



United Nations Children’s Fund (UNICEF)

Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP)

(P173582) Additional Financing (P177020) and
Second Additional Financing
(P180358)

Labor Management Procedures (LMP)

First Update: 1 September 2022

Second Update: 14 July 2022

Third Update: 2 June 2023

Contents

1. INTRODUCTION.....	3
2. OVERVIEW OF LABOR USE ON THE PROJECT	4
3. BRIEF OVERVIEW OF YEMEN LABOR LEGISLATION	7
3.1 Terms and Conditions.....	8
4. ASSESSMENT AND MITIGATION OF POTENTIAL LABOR RISKS	10
5. GRIEVANCE MECHANISM (GM)	14
6. OVERVIEW OF RESPONSIBILITIES	16
7. OVERVIEW OF IMPLEMENTATION UNDER PARENT PROJECT AND AF1 Error! Bookmark not defined.	
Annex 1. Code of Conduct.....	20
Annex 2. Overview of workers' grievances	Error! Bookmark not defined.

1. INTRODUCTION

This Labor Management Procedure (LMP) has been updated for the Second Additional Financing of the Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP), which will ensure compliance with the Environmental and Social Standard on Labor and Working Conditions (ESS2) of the World Bank's Environmental and Social Framework (ESF) and the national legislation and regulations of the Government of Yemen. Accordingly, the purpose of this LMP is to facilitate the planning and implementation of the project by identifying the main labor requirements, the associated risks, and the procedures and resources necessary to address the project-related labor issues. The LMP sets out general guidance relevant to different forms of labor but also issues and concerns that relate to communicable diseases.

The ESPECRP builds on the ongoing IDA financed Emergency Crisis Response Project (ECRP) to deliver support to vulnerable Yemenis affected by conflict, COVID-19 and climate-related shocks. The project development objective is to provide cash transfers, temporary employment, and increased access to basic services and economic opportunities to vulnerable populations affected by COVID-19 and the ongoing conflict. The Project mainly targets food-insecure households and focus on interventions that are most effective at addressing food insecurity. Given the short-term food security needs, most of the Project funds are expected to be used to provide cash transfers (CTs) to vulnerable households. This includes unconditional cash transfers to Social Welfare Fund (SWF) beneficiaries as well as cash top-ups and complementary services for SWF families that are most at risk of malnutrition. For vulnerable people that are able to work, the Project will continue to engage with communities to provide temporary employment opportunities to build valuable community assets, prioritizing community projects that contribute to food security, climate resilience and anchoring gender sensitive interventions. And in an effort to address food insecurity more sustainably, the Project will continue to provide economic opportunities to vulnerable populations through support to Small and Micro Enterprises (SMEs), with an emphasis on food market resilience and market-based mechanisms. Similar to the ECRP, Project interventions will include COVID-19-sensitive measures.

The parent project (P173582) was launched in 2021, with a first Additional Financing (AF1) signed in 2022 (P177020) and a second Additional Financing (AF2) in 2023 (P180358). The ESPECRP will be implemented jointly by the United Nations Development Program (UNDP) and the United Nations Children's Fund (UNICEF) in partnership with two national implementing partners – the Social Fund for Development (SFD) and the Public Works Projects (PWP) for their respective components. The project will include four main components, namely: (Component 1) Cash Transfers, including (a) Unconditional cash transfers to SWF beneficiaries; (b) Cash for Nutrition (CfN); (Component 2) Labor Intensive Works and Economic Opportunities, including (a) Cash for Work; (b) Community Assets; (c) Economic Opportunities and Food Market Resilience; (Component 3) Project Management, Monitoring, Evaluation and Capacity Building of National Institutions; and (Component 4) Contingency Emergency Response. Below are the components managed by UNICEF as grant recipient:

Component 1: Cash transfers

- Sub-component 1.1: Unconditional Cash Transfers
 - Includes the benefit amount transferred to SWF beneficiaries; payment fees and services; facilitation/ outreach/communication; field monitoring; grievance mechanism; and SFD direct and indirect costs
- Sub-component 1.2: Digital Payment Pilot and Financial Literacy (introduced in AF2)
 - Includes the costs of piloting digital payments

Component 3: Project management, monitoring and evaluation

- Sub-component 3.1:
 - It includes UNICEF direct and indirect costs; capacity building of SFD, third-party monitoring (TPM) and fraud investigation

2. OVERVIEW OF LABOR USE ON THE PROJECT

ESS2 categorizes the workers into direct workers, contracted workers, community workers. The UCT Component will engage direct workers and contracted workers, for whom this Labor Management Procedure (LMP) will apply as defined in ESS2:

- **Direct workers:** UNICEF and SFD staff are considered as direct workers. In addition, personal contracted directly by the UNICEF or SFD such as consultants are also considered as direct workers. The UNICEF staff allocated the Project under the Parent Project was 42 decreasing to 31 at the end of AF1 in light of the transfer of the implementation of some components to SFD. Under SFD, the number of staff remained at about 30-31 staff.

