GOVERNMENT OF THE REPUBLIC OF LIBERIA

CONTINGENT EMERGENCY RESPONSE PROJECT-P516927

WORLD BANK-FUNDED

ENVIRONMENTAL AND SOCIAL MANAGEMENT PLAN

FINAL

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Acronyms and Abbreviations

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CERP	Contingent Emergency Response Project
CoC	Code of Conduct
DCCMS	Department of Climate Change and Meteorological Services
E&S	Environmental & Social
EHSG	World Bank Group Environmental, Health and Safety Guidelines
EHU	Preventive Health Services
ERTC	Emergency Response Technical Committees
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESP	Environmental and Social Policy
ESS	Environmental and Social Standards
ERP	Emergency Response Plan
GBV	Gender-Based Violence
GCP	Good Combustion Practice
GDP	Gross Domestic Product
GESD	Governance to Enable Service Delivery Project
GIIP	Good International Industry Practices
GMPP	Good Microbiological Practices and Procedures
GRM	Grievance Redress Mechanism
HAI	Hospital Acquired Infections
HCW	Health Care Waste
HDI	Human Development Index
HIRA	Hazards identification and risk analysis
HSE	Health Safety and Environment
HVAC	Heating, ventilation and air conditioning
ICWMP	Infection Control and Waste Management Plan
IFC	International Finance Cooperation
IEC	Information, Education and Communication
ILO	International Labor Organization
LMP	Labor Management Procedures
LTI	Lost Time Injury
MDA	Ministries, Departments and Agencies
M&E	Monitoring & Evaluation
EPA-SL	Environment Protection Authority
MoF	Ministry of Finance
MSDS	Material Safety Data Sheet
NGO	Non-Governmental Organization
NDRMA	National Disaster Risk Management Agency
OCP	Operation Control Procedures
OHS	Occupational Health and Safety
PAP	Project Affected Person

PMU	Project Management Unit
PDO	Project Development Objective
PHEOC	Public Health Emergency Information Center
PIU	Project Management Unit
PPE	Personal Protective Equipment
RRT	Rapid Response Team
PSC	Project Steering Committee
SCTP	Social Cash Transfer Program
SDB	Safe and Dignified Burial
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SOP	Standard Operating Procedures
T&P	Tools & Plants
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USD	United States Dollar
USSD	Unstructured Supplementary Service Data
WHO	World Health Organization
WMP	Waste Management Plan

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INTRODUCTION

The World Bank is providing support to Government of Liberia for preparedness planning to provide an optimal response to a broad range of natural or man-made disasters, drawing on undisbursed financing from across the country portfolio. Such events, which are growing more frequent, place a significant burden on Governments and Implementing Agencies, particularly where it is imperative to provide an immediate response to address the devastating impacts of such events. As such, the Bank is offering to provide the Republic of Liberia with just-in-time support for preparedness planning through a Contingent Emergency Response Project (CERP).

The CERP is a critical mechanism for Liberia, designed to provide rapid and flexible financial support in the wake of emergencies and disasters. It can be triggered by the Government through an official declaration that an eligible emergency or disaster has occurred, supported by a Declaration of activation of the National Contingency Plan. The CERP ensures that the country can swiftly mobilize resources to address immediate needs, mitigate impacts, and support recovery efforts, thereby enhancing resilience and reducing the long-term socio-economic consequences of such events.

This *Environmental and Social Management Plan* (*ESMP*) has been adopted by the Government of the Republic of Liberia so that the Government and the relevant Implementing Agencies have the information, capacity and resources in place to mobilize as quickly as possible, once the CERP has been activated. On activation of the CERP and receipt of funds, the Implementing Agencies will proceed immediately to implement the specified Activities.

This ESMP sets out a range of mitigation measures to address the environmental and social (*E&S*) risks and impacts of the Activities. The Implementing Agency (IA), in certain circumstances, may choose to implement alternative or additional measures if, during implementation, these are more effective in addressing the E&S risks and impacts of the activity. The IA will follow the national law requirements for each Activity as set out in Section 4, supplemented or adjusted as appropriate by the measures set out in Section 5. Together, through application of appropriate mitigation measures, the activities will be implemented in accordance with the World Bank's Environmental and Social Framework (*ESF*) and WB Environment, Health and Safety Guidelines (WB EHSG). IA are required to familiarize themselves with the contents of this ESMP, and the mitigation measures that relate to the positive list of Activities for which they will be responsible.

SECTION 1: BACKGROUND

Liberia faces a complex and multi-dimensional risk landscape shaped by its tropical geography, rapid and unplanned urbanization, and high exposure to hydro-meteorological, health, and climate-induced hazards. Floods are the most frequent and economically significant natural hazard, rated as high risk alongside landslides and wildfires. Greater Monrovia, one of the wettest cities in the world with over five meters of annual rainfall, incurs on average US$22 million per year in direct losses from pluvial flooding—representing nearly 90 percent of the country's total annual average flood losses. Coastal hazards compound this picture: the coastline in areas such as West Point and New Kru Town is eroding at 2–3 meters per year. Projections suggest that a 1-meter increase in sea level rise could submerge about 95 km² of Liberia's coastal zone by the end of the century. Projected damages and losses (infrastructure and land) to cities such as Monrovia, New Kru Town, River Cess, Buchanan, and Robertsport are estimated at US$250 million (2017 estimates). Without adaptation action, climate change could push 1.3 million people into poverty by 2050 and reduce Liberia's economy by up to 15 percent of GDP.

Liberia's risk profile is further compounded by recurring health crises, a fragile institutional environment, and the persistent legacy of conflict and humanitarian shocks. The 2014–2016 Ebola Virus Disease (EVD) outbreak—which infected approximately 10,678 people and killed 4,810—devastated an already weakened health system and is estimated to have cost approximately 11 percent of GDP, while the COVID-19 pandemic contributed to a 3 percent contraction of the economy in 2020. Malaria remains the leading cause of death and disability, accounting for 15 percent of all deaths in Liberia, with a prevalence rate of 349.5 per 1,000 population. Liberia has one of the weakest health systems in the world, with only 12.8 health workers per 10,000 people—half the WHO recommended threshold—and a maternal mortality ratio of 854 deaths per 100,000 live births (3rd highest in the world) and under-five mortality (U5MR) was estimated at 93 deaths per 1,000 live births (9th highest in the world). The cumulative toll of conflict, Ebola, and repeated climate and economic shocks has dramatically slowed development: average annual GDP growth fell from 7.4 percent during 2004–2013 to just 1.2 percent during 2013–2023, with real GDP per capita declining by 12.7 percent over the same period.

Structural vulnerabilities—including widespread poverty, rapid urbanization in hazard-exposed areas, food insecurity, and high sensitivity to external economic shocks—sharply amplify the impact of each crisis on Liberian households and the broader economy. Liberia is one of the poorest countries globally, with a GNI per capita of US$760 (2024) and a poverty headcount ratio of 33.6 percent at US$3.00 per day (2016). Food security is chronically fragile: 20.7 percent of households are food insecure and 26.3 percent of children under-five are stunted. Access to water, sanitation, and hygiene (WASH) services remain a driver of health and food security outcomes, with 83.6 percent of households having access to improved water sources and 38.7 percent relying on improved sanitation facilities. Approximately 60 percent of urban residents live in informal settlements on low-lying floodplains and wetlands and the national urban population is projected to triple from 2020 to reach 6.7 million by 2050. Infrastructure fragility further constrains the country's ability to respond to any shock: only 40 percent of the primary road network is paved, and only 15 percent of bridges are in good condition, making logistics during emergencies difficult. The combination of natural hazards, epidemic risks, structural poverty, and acute sensitivity to external commodity price volatility and supply chain disruptions underscores the urgent need for a comprehensive and integrated approach to crisis preparedness in Liberia**.**

The proposed CERP is directly aligned with and reinforces the World Bank Group's CPF for Liberia for FY25–30. The CPF explicitly commits to maximizing the use of the enhanced Crisis Preparedness and Response Toolkit to allow faster and more flexible responses to unexpected shocks without diverting resources from long-term development objectives. As such, the CERP directly aligns with the CPF by enabling more effective and timely responses to crises. It also reinforces the CPF's cross-cutting commitment to climate resilience and the integration of crisis preparedness into national and sectoral planning. By establishing a dedicated IPF instrument enabling pre-agreed, rapid-disbursing emergency financing, the proposed CERP is designed as the next layer in Liberia's evolving crisis financing architecture, complementing the currently active Cat DDO's and CERC roles.

The Project Development Objective is to respond promptly and effectively to an eligible crisis or emergency in Liberia.

Framework of Emergency Response Activities and Expenditures

In the event of an eligible crisis, the CERP can be activated to finance immediate response needs, as applicable depending on the nature of the crisis. This is intended to mitigate the immediate impacts of crises on vulnerable populations by aiding access to critical supplies and the resources needed for immediate response. The CERP provides a positive list of eligible emergency expenditures, as detailed in the CERP Manual, across the following components:

a) **Component 1: Emergency Livelihood Support to Households**: The CERP will provide direct emergency income support to individuals and households affected by the crisis by scaling up or initiating cash transfers. This will help stabilize livelihoods, smoothen consumption, and enhance beneficiaries' ability to source food and items for basic needs. Cash transfers will be activated in affected regions. The specific design of transfers (amount, duration, delivery mechanism) will be determined in the Crisis Response Plan at the time of activation.

b) **Component 2: Provision of Essential Emergency Supplies and Services**: Support will be provided to sustain the delivery of critical services and ensure the accessibility of essential supplies during and after emergencies. This will include financing the procurement and distribution of essential goods, including but not limited to i) the procurement and distribution of cleaning and debris removal services; ii) necessary supplies and services to meet immediate needs of affected persons, such as food staples, essential emergency supplies, vaccines, medicines and pharmaceutical products, medical equipment and consumables, laboratory equipment and consumables, information and communications technology (ICT) equipment and software, agricultural inputs, veterinary medicines, livestock restocking, green stoves; iii) procurement or rental of light equipment and supplies for minor rehabilitations that support restoring access and implementing CERP activities; iv) the acquisition/rental of alternative vehicles for essential services related to emergency response and the functioning of the State and local authorities; v) the acquisition of fuel to meet emergency response needs and ensure the continuity of essential services; vi) support for the payment of electricity supply related to an eligible crisis or disaster; and/or the purchase of energy to cover needs arising from an eligible crisis or disaster. All supplies will be tailored to the nature of the crisis and sourced from both local and international suppliers to ensure rapid delivery to the most affected areas. All procured items must be included on the Positive List in the CERP Manual.

c) **Component 3: Emergency Response Coordination and Management** will finance incremental operational and management costs incurred by the Government for response and early recovery efforts, such as evacuation processes, shelter administration, additional transportation costs (use of alternative transportation), increased electricity bills for the public sector, and rental of light and critical machinery (i.e., generators for emergency and shelter operation, equipment for debris removal, etc.). This component also finances the preparation and updating of Crisis Response Plans as well as the mobilization of necessary technical expertise (consultancy) to support the planning, implementation, and monitoring of activities under other Components and assist with the preparation of technical documents for procurement. Eligible expenditures under this component also include subsistence allowances (per diems) and other travel and logistics costs such as fuel, for staff conducting field missions related to emergency response; and costs of Monitoring and Evaluation (M&E) as well as audit reports.

1. **Given the CERP's focus on providing rapid financing for immediate crisis response, each activation of CERP is expected to be implemented within a 12-month timeframe.** The positive list of activities and related eligible expenditures is included in the CERP Manual. The list will be updated as needed during the duration of the project, except when the CERP is activated, and it should be subject to the World Bank no-objection. Recognition of eligible expenditures may be claimed up to 60 days prior to CERP activation, consistent with applicable World Bank policies. The CERP manual specifies the criteria to be met, for such expenditure to be deemed acceptable by the World Bank.

Indicative Positive List

1. **Emergency Livelihood Support to Households**

- Provision of direct emergency income support to households affected by the emergency, through cash transfers and/or in-kind assistance, to stabilize consumption and protect vulnerable populations.
- Delivery through existing national delivery systems, including social protection programs, local authorities, and community-based mechanisms, with the option to use digital or mobile payment platforms where feasible and appropriate.

2. Provision of Essential Services and Goods/Equipment for Emergency Response

- Procurement and distribution of basic food items, including rice, maize meal, beans, and other locally appropriate staples, for emergency relief to affected populations.
- Acquisition of water supply and sanitation (WASH) equipment and consumables, including bottled water, mobile water treatment units, water storage tanks, portable filtration system, purification tablets, Latrine slabs, mobile or community sanitation facilities, plastic sheeting and related materials.
- Procurement of medicines and pharmaceutical products, medical supplies consumables, and ancillaries, nutritional supplements, and vaccines.
- Procurement of medical and non-medical equipment and furniture necessary to ensure provision of health services at multiple levels of service delivery (e.g., hospitals, primary health care facilities, isolation and treatment facilities, etc.) in emergency settings. excluding hazardous or radioactive equipment.
- Procurement of laboratory equipment, reagents, testing kits, and consumables for MoH, NPHIL, MoA, and EPA laboratories.
- Procurement of infection prevention and control (IPC) and personal protective equipment ancillaries and consumables for the provision of health services, isolation capacities, waste management, debris removal, construction, etc.
- Procurement of information and technology (ICT) equipment and supplies necessary to the response activities.
- Purchase of improved cookstoves for low-income households for community kitchens in the context of responding to crises affecting access to cooking fuels.
- Acquisition of veterinary medicines and supplies, including animal health kits and vaccines, where necessary to protect livestock-based livelihoods affected by the crisis.
- Procurement of agricultural inputs for early livelihood recovery, including seeds, basic hand tools, livestock feed, and essential fertilizers (excluding pesticides).
- Procurement of essential relief and non-food items, including tents, tarpaulins, buckets, sleeping mats, cooking utensils, personal hygiene kits, and basic household kits.
- Rental or acquisition of light equipment and supplies required for emergency response, restoration of access, minor rehabilitation, restoration of critical services including water pumps, emergency generators, lumber, shovels, hoes, wheelbarrows, and rental of heavy machinery such as bulldozers or dump trucks.
- Rental, acquisition, or payment of vehicle for essential services, supply chain and logistics management, or other emergency response operations.
- Provision of energy-efficient or clean cookstoves for affected households, temporary shelters, health facilities, schools, or community kitchens directly supporting emergency response.
- Payment for electricity supply directly required for emergency response facilities and services, including emergency operations centers, health facilities, temporary shelters, water supply systems, cold-chain facilities, and other critical public services responding to the eligible crisis. This will exclude broad-based electricity subsidies or general utility arrears.
- Purchase of energy services or temporary power supply, including generator rental, solar backup systems, or emergency power solutions, only where directly linked to the operation of eligible emergency response facilities or services.
- Subsistence allowances, per diem, travel, transport, and logistics costs for personnel carrying out approved field missions and emergency response activities, including fuel for official emergency response vehicles and equipment.

• Purchase of fuel to support an emergency response to ensure the continuity of essential services and protection of vulnerable households. This may include: (i) LPG for household cooking where this constitutes the primary cooking fuel for low-income households and supply disruption creates an immediate welfare and safety emergency; (ii) Diesel for hospital and health facility backup power generation, including cold chain maintenance for vaccines and essential medicines; (iii) Fuel for water pumping and treatment where electrically or diesel-powered systems serve primary municipal or peri-urban water supply; and (iv) Diesel and heavy fuel oil for public sector power generation where liquid fuel constitutes the primary or sole generation source and where a supply gap would directly cause or extend load shedding affecting health, water, and public safety services.
3. Emergency Response Coordination and Management • Financing for the mobilization and deployment of emergency response personnel and repair crews, excluding law enforcement or security operations. • Financing rapid assessments of the emergency. • Financing short trainings for local teams to increase rapid response capacity. • Monitoring and evaluation reports and audit costs for emergency activities. • Support for temporary shelter management and coordination, including short-term rental of office space, staffing costs, communications equipment, and operational supplies required for shelter administration, excluding land acquisition, compensation, or long-term service provision. • Subsistence allowances (per diem) and other travel and logistics costs such as fuel, for staff conducting field missions related to emergency interventions. • Coverage of incremental operating costs associated with emergency response, including transportation, logistics, fuel, temporary storage, increased utility costs, and staff overtime directly attributable to emergency activities (In the circumstances or specific cadres where overtime may be applicable e.g. health workers that are paid overtime and where applicable, are following government procedures). • Financing of technical assistance, including national and international expertise, to: Support coordination of emergency response operations, provide just-in-time advisory services, prepare technical designs, specifications, and documentation necessary to facilitate emergency procurement and rapid implementation • Increase in electricity bills for the public sector and rental of light and critical equipment (i.e., generators for emergency and shelter operations, debris removal equipment, etc.) to ensure continuity of essential services.

Project Beneficiaries

The project has a national scope. The beneficiaries will be defined in the Crisis Response Plan based on the eligible emergency or crisis for each CERP activation and the geographical spread of the impacts. Beneficiaries will include the affected populations in the country, who will receive support through the Government to ensure their safety and resilience during and after crises. A particular attention will be paid to the disaggregation of the beneficiaries according to their sex and age, with a focus on youth, women, the elderly and people with disabilities.

SECTION 2: BASELINE ENVIRONMENTAL AND SOCIAL CONDITIONS IN LIBERIA

This section provides general information on relevant baseline conditions in Liberia, as they are pertinent to the activities identified in Section 3. The following section describes key environmental and social features of Liberia, as the project activities will be carried out in various regions of the country.

