment of post.

The staff member may resign, subject to compliance with the notice obligation.

If an employee resigns without giving notice, or abandons their job, the Project reserves the right to claim compensation instead of notice from the person concerned, or to summon them to court for compensation for the damage resulting from this resignation or abandonment of post.

Dismissal - Termination rights for contract workers will be calculated in accordance with the provisions of the Labour Code, when the dismissal is due to the Project.

Death of the agent - In the event of the death of a worker, the attendance salary and compensation of any kind acquired on the date of death automatically revert to his heirs.

7.1.5. Salary

Subject matter of the proceedings:

Regulate the payment of wages.

Management rule: The term "salary" within the meaning of this manual is that prescribed by the Labour Code. It means, whatever the name and method of calculation, the remuneration or earnings that may be assessed in cash and fixed, either by agreement or by regulatory or contractual provisions, which are due under a contract of employment by an employer to a worker, or for work performed or to be performed, or for services rendered or to be rendered.

The remuneration consists of a nominal monthly flat-rate salary defined for each type of job or professional category on the Project. The professional categories and related salaries are set by negotiation. Benefits in kind may be added.

Under equal conditions of work and professional aptitude, the salary is equal for all workers on the Project, regardless of origin, sex, age, status, or religious affiliation.

Deductions from wages are made only under the regulations in force in Cameroon, and Project workers must be informed of the conditions under which these deductions are made.

Monthly payments must be made no later than eight days after the end of the month of work that entitles the worker to the salary.

Salary payment will be evidenced by a document drawn up or certified by the Project and signed by each worker. The Project keeps these documents under the same conditions as accounting documents. In addition, at the time of payment, an individual pay slip is issued to the worker. Remuneration is paid in cash, by cheque, or by bank transfer.

Cash payments must be made on working days only and at the place of work, against signature on a statement duly prepared by the accountant. The same applies to payments by cheque, which will be made against discharge.

When the staff member requests it, a fortnightly advance payment representing one third of the previous month's remuneration may be granted. Salary payment takes into account the advance received.

Overtime is work in excess of the legal working time or the equivalent duration. It gives rise to a salary increase only for support and support staff (secretaries, drivers). Management staff (managers) are not entitled to overtime pay.

Overtime payment is subject to the prior opinion of the Minister in charge of Labour and, in the case at hand, of the Regional Delegate of Labour and Social Security in the area of responsibility.

The total amount of the expenditure and the clearance clause must be accompanied by a statement of attendance which provides information on the names and status of the beneficiaries.

Except for agricultural workers and certain professions (security personnel, surveillance, and fire-fighting personnel), working hours may not exceed forty hours per week.

The minimum wage (SMIG) in Cameroon is set at 60,000 CFA francs for unskilled workers. The project will use consultants. Salaries will be defined according to international conventions for international consultants and national agreements for local consultants, as well as contract negotiations and workload.

Several types of deductions, such as individualised deductions, stoppages, assignments taken out in accordance with legal formalities, reimbursement of advance payments, taxes and duties, and pension contributions, are provided for by the law in force.

Non-discrimination and equal opportunities: Decisions regarding the recruitment or treatment of Project workers shall not be based on personal characteristics unrelated to the inherent requirements of the position. Project workers shall be employed based on equal opportunity and fair treatment, without discrimination. Applicable provisions of Cameroon's Labour Code and other relevant national legislation shall apply. Sexual harassment is prohibited under applicable national legislation.

However, distinctions, exclusions or preferences based on the qualifications required for a particular post shall not be considered as discrimination. Nor shall the above provisions preclude temporary measures taken to establish equality between men and women, in particular about conditions of access to employment, training, and further training.

In addition to the above provisions, ESS 2 provides for appropriate protection and assistance measures for vulnerable persons working on the project, including those belonging to special categories of workers such as women, persons with disabilities, migrant workers and children (of working age under this manual).

7.2. General Terms and Conditions of Employment

- a) Law 92/007 of 14 August 1992 on the Labour Code of Cameroon is explicit on the remuneration system, working hours and rights of the worker (including promotions, paid leave, sick leave, etc.), and the freedom to join a legally constituted trade union organisation.
- b) The Project's employees will be informed of any deductions and deductions at source that are made from their remuneration in accordance with the provisions of the laws and regulations in force.
- c) The Project provides all the necessary information to all newly recruited workers and informs the staff of any changes that may occur during the course of the contract.
- d) The salary, working hours and other applicable specific provisions are set out in the employment contract. The employment contract provides:

- ❖ Remuneration,
- ❖ The revision of remuneration,
- ❖ The conditions of leave,
- ❖ The conditions of termination.

e) Harassment, intimidation and/or exploitation in the workplace are strictly prohibited on the Project.