Under AF2, the **UNICEF** team allocated to the Project currently consists of the following personnel, who support the implementation and oversight of the Project either full-time or on a need basis:

#	Role	Duty station
1	Senior Project Coordinator	Jordan
2	Operations Manager	Jordan
3	Programme Manager	Yemen
4	ICT Manager	Jordan
5	Programme Specialist	Jordan
6	Monitoring & Evaluation Specialist	Jordan
7	Programme Specialist	Yemen
8	MIS - ICT Officer	Jordan
12	ICT Officer (Q&A/user support)	Jordan
13	Data Management Officer	Jordan
14	ICT Officer (System Development)	Jordan
15	Admin Officer	Jordan
16	Finance Officer	Jordan
17	Programme Officer	Jordan
18	Reports Officer	Jordan
19	Monitoring & Evaluation Officer	Jordan
20	Contracts Officer	Jordan
21	ICT Officer (Data Analysis)	Jordan
22	Database Admin	Jordan
23	ICT Officer (Data Analysis)	Jordan
24	ICT Officer (Q&A/user support)	Jordan
25	Senior Info. Comm. Technology Associate	Yemen
26	Programme Associate	Yemen
27	Programme Associate	Jordan
28	Senior Ops Associate	Jordan
29	Senior ICT Associate	Jordan
30	Finance Associate	Jordan
31	Programme Officer (Fraud)	Jordan

Besides the above personnel, the following complementary expertise are also available:

#	Role	Duty station
Safeguarding Unit		
1	Programme Manager - Safeguarding	Yemen, Sana'a
2	Environmental Safeguarding Specialist	Yemen, Sana'a
3	Environmental Safeguarding Officer	Yemen, Sana'a
4	Social Safeguarding Officer	Yemen, Sana'a
On a need basis		
5	Chief of Social Policy	Yemen, Sana'a
6	PSEA Specialist	Yemen, Sana'a
7	GBV Specialist	Yemen, Sana'a
8	Social and Behavioural Change Specialist	Yemen, Sana'a
9	AAP Specialist	Yemen, Sana'a
10	Risk Manager (financial)	Yemen, Sana'a

The **SFD** team allocated to the Project currently consists of the following personnel:

#	Role	Location
1	Team Leader/ Programme Manger	Yemen, Sana'a
2	Deputy Programme Manager	Yemen, Sana'a
3	Operations & Facilitation Manager	Yemen, Sana'a
4	Payment Contract Manager	Yemen, Sana'a
5	Programme Senior Officer	Yemen, Sana'a
6	UCTP-MIS Manager	Yemen, Sana'a
7	UCTP-MIS Officer	Yemen, Sana'a
8	Finance Officer	Yemen, Sana'a
9	Donors Reporting Officer	Yemen, Sana'a
10	Facilitation Officer	Yemen, Sana'a
11	Procurement Officer	Yemen, Sana'a
12	GRM Manager	Yemen, Sana'a
13	Call Center Manager	Yemen, Sana'a
14	Executive Secretary	Yemen, Sana'a
15	HR Officer	Yemen, Sana'a
16	HR Officer Assistant	Yemen, Sana'a
17-18	(Two) Aden Hub - Facilitation & Payment Process Observation	Yemen, Aden
19	Al Hudaydah Hub - Facilitation & Payment Process Observation	Yemen, Hodeidah
20	Taiz Hub - Facilitation & Payment Process Observation	Yemen, Taiz
21	Sa'ada Hub - Facilitation & Payment Process Observation	Yemen, Sa'adah
22	Sana'a Hub - Facilitation & Payment Process Observation	Yemen, Sana'a
23	Hajjah Hub - Facilitation & Payment Process Observation	Yemen,
24	Logistics Officer	Yemen, Sana'a
25	Logistics Assistant	Yemen, Sana'a
26	Monitoring and Evaluation Officer	Yemen, Sana'a
27	Communication and safeguards officer	Yemen, Sana'a

- **Contracted workers:** Contracted workers include the contractors (service provider organizations) who in turn employ workers/ labor (most of them contracted locally and temporarily to prepare and implement the payment cycles) based on daily wages to implement Project activities. The service provider organizations include the Payment Agencies (engaged by SFD as of AF1 but who will be engaged by UNICEF in AF2), Third-Party Monitoring Organisation and Quality Implementation Support Services (fraud investigation) (engaged by UNICEF). It also includes consultants/contractors directly engaged by SFD as facilitators, call center agents, field monitoring consultants, and case management personnel.