Biophysical Environment

Liberia is situated on the southwest corner of the West Coast of Africa. It lies between the longitudes of 7o30' and 11o30' west and latitudes 4O18’ and 8o30' north. It covers a surface area of about 111,370 km2 (about 43,506 square miles). The dry land is 96,160 km2. Liberia is bordered on the west by Sierra Leone, on the north by Guinea, on the east by Côte d’Ivoire, and on the south by the Atlantic Ocean. The perimeter is 1,585 km, excluding the Atlantic Ocean.

There are four topographical regions at different altitudes, each with distinct physical features. Along the seacoast is the coastal plain of 350 560 km, an almost unbroken sand strip, which starts from the lowest elevation up to 30 meters above sea level. Next to the coastal plain is the belt of inundated plateau, followed by the belt of highlands and rolling hills in the north and northwest. The lowest point is the Atlantic Ocean at zero meters, and the highest elevation is the northern highlands, which includes Mount Wutivi (1380 meters), the highest point in Liberia.

Climate and Hydrology

The Liberia Environmental Protection Agency states that Liberia’s climate can be described in terms of two separate climate regimes: the equatorial climate regime restricted to the southernmost part of Liberia, where rainfall occurs throughout the year, and the tropical regime dominated by the interaction of the Intertropical Convergence zone (ITCZ) and the West African Monsoon. Liberia’s coastal location allows the southwesterly flow of the monsoon to prevail most of the year, maintaining a thin layer of moist marine air near the surface, although the Harmattan Wind typically intrudes for brief periods during the winter in coastal areas (duration typically less than two weeks).

The major river basins drain the territory in a general northeast to southwest direction to the Atlantic Ocean. Major exceptions to the pattern are the middle reaches of the Cavalla and Dugbe in eastern Liberia, which flow parallel to the coast in their lower reaches before entering the Atlantic Ocean. There are six major rivers, which drain 66 percent of the country. These are Rivers Mano, St. Paul, Lofa, St. John, Cestos, and Cavalla. The short coastal watercourses drain about 3 percent of the country and include the Po, Du, Timbo, Farmington, and Sinoe rivers. The largest and longest is the Cavalla River. These rivers are not navigable and therefore do not support water transport and industrial fishing.

Vegetation

Liberia is historically a forested country, accounting for a significant proportion of the Upper Guinea forest biome across West Africa. The total land area of Liberia is 9.59 million hectares, of which forests cover about 4.39 million hectares equivalent to 45 percent of the land area, including 2.42 million hectares which have been classified as closed dense forest; 1.02 million hectares are classified as open dense forest, and .95 million hectares classified as agriculture degraded forest.

The present vegetation of the country mainly comprises secondary closed canopy forest and is a consequence of the effect of anthropogenic factors. Much of the original forest is thought to have been cleared some three centuries ago due to high population density and rampant cut-and-burn agriculture. The forests recovered because of the emergence of disease and the effect of inter-tribal war, and the slave trade, which is believed to have reduced the population, allowing the forest to regenerate, resulting in the current state of the country’s vegetation. Much of the vegetation around the vicinity of Monrovia and the areas covered in this survey has transformed primarily because of urbanization, traditional agriculture, and the

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establishment of plantations of oil palm and rubber. Thus, the environmental impact of development is clearly evident and has affected the distribution and abundance of biodiversity across the country.

The distribution of fauna in Liberia is consistent with the vegetation distribution in the country. However, because Liberia remains one of the countries with the largest forest cover in West Africa, its mammalian fauna is expected to be more skewed towards forest species. About 150 species of mammals have been recorded in the country, including nine endangered, 12 vulnerable, and nine nearly threatened, according to the International Union for Conservation of Nature (IUCN) Red List (2015). The distribution of mammals, especially primates and large mammal species, is strongly correlated with the distribution of closed forest ecosystems in the country. Areas that have relatively pristine forest cover support higher numbers of mammal species and account for greater proportions of threatened and rare species.

Fauna

In general, Liberia's fauna includes mammals, birds, reptiles, fish, butterflies and moths. Among the mammals, we particularly note the *pygmy hippopotamus (Choeropsis liberiensis or Hexaprotodon liberiensis), a small hippopotamid ('pygmy hippo'*) which is native to West Africa. The *pygmy hippopotamus* lives primarily in Liberia, but small populations can be found in neighboring countries (Ivory Coast, Guinea, Sierra Leone). Furthermore, it is assumed that Liberia is home to the greatest variety of snakes on the African Continent. Moreover, about 530 species of butterflies are known to be from Liberia, one of which is endemic.

Demography

Liberia had, in the past two decades, one of the highest population growth rates in the world, but the trend has fallen. From 1960 to 2012, Liberia's population grew by 274%. In 2006, population annual growth reached a high of 4.6%, but has since fallen to 2.7% per year. The Liberia National Population and Housing Census (LNPHC) estimated in 2020, the population of Liberia to be at 5.25 million. The sex ratio was 101.5 males/100 females, and an annual population growth rate of 2.8% between censuses. The United Nations Population Fund (UNFA 2025), however, estimated Liberia's population at 5,700,000.

Ethnic Groups

Liberia is one of the oldest independent African states. The country's independence was declared and gained on July 26, 1847. The people of Liberia are from many parts of Africa, including free, formerly enslaved Africans from the United States of America. There are officially 16 ethnic that make up Liberia's African population: The Kpelle (the largest group); the Bassa, the Gio, the Kru (often fishermen); the Grebo, the Mandingo (often in trade and transport): the Mano, the Krahn, the Gola, the Gbandi, the Loma, the Kissi, the Vai, the Belleh, the Mende and the Dey. Additionally, there are the Fula transhumance pastoralists who mostly engage in trade, and the Fanti fishermen from Ghana. Then there are Americo-Liberians, who are descendants of free-born and formerly enslaved African Americans who arrived in Liberia from 1822 onward, and Congo People (descendants of immigrants from the Caribbean), making up an estimated 5% of the population.

The constitution of Liberia guarantees religious freedom. Christianity (around 85%) is the dominant religion in Liberia, followed by Islam (around 12%). Animism is in third place. Many Christians and Muslims, however, also practice animism to a varying degree.

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Human Capital

Approximately 44 percent of the population is under 15, while the working age population (15-64 years) accounts for 57 percent of the total population of 5.6 million. By 2040, the working-age population will be two-thirds of a total projected population of almost 8 million. This could catalyze a demographic dividend or create social and economic strains if higher-quality jobs are not available. The youth unemployment rate was between 2,7%-3% , which is lower than the regional average. The adult unemployment rate as a share of the adult labor force (ages +25) was 4% (2022), compared to 3% in 2017. Unemployment rates are especially high among young women; female unemployment is associated with early marriage and childbearing, lower levels of educational attainment and workforce skills, and social norms that emphasize women's reproductive roles over their roles as income earners.

Poverty and Growth

The poverty rate ($2.15 per person per day) declined from 35.4% in 2022 to 34.2% in 2023. Unemployment is estimated at 3.7% in 2023, unchanged from 2022 (Liberia Economic Outlook, African Development Bank). The cost of food varies with the weather and is higher in the rainy season due to difficult access conditions and high transportation costs, bringing food from the farms and villages to the major towns and cities. Growth was forecast at 5.2% in 2024 and 6.2% in 2025, driven by the expansion of services and agriculture and existing mining projects. Inflation was projected to decline to 8.4% in 2024 and 5.7% in 2025 due to anticipated stability in the exchange rate and tighter monetary policy. The fiscal deficit was forecast to edge from 3.4% of GDP to 4.2% in 2024 and deteriorate further to 4.5% in 2025 on projected increases in government expenditure. The current account deficit was forecast to increase to 23.7% of GDP in 2024 and to 24.6% in 2025, due to projected increases in imports (Liberia Economic Outlook, African Development Bank).

Sources of livelihood

Sources of livelihood vary. Agriculture, fisheries (done at subsistence levels), and petty trading are the three major livelihood sources. Commercial or cash crops include rubber, cocoa, coconuts, sugarcane and pineapple, plantains/bananas, palm, and cola nuts. Livestock is usually goats and poultry. The population outside of the urban areas is mostly engaged in subsistence agriculture, with main products being cassava, rice, and vegetables. However, in the greater Monrovia area, the livelihood sources are varied, where people have small-scale businesses, and salaried employment in addition to agricultural activities and selling produce in the markets. A large part of the population in urban areas is engaged in trade activities, and Greater Monrovia is the center of the country's industrial and commercial activities.

Access to social services

Access to social services also follows the rural-urban divide. The overall literacy rate is estimated at the overall literacy rate is estimated to be between 48-50%, with significant gaps between urban (around 70%) and rural (around 44%) areas, and much higher rates for youth (around 77% in 2019) compared to older generations. Among the youth, males have higher literacy rates (86.23%) than females (71.85%). School facilities in the rural areas do exist, but for many children, the distance can be difficult to overcome. The difficulty of getting qualified teachers to settle in remote areas continues to be a challenge. The literacy rate in Montserrado County, which hosts the capital, is much higher at 70%, due to the fact that Monrovia has several educational institutions, including the University of Liberia.

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Access to Electricity

Liberia's electricity access reaches just 31.8 percent overall, about 10 percent in rural areas, leaving more than 3.6 million people unserved. Planning models that layer existing grid assets onto demand forecasts conclude that DRE offers the lowest-cost answer for just over 35 percent of the population. A key pillar for the Country Partnership Framework (CPF) of Liberia is 'Narrowing the Infrastructure Gap to Foster More Equitable Development Nationwide' (Pillar III), which identifies the expansion of electricity services through both grid and off-grid options, including harnessing the country's renewable energy resources, as a priority activity. Additionally, Liberia's National Energy Compact aims to provide electricity access to an average of 100,000 households per year: about 60,000 via grid, 15,000 through mini-grids, and 25,000 through off-grid/solar home systems, achieving a national electricity access rate of 75 percent by 2030.

Fragility and Conflict

Liberia graduated from the list of Fragile and Conflict-affected States (FCS) in FY22. However, fragility remains embedded in the country's political, institutional, and social context (World Bank CPF 2025). While it no longer grapples with active conflict or high levels of interpersonal or gang violence, Liberia is still on a path out of fragility toward greater resilience. Liberia's legacy of fragility is reflected in high economic and social exclusion. Poverty, gender inequality, youth unemployment, and spatial inequalities– along with unequal access to infrastructure, basic services, and jobs–all act as drivers of vulnerability. Liberia's social protection system remains rudimentary, and inequality is pervasive, with stark urban vs rural and formal vs informal divides shaping the profile of exclusion. Gender inequality compounds these structural socio-economic disparities, as women from poor households and vulnerable communities face severely limited economic opportunities and endure worse human development outcomes. Gender-based violence (GBV) is not only a consequence of fragility, but also a driver, and Liberia continues to grapple with a high incidence of GBV.

SECTION 3: POLICY AND LEGAL FRAMEWORK FOR CERP ACTIVITIES IN LIBERIA

The Constitution of Liberia 1986 provides the basis for environmental protection in Liberia. The Constitution provides that the Republic shall, consistent with the principles of individual freedom and social justice enshrined in the Constitution, manage the national economy and the natural resources of Liberia. It addresses disaster management primarily through the executive power to declare a **State of Emergency** during public crises and specific legislation targeting environmental and disaster management

The National Disaster Management Policy (2012): This policy provides the overarching framework for DRM in Liberia. Its primary goal is to minimize vulnerability and disaster risks, prevent hazards, and integrate risk reduction into sustainable development and recovery plans. The National Disaster Management Agency (NDMA) Act: This legislation establishes the NDMA as the primary government body responsible for coordinating DRM efforts across the country. The NDMA Act mandates the creation of regular Disaster Management Action Plans

National Health Policy and Plan 2012-2031 is the current policy framework guiding Liberia's health sector. It sets the national direction for improving access to essential and quality health services, strengthening the health system, and advancing universal health coverage. The policy is supported by the Health Sector Strategic Plan 2022–2026, which serves as the current implementation framework for delivery of national health sector priorities. This framework is relevant to public health, service delivery, institutional coordination, and community health considerations that may arise during project implementation in Liberia.

National Water Supply and Sanitation Policy (April 2009)

In conformity with the Government's Poverty Reduction Strategy (PRS) 2008 – 2011, and the National Integrated Water Resources Management Policy, Liberia's vision of the Water Supply and Sanitation Policy shall be: using clean water supply and safe sanitation as a vehicle for reducing the water supply and sanitation related disease burden, increasing productivity, promoting human welfare and setting the nation on a path towards long-term sustainable growth, development, and poverty reduction. This policy provides guidance and direction in institutional, economic, and legal reforms that will lead to improved water governance at national, local, and community levels, and improved access to safe water supply and adequate sanitation, in an affordable, sustainable, and equitable manner, to all the people of Liberia. Water, Sanitation, and Hygiene (WASH) developed Pillar Standards Operating Procedures (SOP) on Safe Management of Healthcare for COVID-19 in Liberia (April 2020). This SOP contains information that can be used during the construction phase, handling and disposal of waste materials such as face masks or face shields and gloves used by workers on site to prevent the spread of COVID-19.

National Gender Policy 2009

The National Gender Policy aims to eliminate the marginalization of women and girls by 2020, among other things by promoting gender-equitable socioeconomic development; enhance women's and girls' empowerment; increase gender mainstreaming in national development; and create strengthen structure, processes and mechanisms in which women participate equally and that ensure that women and men can equally access, control, and benefit from the country's resources. It focuses on human rights and GBV and calls for welfare programs to rehabilitate/reintegrate GBV survivors, the establishment of shelters and provision of psychosocial support facilities, and regular conduct of GBV situation assessment. It also calls for strengthening legislation to respond to GBV, including rape, sexual exploitation and abuse, domestic violence, early and forced marriage, and human trafficking, as well as the enhancement of capacity in law enforcement and health care providers to effectively respond to GBV cases.

National Guidelines for the Safe Management of Healthcare Waste (2020): Developed by the Ministry of Health and the National Public Health Institute of Liberia (NPHIL), these guidelines provide the primary standardized framework for medical facilities. They mandate the use of WHO-aligned, color-coded segregation, safe storage, and routine monitoring of waste from generation to final disposal.

Environmental Protection and Management Law (EPML): forms the legal framework for sustainable development, management and protection of the environment and natural resources by the EPA in partnership with relevant institutions and individuals. It guides on the management and provides information on the state of the environment of Liberia. It is the framework for formulation, reviewing, updating, and harmonizing all environment-related sectoral laws. This law outlines general solid waste management requirements, setting standards for air quality, hazardous waste, and pollution control. It gives the Environmental Protection Agency (EPA) the authority to enforce waste handling compliance.

National Environmental and Occupational Health Policy was developed in 2007 to provide a framework for identifying policy needs and actions to improve occupational health and safety. It supplements the National Health Policy, which focuses on public health and health systems.

National Solid Waste Management Policy (2024) establishes a broader, national strategy for handling special, hazardous, and plastic wastes, providing a comprehensive approach to general sanitation.

Public Health Law of 1975: This foundational legislation mandates routine sanitary inspections of public and private facilities and sets baseline protocols for occupational and preventive health

Nationally Determined Contributions (NDCs) defines Liberia's climate policy, committing to a 64% reduction in greenhouse gas emissions below business-as-usual levels by 2030, and the 2018 National Policy and Response Strategy on Climate Change. It heavily emphasizes balancing sustainable forest management, climate resilience, and carbon market development

International Conventions Signed by Liberia:

The 1992 United Nations Framework Convention on Climate Change: The primary aim of this Convention is to establish methods for reducing global warming, particularly by addressing the emission of greenhouse gases.

The Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal: Adopted on March 22, 1989, the Basel Convention aims to protect human health and the environment from the adverse effects of hazardous waste. Its key provisions include the reduction of hazardous waste generation, environmentally sound management of hazardous wastes, and the restriction of transboundary movements of hazardous wastes except where it is in compliance with environmentally sound management principles.

Convention on the Rights of the Child (1989): The Convention on the Rights of the Child (CRC) is the most comprehensive international legal document protecting the human rights of children. It recognizes children as individuals with rights according to their development, including the right to life, survival, and development, as well as participation in decision-making.

ILO Conventions on Worst Forms of Child Labor Convention (1999): This Convention calls for immediate action to eliminate the worst forms of child labor, including slavery, trafficking, forced labor, and commercial sexual exploitation of children.

ILO Convention 138: Minimum Age Convention (1973): This Convention sets a minimum age for employment at 14 years (or 12 years for light work) in countries with insufficient economic or educational development.

ILO Convention 29: Forced Labor Convention (1930): The objective of this Convention is to suppress forced labor in all its forms.

ILO Convention 100: Equal Remuneration Convention (1951): This Convention aims to ensure equal remuneration for men and women for work of equal value.

ILO Convention 111: Discrimination (Employment and Occupation) Convention (1958): This Convention requires states to legislate against all forms of discrimination in employment, including discrimination based on race, sex, religion, and other grounds.
The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW): CEDAW is a landmark international treaty aimed at eliminating discrimination against women and girls in all spheres, including social, political, and economic life.

Official Use Only

The Beijing Declaration and Platform for Action (1995): This comprehensive agenda for women's empowerment addresses twelve critical areas of concern, including women's health, education, participation in decision-making, and economic empowerment.

The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol): Adopted in 2003 by the African Union, the Maputo Protocol provides a framework for the protection of women's rights in Africa.

WBG Environmental and Social Framework (ESF):
The following ESSs have been assessed as relevant under the ESF:

ESS1 – Assessment and Management of Environmental and Social Risks and Impacts is mandatory for all IPF-supported projects and applies to all activities under the CERP positive list. This ESMP has been prepared as the primary ESS1 instrument. Upon CERP activation, implementing agencies are required to apply the screening procedures set out in this ESMP to identify activity-specific risks, particularly those associated with the procurement and distribution of pharmaceuticals, WASH equipment, fuel, agricultural inputs, and the deployment of equipment and machinery.

