

ENVIRONMENTAL HEALTH AND SAFETY MANAGEMENT PLAN (EHSMP) FOR THE CONSTRUCTION OF LOW AND MEDIUM VOLTAGE LINES UNDER SUB-PROJECT OF PRODUCTIVE USES IN RWANDA.

Submitted to:

Energy Development Corporation Limited (EDCL)

Electricity Access Roll-Out Programme (EARP)

Rwanda Electricity Sector Strengthening Project (RESSP)

By



Prepared by:

KABANDA Philbert

Lead EIA Expert (RAPEP/EA/021)

Certified Valuer (RC/IRPV/169/2018)

Phone: +250788507656/738507656

Email: kabandaphilbert@gmail.com

Reviewed and approved by:

Pascal TUYISHIME: EARP Environmental Safeguards Specialist

Willy UWIZEYE: EARP Social Safeguards Specialist

July 2020

Contents

0. List of abbreviation	6
1. Introduction	7
1.1. EHSP objectives	7
1.2. CEC Occupational Health and Safety System	8
2. Project Details	8
2.1. Project Scope and description	8
2.1.1 Eastern Province	9
2.1.2 Southern Province	9
2.1.3 Northern Province	10
2.1.4 Western Province	10
2.2. Company organization and personnel	10
2.3. Company organizational chart	12
3. Project risks identification and assessment	13
3.1 Introduction	13
3.2 Aim of the risk identification and assessment	13
3.3 Objectives of the risk identification and assessment	13
3.3 Identified risks and control measures	15
4. Implementation Plan and Methodology	21
4. Health and safety roles and responsibilities	24
4.1. Details of persons on the project with Health and Safety responsibilities	24
4.2. CEC's responsibilities	25
4.3. Subcontractors (If Applicable)	25
4.4. Workers	26
5. Policy and Legal Framework	27
5.1. Legal Framework	27
5.2. Policy framework	28
5.3. World Bank Environmental and Social Framework (ESF)	30
5.4. IFC Environmental, Health and Safety (EHS) Guidelines for Electric Power Transmission and Distribution.	30
5.5. Health and Safety Policy	32
5.6. Additional Policies	34
6. Risk Management	36
6.1. Identifying Hazards and Managing Risks	36

6.2. Hierarchy of Control.....	36
6.3. Take 5 Safety Process.....	37
6.4. Procedures and Safe Work Guidelines.....	38
6.5. CEC Cease Work Authority.....	38
7. High Risk Construction Work	39
7.1. High Risk Work	39
7.2. Work in vicinity or on High Voltage Equipment.....	40
7.3. Hazardous Material Substances.....	41
7.4. Confined Space Work.....	41
8. Emergency and Incident Response	42
8.1. Emergency Preparedness.....	42
8.2. Notifiable Incidents	44
8.3. First Aid	44
9. Site Insurance	46
10. Induction and Training	47
10.1. Worker Induction	47
10.2. Worker Training	47
11. Consultation and Communication/stakeholders engagement.....	48
11.1. Consultation	48
11.2. Communication.....	48
11.3. Disciplinary Measures	49
11.4. Sexual harassments ?.....	49
11.5. Gender Aspects	49
11.6. COVID-19 Prevention	49
11.7. GBV Prevention, SEA, CAE.....	50
11.8. HIV/AIDS and non-communicable diseases awareness.....	51
11.9. Clean Drinking Water	51
11.10. Notices and Registers.....	52
11.11. Integrated environment, health and safety management	52
12. Site Safety Procedures	53
12.1. Site Rules	53
12.2. Site Amenities	54
12.3. Mobile Phone use on site.....	54
12.4. Site Security.....	54

12.5. Site Signage	54
12.6. Personnel Protective Equipment	55
13. Managing Construction Hazards Specified in Regulations.....	56
13.1. Working at Heights.....	56
13.2. Falling Objects	56
13.3. Excavation Work and Trenching	57
13.4. Working near Overhead or Underground Essential Services.....	57
13.5. Electrical	58
13.6. Plant and Equipment.....	59
13.7. Scaffolds	60
14. Managing other Construction Hazards	62
14.1. Ladder Safety	62
14.2. Manual Handling	62
14.3. Slips, trips and fall	62
14.4. Hand Operated and Power Tool Use	63
14.5. Site Traffic Movements and Mobile Plant	63
15. Audits and Inspections	64
15.1. Walk, Observe and Communicate (WOC)	64
15.2. Weekly Safety Inspections	64
15.3. Targeted Inspections.....	65
17. Issue Resolution	66
18. Condom provision	67
19. Filling and management of HS documents	67
20. Monitoring and evaluation of environmental health and safety plan.....	68
21. Conclusion and recommendations	73
21.1 Conclusion	73
21.2. Recommendations	73
22..References	76
ANNEXES	77
Annex 1: Incident report template	78
Annex 2: Take 5 Checklist.....	80
Annex 3: The proposed and usage of PPE.....	81
Annex 4: List of Content for a Basic First Aid Kit.....	82
Annex 5: Project locations and details.....	83

