

ANNEX 13: LABOUR MANAGEMENT PLAN



SADC REGIONAL CLIMATE RESILIENCE PROJECT LABOUR MANAGEMENT PROCEDURES (LMP)

23 September, 2026

LIST OF ABBREVIATIONS AND ACRONYMS

ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
ESS	Environmental and Social Standards
LMP	Labour Management Procedures
OSHE	Occupational Safety, Health, and Environment
PIU	Project Implementing Unit
SADC	Southern African Development Community
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment

1.0 INTRODUCTION

The World Bank aims to provide financial support for the SADC Secretariat through the SADC Regional Climate Resilience. The Regional Climate Resilience Project aims to improve the management of water-related climate impacts in Eastern and Southern Africa. It is being implemented through the following components:

- (i) Risk Management and Climate Financing;
- (ii) Infrastructure Investments and Sustainable Asset Management for Climate Resilience;
- (iii) Adaptive Climate Services for Resilience Communities;
- (iv) Project Management;

The Secretariat implementing unit is empowered with qualified staff and resources to support the project recruited using the SADC Recruitment Policy and Procurement and Grants Policy and guidelines for the duration of the project.

Component 4 'Project Management' is relevant to labour management and grievance redress mechanism under this LMP.

The RCRP is financed through a grant of US\$ 5M and will be implemented over a period of five years, with an expected closing date of December 29, 2028.

2.0 PROJECT GEOGRAPHICAL LOCATION

The project is based at the SADC Secretariat based in Gaborone, Botswana, from where most Technical Assistance activities will be implemented. However, project staff will also undertake missions to SADC Member States for workshops, meetings, capacity-building, field visits and infrastructure assessments, etc...thus broadening the geographic scope to SADC Member States. Hence, labour management obligations will apply to all project related Technical Assistance activities implemented both at the SADC Secretariat in Gaborone as well as in SADC Member States.

3.0 OVERVIEW OF LABOUR USE ON THE PROJECT

The SADC Secretariat manages and coordinates all activities of the project and the workers involved. It will rely on the substantive employees of the Secretariat, project PIU staff and Consultants as provided in Table 1 below.

Direct workers: Direct workers are permanent workers who are assigned to the project from the existing SADC structure and recruited in line with the provisions of the SADC Recruitment, Selection and Appointment Policy.

Four (4) SADC Secretariat Directorates and Units supports the project on part-time basis during the project implementation period in accordance with the project's areas of work namely: Disaster Risk Reduction Unit), Directorate of Human Resources and Administration (Recruitment, Remuneration and Relations Unit), Directorate of Food Agriculture and Natural Resources (Natural Resources Division) and the Infrastructure Directorate (Water Division).

Project workers: Project workers are hired through and in accordance with the provisions of the SADC Procurement and Grants Policy and Guidelines. They have a

fixed-term contract/engagement agreement tied to the duration of the project. The project recruited three (3) project staff namely, Project Coordinator, Assistant Finance Officer and Administration Assistant. Table 1 below illustrates the various categories of workers involved in the project.

Contracted workers: Contracted workers will be hired specifically to work on short term assignment of the project. These will be engaged through the standard form of Contracts for Consultancy services provided by the Secretariat and World Bank.

Primary supply chain workers: The project will engage various service providers to procure services such as accommodation, travel and catering amongst others for workshops, meetings and events. Such services will be procured through and in accordance with the SADC Procurement and Grants Policy and Guidelines.

All workers will be expected to abide by the SADC Policies and project terms.

Table 1: Categories and Roles of workers involved in Project

#	Worker Category	Worker Role
1	Direct workers	Head of DRR Unit (x1)
		Liaison Officer – DRR (x1)
		Human Resources Representative (x1)
		Environment and Social Specialist (x1)
2	Project workers	Project Coordinator (x1)
		Administration Assistant (x1)
		Assistant Finance Officer (x1)
3	Contracted workers	TBD

4.0 ASSESSMENT OF KEY POTENTIAL LABOUR RISKS

The project primarily involves overall Program focuses on catalytic medium to large scale investments to reduce people exposure to climate shocks, with a focus on high return storage and protective water infrastructure and safety nets. The first phase, the SOP 1 project, will be focused on strengthening systems for the proper design, implementation, and Operations & Maintenance (O&M) of these investments for climate resilience, on increasing their readiness for implementation, on improving preparedness to manage climate risks, and on expanding the scope for adaptive safety nets to protect the most vulnerable.

The project will be implemented in four (4) countries, the Republic of Madagascar, the Republic of Mozambique, the Republic of South Sudan, the Union of Comoros, the Southern Africa Development Community (SADC) and the Nile Basin Initiative (NBI) are eligible to receive funding under this Program.

The work from the SADC Secretariat will be delivered mostly through regional workshops, dialogue and collaboration. The situation may be different at the national or local levels within the four different Member States and one non-Member.

Key labour risks potentially associated with the project on the Secretariat's levels are:

1. health and safety, including office/desk work and travel for project activities.

Occupational safety and health risks linked with office/desk work include continuous sitting and using of computers which can be managed by regular breaks and the proper setting of the workstation. Occupational safety and health risks linked to travel include fatigue, lack of security, conflicts arising due to diverse behaviours/mindsets and traffic accidents. These can be managed by proper planning of travel, safe and appropriate accommodation, emergency response procedures in place and appropriate emergency reporting mechanisms implemented.

2. non-compliance with the SADC Human Resources Policies, Procedures and Guidelines governing the workplace as well as the ESS2. Examples of non-compliance may include failure to adhere to terms and conditions of employment contracts, disregard of the role of the workers involved at different levels of the organization. These can be managed through regular policy socialization sessions in view of increasing awareness of workers vis-à-vis SADC policies and adherence.
3. discrimination, gender-based violence, Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) at the workplace or involving external parties such as contractors and service providers. These can be managed by ensuring that workers and external stakeholders sign the Code of Conduct upon engagement. Regular training/awareness sessions with workers and stakeholders regarding the code of conduct and GRM and ensuring that there are no barriers to raising such grievances through a fully accessible and operational GRM will also help manage these risks.
4. Documentation issues and dependence on employer for residency status. These risks are managed by facilitating issuance of exemption certificates to workers who originate from outside the host countries. The exemption certificates are issued by the host country government for temporal residency.
5. mental health and psychosocial risks that may arise from workers exposure to distressing contents of topics such as disaster risk reduction, climate impacts, and emergency management. In order to mitigate such risks and whenever the need arises, direct and project workers are referred for psychosocial counselling through the SADC Employee Wellness Programme. The services are catered for through the worker's medical aid. The project has allocated a budget under project management component (project related costs) in the event such services are required for contracted workers who are not covered by medical aid.

The overall social risk for the project is considered high with key potential risks of Gender-Based Violence, Sexual Exploitation and Abuse and Sexual Harassment (GBV, SEA and SH) in regard to workers at regional program level. However, given that the SADC's role is limited to Technical Assistance, the risks related to labour management, SEA/SH and OHS are moderate. Therefore, the Labour Management Procedures, specific Occupational Health and Safety procedures, Grievance Redress Mechanism and reporting mechanisms have been prepared to mitigate these risks and address all issues efficiently.

5.0 BRIEF OVERVIEW OF APPLICABLE LEGISLATIONS AND SADC POLICIES

5.1 World Bank Environmental and Social Standard (ESS) 2

The World Bank's requirements related to labour are described in ESS2 on Labor and Working Conditions. It recognizes that by ensuring that Project employees are treated fairly, with safe and healthy working conditions, SADC Secretariat can promote conducive employee relationships between employees and the employer.

The main objectives of ESS2 are to:

- (i) Promote safe and healthy working conditions.
- (ii) Promote fair treatment, non-discrimination, and equal opportunity for project workers.
- (iii) Protect project workers, including vulnerable categories of workers such as women, individuals with disabilities, children (of working age in accordance with this ESS) and migrant workers, contract workers, community workers, and primary supply workers.
- (iv) Avoid the use of all forms of forced and child labour.
- (v) Support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law; and
- (vi) Provide accessible means for project workers to raise workplace concerns. The scope of application of ESS2 depends on the type of employment relationship between the SADC Secretariat and project employees. The term "project employees" includes direct employees and contracted employees. Pursuant to the requirements of the ESS2 of the World Bank, the following provisions regarding appointment, salaries, deductions and benefits apply and they are part of the employee's employment contract.

In line with ILO Core Labour Standards providing for freedom of association, the SADC Secretariat also provides for the right for association as per the provisions of the SADC Employee Relations Policy and has an operational voluntary Staff Association.

The following SADC Human Resources and Administration Policies and Guidelines shall be applied during the implementation of the project in strong compliance with the World Bank requirements. The SADC Policies apply to direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines.