ESS2 – Labor and Working Conditions applies to all project activities that engage workers, including field personnel deployed for emergency response, repair crews, logistics and distribution staff, and technical assistance consultants. A Labor Management Procedures (LMP) document, incorporated into this ESMP, sets out the arrangements for managing direct, contracted, and community workers. An Occupational Health and Safety (OHS) Management Framework is also included, consistent with ESS2 and the WBG EHS Guidelines, and is particularly relevant to activities involving fuel handling, operation of machinery, distribution of pharmaceuticals and PPE, and field missions in emergency-affected areas.

ESS3 – Resource Efficiency and Pollution Prevention and Management applies primarily to activities involving the procurement, storage, handling, and disposal of goods and materials. This includes distribution of pharmaceuticals and medical supplies, management of packaging and relief item waste, and the use of generators and heavy equipment. A General Waste Management Framework is incorporated into this ESMP, providing procedures for the segregation, handling, and disposal of both hazardous and non-hazardous waste streams generated by project activities, in compliance with national regulations and the WBG EHS Guidelines. Specific protocols for expired or damaged pharmaceuticals waste are included within this framework.

ESS4 – Community Health and Safety is directly relevant to the full scope of CERP activities, which by design interface with emergency-affected communities. The distribution of food items, WASH supplies, medicines, and relief goods, along with the mobilization of vehicles, machinery, and temporary shelter management, all carry risks to community health and safety. This ESMP incorporates a Traffic and Road Safety measures for the use of light and heavy transport, and Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) Mitigation Measures in line with SECRAMP SEA/SH Action Plan to address the heightened SEA/SH risks associated with emergency response operations.

ESS10 – Stakeholder Engagement and Information Disclosure requires the Government of Liberia to engage with project-affected parties and other relevant stakeholders in a timely, accessible, and ongoing manner throughout the project life cycle. A Stakeholder Engagement Plan (SEP) has been prepared separately and publicly disclosed in accordance with this standard. The project maintains a Grievance Redress Mechanism (GRM) accessible to all project-affected parties — including beneficiaries of cash transfers and in-kind assistance, communities receiving goods and services, and project workers — as described in the SEP and LMP.

If the other ESSs — including ESS6 (Biodiversity Conservation) and ESS8 (Cultural Heritage) — are found relevant during activity-specific screening upon CERP activation, appropriate additional measures will be incorporated into the ESMP or addressed through standalone instruments, consistent with the Environmental and Social Commitment Plan (ESCP). In addition to the ESSs, all project activities must comply with the WBG Environmental, Health and Safety (EHS) Guidelines, which are technical reference documents providing guidance on Good International Industry Practice (GIIP).

The ESCP is a legally binding document agreed between the Government of Liberia and the World Bank, setting out the material E&S measures, actions, and timelines the Borrower commits to meeting. This ESMP and the ESCP together constitute the primary framework through which the Liberia CERP will achieve and demonstrate compliance with the World Bank's ESF.

SECTION 4: RISKS AND MITIGATION MEASURES

For each of the Activities, the following potential risks and impacts have been identified, and supplemental mitigation measures have been detailed in the following table. The ESMP also includes draft Plans for specific issues which must be finalized prior to implementation.

This ESMP sets out the mitigation measures that will be implemented for the activities. It is recognized that this ESMP cannot specify all details of the activities that will be required by the Government in the event of an emergency response. These could be in response to a natural or man-made disaster, such as a hurricane, earthquake, flood, conflict, pandemic or severe economic or financial shocks. The Implementing Agency will depend on the context of the emergency and the type of emergency response the Government wishes to implement. Once the CERP has been activated, the Implementing Agency will commence implementation of the activity. The Implementing Agency will screen the activity to confirm that key environmental and social risks and impacts will be mitigated in accordance with the Frameworks and draft Plans included in this ESMP, which will need to be updated as needed.

Table 1 E&S risks and impacts and supplemental mitigation measures

ACTIVITY	RISKS AND IMPACTS	MITIGATION MEASURES
Direct emergency income support to households affected by the emergency, through cash transfers and/or in-kind assistance, to stabilize consumption and protect vulnerable populations.	• Exclusion or inclusion errors, particularly affecting vulnerable groups (women, elderly, disabled) • Social tension or conflict arising from perceived inequities • Limited access to information and grievance channels • Elite capture, fraud, or leakage of funds	- Apply procedures for cash distribution as detailed in CERP Manual - Implement SEP - Operate existing Grievance Redress Mechanism
Procurement and distribution of basic food items, including rice, maize meal, beans, and other locally appropriate staples, water supply and sanitation (WASH) equipment and consumables, including bottled water, mobile water treatment units, water storage tanks, portable filtration system	- Labor-related risks, labor conditions among workers, loaders and off-loaders - Storage and transportation of food supplies - Elite capture, siphoning off and/or conflict during distribution - Traffic related risks during transport of goods - Downstream risks of waste production and risk of spoilage due to poor storage	- Identify procurement procedures to ensure procurement and distribution of required quantities of food and water to designated beneficiaries - Implement and comply with o Traffic Management Plan o Labor Management Plan o OHS Framework o Waste Management Plan - Implement sound procedures for safe and hygienic storage
Procurement of pharmaceuticals, medicines and pharmaceutical products, and medical supplies consumables, nutritional supplements, vaccines medical and non-medical equipment, laboratory equipment, reagents, testing kits, infection prevention and control and personal protective equipment	- Storage, management and usage risks of expired pharmaceutical, infectious medical waste, chemicals, infected sharps - water and land pollution - OHS risks among health care providers - Indiscriminate disposal of waste and chemicals - Traffic related risks during transport of goods	- Identify procurement procedure to ensure rapid purchase and transportation of required quantities of medicine. Where possible, execute agreements for specific volumes and hygienic conditions - Ensure medicine is stored in accordance with the manufacturer's specifications, including temperature controls, humidity controls, security measures, proper shelving and labeling - Ensure only licensed entities transport or store medicines. Vehicles used for transporting medicines must meet specific standards, including cold chain management and documentation - Implement and comply with o Traffic Management Plan

		○ Labor Management Plan ○ OHS Framework ○ Waste Management Plan for different types of waste (infectious, construction, hazardous and non-hazardous)
Provision of agricultural inputs (seed and fertilizer), essential relief and non-food items, (tents, tarpaulins etc), improved cook stoves and information and technology (ICT) equipment	- Occupational health and safety risks - Community health and safety risks - Water and land pollution of excessive or discarded fertilizers - Downstream health & safety risks related to pollution of land and water - Traffic related risks during transport of goods	- Implement and comply with ○ Traffic Management Plan ○ Labor Management Plan ○ OHS Framework ○ Waste Management Plan - Comply with national and FAO protocols on use of seeds and fertilizers
Acquisition of fuel	- Occupational health and safety risks - Community health and safety risks - Air, water and land pollution - risks of fire and explosion - Elite capture, siphoning off and/or conflict during distribution	- Implement and comply with ○ Labor Management Plan ○ OHS Framework ○ Emergency Response Plan ○ Fuel Management Plan
Rental or acquisition of light equipment and supplies required for emergency response, restoration of access, minor rehabilitation, restoration of critical services including water pumps, emergency generators, lumber, shovels,	- Occupational health and safety risks - Community health and safety risks - Air, water and land pollution - Construction related waste	- Implement and comply with ○ Traffic Management Plan ○ Labor Management Plan ○ OHS Framework ○ Construction Waste and OHS Management Plan

SECTION 5: CONSULTATION AND DISCLOSURE

ESS on Stakeholder Engagement and Information Disclosure applies fully to all emergency and contingency projects; however its application is adapted to the CERP context. When emergencies constrain traditional forms of public consultation (e.g., security crises, pandemics, natural disasters), the ESF allows adaptation of methods. The CERP needs to identify and review all planned activities requiring stakeholder engagement and assess how emergency conditions affect them. Additionally, there is need to:

- Assess transmission/security risks and applicable country-level restrictions on gatherings.
- Prioritize and adapt engagement for activities where consultation is critical and cannot be postponed (e.g., shelter site selection, beneficiary targeting based on vulnerability and scope of impact of the disaster or crises).
- Diversify communication channels, including:
    - Small-group or individual consultations where in-person gatherings are not possible
    - Online platforms (Zoom, social media, chatgroups)
    - Traditional channels (TV, radio, newspapers, phone lines, mail) for stakeholders without internet access
    - SMS, household outreach, audio-visual materials
- Identify vulnerable groups (elderly, disabled, women, internally displaced persons, remote communities) and ensure their inclusion through adapted methods such as home visits, safe spaces, and visual tools

The CERP Implementing Agency will also engage with relevant affected people and interested stakeholders so that they are aware of the grievance redress mechanism and how it operates. For activities related CERP in existing Bank funded Projects, and the SECRAMP SEP will be utilized to guide the stakeholder engagement activities (e.g. identification and analysis of relevant stakeholders), methods and channels of engagement and key messages that can be reasonably undertaken and communicated within the available timelines under the prevailing emergency.

The CERP will use a combination of methods including the project website to disclose information pertaining to the project in a manner that is commensurate with the nature of the identified stakeholders and environmental and social sensitivity of the project. For community level stakeholders, information will mostly be disclosed through public meetings organized within the communities. Deliberate efforts will be made to ensure that vulnerable groups of people such as women and children, the elderly and disabled are adequately represented and heard in such meetings. At national and district level, disclosure of information will be done through meetings with the representatives and members of relevant MDAs, committees and sub-committees. Printed and electronic copies of relevant project documents will be made available to stakeholders through appropriately designated places within reach of stakeholders.

Communication to stakeholders on information disclosure programs will be conveyed through relevant means depending on targeted audiences. Mostly, the project will use written forms of communication such as letters and electronic mails, community radio stations where available, and mobile public address system. Where possible social media platforms and groups will be created to assist in information dissemination to targeted stakeholders. All these processes, platforms, and channels will be linked to the PMU and councils websites.

SECTION 6: INSTITUTIONAL ARRANGEMENTS AND RESOURCES

This section describes the institutional arrangements and resources established to support this project and conduct the Activities.

The project will be led by the Ministry of Finance, Development and Planning (MoFDP), which will coordinate across relevant Ministries, Agencies and Commissions (MACs) and chair the Project Steering Committee (PSC), which will provide strategic oversight and governance of the project, including the approval of response budgets and the emergency action plan. The PSC will include representatives of key stakeholders, such as the Ministry of Finance, Ministry of Local Government, Ministry of Health, Liberia Land Authority, Liberia Revenue Authority Ministry of Agriculture, Environment Protection Agency, the National Disaster Management Agency, Ministry of Gender, Children and Social Protection, and other key entities. The committee will also provide a platform for developing a more strategic and systematic approach to emergency response, clarifying roles and responsibility in alignment with national policies on disaster management and climate resilience, as well as for addressing stakeholders' concerns.

CERP project implementation has been delegated to the Southeastern Corridor Road Asset Management Project (SCRAMP) PMU- Infrastructure Implementation Unit-IIU. It is an established unit which will serve as the CERP PMU. The CERP PMU will be aided with technical support from sectoral agencies such as agriculture, health, social protection, and others based on the nature of crisis and planned response, through crisis relevant Emergency Response Technical Committees (ERTCs). The ERTCs will bring together the relevant technical and procurement expertise to support the CERP PMU-IIU in conducting the activities as needed for each crisis response. The CERP PMU will be responsible for procurement, financial management, monitoring, reporting and evaluation, and ensuring environmental and social compliance.

The CERP PMU will rely on existing IIU staff responsible for project management tasks including administration, M&E, communication, procurement, financial management, and environmental and social aspects of the project (including GBV and sexual exploitation and abuse and sexual harassment -SEA/SH), as well as experts from the different relevant technical disciplines (such as DRM, health, agronomy, depending on the type of emergency) including by leveraging partnerships with UN agencies, international and national NGOs, private sector entities and other implementers. The implementation arrangements are expected to be flexible enough to adapt to unforeseen circumstances. Depending on the exact type of emergency and activities, the E&S obligations will be implemented through the available E&S staff in the respective sector PIUs with considerations of additional consultant E&S expertise, as required. Depending on the activities, specialized expertise regarding human or veterinarian medicine may need to be recruited. Respective UN, NGOs or other implementing partners will be expected to recruit appropriate E&S Specialists for project implementation.

SECTION 7: MONITORING AND REPORTING

The CERP PMU will be responsible for monitoring and reporting on results, with support from relevant stakeholders. The Results Framework agreed at the CERP activation will guide progress monitoring, and the PMU will update indicator values regularly based on stakeholder inputs and submit reports to the World Bank. To ensure accurate reflection of the project's progress, the PMU will collect and analyze data from stakeholders, periodically updating the Results Framework to capture on-the-ground realities.

The PMU will submit quarterly CERP reports that assess progress against the ESCP, integrating M&E results and proposing adjustments to ensure effective implementation. These reports will be provided annually when no crisis is present, and at least semi-annually during an active crisis. Six months after the CERP activation ends, a completion report will be prepared, evaluating the performance of all parties and outlining a plan to sustain the CERP's achievements.

Based on monitoring reports by the implementing agency’s E&S Specialists, the CERP PMU E&S Specialists will submit quarterly reports on the implementation of E&S obligations under the relevant activities in accordance with the ESCP and this ESMP, and prepare quarterly monitoring reports on the environmental, social, health and safety (E&S) performance of the CERP. The reports shall include:

- Status of implementation of ESMP and various plans included in the annex and other documents required under the ESCP.
- Summary of stakeholder engagement activities carried out.
- Complaints submitted to the grievance mechanism(s), the grievance log, and progress made in resolving them.
- Number and status of resolution of incidents and accidents reported under action C below.
- Any other aspects requested by the Association.

Implementing Partners will report on the relevant obligations in relation to their activities to the CERP PMU E&S Specialists. The content of partner reports will be included in the overall quarterly E&S report to the World Bank.

Annex 1: E&S Reporting Checklist for Project Activities

The template below is presented for the quarterly E&S report, which the PMU will provide to the World Bank. The PMU will prepare tailor-made reporting formats to the Implementing Partners and contractor, capturing necessary information from their respective activities.

Template for the Quarterly Report on the Environment and Social Aspects of the CERP

The objectives of the report are to record E&S impacts and risks resulting from the project activities and to ensure implementation of the mitigation, monitoring and institutional measures identified in the Environment and Social Commitment Plan (ESCP) and the ESMP, functionality of the GRM, accidents, and any other environmental and social instruments e.g. LMP, in order to reduce adverse impacts and risks and enhance positive impacts from specific project activities;

Project Name	
Project Code	
Project Amount (or Component Amount if relevant)	
Board Approval Date	
Implementing Agency	
Applicable ESS standards/ Safeguard Operational Policies	
Monitoring Period	

If this is not the first report, please indicate any changes as compared to the previous reporting period.

Planned/Undertaken CERP Activities
Please provide a synopsis of the main CERP activities planned/undertaken during the reporting period.

Synopsis of the Project Activities Implemented During the Reporting Period

Description of Project work/activities	Monitoring Indicators during reporting Period	Frequency (monthly, quarterly)

Pending/Delayed Actions (If any)
Please highlight any pending or delayed actions of the precedent report (if any), as well as activities planned but not undertaken in the current reporting period, indicating reasons and/or challenges and actions to address the delay. If there are no pending or delayed actions please mark the Table as not applicable.

Table for Delayed Actions of the Project

No.	Activities (components, subcomponents) planned but not implemented	Safeguards requirements associated with the activities	Reason for delay	Actions to be taken	Timeline

Status of Implementation of the Environmental and Social Commitment Plan (ESCP).
Please use the ESCP with the following columns in sequence. (The Table can be made landscape to accommodate text or included as an annex.)

Status of the Implementation of the ESCP.

ESS#	ESCP obligations	Timeframe of ESCP obligations	Status of implementation	Justification of delays/shortcomings	Actions to be taken and timeline

Status of the Implementation of the ESMP

This section will inform/update on the status of the mitigation and monitoring measures of significant project risks, using a matrix approach including the relevant community health and safety measures. Please use the ESMP matrix with the following columns in sequence as shown below.

Status of Implementation of the ESMP

Reference	E&S Mitigation Measures	Monitoring Indicators	Linked to Investment Activity or the ESSs	Status of Implementation	Justification of delays/shortcomings	Actions to be taken and timeline

Status of the Implementation of the Project's Grievance Mechanism

This section will inform/update on the status of grievances filed and how the CERP PIU is responding to the concerns and grievances (including labour, social, environment grievances) of project-affected parties related to the environmental and social performance of the project.
State total number of grievances recorded during the reporting period;
How many were resolved?
How many were referred elsewhere? Is the GRC/ GRM following up?
How many issues are unresolved and why?
What is the plan for the unresolved issues?
In Annex D, please attach copies of the GRMs for this reporting period.

Overview of Grievances During the Reporting Period

#	**Stakeholder**	**Nature of Grievance (s)**	**Total Grievances**	**Status**	**Remarks/ Comment(s)**
	(e.g. institution, community members, local leaders, etc)			Resolved/ unresolved	

Stakeholder Engagement
This section will inform/update on the status of stakeholder engagement and how the CERP PIU is ensuring that stakeholders are being met with in line with the requirements of the Project and / or SEP as relevant. The section should outline:

- The number of engagement activities undertaken during the reporting period and types of stakeholders met with (e.g., communities, districts, counties, neighbouring facilities, sex disaggregated, including engagements with vulnerable groups, etc)
- Key issues raised or discussed during the meetings
- To what extent are the stakeholders being engaged during the implementation of E&S risks and impacts management measures?
- Do they participate in monitoring the implementation of E&S risk and impact management measures?
- Is the engagement/consultations organized according to the SEP?
- Were the participants informed before the meeting and minutes/key discussions were shared with the participants?