7.2.1. Working Hours

Working time on the Project is as prescribed by Article 80 of the Labour Code in Cameroon. That is 40 hours per week for non-agricultural workers and 2,400 hours per year for agricultural workers. The start time is 7:30 am.

7.2.2. Rest

Project workers are entitled to adequate periods of weekly rest, annual and sick leave, maternity leave and leave for family reasons, in accordance with the regulations in force and the EHS procedures.

Weekly rest is compulsory. It is at least twenty-four consecutive hours per week. It is taken, in principle, on Sundays and can in no case be replaced by a compensatory allowance.

Up to a maximum of ten days per year, exceptional paid leave of absence, which cannot be deducted from annual leave, is granted to the worker for family events affecting their own household.

7.2.3. Occupational Health and Safety Monitoring

Occupational health and safety measures will be applied to the Project. They will be described in the Environmental and Social Management Plan (ESMP) and/or the Infection Control and Medical Waste Management Plan. These measures comply with the EHS Directives, the measures provided for in ESS 2, and national legislation. These essentially state that OSH measures shall be designed and implemented to address the following issues: a) identification of potential hazards to Project workers, particularly those that could be fatal; b) implementation of preventive and protective measures including the modification, substitution or elimination of hazardous conditions or substances; c) training of Project workers and keeping of relevant records; d) Recording and reporting of accidents, illnesses and occupational incidents.

Emergency prevention schemes, and (f) solutions to address negative impacts such as accidents, deaths, disabilities and work-related diseases.

Similarly, all parties employing or engaging workers under the Project will develop and implement procedures to create and maintain a safe working environment, including ensuring that workplaces, machinery, equipment and processes under their control are safe and free from health risks, including by applying appropriate measures to the handling of physical, chemical and biological substances and agents. These parties will actively collaborate with and consult Project workers to help them understand OSH obligations and promote implementation of these provisions. This collaboration and consultation will also aim to provide information to Project workers, train them on occupational safety and health, and distribute free personal protective equipment. Where Project workers are employed or engaged by more than one Party and work together at a site, the parties employing or engaging such workers shall cooperate in the implementation of the OSH provisions, without prejudice to each Party's responsibility for the health and safety of its own workers.² cf. paragraphs 24 to 30 of ESS 2

In this Project, the Environmental and Social Specialists and the Monitoring and Evaluation Officer are responsible for implementing OSH measures.

7.2.4. Health and Social Benefits

As the Project's employees are mostly contract agents, they must be affiliated with the National Social Insurance Fund (NSIF), which implements the social security and social benefits measures provided for by regulations in force in Cameroon for employees' benefit. The NSIF covers family benefits, occupational accidents and diseases, old-age, disability and death (survivors) pensions. Similarly, the Project will contract an occupational physician who will carry out the following medical examinations for the benefit of employees:

- ❖ Spontaneous visits in case of emergency;
- ❖ Periodic medical check-ups;
- ❖ The medical examination to return to work following: an accident at work - an occupational disease - absences of more than 21 days or repeated absences, for health reasons

The occupational physician is responsible for, among other things, and in compliance with the provisions of Order No. 015/MTPS/IMT of 15 October 1979 on the organisation and operation of occupational medical services:

- ❖ Visits to workplaces to assess the various occupational risks, and the improvement of working conditions;
- ❖ Health education, information and awareness-raising for staff;
- ❖ Participation in the various activities of the occupational health and safety system, in particular meetings, investigations following an accident at work or occupational disease.

7.2.5. Working Environment and Fire Safety

Project workers will have access to facilities appropriate to their working conditions, including adequate canteens and rest areas (where applicable), gender-segregated and well-lit sanitation facilities. If accommodation services are provided to them, policies related to the management and quality of housing will be developed to protect and promote their health, safety and well-being and provide or provide access that takes into account their physical, psychosocial, gender and cultural needs and GBV/VCE/EAS/HS risk prevention measures, such as separate spaces for men and women, location of changing rooms and/or latrines in separate, well-lit areas, which can be locked from the inside, etc.

The conditions for clearing will be respected within the Project. Collective protection or firefighting equipment will be installed.

Also, the Project must have the necessary security components with respect to the following elements:

- ❖ Armed fire hose stations (HOSE),
- ❖ Powder fire extinguisher;
- ❖ CO2 fire extinguisher.

8. AGE OF ADMISSION TO EMPLOYMENT

This chapter provides detailed information about:

- ❖ The minimum age for admission to employment under the Project;
- ❖ The procedure to be followed to verify the age of the Project's workers;
- ❖ The procedure to be followed if it is determined that workers under the prescribed age are working on the Project;
- ❖ The procedure for assessing the risks of workers who are over the minimum age but have not yet reached 18 years of age.