5.2 SADC Recruitment, Selection and Appointment Policy

The SADC Recruitment, Selection, and Appointment Policy, is the main guide for labour management in the Secretariat. It makes provisions regarding employment, conditions of work, and all the rights deriving from the employment relationship. The Policy sets out the conditions for employment (including the maximum age for employment), and information that an employment contract must contain, and defines the period of employment and financial benefits. The Policy provides for gender equality at all levels, fairness, non-discrimination, transparency and open competition for all positions, fair representation for regional positions based on Quota system, selection of candidates based on merit, and mainstreaming of people with disability.

In order to meet the World Bank requirements for the project and in accordance with the ESS2, the SADC Secretariat shall avoid the use of all forms of child labour or forced labour under any circumstance.

5.3 SADC Compensation Policy

The Compensation Policy provides a framework to support the organization's need to attract and retain suitably qualified and competent employees through the provision of a competitive compensation package. SADC Secretariat recognises the importance of contribution and performance of its employees in achieving and supporting its mission. The Organisation has committed to maintaining a Compensation Policy that ensure competitive pay and performance-based pay increments.

5.4 SADC Leave Policy

The purpose of the Leave Policy is to provide the operational requirements and processes for leave application within the Southern African Development Community (SADC) Secretariat. SADC Secretariat supports the need for employees to take time off work to rest and rejuvenate their energy levels.

5.5 SADC Occupational Safety, Health and Environment Policy

The Occupational Safety, Health, and Environment Policy provides a framework to manage occupational injuries, ill health as well as minimise the negative impact to the employees and environment. The Policy also covers clients and visitors as well. The objectives of the Policy are to ensure that incidents that result in personal injury, illness, and environmental health hazards are prevented, maintain a framework that ensures the systematic management of safety and health on the premises and provide guidance to the Occupational Safety, Health and Environmental Management System (OSHEMS) that exists at the Organisation's premises and the Organisation's controlled locations in accordance with the National and International Standards. Contracted workers and external stakeholders shall be governed by the provisions of the Botswana Employment Act.

5.6 SADC Disciplinary and Grievance Policy

The Disciplinary and Grievance Policy provides a framework for the management of disciplinary and grievance matters. This Policy is applicable to direct workers only. Contracted workers and external stakeholders shall be governed by Procurement Guidelines. It establishes a framework for professional behaviour and responsibilities that support the SADC Secretariat's core values and management of all forms of misconduct including harassment and sexual harassment through a formulated panel. Employee conduct that may warrant a disciplinary action, including dismissal is listed in the Schedule of Offences attached to this Policy. The list of offences is not exhaustive. The Policy also addresses all kinds of grievances raised by the employees, in particular to work conditions or the behaviour of other staff members and provides channels for conflict resolutions. A detailed Grievance Redress Mechanism for non-SADC staff has been developed and included in the Grievance Redress Manual.

6.0 RESPONSIBLE STAFF

The Head of PIU will be responsible for all workers management and implementation of the LMP. The PIU will be responsible to ensure:

- i. Project implementation according to LMP.
- ii. Contracts for consultant and project employees are developed in line with the provisions of the LMP and the project's ESMF.
- iii. Reporting to the Directorate of Human Resources and Administration about risks or any deviations from the LMP.

Although the focal point for receiving, acknowledging and registering grievances is the Project Coordinator, the Human Resources Representative is responsible for daily management of the GRM and OHS issues.

7.0 POLICIES AND PROCEDURES

7.1 Terms and Conditions of Employment

The terms and conditions of employment of the direct workers are governed by the provisions of the SADC Recruitment, Selection and Appointment Policy, Code of Conduct and the Onboarding Manual.

The SADC Recruitment, Selection, and Appointment Policy is the main guide for labour management in the Secretariat. It makes provisions regarding employment, conditions of work, and all the rights deriving from the employment relationship. The Policy sets out the conditions for employment (including the maximum age for employment), and information that an employment contract must contain, and defines the period of employment and financial benefits. The Policy provides for gender equality at all levels, fairness, non-discrimination, transparency and open competition for all positions, fair representation for regional positions based on Quota system, selection of candidates based on merit, and mainstreaming of people with disability. The SADC Secretariat promotes fair treatment, non-discrimination, and equal opportunity for employees. Gender, birth, language, race, the colour of the skin, pregnancy, health condition, and/or disablement, ethnic origin, religion, marital status, family obligations, sexual orientation, political or other belief, social background, financial status, membership in political organizations, or any other personal characteristic unrelated to inherent job requirements cannot be ground for making any decision regarding employment and the employment relationship. In order to meet the World Bank requirements for the project and in accordance with the ESS2, the SADC Secretariat shall avoid the use of all forms of child labour or forced labour under any circumstance.

Project workers and contracted workers will be engaged to work on the project only after negotiating, signing, and receiving a copy of an employment contract or

engagement agreement which contains information in accordance with the provisions of Procurement Guidelines.

The terms and conditions of employment or engagement of the direct workers meet the below standards. The project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines:

- i. the project workers and contracted workers will in advance be clear about the job to be done, salary and other benefits to be received;
- ii. the project workers and contracted workers will be paid on a regular monthly basis according to the employment contract or engagement agreement;
- iii. the direct workers, project workers and consultants will work a five (5) day working week, which begins Monday and ends on Friday. Unless otherwise stated, specified hours of work for the Secretariat are Monday to Thursday: Morning: 0730hrs – 1230hrs, Lunch break: 1230hrs – 1345hrs and Afternoon: 1345hrs – 1700hrs. On Friday, work starts at 0715hrs and employees knock off at 1300hrs. However, workers may be required to work outside these specified hours if the need arises;
- iv. if the direct worker works on a Saturday, Sunday or Public Holiday, the worker shall be entitled to compensate time off in accordance with the provisions of the SADC Compensation Policy. Such leave should be agreed upon with the Supervisor and applied for in the Employee Self Service system. Project workers and consultants shall follow provisions laid out in their contracts and the Procurement Guidelines;
- v. the direct workers will be entitled to annual, sick, maternity and paternity, and compassionate leave or as stipulated in the SADC Leave Policy. Project workers and consultants shall follow provisions laid out in their contracts and the Procurement Guidelines.
- vi. in case of termination, a written notice will be submitted in advance. The termination of employment contract and payment of any related entitlements will be done in compliance with the SADC Policies for direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines.
- vii. the project and contracted workers will align with SADC Secretariat in preventing victimization, discrimination, harassment, sexual harassment and abuse at work and ensure equal treatment and equal opportunity for all; and
- viii. the project worker or contracted worker will be able to lodge his/her grievance as per the non-staff GRM.

7.2 Remuneration

Pursuant to the requirements of the ESS2 of the World Bank and the provisions of the SADC Compensation Policy, the following regarding wages, deductions and benefits

apply for direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines:

- i. Salaries shall be fixed at an annual rate and paid in twelve (12) equal monthly instalments, on the 25th day of the month;
- ii. Where the 25th day of the month falls on a weekend or public holiday, the working day immediately preceding this date shall be the date salaries are paid;
- iii. Salaries shall be paid to employees in US Dollars or converted into the local currency at the exchange rate prevailing at the time of payment.
- iv. Salaries shall be paid into the employee's individual bank account unless an employee specifically requests a cheque to be drawn where applicable;
- v. The employee shall submit to the Directorate of Human Resources and Administration the bank account details;
- vi. This information shall be kept on the employee's personal file and shall be referred to by the Finance Directorate when salaries are paid;
- vii. Employees are responsible for updating the Directorate of Human Resources and Administration with any changes to their bank account details in line with the timeline as defined by the payroll unit;
- viii. No unauthorized deductions are made from wages;
- ix. The Directorate of Human Resources and Administration shall supply employees with a payslip, giving details of the gross salary for the month, exchange rate used, cumulative salary for the year to date and any deductions; and
- x. The Directorate of Human Resource and Administration shall keep copies of signed authorisations for deductions on the employee's file.

7.3 Deductions

- i. Direct workers shall be exempted from the payment of income tax or any other tax or levy on salaried income in the host country in accordance with Article 5 (1) (b) of the Protocol to the Treaty establishing SADC on Immunities and Privileges;
- ii. deductions shall be made from direct workers' salaries in respect of contribution to a medical aid scheme, charges for private telephone calls made in the office where applicable, loan repayments (in accordance with signed agreement with worker), salary advance repayment, subsistence allowance repayment; and penalties and sanctions as may be imposed, in accordance with the Organisation's Policy on Disciplinary and Grievance; and
- iii. in the case of direct workers who take salary advance or loans, deductions shall be made from their salary without their prior written consent to recover the advance or loans.

The SADC Secretariat acknowledges that deductions from salaries are limited to those required by law and in accordance with SADC Policies or expressly authorised in writing by workers.

7.4 Leave

The SADC Leave Policy August 2025 provides the operational requirements and processes for leave application within the SADC Secretariat.