Annex 6: Sample of a Permit to Work..... 87

0. List of abbreviation

CEC: Century Engineering Company

EDCL: Energy Development Corporation Limited

ESF: Environmental and Social Framework

ESS: Environmental and Social Standard

HSMP: Health and Safety Management Plan

HSMS: Health and Safety Management System

JHSA: Job Health and Safety Analysis

IFC: International Finance Corporation

HS: Health and Safety

STD: Sexually Transmitted Diseases

PPE: Personal Protective Equipment

SWMS: Safe Work Method Statements

WOC: Walk Observe Communicate

1. Introduction

1.1. EHSP objectives

The objectives of this Environmental Health and Safety Plan for the construction of low and medium voltage lines for productive uses in 15 administrative Districts of Rwanda are as follows:

- Promote a safe work environment free from recognized hazards to workers, the environment and the public. Commit resources to detect hazards and ensure hazard correction.
- Achieve an incident-free project by advocating the belief that all incidents are preventable.
- Encourage consultants and contractors selected to work on this project to share and promote that same belief.
- Verify that occupational health and safety policies and procedures are in place to assure worker and public health and safety as well as to promote natural capital.
- Ensure good hygiene and cleanliness working sites.
- Enlist employee involvement with project safety to improve the quality of safety and health. This includes brainstorming, inspecting, detecting and correcting, from project startup to project completion.
- Ensure that all employees, consultants, and contractors have the knowledge, awareness, and training to accomplish the task ahead
- Implement emergency response plans and procedures. Provide effective project communication plans and equipment.
- Promote fair and equitable labour practices for the fair treatment, non-discrimination and equal opportunity of workers;
- Protect workers' rights and promote healthy, safe, secure and comfortable accommodation that does not impact negatively on the communities in the surrounding area;
- Ensure the management and control of activities that may pose labour-related risks at workplaces.

It is to provide a summary of the procedures that will apply during the project implementation in order to manage the Health and Safety on site. The plan is based on the policies and procedures of CEC's management system and references should be made to these policies and procedures for further details.

CEC will:

- Make this plan available to all workers on this project and ensure they have the opportunity to read, understand, clarify and ask questions
- Keep a copy of the Health and Safety Plan readily available for the duration of the project or longer as required under the laws of Rwanda
- Review the plan regularly throughout this project and make any revisions known to those working on the project
- Promote and enhance the focus on safety and lead by example with evaluating, anticipating, minimising and controlling high risk activities.
- Prepare implementation report on a monthly basis.

1.2. CEC Occupational Health and Safety System

CEC Ltd is committed to providing a safe environment for all employees and has in place a Health and Safety Management Systems (HSMS) that is in accordance with the National Health Policy (2016), National Sanitation Policy (2016), National Occupational Health and Safety Strategy (2019), Law n° 66/2018 of 30/08/2018 regulating labour, Ministerial Order determining modalities of establishing and functioning of occupational health and safety committees (2012) and the Ministerial Order determining conditions for occupational health and safety (2012). Throughout the project and in line with the HSMS, safety performance will be continuously monitored and work instructions reviewed with the aim of eliminating risk as far as is reasonably practicable.

2. Project Details

2.1. Project Scope and description

The low and medium voltage lines for productive uses in Rwanda will focus on subprojects of productive users and will cover 57 individual productive uses such as: Milk Collection Centers (MCC), Water Pumping Stations (WPS), Health Facilities, Administrative offices and Schools which are distributed in 4 Provinces (Eastern, Southern, Northern and Western) covering 15 districts namely: Gakenke, Gatsibo, Huye, Kamonyi, Kayanza, Kirehe, Muhanga, Musanze, Ngoma, Ngororero, Nyagatare, Rubavu, Ruhango, Rutsiro and Rwamagana. The details of the description and components are detailed in the paragraphs below.

2.1.1 Eastern Province

Location

In the Eastern Province, the project shall be implemented in 6 districts of Gatsibo (Rugarama and Kageyo Sectors), Kayonza (Ndego and Mwiri Sectors), Kirehe (Mpanga, Kigarama and Nasho Sectors), Nyagatare (Rwimiyaga and Karangazi Sectors), Ngoma (Mutenderi Sector) and Rwamagana (Kigabiro Sector).

Subprojects

In the Eastern Province, the project shall be comprised of the following sub projects:

- 1 Cell office
- 1 Primary School
- 1 Sector Office
- 8 Water Pumping Stations
- 4 Health Centers
- 2 Health Posts
- 1 Milk Collection Center

2.1.2 Southern Province

Location

In the Southern Province, the project shall be implemented in 4 districts of Kamonyi (Kayumbu, Mugina, Nyamiyaga, Rukoma, Rugarika and Kayenzi Sectors), Muhanga (Kabacuzi, Rugendabari, Kibangu, Kiyumba, Nyamabuye and Rongi Sectors), Huye (Rwaniro and Mbazi Sectors) and Ruhango (Kinihira Sector).

