



**African Union Commission (AUC)**  
**Harmonizing and Improving Statistics in West Africa**  
**(HISWA) Project (P169265), Eastern Africa Regional Statistics**  
**Program-for-Results (P176371) and Harmonizing and**  
**Improving Statistics in West and Central Africa HISWACA-**  
**SOP1 (P178497)**

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**LABOR MANAGEMENT PROCEDURES**

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# 1 Introduction

This Labor Management Procedures (LMP) includes the policies, rules, regulations, procedures and competencies which govern and regulate the workforce under the implementation of the three projects (1) Harmonizing and Improving Statistics in West and Central Africa (HISWACA) project, (2) Harmonizing and Improving Statistics in West Africa (HISWA) and (3) Eastern Africa Regional Statistics Program-for-Results (EARSPr). The LMP sets out a formal system by which the Project Implementation Unit (PIU) in the African Union Commission (AUC) will manage and implement the existing AUC policies to avoid or reduce impacts on project workers and determine the resources necessary to address project labor issues. It is expected that the project under the AUC will have minimal labor related risks due to its nature.

## 1.1 Purpose and Objectives of the LMP

The LMP will facilitate the planning and implementation of the project's activities in relation to its labor force, including identification of labor requirements and risks, impacts and the required resources to address them. It will enable different project-related parties, including staff of the RIUs, contractors and sub-contractors, and project workers, to have a clear understanding of what is required on a specific labor issue.

The objectives of the LMP are:

- i. To promote fair treatment, non-discrimination, and equal opportunity of project workers.
- ii. Ensure the protection of project workers, including vulnerable workers such as women, persons with disabilities, contracted workers, and primary supply workers, as appropriate.
- iii. Promote the principles of freedom of association and collective bargaining of project workers in a manner consistent with national labor laws, policies, regulations and the ESS2
- iv. Promote occupational, health and safety at sub-project sites
- v. Provide a Grievance Mechanism (GM) for project workers to raise their concerns

The LMP is in line with the institutional policies of the AUC, as well as the objectives of the World Bank's Environmental and Social Framework (ESF). The key ESF environmental and social standards applicable by the LMP, include the Labor and Working Conditions (ESS2) and Community Health and Safety (ESS4).

- **ESS2 Labor and Working Conditions:** This Standard obliges the Borrower to develop and implement written labor management procedures (LMP) applicable to the Project. The LMP will set out the way in which project workers will be managed, in accordance with the requirements of the national laws of the country where the Project activities will be implemented and the provisions of ESS2, and where relevant, ESS4.
- **ESS4 Community Health and Safety:** The Standard puts emphasis on community exposure to risks and impacts of the project and includes road safety risks, as well as addressing water-related, communicable, and non-communicable diseases that can result from projects activities and have impact on project labor as well as the community.

This LMP applies to the AUC project implementation unit and contains sections relating to the AU institutional policy and legal frameworks in relation to labor and working conditions.

## 2 Overview of Labor Use in The Project

The LMP applies to project workers, including direct workers recruited/assigned internally for the PIU as well as contracted workers, such as consultants for technical services. No primary supply workers and community workers will be utilized. The LMP will cover issues on occupational health and safety (OHS), gender-based violence (GBV) including sexual exploitation or abuse / sexual harassment (SEA/SH), labor grievance mechanisms, security personnel, discrimination against workers and code of conduct on the three project activities in the regional body (AU).

To promote good labor practices and to align with the Bank's social and environmental requirements under ESS2, the LMP considers the legal and regulatory requirements of the African Union. From the AU's institutional legal framework, this LMP relies heavily on the AU's Constitution, the respective employment and labor laws and policies, and the accompanying regulations for the safeguard of worker's management and rights.

Depending on the public health circumstances, the project will ensure compliance with national laws, policies and protocol requirements as well as World Health Organization and World Bank guidance in relation to stakeholder consultations, labor management, project worksites and related areas.