7.4.1 Annual Leave

Section 2 of the Leave Policy provides for Annual Leave. The Organization supports the need for workers to take time off work to rest and rejuvenate their energy levels. The Organization requires workers to take the full annual leave entitlement due to them within their leave cycle. Annual leave is vital to the worker's well-being. Only workers who are confirmed in their posts will be granted annual leave. The below provisions apply to direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines.

- i. the leave cycle is based on a 12-month cycle, commencing on date of engagement.
- ii. if the contract worker's contract of employment started during the calendar year, the annual leave of that employee will be calculated on a pro rata basis.
- iii. the Organisation will grant an employee the following annual working day leave in a leave cycle: 30 working days per annum.
- iv. where employee needs time off for a period of four (4) hours in a day, then an application for leave must be made on the Employee Self Service.
- v. leave may only be taken in multiple either half or a full day.
- vi. annual leave will accrue monthly by 2.5 days from the date of commencement of employment.
- vii. annual leave must be taken at a time mutually agreed with the Line Manager.
- viii. during the first 12 months of employment new employees will not be granted leave over and above that which they have accrued to date.
- ix. employees on probation may be allowed to have a negative leave balance up to a maximum of 5 days in cases of emergency. Approval of such leave will be at the discretion of the Directors/Heads of Units. In cases where the employee resigns, retires or is dismissed while in the negative, this will be taken off their last salary as unpaid leave.

7.4.2 Sick Leave

Section 4 of the Leave Policy provides for Sick Leave. The Organization acknowledges the right of all employees, to take paid leave in the event of them falling ill. The below provisions apply to direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines.

- i. an employee may be granted paid sick leave up to a maximum of twenty-eight (28) days per annum.
- ii. an additional (3) months sick leave on full pay followed by another two (2) months sick leave on half-pay will be granted upon submission of

documentary evidence from medical practitioner in cases of serious illness (major operations, long hospitalizations, accidents that require long term recovery);

- iii. a staff member who has exhausted his/her entitlement to sick leave shall be examined by a qualified Medical Practitioner identified by the Organisation with a view to determining whether the staff member is temporarily or permanently incapacitated. If thereafter the employee is still considered unfit to continue in the service, the Organisation will act to pay all entitlements recommended for incapacity due to ill-health and the appointment will be terminated in accordance with the Organization's Human Resources and Administration Policies and Procedures (Group Life Insurance Scheme).

7.4.3 Maternity Leave

Section 5 of the Leave Policy provides for Maternity Leave and the procedures to be followed by female employees who become pregnant and are confirmed in their positions. The below provisions apply to direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines:

- i. Maternity leave of 90 days (including non-working days falling within the leave period) will be granted at a minimum of two-year intervals on full pay, if the employee has served continuously for at least six months and is confirmed in her appointment at the anticipated time of confinement.
- ii. An employee who does not qualify for maternity leave but who has accumulated annual leave, shall be granted up to a maximum of 90 days annual leave or equivalent to the accumulated leave balance.
- iii. An employee who does not qualify for maternity leave and who has not accumulated adequate annual leave at the time she is about to deliver, shall be granted up to a maximum of 90 days leave which shall be deducted from her proceeding annual leave cycle.
- iv. An employee who suffered miscarriage or any other medically induced abortion or her child dies at the time of delivery, her maternity leave shall be reduced to six weeks and thereafter such employee shall resume duties.
- v. An employee who has availed herself of the whole or part of her maternity leave in relation to any pregnancy and the pregnancy results in miscarriage, stillborn or medically induced abortion or a child dies within 12 months of the delivery shall be entitled to maternity leave in relation to the subsequent pregnancy.

7.4.4 Paternity Leave

Section 6 of the Leave Policy provides for Paternity Leave. The below provisions apply to direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines.

- i. During the confinement of an employee's partner, a male employee will be entitled to ten (10) working days paternity leave with pay within a two (2) year cycle.
- ii. Paternity leave must be taken immediately after the birth of a child.
- iii. Where travelling is involved, the leave days will exclude travel days. If paternity leave is not taken during the spouse's maternity leave it will be forfeited.
- iv. An employee who wishes to take paternity leave must apply paternity leave in the electronic system and attach evidence that his partner is in confinement. The evidence will be kept on the employee's personal file.
- v. In case a partner of an employee dies while giving birth or within maternity leave and leaves an infant child alive, an employee who is a father of an infant child shall be granted paternity leave equal to the number of days of maternity leave exclusive compassionate leave.

7.4.5 Compassionate Leave

Section 9 of the Leave Policy provides for Compassionate Leave. The below provisions apply to direct workers. Project workers and contracted workers shall follow provisions laid out in their contracts and the Procurement Guidelines.

- i. Compassionate leave of 10 days per annum, which is non accumulative, may be granted in cases of bereavement or serious illness involving an employee's immediate family member (spouse, child, mother or father).
- ii. Compassionate leave of 4 days per annum, which is non accumulative, may be granted in cases of bereavement or serious illness involving an employee's other family members (mother-in-law, father-in-law, brother and sister).
- iii. The employee shall inform both the supervisor and the Human Resources and Administration Directorate about the need for compassionate leave and apply for the leave on the electronic system.
- iv. If the employee returns to his/her home country for compassionate leave, the cost of travel will be borne by the employee.

7.5 Occupational Safety, Health and Environment

The SADC Secretariat Headquarters based in Gaborone, Botswana and all other SADC Institutions are fully compliant with the provisions of the Occupational Safety, Health and Environment Policy and ensure that the workplace is safe and healthy for

both employees, visitors and other stakeholders accessing their premises. In addition, the health and safety provisions expected in the ESS2 prevail at all SADC Secretariat offices and they apply to all categories of employees, including project employees accessing these premises to work on project activities.

All workers shall adapt work processes, workstations and work environment in such a manner to make them safe and hazard-free. The Secretariat will provide all necessary Personal Protective Equipment such as facemasks and sanitizers in the event of cases of COVID-19 or any other outbreaks which require such protective equipment.

Appropriate travel and accommodation arrangements will be made in order to keep the employees safe at all times. SADC Secretariat ensures that workers who are travelling on project-related missions for example workshops, meetings, and events, are covered by a travel insurance. Direct workers obtain their travel insurance from their respective medical aid prior to undertaking travel while provision for travel insurance for project and contracted workers is in accordance with the provisions, terms and conditions made under their contract. Project workers and contracted workers hired or procured using the procurement method shall have the responsibility to secure their insurance as indicated in their contract terms and conditions. The Secretariat also ensures that specific measures such as approved vehicle safety standards, use of vetted transport providers, travel advisories, and security briefings for cross-border missions are implemented prior to each travel.

In case of any injury, near misses, fatalities, and diseases, appropriate action will be taken to attend to the affected parties, records will be kept and cases reported. In terms of the risks relating to transportation and risks at the workplace, the Secretariat's regulations will take place together with reasonable precautionary measures. The PIU will review and approve the workers and consultant's safety and health plans and procedures according to ESS.

The Secretariat will promptly notify the World Bank within 24 hours of any incident or accident related to the Project, which is or likely to have, a significant adverse effect on the environment, the affected communities, the public, or workers, including, inter alia, cases of sexual exploitation and abuse, sexual harassment, and accidents that result in death, serious or multiple injuries. The detailed report indicating the type of accident or incident, severity, causes, and suggested measures to avoid reoccurrence will be submitted within seven (7) working days.

The SADC Secretariat promotes fair treatment, non-discrimination, and equal opportunity for employees. Gender, birth, language, race, the colour of the skin, pregnancy, health condition, and/or disablement, ethnic origin, religion, marital status, family obligations, sexual orientation, political or other belief, social background, financial status, membership in political organizations, or any other personal

characteristic unrelated to inherent job requirements cannot be ground for making any decision regarding employment and the employment relationship.

All workers are entitled to fair treatment and protection from harassment and sexual harassment and abuse at work. If it happens for any reason, the grievance redress mechanism in place shall be used to enable the workers to file such grievances to the confidential and anonymous SADC Hotline 16146, email: sadc@tip-offs.com and website: www.tip-offs.com with no fear of retaliation.

All workers are required, through their nomination forms and contract provisions, to provide complete next-of-kin details to the PIU. This information will be used in cases of emergency by the PIU.

In the event of any health or safety incident, the PIU shall take appropriate measures to respond, record, and report the situation in accordance with established protocols and relevant standards.

Before the commencement of any workshop/training/meeting, the PIU shall present on Environmental & Social risk management, SEA/SH guidelines and rules and Code of Conduct to all participants attending. The participants will be required to sign off to acknowledge adherence to the provisions.

The PIU shall ensure that all accommodation facilities contracted for project-related meetings and workshops provide a comprehensive safety and emergency briefing prior to the commencement of any session. This briefing shall provide clear designated emergency exits, assembly points, and any scheduled fire drills in the interest and for the safety of all participants.

The PIU shall ensure that all administrative notes/logistics notes contain emergency contact information relevant to the venue, including contact details of the nearest hospital, ambulance, fire and police service numbers, the PIU safeguard officer, logistics officer, and venue security contact numbers.