Health and Safety Accidents

This section summarizes the Environmental, Health and Safety accidents and incidences that occurred during the reporting period. Importantly, the section includes detailed descriptions of the procedures to mitigate recurrence and avoid further injury. The section includes reports on near-misses and treats these as incidents in line with comparative accidents. The section includes a table for follow-up of earlier accidents, incidents, and near-misses.

Accident and Incident Reporting

Date and time of accident/Incident	Name of Victim	Description of the accident	Severity of Accident (Minor /Major injury/ death)	Mitigating measures taken by the contractor/proponent	Actions to be taken to prevent the occurrence of the accident	Status of the accidented (open /closed[1])

Environmental and Social Management Capacity
This section details the E&S supervision arrangements for the activities. The section includes a diagram of the reporting arrangements as well as roles and responsibilities, any vacant positions and timelines to fill them if relevant. The description may require several diagrams for various project sites.

Administration:
State any changes or updates on administrative requirements e.g. E&S personnel, location, etc.;
Any changes in terms of applicable national and international requirements.

Capacity Building:
Provide an update on any E&S safeguards related CB activities undertaken
Indicate outstanding CB activities and timelines for undertaking them.

[1] Closed incident referring to those that have all the actions completed

Other Project specific issues to flag, raise, report on:

Other Specific Issues
Please answer the following questions:

Is the CERP PMU adequately staffed with skilled and permanent E&S specialists? Do they have resources (finance and equipment) to carry out field visits and supervisions?

Are the Implementing Partners adequately staffed with skilled and permanent E&S staff. Are they preparing their periodic E&S reports to the Owner?

Is the project GRM still robust enough to respond to complaints? How many complaints have been received and resolved (provide current and cumulative data?

Is there sufficient budget allocation for implementing the ES instruments?

What are the constraints to the achievement of the ESCP and ESMP?

Conclusions and Recommendations
Please summarize the major conclusions during this periodic report and recommendations for actions to be implemented in the next monitoring period. Include a summary (in a table) of measures or activities that were planned vs achieved; And state reasons why some activities are still outstanding.

Include a table of planned activities for the next quarter/ reporting period.

Annex 2: Labor Management Procedures (LMP)

ESS2 on Labor and Working Conditions were identified as applicable for the CERP activities. In accordance with the requirements of ESS2, these Labor Management Procedures (LMP) were prepared. The purpose of the LMP is to set out the ways in which the PMU and all other implementers will manage all project workers in relation to the associated risks and impacts for the Project activities. The objectives of the LMP are to:

(a) Identify the different types of project workers that are likely to be involved in the project
(b) Identify, analyze and evaluate the labor related risks and impacts for project activities
(c) Set out procedures to meet the requirements of ESS2 and applicable national legislation.

The LMP will be applied with due consideration to the requirements of national laws, the interrelatedness of ESS2 with other ESS.

The LMP will be administered to different types of project workers as follows:

(a) **Direct Workers.** People employed directly by the PMU-IIU to work specifically in relation to the project at the Ministry.
(b) **Contracted Workers.** People engaged through third parties to perform work related to core functions of the project, regardless of location. Under this category are included employees of contractors or third-party providers contracted to implement project activities. This can include UN personnel, NGOs and others.
(c) **Primary Supply Workers**. People engaged as primary suppliers. These include, for example, suppliers of goods to be procured under the project.

The LMP will apply to Project workers including fulltime, part-time, temporary and seasonal.

For Tier 1 activities there will be no use of community labor. This LMP will be updated as needed to include any community labor requirements associated with cash for works.

Labor Forecast

The following types of labor requirements are expected per type of activity. Numbers of workers cannot be estimated at this point, as activities and their scope are not known. Direct workers may come from different Ministries, as activities may require the involvement of different Ministries.

Table 2 Labor forecast

Project Activities	Types of workers
Cash transfers to households	Direct workers and contracted workers
Acquisition of food staples, medicine, medical supplies, veterinary medicine, agricultural inputs, other essential supplies, light equipment, green cookstoves, shelter materials, etc.	Direct workers, contracted and supply workers
Finance for surge responders, repair crews, shelter operations, transportation costs	Direct workers and contracted workers
Project Management	Direct workers

The labor requirements of the Project show that the LMP will have to cater for three categories of project workers as described in ESS2, namely direct workers, contracted workers, and primary supply workers.

Relevant Provisions in national Labour Legislation

Table 3 Relevant Provisions in Liberia Labor Related Legislation

Issues	LiberiaLegislation
Fundamental employee rights, non-discrimination	Provided under Decent Work Act 2015 and Civil Service Standing Orders (CSSO)which prohibits workplace discrimination and ensures fundamental labor rights.
Contractual arrangements, terms, and working conditions of workers	Provided under Decent Work Act 2015 and Civil Service Standing Orders (CSSO) which outlines employment contracts, working conditions, and employer-employee obligations.
Working hours	Provided under Decent Work Act 2015 and Civil Service Standing Orders (CSSO) which specifies normal working hours, rest periods, and overtime regulations.
Salaries, wages, and frequency of payments	Provided under Decent Work Act 2015 and Civil Service Standing Orders (CSSO), which details minimum wage regulations, payment schedules, and deductions.
Leave provisions – annual, maternity, sick, and holidays	Provided under Decent Work Act 2015 and Civil Service Standing Orders (CSSO) , which outlines entitlements to various types of leave, including maternity and annual leave.
Retrenchment/termination of contract arrangements	Provided under Decent Work Act 2015 and Civil Service Standing Orders (CSSO) , which governs redundancy, termination procedures, and employee severance benefits.
Prohibition against all forms of child labor	Enforced under the Decent Work Act 2015, Children Act, 2011, and Hazardous & Light Work Lists (2022) which prohibits hazardous child labor and sets the minimum working age.
Prohibition against forced labor	Covered under the Decent Work Act 2015, which criminalizes all forms of forced labor and human trafficking.
Freedom of association and labor unions	Guaranteed under the Decent Work Act 2015, which provides workers with the right to join and form trade unions.
Dispute resolution and grievance management systems	Addressed under the Decent Work Act 2015, which sets procedures for resolving labor disputes through conciliation and arbitration.
Safety provisions	Covered under the Decent Work Act 2015, which mandates workplace safety standards and employer responsibilities for hazard prevention.
Health and employee welfare provisions	Provided under the Decent Work Act 2015 which establishes employer obligations for workplace health and sanitation.

Labor Risk Assessment :The table highlights and analyses the potential labor risks and impacts in view of the anticipated labor utilization and general baseline settings of the project areas.

Table 4 Labor Risk Identification and Analysis

Risk/Impact	Analysis (Magnitude, Extent, Timing, Likelihood, Significance)	Risk Mitigation Measures
ESS2: Labor and working conditions		
Labor standards are not in accordance with national laws and international standards	Actual labor practices may differ from labor standards and laws	Through the implementation of this LMP these gaps are addressed.
Underpayment of contracted workers or supply workers	Despite the existence of a legally defined minimum wage, there is a risk that contracted, and supply workers are underpaid.	The project will enforce the minimum wage and implement it throughout the project / cascade it down to suppliers. A workers' grievance mechanism will be adopted and implemented.
Labor disputes over contracts	It is possible that disputes over contracts emerge among contracted and supply workers	The project will provide workers' GRM with an appeals mechanism outside of the direct employer.
Poor working conditions: Unsafe work environment	The working conditions of supply workers may be poor. The impact is significant, as it is not known as yet where supplies will be sourced from	Supervision of Supplier Labor Management Practices is essential to mitigate against this risk. A supplier checklist will be used.
Discrimination against women in employment	Women are often still discriminated against in employment, withing Malawi, but also possibly among foreign suppliers.	Contractors and suppliers are compelled to safeguard the interests of women, including gender parity at the workspace, appropriate sanitation facilities at workplace, and appropriate PPE for women. The Project will monitor these measures during field visits where possible, and will require every contracted worker to sign a CoC, as well as adopt and implement workers' GRM.
SEA/SH risks among workers	There is a high incidence of SH of female workers by other workers. However, given that the main activities consist of procurement, the magnitude of this risk is moderate.	The project has a zero tolerance stand on SEA/SH towards all workers and ensures that a code of conduct is signed by every direct worker.
Use of child labor	The general minimum age for work is 14 (which is in accordance with ILO standards on minimum age where a country's economy and educational facilities are insufficiently developed). Given that the main activities consist of procurement, the risk of child labor is low among contracted workers. However, given that it is not known yet where goods are sourced from, there is a moderate risk of child labor among suppliers.	The minimum age of 18 will be enforced in recruitment for direct workers on the Project. Suppliers will be contractually bound to comply with child labor prohibitions and light work provisions as stipulated under Decent Work Act 2015 and Hazardous and Light work Lists (2022). During the procurement process, potential suppliers will be assessed for past abuses.

		The Project will apply the IFC Exclusion list as guidance for procurement and the PMU will ensure that suppliers are not involved in any of the listed activities.
Forced Labor	Given that the main activities consist of procurement, the risk of forced labor is low among contracted workers. However, given that it is not known yet where goods are sourced from, there is a moderate risk of forced labor among suppliers.	Suppliers will be contractually bound to comply with forced labor prohibitions. During the procurement process, potential suppliers will be assessed for past abuses. The Project will apply the IFC Exclusion list as guidance for procurement and the PMU will ensure that suppliers are not involved in any of the listed activities.
Traffic accidents	Given that goods will be transported to their storage location, there is a risk of traffic accidents affecting community members and contracted and supply workers.	Implement Traffic Management Framework

Institutional Arrangements for Implementation of LMP

Given the categories of project workers (direct workers, contracted workers, primary supply workers), this section lays out the operational arrangements amongst the various institutions that are collaborating with the Project to ensure the smooth implementation of the LMP. The requirements of the LMP apply to all categories of project workers and where there is a special emphasis for a particular category of workers, it is highlighted within the applicable section of the LMP.

The requirements of the LMP as applicable to the direct workers will be the responsibilities of the respective PMU. The PMU will however have an oversight role vis-à-vis other contractors or third party providers through direct reporting arrangement on the requirements of the LMP in particular and other ESMP requirements in general.

Contracted workers are those who will be employed by contractors or third party providers to execute the project activities. Where the LMP refers to contractor responsibilities, it also refers to any other third-party provider. The contractor has the responsibility to ensure LMP implementation at the interface with its respective sub-contractors, while the PMU oversees the LMP implementation at all levels.

The Primary Suppliers are identified by the PMU or by an implementing partner. Upon the selection of the supplier, the LMP will be affirmed. Implementing partners have the obligation to ensure that all the procedures for primary supply workers are observed, though the PMU will have the overall responsibility. ESS2 applies a proportionality approach to oversight responsibility towards suppliers.

Terms and Conditions

- Government civil servants, who may provide support to the Project, will remain subject to the terms and conditions of their existing public sector employment agreement or arrangement as provided in Civil Service Code and Rules and other government circular (e.g. Civil Service Standing Orders-CSSO). The Project staff and consultants will remain subject to the terms and conditions as currently in place at the MoFDP**.** The following terms and conditions will guide management of workers engaged by the implementing partners under the project:

- Workers to be involved should be at least 18 years of age;
- Workers will have an opportunity to negotiate their wages equal or above the government set minimum wage rate;
- Difference in wages will not be influenced by race, color, sex, language, religion, political or other opinion, nationality, ethnic or social origin, disability, property, birth, marital or other status or family responsibilities or other matters arising out of the employment relationship;
- Payment of wages will be done at most on monthly basis on the last day of each month.

During the recruitment of workers, Implementing Partners will be required to explain the terms and conditions of employment prior to the commencement of work. According to Decent Work Act 2015, it is mandatory for employers to provide employees with a written contract outlining the terms of employment within one month of hiring.

Violation of the workers' Code of Conduct will constitute misconduct and may lead to disciplinary action in accordance with the labor laws of Liberia. To ensure full compliance with these legal provisions, contractors will be required to furnish the Project Management Unit (PMU) or IIU with copies of the written contracts of all employees engaged under the project. This measure will promote transparency, protect workers' rights, and ensure adherence to labor regulations.
PMU

Key Procedures

The Project will promote sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions.

The PMU and implementing partners and all project workers will follow up in ensuring the full accomplishment of the objectives of ESS2 in specific.

Recruitment and Replacement Procedure

Procedure Objective
The objective of this procedure is to ensure that the recruitment process and placement of project workers is conducted in a manner which is non-discriminatory, and employees are inducted to all essential work-related matters.

Procedure

1. Contractors submit a recruitment plan to the PMU for review and approval. The following details will be shown:
    i. Number of staff required
    ii. Intended working condition
    iii. Intended locations of staff
    iv. Job specifications in terms of qualification and experience
2. Contractor publishes the job invitation in the appropriate media (local press or direct invitation for contracted worker, or word of mouth through local leaders for community workers) to ensure all potential candidates have access to the information, including women and persons with disabilities, actively addressing risks of nepotism, or other forms of recruitment or employment discrimination.
3. Shortlist and recruit candidates ensuring the following;
    i. As far as possible, 50% shortlisted candidates are women.
    ii. As far as possible, 50% engaged employees are women.
    iii. Screen out candidates under the age of eighteen years.
4. On recruitment, ensure a contract of employment is signed voluntarily, for both contracted workers and community workers.
5. Before commencement of work, the contractor will ensure the employee is inducted on the essential work related issues, which include the following;

i. Key Job Specifications
ii. Terms and Conditions of Employment
iii. Special Codes of Conduct
iv. Disciplinary Procedures
v. Workers' Grievance Redress Mechanism
vi. Freedom to join and participate fully in Workers Association activities, Employment Council or Trade Union
vii. Key E&S aspects of the Project and its ESMP and other E&S instruments
viii. Emergency Preparedness

6. Maintain all such employment records available for review by the respective PMU, the World Bank, or Regulatory Authority.

Workers' Grievance Redress Procedure

a. Objectives of the procedure

The objective of this procedure is to settle the grievance between an employer and employee or between employees bilaterally before recourse to formal dispute resolution. Under the provisions of ESS2, the project will provide a grievance mechanism for all direct and contracted workers to raise workplace concerns. Workers will be informed of this grievance mechanism at the time of recruitment and the measures put in place to protect them from any reprisal for its use. The project will put in place measures to make the worker grievance mechanism easily accessible to all project workers.

b. Procedure

1. The PMU will only engage contractors with registered CoC or who sign an undertaking to comply with the relevant provisions for contracted workers and contractors who will comply with community meetings resolutions on applicable rules in the case of community workers.
2. Implementing partners induct the employees on the applicable workers' GRM to be aware of their rights. All records of induction shall be kept and made available to the PMU.
3. In case of violation, the aggrieved employee must capture and present the details of the grievance to the person they report to or the supervisor's superior in case of conflict of interest.
4. The supervisor will verify the details and seek to address the matter within the shortest time (up to 48 hours).
5. The supervisor will escalate the matter if not resolved within 48 hours if a resolution is not found.
6. Where no resolution is found, the employee can escalate the matter to the sector specific institutions or courts who will resolve the matter between employer and employee. The Supreme Court's decision is final, where it has exercised lawful jurisdiction.
7. Where the formal courts are not accessible, do not exist in an area, or cannot render a judgment, the matter shall be reported to and handled under the PMU, for example through the Project Grievance Redress Mechanism (GRM). The PMU, in this case, will accommodate a fair agreement between the worker and the implementing partner.
8. The implementing partner shall keep records of all proceedings of grievance redress that are within their jurisdiction and furnish the PMU as part of the periodic progress reporting to the PMU.
9. In case of risk of retaliation, the employee may immediately escalate to the court system. If confidentiality is requested, the PMU will ensure it to avoid any risk of retaliation, including in its follow-up actions.

Procedure for Primary Suppliers

Primary supply workers are employees of suppliers who, on an ongoing basis, provide goods and services to the Project. PMU have oversight of the implementation of the LMP requirements in this category.

Objective of the procedure

The objective of the procedure is to ensure that labor-related risks to the project from primary supply workers are managed in line with the requirements of ESS2.

Procedure

PMU will undertake the following measures:

i. Procure supplies from legally constituted suppliers. The legal registration ensures that the company is legally obliged to comply with all applicable labor laws and other laws in Malawi. This will include evidence of

- Certificate of incorporation
- Tax Clearance
- Value Added Tax certificate

- Registration of supplier with regulatory body for the goods or services where required

ii. Make a physical check on the supplier's labor management system, including
- employee contracts
- OHS
- any past work-related environmental or occupational incidents
- workers committee in place

iii. Check products quality certification and environmental rating where required

iv. Undertaking to take back waste for reuse, for example containers and packaging where applicable

i. Possibility of training in safe use of product by community users where applicable

ii. Where potential child labor or forced labor or serious safety risks are identified in a specific sector or industry, in connection with the supply of goods, a mapping exercise should be conducted to identify suppliers relying on such goods.

iii. Where it is not possible to identify specific primary suppliers, the mapping should identify general industry labor issues relating to the supply of the respective goods.

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Terms and Conditions of Project Workers

The specific terms and conditions for the different categories of project workers and different types of activities will be defined in the inception phase of the project, they will draw on currently applied terms and conditions by the PMU.

Monitoring and Supervision

The performance monitoring of this LMP will follow the same institutional arrangement as the monitoring and supervision of the ESMP. In general, the respective PMU will be responsible for the monitoring of the implementation of the LMP. In particular, the Social Specialist in the PMU will work directly to ensure that the LMP is fully implemented.

The Social Specialist will undertake supervision missions and spot checks as per a schedule to be developed once sites have been selected. Through the initial activity- or site-specific screening process, the Social Specialist will be aware of potential labor-related risks and impacts of activities and will develop a monitoring schedule around these.

