



BARS
Consulting

LABOR MANAGEMENT PROCEDURES



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LIST OF ABBREVIATIONS AND SYMBOLS

WB	World Bank
PL	Power Line
IEC	Information, Education, and Communication
DC	Design Consultants
CS	Consulting Services
M&E	Monitoring and Evaluation
GRM	Grievance Redress Mechanism
PC	Public Consultation
PA	Public Association
SEP	Stakeholder Engagement Plan
GRT	Government of the Republic of Tajikistan
ESMP	Environmental and Social Management Plan
CESMP	Contractor's Environmental and Social Management Plan
PAG	Project Administration Guide
RT	Republic of Tajikistan
SEP	Strategic Environmental Policy
ESS	Environmental and Social- Standards
CAPS	Central Asian Power System
ESMF	Environmental and Social Management Framework
SEP	Stakeholder Engagement Plan
RPF	Resettlement Policy Framework
LMP	Labor Management Procedures
GDF	Gender Development Framework
ESF	Environmental and Social Framework
PIU*	Project Implementation Unit
PMG**	Project Management Group
SEVHR	Sexual Employment and Violence/Harassment Risks
FM	Financial Management
OHS	Occupational Health and Safety

* The PIU is OJSK Shabakahoi intiqoli barq, which bears full responsibility for the implementation of this project before the Ministry of Energy and Water Resources.

** The project management group is formed and operates under the OJSK Shabakahoi intiqoli barq.

Introduction

1.1. Project Description

1. Central Asia has enormous untapped potential to improve energy security, expand energy connectivity and trade, and accelerate the transition to clean energy. Improved geopolitical relations in Central Asia over the past six years have opened new opportunities for regional energy linkages and trade. Uzbekistan has expressed interest in joint hydropower development in Tajikistan and the Kyrgyz Republic. Kazakhstan has also expressed support for the development of large hydropower facilities in the Kyrgyz Republic to improve integrated management of water and energy resources in the region. Tajikistan is completing the resynchronization of its energy system with the Central Asian Power System (CAPS). Turkmenistan is currently the main supplier of energy resources in the region, especially in winter. Electricity exports from Tajikistan to Uzbekistan also resumed in 2018 after a nine-year hiatus. The increased interest in electricity trade in Central Asia has made energy links and trade an important regional agenda for Central Asian countries.

Tajikistan's power system, formerly part of the CAPS, has been operating in isolation from it since 2009. Currently, active negotiations on its connection are underway between the power systems of the CAPS and the power system of Tajikistan. Connection schemes and necessary design studies for emergency automation in both the southern and northern parts of the power system are being worked out. In addition, there is a need to strengthen national and regional interconnections to ensure sustainable exports of electricity to be generated by new regional projects such as the Rogun HPP. This project aligns with the World Bank's Environmental and Social Framework (ESF), ensuring compliance with its Environmental and Social Standards (ESS1-ESS10). The Environmental and Social Management Plan (ESMP) provides detailed mitigation measures for environmental risks, while the Stakeholder Engagement Plan (SEP) outlines mechanisms for engaging affected communities.

2. The project is being prepared in accordance with the World Bank's new Environmental and Social Framework (ESF), which became effective on October 1, 2018 and replaced the Bank's Environmental and Social Safeguard Policy. Under the ESS, all World Bank borrowers have agreed to comply with ten Environmental and Social Standards (ESS) applicable to lending for Bank-financed investment projects. The Project recognizes the importance of and adopts the ESS for identifying and assessing and managing environmental and social risks and impacts associated with

this investment project. Bars Consulting LLC, hired by the Ministry of Energy and Water Resources of the Republic of Tajikistan, has developed several key tools to address this issue. One of the standards, ESS2, addresses labor and working conditions and assumes that the Borrowers will develop Labor Management Procedures (LMPs). LMPs identify key labor requirements and associated risks, and help the Borrower identify the resources needed to address labor issues. The LMP is a "living" document that is initiated in the early stages of project preparation and is reviewed and updated throughout project development and implementation. Accordingly, this document details the types of workers that may be involved in the project and their management.

1.2. Components proposed under the MPA project

The proposed project (MPA1) includes the following three components: (i) Component 1: Pilot Regional Electricity Market; (ii) Component 2: Strengthening Interconnections and System Resilience; (iii) Component 3: Strengthening the Enabling Environment and Institutional Capacity, which are described in more detail below:

Component 1: Pilot Regional Electricity Market. This component aims to support the introduction of a pilot short-term market platform to promote regional electricity trade in Central Asia. The proposed pilot project aims to demonstrate how a regional market can work in Central Asia, ensuring that the growing energy demand in the region is met through efficient deployment of cheaper energy, improved security and reliability of supply, which will also contribute to economic growth and green transition in the region.

Component 2: Strengthening and digitalization of regional interconnections. The REMIT MPA will support regional market development through software and hardware. The project will also finance critical investments to expand regional electricity trade at both regional and national levels. Potential investments in Tajikistan are summarized below:

Construction of a new 500 kV overhead line from PS Regar to PS Dushanbe (2nd circuit overhead line). - Modernization of the open switchgear and related systems at the 500 kV Regar substation by replacing the 3rd AT group (3x267 MVA). - Modernization/expansion of the 500 kV Dushanbe substation by installing the 2nd group of autotransformers (3x167 MVA).

REMIT MPA Component 3: Strengthening the enabling environment and institutional capacity. As efficient cross-border trade depends on sound energy sectors at the national level, this component will support activities aimed at: (i) strengthening the financial viability and governance of national energy

sectors (e.g. tariff reform); (ii) strengthening regulatory authorities - through training, capacity building, specific activities. This component will also support project supervision, management and coordination.

1.3 Environmental and social aspects

4. This project analyzes environmental and social aspects using the World Bank's concept of Environmental and Social Standards (ESS). One such standard, ESS 2, focuses on labor and working conditions, suggesting that borrowers should develop labor management procedures (LMPs). LMPs help identify key workforce requirements and associated risks, and help borrowers identify the resources needed to address labor issues. The LMP is a document that is developed early in the project and revised during project development and implementation. Consequently, this document details the types of workers that may be involved in the project and how they will be managed.