The PIU has identified, assessed and documented in a Project Risk Register all project risks associated with environmental, social, health and safety aspects. The Risk Register shall be maintained and updated every quarter in compliance with the SADC Internal Audit requirements. Risk mitigation strategies shall be developed and implemented to minimize the likelihood and impact of identified risks on project objectives. Regular risk monitoring and review meetings shall be conducted to assess the effectiveness of risk response measures, ensure alignment with audit recommendations, and update the risk management plan as necessary.

In line with the Environmental and Social Commitment Plan (ESCP), the PIU is responsible for coordinating and ensuring the delivery of safety, health, and

emergency protocol briefings for all participants during workshops, meetings, and training activities. These measures form part of the project's incident and accident management procedures and help ensure compliance with occupational health and safety standards under ESS2 and ESS4.

Additionally, a trained and designated safeguard representative from the PIU shall be appointed for each activity to implement the project's Environmental, Health, and Safety (EHS) provisions. This representative will help prevent incidents, oversee compliance with EHS requirements, and ensure timely reporting to the World Bank via Environmental and Social (E&S) progress reports and/or ESIRT notification forms, as expected.

7.6 Emergency Procedures

In case of any emergency happening at a meeting/workshop/training venue, the following procedures shall be followed in compliance with the venue's specific emergency procedures:

- i. All work shall be stopped, and nearby individuals will be alerted.
- ii. The situation shall be assessed for potential safety hazards, including fire, electrical risks, chemical exposure, or traffic dangers.
- iii. The alarm shall be raised, and the Emergency Response Team (ERT) shall be activated.
- iv. First Aid shall be provided where safe and appropriate, or emergency services shall be contacted (ambulance, fire, police). We shall avoid moving injured persons unless they are in immediate danger.
- v. The area shall be evacuated, and all participants shall be moved to the designated assembly point. The PIU shall conduct a headcount to confirm all individuals are accounted for.
- vi. Relevant medical or accident insurance procedures shall be immediately initiated.
- vii. The PIU shall notify next of kin following established channels as below:
 - **Direct workers:** Notification through the Human Resources Representative.
 - **Project workers and Contracted workers:** Notification by the Project Coordinator.
 - **Member State delegates:** Notification through the respective institutional focal point and SADC National Contact Point.
- x. Project Coordinator, ESS Officer and Internal Audit shall monitor the situation and provide feedback to all.

Annexure 12 provides the detailed SADC Emergency Procedures to be followed in case of any emergency happening at the SADC Headquarters in Gaborone, Botswana.

8.0 GRIEVANCE MANAGEMENT MECHANISM

The SADC Secretariat is committed to creating an environment which promotes fairness, transparency, accountability and healthy working relationships for all staff including project workers and contracted workers.

A grievance is any issue, concern, or claim (perceived or actual) arising from activities implemented under the SADC RCRP, including technical assistance, capacity building, training, consultancy services, or regional coordination activities. It enables individuals and communities to receive prompt and efficient resolution of complaints and concerns on the projects and activities related to the RCRP Project. It provides an accessible way for individuals and communities to file a complaint if they perceive that an activity related to the RCRP project has or is likely to have adverse effects on them, their community and their environment.

Key grievance categories may include but not limited to workplace concerns such as delays in payment of salaries, non-conducive working conditions, differences in mindsets, unprofessional behaviours of employees, ethical misconduct, violence, procurement disputes, GBV, SEA/SH and environmental and/or health and safety related issues. All grievances need to be handled in an objective, prompt, and responsive manner to the satisfaction of the aggrieved/affected parties in accordance with the provisions of the SADC Disciplinary and Grievance Policy, ESS2 and ESS4.

As such, a robust GRM which is guided by the SEP, LMP and SADC Disciplinary and Grievance Policy, has been implemented for the project. It is a structured process for receiving, addressing and resolving grievances and complaints from project affected parties. The GRM ensures prompt, timely, transparent, and confidential handling and resolution of grievances with no fear of retaliation. The Project has provided various channels of grievance reporting such as a dedicated first contact of Project Coordinator, a dedicated email address feedback.rcrp@sadc.int, and a SADC Hotline 16146. The project also makes provision for anonymous reporting through the SADC Hotline 16146 for any type of grievances and not only for the ones related to GBV/SEA/SH. In line with the provisions of the World Bank's ESS2, all workers and project-affected parties are informed of their right to raise complaints directly with the World Bank through the World Bank Grievance Redress Service. The link to the World Bank GRS is provided to all workers and project-affected parties prior to beginning of workshops, meetings, and events.

For direct workers (SADC Secretariat employees): Direct workers will be informed of the grievance handling process as per provisions of the Disciplinary and Grievance Policy at the time of onboarding. The PIU will follow the SADC Policies and procedures including the grievance handling process in accordance with the Disciplinary and Grievance Policy or grievance resolution. These grievances will be filed through the Project Coordinator who logs in the Project Grievance Logbook for direct employees and acknowledges receipt within five (5) working days. The Project

Coordinator tries to resolve the grievance within five (5) working days at Conciliation stage. If the grievance is unresolved, the matter is escalated to the Human Resources Officer for resolution within 10 working days from receipt of grievance. If further resolution is required, the matter is escalated to a Grievance Committee at the Mediation stage. In the event that the matter is unresolved, it is escalated to SADC Senior Management for appeal. If no agreement is reached during the appeal stage, legal action may be pursued for final resolution. At all stages, the grievance is recorded, monitored and reported to World Bank along with the actions taken with a view to resolve them. At the end of every stage of grievance handling, the complainant is notified of the outcome/status of the grievance in writing.

For Project workers/Contracted workers: All project and contracted workers under the project will follow the grievance procedures for non-staff stakeholders as outlined in the SEP. Project workers and contracted workers will be informed about the Grievance Redress Mechanism at the time of engagement. Other stakeholders such as contractors, service providers, workshops and training participants and other external stakeholders will be informed about the Grievance Redress Mechanism at the time of engagement. These grievances will be submitted through the various channels enabled for that purpose such as a dedicated email address: feedback.rcrp@sadc.int, SADC website, suggestion box and direct in-person to the Project Coordinator or to the Project Implementation Unit available at the trainings and workshops. These will follow the procedures outlined in the Grievance Redress Mechanism as follows:

- i. Step 1: Receipt of complaint
- ii. Step 2: Acknowledgement, Registration and Initial Assessment
- iii. Step 3: Investigation and Consultation (as appropriate)
- v. Step 4: Proposed Resolution and Communication of Outcome
- vi. Step 5: Review and Appeal, if requested
- vii. Step 6: Implementation of Agreed Actions, Closure, Feedback and Documentation

The Project Coordinator shall receive and acknowledge the grievances and be responsible for recording and registration of the complaint within five (5) working days of receipt. In the absence of the Project Coordinator, the Human Resources Officer will be responsible for receiving, acknowledging, recording and registering the complaint within five (5) working days of receipt. Grievances raised shall be recorded in the Project Grievance Logbook. Grievances and complaints related to the project will be acknowledged within five (5) working days by the Project Coordinator and the affected parties will be informed accordingly.

Sensitive grievances and complaints will be acknowledged within 24 hours by the Project Coordinator, and the affected parties will be informed accordingly. The timeframe to address grievances shall differ from their respective nature and sensitivity. At every stage of the grievance handling process, the aggrieved/affected

parties will be duly informed in writing of the outcome so that the latter can proceed to the next stage of the process for resolution.

The grievance mechanism is proportionate to the nature and scale and the potential risks and impacts of the project. It has been designed to address concerns promptly, using an understandable and transparent process that provides timely feedback to the affected/concerned parties in one of the SADC languages, without any retribution, and will operate in an independent and objective manner. The grievance mechanism for this project is aligned to the existing SADC grievance mechanism as per the provisions of the Disciplinary and Grievance Policy as illustrated in the Grievance Redress Mechanism Manual.

8.1 Grievances related to Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH)

A more sensitive approach has been adopted to handle grievances related to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) in order to avoid the risk of stigmatization, psychological impacts and potential reprisal. Where such a case is reported exclusively through the confidential and anonymous SADC Hotline 16146, emails: sadc@tip-offs.com and feedback.rcrp@sadc.int and website: www.tip-offs.com the grievance will be received, acknowledged, recorded and registered within 24 hours by designated grievance recipients.

The designated grievance recipients are trained officers to handle such grievances properly and with utmost confidentiality. They shall be empathetic and non-judgmental when handling the case and the survivor.

All grievances and most importantly grievances related to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) will be handled with utmost confidentiality. Therefore, any information related to the SEA/SH/GBV grievances will not be disclosed at any time to any other party except with the Police with the consent of the survivor. The survivor will be expected to complete and sign the Grievance Fact Sheet in order to give consent to the grievance recipients to process the case.