The provision of medical assistance is outlined in the AU Staff Regulations and Rules (SRR), which states that, prior to commencing their duties, fixed-term/project appointment staff members shall be certified by the Union Medical Officer as physically and mentally fit for employment. Once employed, as specified in Regulation 9 (Medical Assistance) of the SRR, fixed term staff members will receive medical benefits in accordance with the Medical Assistance Plan. All project staff under AU STATAFRIC are medically insured through Cigna. However, consultants and contractors shall not be eligible to receive free medical benefits from the Union. The following types of workers are expected to be engaged in the project:

- a. **Direct workers:** is a worker is employed or engaged directly by the AUC, paid directly by the AUC and subject to the AUC's day to day instruction and control. These are the staff of the project implementation unit (PIU) based at STATAFRIC and African Union head office, including the Project Manager, Procurement Officer, Monitoring and Evaluation (M&E) Officer, Finance Officer, Safeguards Officer and a few other technical roles. The total number of project workers ranges from 10 to 12, with duty stations in Tunis, Tunisia and Addis Ababa, Ethiopia.
- b. **Contracted workers:** is a worker employed or engaged by a third party to perform work or provide services related to the core functions of the project. This includes consultants who will provide technical services as may be required from time to time by the PIU to undertake technical assessments or studies, trainings and other related technical work when necessary.

All direct project workers are required throughout the entire project duration, while experts from relevant AUC and agencies will be involved intermittently, as needed. In addition, the duration of engagement of consultants/contractors varies with the task and number of implementing areas to be covered.

### 3 Overview of African Union Labor Procedures

The Labor Management Procedures (LMP) is prepared with the guidance from the existing systems of the African Union on labor policies as well as from the Environmental and Social Standards of the World Bank. A summary is provided below:

No.	AU Institutional Policy	Description	Applicability and Implementation	Alignment with World Bank ESS
1	<b>AUC Staff Rules and Regulations - <a href="#">Link</a></b>  <b>July 2010</b>	<p>The AUC's Staff Regulations and Rules define the conditions of service, rights, duties and obligation of the staff members of the African Union (Union).</p> <p>The Staff Association plays a crucial role in representing the interests of the staff and participating in the decision-making process.</p>	<p>These regulations apply to all employees of the Union, irrespective of their categories and/or duration of their appointments.</p> <p>The Conditions of Service for consultants is specified in the “Rules Governing the Employment of Consultants and their Contracts”.</p> <p>Overall, the AUC's Staff Regulations and Rules provide a framework for the management and administration of staff within the AUC. They cover aspects such as job classification, recruitment and selection, conditions of service, performance management, training and development, employee benefits, health and safety, disciplinary measures, and grievance handling. These rules aim to ensure effective and efficient human resource management within the AUC.</p>	<p>ESS2 – Labor and Working Conditions</p> <p>“GN2.1 The application of ESS2 promotes the implementation of a systematic approach to improving the management of risks and impacts related to labor and working conditions in projects”.</p>

No.	AU Institutional Policy	Description	Applicability and Implementation	Alignment with World Bank ESS
2	<b>AUC Code of Ethics and Conduct Policy - <a href="#">Link</a></b>  <b>AUC/AD/2016/07</b>	<p>The present Code of Ethics and Conduct sets out the values and principles to guide the conduct and behavior of African Union staff members and officials. Its purpose is to provide support and guidance for appropriate, ethical behavior as well as to hold staff members and officials accountable for any lapses in behavior.</p>	<p>The Code applies to all officials and staff members of the Union, irrespective of their location, categories and/or duration of their appointments. The Code shall continue to apply, where specified, to former employees.</p> <p>All staff members and officials undertake this commitment when they join the Union and reaffirm it annually by certifying compliance with the Code and participation in ethics training.</p>	<p>ESS2 – Labor and Working Conditions</p> <p>“10. Terms and Conditions of Employment and 13. Non-discrimination and Equal Opportunity”.</p>
3	<b>AUC Harassment Policy – <a href="#">Link</a></b>  <b>AUC/AD/2016/06</b>	<p>This policy is issued with the Staff Regulations and Rules and the Code of Ethics and Conduct in which no staff member shall be discriminated against and he or she shall be entitled to receive “assistance, protection and security against threats, abuse, harassment, violence, assaults, insults or defamation to which they may be subjected by reason of, or in connection with, the performance of their duties” (Regulation 3.2).</p>	<p>This policy applies to all officials and staff members of the Union and consultants, irrespective of their location, categories and/or duration of their appointments.</p> <p>The policy extends to situations of harassment which occur at or away from the workplace, including during missions, during or after working hours.</p> <p>Disagreement on work performance or on other work-related issues is normally not considered harassment and dealt with in the context of performance management.</p>	<p>ESS2 – Labor and Working Conditions</p> <p>“13. Non-discrimination and Equal Opportunity”.</p>