8.1. Minimum Working Age

Article 86 of Law 92/007 of 14 August 1992 on the Labour Code of Cameroon states that children under the age of 14 may not be employed in any company, even as apprentices, unless the Minister in charge of Labour grants special dispensation in view of the local circumstances and tasks that may be required of them. Also, the minimum age to work on the Project is 18 years old. This can be verified through the National Identity Card.

In addition, the PIU will set up a verification mechanism to ensure that no workers are below the age set out in this document. Thus, a monitoring mechanism involving decentralised structures, local authorities, NGOs, CSOs, trade unions, and Project stakeholders will be put in place to verify the age of Project workers, as well as the risk assessment procedure for workers under 18 years of age.

8.2. Procedure for Verifying the Age of Project Workers

Project workers will be recruited subject to the following protocol for verifying civil status documents by Project service providers and managers: national identity card, birth certificate, school card, driver's license, etc. Hiring and signing the contract before the actual start of work, including for community workers, will be conditioned on presenting the documents mentioned above.

8.3. Procedure to be Followed If It Is Determined that Workers Under the Prescribed Age Are Working on The Project

If, in the course of the implementation of the Project's activities, it is discovered that a minor has been recruited, the service provider, in particular the general management and human resources managers as well as the Project managers, must immediately terminate the employment contract while guaranteeing the minor's rights and moral protection. An investigation will be carried out, in collaboration with the competent authorities, to establish responsibilities and measures to prevent recurrence. The situation will be reported in the provider's monthly report and in the PIU's quarterly report. The information will then be shared with the Bank in this quarterly report.

8.4. Procedure for Assessing the Risks of Workers Over the Minimum Age but Not Yet 18 Years of Age

If the Project wants to use this type of staff, it must request a derogation from the Ministry of Labour and Social Security and share it with all staff responsible for the Project, particularly the environmental and social safeguards experts.

9. COMPLAINT MANAGEMENT MECHANISM

9.1. General Principles

Contentious situations can arise from interactions between workers and employers. The Workers' Project has established a complaint management mechanism. Indeed, the members of the PIU, the Project workers, as well as the beneficiaries of the Project have the right to complain if the legal conditions and environmental and social standards are not respected, if the aid received is not what suits them or does not correspond to what has been promised to them by the actors of the implementation of the Project, or in the event of a serious breach of the codes of conduct.

The complaint management mechanism will apply to both direct and contract workers and will provide a structured means of receiving and resolving a concern raised by workers who feel the means and conditions of work have harmed them. A formal grievance requires a response, and the structure that receives a complaint has a duty to respond to the complainant.

The complaint management mechanism will also allow employees to raise various professional concerns, file complaints, and facilitate the resolution of any problems or risks to which employees are exposed in the day-to-day performance of their duties.

Workers will be informed of their rights and obligations, as well as the complaints mechanism and the measures taken to protect them from retaliation for using it, during contract negotiation sessions. The details of the complaint and dispute management mechanism will then be documented in employment contracts, and the Project will ensure that the complaint management mechanism is easily accessible to all Project workers (direct, contract and community) through bulletin boards, suggestion and complaint boxes and other means as required.

The company and the PIU receiving the complaints will determine the seriousness of the complaint and decide whether it can be dealt with immediately, verbally and informally, or whether it should go through official channels (Labour Inspectorate, etc.). Regardless of the mode of processing (verbal and informal, formal, etc.), a handling or resolution report will be drafted and edited.

Companies must play a leading role in managing labour-related complaints. They must communicate to the PIU all complaints received, including those settled amicably to the complainant's satisfaction. Staff induction training for all Project workers will describe the mechanism for handling complaints and disputes.

These training courses will present:

- ❖ The entity responsible for receiving, recording and monitoring the resolution of complaints and disputes: the complaint management committees;
- ❖ The different stages of the procedure;
- ❖ The indicative deadlines for responding to the various complaints; etc.

9.2. Categories of Complaints

Complaints fall into five (5) categories:

Table 7: Category and Type of Complaint

Category	Type	Example
Category 1	Project Governance	– Corruption; – Fraud; – Abuse of authority; – Harassment; – Etc.

Category 2	Application of procedure	– Interference with the application of the Project's Grievance Mechanism – Hindering the application of the internal regulations of the PIU or the company where the worker works; – etc.
Category 3	Workers' contract	– Non-compliance with workers' contract provisions – Forced or child labour – Harassment, etc.
Category 4	Respect for human rights	– Complaints related to non-respect of human rights at work; – Inclusion/exclusion; – Discrimination based on gender, religion, ethnicity, politics, etc.
Category 5	Abuse	– Sexual Exploitation and Abuse; – Abuse of power and authority; – sexual harassment; – Retaliation against workers – Extortion; etc.