The number of staff contracted through these service providers stands at around 11,134 (22 per cent females) under AF1 as detailed in the table below.

Component	Position	Male	Female	Total
Facilitation (SFD)	Facilitation Coordinators	15	16	31
	Governorate Supervisors	31	3	34
	Governorate Supervisor Assistants	6	1	7
	Governorates Hubs	6	1	7
	Facilitation Officers	326	11	337
	Facilitation Assistants	389	15	404
	Female Outreach Assistants	0	64	64
	Female WhatsApp Network Assistants	0	342	342
	Cards Distribution Assistants	221	173	394
	Screen Officers	197	32	229
	Operation Room	2	0	2
	Total	1,193	658	1,851
Call center (SFD)	Call center supervisors	3	1	4
	Call center agents	46	41	87
	Total	49	42	91
Case Management (SFD)	Case management supervisors	2	1	3
	Case managers	55	29	84
	Case Management Assistants	147	16	163
	Total	204	46	250
Case Management for fraud and SEA/GBV (UNICEF)	Case management supervisors (fraud and SEA/GBV)	0	1	1
	Case managers (fraud)	2	7	9
	Total	2	8	10
Payment (SFD)	Cashiers	2482	260	2742
	Screening officers	1808	1238	3046
	Security guards	2002	0	2002
	Total	6,292	1498	7,790
TPM (UNICEF)	Project management and quality control	3	2	5
	Field work coordination and supervision	2	0	2
	Field work including social researchers and enumerators	397	92	489
	Qualitative and quantitative specialist	1	0	1
	Statistician	1	0	1
	Data team	13	2	15

	Platform development	2	0	2
	Reporting	4	4	8
	Total	423	100	523
QISS (UNICEF)	Supervisors	4	1	5
	Investigators	552	52	604
	Reporters	7	3	10
	Total	563	56	619

All contracted workers for the ESPECRP are recruited locally. Contractors are encouraged to recruit local workers including at least one female worker at all payment sites and facilitation team to the most extent possible. Female workers are assigned to tasks appropriate with their capabilities. All Contractors contracted by UNICEF or IPs with funds received from UNICEF work towards compliance with all applicable international standards (including UNICEF and WB safeguarding frameworks) and national labor laws, rules and regulations relating to the temporary employment of national and international staff in connection with the Services, including, but not limited to, laws, rules and regulations associated with the payment of the employer's portions of income tax, insurance, social security, health insurance, worker's compensation, or other similar payments.

Timing of Labor Requirements:

Direct workers such as UNICEF and SFD staff are on contract for this project for the duration of the Grant. Consultants will be hired to fulfil specific assignments. All contracted workers will be contracted for the duration of the assignments assigned to them within each payment cycle.

3. BRIEF OVERVIEW OF YEMEN LABOR LEGISLATION

The Republic of Yemen has drafted policies and established institutions and responsibilities for Labor management, joined international conventions and developed sector legislation and procedures. Contracted Workers are governed by the Local Labor Law policies. Key among these are:

Gender

- Yemen ratified the Convention on Elimination of all Forms of Discriminations Against Women (CEDAW) in 1984, and prepared a National Strategy for Women Development in 1997, which was updated in 2015. Implementation of CEDAW is delegated to relevant ministries and authorities (Decree 55/2009). Based on amendments proposed by the Women National Committee, 24 laws were amended to ensure building gender balance in accordance with the convention.
- The Labor Law (Law 5/1995) states that women are equal to man in all aspects without any discrimination, and that equality should be maintained between women and men workers in recruitment, promotion, wages, training, social insurance. It also regulates work time for pregnant women.

Labor

- The Labor Law regulates the rights and wages of workers, their protection, occupational health, and safety. In addition, the Social Insurance Law regulates retirement compensation.

Child Labor

- Yemen has ratified ILO Convention Number 138 on Minimum Age for Admission to Employment (Law 7/2001). The Convention establishes a minimum age for admission to employment.
- Yemen has also ratified the ILO Convention 182 on the Worst Forms of Child Labor. It refers to child labor as work that is mentally, physically, socially or morally dangerous and harmful to children; and interferes with their schooling by depriving them of the opportunity to attend school, by obliging them to leave school prematurely; or by requiring them to attempt to combine school attendance with excessively long and heavy work.
- The Yemen law considers a minor to be a person under the age of 15. Minors under the age of 15 are prohibited from engaging in any kind of employment. It shall be forbidden to employ a young person (any male or female person under 15 years of age). Article 7 of Ministerial Order No. 11 of 2013 (52), state that the minimum age for Hazardous Work is 18 years old.