In cases of SEA/SH, the survivor will be referred to professionals for assistance which include psychological counselling, medical/health services and security/legal services. The Project will provide for a budget to engage qualified professionals for such services. It will depend on the preference of the survivor whether to make use of or not make use of such services. The preference of the survivor will be recorded, and the case will be considered closed.

In cases of SEA/SH related grievances, necessary disciplinary action will be initiated against the perpetrator in accordance with the Disciplinary and Grievance Policy

where the perpetrator is a direct worker and in accordance with national legislations where the perpetrator is a project worker/contracted worker or an external party.

It is expected that at respective member state level (locally), PIUs will also implement a grievance redress mechanism to address issues promptly. Procedures should also be established to demonstrate that their Human resource's function is capable to easily receive and resolve project workers' grievances. They should have the same escalation mechanism as for the SADC project workers.

8.2 Procedure for Reporting Unethical Behaviour

All unethical behavior is provided for under the Fraud and Corruption Policy. The SADC Secretariat subscribes to an independent Hotline where all stakeholders including direct and project workers can report through the following platforms

1. Toll-Free number: 16146
2. Email Address: SADC@tip-offs.com
3. Website: www.tip-offs.com

Whistle blowers and survivors are expected to report all unethical activities immediately.

Survivors are expected to report within a reasonable timeline of 24 to 48 hrs. The report and response follow the following steps:

- Submission of report
- Case is analyzed by the Independent firm and further referred to Internal Audit for Investigation
- Where specialized expertise is required, the SADC Secretariat will refer to matter to relevant external experts such as Counselors, Psychologists, Police, Health Practitioners
- SADC Secretariat will give report to World Bank on completed case.
- When investigation and action has been taken, the case will be closed, and the outcome will be reported to World Bank.

In addition, SADC Secretariat, through the RCRP Project, has set up a dedicated email address and raised awareness among all direct and project workers and consultants to channel their grievances to the dedicated email address, feedback.rcrp@sadc.int, which is accessed by the Project Coordinator. In the absence of the Project Coordinator, any other designated grievance recipient shall receive and acknowledge the grievance.

Project affected parties will be required to lodge their grievance on the SADC Grievance Fact Sheet by providing all necessary details and following the procedures

laid in the GRM Manual. All grievances lodged are recorded in the SADC Grievance Database for timely, regular and efficient reporting to World Bank.

Grievance matters are considered settled and closed provided that all affected parties are satisfied with the outcome. Direct workers, project workers and contracted workers will not suffer any prejudice in their employment because of lodging a grievance in terms of the grievance redress mechanism. All grievance matters will be treated as confidentially and as sensitively as is possible under circumstances.

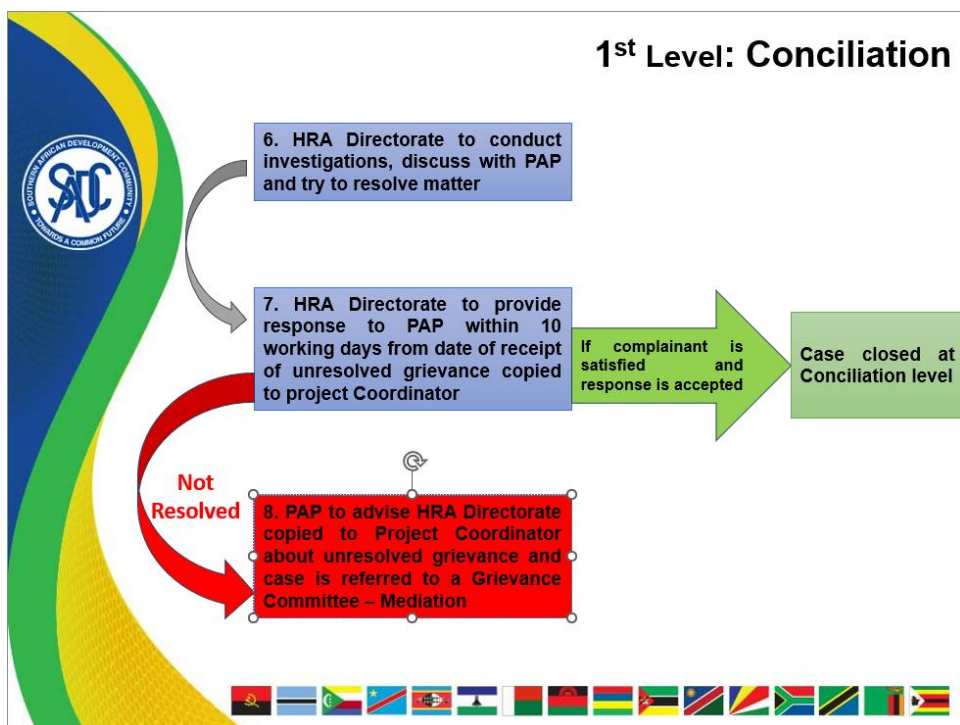
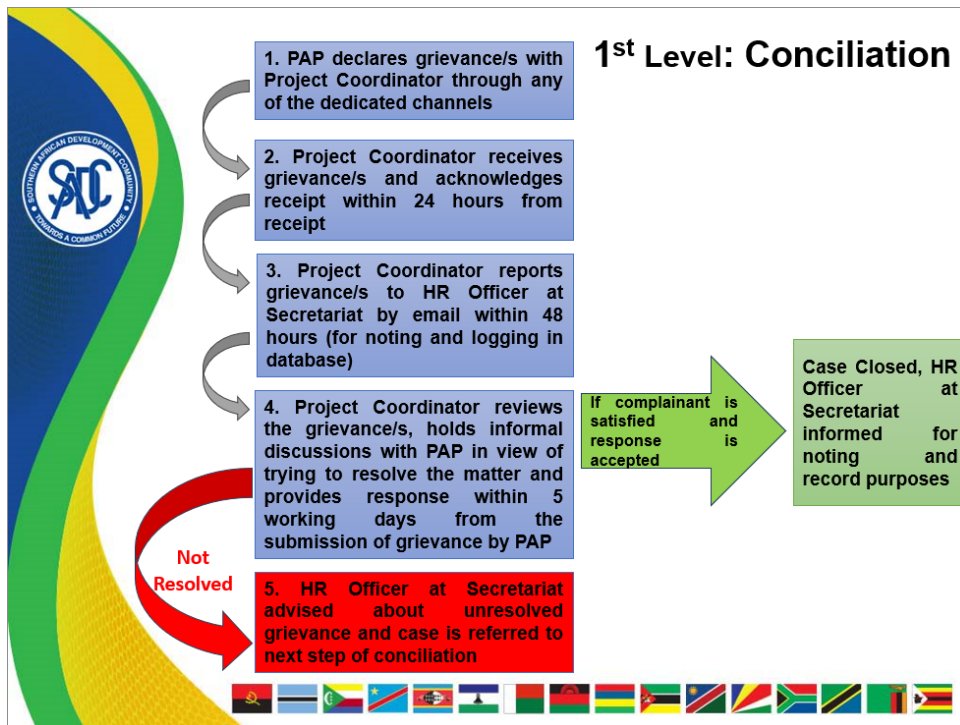
8.3 Grievance Redress Mechanism for SADC Direct Workers