9.3. Central Workers' Complaints Management Committees

A Central Complaints Management Committee (CCMC) will be set up to handle all worker complaints. It will receive, record, and follow up on the resolution of professional complaints.

The CCMC will be housed within the Project Implementation Unit (PIU) and will be responsible for the local implementation of the MGP.

Specific procedures for dealing with complaints related to GBV/VCE/EAS/HS should be available, including measures to ensure confidentiality, safety and respect for complainants/survivors throughout the handling of the complaint. The CCMC will receive complaints/concerns, investigate, and decide on follow-up action. All complaints received will be communicated to the PIU regularly, including those dealt with amicably through the employer.

The PIU remains responsible for ensuring that complaints, whether verbal or written, are received, documented, and addressed. The PIU will monitor and follow up on resolutions reached between the employer and the complainant to ensure compliance with the requirements of this mechanism.

9.4. Method of Processing

Generally speaking, there are two methods of settling complaints in the national Labour Code:

Amicable settlement: (including hierarchical recourse if the employee suffers harm by his or her immediate supervisor for the workers): this consists of reaching an agreement without judicial intervention; concessions on both sides are necessary. In the event of a complaint, the methods of amicable settlement are: settlement, conciliation, mediation and arbitration, except in cases related to GBV/VCE/EAS/HS;

Judicial recourse: this generally occurs if amicable settlement fails. It consists of settling the dispute before a competent court. It is the act of referring the matter to a judge to rule on the law of a dispute. For cases related to GBV/VCE/EAS/HS, no amicable settlement is acceptable; only the complainant, based on their informed consent, decides whether or not to file a complaint.

9.5. Complaint Management Procedures

Every claim or complaint, whether founded or not, must go through the resolution process. The complaint, whether real or the result of a misinterpretation, must be registered according to the complaint management procedure put in place, which is based on fundamental principles.

9.5.1. Complaint Management Principles

The complaint management process will be based on the following principles:

- ❖ The process will be transparent, understandable and in harmony with the local culture, to allow workers to voice their concerns and lodge grievances;
- ❖ There will be no discrimination or marginalisation of those who make complaints, and all complaints will be treated confidentially, promptly and free of charge, and without retaliation;
- ❖ All workers must have fair access to the procedure (men or women, skilled or unskilled workers, people with disabilities, etc.);
- ❖ Anonymous complaints will be treated in the same way as other complaints whose origin is known. A specific way to submit
- ❖ Anonymous complaints will be set up by the Project, as well as a way to obtain responses.
- ❖ All complaints must be registered in accordance with the complaint resolution procedure and documented related investigations. The register of complaints will be included in the regular reports that the Contractor will have to submit to the PIU;
- ❖ All complaints should lead to discussions with the complainant to understand the nature of the problem better.

9.5.2. Complaint Entry Points

Any complaint can be collected via the registers and/or complaint boxes made available. Complaints can also be submitted physically or electronically within the Project, or forwarded to the employee's line manager, the Financial Management Manager (in charge of HR), the workers' association, etc.

Complaints of a sensitive nature (sexual abuse, fraud, corruption) will be treated confidentially and without reprisals by the complaints committee to guarantee complainants a certain degree of protection and confidentiality.

9.5.3. Processing Times

The time taken to process complaints will depend on the nature of the complaints and the complexity of the investigations.

For non-sensitive and relatively less serious complaints (verbal abuse, insults, discrimination) that do not require investigations or request summary investigations, the committee may respond within seven (07) days or less.

For complaints that require it, a notified specialist will conduct an inspection visit no later than seven (7) days after receipt. Complaints must be closed within thirty (30) days of registration. Complaints that require more investigation time will be dealt with on a rolling basis and as soon as possible.

For sensitive and relatively serious complaints (corruption, fraud, sexual violence, etc.), the time limit may be thirty (30) days, or longer depending on the complexity of the investigation. The processing time for medical care must be within 72 hours from the time of the rape. Psychological and legal care must be provided as soon as a case is reported through the available services.

9.5.4. Steps in the Complaint Management Procedure

The complaint management procedure consists of eight (08) essential steps which are as follows:

Step 1: Receipt and registration of the complaint. (01 day)

Complaints may be made as mentioned above via a complaint box, telephone, letters, or through a trusted person, in community assemblies, etc.