3.1 Terms and Conditions

The local legislation above translates into the following Terms and Conditions for all Contracted Workers¹:

Employment Agreement:

- All employers are required to enter into an employment agreement in writing with their employees. The duration of a Yemeni worker's contract will be specified as per Project needs, budget and timing.

Minors:

- The Project will not employ anyone under the age of 18. All employers under this project will comply with all applicable international standards and national labor laws, rules and regulations relating to the employment of national and international staff in connection with the Services; and consider a minor to be a person under the age of 18 (not 15 as per Yemeni law).
- UNICEF will require all contractors and consultants to verify official documentation for all workers involved in their respective activities, such as a birth certificate, national identification card, passport, or medical or school record.
- If a child under 18 is discovered working on the Project, measures will be taken to immediately terminate the employment or engagement of the child in a responsible manner, and prevent recurrences, taking into account the best interest of the child.
- Monitoring will be done through the TPM arrangements. Employers will be requested to ensure the IDs of their employees, or a copy, are available for verification during TPM activities.

Women's employment:

¹ UNICEF Staff follows the UN/UNICEF internal Staff Rules, Policies, Procedures and Guidelines and does not follow local legislation.

- Women shall be equal with men in relation to all conditions of employment and employment rights, duties and relationships, without any discrimination. Women shall also be equal with men in employment, promotion, wages, training and rehabilitation and social insurance. The requirements of job or occupational specifications shall not be considered as discrimination.
- It shall be forbidden to assign a woman to overtime work as from the sixth month of her pregnancy and during the first six months following her return to work after maternity leave.
- The project will explore the possibility of adding additional measures such as prioritizing women for certain jobs and work schedules to increase their chances of employment.

Working Hours:

- Official working hours shall not exceed eight hours per day or 48 hours per week. Weekly hours of work shall be distributed over six working days followed by one day of rest. No employee shall be required to work more than 6 (six) consecutive days a week (on a day that is normally a day off or has been agreed as a day off), without being provided with twenty-four consecutive hours of leave. Official working hours during the month of Ramadhan shall not exceed six hours per day or 36 hours per week.
- While this applies to full time contracts, different agreements may be in place based on the type of the employment contract like that on daily-basis or short-terms.

Dismissal:

- Employees have a right not to be dismissed unfairly, without cause. The Yemeni Law provides a list of disciplinary measures that can be taken reasonably against an employee due to misconduct and which must ordinarily be exhausted before any dismissal. It shall be forbidden for an employer to terminate a contract of employment in the following cases:
 - During any of the worker's leave.
 - During the investigation of a dispute between the employer and the worker, provided that such investigation shall not exceed four months, unless the worker commits another violation which requires his dismissal.
 - During the worker's detention by the competent authorities in connection with his work, pending a final decision in the matter.

Wages and deductions:

- The minimum wage payable to a worker shall not be less than the minimum wage paid by the state administration. The average daily minimum wage of a worker remunerated on the basis of production piece rates shall not be less than the daily minimum wage specified for the occupation or industry concerned. The daily wages of workers not paid on a monthly, weekly or daily basis shall be calculated on the basis of the average wages earned by their counterparts for days effectively worked for the same employer over the past year or during their period of service if less than one year.

- Employees may be fined for absenteeism from work during official working hours, such fine to be deducted from his/her wages and to be commensurate to the time absent from work. No other fines shall be imposed by the employer on account of absenteeism.

Overtime Work:

- Employees shall not be required to work overtime except unless this has been agreed in the employment agreement. Wages for overtime work shall be calculated according to the following rates:
 - One-and-a-half hours' basic wages per hour of overtime on normal working days.
 - Two hours' basic wages per hour of overtime at night, on the day of weekly rest, and on official holidays and leave, in addition to entitlement to standard wages for such holidays.
- Alternatively, the contract may specify that no monetary compensation will be provided but other type of compensations will apply such as time-off.

4. ASSESSMENT AND MITIGATION OF POTENTIAL LABOR RISKS

This section identifies the key labor risks for the Project and sets out the mitigation measures that will be adopted by the project to address specific risks to contracted workers, including those relating to communicable diseases such as cholera or COVID-19.

Security Risks

This specifically includes security risks associated with both anthropogenic and natural hazards, such as threats to the personal safety of the workers due to fighting, airstrikes, shelling and landmines, but also due to heatwaves, heavy rains, floods and cyclones, and similar environmental events. One of the greatest security risks observed in many locations is related to the threat of physical violence for individuals involved in the implementation of the UCT Component such as payment agents' personnel at payment sites or while traveling to payment locations. A series of mitigation measures are in place to mitigate these security risks for Project Workers, which include:

- Implementing a clear mechanism to identify security threats to the project and to communicate changes in threat levels to the various parties involved in project implementation
- Establishing communication and facilitation arrangements to secure the support of all relevant political and community actors at the national, governorate, and local levels to promote safe and politically neutral implementation of the project
- Suspending project activities in areas where political and governance risks cannot be effectively managed
- In areas with active conflict or affected by natural hazards, establish outreach payment sites whose mobility enables to ensure that the cash process takes place only when and where it can be delivered in a safe manner, possibly with convoys
- In areas impacted by landmines, (1) ensure updated and real-time mapping of roads and potentially affected areas, (2) ensure that all project workers are duly trained on the security measures to be

implemented by outreach (mobile) payment teams working in conflict affected areas, with a focus on mine risk education, (3) ensure continual coordination between the Facilitation and payment service providers at field level.