2. USE OF LABOR IN THE PROJECT

5. ESS 2 classifies workers into: direct workers, contract workers, community workers, and primary supply workers. This section describes the following based on available information:

2.1. Type of employees

6. Project implementation will be carried out under the Ministry of Energy and Water Resources (MEWR), through its existing Project Implementation Units (PIUs) and newly established regional Project Management Groups (PMGs). The PIUs will manage procurement, financial, environmental, and social aspects of the project, while the PMGs will support on-the-ground labor and stakeholder engagement activities at the regional level.

7. Contract Workers: These are workers temporarily engaged to perform specific tasks or project work. They will include construction specialists, engineers, consultants, and other professionals provided under contracts with contractors or consultant firms.

8. Community workers: these are professionals employed by the project to ensure public interaction, stakeholder participation and fulfillment of social responsibilities. They will include communication managers, social protection experts, environmental consultants, and other professionals who ensure transparency and engagement with the community.

9. Primary Supply Workers: These are workers employed to provide the primary resources and materials needed to accomplish project tasks. They will include material suppliers, transporters, energy suppliers, and other providers of services and goods necessary for the operation of the project.

2.2. Number of project staff

10. Key Employees. The total number of PIU employees will be formed at the beginning of the project.
11. Contract Workers. The number of contract workers that will be hired is unknown at this time. This will be known when implementation begins.

2.3. Characteristics of project workers

12. The PIU will be headed by a director and will consist of a financial management (FM) specialist, an accountant, one or two procurement specialists, a monitoring and evaluation specialist as needed, one or two security specialists, and administrative staff for support and interpretation.
13. Considering the construction works under Component 2, a Contractor will be hired to employ a labor force that includes local population residing in the Republic of Tajikistan.

2.4. Timing of labor requirements

14. Direct PIU workers will generally be required on a full-time and year-round basis throughout the project. Other experts/consultants will be hired on demand throughout the duration of the project. The timing of contracted workers will be known at later stages, but it is clear that they will be engaged depending on the implementation of the various sub-components in specific time slots.
15. Depending on the need, the Contractor will carry out construction work. The construction season usually lasts from April to October, but may be somewhat longer or shorter depending on weather conditions. Thus, the Contractor will have to mobilize the workforce according to the type of work and the season. Working hours shall not exceed 8 hours per day, with at least 1 hour for rest.

3. ASSESSMENT OF KEY POTENTIAL LABOR RISKS

This section describes the following based on available information:

16. **Labor risks associated with contract workers at the subproject level.** The project involves extensive construction works, including work at height. All contractors will be required to enter into a written contract with their workers, which is highly consistent with the objectives of ESS2, especially with regard to child and forced labor, in accordance with the procedures specified in the World Bank's Procurement Regulations.
17. **Labor risks, including labor influx and related gender-based violence (GBV),** and child labor are considered low, compliance with the Labor Code of the Republic of Tajikistan, which prohibits forced

labor (Article 4 of the Labor Code) is mandatory. Since the civil works will be supported under Component 2 and will be large in scale, the risk of forced labor is expected to be low. Nevertheless, contractors will be contractually obliged to refrain from using forced labor and the PIU staff responsible for supervision of contractors will monitor and report on the absence of forced labor.

18. **Occupational health and safety (OHS)** risks range from low to high and will depend on the type of component works performed. All contractors hired for construction works under Component 2 will be required to develop and implement written labor management procedures, including procedures to establish and maintain a safe working environment in accordance with ESS2 requirements. All Component 2 contractors will be required to comply with the Environmental and Social Management Plan (ESMF) to ensure that workers use basic safety equipment, receive basic safety training, and take other preventive measures as outlined in the Project's Environmental and Social Management Framework (ESMF) structure.
19. **Employment Risks.** Employees will be contracted either directly as project personnel or indirectly through contracts with consultants or service providers.
20. **Overtime risks.** There is a risk of continuation of the existing practice of non-recording of working hours and lack of compensation for overtime work. Overtime is regulated under Article 80 of the Labor Code of the Republic of Tajikistan. The project will address the risk by informing direct employees of their rights and establishing grievance mechanisms for direct employees.

4. BRIEF OVERVIEW OF NATIONAL LEGISLATION

4.1. Legislation in the field of labor relations

The labor legislation of the Republic of Tajikistan regulates employment relations through the Constitution and the Labor Code. The key provisions include:

- Prohibition of discrimination (Article 4 of the Labor Code);
- Minimum guarantees for wage payments (Article 139 of the Labor Code);
- The right to rest and annual leave (Articles 37 and 93 of the Labor Code);
- Protection of minors and women in labor relations (Articles 216–218 of the Labor Code);
- Occupational health and safety regulations (Article 35 of the Constitution and relevant articles of the Labor Code).

21. The legislation of the Republic of Tajikistan on labor protection is based on the Constitution of the Republic of Tajikistan and consists of the Labor Code and other normative legal acts of the Republic of Tajikistan.
23. Article 17: Equality of all before the law and the court, regardless of social and property status, which guarantees equal employment opportunities. Article 35: The right to work, choice of profession, employment, labor protection and social protection from unemployment. Article 36: The right to housing, which is important for the stability of workers. - Article 37: The right to rest, including paid annual leave and weekly vacations. - Article 38: The right to health care, including free medical care in public institutions. - Article 39: The right to social security in cases of illness, disability, loss of breadwinner and old age. - Article 45: The obligation to pay taxes and fees determined by law.
24. The Labor Code of the Republic of Tajikistan dated July 23, 2016, No. 1329 is a fundamental legislative act aimed at regulating all labor issues arising in the Republic of Tajikistan. This Code regulates labor relations and other relations directly related to them, aimed at protecting the rights and freedoms of the parties to labor relations, establishing minimum guarantees of rights and freedoms in the field of labor. Article 4 of the Code prohibits discrimination and guarantees all citizens equal rights to work; discrimination in labor relations is prohibited. Any distinction, non-acceptance or preference, or refusal of employment irrespective of nationality, race, sex, language, religion, political beliefs, social status, education, property status, resulting in violation of equal opportunities in the sphere of labor, is prohibited.

4.2. Wages

24. Contracts and collective agreements establish the form and amount of labor remuneration for work performed. The amount of labor remuneration shall be established by agreement between the employer and the employee. Labor remuneration may not be lower than the minimum wage established by the state and is not limited to any maximum. (Article 139 of the Labour Code)
25. Article 139 of the Labor Code of the Republic of Tajikistan establishes that the remuneration of employees should depend on the quantity and quality of labor. The employer is obliged to provide normal conditions for the fulfillment of labor standards. Article 140 guarantees that workers are paid the established wage regardless of the financial situation of the employer. Discrimination in wages is prohibited. Article 148: provides for increased wages for work in harmful and hazardous working conditions, which includes the construction of power lines. Article 154 defines the procedure for payment for overtime work, work on weekends and public holidays. Article 157 stipulates that in the event of

downtime through no fault of the employee, the average monthly wage is retained. Article 158 defines the terms of payment of wages, which cannot be less than once every half a month.