Non-compliance of the LMP will be reported to the PMU Project Coordinator, and will be taken up in the regular E&S reporting.

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Annex 3: Occupational Health and Safety Framework

1. Purpose and Scope

The purpose of this OHS Framework is to provide systematic guidance for the identification, evaluation, prevention, and control of workplace hazards arising from emergency procurement and supply chain activities under the CERP. It applies specifically to activities involving the acquisition, storage, transportation, and distribution of food grains, fertilizers, fuels, veterinary supplies, and small emergency equipment.

This Framework shall be followed by all implementing agencies, suppliers, contractors, and subcontractors engaged under the CERP. It is to be applied in conjunction with relevant national legislation and the World Bank's Environment, Health and Safety Guidelines (WB EHSGs) and Environmental and Social Standards (ESS), particularly ESS2 (Labor and Working Conditions). Where discrepancies arise between national law and World Bank requirements, the more stringent provision shall apply**.**

Scope of Covered Activities:

- Procurement and quality inspection of food grains (cereals, pulses, fortified foods)
- Procurement, transport, and storage of fertilizers (chemical and organic)
- Procurement and handling of fuel (diesel, petrol, kerosene) not including storage and transportation
- Procurement and distribution of medical and veterinary supplies (vaccines, drugs, equipment)
- Acquisition and deployment of small emergency equipment

Hazard Identification and Risk Assessment

Risk levels shall be classified as High, Moderate, or Low, and mitigation measures prioritized accordingly to the Activity-Specific Hazards

Activity	Key Hazards	Risk Level
Food grain handling & storage	Dust inhalation, ergonomic strain from lifting heavy sacks, pest infestation, microbial contamination, slips/falls	Moderate
Fertilizer procurement & storage	Chemical burns, toxic fume inhalation (ammonia, nitrates), fire and explosion risk, skin and eye irritation	Substantial
Fuel procurement	Fire and explosion, vapor inhalation, skin contact/chemical burns, spills causing environmental contamination	High
Medical and Veterinary supplies handling	Needle stick injuries, exposure to biological agents/vaccines, chemical exposure from drugs and disinfectants, cold chain management risks	Substantial
Small emergency equipment	Mechanical injuries during assembly/deployment, electrical hazards (generators), noise exposure, ergonomic risks	Moderate
Transportation (all commodities)	Road traffic accidents, load instability and rollover, driver fatigue, exposure to heat or weather, cargo spillage	Substantial

Commodity-Specific OHS Requirements

1 Food Grains

- Storage facilities must be dry, well-ventilated, and free from pests and rodents. Regular inspections are required.
- Workers handling bulk grain must wear dust masks (N95 or equivalent), gloves, and closed-toe footwear.

- Sack weights must not exceed 50 kg; mechanical handling aids (trolleys, forklifts) shall be provided where available.
- Food safety standards (national and Codex Alimentarius) must be adhered to throughout the supply chain.

2 Fertilizers

- Chemical fertilizers (especially nitrogenous compounds) must be stored separately from fuels and flammable materials in clearly marked, ventilated, weather-proof warehouses.
- Workers must be equipped with chemical-resistant gloves, safety goggles, dust masks, and protective clothing.
- Material Safety Data Sheets (MSDS) for all fertilizer products must be available on-site and accessible to workers.
- Spill response kits must be available at all storage and distribution points.
- No smoking or open flames permitted within 50 meters of fertilizer storage

3 Fuels

- Fire extinguishers (CO_2 or dry powder) must be installed at all fuel storage and dispensing points.
- Workers handling fuel must wear chemical-resistant gloves, protective footwear, and eye protection.

4 Veterinary Supplies

- Cold chain integrity (temperature monitoring) must be maintained for vaccines and biological products throughout procurement and delivery.
- Sharps (needles, syringes) must be disposed of in puncture-resistant containers; under no circumstances shall sharps be recapped by hand.
- Workers handling vaccines or chemical veterinary products must wear appropriate PPE including gloves, eye protection, and where applicable, respiratory protection.
- Expired or damaged veterinary products must be segregated and disposed of in accordance with national pharmaceutical waste regulations.

5 Small Emergency Equipment

- All electrical equipment (generators, pumps) must be inspected and certified by a competent person before deployment.
- Generators must be operated in well-ventilated areas to prevent carbon monoxide poisoning; placement inside enclosed spaces is strictly prohibited.
- Noise-generating equipment (generators, compressors) must not expose workers to more than 85 dB(A) over an 8-hour shift without provision of hearing protection.
- Mechanical equipment must be fitted with appropriate guarding; only trained workers may operate powered equipment.

6. Transportation and Logistics Safety: Given that transport is a cross-cutting activity for all commodity types, the following measures apply:

- All vehicles used must be roadworthy, inspected, and certified. Drivers must hold valid licenses appropriate to the vehicle and cargo type.
- Maximum driving hours must not exceed 8 hours per day; no driver shall operate a vehicle while fatigued.
- Loads must be secured using appropriate restraints before departure. Mixed loads of incompatible commodities (e.g., fertilizers and fuels) are strictly prohibited.
- All transport vehicles must carry a basic first aid kit, fire extinguisher, warning triangles, and emergency contact information.

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- A journey management plan (route, schedule, check-in protocols) must be prepared for all long-distance deliveries, particularly in high-risk or remote areas.

7. Personal Protective Equipment (PPE)

The implementing agency and all contractors must provide appropriate PPE at no cost to workers. PPE must be suited to the specific hazard and activity, maintained in good condition, and replaced when damaged or expired. Minimum PPE Standards by Activity, detailed below:

Commodity / Activity	Minimum Required PPE
Food grains	Dust mask, gloves, safety footwear
Fertilizers	Chemical-resistant gloves, goggles, dust mask/respirator, protective clothing, safety footwear
Fuels	Chemical-resistant gloves, goggles, splash-resistant apron, safety footwear
Medical and Veterinary supplies	Nitrile gloves, goggles, lab coat/protective clothing, sharps containers
Emergency equipment	Hard hat, safety gloves, hearing protection (where applicable), safety footwear
All transport workers	Seat belts, reflective vests (for loading/unloading)

8. Worker Training and Capacity Building

All workers engaged under covered activities must receive OHS induction training before commencing work. Training records must be maintained by the implementing agency and made available for World Bank review upon request.

Mandatory Training Topics:

- Hazard identification and safe handling of assigned commodities;
- Emergency procedures (fire, spill, accident);
- Correct use, maintenance, and disposal of PPE;
- Incident and near-miss reporting procedures;
- Workers' rights, including the right to refuse unsafe work without reprisal;
- Code of Conduct and prevention of Gender-Based Violence (GBV)/Sexual Exploitation and Abuse and sexual harassment (SEA/SH).

9. Incident Reporting and Investigation

All work-related incidents — including accidents, near-misses, and occupational illnesses — must be recorded, reported, and investigated.

- Near-misses and minor incidents: Reported to the PIU E&S Specialist within 24 hours; reflected in monthly monitoring reports.
- Serious incidents (hospitalization, significant injury, fatality, major spill): Reported to the CERP PIU immediately and to the World Bank within 48 hours.

All incidents must be investigated by a competent person to identify root causes and prevent recurrence. Corrective actions must be documented and tracked to closure.

A standardized Incident Log must be maintained by the implementing agency and submitted as part of quarterly E&S monitoring reports**.**

Annex 4: Grievance Redress Mechanism

In Liberia, Grievance Redress Mechanisms (GRMs) are integral to social support programs, ensuring that beneficiaries can voice concerns and seek resolutions effectively. The GRM is an essential part of the strategy that promotes transparency and accountability. It is designed to be accessible and inclusive, catering to vulnerable groups such as women, children, and persons with disabilities. The Southeastern

Corridor Road Asset Management Project (SCRAMP) has established a GRM to enable beneficiaries and citizens to provide feedback on project activities. The GRM comprises both IIU/PMU-Level and Community/Site-Level Grievance Redress Committees (GRCs), responsible for addressing and resolving grievances effectively.

During design and implementation of the Project activities, stakeholders may be adversely impacted directly or indirectly. The grievances that may arise might relate to social issues such as exclusion from cash transfers, traffic management concerns, or gender-based violence, and other social and cultural issues. Should such a situation arise, there must be a mechanism through which concerns from affected parties are handled in an efficient, unbiased, transparent, timely and cost-effective manner. The project will therefore institutionalize a Grievance Redress Mechanism to address concerns and grievances that arise in connection with the project activities. Under the World Bank ESSs, Bank-supported projects are required to facilitate mechanisms that address concerns and grievances that arise in connection with a project. This Project GRM should facilitate the project to provide a timely response to concerns and grievances of the project-affected parties related to the environmental and social performance of the project. The Project will provide mechanisms to receive and facilitate resolutions to such concerns. This Annex lays out the GRM for the CERP.

The goal of the GRM is to strengthen accountability to beneficiaries and to provide channels for project stakeholders to provide feedback and/or express grievances related to project supported activities. By increasing transparency and accountability, the GRM aims to reduce the risk of the project inadvertently affecting citizens/beneficiaries and serves as an important feedback and learning mechanism that can help improve the project impacts.

The GRM will be operated in addition to a specific workers' GRM, which is laid out in the Labor Management Procedures (LMP).

The GRM is designed to ensure that project related grievances and perceived injustices are timely and effectively handled by the Project. The Project will ensure that the GRM is efficient and accessible to project affected parties. The GRM shall have a well defined institutional framework, instruments and methodological approach that will guide the grievance resolution process. The GRM therefore provides an effective avenue for expressing concerns, providing redress, and allowing for general feedback from community members.

Information on the GRM will be readily available to all project-affected parties. The GRM is designed in a culturally appropriate and socially inclusive way and is able to respond to all needs and concerns of project-affected parties. The availability of the GRM does not prevent recourse to judicial and administrative resolution mechanisms.

The Social Specialist recruited as part of the respective PMU will be responsible for ensuring that grievances are resolved. The Project GRM provides multiple channels through which complaints can be registered in a safe and confidential manner. The complaint should be related to the project activities and/or to its implementation and management. Any complaint not directly related to the Project will be referred to the relevant Traditional or Government Authority. The Project GRM will involve the following main steps:

- Receipt and acknowledgement of grievance: any stakeholder including people from the affected communities can submit a grievance (written, verbal, text message, telephone, etc. as appropriate for the complainant). Relevant personnel in each project site will be required to accept formal grievances and ensure avenues for lodging grievances are accessible to the public and affected persons. The grievance will be acknowledged within two days of the complaint being received, confirming to the complainant that the grievance has been received and is under investigation.

- Grievance Registering, Logging and Tracking: the complaint will be registered in the GRM logbook. This step comprises of the inputting of the grievances received into the electronic system where applicable and the following up of each case right through resolution. This helps to ensure that EVERY case received will be given the attention it requires.
- Referral and examination of complaints: This step involves gathering information about the grievance to determine its validity, and resolving the grievance. A GRM Committee shall be established (comprising of members from representatives of implementing agencies, elders, community facilitators, etc.) who will examine the complaint, resolve, or escalate the grievance as needed.
- Notifying the complainant: the decision/solution/action by the grievance committee shall be communicated to the complainant as per the stipulated timeline for feedback.
- Closing the complaint: A grievance is closed out when no further action can be or needs to be taken. All grievances should be closed out within the initial 30 days or as soon as possible thereafter and after all reasonable efforts to resolve the grievance have been attempted. Where the decision/solution of the complaint is accepted by the complainant, or complaint that is not related to the project or any of its components, or a complaint that is being heard by the judiciary will be closed following the appropriate procedure based on the acknowledge and signed of complainant.

Special cases

It is not always appropriate for a case to be handled by a committee within the GRM structure. Accordingly, committee members will be trained on the appropriate channel to use in special cases:

Criminal cases: All cases recorded by the GRM that are found to be criminal in nature shall immediately be reported to the police. Stakeholders will also be sensitized to report criminal cases directly to the police.
Gender based violence, sexual exploitation and abuse and sexual harassment: Gender based violence (GBV) and sexual exploitation and abuse cases are substantively different from other complaints that are typically handled by grievance redress mechanisms. These cases are handled in a special way within the GRM to ensure that the information is treated with confidentiality. All GRM actors will be oriented on how to approach survivors and refer such Project Affected Persons (PAPs) to a safe and ethical GBV service provider in the area. SECRAMP is recruiting a GBV service provider. In the interim, two GBV field consultants are ensuring continuity of survivor referral pathways and services. Two GBV Specialists are positioned within the SECRAMP IIU to coordinate implementation alongside the GBV service provider.

Child labor: Any form of child labor is not allowed under social support programs. Any household found to be engaging in this malpractice will be automatically removed from the programs.

Courts: Where the case is not closed by the Project, the PAP shall be advised to seek justice from a court of law, and the decision made by the courts shall be final.

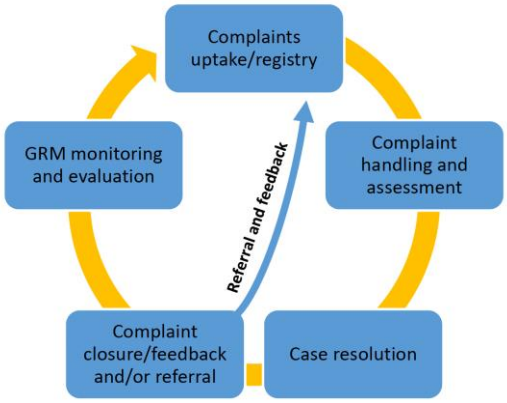


Figure 1 Key activities in the grievance redress process

The GRM process will consist of five key activities performed in managing grievances.

Complaints uptake

The harmonized GRM has provided multiple options for the submission of grievances by PAPs in order to minimize barriers that may prevent them from raising their issues. These channels include the following:

Face-to-face: This includes verbal or written submissions through face-to-face interactions with members of committees, program officials, local structures (chiefs, councilors, members of parliament) at any time or at the pay-point help desk.

Toll free line: A toll-free line will be used for social support programs. Once in place, PAPs will be given the option to report any case through the toll-free line. Cases received through this channel will be referred to the appropriate committee, depending on the nature of the case. The PAP will then be advised of the referral, pending investigation and resolution.

Phone line or SMS: The platform allows PAPs to report cases to the **IIU** using their mobile phone. Furthermore, PAPs will, where possible, be provided with the contact details of relevant focal persons in respective target districts and areas to whom cases could be reported.

Once the case has been received, regardless of the channel, it shall be recorded manually in the case register or electronically on the GRM dashboard or responsible program MIS Module to initiate case handling.

Case assessment

When a complaint is received, a maximum of 15 days is provided for the committee to respond to the PAP. This is to ensure that there is ample time for assessment and investigation of the grievance and that it is resolved thoroughly and in a timely manner. Where possible, provision of instant feedback will be done depending on the nature of the case.

Once a complaint is received, the committee shall assess the issue by looking at, among other things, the following:

- Whether the complaint is related to the project or not
- Whether the case can be effectively handled by the project committee or referral to an alternative mechanism is needed (e.g. in special cases)

If the committee is confident in its ability to handle the case it will proceed to hear the case and carry out the necessary investigation. If, for whatever reason, the committee determines that it cannot ably handle the complaint, the PAP shall be advised to channel their complaint to an alternative grievance redress level or mechanism and a referral will be recorded to accelerate the case, with adequate information of the alternative channel.

Case resolution

Following case validation and investigation, the responsible committee shall deliberate on a resolution. This resolution will then be submitted to the PAP for their consideration. Where a resolution has been arrived at and the PAP accepts the resolution, the PAP shall be required to sign the resolution and the closure section in the Grievance Log and Resolution Form. Two members of the committee (preferably the chairperson and secretary) shall be required to counter sign. This shall signify that the complaint or grievance has been fully discussed, resolved and closed. All grievances received will be publicly entered into an accessible recording system known as the GRM registry, which will be maintained at all levels.

Feedback of resolution or referral

Where a case resolution has been reached and presented to the PAP, it will be the responsibility of the committee to provide its feedback to the PAP. The committee should present the PAP with the resolution in written format using the GRM Form. It is the responsibility of the committee to read out the resolution to the PAP if the PAP is unable to do so him/herself.

Following communication of the resolution, the PAP can either accept the committee's resolution (by co-signing or placing their thumb print on the resolution section of the form), or he/she can reject the resolution. If the resolution is rejected, a summary of the resolution and how it was arrived at is recorded in the referral section of the GRM Form. It is the responsibility of the committee to provide options for referral of the case, either to a higher committee or other structures that could handle the case.

For the purpose of ensuring confidentiality, only key information such as sex and age of complainant, date that case was reported, nature of case, resolution made, and date of closure or referral shall be sent.

Monitoring and Evaluation

Monitoring and evaluation of the GRM will be undertaken regularly alongside any other monitoring and evaluation exercises for the project. This will assist in establishing the levels of functionality and identify areas for improvement to optimize the efficiency of the GRM system.

The committee will keep a Grievance Resolution Form or a Grievance Log that will indicate the date the complaint was lodged, action taken, and personnel or team responsible for the complaint.

Annex 5: Waste Management Framework

1. Introduction and Purpose

This Waste Management Framework (WMF) has been prepared to guide the systematic identification, classification, handling, storage, transport, treatment, and disposal of all waste types generated under CERP activities. It applies to implementing agencies, government ministries, contractors, suppliers, and any other parties involved in the procurement, storage, transport, and distribution of emergency supplies financed under the CERP.

CERP activities generate multiple categories of waste arising from the acquisition and distribution of food staples (cereals, pulses, fortified foods), fertilizers and agricultural inputs, medical and pharmaceutical supplies, and veterinary medicines and supplies. These waste streams vary significantly in their hazard profile — from non-hazardous general packaging waste to potentially hazardous chemical and biological waste — and must be managed accordingly.