- Applying a crowd management protocol which include temporarily close payment sites in a coordinated manner in case of security threats and taking physical security measures such as the deployment of security personnel at payment site.
- Establishing clear implementation arrangements which emphasize the independence of decision making by any political and/or public-sector entity. These arrangements are communicated to all parties and stakeholders on a regular basis.

Gender Inequality, Gender-based Violence (GBV)/Sexual Exploitation and Abuse (SEA)/Sexual Harassment (SH)

In Yemen, the stark gender gaps are influenced by and set within the context of conservative and strict gender norms. These gender gaps have a negative impact on females' access to education, legal restrictions on mobility and decision-making, pose barriers to female participation in the labor force and in political life, and give females few opportunities for voice, paid work and entrepreneurial activity.

To the extent possible, the ESPECRP will promote gender equality and the empowerment of women and seek to reduce gender inequalities in access to and control over resources and the benefits of development:

- The Project will ensure that both women and men are able to participate meaningfully and equitably, have equitable access to project resources, and receive comparable social and economic benefits.
- The Project will not discriminate against women or girls or reinforce gender-based discrimination and/or inequalities.
- The Project will ensure precautionary measures are in place to prevent potential exposure of beneficiaries, workers, and affected people to sexual exploitation and abuse; including from security personnel. This will be done through training prior to the payment cycle, asking project staff to sign a Code of Conduct and real-time monitoring by UNICEF and SFD staff as third party, as well as their partners (e.g., TPM). There is also a grievance mechanism whereby beneficiaries and project workers can anonymously file a complaint.
- The Project will ensure precautionary and control measures are in place to prevent potential exposure of beneficiaries, workers, and affected people to health and safety hazards. This will entail that SFD and all service providers develop an OHS plan which is gradually implemented and monitored.

The Project includes specific actions and design parameters to ensure the inclusion and participation of women. Such design parameters will ensure women are able to safely work for UNICEF contractors on project implementation and are provided with an equal opportunity to benefit from the employment opportunities; and include:

- Requiring the presence of at least a female as part of the payment agent personnel at each payment site.
- In more conservative areas, establishing female-only payment sites operated by female payment staff.

- Gender-sensitive third-party monitoring arrangements, including female focus group discussions to provide more insight into the context and nature of these potential risks, as well as further ideas to increase the safety of female workers.
- Engage a growing number of female personnel in outreach activities.
- Ensuring availability of a functional grievance mechanism (GM) – including a toll free hotline and a mobile app for grievance collection, as well as a dedicated team for redressal – which can be used as reporting channel with specific referral pathways for GBV and SEA/SH. The project will communicate about the GM through printouts, community meetings, training and social media (WhatsApp, Twitter and Facebook)
- Conducting staff training on SEA/SH and GBV.

Child Labor

The dire humanitarian situation may lead families to adopt negative coping mechanisms, including child labor. To mitigate the risk of child labor, the Project is implementing the following measures since the Parent Project:

- Ensure the existence of contractual requirements on prevention of child labor, minimum age of 18 and age verification protocol for each implementing entities.
- Request all service providers to verify documentary evidence (passport, identity card or birth certificate) of all workers prior to involving them on activities of the project.
- Conduct routine site monitoring through TPM to identify and report on child labour
- Ensuring availability of a functional grievance redressal mechanism which can be used as reporting channel.

Natural Disasters/Risks

The effects of climate change are being felt across the world, and Yemen is not an exception. Strong heat waves are affecting different areas of the country, which is also prone to natural disasters such as heavy rains, floods, and cyclones. Besides affecting the populations, these events can also result in possible health and safety risks for local workers making payments at payment sites and all other workers involved in monitoring, facilitation and all other relevant activities during the implementation of the project.

To mitigate these risks, the Project will:

- Diligently monitor the weather conditions and develop response plans to ensure the safety of service provider staff. The plans will be informed by the weather conditions but may include activities such as:
 - Provision of safe drinking water for staff and where feasible also beneficiaries
 - Use of shaded areas for facilitation and payment activities
 - Adapted working hours to avoid payment during times of high temperatures and if required increase capacity for those sites affected by heatwaves so they can serve a greater number of beneficiaries in a shorter period of time when temperatures are lower;
 - Strengthen facilitation efforts to identify alternative payment locations which can be safely accessed by payment teams for those sites affected by floods.