4.3. Working hours

- 26. Working hours are regulated by the Labor Code of the Republic of Tajikistan. The standard workweek is 40 hours (Article 67 of the Labor Code). For workers engaged in hazardous jobs, such as power line construction, the workweek is reduced to 35 hours (Article 69 of the Labor Code).
- 27. Night work (10:00 PM to 6:00 AM) is paid at a rate of no less than one-and-a-half times the regular rate, and the duration of night shifts is reduced by one hour (Article 77 of the Labor Code).
- 28. Overtime work is permitted only with the employee's written consent and must be paid at double the regular rate (Article 79 of the Labor Code).

4.4. Leave and Rest Periods

- 29. Employees are entitled to an annual paid leave of no less than 24 calendar days (Article 93 of the Labor Code). Workers engaged in hazardous or difficult jobs are entitled to extended leave of up to 31 days (Article 96 of the Labor Code).
- 30. Employers are required to provide additional breaks during the working day for employees with children under 1.5 years of age (Article 218 of the Labor Code).

4.5. Overtime

- 31. Article 79 stipulates that overtime work is allowed only with the consent of the employee. An employee has the right to refuse overtime work without giving reasons and without any negative consequences. Overtime work is prohibited for workers under 18 years of age, pregnant women, as well as for workers engaged in work with particularly difficult and particularly harmful working conditions. Article 79 also limits the duration of overtime work: no more than 4 hours for two consecutive days and no more than 120 hours per year. Article 154 guarantees increased payment for overtime work: to workers with piecework wages: not less than double piece rates, to workers with hourly wages: not less than double hourly rates. Upon agreement with the employer: instead of increased pay, the employee may be granted another day of rest. Article 79 obliges the employer to ensure labor safety and normal production and social conditions during overtime work.

4.6. Labor disputes

32. Article 198 defines two types of labor disputes: Individual labor disputes: unresolved disagreements between employer and employee on the application of labor legislation and working conditions. Collective labor disputes: unresolved disagreements between an employer (association of employers) and a collective of employees (employee representatives) on the establishment and modification of working conditions, the conclusion and implementation of agreements and collective bargaining agreements, and the application of labor legislation. Article 199 gives the employee the right to choose the body to resolve an individual labor dispute: Conciliation Commission: established on a parity basis from representatives of the employer and employees. Court: the employee may appeal to the court directly, bypassing the conciliation commission. Article 201 establishes the time limits for appealing to the bodies for consideration of individual labor disputes: Conciliation Commission: within 3 months from the day when the employee learned or should have learned about the violation of his rights. Court: within 1 month from the date of service of a copy of the employer's act on termination of the labor contract (for disputes on reinstatement) or 3 years from the date when the employee learned of the violation of his/her right (for other labor disputes). Article 206 guarantees the employee reinstatement and payment of average wages for the time of forced absenteeism if the dismissal or transfer to another job is recognized as unlawful.

4.7. Complaints

33. Article 18 guarantees employees the right to protect their rights and legitimate interests by all means not contrary to the law, which includes the right to file a complaint. Article 345 gives the employee the right to appeal against wrongful acts or omissions of the employer in the field of occupational safety and health. Where to file a complaint:- To the immediate supervisor: The employee may file a complaint with his/her immediate supervisor (foreman, brigadier, etc.). - To the head of the organization: The employee may file a complaint with the head of the organization (director, general director, etc.).- To the trade union: If the organization has a trade union, the employee may file a complaint with the trade union committee.- To the Labour Dispute Commission (Article 200): If the complaint is not satisfied by the employer, the employee may file a complaint with the Labour Dispute Commission.- To the court (Article 199): An employee may file a lawsuit against the employer in court to protect his/her labor rights.- Labor Inspectorate (Article 13): An employee may appeal to the labor inspectorate to complain about an employer's violation of labor laws.

4.8. Summary of National Legislation: Occupational Health and Safety

34. Labor protection issues are reflected in the Constitution of the Republic of Tajikistan. According to Article 35, it is established that everyone has the right to work, choice of profession, work, labor protection and social protection from unemployment. Wages must not be lower than the minimum wage. All restrictions in labor relations are prohibited. Equal pay shall be given for equal work. No one may be subjected to forced labor except in cases specified by law. The use of labor of women and minors in heavy and underground work, as well as in work with harmful working conditions is prohibited.
35. The Labor Code of the Republic of Tajikistan, enacted on July 23, 2016, contains a section on occupational safety and health. The Labor Code of the Republic of Tajikistan establishes the employer's obligations to ensure occupational safety, state standards on occupational safety and health and the employee's obligations in the field of occupational safety and health. Employees are guaranteed occupational safety, training and instruction, sanitary and medical services.

5. ESS2 Social and Environmental Standard

5.1. World Bank Environmental and Social Standards (ESS): Standard 2

36. The World Bank's labor regulations are set out in its ESS2. The Contractor fosters strong worker-management relations and provides safe and healthy working conditions. The key objectives of ESS 2 are to:
 - Promote safety and health at work;
 - Promote fair treatment, non-discrimination, and equal opportunities for project workers;
 - Ensure the protection of project workers, including vulnerable workers such as women, people with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contract workers, community workers, and primary supply workers, as appropriate.
37. ESS2 applies to project employees, including full-time, part-time, temporary, seasonal, and migrant workers. Where civil servants are employed in connection with the project, whether full-time or part-time, they will continue to be subject to the terms of their existing public sector employment contract or agreement, unless there has been an effective legal transfer of their positions. employment or participation in the project. ESS2 will not apply to government employees.
38. Working Conditions and Labor Relations Management. PIU will develop and implement internal labor management procedures applicable to the project. These procedures will define how project workers will

be managed in accordance with the requirements of national legislation and this ESS. The procedures will address how this ESS will apply to different categories of project workers, including direct and contract workers.