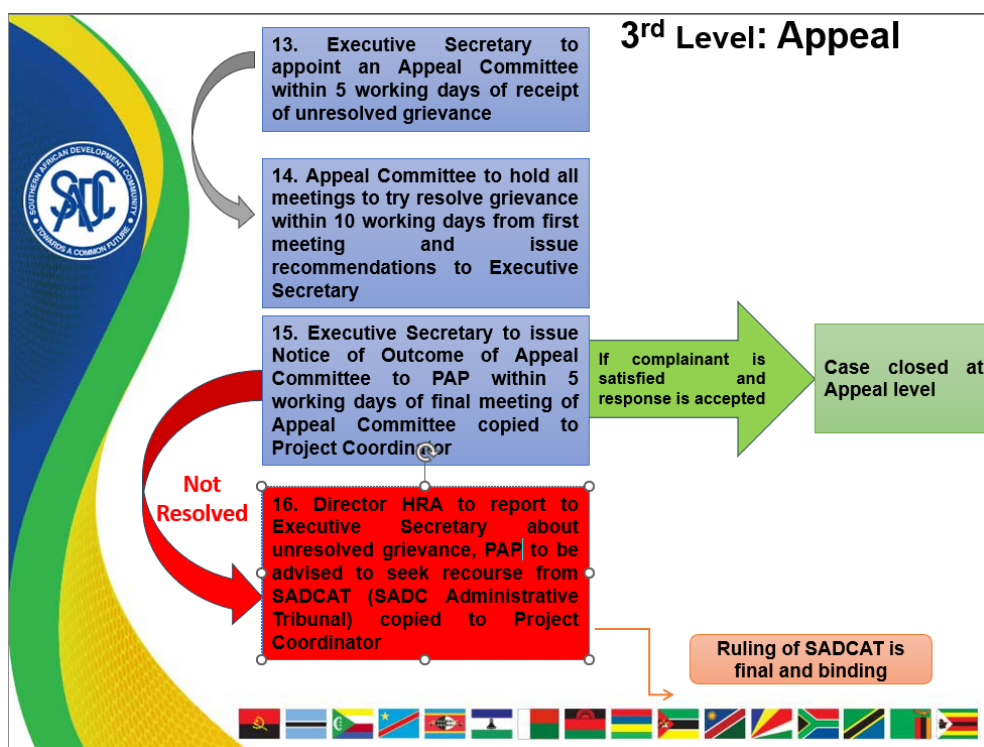
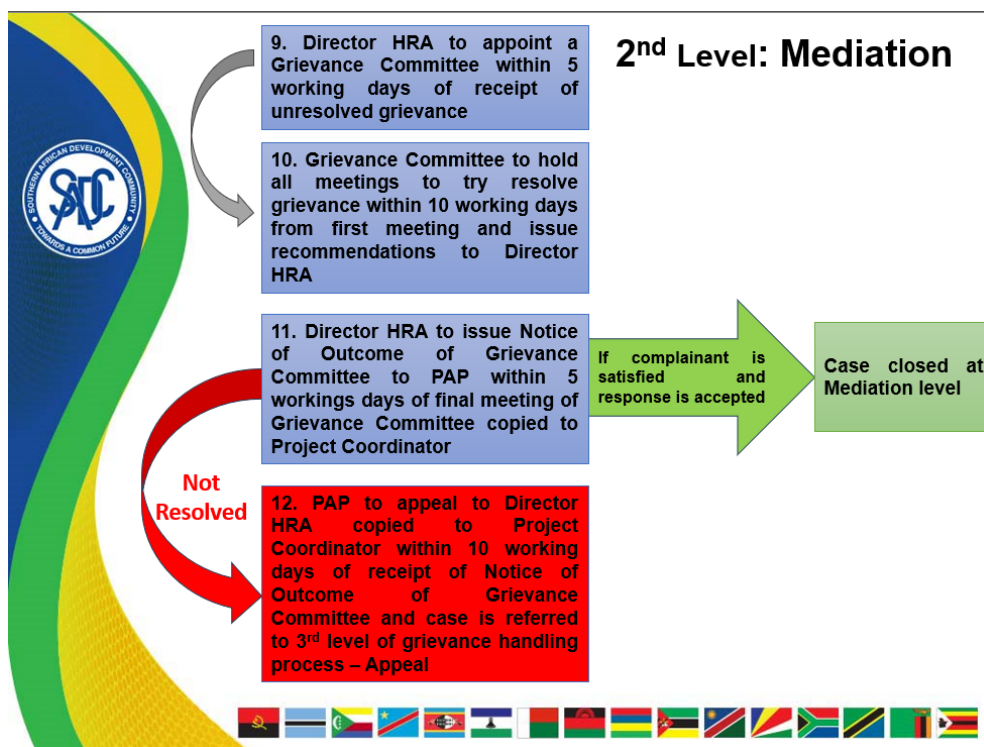
For grievances raised by direct workers, the process aligns with the grievance handling process as per the provisions of the SADC Disciplinary and Grievance Policy. The process shall follow the below-mentioned steps:

- Filing a grievance through the Project Coordinator, who logs and acknowledges receipt within 24 hours. Project Coordinator tries to resolve the grievance within 5 working days.
- Conciliation Level: If unresolved, the matter is escalated to the Human Resources Officer for resolution within 10 working days from receipt of grievance.
- Mediation Level: If further resolution is required, the case is reviewed by a Grievance Committee.
- Appeal Level: If unresolved, the grievance is escalated to SADC Senior Management.
- Final Resolution: If no agreement is reached, legal action may be pursued.

All grievances are recorded, monitored and reported to World Bank in the quarterly E&S progress report. SEA/SH-related worker grievances are also reported quarterly to World Bank but in a confidential, anonymized format consistent with survivor protection requirements.

The following outlines the GRM process for direct workers according to the SADC Disciplinary and Grievance Policy:





9.0 CODE OF CONDUCT

The Code of Conduct aims to promote, strengthen and support an ethical culture throughout the SADC Secretariat, underscore the Secretariat's commitment to the highest standards of integrity, and help employees to make ethical decisions both in the context of their work for the Secretariat and projects being implemented and also

in their personal interactions outside of work. The Code provides a framework that guides behavior, conduct and action of each employee in the execution of their functions. All workers (direct, project and contracted) including external stakeholders will be required to acknowledge and sign the Code upon engagement. Sub-contractors and sub-consultants will also be required to abide by all LMP obligations, GRM provisions and Code of Conduct requirements. They will be required to sign the Code of Conduct upon engagement.

10.0 STAFF TRAVEL

For direct workers, travel for the project is governed by the SADC Travel Policy.

The SADC Secretariat provides a contributory medical cover to all staff. All workers including consultants are mandated to secure travel insurance prior to travel for project-related activities that, at a minimum, covers in-patient treatment for unexpected illness or injury; in-patient treatment for a pre-existing medical condition; repatriation due to medical emergencies; and the repatriation of mortal remains. The PIU has enforced these procedures as needed.

- I. Direct workers recruited using SADC HRA Policies such as Recruitment, Selection and Appointment Policy and others, shall be required to notify their respective medical aid companies of their travel outside Botswana and request for travel insurance. The travel insurance cover shall be attached to the travel request before travel as per SADC Travel policy. If, for any reason, the direct worker has exhausted their maximum days applicable for travel insurance in a year or is traveling to countries that are sanctioned by the insurance cover, the project shall include travel insurance as part of the air ticket cost and pay for it with project funds.
- II. All Project workers and contracted workers hired or procured using the procurement method shall have the responsibility to secure their insurance as indicated in their contract terms and conditions. This should be sent to the procurement expert prior to any authorised travel under the project and documented in the project files, which must be attached to the payment vouchers.
- III. For all beneficiaries invited to project meetings or workshops, the project will ensure they are covered by insurance for the duration of the activity. No travel will be permitted without travel insurance issued.

11.0 CONSULTANT MANAGEMENT

The PIU will use the SADC procurement standard for contracts, and these include professional, skills, and occupational, health and safety requirements. As part of the process, PIU will engage other units to select a consultant who will engage in the project to review the following information:

- i. Information in public records, for example, corporate registers and public documents relating to violations of applicable national labour law, including reports from the labour office.

- ii. Business licenses, registrations, permits, and approvals.
- iii. Documents relating to a labour management system, including OHS issues, for example, labour management procedures.
- iii. Employees' certifications/experience/permits to perform required work.
- iv. Records of legally required employee benefits and proof of employees' enrollment in the related programs.
- v. Employee payroll records, including hours worked and pay received.
- vi. Copies of previous contracts with contractors and suppliers.

The contracts with selected consultants will include provisions set in this LMP and the consultant shall sign the statement of compliance to the LMP as indicated in the below Annexure.

ANNEX 10

Consultant Statement on Compliance with the Project's LMP

Date and place of issuance:

Name and address of Consultant (Bidder:

Statement of Compliance to Project

LMP Hereby I/We agree that:

- i. I/We are aware in compliance with the standards laid down in the Labor Management Procedures.
- ii. I/We conform to all SADC HRA Policies for contracts, employment, employee relations, working conditions, occupational safety and health and disciplinary and grievance.
- iii. I/We prohibit any form of victimization, harassment, sexual harassment, abuse, or violence, including Gender Based Violence (GBV) at work, and forbid direct or indirect discrimination against any employee or groups of employees on any ground and for whatever reason.
- iii. I/We hereby state that we shall adopt the Labour Management Procedures applicable to the project and incorporate them into our practice.
- iv. I/We state that our sub-contractors or sub-consultants (if any) shall abide by all LMP obligations, Code of Conduct requirements, and GRM provisions.
- v. I/We understand that the failure to respect any of the above-stated commitments could lead to the termination of the contract and exclusion from the project.

Signature:

Name:

Position:

ANNEX 11

CONFIRMATION – CODE OF CONDUCT (EMPLOYEE/CONSULTANT) FORM

I,, hereby confirm that I have received my personal copy of the SADC Secretariat Code of Conduct. I also confirm that I have familiarised myself with the contents thereof and that I fully understand and agree with its provisions.

I acknowledge that the Code forms part of my Terms and Conditions of Employment and I undertake to uphold the Code of Conduct and that it is binding on my conscience.

Full Name	
Position	
Date of assumption of duty	
Signature	
Date	

ANNEX 12

SADC CODE OF CONDUCT



CODE OF
CONDUCT_AUGUST 2



SADC EMERGENCY RESPONSE PROCEDURES

GABORONE

BOTSWANA

04 SEPTEMBER 2025

1.0 PURPOSE

The purpose of these emergency response procedures is to ensure that emergencies that occur on SADC Secretariat premises are responded to in a timely and efficient manner in order to minimise the impacts of the emergency on staff, property and the environment. These procedures will also act as a guide to partly handle emergencies that occur when staff have travelled on official missions.