No.	AU Institutional Policy	Description	Applicability and Implementation	Alignment with World Bank ESS
4	<b>AUC Anti-Fraud and Corruption Policy EX CL 864 (XXVI) - <a href="#">Link</a></b>  <b>January 2015</b>	<p>AU is committed to transparency and accountability in the management of its resources in order to ensure the effective fulfilment of its Strategic Objectives. To this end, this Policy seeks to prevent fraudulent, corrupt and/or collusive practices through:</p> <ul style="list-style-type: none"> <li>i) appropriate internal checks and balances;</li> <li>ii) staff training and awareness;</li> <li>iii) due diligence practices in the recruitment of African Union staff members, non-staff employees and the hiring of contractors; and</li> <li>iv) effective internal and external auditing controls.</li> </ul> <p>This Policy reflects the principles underlying the African Union Convention on Preventing and Combating Corruption and the principles set out in the Staff Rules and Regulations, the Financial Rules and Regulations, staff Code of Conduct and are also consistent with other relevant internal rules and policies</p>	The AU is committed to preventing: i) fraud and corruption perpetrated by AU staff members and non-staff employees; ii) fraud perpetrated against AU by cooperating partners, suppliers or other third parties; and iii) any collusive practices among any such parties.	-
5	<b>African Union Procurement Manual - <a href="#">Link</a></b>	The manual states that procurement of consultancy services will include several steps, including: Preparation of the Terms of Reference (TOR); Preparation of a cost estimate and confirmation of available	This policy applies to Consultants including firms or individuals hired by the PIU to complete specific consultancy services.	ESS2 – Labor and Working Conditions  “E. Contracted Workers”

No.	AU Institutional Policy	Description	Applicability and Implementation	Alignment with World Bank ESS
		<p>budgeted funds; Preparation and issue of the Request for Proposals (RFP), including Letter of Invitation (LOI), Information to Consultants (ITC), and Draft contract; multiple evaluations according to the criteria stated in the RFP; and Negotiations and award of the contract to the selected firm.</p> <p>Payments are linked to defined outputs (deliverables), such as reports. Further details on Non-Compliance Remedies as well as Performance Monitoring are provided in the Manual.</p>		
6	<b>AUC Ombudsperson and Mediation Service Division - <a href="#">Link</a></b>	<p>The Ombudsperson and Mediation Services (OMS) serves as the informal, independent recourse mechanism for addressing work-related employee grievances within the African Union. The Office reports directly to the President of the African Union Commission.</p>	<p>Any staff member or management whether based at headquarter, a Liaison Office, or a Regional office may raise a concern regarding an issue.</p>	<p>ESS2 – Labor and Working Conditions</p> <p>“21. A grievance redress mechanism will be provided for all direct workers and contracted workers to raise workplace concerns”.</p>
7	<b>Grievance Mechanism Checklist - <a href="#">Link</a></b>  <b>November 2023</b>	<p>For the purpose of this Checklist, a Grievance Mechanism is a system which allows not only grievances, but also queries, suggestions, positive feedback, and concerns of project-affected parties related to all kinds of project related issues, including its environmental and social</p>	<p>Under the Staff Rules and Regulations – Rule 63: Grievance Handling and Procedure is outlined.</p> <p>Also, the PIU has developed a combined Stakeholder Engagement Plan (SEP) and Grievance Redress</p>	<p>ESS2 – Labor and Working Conditions</p> <p>“21. A grievance redress mechanism will be provided for all direct workers and contracted</p>



No.	AU Institutional Policy	Description	Applicability and Implementation	Alignment with World Bank ESS
		<p>performance, to be submitted and responded to in a timely manner.</p> <p>This document is intended primarily for World Bank staff. However, the Checklist may be used in interaction with Borrowers as and when appropriate, though it may need further elaboration depending on their level of familiarity with feedback/grievance handling processes, related terminology, and best practices.</p>	Mechanism (GRM) for the three projects.	workers to raise workplace concerns”.