39. Project employees will be provided with clear and understandable information and documentation on the terms and conditions of their employment. The information and documentation will outline their rights under national labor laws and ESS requirements (which will include collective bargaining agreements), including their rights related to working hours, wages, overtime, compensation and benefits. This information will be provided at the beginning of the working relationship and when significant changes occur.
40. For more information on the World Bank's environmental and social standards, please click on the links below:

[socialframework/brief/environmental-and-social-standards](#) и

<http://projects-beta.vsemirnyjbank.org/ru/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards> .

5.2. Comparison of the main requirements of the World Bank in the field of labor protection and safety with the requirements of the legislation of the Republic of Tajikistan

41. Comparison of the main requirements of the World Bank in the field of labor protection and safety with the requirements of the legislation of the Republic of Tajikistan.

ESS	Basic requirements of the WB	Main WB requirements Key requirements/gaps in the legislative framework of the Republic of Tajikistan
A. Working conditions and management of labor relations	Written management procedures. Conditions of employment Nondiscrimination and equal opportunity Employee organizations	A written employment contract is required, including procedures and terms and conditions of employment. Non-discrimination and equal opportunity requirements exist. No provision for payroll Management Plans.

	Development of labor management plans, including the Contractor's ESMP.	
Б. Labor force protection	Prohibition of child labor Prohibition of forced labor	Child labor is prohibited (up to 15 years of age). Forced labor is not allowed.
В. Grievance redressal mechanism	The GRM should be set for direct and contract employees.	There is no specific GRM process for employees working under individual labor contracts.
Г. Occupational health and safety	Detailed procedure required for each project. Requirements for worker protection, worker training, and documentation of incidents, emergency training, problem solving; and Monitoring of health and safety performance	No detailed procedure Specific to each project. Requirements for worker protection, worker training, incident documentation, emergency preparedness.
Д. Category of workers	Indicates categories of employees	There's no such classification
Е. Minimum age of workers	The minimum age for employment is 14 years; A child aged 14-18 can only be employed or engaged under certain conditions.	Employment is authorized for Age 15 and older, but with the permission of a guardian. Ages 15 to 18 are not allowed to work in harsh and unsafe working conditions

Table 1. Comparison of the main requirements of the World Bank in the field of labor protection and safety with the requirements of the legislation of the Republic of Tajikistan

6. RESPONSIBLE PERSONNEL

42. The MEWR, as the Implementing Agency, will oversee the PIUs and PMGs. The PIUs will supervise contractors and subcontractors, and will be responsible for coordination, reporting, monitoring and

enforcement of LMP and OHS requirements. Regional PMGs, established under the PIUs, will provide operational support for monitoring labor practices and grievance redress on the ground.

43. The PIU will directly supervise the Contractor. The PIU Coordinator will coordinate project activities on a daily basis.
44. The PIU Safeguards Specialist will be responsible for the following:- Implement this labor management procedure.- Ensure that construction contractors comply with these labor management procedures and prepare health and safety plans before mobilizing to the field.- Monitor to ensure that contractors comply with labor and health and safety obligations to hired and contractors.- Monitor contractor compliance with labor management procedures.- Monitor compliance with health and safety standards and techno
45. Monitoring and conducting LMP and OHS training for project employees.
46. Ensure that a grievance mechanism for project workers is established and implemented, and that workers are informed of its purpose and how to utilize it.
47. Have a system for regular monitoring and reporting of health and safety issues. Контролировать соблюдение Кодекса поведения работников.
48. Incorporating LMP, health and safety aspects, and Contractors undertake to comply with them. The Contractors' responsibilities in the field of occupational health and safety are as follows:
49. Comply with work organization procedures and health and safety requirements in accordance with ESMF provisions and as specified in the contracts concluded with PIU. If the number of employees (direct + contracted) exceeds 50, the Contractors will develop their own LMP and health and safety plans.
50. Monitor subcontractors' compliance with work organization procedures and health and safety requirements.
51. Maintain records of the hiring and employment of contract workers as provided for in their contracts.
52. Clearly communicate job descriptions and terms and conditions of employment to all employees.
53. Provide introductory (including social) and regular training of employees on labor protection requirements, including training on their rights to safe work in accordance with the legislation of the Republic of Tajikistan, risks associated with their work, as well as measures to reduce risks to an acceptable level.
54. In collaboration with the PIU safety consultant, provide training on labor management and safety procedures for managing subcontractor work.
55. Ensure that all contractor and subcontractor employees understand and sign the Code of Conduct prior to commencement of work and monitor compliance with the Code.

7. POLICIES AND PROCEDURES

56. As stated in the Labor Code, employment of project employees will be based on the principles of non-discrimination and equal opportunity. There will be no discrimination with respect to any aspect of the employment relationship, including hiring, compensation, working conditions and terms and conditions of employment, access to training, promotion or dismissal. The following measures specified in the LMP will be complied with by contractors and monitored by the M&E Specialist from the PIU to ensure that all employees are treated fairly:
57. Recruitment procedures will be transparent, public, non-discriminatory and sensitive to ethnicity, religion, disability or gender.
58. Applications for employment will only be considered if they are submitted in accordance with the formal application process established by the contractors.
59. Clear job descriptions will be provided prior to hiring, outlining the skills required for each position.
60. All employees will have written contracts describing the terms and conditions of their employment, the contents of which will be explained to them. Employees will sign an employment contract.
61. Employees will be informed of impending dismissal at least two months before the expected date of dismissal.
62. Contract employees will not be required to pay any recruitment fees. If any employment costs are incurred, they will be paid by the Employer.
63. Depending on the background of the employer and the employee, the terms and conditions of employment will be communicated in two languages: the national language and a language understood by both parties.
64. In addition to written documentation, employees who may have difficulty understanding the documentation will be provided with an oral explanation of the terms and conditions of employment.
65. It is noted that language problems are not foreseen, but if they arise, employees will be provided with interpretation if necessary.
66. Foreign workers will require work permits that will allow them to work in Tajikistan.
67. All construction workers must be at least 18 years of age.

68. Normal working hours should not exceed 40 hours per week. In case of a five-day work week, the duration of daily work is determined by internal labor regulations approved by the employer after prior agreement with employee representatives, subject to the established duration of the work week.
69. Contractors will be responsible for the following:
- Comply with the requirements of national legislation and this labor organization procedure;
 - Keep records of the recruitment and employment of contract workers;
 - Clearly communicate job descriptions and conditions of employment to contract workers;
 - Have a system of regular analysis and reporting on labor, safety and health issues.