2.0 EMERGENCY MANAGEMENT

An emergency is a sudden, undesired event, often dangerous, that may generate an immediate potential direct or indirect risk to the health and life of staff, visitors and contractors, the property and/or the environment, which requires immediate intervention to prevent any damage.

The SADC Secretariat ensures that the safety and health of its employees on premises remain protected at all times. The Secretariat implements an emergency programme including fire prevention that involves the maintenance of fire systems and firefighting equipment, training of fire marshals, regular fire drills and evacuation. Trained first aiders and first aid equipment are also available in case of emergency. All staff are required to abide by and follow all emergency response procedures for their own safety and the safety of others.

3.0 EMERGENCY RESPONSE

3.1 SADC Building Evacuation Do's and Don'ts

DO'S	DON'TS
✓ Do evacuate when the alarm rings ✓ Do evacuate when instructed to do so ✓ Do quickly collect your nearby important personal documents and possessions, provided your movement will not be hindered ✓ Do leave your office door wide open ✓ Do inform your fire marshal and security ✓ Do inform Facilities Management on 1063	✗ Don't panic ✗ Don't create panic ✗ Don't run ✗ Don't call the fire station/police ✗ Don't keep the phone lines busy ✗ Don't try to use lifts as they will not be functional ✗ Don't waste time in looking for missing personal possessions ✗ Don't close and lock your office door ✗ Don't try to shut down your laptop as this will take much of your valuable time

✓ Do remove shoes that will obstruct you from moving swiftly down the stairs ✓ Do use the safest area in the building which is in the fire escape staircases as they are pressurised to ensure that they remain smoke free ✓ Do ensure that one arm is free to hold onto the bannisters while going down the stairs ✓ Do ensure that fire escape entrances are not obstructed ✓ Do be alert about anybody with a disability and provide calm assistance ✓ Do assemble at the designated assembly point and report to the fire marshal	✗ Don't wander around the building in an event of a drill or actual incident ✗ Don't attempt to use internal stairs to assist an infirm but make use of the fireman's lift ✗ Don't store items in front of or in the fire escape staircases
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Note: In the event of an evacuation at the location where the staff is on official mission, the staff is required to abide by and follow the evacuation procedures in place at the location.

3.2 Fire

Fire is a process in which substances combine chemically with oxygen from the air and typically give out detectable bright light, heat, and smoke. Fire alarms are life safety systems and are activated in the event of a fire (heat) or smoke detection. It is possible to save life in the first five minutes as the fire starts, therefore staff are required to respond immediately to the alarm and evacuate to the assembly points.

3.2.1 Response to Fire Alarm

- Remain clam when a fire is identified and call fire brigade on 998.
- Raise the alarm by 'breaking glass' on the RED Fire Call Point to alert people in the vicinity.



- If the fire is still small, try to stop it with the available fire extinguishers if it is safe to do so.
- Notify Security Supervisor/Control Room on 1017 about the fire and provide your location and extension number.
- Don't fight fire alone or if not trained.
- If unable to extinguish the fire, evacuate the building immediately by following the EXITS signs to the nearest safe exit.
- Take easy reach belongings and leave the building using escape routes (stairs) to avoid obstruction. Do not use elevators.
- Don't panic or make others to panic. Do not run.
- Direct others in an orderly manner to the nearest Emergency Exit point.
- Move away from the building and assemble at the Assembly Points. Do not leave the SADC premises.
- Do not re-enter the building until it is declared safe.

Precautionary measures to avoid potential risks of causing an emergency: Staff should avoid storing inflammable substances in the office, smoking in the office and using faulty electrical cables or equipment.

Note: In the event of an evacuation due to fire at the location where the staff is on an official mission, the staff is required to abide by and follow the evacuation procedures in place at the location. Fire marshals and first aiders at the location will provide the necessary assistance in evacuation and emergency.

3.2.2 Location Map and Site Layout

The Emergency services location map and site layout are displayed on each floor as well as the EXIT signs to the ASSEMBLY POINTS (Parking area opposite the Reception main entrance and parking area Square Mart side)

3.2.3 Emergency Fire Drill

The Secretariat conducts emergency fire drills at least twice a year in order to remind staff of the procedures and timely response in case of emergency. The fire alarm will sound for three (3) minutes, indicating an emergency in the building. The evacuation procedures are to be strictly followed.

3.3 Illness and Medical Response

The Secretariat is equipped with a First Aid Room (DGP28) which is located on the ground floor Straight Wing. The Secretariat also has trained first aiders and first aid kits on each floor to assist in cases of emergency. In the event of an evacuation the security control room will contact Emergency Assist (991), they have a base nearby the Secretariat and will respond within minutes.

3.4 Injury/Accident/Hospitalisation/Death of employee while on official mission

In the event a staff member is injured or has had an accident or has been hospitalised, the following steps are to be followed by the Head of Mission/Project Coordinator in caring for the employee:

- Ensure that the injured staff is transported to the nearest hospital by Emergency Services for medical attention.
- Inform the Director Human Resources and Administration of the unfortunate incident/accident.
- Cost of treatment and/or hospitalisation will be covered by travel insurance of the affected employee.
- Record the incident/accident in the logbook in a prescribed manner.
- HRA Directorate will inform Insurance Company.
- The Directorate of Human Resources and Administration will provide necessary support to the injured staff as per the provisions of HRA Policies until the staff has recovered and able to travel back to the duty station.

In the event of the death of an employee while on official mission, the following steps are to be followed by Head of Mission/Project Coordinator:

- Inform immediately the Director Human Resources and Administration about the unfortunate incident.
- The Director of Human Resources and Administration will inform the Executive Secretary, the family, and the National Contact Point of the Member State of the concerned employee.
- The Human Resources and Administration Directorate, with the assistance of the Head of Mission/Project Coordinator will source for a funeral parlour in the country where the employee has passed away to handle the remains and prepare for repatriation in accordance with the provisions of the SADC Travel Policy.

4.0 ROLES AND RESPONSIBILITIES

The following are general roles and responsibilities necessary for effective response.

4.1 Employees/Staff

The following are general responsibilities that all employees must follow in the event of an emergency:

- Report the emergency to the Directorate of Human Resources and Administration.
- Provide help but while ensuring that they do not place themselves or others in danger, especially during a fire.
- If an alarm is sounded, staff are instructed to immediately evacuate the building and proceed to the designated Assembly Points and stay there until directives are given.
- Assist visitors to follow the procedures for their safety.

4.2 Duties of Fire Marshals during an Emergency

- Inform Security Supervisor if you have a fire on your floor.
- Carry the staff list
- Muster occupants and guide them to correct exits.
- Prevent people from returning for personal possessions.
- Prevent people using lifts.
- Control congestion in staircases.
- Assist the infirm, or injured, by making use of the Fire man's Lift.
- Search the floor area, toilets, and kitchens, lift lobbies.
- Close the fire escape stairwell doors.
- Ensure that the Staff or visitors don't loiter around and count them at the Assembly Points.
- Report to the controller at the assembly area.
- After the Building has been "cleared" all Fire Marshals are to assemble with the "Controller" at the Assembly Points to brief staff about the results.

4.3 Security and Security Control Centre – SCC

Security is responsible to:

- Secure the scene and control crowds and unauthorized personnel.

- Provide crowd control at the scene of the emergency.
- Secure and guard the scene of the accident as directed by the Security Department.
- Ensure that staff do not re-enter the building until approval is given.

4.4 OSHE Officer and OSHE Committee Members

- Proceed to the emergency site if safe to do so.
- Secure the area, organize and brief staff if required.
- Participate in incident investigation.

4.5 Emergency Response Team (ERT)

The ERT comprises of Fire Marshals (Annex 1) and First Aiders (Annex 2), who will perform the following:

- Restrict people and vehicle access (if any)
- Account for all employees
- Open the building emergency exits and evacuation processes
- Administer first aid if required
- Secure the area, organize and brief staff if required
- Participate in incident investigation

5.0 EMERGENCY INITIATION/REPORTING

Any person detecting an emergency shall immediately notify the Director of Human Resources and Administration, Senior Officer - Administration, Senior Officer – Recruitment, Remuneration and Relations and OSHE Officer. The Incident/accident report form (Annex 3) and/or phone calls shall be used for notification. When notifying the person will state the following:

- His Name and location
- Exact place of emergency
- Type of emergency
- How many casualties
- What Injuries
- Immediate assistance needed

5.1 Emergency Service Numbers

In case of an emergency in Gaborone, Botswana, the following numbers can be used to provide information and report the incident within or outside the Secretariat:

Department/Organization	Emergency Numbers
Control Room/Security Office	987711/1017
Facilities Management Service Desk	1063
Police (CBD)	3950195
Police General	999, 3622004, 3622006, 3622008
Police Local Station – Borakanelo Station	3901355
Fire Dept	998
Ambulance	997
Nearest Hospital: Life Gaborone Private Hospital	368 5765
Sidilega Private Hospital	311 5792
Medical Rescue	992/3901601
Emergency Assist (Net Care)	991/3904537
OTIS Lift Technician	3900112

6.0 INCIDENT INVESTIGATION

Any Incident/accident shall be reported to World Bank within 24 hours of occurrence. The incident/accident shall be promptly investigated and a detailed incident investigation report shall be submitted within 10 days to World Bank in accordance with the ESIRT process and ESCP. The Director Human Resources and Administration will form the investigation team including the Project Coordinator, an OSHE committee member and Emergency Response Team. If the investigation involves external agencies, cooperation shall be given to investigating agencies as per statutory requirements. The PIU shall maintain an updated incident register and regularly report on the progress of the incident/accident until closure.