Occupational Health and Safety

In response to the global COVID-19 pandemic, UNICEF has embedded different protection measures across all stages of the Project to protect the project workers, and therefore the project-affected communities. Further to WHO's determination that COVID-19 is now an established and ongoing health issue which no longer constitutes a public health emergency of international concern², these measures were revisited for AF2. The measures were adjusted to ensure the occupational health and safety of workers vis a vis communicable diseases. These measures include:

- Provide functional water, sanitation and hand hygiene facilities for workers
- Awareness raising on the infection prevention and control of key water linked diseases and promotion of workplace environmental sanitation for the prevention of communicable diseases (infection prevention of major communicable diseases (cholera, diarrhea, Hepatitis,))
- Ensure that cashiers correctly handle bank notes and instruct beneficiaries to do the same. This includes:
 - Persons processing cash (cash handlers) should wash their hands with soap and water regularly. That is, at intervals during and after handling of banknotes and coins. Using a hand sanitizer of at least 60 percent alcohol concentration is also effective.
 - Cash handlers should avoid touching banknotes and then touching their eyes, nose, or mouth areas.
 - Cash handlers and the public should avoid "licking" their fingers to aid in the manual banknote counting/sorting process.
 - Always follow public health guidance on the safe ways to cough or sneeze.
- Rules should be strictly enforced to keep sick employees at home and away from the workplace.
- Work surfaces that may be exposed to banknotes and coins should be disinfected regularly-at least daily and at greater frequency during the day for intensive operations.
- All public facing areas should be disinfected regularly, at the beginning, during, and the end of operations, without causing alarm to beneficiaries.

Road safety measures

- Ensure all drivers receive the 'ERW Drivers Awareness Safety Briefing' before departing on mission. This includes field trip planning checklist; potentially dangerous areas; evacuation instructions; safety rules.
- Assess the risks associated with each travel plan and decide on the most adequate vehicle for transportation.
- All motorcycle drivers are required to use helmets.

² [https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-coronavirus-disease-\(covid-19\)-pandemic](https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-coronavirus-disease-(covid-19)-pandemic)

Other Occupational Health and Safety Concerns

UNICEF, SFD and contracted service providers are required to ensure workers receive basic safety training and other preventive actions as provided in the Project's Environmental and Social Management Framework (ESMF). This may include:

- Ensure that an appropriate level of management and resources are in place to comply with the occupational health and safety requirements,
- Provide visible commitment and leadership to occupational health and safety,
- Identify and evaluate risks and normalizes the activities (rules, instructions, and procedures),
- Timely report upon and analysis of all incidents and accidents,
- Evaluate the indicators of OHS performance,
- Evaluate the OHS training requirements,
- Carry out the medical follow-up of the workers (such as emergency medical treatment on site, transportation to nearby hospitals) and cover medical insurance (as applicable in line with the local law for the type of contract).

5. GRIEVANCE MECHANISM (GM)

UNICEF is committed to address complaints through a dedicated Grievance Mechanism (GM) that supports service provider personnel and contracted workers (as well as beneficiaries and any community member) to raise complaints and disagreements related to social, environmental and OHS impacts and standards. The GM system established within the ECRP will continue to be utilised in the ESPECRP.

GM purpose:

- Promote transparency and accountability of the Project
- Be responsive to callers, address and resolve their grievances, and provide them with feedback
- Serve as a channel to receive suggestions, and to increase community participation
- Collect information to enhance management and improve implementation performance
- Deter fraud and corruption, as well as SEA and SH; and ensure that impacted cash recipients have access to appropriate support services
- Mitigate environmental and social risks; and
- Build trust between citizens and Project.

GM Principles:

- Protect beneficiaries' and stakeholders' rights: beneficiaries and stakeholders have the right to make their voices heard. No retribution will be exacted for participation/use of the GM system, nor the escalation of grievances if needed.
- Transparency and Accountability: All complainants will be heard, taken seriously, and treated fairly. All complainants receive an automated message upon submission of a grievance, with the grievance code, so they can follow up on the status. Once a complaint is resolved, feedback is provided either via direct phone call, home visit or SMS (the project's MIS is integrated with the UNICEF platform RapidPro)
- Timeliness: All complaints will be addressed as per protocols detailed in the 'Case Management Guidance'.
- Neutrality, Equity, and Non-Discrimination: All complaints will be treated with respect and equally regardless of the community groups and individuals, types, ages and gender.
- Accessibility: The GM will be clear and accessible to all segments of affected communities.
- Confidentiality: Information communicated through the GM is restricted to a limited number of people and is not disseminated more widely, offering protection and security to the complainant.