8. EMPLOYEE AGE

70. The Labor Code of the Republic of Tajikistan prohibits persons under the age of 18 from performing "unhealthy or arduous" work, and there are special requirements for vacation, working hours and other conditions of employment. The employer will ensure that no construction workers under 18 years of age are hired.
71. Contractors will be required to verify and identify the age of all workers. This will require workers to provide official documentation, which may include a birth certificate, national ID card, passport, and medical records. If a minor under the minimum legal working age is found to be working on the project, action will be taken to immediately terminate the minor's employment or participation in a responsible manner, taking into account the best interests of the minor.

9. TERMS AND CONDITIONS

72. The terms and conditions of employment applicable to the Contractor's employees will be set forth herein. These internal labor regulations will apply to all Contractor's employees who are assigned to work on the project (direct employees). The working conditions of the direct part-time employees shall be determined by their individual contracts.
73. The exact number of project employees to be contracted is unknown at this time. This will be known when implementation begins.
74. The Contractor Labor Management Procedure will establish terms and conditions for contracted and subcontracted workers. These terms and conditions will, at a minimum, be consistent with this labor management procedure, the Labor Code of the Republic of Tajikistan, and specified in the standard contracts to be used by the Contractor under the project.

10. WORKER RETRENCHMENT AND RESTORATION OF ECONOMIC ACTIVITIES

75. The transition to automated systems and the construction of transmission lines and substations may lead to the retrenchment of workers previously engaged in manual operations. This shift could disrupt the economic stability of affected households, particularly those dependent on income from these jobs. To mitigate these impacts, the project has integrated specific measures focused on ensuring economic resilience for displaced workers.
76. Firstly, skills training programs will be developed to enable retrenched workers to acquire new competencies relevant to the evolving job market. These programs will focus on areas such as operation and maintenance of automated systems, electrical engineering, and other fields that align with the project's technical demands. Training will be tailored to meet the specific needs of the affected workforce, including options for women and individuals from vulnerable groups, ensuring inclusivity.
77. Additionally, the project will establish job placement initiatives in collaboration with local employers and contractors to facilitate the integration of affected workers into alternative roles. This may include positions within the ongoing phases of the project, such as construction-related jobs or maintenance roles in the upgraded energy infrastructure.
78. Economic empowerment initiatives will also be introduced, such as support for entrepreneurship and small business development. Affected households may receive financial and technical assistance to start or expand their businesses, creating new income streams and promoting economic recovery.
79. Furthermore, the project will conduct continuous consultations with retrenched workers and local communities to assess their needs and address concerns. Transparent grievance mechanisms will be established to resolve disputes related to employment transitions and ensure that retrenched workers are treated fairly and equitably.
80. These measures are aligned with the Labor Management Procedures (LMP) and the World Bank's Environmental and Social Standard 2 (ESS2). Regular monitoring and reporting will track the progress of retrenched workers in securing sustainable livelihoods, ensuring that the project contributes positively to the socioeconomic stability of the affected regions.

11. LABOR MANAGEMENT CHALLENGES

81. Labor management challenges within the project arise from various factors, including the need to ensure safe and equitable working conditions, provision of adequate living arrangements in worker camps, and the establishment of effective grievance redress mechanisms (GRM) to address labor-related concerns.

Both PIUs and PMGs will be involved in monitoring labor conditions. PMGs will serve as the first point of contact for project workers and local community members at the regional level, reporting findings to the central PIU.

82. These risks require comprehensive planning and implementation of mitigation measures, as outlined below:

1. Ensuring Safe Working Conditions

The project involves high-risk construction activities, such as working at heights, handling heavy equipment, and exposure to potentially hazardous environments. To address these risks:

- Occupational Health and Safety (OHS) protocols will be strictly enforced, aligned with the World Bank's ESS2 standards and Tajikistan's labor laws.
- Mandatory safety training programs will be conducted regularly for all workers, including contractors and subcontractors, focusing on proper use of equipment, emergency response, and hazard awareness.
- Personal Protective Equipment (PPE) such as helmets, gloves, safety harnesses, and steel-toe boots will be provided to workers, and their usage will be monitored.
- Routine safety inspections will be conducted at all project sites, with corrective actions implemented promptly to address identified risks.

2. Substandard Living Arrangements in Worker Camps

Construction activities will require the establishment of worker camps, which must meet minimum standards for living conditions to ensure workers' health and well-being. The following measures will be implemented:

- **Housing:** Worker accommodations will include adequate ventilation, proper bedding, and safe structures that protect against environmental hazards.
- **Sanitation and Hygiene:** Camps will be equipped with clean water supply, functional toilets, and waste management systems to maintain hygiene and prevent disease outbreaks.

- **Healthcare Access:** On-site medical facilities and first-aid stations will be established, with trained personnel available to respond to health emergencies.
- **Nutrition:** Workers will have access to nutritious meals and safe drinking water, with regular monitoring to ensure compliance with health standards.

3. Addressing Labor-Related Grievances

An effective Grievance Redress Mechanism (GRM) will be critical for resolving labor disputes and ensuring worker satisfaction. The GRM will include:

- **Accessibility:** Workers will have access to grievance reporting channels, including suggestion boxes, hotline numbers, and online submission forms.
- **Confidentiality:** Grievances will be handled confidentially to protect workers from retaliation.
- **Timely Resolution:** A defined timeline for grievance resolution will be established, ensuring prompt and fair outcomes.
- **Monitoring:** All grievances and their resolutions will be documented and reviewed regularly to identify systemic issues and improve labor management practices.

4. Labor Management Practices

To promote equitable labor practices, the following additional measures will be included:

- **Formal Employment Contracts:** All workers, including those employed by contractors and subcontractors, will have written contracts outlining terms and conditions, wages, and grievance procedures, in line with Tajikistan's labor laws.
- **Fair Wages:** Wage payments will be monitored to ensure they meet or exceed national minimum standards, with timely disbursements.
- **Non-Discrimination:** Recruitment and workplace policies will prohibit discrimination based on gender, ethnicity, or other factors, ensuring equal opportunities for all workers.
- **Child and Forced Labor:** Strict compliance with laws prohibiting child labor and forced labor will be enforced, with penalties for violations.

5. Monitoring and Reporting

To ensure continuous improvement, the PIU will:

- Conduct periodic audits of worker conditions and labor management practices.
- Engage third-party monitors to validate compliance with the LMP and ESS2 requirements.
- Submit quarterly reports to the World Bank and other stakeholders detailing labor management challenges, grievances, and mitigation measures.