The complaint will then be recorded in writing in a complaint register. After registration, all complaints will be transferred to the central register. Complaint registration will take into account workers' literacy and communication needs to ensure the grievance mechanism is accessible to all. Any information relating to survivors of SEA/SH cases must be protected in a safe place with limited access. An acknowledgement of receipt will be issued to the complainant as soon as the complaint is registered.

This stage lasts one (01) day.

Step 2: Complaint triage: preliminary review, validation, filing, and complaint file (03 days)

This stage involves determining the validity of the complaint through examination, classifying it in the appropriate category, and constituting the complaint file in accordance with the provisions for this purpose. The preliminary examination makes it possible to establish which commitment or promise has not been respected clearly and to decide on the measures to be taken to follow up on it.

It is essential to ensure that the complaint is relevant to the Project's activities or commitments. The link between the offending facts and the Project's activities and impacts will be sought. The eligibility assessment will also determine whether the case should be handled within the MGP framework or referred to other mechanisms (internal audit, Anti-Fraud Unit, police, etc.).

Complaints deemed eligible will be classified as sensitive or non-sensitive.

- ❖ Non-sensitive complaints concern the implementation process: They can concern the choices, methods, results obtained, etc.
- ❖ Sensitive complaints usually relate to personal faults such as corruption, sexual abuse, discrimination, etc.

Users will be assured that sensitive complaints will be treated confidentially to avoid possible reprisals or gratuitous attacks on individuals' dignity.

A complaint file will be compiled. It will include the following elements:

- ❖ The initial complaint form including the date of receipt of the complaint, the complainant's contact details and a description of the complaint;
- ❖ A copy of the acknowledgement of receipt of the complaint given to the complainant following registration;
- ❖ A file closure sheet, which will be given to the PIU and the complainant, after the latter has accepted the closure and signed the form.

This stage lasts three (03) days.

Step 3: Complaint follow-up mail (01 day)

After the preliminary examination and closure of the complaint, the Complaints Management Committee will send a Complaint Follow-up Mail within a maximum period of one (01) day to notify the complainant of how the complaint was handled and the steps to be followed in accordance with the procedure.

For complainants who cannot read, a notification will also be made verbally. Similarly, resolutions must be communicated to them verbally and in writing. The follow-up letter will inform the recipient of the next steps. It may provide an opportunity to request clarification or additional information to understand the problem better.

This stage lasts one (01) day.

Step 4: Complaint Processing. (7 to 15 days)

The processing will be done according to the "type" of complaint, i.e., whether it is a complaint of a sensitive or non-sensitive nature. The complaint will be evaluated by the social and environmental safeguards specialist or his representative among the other key personnel of the employer through the following activities:

- ❖ Meeting and discussion with the complainant;
- ❖ Determination of the legitimacy of the complaint;
- ❖ Forwarding the complaint to the PIU in case of legitimacy;
- ❖ Closing the complaint if it is not founded, for example.

A verbal and/or written response will be given to the complainant.

Complaints deemed illegitimate may not meet the criteria due to a lack of necessary information. Others may result from rumours or people motivated by revenge or jealousy. Complaints of this kind may damage the Project's reputation and that of its leaders if not handled carefully. In such situations, for the Project not to fail in its duty of care, it will be necessary to trace the source of the complaint to find out if it is hiding an unspoken problem, a question that people do not express openly and why they do not express it openly.

Otherwise, the legitimacy of the complaint having been established, he must:

- ❖ Classify the complaint according to its size: minor, moderate, serious, major or catastrophic and propose a solution; Establish a follow-up sheet for the complaint to follow up on the measures taken (investigation, corrective measures, etc.). The form will be sent to the complainant, and a copy will be added to the file;
- ❖ Close the complaint if the complainant(s) agree with the proposed solution. If they disagree with the proposed solution, the complainant(s) may resort to appeal procedures that will require further review, investigation, consultation and treatment.

The duration of this stage is from seven (07) to fifteen (15) days maximum, distributed as follows:

- ❖ Interview with the complainant: 01 day
- ❖ Investigation: 14 days maximum.

Step 5: Responses and Action (10 days)

A formal complaint requires a prompt response from the committee.

Responses and measures are intended to correct, modify or change a situation and resolve the problem. They must be sent within a maximum of ten (10) days. A formal complaint requires a prompt response from the committee. It is essential to clearly communicate the findings of the review and investigation processes to the complainant and to keep them duly informed of the measures that will be taken as a result of the decision.