7.0 TERMINATION OF EMERGENCY

The termination of any emergency is the sole responsibility of the Senior Officer – Administration on behalf of the Director Human Resources and Administration or any other person assigned to do so.

ANNEX A – LIST OF FIRE MARSHALS IN GABORONE, BOTSWANA

PIU members trained in firefighting will assume the role of fire marshals outside the duty station and/or might assist the fire marshals at the respective venue in case of an emergency.

#	Employee Name	Directorate/ Unit	Location
1	Helena Musandu	HRA-CSU	Ground Floor
2	Tebo Mophakedi	HRA-CSU	
3	Hwanano Maripe	Procurement	
4	Jacky Raveloson	HRA - CSU	
5	Chisomo Singano	HRA-RRR	1 st Floor
6	Frede Randrianiana	HRA-Admin	
7	Disha Shibnauth	HRA - RRR	
8	Minah Ntefo	HRA-Admin	7 th Floor
9	Tiny Lesife	HRA - Admin	i-Towers
10	Luckson Mangena	FIC	

ANNEX B – LIST OF FIRST AIDERS IN GABORONE, BOTSWANA

PIU members trained in first aid will assume the role of first aiders outside the duty station and/or might assist with providing first aid at the respective venue in case of an emergency.

#	Employee Name	Directorate/Unit	Location
1	Helena Musandu	HRA-CSU	Ground Floor
2	Tebo Mophakedi	HRA-CSU	
3	Hwanano Maripe	Procurement Unit	
4	Mogakolodi Mokote	HRA - LDPM	1 st Floor
5	Tiny Kabomo	HRA - RRR	
6	Keatlaetse Molefe	HRA - RRR	
7	Disha Shibnauth	HRA - RRR	
8	Liwakala Mudengi	Library	2 nd Floor
9	Keketso Motseki	ICT	
10	Evelyn Rakotomanana	IDT	3 rd Floor
11	Esaiah Tjelele	FANR	5 th Floor
12	Blessing Shumbamhini	IARM	6 th Floor
13	Tjivekumba Kandjii	Organ	
14	Fillipus Nghilondwa	Organ	
15	Charles Chibidika	Infrastructure	i-Towers
16	Luckson Mangena	FIC	
17	Tiny Lesife	HRA - Admin	
18	Nthambose Banda	Organ	Sebele Office

ANNEX 14

HAZARD/INCIDENT/ACCIDENT REPORT FORM

	Accident / Incident Report Form SADC Secretariat (To be filled by supervisor/head of section/site project)		Incident Number (For OSHE office)
PART A: INITIAL REPORT			
1. Type (Tick box)	☐ Hazard ☐ LTI ☐ Property Damage/Loss ☐ Community Contact ☐ Other (Specify) ☐ Near Miss ☐ Fatality ☐ Environment ☐ Security/Robbery		
2. Incident / Injury	Date (dd/mm/yy)		Time (24hr clock)
3. Person Involved in Incident/ Accident	Surname	First Name	ID/Phone Number
	Directorate/ Unit	Occupation	Designation
	Employment Status: Structure Position (Regional/Local) ☐ Secondment/ Flex Position ☐ Short-term employee ☐ Casual ☐ Consultant ☐	Gender	Citizenship: Signature:
4. Location of Incident/ Accident	Location (be specific)		
5. Brief Description	Brief description of where the incident / accident occurred, what happened, injuries or damage sustained, what the person was doing at the time.		
6. PPE	☐ In Use ☐ Incorrect Use ☐ Incorrect PPE ☐ Not In Use ☐ Not Applicable		
7. Emergency Response	☐ No Involvement ☐ Yes – Involved → Specify:		
8. Immediate Action(s)			
PART B: ENVIRONMENTAL IMPACT			
9. Impact Details	Impact to: ☐ Water ☐ Air ☐ Flora ☐ Fauna ☐ Land ↓ ☐ Sea ☐ Ground ☐ Surface (specify) ☐ Undisturbed ☐ Rehabilitated Area / Volume Impacted Impact By Chemical Agent Quantity		
10. Incident Classification	Was the incident a: Sudden and accidental event? ☐ Yes ☐ No ☐ Unsure Gradual onset event? ☐ Yes ☐ No ☐ Unsure		Duration of Incident
11. Further Comments			
PART C: DAMAGE / PRODUCTION LOSS			
12. Loss Details	Description of damage / property loss:		

PART D: FIRST AID TREATMENT (if more than one person injured/ill, complete Part D for each)									
13. Injury / Illness Type (tick box/es)	☐ Abrasions	☐ Crush	☐ Electric Shock	☐ Laceration	☐ Sprain				
	☐ Asphyxia	☐ Dislocation	☐ Fracture	☐ Loss of Consciousness	☐ Strain				
	☐ Bruising	☐ Effects of Chemicals	☐ Illness (specify)	☐ Nausea	☐ Other				
	☐ Burns	☐ Effects of Exposure			☐ Puncture Wound				
14. Part of the Body (tick box/es)	☐ Skull/Head	☐ Shoulder...	Left	Right	☐ Hip...	Left	Right	☐ Chest	
	☐ Face	☐ Upper Arm...	☐	☐	☐ Upper Leg...	☐	☐	☐ Abdomen	
	☐ Ear...	☐ Lower Arm...	☐	☐	☐ Knee...	☐	☐	☐ Groin	
	☐ Eye...	☐ Wrist...	☐	☐	☐ Lower Leg...	☐	☐	☐ Other (specify)	
	☐ Neck	☐ Hand...	☐	☐	☐ Ankle...	☐	☐	☐	
	☐ Back	☐ Finger/Thumb	☐	☐	☐ Foot...	☐	☐	☐	
		☐	☐	☐	☐ Toes...	☐	☐	☐	
15. First Aid Provider	Name of First Aid Provider		Record any observations and treatment provided, as well as any advice patient.						
16. Outcome	☐ Return to normal duties				☐ Returned to alternate duties				
	☐ Referred for doctor/hospital/medical treatment				☐ Follow-up first aid treatment required				
17. Investigation recommendation	Incident Type Low Risk Medium Risk High Risk		Investigation Type Discretionary Minor Investigation Major Investigation		Investigation Team to involve (e.g. Supervisor, IT Officer, employee)				
PART E: ADDITIONAL COMMENTS / CORRECTIVE ACTIONS									
COMMENT									
Full Name			Position:			Department:			
SIGNATURE									

This form shall be submitted to the Project Coordinator

ANNEX 15

SADC GRIEVANCE FACT SHEET

PART A: AGGRIEVED PARTY/COMPLAINANT INFORMATION	
COMPLAINANT NAME	
HOME ADDRESS	
TITLE	
OCCUPATION	
WORK LOCATION	
MEMBER STATE	
DEPARTMENT	
DATE OF ENGAGEMENT	
WHO IS COMPLAINING?	Project Affected Person (PAP) - SADC staff ☐ - Representative of Complainant ☐ - Others ☐ Please specify:
PART B: DETAILS OF EVENT LEADING TO GRIEVANCE	
SOURCE OF GRIEVANCE	
WHO WAS INVOLVED? Provide names and titles. Include witnesses.	
WHEN DID IT OCCUR? Date and time	

WHERE DID IT OCCUR? Specific location/s	
WHAT HAPPENED? Describe the event in detail. Also, describe any incidents giving rise to the grievance. List all policies, procedures and guidelines violated in the event.	
HAVE YOU EVER FILED THE SAME GRIEVANCE BEFORE?	YES ☐ NO ☐ If Yes, provide details of outcome:
ADDITIONAL COMMENTS Attach sheets, if required.	

Complainant Name:	
Complainant Signature:	
Date:	

For Office Use Only	
Grievance Registration Number:	Received by: Signature: Date:

ANNEX 16

SADC GRIEVANCE DATABASE

							
SADC GRIEVANCE DATABASE							
#	Grievance Reg No.	Date reported	Complainant	Issue	Actions required	Status	Resolution Date
1							
2							
3							
4							
5							
6							
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SADC INCIDENT/ACCIDENT REGISTER