## 4 Monitoring And Implementation

### 4.1 LMP Monitoring

Monitoring will be undertaken for both direct and contracted workers. The PIU will be responsible for the monitoring of the implementation of the LMP. In particular, the Safeguards Officer will ensure that the LMP is fully implemented and provide quarterly reports. Non-compliance of the LMP will be reported to the PIU Project Coordinator and Project Manager for further action.

### 4.2 LMP Implementation Arrangements

The following program structures will be responsible for the various aspects of labor management of the project.

No.	Potential labour risks	Responsibilities of PIU
1	<b>Overall Labor Management</b>	<ul style="list-style-type: none"><li>PIU will assign a Safeguard Officer who will oversee the implementation of the LMP, including ensuring consultant compliance, with the overall guidance and support from the Procurement Officer and Human Resources Officer.</li><li>PIU, contractors, consultants, implementing partners will ensure that project workers are adequately trained and briefed with overall health and safety arrangement and working conditions of the project.</li><li>All project staff will sign the <a href="#">AUC Code of Ethics and Conduct Policy</a> during onboarding. In addition, a separate project Code of Conduct for PIU staff and Consultants will be signed. Prior to signing, the Safeguard Officer will conduct a sensitization session.</li></ul>
2	<b>Occupational Health and Safety (OHS)</b>	<ul style="list-style-type: none"><li>PIU will have overall responsibility in making sure that the necessary arrangements are made to ensure the OHS of project workers.</li><li>OHS at the African Union duty stations in Ethiopia and Tunisia include online and in-person training on topics, such as Safety at Work, Personal Security Measures (including at work, home, when travelling and emergency evacuation), First Aid and Fire Emergency Evacuation. The online training platform can be accessed on <a href="#">AU Learn (Home   learn.au.int)</a>.</li><li>The AU has two departments responsible for staff OHS, which are the Office of Safety and Security (OSSS) and Medical and Health Services (MHS).</li><li>Staffs and Consultants will ensure day-to-day compliance with acceptable safety measures and will record safety incidents. Incidents will be reported to the Safeguard Officer or Project Manager.</li></ul>

No.	Potential labour risks	Responsibilities of PIU
		<ul style="list-style-type: none"> <li>• The Safeguard Officer based in the Tunis duty station will ensure the project staff are adequately sensitised and aware of the OHS provided by the two AU departments (OSSS and MHS).</li> <li>• Temporary travel insurance will be provided to invited participants of meetings and workshops organized by the PIU or STATAFRIC office to ensure adequate compliance with OHS.</li> </ul>
3	<b>Labor and Working Conditions</b>	<ul style="list-style-type: none"> <li>• PIU will provide good working conditions to direct workers.</li> <li>• Consultants will comply with the provision of labor conditions, including non-discrimination and creating safe working conditions.</li> </ul>
4	<b>Workers Grievances</b>	<ul style="list-style-type: none"> <li>• The Safeguard Officer will receive the complaints and channel them to the appropriate internal department, either the AUC Ombudsperson and Mediation Services for the informal process to address grievances related to employment matters or the AUC Grievance Panel for the formal process of resolving grievances.</li> <li>• The PIU will have a Human Resources focal person from headquarter until the position of Human Resources Officer is filled at the Tunis duty station.</li> <li>• The PIU's procedure for receiving and resolving complaints is outlined in the combined SEP and GRM.</li> <li>• There is a clear grievance procedure for project workers to file complaints and receive a fair hearing by the AUC's Ombudsperson and Mediation Service or the Staff Grievance Panel.</li> <li>• Consultants will use the PIUs existing GRM or can resolve their issues internally via their own workers grievance redress mechanisms, as required.</li> </ul>