12. GRIEVANCE MECHANISM

The primary objectives of the Grievance Redress Mechanism (GRM) are:

- Provide a clear, accessible, and transparent channel for addressing grievances related to Project implementation.
- Ensure that all grievances are resolved in a timely, fair, and confidential manner.
- Mitigate risks associated with social, environmental, and labor-related issues.
- Foster trust and collaboration among stakeholders by maintaining open communication and accountability.

An integral part of each Project's strategy is to inform and incorporate the views of Project affected communities and individuals. During Project implementation, stakeholders may have economic, social, environmental and other issues that need to be addressed by the Project. In accordance with World Bank ESS 10 requirements, the Project will implement a Grievance and Feedback Mechanism. The Grievance and Feedback Mechanism will be implemented as one of the main tools for social risk/conflict prevention. These mechanisms are necessary to ensure that Project stakeholders have the opportunity at all stages of Project implementation to submit their feedback in the form of grievances, suggestions for improvement of Project activities, or suggestions to correct problems at no cost and with the assurance of timely resolution. Effectively implemented GRM and feedback mechanisms will help to avoid litigation. Main objectives: obtaining prompt and objective information, review of appeals and their evaluation at all stages of project implementation, which are received from beneficiaries for further improvement of work.

The GRM ensures that all grievances are addressed in a timely and transparent manner. The following timeframes will be adhered to:

- Acknowledgment of receipt: within 3 working days.
- Initial review and categorization: within 7 working days.
- Resolution or referral to higher levels: within 15 working days, with a maximum of 30 days for complex cases.

Types of appeals: complaint/complaint, suggestion, request, positive feedback/gratitude. Appeals directly related to project implementation will be subject to review, where their compliance with eligibility

criteria will be determined. The findings from GRM analysis will be reviewed during quarterly monitoring meetings. Key trends and recurring issues will inform adjustments to Project activities and mitigation measures to ensure alignment with stakeholder needs and expectations.

Each complaint must be tracked and evaluated, even if submitted anonymously. A parameter called "number of grievances filed and resolved" can be included as an indicator to measure the success of the project. This GRM has been designed in compliance with the World Bank's Environmental and Social Standard 10 (ESS 10) on Stakeholder Engagement and Information Disclosure. ESS 10 emphasizes the importance of effective engagement throughout the project lifecycle and the need for accessible grievance mechanisms to ensure inclusiveness and transparency.

Grievance channel	Description
Complaint and suggestion boxes	Grievance boxes installed in the jamoat and at the project site allow residents to submit their grievances in writing.
Contact telephone numbers	Appeals can be submitted by calling the contact phone numbers of the project representatives, which are indicated on the grievance box.
Oral or written communications during working meetings	Appeals can be received orally or in writing during on-site working meetings.
Incoming correspondence	Appeals can be sent through the inbox at the reception or via PIU email.
Web site	Grievances can be submitted through the project website, which provides an online feedback form.

Table1. Grievance channel

All grievances registered through the GRM will be analyzed quarterly to identify recurring issues and inform the development of enhanced mitigation measures. Findings will be reviewed during monitoring meetings and shared with stakeholders as part of the Project's commitment to transparency.

To enhance accessibility for all stakeholders, additional grievance submission options will be explored, including:

- Community Information Kiosks: Physical information points in project areas to educate communities about the grievance process and provide assistance in filing grievances.

Appeals can be both individual and collective. Consideration of complaints and suggestions is free of charge. All appeals will be recorded in a complaints and suggestions register. Complaints and feedback can be submitted anonymously and confidentiality will be ensured in all cases, including when the identity of the complainant/feedback is known. Information about the project and implementation will be posted on the websites of the implementing organizations, including quantitative data on complaints received and resolved.

For wider awareness, the project will engage a consulting company for the entire project implementation period, which will conduct knowledge transfer and public awareness campaigns, implement the GRM and register appeals related to the project activities. In addition, their task will include familiarization of beneficiaries with the procedure for submission of appeals, production of information brochures, booklets and posters in Tajik, Russian and Uzbek languages, placement of information materials on stands/boards installed in each project jamoat. This technique is used for wider outreach and awareness of the local population about the work carried out by the project. Boxes will be installed for filing complaints, suggestions and other types of appeals. Below is the contact information where project beneficiaries can contact.

Contact information for submitting requests to the PIU To be developed during project implementation

The GRM process involves the following steps:

1. Submission: Grievances can be submitted through multiple channels, including grievance boxes, hotlines, email, and in-person meetings.
2. Acknowledgment: Each grievance will be acknowledged within 3 working days.
3. Review and Categorization: Grievances will be reviewed and categorized based on their nature and complexity within 7 working days.
4. Resolution: Simple grievances will be resolved at the local level within 15 working days. Complex cases may require escalation, with a resolution timeframe of up to 30 days.
5. Feedback: The complainant will be informed of the resolution and provided with an opportunity to appeal if dissatisfied.

Key performance indicators (KPIs) for GRM include the percentage of grievances resolved within specified timeframes, the number of escalated cases, and satisfaction rates of complainants based on follow-up surveys.

Level 1 (local). This level involves receiving grievances and other types of feedback that may be received as part of the implementation of infrastructure measures, i.e. construction/modernization works from the local community located in the project area, and includes the following steps:

Step	Action
Step 1: Receivemessages	Communications from the local community begin with contact with the local coordinator and/or NGO representative. The appeal can be transmitted through the local government representative (jamoat/mahalla), who informs the social counselor about the received appeal. The NGO registers and categorizes the appeal. If the appeal has the nature of a complaint and cannot be resolved by the local coordinator and/or NGO representative within 10 days, it is transferred to the next level. An entry is made in the register of complaints and suggestions about the resolution of the problem or about the referral to the next level. The following timeframes will be adhered to for grievance resolution: - Local Level: 10 calendar days for initial resolution attempts. - Regional Level: 15–20 calendar days for complex cases referred to this level.

	- National Level: Up to 30 calendar days for unresolved cases requiring further escalation. Timely updates will be provided to complainants at each stage.
Step 2: Filing a complaint with the PIU	The beneficiary shall submit his/her complaint in writing to the PIU. The grievance must be signed and dated by the complainant. The PIU social affairs specialist serves as the main contact point. The grievance should be reviewed and resolved within 15 days.
Step 3: Conflict Resolution Commission (CRC)	If the grievance is not resolved after receiving a response from the PIU, the Project uses the Conflict Resolution Commission as an appeal mechanism. The Conflict Resolution Commission consists of at least 5 members: 2 of which are PIU staff and the remaining three are represented at the level of Contractor's representative and local government representatives.