GM awareness for service provider personnel

- Information on the GM channels and GM principles is embedded in the training materials used to train the service provider staff prior to each payment cycle. The awareness level of service provider staff about the GM is monitored through the TPM in each payment cycle.

Grievance collection

- The Project has put in place two channels for grievance collection:
 - (a) A toll-free number 8003090
 - (b) Field deployed staff equipped with a mobile application with online and offline capabilities.
- Any grievances collected through the Project channels are filed in the Project's Management Information System (MIS) that allow to store and analyse grievances with high confidentiality and anonymity considerations.
- Through the GM, community members and service providers may make complaints on issues such as the following:
 - Adverse social or environmental situation caused by the project;
 - Access to UCT Component services – (for example if an intended UCT Component beneficiary has not been reached by the Project);
 - Deviation in implementation or use of UCT Component inputs – (if implementing partners deliver services or pay to beneficiaries an amount less than the standard set by UNICEF for the Project);
 - Complaints on SEA/SH/GBV related issues with ensuring complete confidentiality to protect impacted survivors due to culture norms in the country; and
 - Any other concerns.

Grievance redressal and feedback

- SFD (and when applicable UNICEF) adhere to follow-up and respond immediately to any complaints raised by Project workers within an agreed time between 15-30 days.
- Workers' complaints are reviewed and analysed with support of the service provider senior management for ensuring that a fair solution is reached.
- Urgent and immediate cases will be addressed immediately. The grievances related to exploitation of female workers, including sexual harassment and abuse, GBV at the workplace and unfair treatment will be prioritized to take actions.
- Grievances may be escalated to UNICEF Yemen management or UNICEF headquarters, including Office of Internal Audit and Investigation, as required.
- All complainants will be given feedback on their complaints.

GM data protection and management

- The entire grievance collection and redressal process is registered and recorded into the Project's MIS and data is hosted in the UNICEF Cloud. The MIS complies with all UNICEF data protection policies and access to data is based on assigned user roles. This enables the implementation of comprehensive quality assurance processes, with concrete protocols, to ensure that all grievances are recorded and handled in a proper and accurate manner.

Use of GM data to inform programming

- The number, frequency, topics of grievances and feedbacks will be analyzed and reported periodically to the related units and administrative level. Based on these detailed reports, the most frequently addressed issues are identified, and improvement activities are initiated.

Additional GM channels/mechanisms

- All service providers will also be required to maintain and/or establish a grievance mechanism for their contracted workers. This will be included in the Term of Reference with the service provider and monitored.

6. OVERVIEW OF RESPONSIBILITIES

Project Management and Implementation

- For the UCT programme component, under AF2 SFD will be the implementing partner for facilitation and GM components, as well as the payment component until it is transferred back to UNICEF. UNICEF is the Grant Recipient and responsible for all oversight functions including TPM, Fraud Investigation and MIS.

Monitoring and Enforcement of LMP Requirements

- As Grant Recipient for the UCT component, the UNICEF Project lead will be responsible for cascading down within SFD implementation all LMP related protection and ensure their enforcement.

Service Providers/Contractors Management

- For all service providers contracted by UNICEF, a comprehensive procurement and contracting process is conducted in close collaboration with UNICEF HQ (Legal, SD, DFAM) and MENARO. UNICEF conducted a market survey and pre-screening of service providers including a review of their standings against the Ineligibility List (IL) in UNGM that includes UN Security Council, World Bank, and UN sanction lists. The review was extended to board members of the respective institutions as well. Only those who passed the screening were invited to bid. A detailed review and cross checking of financial proposals and negotiations with service providers took place towards obtaining realistic and market rates. A security assessment was done by UNICEF security advisors with a focus on the payment agency internal security control mechanisms and procedures. A similar procedure was adopted by SFD as it took over implementation.
- Safeguarding measures are embedded into all the Term of Reference and contracts with service providers, which detail the obligations of the contractor and establish penalties for potential violation of E&S provisions. During implementation, contract managers follow up with the service providers on a daily basis to monitor progress against plan, handle any bottlenecks hindering the implementation and ensure compliance with the contractual arrangements. In addition, calls are organised with the contract manager, contract team and contractors on a need basis to address and document any deviations from the contractual arrangements.
- The contracts with service providers have tight measures on beneficiary data protection, and robust provisions to prevent loss of funds by the Project in case of confirmed fraud or corruption. The measures to manage the contractor will be added in the contractor requirements in the bidding documents to ensure the legality. The requirements will include the mitigation measures for potential labor risks, the rights and wages of workers, terms and conditions of employment, insurance for workers and third party, gender rights, and grievance management procedures, safety requirements such as road safety and emergency plans including agreement with hospitals, contractor's safety supervision staff and PPEs provision. Key performance indicators (KPIs) will be developed to monitor performance against these requirements.
- During the implementation of the payment cycles, UNICEF and SFD will organize planned and unplanned visits to the locations where work is being performed. In these visits the progress achieved, health and safety-related, SEA and OHS issues, and child and forced labor employment status will be observed. The site reports will include the KPIs for contractor management and the outputs will be reflected in the monthly reports. In case of non-compliance by the contractors, corrective actions will be taken.