This Framework will guide implementing partners in the development of site-specific Waste Management Plans (WMPs) and must be given the same legal and operational weight as other contractual commitments.

Waste Classification and Types

All waste generated under CERP activities must be classified prior to handling. The primary waste streams are as follows:

Non-Hazardous General Waste

Sources: Food supply operations, office administration, transportation, distribution centers, and logistics activities.

Types: Packaging materials (cardboard, paper, plastic wrapping, sacks, jute bags), food scraps and organic waste from food handling, plastic bottles and containers, broken pallets, rubber bands, labels, office paper, cans, and glass.

Risk level: Low. Non-hazardous general waste poses minimal direct risk to health or environment but can contribute to local pollution if improperly managed.

Management:

- Waste must be segregated at source into biodegradable (organic) and non-biodegradable (inorganic) streams;
- Organic waste (food scraps, grain spillages, husk) should be composted on-site where feasible, or directed to licensed composting or disposal facilities;
- Non-biodegradable packaging (plastics, cardboard) should be collected, sorted, and directed to recycling facilities, or disposed of at licensed landfills;
- Open burning of general waste is strictly prohibited;
- Waste bins (color-coded where possible) must be placed at all storage sites, distribution points, and offices.

4.2 Fertilizer and Agricultural Input Waste

Sources: Procurement, storage, and distribution of chemical fertilizers (nitrogenous, phosphate, potassium-based compounds), pesticide-free seeds and livestock feed.

Types: Damaged or torn fertilizer bags; spilled or contaminated fertilizer material; empty chemical containers; expired or degraded agricultural inputs; contaminated soil or absorbent materials from spills.

Risk level: Moderate to High. Chemical fertilizers (particularly nitrate-based compounds) can contaminate water sources, cause soil degradation, and pose health risks if improperly disposed of. Empty containers may retain residues.

Management:

Spilled fertilizer must be collected immediately using dry methods (sweeping, shoveling) and placed in sealed, labeled containers for disposal at a licensed hazardous waste facility;

- Damaged or degraded fertilizers must not be buried, burned, or discharged to water bodies; they must be stored in sealed containers and returned to the supplier or disposed of through a licensed chemical waste contractor;
- Empty fertilizer containers must be triple-rinsed before disposal; rinsate must be applied to agricultural land at approved rates or disposed of as chemical waste;
- Contaminated soil or absorbent materials used in spill cleanup must be treated as hazardous waste;
- All fertilizer waste must be tracked using a **Waste Tracking Note** (see Section 7);
- Material Safety Data Sheets (MSDS) for all fertilizer products must be kept on file at the storage site.

4.3 Medical and Pharmaceutical Waste

Sources: Procurement and distribution of pharmaceuticals, medicines, medical supplies, diagnostic tools, personal protective equipment (PPE), and associated clinical consumables financed under the CERP.
Types: Expired or damaged medicines; used or contaminated PPE (gloves, masks, gowns); sharps (needles, lancets, broken glass); empty pharmaceutical vials and blister packs; contaminated packaging; lab testing kits; reagents; pharmaceutical residues.
Risk level: High. Pharmaceutical and medical waste is classified as hazardous waste. Improper disposal can lead to drug resistance, environmental contamination, and public health risks.
Management:
Segregation: Medical waste must be segregated at the point of generation into the following categories using internationally recognized color coding:

- **Yellow bags/containers**: Infectious and pathological waste, contaminated PPE;
- **Red bags/containers**: Non-infectious pharmaceutical waste, empty vials, blister packs;
- **Yellow sharps containers** (puncture-proof): Needles, lancets, broken glass;
- **Black bags**: Non-hazardous packaging waste.
- *Sharps*: Sharps must never be recapped by hand or mixed with other waste. Sharps containers must be no more than three-quarters (¾) full before being sealed and disposed of. Under no circumstances may sharps be placed in general waste bags.
- *Expired or damaged pharmaceuticals*: Must be clearly labeled "for disposal," segregated, stored securely, and disposed of through a licensed pharmaceutical waste disposal contractor or returned to the supplier. Flushing medicines down drains or burying them is prohibited.

Treatment and disposal methods: The most appropriate and available technology must be used. Preferred options in order of preference are:

- Steam sterilization (autoclaving) for infectious waste prior to disposal;
- Incineration in purpose-built, permitted incinerators operating at adequate temperatures (≥850°C in primary chamber, ≥1100°C in secondary chamber) with appropriate emission controls;
- Chemical disinfection where autoclaving or incineration is not available;
- Engineered burial in lined pit facilities as a last resort in settings with no access to the above.
- Open burning of medical waste is prohibited. Makeshift incineration in drums is prohibited.

Transport: Medical waste must be transported in sealed, labeled containers by licensed medical waste transporters. A consignment note must accompany all waste shipments. Infectious waste must not be transported with general waste or food items.

4.4 Veterinary Supply Waste

Sources: Procurement and distribution of veterinary medicines, animal vaccines, animal first aid kits, medications, and associated consumables.
Types: Expired or unused veterinary medicines; empty vaccine vials; used syringes and needles; contaminated packaging; biological waste from animal treatment; cold chain packaging (ice packs, styrofoam boxes).
Risk level: Moderate to High. Veterinary pharmaceutical waste shares many risk characteristics with human medical waste. Biological agents in vaccines and medicines can pose environmental and zoonotic disease risks if improperly handled.

Management:

- Veterinary pharmaceutical waste shall be managed in accordance with the same principles as human medical/pharmaceutical waste (Section 4.3 above);
- Sharps from veterinary use (needles, syringes) must be placed in puncture-resistant sharps containers immediately after use;
- Expired or damaged animal vaccines must be stored at appropriate temperatures in segregated, labeled containers until collected by a licensed disposal contractor or returned to the supplier. Vaccines must never be disposed of in open pits or water bodies;
- Empty vaccine vials must be decontaminated (crushed or autoclaved where feasible) before disposal;
- Cold chain packaging waste (ice packs, polystyrene boxes) must be segregated. Polystyrene should be directed to licensed recycling where available, otherwise disposed of at a permitted landfill. Used cold packs containing gel must not be punctured and should be treated as potentially hazardous waste;
- Biological or contaminated animal waste (swabs, dressings, used kits) must be double-bagged, labeled, and disposed of as infectious waste in accordance with Section 4.3.

Training and Capacity Building
All workers involved in waste-generating activities must receive training on this Framework before commencing work. Training must cover waste identification and segregation; correct use of PPE when handling waste; emergency spill and containment procedures; completion of Waste Tracking Notes; and reporting of incidents. Training records must be maintained by the implementing agency and made available for World Bank review. Refresher training must be conducted every six months and after any significant waste-related incident.

9. Monitoring, Reporting, and Grievance

Monthly: Site Waste Officers must inspect all storage areas, check bin conditions, verify tracking records, and report to the PIU.
Quarterly: The PIU E&S Specialist must compile a Waste Monitoring Report covering: volumes and types of waste generated by category; disposal contractors used and methods applied; incidents (spills, illegal dumping, complaints); and corrective actions taken.
Annual: An independent audit of waste management performance must be conducted and findings incorporated into the CERP's annual E&S report submitted to the World Bank.
Any waste-related incidents — spills, unauthorized disposal, worker exposure, or community complaints — must be reported to the PIU within 24 hours and to the World Bank within 48 hours for serious incidents. Community members may raise grievances through the project's Grievance Redress Mechanism (GRM), which must include waste-related concerns as an explicit category.

When necessary, License shall be obtained from EPA for handling, transportation and disposal of waste Prohibit dumping of waste in water bodies and general littering shall not be allowed**.** Prohibition of open burning of waste

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Annex 6: FUEL MANAGEMENT PLAN

Although the project is not financing storing or transporting fuel, this Fuel Management Plan is being provided as good practice example for better awareness on handling fuel.

1. Introduction and Purpose

This Fuel Management Framework (FMF) establishes the minimum requirements for the safe, environmentally sound, and accountable management of fuel procured and imported under the Contingent Emergency Response Project (CERP). It applies to all stages of the fuel supply chain - from importation and customs clearance through transportation, storage, dispensing, and disposal of fuel-related waste. Under the CERP, fuel may be procured to power generators, vehicles, pumps, and other essential equipment deployed during emergency response operations. This Plan must be applied in conjunction with national legislation on petroleum product importation, transportation, storage, and environmental protection and also:

- ESF- ESS3: Resource Efficiency and Pollution Prevention and Management;
- ESF- ESS4: Community Health and Safety;
- WBG General EHS Guidelines, including the sector guidelines for Petroleum Product Storage Facilities;
- IFC EHS Guidelines on Ports, Harbours and Terminals (where fuel is imported by sea);

2. Importation and Procurement

All fuel procured under the CERP must meet national and international quality specifications relevant to its intended use.

- Supplier Due Diligence: Fuel suppliers must be assessed prior to engagement. Assessment must confirm that the supplier holds valid operating licenses, complies with national petroleum regulations, and has adequate HSE management systems in place.

- Operations at the port of entry must comply with IFC EHS Guidelines for Ports, Harbours and Terminals. Tanker vessels and fuel transfer hoses must be inspected before transfer, along with emergency response equipment. All personnel involved in port operations must be trained in spill alert and response procedures.

3. Transportation

Fuel transportation from port of entry to storage facilities and onward to end-use distribution points represents one of the highest-risk phases of the supply chain. The following requirements apply:

- **Vehicles and Equipment:** Only purpose-built, roadworthy tanker trucks certified for fuel transport may be used. Vehicles must be inspected and certified by a competent authority before each deployment. Each vehicle must carry a valid fuel transport permit, fire extinguisher(s), emergency spill kit, earthing cable, drip trays, and clearly visible hazard warning signage (including appropriate placards for flammable liquid transport). Mixed loads of fuel with other incompatible commodities (food, fertilizers, medicines) are strictly prohibited.
- **Driver Competency:** All drivers transporting fuel must hold a valid license appropriate to the vehicle class and must have received training in hazardous goods transport, spill response, fire safety, and first aid. Maximum driving hours must not exceed 8 hours per day; rest breaks of at least 30 minutes every 4 hours are mandatory. Driving under the influence of alcohol or narcotics is an immediate ground for disqualification.

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- The **transportation route** must be prepared for every fuel delivery, covering: planned route and alternate route; estimated travel time and schedule; driver name and contact; check-in intervals (every 2–3 hours); emergency contact numbers; and actions in the event of breakdown, accident, or spill.
- **Spill Response during Transport**: In the event of a fuel spill during transport, the driver must: immediately stop the vehicle in a safe location away from ignition sources and waterways; activate hazard lights and deploy warning triangles; contact the PIU and emergency services; use dry absorbent materials (sand, absorbent pads) to contain the spill; and on no account attempt to wash the spill into drains or water bodies. Contaminated materials must be bagged and treated as hazardous waste. The spill must be reported to the PMU within 1 hour and documented on the Incident Log.

4. Storage

Proper storage is critical to prevent fuel loss, contamination, fire, and environmental harm. All fuel storage facilities used under the CERP must meet the following minimum requirements:

- **Storage sites** must be located away from residential areas, schools, health facilities, markets, wetlands, rivers, and other environmentally sensitive areas. A minimum buffer of 50 meters from any open water source is required. Sites must be accessible by tanker trucks but secured against unauthorized entry.
- **Storage tanks** must be of adequate capacity, structurally sound, and made of materials compatible with the fuel type. Above-ground tanks are preferred for ease of inspection. All tanks and dispensing areas must have secondary containment (bunded areas) capable of holding at least 110% of the largest single tank's volume, to capture any spills or leaks. Tanks must be fitted with level gauges, overflow protection, venting devices, and lockable caps. Dispensing areas must be paved or fitted with impermeable flooring with drainage directed to an oil-water separator, not to open drains or the environment.
- **Adequate fire suppression systems** must be in place: minimum requirements include CO_2 or dry powder fire extinguishers at all dispensing and storage points, and fire suppression sand boxes at larger facilities.
- Earthing/bonding points must be installed at all filling and dispensing locations.
- **Signage and Security:** All fuel storage areas must be clearly signed in the local language with "FLAMMABLE — NO SMOKING — NO OPEN FLAMES" warnings. Sites must be fenced and accessible only to authorized personnel. A site register of all personnel entering the fuel storage area must be maintained.
- **Inspections and Inventory:** Storage tanks must be inspected daily for leaks, corrosion, and structural integrity. A fuel inventory register must be maintained, recording: date; quantity received; quantity dispensed; running balance; any discrepancies. Inventory records must be submitted to the PMU monthly and made available for World Bank review. Unexplained discrepancies of more than 1% must be reported and investigated.
- **Incompatible Storage:** Fuel must never be stored alongside fertilizers, oxidizing agents, food commodities, or other incompatible materials in the same facility or building.

5. Dispensing and End-Use Management

- Fuel may only be dispensed by trained, designated personnel. A Fuel Dispensing Log must be maintained at each dispensing point, recording: date and time; vehicle or equipment identification; quantity dispensed; purpose; and operator signature.
- **Refueling of Vehicles** must only occur in designated areas. Engines must be switched off during refueling. Drip trays must be placed under all fill points. Overfilling is prohibited; dispensing must stop at 95% of tank capacity. Mobile fuel bowsers used for field refueling must comply with the same safety requirements as fixed dispensing points.

- **No Smoking and Ignition Control**: A strict no-smoking and no-open-flames policy must be enforced within at least 50 meters of any fuel storage, dispensing, or transfer point. Mobile phones must not be used during dispensing operations.

- **PPE Requirements**: All personnel involved in fuel dispensing must wear chemical-resistant gloves, safety goggles, splash-resistant apron, and closed-toe safety footwear as a minimum. Respiratory protection (organic vapor mask) must be available and worn during extended dispensing operations or when vapor concentrations are elevated.

6. Fuel-Related Waste Management

All waste generated from fuel storage, handling, and dispensing must be managed as hazardous waste in accordance with the project's Waste Management Framework and the following specific requirements:

- Used fuel filters, contaminated rags, and absorbent materials used in spill cleanup must be collected in sealed, labeled containers and transferred to a licensed hazardous waste disposal contractor.
- Used oil and fuel residues must be collected in appropriate sealed containers; disposal to the ground, drains, or water bodies is strictly prohibited. Used oil must be directed to licensed oil recyclers or re-refiners.
- Empty fuel containers and drums must be drained, clearly labeled "EMPTY — PREVIOUSLY CONTAINED FUEL," and stored in a designated area until collected by a licensed recycler or contractor. They must not be reused for food, water, or other commodity storage.
- Spill-contaminated soil must be excavated, placed in sealed containers, and treated or disposed of at a licensed hazardous waste facility. The affected area must be monitored for residual contamination.
- All fuel waste must be tracked using a Waste Tracking Note from generation to final disposal, with disposal certificates retained on file.

Emergency Preparedness and Spill Response

Each fuel storage and dispensing site must have a site-level Fuel Spill Response Plan as part of its broader Emergency Response Plan. The plan must be developed before fuel operations commence, and must include:

- Location of spill kits (absorbent pads, sand, containment booms), fire extinguishers, and emergency contacts and a site map showing tank locations, bunded areas, drainage routes, sensitive receptors, and nearest water bodies;
- Step-by-step spill response procedures for minor spills (contained within bunding) and major spills (beyond bunding)
- Roles and responsibilities for spill response (site safety officer, PIU E&S specialist, national emergency services, environmental authority);
- Procedures for notifying the PMU (within 1 hour), the environmental authority (within 24 hours), and the World Bank (within 48 hours for significant spills);
- Post-spill investigation, remediation, and corrective action requirements.
- Spill response drills must be conducted at least every six months at all fuel storage sites. Drill results and any corrective actions must be documented and reported to the PMU.

Annex 7: Waste and Occupational Health & Safety Plan for small Rehabilitation Works

1. Introduction and Scope

This Waste and Occupational Health and Safety (OHS) Plan applies to all small-scale civil rehabilitation works financed under the CERP. Although these works are small in scale, they generate construction waste and occupational hazards that must be proactively managed to protect workers, communities, and the environment.