Three (03) types of answers are possible, namely:

- ❖ Direct response and action of the Complaint Management Committee to resolve the complaint: the Complaint Management Committee has full jurisdiction to do so;
- ❖ Need for a broad and thorough verification, which may require the expansion of the team as well as the extension of the processing time. This may result in a joint investigation, dialogues, negotiations, etc., for a consequent resolution;
- ❖ For sensitive cases, the MGP may resort to an independent investigation for an appropriate resolution based on the opinions of the experts. This is the competence of the Board of Inquiry for EAS/HS cases;
- ❖ If the response is not accepted (the complainant does not believe that their complaint is ineligible or rejects the proposed resolution measures), the complainant may decide to appeal the response. The appeal procedure allows a review of the investigation already carried out and a determination of whether to maintain the first decision or make a new one based on the findings of this reconsideration.

The Complaints and Litigation Mechanisms Management Team will be responsible for the following:

- ❖ Record the reasons for their refusal,
- ❖ Provide additional information,
- ❖ If possible, revisit the proposed approach.

If the disagreement persists and the Parties concerned cannot reach a solution, the complainant should be informed about other remedies outside the MGP and left at that.

It should be emphasised that the committee's resolution must be amicable. Depending on the nature of the request, the complainant may seek legal action.

The duration of this stage is a maximum of ten (10) days, distributed as follows:

- ❖ Preparation and drafting of the decision: 02 days,
- ❖ Transmission of answers: 01 day,
- ❖ Appeal procedures: 07 days.

Step 6: Implementation of measures

In the event of an agreement between the MGP team and the complainant to implement the proposed response, the latter will be provided after clarification of the following points:

- ❖ The problem or event on which the complaint is based,
- ❖ The stakeholders involved in the problem or event,
- ❖ The interests and concerns of stakeholders in relation to the problem,
- ❖ The establishment of the Commission of Inquiry (if necessary),
- ❖ The planning of the work and the necessary logistics,
- ❖ The conduct of the investigation (depending on the case),
- ❖ Identification of measures for the resolution of grievances,
- ❖ The proposal for measures to resolve grievances
- ❖ The implementation of the resolution.

If conciliation is not possible, the MGP will attempt alternative measures and assess whether they address the complainant's concerns.

If non-conciliation persists, it will indicate other available remedies, including administrative and judicial options.

Regardless of the outcome, the grievance management team should document all discussions, decisions and options offered to the complainant.

Step 7: Resolution and Closure

Resolution occurs when all parties involved in the complaint reach an agreement and, more importantly, when the complaint has been dealt with fairly and appropriately, and the measures taken provide a consensual solution.

Follow-up on responses will ensure complaints are monitored and managed. This phase feeds into the assessment process and allows for learning and adjustments to the grievance management mechanism as needed.

The resolution and closure of a case must take place within a maximum of 30 days from the receipt of the initial complaint by a member of staff and the transmission of the responses and measures.

The closure of a case in the workers' complaints mechanism is effective in the following cases:

- ❖ The CCMC has taken a final decision without the need for corrective action and a formal response (letter) is sent to

- the complainant;
- ❖ The CCMC has taken a final decision, and the dedicated manager has carried out the "measures described" in the decision;
- ❖ For anonymous complaints, a comprehensive case handling report will serve as the official response.
- ❖ The complainant has signed the register of complaints or a document acknowledging the closure of the complaint. For illiterate people, a confidential person will read and translate.

In all cases, the CCMC will propose the possibility of recourse to independent mediation or of finding another means of resolving the complaint. The complaints mechanism will not prevent access to other judicial or administrative remedies provided for by law, or to arbitration and conciliation procedures provided for in the Labour Code, nor will it replace the complaint mechanisms established by collective agreements.

Dissatisfied complainants can, at any time, take administrative or legal action, including an appeal, when their concerns have not been addressed.

The Project will inform workers of their right to pursue administrative or judicial remedies in accordance with applicable national legislation.

Regardless of the outcome of the proceedings, all supporting documentation of the meetings necessary to resolve the matter should be recorded in the complaint file. At all stages of the process, the Project will inform the World Bank of the case's progress.

If the decision on the dispute submitted by the worker is likely to change or influence how the Project activity is implemented, or to alter its results, the PIU shall order a temporary halt to the work until a final decision is taken. The decisions of the national courts on the workers' claims are binding on the contractor, the PIU, and all other contractors working under the signed contract.

Step 8: Tracking and archiving

To judge the proper functioning of the MGP, a monitoring system will be set up with the following quarterly performance indicators:

- ❖ Retaliation for denunciations;
- ❖ Average processing time;
- ❖ Variety of sources of complaints;
- ❖ Rate of eligible complaints;
- ❖ Response rate;
- ❖ Recusal of members of the Complaints Management Team.