Table 2. Grievance level

All grievances will be processed within clearly defined timeframes. The established deadlines for grievance resolution are as follows:

Grievances will be resolved within the following timeframes: 10 days at the local level, 15–20 days at the regional level, and up to 30 days at the national level.

The Conflict Resolution Commission is established at the request of the applicant, from the PIU or local Hukumat (in the districts of the project area). Decisions made by the Commission and agreed between all parties are formalized in the form of an order by the participating Hukumats. If the beneficiary has any objections to the CRC decision, the case can be taken to court by the affected party.

Level 2 (regional).

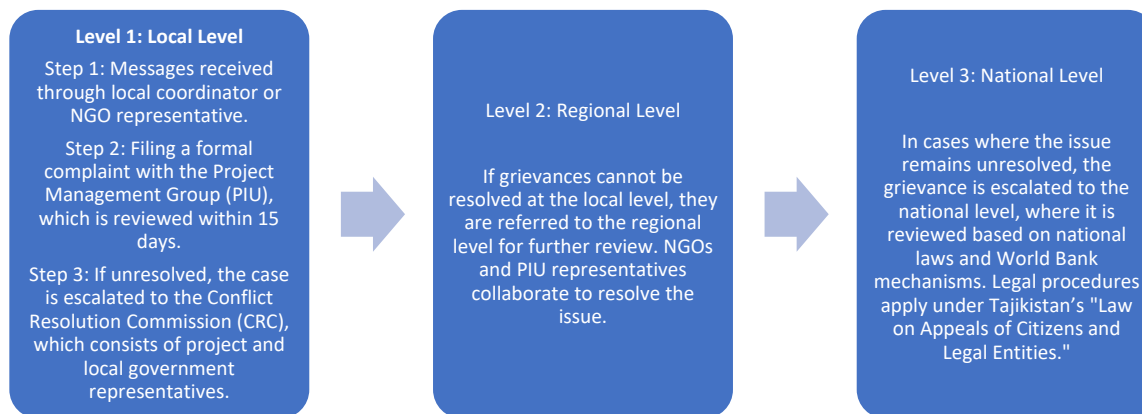
Step	Action
Level 2 (regional)	The review of applications submitted by stakeholders during project implementation is carried out with the involvement of NGOs and PIU representatives. At this level, applications that could not be resolved at the local level are reviewed. The process includes collecting and analyzing information about the application, meeting with the applicant and stakeholders, and making recommendations to resolve the problem. NGO representatives play an important role in providing independent assessment and advocacy for applicants, while PIU representatives coordinate the process and ensure that decisions are implemented. Decisions must be made and communicated to the applicant within a set timeframe, usually within 15-20 days. If the applicant is not satisfied with the decision, their application may be referred to the next level of review. At the regional and national levels, the GRM will operate in compliance with the Law of the Republic of Tajikistan on Appeals of Citizens and Legal Entities. This ensures that grievances unresolved at lower levels are addressed within the national legal framework. Collaboration with local Hukumats and NGOs will ensure that

	grievances are handled in a culturally sensitive manner, maintaining transparency and stakeholder trust.
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Table3. Grievance level

Level 3 (national). At the national level, the GRM aligns with the Law of the Republic of Tajikistan on Appeals of Citizens and Legal Entities. This ensures that grievances unresolved at regional levels are addressed within the legal framework of the country, maintaining compliance with both national and World Bank standards. This level will be based on the existing WB mechanism and national legislation, where, in accordance with the legislation of the Republic of Tajikistan, legal provisions reflected in the "Law of the Republic of Tajikistan on Appeals of Citizens and Legal Entities" are used. Within the framework of the Project implementation, information on the GRM for the Project will be placed on the websites of implementing organizations. The online feedback mechanism will also function as a GRM, allowing users to leave comments or submit complaints. Contact details of PIU will also be available on the websites. At the national level, grievances unresolved at regional levels will be addressed in accordance with the Law of the Republic of Tajikistan on Appeals of Citizens and Legal Entities. This ensures that all complaints are handled within the framework of national legislation, maintaining alignment with World Bank standards.

Grievance Redress Mechanism (GRM):



Key Performance Indicators (KPIs) for evaluating GRM effectiveness include:

- Number and types of grievances received.
- Percentage of grievances resolved within specified timeframes.
- Satisfaction rates of complainants, based on follow-up surveys.
- Frequency of recurring grievances and their resolution strategies.

If technical components are unavailable or of poor quality, the complainant can apply through a number of procedures: verbally (by phone), in writing, or during designated reception days and hours. Information on the reception schedule shall be placed on the information stand and published on the websites of the Executive Body. Applications related to the implementation of project activities are subject to review. Based on the application, a working committee for grievance resolution is established, which will be represented at the level of PIU responsible person (each in its specific work) and representatives of the Contractor/contractors. The timeframe for consideration and resolution of the grievance will be established in accordance with the provisions reflected in the Law on Appeals of Citizens and Legal Entities of the Republic of Tajikistan.

The GRM at local/regional/national levels will be finalized at the project inception stage and will be adjusted as necessary throughout the project life cycle. The GRM is closely linked with the Stakeholder Engagement Plan (SEP) and the Environmental and Social Management Plan (ESMP). For further details on stakeholder engagement activities, refer to SEP Section 5.1 "Collaboration methods and tools" and Subsection 5.1.1 "Description of interaction methods". For monitoring protocols and management measures, refer to ESMP Section 2 "Environmental and social management plan and monitoring plan". Grievance data, including types, frequency, and resolution status, will be analyzed quarterly and incorporated into the Project's semi-annual monitoring reports. This data will be used to identify recurring issues and improve Project implementation. Independent reviews of GRM functionality will be conducted every two years to assess its effectiveness and ensure compliance with World Bank standards. Findings from independent GRM reviews will be integrated into semi-annual reports, shared with stakeholders, and presented during consultations to ensure transparency and continuous improvement.