2. Occupational Health and Safety

2.1 Hazard Identification

Prior to the commencement of any rehabilitation works, the contractor must conduct a simple site-level hazard assessment identifying the key risks associated with the specific tasks to be performed. Common hazards and mitigation measures in small rehabilitation works include

Risks	**Mitigation measures**
Excavation and earthworks: Cave-in, collapse of unstable ground, struck-by incidents from equipment	**Site Setup and Access Control:** All rehabilitation sites must be demarcated with barriers, fencing, or rope lines to prevent unauthorized community access. Warning signs in the local language must be posted at all site entry points. Nighttime lighting must be provided at any site accessible to the public. **Safe Work Procedures:** The contractor must prepare simple, task-specific safe work procedures (or toolbox talk guides) for high-risk tasks: excavation works deeper than 1 meter must be shored or battered back to a safe angle; ladders must be secured at both top and bottom before use; scaffolding must be erected by a competent person and inspected before each use; power tools must be inspected before each day of use and must not be used by untrained workers. Working hours must not exceed 8 hours per day or 48 hours per week. Workers must be provided with access to clean drinking water, shaded rest areas, and basic sanitation facilities (toilets and handwashing) at all sites. No worker under 18 years of age shall be employed on rehabilitation works. A stocked first aid kit must be available at every rehabilitation site. At least one trained first aider must be present per shift. The contractor must maintain a list of the nearest health facility and emergency contacts visibly posted at the site. **Traffic Management**: Road and bridge rehabilitation sites must have a traffic management plan in place before works commence, including
Manual handling and lifting	
Working at height Falls from ladders, scaffolding, or rooftops during repairs to buildings and structures	
Musculoskeletal injuries from carrying heavy materials (bricks, timber, sand bags);	
Dust and noise Respiratory hazards from cutting, breaking, or grinding concrete, stone, or masonry; hearing damage from prolonged use of power tools and machinery;	
Electrical hazards Contact with live wires during structural repairs; improper use of power tools	
Traffic and community interface: Risk to passing vehicles and community members at road and bridge rehabilitation sites	

Heat and sun exposure and dehydration during outdoor work in hot climates	flagging personnel, detour signage, and speed reduction measures to protect both workers and road users. **Incident Reporting**: All work-related accidents, near-misses, and occupational illnesses must be recorded in a site Incident Log. Minor incidents must be reported to the PIU within 24 hours. Serious incidents (fatality, hospitalization, significant injury) must be reported to the PIU immediately and to the World Bank within 48 hours, consistent with ESIRT requirements. All workers must receive a brief OHS induction before commencing work, covering: site hazards and safe work procedures; correct PPE use; emergency and first aid procedures; and workers' rights including the right to refuse unsafe work without reprisal. Toolbox talks must be conducted at the start of each working week. Training records must be maintained by the contractor and made available to the PIU on request. Minimum PPE: Safety helmet, safety footwear, high-visibility vest Gloves, eye protection Dust mask (N95), hearing protection Safety harness where height exceeds 2 meters Insulated gloves, insulated footwear, eye protection

3. Waste Management

Small rehabilitation works generate the following primary waste streams:

- Construction debris: Broken concrete, masonry rubble, excavated soil, asphalt cuttings, gravel, sand;
- Timber and formwork waste: Off-cuts, used shuttering boards, damaged scaffolding planks;
- Metal and reinforcing waste: Steel bar off-cuts, wire, nails, metal sheeting scraps;
- Packaging and general waste: Cement bags, plastic wrapping, paint containers, lubricant cans, food waste from workers;
- Hazardous waste: Used paint, solvents, adhesives, lubricating oil, fuel residues, batteries from equipment.

Contractors must first seek to minimize waste generation through efficient material planning and ordering (no excess procurement), reuse of excavated soil for backfilling on the same site, salvage and reuse of sound demolished materials (bricks, timber, steel) where safe and feasible, and preference for bulk supply over heavily packaged materials.

Waste must be segregated at the point of generation into at minimum three streams:

- **Inert construction debris** (rubble, soil, concrete): Stored in a designated area on-site and transported to an approved disposal or reuse site (road embankments, fill sites);
- **Recyclable materials** (timber off-cuts, scrap metal, cardboard, plastic packaging): Sorted and directed to local recyclers or reuse where feasible;
- **Hazardous waste** (used paint, solvents, oil, chemical containers): Collected in sealed, labeled containers and disposed of through a licensed hazardous waste contractor. Under no circumstances may hazardous waste be buried, burned, or discharged to drains or water bodies.

Waste bins or designated collection areas must be established at each rehabilitation site from day one. Sites must be kept clean; accumulated waste must be removed at least weekly or more frequently if volumes warrant.

Open burning of any waste on or near rehabilitation sites is strictly prohibited. All waste removed from site must be directed to approved disposal locations. The contractor must confirm the legality and suitability of disposal sites before use — illegal dumping at roadsides, in water bodies, or on community land is a contractual violation.

Monitoring, and Reporting:

Contractor Site Supervisor: Responsible for day-to-day implementation of this Plan; conducting toolbox talks; maintaining the Incident Log and Waste Removal Record; enforcing PPE use and waste segregation.

PIU E&S Specialist: Responsible for monitoring contractor compliance through regular site visits (at least monthly); reviewing incident and waste records; reporting to the World Bank as part of quarterly E&S monitoring reports.

Workers: Responsible for adhering to safe work procedures, using PPE correctly, segregating waste, and reporting hazards and incidents without fear of reprisal.

Any non-compliance identified during site visits must be captured in a corrective action register and resolved within an agreed timeframe. Persistent non-compliance is grounds for contract suspension pending remediation.

Annex 8: **Contractor Environmental and Social Responsibilities for Small Rehabilitation Works**

All contractors engaged under the CERP to carry out small rehabilitation works — including minor restoration of access roads, repair of water supply and sanitation infrastructure, rehabilitation of temporary shelters, and restoration of critical service facilities — are required to meet the E&S obligations set out in this chapter as a condition of their engagement. These obligations are legally binding through the contract, and non-compliance may result in remedial action, suspension of works, or contract termination.

Prior to commencing any rehabilitation works, each contractor is required to prepare a site-specific **Contractor Environmental and Social Management Plan (C-ESMP)**.

The C-ESMP must be submitted to the Implementing Agency for review and clearance before mobilization to site. Works shall not commence until the C-ESMP has been approved in writing by the designated Environmental and Social Specialist of the Implementing Agency.
The C-ESMP is not a generic document — it must be tailored to the specific activities, location, duration, and workforce of each works contract. At a minimum, the C-ESMP must include the following:

- A brief description of the scope, location, and schedule of the rehabilitation works, including a site map or sketch where applicable.
- An identification of the key environmental and social risks and impacts associated with the works, including but not limited to dust, noise, vibration, soil disturbance, waste generation, water quality impacts, community access disruption, and occupational health and safety (OHS) hazards.
- Site-specific mitigation measures for each identified risk and impact, consistent with the mitigation hierarchy (avoid, minimize, mitigate), this ESMP, the WBG EHS Guidelines, and applicable Liberia national regulations.
- An OHS Management Plan covering the use of personal protective equipment (PPE), safe handling of tools and equipment, safe storage and use of fuel and lubricants, first aid provisions, and emergency response procedures for accidents or incidents on site.
- A Waste Management Plan detailing the collection, segregation, temporary storage, and lawful disposal of construction debris, packaging waste, used lubricants, and any other waste streams generated by the works.
- Traffic and community access management measures, including signage, barriers, designated haulage routes, and working hours, to minimize disruption and risk to surrounding communities.
- A description of the contractor's Grievance Redress Mechanism (GRM) for workers and community members, aligned with the project-level GRM set out in this ESMP.
- Measures to prevent and respond to sexual exploitation and abuse and sexual harassment (SEA/SH), including a code of conduct applicable to all workers on site.
- A list of the contractor's key E&S personnel, including the designated site supervisor responsible for day-to-day E&S compliance.

Code of Conduct
All contractors must ensure that every worker on site — whether directly employed or subcontracted — signs and adheres to a Code of Conduct before commencing work. The Code of Conduct must cover expected standards of behavior toward community members and fellow workers, zero tolerance for SEA/SH, prohibition of child labor and forced labor, compliance with OHS requirements, and consequences for non-compliance. Contractors are responsible for communicating the Code of Conduct in a language and format accessible to all workers, including those with low literacy.

Workforce and Labor Management
Contractors must comply with the Labor Management Procedures (LMP) set out in this ESMP and with the labor and employment laws of Liberia. This includes maintaining fair and transparent terms of employment, paying wages on time and in full, not engaging workers under the minimum legal working age, and ensuring that working hours do not exceed legal limits without fair compensation for overtime where applicable. Records of all workers, including subcontracted labor, must be maintained and made available to the Implementing Agency upon request.

Reporting and Supervision
Contractors are required to maintain an up-to-date site log recording daily works activities, incidents, accidents, near-misses, complaints received, and any deviations from the approved C-ESMP and the corrective actions taken. This log must be made available to the Implementing Agency's E&S Specialist during site supervision visits. Any incident involving injury to a worker or community member, significant environmental damage, or an SEA/SH allegation must be reported to the Implementing Agency within 24 hours of occurrence, in accordance with the incident reporting protocol set out in this ESMP. Contractors must cooperate fully with supervision missions undertaken by the Implementing Agency or the World Bank.

Annex 9: Traffic Safety Management Framework

Purpose and scope of this framework

The Project is expected to generate traffic during the transportation of goods. It is therefore important to ensure that traffic is managed in a manner that facilitates efficiency as well as ensuring the safety of personnel and the local community.

This Framework has been prepared to enable the CERP and its implementers to identify and implement all legal and good practice requirements in respect of the management of traffic risks and impacts associated with the Project activities. The purpose of this Framework is to ensure that traffic management (and management of vehicles and equipment in respect of the Project) is undertaken in a safe and efficient manner. As such, the management of traffic in terms of this framework is intended to avoid and minimize traffic risks to (and impacts on) the health and safety of the local community and any personnel on site during the Project, under both routine and non-routine circumstances. The requirements of this Framework shall apply to all project activities including any implementer appointed to provide vehicles, machinery or drivers for the project.

This is a Framework that will guide the implementer to develop detailed plans suited to specific sites. The implementer or supplier will be required to conduct a site road safety and traffic risk assessment to determine potential road safety and traffic hazards including types of roads, routes, location relative to communities, schools, sensitive issues, etc., considering prevailing traffic conditions and future projections.

A copy of the specific Traffic Safety Management Plan derived from this framework must be maintained on site by the implementer or supplier. This Traffic Safety Management Framework should be kept as an annexure to the ESMP. All employees are obliged to abide by these plans. Sub-contractors must be trained to ensure compliance with this the plans.

Activity-specific Traffic Safety Management Plans

This section outlines the requirements for compiling an activity-specific Traffic Safety Management Plan, which must also take into consideration section 5 of the World Bank Good Practice Note on Road Safety under ESF ESS4 and the E&S considerations listed in this ESMP. Project activity specific measures should be added according to the specific risks and impacts identified. The implementer or supplier is required to compile the detailed plan for how they will conduct their works to ensure that the health and safety risks posed by movable machines and vehicles are either eliminated or mitigated.

Activity description: Include a map, indicating routes in relation to the surrounding environment, community, other public roads and facilities such as schools, hospitals or clinics. Include a google map. Who and how are likely to be impacted by the project-activity traffic?

Include a site layout including Parking areas, access roads, loading and unloading areas, refueling areas, blind spots or sharp corners, access for emergency services including emergency assembly, workspaces and workshops, offices, sanitary facilities, kitchen and rest areas.
Indicate how suitability of the construction roads was determined in relation to the other alternatives considered.

Activity Risk Assessment

- Identify all crossings where pedestrians, vehicles and other road users cross.
- Identify possible blind spots (where vehicles are obscured by other buildings, stockpiles, scaffold)

- Identify all activities taking place in areas that are in proximity with moving vehicles and plant (loading bays, refueling areas, pedestrian area)
- Conduct site risk assessment and provide measures to avoid accidents. The risk assessment should include roles and responsibilities for implementation.
- Hazards and risks related to moving objects (Cranes, vehicles transporting loads).
- Hazards and risks related to flying objects (transportation of quarry, soil and sand, waste materials, fly rock from blasting, roofing material).
- Hazards and risks related to falling objects (movement of unsecured loads or during loading activities).
- Hazards and risks related to collisions with moving vehicles
- Hazards and risks related to striking against fixed or stationary objects (poor stacking of materials such as timber or bricks, which may cause a person to walk into them, poor housekeeping in work areas, scaffold edges close to walk ways, vehicles reversing into fuel tanks or buildings)
- Vehicles and Plant Movement
- Indicate the type of plant and vehicles, its use and type of load and Maximum load (Can be in a table);
- Measures implemented to ensure visibility on roads (signage, including reflective signage);
- Construction vehicle routing agreement, that establishes the routes that construction vehicles take to access sites and camps, and showing the agreed safe regular routes between quarries and batching plants;
- Details of safety measures at the key risk points, such as turn outs, narrow roads, unstable roads;
- Measures to ensure that vehicles are fit for purpose and are checked prior to each use (pre start inspections);
- Measures to avoid mechanical failure of plant and vehicles (such as failure of breaks);
- Measures to avoid accidents from environmental/weather conditions (such as slippery roads during the rainy season, high wind when operating a crane);
- Measures implemented to ensure separation of people from construction vehicles (barriers, alternative foot paths, crossing points with signage);
- Measures to avoid congestion of vehicles in an area. Use one-way systems to avoid reversing. Use of audible devises, banksman while reversing;
- Gradients of 1 in 10 to be avoided, inspections to check access road surface conditions and carrying out regular and timely maintenance on access roads;
- Sufficient lighting especially for night works;
- Management of visiting vehicles such as delivery trucks;
- Loading and Unloading activities
- Develop Safe operating procedure for all loading and offloading activities
- Measures to prevent overloading
- Measures to prevent accidents from placing sheeting over loads and removing it
- Measures to prevent accidents from coupling activities such as trailer attachment and detachment processes.

Hazardous materials and Spill Control

- Records of hazardous materials on site and Material Safety Data Sheet (MSDS)
- Training for workers on MSDS
- Measures to prevent, minimize and clean-up of spills, provision of spill response equipment.
- Establish safe areas for parking, delivery and storage of hazardous materials.
- Provisions for designated wash bays to avoid contaminating land or water resources
- Site rules, communication and training
- Speed limits, Parking areas, one way route systems, visitors' inductions, no resting under plant and vehicles, no reversing from site into traffic.

- Prohibition of parking near structures like scaffolding
- Indicate measures for driver competence (selection criteria, general basic training, job specific training).
- Training plan (Inductions, refresher training, training workers on Joh Hazards Assessments, tool box talks)
- Traffic related site rules and driving control measures incorporated into Code of Conduct
- Training workers on incident reporting.
- Work schedules (avoid and minimize impacts of noise, dust, safety of children going to school).
- Workers' transportation
- Provide measures for safety of workers during transportation (Driver competency, Suitability and safety of vehicle including provisions for seatbelts, road conditions).
- Develop Safe Operating Procedures for the following:
- Fleet management and vehicle road safety, vehicle markings, etc.
- Driver assessment, check in, work schedules, etc.
- Driving routes traffic management, including filling potholes from the driving, clearing fallen obstacles from vehicles, etc.
- Site traffic safety management, including site layout plan marking routes for vehicles, pedestrians, etc.
- Emergency procedures, if there is an accident/incident what to do on the scene (separate to the ESIRT).
- For Works on active roads:
- Standards for traffic control and signage that will be used:
- The work site itself;
- The roads to get to/from the work site;
- The roads/routes from resource points e.g. borrow pits, quarry, and others;
- How machinery and construction move around on the site – esp. scaffold hazardous substances, worker rest areas, etc;
- How the construction vehicles move on public roads;
- How to protect the public and other road users from construction vehicles.

General Considerations

The following sections outline general environmental, health, safety, and social considerations to be included in the Traffic Safety Management Plans for specific works.

Licensing, Roads and Maintenance:

Licensing: The implementer shall ensure that:

- All Project vehicles comply with relevant traffic and transport licensing requirements (such as with regard to licensing requirements relating to the transportation of over-sized loads or hazardous materials, including hazardous waste).
- All drivers of vehicles used during the Project shall have the requisite licenses to operate any vehicle (or machinery) operated by them on Site or on any public roads.
- All Project vehicles shall have valid roadworthy certificates and licenses.
- Maintenance
- All vehicles and machinery used during the Project shall be regularly maintained and repaired where necessary. In this regard, all construction and passenger vehicles used during the Project shall be inspected by an appropriately qualified mechanic every six months following the commencement of the Project. The Project Managers shall ensure that regular inspections are undertaken of construction and passenger vehicles to ensure that they are in good working order and are not overloaded.
- Road and stormwater management infrastructure on Site shall be maintained by the Contractor so as to facilitate traffic safety. Road borders must also be regularly maintained to ensure vegetation remains short. This will enable roads to function as firebreaks.
- Gravel roads shall be sprayed with water or, where available, molasses to limit the generation of dust (where economically viable and environmentally acceptable). If the utilization of water or molasses to limit dust generation on gravel roads is not possible for these reasons, an appropriate dust suppressant must be used for this purpose.
- Any potential road hazard or vehicle defect which may render a vehicle or road unsafe for use shall be immediately reported to the Project Managers of the contractor who shall ensure that the vehicle/road is not used until the necessary repairs have been undertaken.

Maintenance and repairs of vehicles and equipment on sites:

- Where possible and practical, all maintenance of vehicles and equipment shall take place in a workshop area.
- During servicing of vehicles or equipment, a suitable drip tray shall be used to prevent spills onto the soil, especially where emergency repairs are conducted outside the workshop area.
- Leaking equipment shall be repaired immediately or be removed from site to facilitate repair.
- All potentially hazardous and non-degradable waste shall be collected and removed to a registered waste site.
- Workshop areas shall be monitored for oil and fuel spills and such spills shall be cleaned and re-mediated to satisfaction.
- Should emergency repairs be necessary, drip trays or tarpaulins must be utilised to ensure the collection of the oil. The area for emergency repairs should be identified by the site manager.
- Only emergency repairs shall be allowed on site and a drip tray shall be used to prevent oil spills.
- The implementer must ensure that delivery drivers and plant operators are informed of all relevant procedures and restrictions required ensuring compliance with this document.
- All vehicles and equipment must be well maintained to ensure that there are no oil or fuel leakages.
- The following shall apply:
- All contaminated soil / yard stone shall be removed and be placed in containers for further disposal;

Routing of Traffic, Speed Limits and Signage

Routing and direction of traffic and site access: The movement of all vehicles to and from Site shall be along designated public roads and site access roads. The most appropriate route for large Project vehicles (such as trucks and buses) transporting equipment, materials and employees (along public roads) to and from the Site shall be determined by the Contractor in consultation with the local district council, local road traffic authorities and the local community. A copy of the approved routes must be maintained on Site together with this Plan.

Any anticipated or scheduled traffic delays occasioned by Project vehicles (such as abnormal loads, i.e. the transformers) should be coordinated with local traffic authorities in advance.