It will also be necessary to track the number of complaints by complainant identity, place of origin, period, theme, and outcome. Archiving will be done through a register of complaints and disputes that will centralise and consolidate all complaints received and processed within the framework of the Project. It will provide access to information on complaints received, solutions found, and unresolved complaints requiring further intervention.

It will present the complaints received and how they are handled. The PIU will ensure the overall capitalisation and management of this central register, as well as the overall monitoring of complaint handling.

Step 9: Periodic Reporting

The Project will prepare periodic quarterly reports on the status of complaints related to the Project (number of complaints received, categories of complaints, number of cases resolved, feedback to complainants, etc.).

A copy of this statement will be included in the quarterly report of the Project's activities to the Bank, and before the arrival of each Project support mission. The Project must integrate logistical means into its planning to strengthen mechanisms for monitoring complaint management and returning information to complainants over time.

10. SUPPLIER AND PARTNER MANAGEMENT

The Project will involve several suppliers, contractors, and subcontractors who will use labour to carry out activities on behalf of, and at the request of, the Project.

The Project will make reasonable efforts to ensure that suppliers, contractors and subcontractors who engage contract workers are legally constituted and reliable entities, have developed Labour management procedures appropriate to the Project, and can operate in compliance with the provisions of ESS 2.

Similarly, the Project will put in place provisions for managing issues related to the Labour employed by suppliers and contractors, including occupational health and safety issues, as described in paragraph 32 of ESS 2 and paragraph 32.1 of the corresponding Guidance Note.

The Project will implement procedures to manage and monitor supplier performance against ESS 2 requirements. In addition, the Project shall incorporate these requirements into contractual arrangements with suppliers and partners, as well as appropriate redress mechanisms in the event of non-compliance. The Project will require these third parties to include equivalent provisions and redress mechanisms in their contractual agreements with subcontractors.

As the Project is still in the preparatory phase, no supplier, contractor or subcontractor has been clearly identified. However, the Project will select partners based on a diagnosis of the partnership within the organisation or through tendering procedures (open or restricted), in accordance with applicable regulations.

Similarly, for any partner, contractor, supplier or consultant, the Project will define a partnership policy that promotes compliance with social safeguard measures. Within the framework of their mandate, contractors must develop documentation (Labour Code, internal regulations, safety instructions, codes of good conduct, etc.) and clear, easy-to-understand information to communicate to the Project's workers about their conditions of employment. This information and these documents will describe workers' rights under national labour legislation, including their rights regarding working time, wages, overtime, remuneration, and social benefits.

Likewise, the contractor must also guarantee the following requirements:

- ❖ Provide health and safety training to staff, including Project workers and all staff that the Contractor will use at the various sites (including staff and other employees - assisting staff - in the execution of Project activities);
- ❖ Establish procedures in the workplace for workers to report work situations and conditions that do not comply with occupational health and safety regulations;
- ❖ Give staff the right to report work situations that they deem dangerous or unhealthy. They must also be given the right to withdraw from a work situation presenting a certain and serious danger to their life or health, without being subject to reprisals;
- ❖ Require that measures be taken to prevent or minimise the transmission of infectious or non-infectious diseases that may be associated with the temporary or permanent influx of labour.

The provisions of this document will apply to partners, contract workers and other subcontractors as soon as they are mobilised in the framework of the Project.

No discrimination based on personal characteristics unrelated to the requirements of the job is permitted, including in remuneration, recruitment, working and employment conditions, access to training, assignment, promotion, termination of employment or retirement, and disciplinary practices.

Recruitment procedures for suppliers, contractors, and subcontractors will be transparent, public, and non-discriminatory based on ethnicity, religion, sexual orientation, disability, and gender.

The Project will not prevent Project workers who do not have the right to form trade unions under national law from forming other committees to represent their interests.

To manage sustainability and risk, suppliers will complete a questionnaire covering several aspects, including human rights, labour standards, quality and environmental management, and the code of conduct against GBV/VCE/EAS/HS.

The Project Manager evaluates the performance of suppliers and contractors, supported by the Procurement Manager (in consultation with the end-user where appropriate). This evaluation must take into account the supplier's experience throughout each contract. Careful documentation is maintained during contract performance to provide evidence of the supplier's performance in case of disputes, to build institutional memory, and for audit purposes.

The general terms and conditions of contract for service providers must include a signature and a code of conduct to be respected. The language must be unambiguous, prohibit GBV/VCE/EAS/HS, and specify clear penalties for non-compliance.

This Labour Management Plan recommends using model contracts recommended by the World Bank's procurement procedures.

11. MANAGEMENT OF COMMUNITY WORKERS

Community workers are mainly labour from local communities, provided voluntarily or under a "collaboration contract/protocol". They can include women's groups, youth groups and/or other development associations.