World Bank Grievance Redressal Service

Communities and individuals who feel that they are adversely affected by a World Bank (WB)-financed project may submit complaints to existing project-level grievance mechanisms or to the WB's Grievance Redress Service (GRS). The Grievance Redressal Service ensures that grievances received are promptly addressed to resolve project-related issues. Project-affected communities and individuals can submit their grievance to the WB's independent Inspection Panel, which determines whether harm has occurred or is likely to occur as a result of the WB's failure to comply with its policies and procedures. Complaints may be filed at any time after issues have been raised directly with the WB and Bank management has had an opportunity to respond. For information on how to file complaints with the World Bank's Corporate Complaint Management Service (CCMS), visit: <https://projects.vsemirnyjbank.org/ru/projects-operations/products-and-services/grievance-redress-service#file>

For information on how to file complaints with the World Bank Inspection Panel, visit: www.inspectionpanel.org

You can also send a complaint directly to the World Bank Tajikistan Country Office in Dushanbe.
Address: 48 Ayni Str., Busin CES Center "Sozidaniye", 3rd floor, phone: 992 48 701-5810, e-mail: tajikistan@worldbank.org.

13. CONTRACT MANAGEMENT

83. Construction and other contracts will include provisions for labor and labor protection as stipulated in the World Bank Standard Procurement Documents and the legislation of the Republic of Tajikistan.

84. The PIU will manage and monitor contractor performance relative to employees, with particular attention to contractor compliance with their contractual agreements (commitments, representations, and warranties) and labor management procedures. This may include periodic audits, inspections, and/or spot checks of project and worksite locations and contractor labor management records and reports.
85. Records and reports of labor management contractors that may be reviewed may include: representative samples of employment contracts or agreements between third parties and contracted workers, records relating to complaints received and their resolution, records relating to safety inspections, including fatalities and incidents and the implementation of corrective actions, records relating to non-compliance with national legislation, and records of training conducted for workers

Annex 1. Code of Conduct for Contractor Personnel

Introduction

We, the Contractor, [insert the name of the Contractor], have entered into a contract with [insert the name of the Client/Employer] for [insert description of the Work]. These works will be carried out at [specify the Site and other locations]. As part of this contract, we are committed to addressing environmental and social risks associated with the Work, including risks related to sexual exploitation and abuse (SEA), sexual harassment (SH), and health and safety concerns.

This Code of Conduct applies to all personnel employed by the Contractor, subcontractors, and any other personnel involved in the project, referred to as "Contractor Personnel." By adhering to this Code of Conduct, we aim to ensure a safe, respectful, and inclusive working environment.

Required Conduct

All Contractor Personnel are required to:

1. **Perform duties responsibly and competently**, ensuring the highest standards of professionalism and ethics.
2. **Comply with all applicable laws, regulations, and project-specific requirements**, including this Code of Conduct.
3. **Maintain a safe and healthy work environment** by:
 - Ensuring workplaces, equipment, and processes are safe and hazard-free.
 - Wearing appropriate personal protective equipment (PPE) at all times.
 - Following established procedures for handling chemical, physical, and biological hazards.
 - Reporting any unsafe work conditions and refraining from work that poses an immediate danger to health or life.
4. **Treat all persons with respect and dignity**, avoiding discrimination based on gender, disability, ethnicity, religion, or other characteristics.
5. **Refrain from any form of SEA/SH**, including but not limited to:

- Sexual harassment: Unwelcome sexual advances, requests for sexual favors, and other verbal or physical acts of a sexual nature.
 - Sexual exploitation: Abuse of power or trust for sexual purposes, including monetary or social gain.
 - Forced sexual relations: Coercion or physical force to engage in sexual activity.
 - Sexual activity with persons under the age of 18, except in the case of legally recognized marriages.
6. **Participate in mandatory training programs** on SEA/SH prevention, health and safety, and environmental and social standards.
 7. **Report any violations of this Code of Conduct** through established grievance mechanisms.
 8. **Refrain from retaliation** against any individual who reports misconduct or utilizes the grievance mechanism.

Raising Concerns

Contractor Personnel must immediately report any behavior that violates this Code of Conduct. Concerns can be raised through the following channels:

1. **Designated Contact Person:**
 - Name: [Insert name of the Social Safeguard Specialist or appointed person]
 - Address: [Insert address]
 - Phone: [Insert phone number]
 - Email: [Insert email address]
2. **Confidential Hotline:** [Insert hotline number]
3. **Anonymous Reporting:** Anonymous grievances can be submitted through [Insert mechanism], and they will be taken seriously.

Reports will be treated confidentially unless disclosure is required by law. Investigations will be conducted promptly, and appropriate action will be taken to address any violations.

Consequences of Violations

Violations of this Code of Conduct may result in disciplinary actions, including but not limited to:

- Termination of employment.
- Referral to law enforcement authorities.

Acknowledgment by Contractor Personnel

All Contractor Personnel are required to read, understand, and sign this Code of Conduct as a condition of employment. By signing, personnel acknowledge their commitment to adhere to the Code and participate in required training sessions.

Full Name of the Contractor's Employee: [Insert full name]

Signature: _____

Date: _____

Counter-Signature of the Authorized Representative of the Contractor:

Signature: _____

Date: _____

Annex 2. Key Features of the Grievance Mechanism

1. Multiple Reporting Channels:

Hotline: [Insert hotline number]. This hotline is available 24/7 for anonymous reporting.

Email: [Insert email address].

In-Person: Reports can be submitted directly to the designated Social Safeguards Specialist or the Contractor's Grievance Coordinator at [insert office location].

2. Confidentiality:

All reports will be handled confidentially, and the identity of the complainant will not be disclosed without their consent, except as required by law.

3. Non-Retaliation:

Retaliation against individuals who report grievances in good faith is strictly prohibited. Any such retaliation will be treated as a violation of the Code of Conduct.

4. Anonymous Reporting:

Grievances can also be submitted anonymously through the hotline or suggestion boxes placed at project sites. Anonymous grievances will be investigated with the same diligence as identified complaints.

Procedure for Handling Grievances

1. Submission of Complaint:

Grievances can be submitted through any of the designated channels listed above.

2. Acknowledgment:

Complaints will be acknowledged within 3 working days.

3. Investigation:

The designated Grievance Coordinator will investigate the complaint and, if necessary, collaborate with the Project Implementation Unit (PIU).

4. Resolution:

A resolution or corrective action will be proposed within 15 working days. The complainant will be informed of the outcome.

5. Appeal:

If the complainant is not satisfied with the resolution, they can escalate the grievance to [insert escalation point, e.g., PIU, Ministry, etc.].

Escalation Channels

If the grievance is not resolved satisfactorily at the contractor level, it may be escalated to the Project Implementation Unit (PIU) at [insert contact information].