The Route: The route utilized for transporting equipment to and from the Site should, as far as possible, avoid urban and residential areas, and should avoid areas of high pedestrian traffic (such as schools and trading centers) so that the interaction of pedestrians with all Project-related traffic will be minimized as far as reasonably possible. No deviation from approved access routes must be allowed by the implementer, unless roads forming part of the approved routes are closed for any reason. Where traffic delays due to transport requirements for the Project are likely, the implementer must liaise and coordinate such events with the responsible authorities.

A designated site access to the Site must be created to ensure safe entry and exit. The Site access will be clearly sign posted and shall not be located so as to cause a traffic risk.
The location and access roads shall be informed by road-use safety requirements and shall seek to limit the impact of traffic on neighboring landowners. The movement of all vehicles within the Site must be along designated roadways. Where possible, existing roads on Site shall be used as access roads.

Adequate and appropriate traffic warning signage must be erected where applicable, along transport routes and access roads.

The implementer shall take preventative measures e.g. screening, muffling, timing, pre-notification of affected parties to minimise complaints regarding noise and vibration nuisance from sources.
Vehicle speed on site shall be restricted to 20km/h for construction vehicles and 30km/h for other motor vehicles.

Fine material which can easily be blown off by wind must be covered during transportation when travelling on public roads.

Deliveries must be scheduled for off-peak hour traffic times.

All trucks and vehicles removing spoil from the site via a public road must have load areas and must be covered by a tarpaulin (plastic/synthetic sheets covers) to prevent rocks and spoil falling onto the road surfaces. Should the covering of vehicles not be possible, vehicles are only to be loaded to a capacity of 80% of the maximum capacity of the vehicle. Pickups and trucks transporting load will have closed tail gates during transportation.

All drivers and operators are to have licences for driving and moving of plant on site.

Speed limit:

- The speed limit on the Site and access roads shall be 20km/h for construction vehicles and 30km/h for light vehicles and passenger vehicles.
- All speed limits applicable to public roads shall be strictly adhered to by all drivers operating vehicles as part of the Project.
- The failure to adhere to the prescribed speed limits is an offence and disciplinary action may be taken by PMU.

Signage:
It is the responsibility of the Project Managers of the implementer in consultation with the Safety Officer to ensure that signage is conspicuously placed at appropriate locations along all access roads, and public roads (in consultation with the relevant traffic authorities) to indicate the following:

- Road hazards such as blind or sharp corners or loose gravel, speed bumps;
- Warning of construction vehicles operating in the area;
- Appropriate speed limits;
- Turning traffic;
- The Site access;
- Indicating sensitive areas e.g. school, children crossing, church, medical facility, etc;
- Routes to be used by construction vehicles, where appropriate;
- That caution should be taken by motorists or pedestrians;
- No-go areas for vehicles; and
- Any traffic control information which may be relevant in the circumstances such as temporary road closures, detours, or lane reductions
- All project vehicles will be given code numbers conspicuously marked on the body, for example "T04" for easy identification by the public and the officers in case of any eventualities like hit and run accidents.
- Any signage erected in terms of this Plan must be secured against being blown over or out of position by the wind or by-passing traffic. In addition, they should be located so as to provide adequate warning of hazards. Signs located on two-way roads should be visible to traffic traveling in both directions, and care should be taken to ensure that signs are not obscured by vegetation or dirt.

Pedestrian and Passenger Safety

All personnel transported to and from the Site shall be safely accommodated in appropriate passenger vehicles. No employee or member of public shall be transported on the back of open trucks or in grader bins. The Safety Officer shall ensure that this requirement is adhered to at all times.

All vehicles transporting employees shall be appropriately maintained and shall not carry more passengers than the number of persons for whom seating accommodation is provided.

Assembly points for passengers embarking passenger vehicles shall be located a safe distance from areas/routes of high vehicle traffic. Roads and areas used by construction vehicles shall, as far as possible be avoided by all personnel. Designated pedestrian routes shall be demarcated where appropriate.

Vehicle and pedestrian safety shall be emphasized in the Safety Induction Training required to be provided by PMU. All employees and construction personnel shall be trained and informed as to the dangers and risks posed by construction and other traffic, such training shall also include appropriate precautionary measures required to be undertaken to facilitate safe and efficient traffic management (e.g. checking for traffic before crossing roadways and utilizing designated pedestrian routes). Drivers shall be adequately trained in the recognition and avoidance of road hazards, vehicle maintenance and safety requirements.

Arrangements shall be made to ensure that pedestrians, livestock, cyclists and motorcyclists (including kabaza) are kept clear of site vehicles and mobile plant by providing adequate traffic routes and other controls.

In as much as it is reasonably practical, eliminate or minimise the need for reversing.

In instances where reversing cannot be eliminated, pedestrian exclusion zones will be created so far as is reasonably practical.

Where reversing cannot be eliminated and pedestrian cannot be excluded, a competent traffic marshal shall be used to guide the vehicle from a position of safety.

All vehicles being used for transport of goods shall:

- Be driven in a manner which is safe;
- Be loaded in a way that it can be driven, operated or towed safely;
- Have means to provide adequate visibility to the operator;
- Have suitable steps taken to prevent unintended movement of the vehicle; and
- Have the person in control of the vehicle able to give adequate warning to any person liable to be at risk from movement of the vehicle

Any vehicle leaving the site will have clean wheels and bodywork free of loose materials.

Stakeholder engagement

The traffic safety procedures, transport routes and construction schedules intended to be applied during the construction phase shall be finalized in consultation with members of the local community, the local authority and affected landowners, in accordance with the project Stakeholder Engagement Plan, prior to the commencement of construction activities.

The scope of such engagement should include the designation of routes for construction vehicles, procedures for complaints and emergency procedures shall be concluded in consultation with local community members, affected land owners and local emergency and traffic authorities.

In this regard, appropriate measures shall be taken to ensure that:

- The routes used by construction vehicles (as far as possible) avoid areas of high pedestrian traffic;
- Adequate signage is used to warn local community members of hazards (e.g. site access, construction vehicles turning);
- Information dissemination and awareness is conducted to inform community members of increased traffic risks and appropriate precautionary measures; and
- Community members are aware of the Contractors' construction (and delivery) schedules.

Transport of Equipment and Materials

It is the responsibility of the implementer (for the duration of the construction phase) to ensure the following:

- All equipment and/or materials transported to or from Site shall be appropriately secured to, or contained in, vehicles.
- No construction vehicles shall be loaded in excess of its manufacturer-specified weight bearing capacity.

- All vehicles used during the Project shall have the appropriate load-bearing capacity for the materials and/or equipment intended to be transported.
- Drivers shall be appropriately trained and permitted in driving techniques applicable to specific loads (e.g. hazardous substances) where necessary.

Emergency Response and Reporting of Hazards
Prior to the commencement of the activity, local emergency services (ambulance and medical services, police and fire and rescue) shall be consulted by the implementer in relation to the availability of emergency services to attend to road accidents associated with the Project.

In the event that any traffic hazard is identified on Site by any person or Project personnel, such hazard shall be immediately reported to the Manager who shall take the appropriate measures to avoid an incident or accident being caused. The reported hazard shall be kept in the site OHS File, including how the hazard was mitigated/addressed. Fatality, severe injury or near miss will be reported to the World Bank within 48 hours. Minor incidents will be recorded and submitted through monthly progress reports.
Drivers of project vehicles will be required to undertake first aid training and all project vehicles shall carry first aid supplies, emergency markers, and applicable valid fire extinguishers which should be adequate to cater for the number of passengers carried on the vehicle in question. Vehicles will have working and operational hazard lights.

In the event that an accident occurs on-site or off-site, the on-site emergency procedure shall be followed. In the event that an accident occurs off-site, it shall immediately be reported to the relevant emergency service providers by the driver, and in the event that the driver is incapacitated, by any other passenger on such vehicle.

Surrounding community members should be sensitized of the existence of the Grievance Redress Mechanism (GRM) through which they can register their concerns including drivers' misconduct like over speeding and careless driving. Construction vehicles will be required to have conspicuously visible identification numbers (e.g T4) for easy identification and reporting by the community members.

Contingency Planning for Unexpected Events, Such as Extreme Weather Conditions, Accidents, or Delays.

It is important for the implementer to reduce the impacts of delays caused by extreme weather conditions and other unforeseen emergencies by planning ahead and scheduling well. There should be Plan B and Plan C if possible. Weather is unpredictable but proper and accurate planning can help the contractors optimize their plans and resources around the expected delays. Should Plan A fail in the event of weather disturbances, at least it's easier to shift to Plan B without losing track when you have a construction software like Pro Crew Schedule to guide you.

Prioritize Safety: During the rain, it can still be possible to work on the site provided that it is complete with safety features intended for this kind of weather disturbance. But there are times when it's also impossible to work like during heavy downpours, electrical storms, and hail. So don't push for operations to continue otherwise, you would see some accidents happening. Not only that, it can also require rework like when you are trying to rash cement pouring or installation of steel bar frames.

For marginal weather that allows for some outdoor work, make sure workers have the proper garb and equipment. Treaded, non-skid footwear, gloves, hoods and other outerwear permits work in some conditions.

Health and safety risks are higher during most adverse weather spells. The hazards should undergo a thorough assessment to decide if work must stop until the conditions have cleared or if it can continue.

Firstly, risk management should begin with monitoring the closest weather stations to the construction site. This will provide a head start on planning for any adverse weather predictions, allowing the contractor to consider the risks before it arrives. However, bad weather might show up with little to no warning, meaning the contractors have no time to prepare. For this reason, planning for all available scenarios should be carried out before construction starts.
Each risk should be evaluated to see if it could be avoided, eliminated, reduced, transferred or accepted. The level of impact should also be graded either low, medium or high. For example, torrential rain might have a high impact since the water can cause erosion of materials. Flooding becomes more likely, which creates a serious risk of danger to life. Health and safety dangers combined with potential losses for materials and equipment means that action must be taken. At this point, halting work is the only solution to eliminate the life-threatening risk. The risk management team for the construction site should begin looking at possible ways to reduce the impact on the workers without drastically increasing the time and cost of the project.

Extreme temperatures are usually easier to predict and plan around. For example, water should be provided, and breaks encouraged at regular intervals in extremely high temperatures. These risks can easily be mitigated to avoid delays.

Monitoring and Reporting

Monitoring*:* Monitoring the performance of the traffic management plan is essential to evaluate its effectiveness and identify any areas for improvement. We will use various indicators and methods, such as traffic counts, travel time, crash data, and feedback surveys, to measure the impact of the traffic management plan on the traffic flow and the user satisfaction. We will also conduct regular audits and inspections to check the compliance and safety of the traffic management plan. Reports and findings should be documented and recommendations suggested for future reference and learning.

Reporting*:* The implementer shall submit reports of all incidents, fires and property damage etc to the Engineer immediately after such occurrence, but in any case, not later than 24 hours of the occurrence.

In addition, periodic reports on safety shall also be submitted by the implementer to PMU from time to time. Compiled monthly reports of all kinds of incidents, fire and property damage to be submitted to the E&S Specialist as per prescribed formats. HSE incidents of site shall be reported to the PMU.

Annex 10: Incident Report Form

The following report form is to be completed by the PMU within 24 hours in the case of an incident/accident:

Table 5 Incident report form

B1: Incident Details			
Date of Incident:	**Time:**	**Date Reported to PIU:**	**Date Reported to WB:**
Reported to PIU by:	**Reported to WB by:**	**Notification Type:** Email/"phone call/media notice/other	
Full Name of Main Contractor:		**Full Name of Subcontractor:**	

B2: Type of incident (please check all that apply)[1]
Fatality ☐ Lost Time Injury ☐ Displacement Without Due Process ☐ Child Labor ☐ Acts of Violence/Protest ☐ Disease Outbreaks ☐ Forced Labor ☐ Unexpected impacts on heritage resources ☐ Unexpected impacts on biodiversity resources ☐ Environmental pollution incident ☐ Dam failure ☐ Other ☐

See Annex for definitions

B3: Description/Narrative of Incident
For example: *I. What is the incident?* *II. What were the conditions or circumstances under which the incident occurred (if known)?* *III. Are the basic facts of the incident clear and uncontested, or are there conflicting versions? What are those versions?* *IV. Is the incident still ongoing or is it contained?* *V. Have any relevant authorities been informed?*

B4: Actions taken to contain the incident			
Short Description of Action	**Responsible Party**	**Expected Date**	**Status**
For incidents involving a contractor: Have the works been suspended under Contract GCC8.9? Yes ☐; No ☐; Name of Contractor:			

B5: What support has been provided to affected people

The following report form will be completed by the PMU following investigations into an incident:

Table 6 Incident form to be completed after investigation

C3a: Fatality/Lost time Injury information

Cause of fatality/injury for worker or member of the public (please check all that apply):

1. Caught in or between objects ☐ 2. Struck by falling objects ☐ 3. Stepping on, striking against, or struck by objects ☐
4. Drowning ☐ 5. Chemical, biochemical, material exposure ☐ 6. Falls, trips, slips ☐ 7. Fire & explosion ☐
8. Electrocution ☐ 9. Homicide ☐ 10. Medical Issue ☐ 11. Suicide ☐ 12. Others ☐
***Vehicle Traffic:* 13. Project Vehicle Work Travel ☐ 14. Non-project Vehicle Work Travel ☐ 15. Project Vehicle Commuting ☐**
16. Non-project Vehicle Commuting ☐ 17.Vehicle Traffic Accident (Members of Public Only) ☐

Name	Age/DOB	Date of Death/Injury	Gender	Nationality	Cause of Fatality/Injury	Worker (Employer)/Public

C3b: Financial Support/Compensation Types (To be fully described in Corrective Action Plan template)

1. Contractor Direct ☐ 2. Contractor Insurance ☐ 3. Workman's Compensation/National Insurance ☐
4. Court Determined Judicial Process ☐ 5. Other ☐ 6. No Compensation Required ☐

Name	Compensation Type	Amount (US$)	Responsible Party

C4: Supplementary Narrative

C1: Investigation Findings
For example: *I. where and when the incident took place* *II. who was involved, and how many people/households were affected* *III. what happened and what conditions and actions influenced the incident* *IV. what were the expected working procedures and were they followed* *V. did the organization or arrangement of the work influence the incident* *VI. were there adequate training/competent persons for the job, and was necessary and suitable equipment available* *VII. what were the underlying causes; where there any absent risk control measures or any system failures*

C2: Corrective Actions from the investigation to be implemented (To be fully described in Corrective Action Plan)		
Action	Responsible Party	Expected Date

The following incident form will be completed by the PMU in the case of SEA/SH cases, within 24 hours:

Table 7 Incident Report Form for SEA/SH cases

B1: Incident Details		
Date of incident intake by the project/GM: **Reported to project/GM by:** ☐ Survivor ☐ Third party ☐ Other: _____ **Is a record of this incident in GM?** Yes ☐ No ☐	**Date Reported to PIU:** **Reported to PIU by:** ☐ GM operator ☐ Directly, by Survivor ☐ Directly, by third party ☐ Other: _____	**Date Reported to WBG:** **Reported to WBG by:** ☐ PIU ☐ Directly, by Survivor ☐ Directly, by third party ☐ Other: _____

B2: Incident type (please check all that apply) See Appendix 1 for definitions
Sexual exploitation ☐ **Sexual abuse** ☐ **Sexual harassment** ☐

B3: Provide the following details from the GM record	
Age of survivor (if recorded in GM):	Have the national legislation or mandatory reporting requirements been followed? Yes ☐ No ☐
Sex of survivor (if recorded in GM): Male ☐ Female ☐ Other ☐ Is the survivor employed by the project (as indicated by the survivor or complainant and reported in the GM)? Yes ☐ No ☐	Was the survivor referred to service provision?[29] Yes ☐ No ☐ Is the alleged perpetrator employed by the project (as indicated by the survivor or complainant and reported in the GM)? Yes ☐ No ☐

B4: Basis for further action	
a. Has the complainant provided informed consent to lodge a formal complaint? Yes ☐ No ☐	c. Has the survivor provided informed consent to be part of an investigation into misconduct? Yes ☐ No ☐
b. Does the employer have a suitable administrative process and capacity in place to investigate misconduct relating to SEA/SH in a survivor-centered way? Yes ☐ No ☐	d. Has the complaint been filed anonymously or through a third party? Yes ☐ No ☐
If the answer to any of these questions is no, has the GM assessed the risks and benefits of carrying out an investigation into the alleged misconduct, taking into account the survivor's safety and wellbeing? Yes ☐ No ☐	
Will an investigation into misconduct be undertaken in addition to an investigation into adequacy of project systems, processes or procedures? Yes ☐ No ☐	

The following form will be completed by the PMU in case of SEA/SH cases – following investigations:

Table 8 SEA/SH incident report form after investigations

C1: Findings of the investigation		
Have sanctions against a perpetrator been recommended as part of an investigation into misconduct? Yes ☐ No ☐	Has an investigation into adequacy of project systems, processes or procedures been undertaken? Yes ☐ No ☐	
C2: Corrective actions to be implemented (To be fully described in Corrective Action Plan)		
Short Description of Action (SEA/SH examples)	**Responsible Party**	**Timeline for completion/Status**
Referral of Survivor to holistic care services		
Undertake disciplinary investigation in accordance with GM timelines and confirmed process		
Disciplinary actions, including sanctions, to be applied following misconduct investigation by Employer		
Increased training on Codes of Conduct (CoC)		
Audit of implementation of SEA/SH safety mitigation		
Strengthened awareness training on project-related risks, CoC and how to report incidents for project-affected community		
Training for project supervisors on the need to follow guidelines of behaviour in CoC and their supervisory responsibilities		
Plan to improve coverage/quality of service provision		
Any other system strengthening measures or corrections for system failures that are necessary		

C3: For incidents involving a Contractor:
Has the incident been referred to the DAAB? Yes ☐ No ☐