The municipality, the heads of the localities or neighbourhoods affected by the Project's activities, grassroots community associations, or personal proposals (volunteering) will choose the community workers.

Community workers will be employed directly by the companies in charge of the work; they will be subject to the same legal working conditions and Labour management procedures previously stated.

However, the enterprise that has deemed it appropriate to use community workers must, in this case, provide the necessary documentation justifying this choice. The documentation must set out, among other things:

- The measures to be implemented to ensure that this Labour is provided voluntarily, following an individual or community agreement;
- The nature and scope of the specific activities of the Project to which community workers will contribute;
- Labour management procedures;
- Working conditions;
- Occupational health and safety;
- The remuneration system;
- Payment terms;
- Working hours;
- The complaint management system (community workers will be informed of the possibility of submitting grievances to the Central Complaints Management Committee (CCMC). The complaint management system will respect the principles, methods and stages of complaint handling developed within the framework of the MGP for direct and contract workers.

The PIU will then analyse the documentation provided to justify this choice and verify its compliance with the Project's LMP.

Provided that:

- The minimum age of employment for Community workers is 18 years;
- The community workers recruited will receive a daily or monthly wage defined in accordance with the labour code in force in Cameroon.
- The salary will be indicated in the contract or the recruitment form. It will be calculated to ensure the worker receives a salary at least equal to that of a worker paid at the time for performing similar work.

11.1. Procedures for the Selection of Community Workers

The selection of community workers must meet the following conditions:

- To be done without gender discrimination and not to exclude applications from vulnerable people;
- To be democratic, that is to say, with the support and participation of all social strata;
- To take place under the responsibility of the communal or prefectural authority in the presence of the heads of localities or neighbourhoods, opinion leaders, grassroots community organisations (CBOs) in the areas covered by the Project's activities
- Respect gender parity
- Do not force anyone to participate or work.

11.2. Conditions for the Renewal of Community Workers

Community workers are chosen for a variable but precise period (depending on the duration of the task to be performed). In the event of incapacity to work, insufficient performance, serious misconduct (non-compliance with the specifications), resignation or death, the renewal is made within a maximum period of seven (07) days, referring to the reserve list.

The PIU will clearly determine, in a participatory manner with stakeholders, whether organised or unorganised, the conditions for mobilising community Labour, including the amount of remuneration and payment modalities, as well as working hours.

The PIU's Social Safeguards Officer will conduct a social diagnosis to determine whether there is a risk of child labour, the minimum age of employment being 18 years, or forced labour linked to community labour.

If cases of child labour or forced labour are found, it will take appropriate measures to remedy them.

The review system will take into account the tasks performed by community workers, the extent to which these workers receive adequate training for their particular needs, and the potential risks and effects of the Project.

It will verify compliance with health and safety standards for community workers and their free access to the complaints mechanism.

12. EMPLOYEES OF PRIMARY SUPPLIERS

Labour management procedures will outline the roles and responsibilities for monitoring employees of primary suppliers.

Workers of the Project's main suppliers and contractors, "indirect workers", are subject to the same working arrangements and conditions as direct workers.

To protect the life and health of workers, the employer is obliged by law to take all necessary measures appropriate to the enterprise's operating conditions. In particular, he must arrange facilities and regulate the course of work to guarantee workers' physical, mental, and social well-being and to protect them as much as possible against accidents and illnesses.

Depending on the nature of the work and the particular risks to which workers are exposed, service providers will be asked to set up a health and safety committee.

As part of the programme's environmental and social assessments, audits will allow the PIU to identify potential risks of child labour, forced labour or serious security problems that may pose a risk to key suppliers. Monitoring and follow-up actors will also carry out this verification.

Where there is a significant risk of child labour or forced labour, or a serious safety-related risk, the PIU may require the main supplier to define this risk in relation to the World Bank's ESS 2. If cases of child labour or forced labour are found, the PIU will require the main supplier to take appropriate measures to remedy them without delay.

In addition, where there is a serious risk related to security issues for the employees of the primary suppliers, the PIU will require the primary supplier to develop procedures and mitigation measures to address the risk.

The PIU will review these procedures and mitigation measures periodically to verify their effectiveness through an audit of Labour management practices.

The audit carried out by the specialist in social and environmental safeguards will analyse how the company manages its employees. This diagnosis will assess potential gaps between the legal provisions in force and the practices in place to manage labour management risks.

If these risks cannot be managed, the PIU will, within a reasonable period of time, replace the Project's primary suppliers with suppliers who can demonstrate that they meet the relevant requirements of the World Bank's ESS 2.