Engagement and management of project workers

- UNICEF (and later SFD) will be responsible for supervising and supporting the service providers which will be contracted to carry-out project specific tasks. The service providers are responsible for employing project workers to perform these tasks. UNICEF and SFD are responsible for:

- Applying this labor management procedure to contracted workers;
- Updating this Procedure when necessary in the course of preparation, development and implementation of the Project;
- Maintaining records of recruitment and employment process of direct workers including signing CoC;
- Monitoring workplace conditions to ensure compliance and prevent the employment of minors
- Monitoring that occupational health and safety standards are met at workplaces in line with national occupational health and safety legislation;
- Monitoring training of the project workers on OHS; and,
- Developing and implementing workers' grievance mechanism and address the grievance received from the direct, contracted and sub-contracted workers.

Engagement and management of contractors/subcontractors

- Service providers will be responsible for engagement and management of personnel (contracted workers), ensuring compliance with project protocols and providing labor instructions on safety and security. Service providers will be responsible for the following:
 - Comply with OHS mitigation measures included in the ESMF and this labor management procedure. These measures will apply to contracted and sub-contracted workers;
 - Maintain records of recruitment and employment process of contracted workers;
 - Clearly communicate job description and employment conditions to contracted workers including signing CoC;
 - Enforce CoC, including the timely reporting of incidents; and,
 - Have a system for regular review and reporting on labor, and occupational safety and health performance.

Occupational health and safety (OHS)

With support from UNICEF and SFD, the service providers should assign an OHS Focal Point at central level who will be responsible for ensuring compliance with all OHS measures, including the establishing of a daily monitoring and reporting mechanism at field level which can enable the activation of immediate measures.

Training of workers

- With support from UNICEF and SFD, the service provider safeguards focal point will be responsible for ensuring that all contracted workers receive the training corresponding to the risks they face. This includes but is not limited to:
 - Training on communicable diseases (which must be accompanied by the receipt of the necessary protective gear)

- All drivers must receive and be trained on the 'ERW Drivers Awareness Safety Briefing'. This includes field trip planning checklist; potentially dangerous areas; evacuation instructions; and other safety rules.
- The service provider will be responsible for providing UNICEF (and when applicable SFD) with the training plan with the training dates, venues and topics; followed by a report confirming the training dates, training venues, training outcomes, and workers' confirmation of receipt of the protective gear.
- The training will be monitored by the Third-Party Monitoring organisation and the findings included in the end of cycle TPM report.

Annex 1. Code of Conduct

1. I understand that the values that are enshrined in the United Nations organizations must also be those that guide my work and the work of all other workers of the projects supported by the United Nations, including the Yemen Emergency Cash Transfer Project (henceforth the Project), in all their actions: **fundamental human rights, social justice, the dignity and worth of the human person and respect for the equal rights of men and women and of nations great and small.**
2. I will work in the best interest of the beneficiaries of the Project upholding the highest standards of efficiency, competence, integrity, respect and transparency in the provision of services and support to them.
3. I commit to provide assistance to the beneficiaries of the Project impartially, allowing no discrimination irrespective of the person's race, colour, gender, language, religion, political or other opinion, national, ethnic or social origin, sexual orientation, property, disability, birth or other status, or any other grounds.
4. I will never commit any act that could result in threats of violence, verbal or psychological harassment or abuse, and/or sexual exploitation and abuse to individuals
5. I will never abuse from my position to withhold assistance, nor give preferential treatment, in order to solicit sexual favours, gifts, payments of any kind, or advantage.
6. I will not abuse from my authority or use my power or position in a manner that is offensive, humiliating, embarrassing or intimidating to another person.
7. I will do my best to support environmentally friendly initiatives to promote greater environmental responsibility and encourage the diffusion of environmentally friendly technologies implementing sound life-cycle practices
8. I will not engage nor accept any form of child labour.
9. Where there are concerns or suspicions regarding abuse or exploitation by a colleague, I understand that I must report such concerns immediately via established reporting mechanisms in good faith and cooperate with an audit or investigation which may be required.
10. I will maintain strict confidentiality and security of all information about the beneficiaries of the Project.

Name	
Role	
Organisation	
Date	
Signature	