Subprojects

In the Southern Province, the project shall be comprised of the following sub projects:

- 13 Secondary Schools
- 2 Water Pumping Stations
- 3 Health Centers
- 2 Health Posts
- 1 Primary School
- 2 Sector Office

- 1 Milk Collection Center

2.1.3 Northern Province

Location

In the Northern Province, the project shall be implemented in 2 districts of Musanze (Gataraga, Cyuve, Shingiro and Gacaca Sectors) and Gakenke (Minazi, Busengo, Minazi, Mugunga and Rusasa Sectors).

Subprojects

In the Northern Province, the project shall be comprised of the following sub projects:

- 6 Cell Offices
- 1 Secondary School
- 2 Water Pumping Stations

2.1.4 Western Province

Location

In the Western Province, the project shall be implemented in 3 Administrative districts namely Ngororero (Muhanda and Matyazo Sectors), Rubavu (Kanzenze Sector) and Rutsiro (Murunda and Gihango Sectors).

Subprojects

In the Western Province, the project shall be comprised of the following sub projects:

- 1 Milk Collection
- 2 Secondary Schools
- 2 Health Centers

2.2. Company organization and personnel

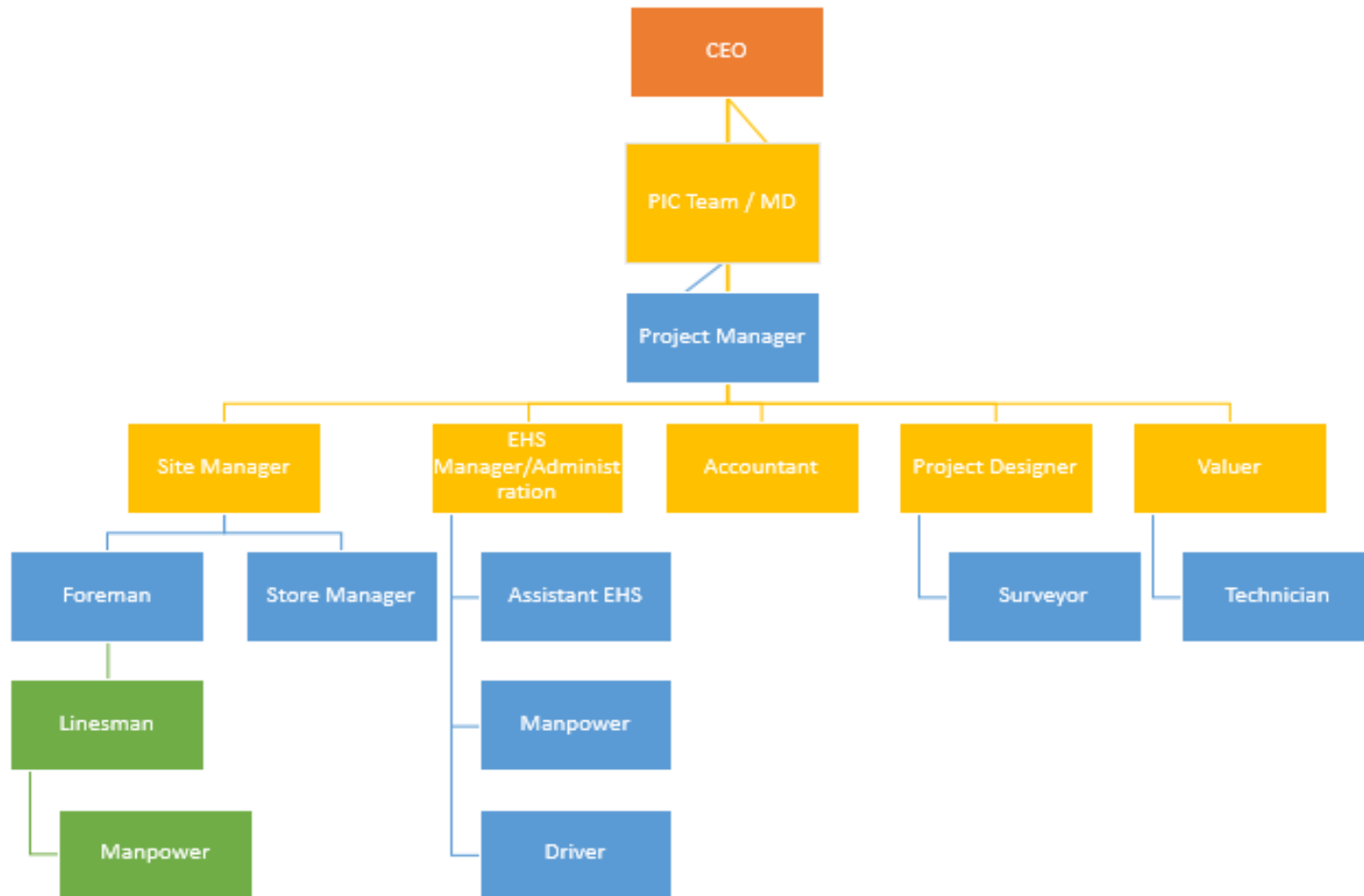
The contractor is Century Engineering Contractors Limited (CEC Ltd) and is a subsidiary of EPC Africa Group which is based in Kigali. CEC Ltd is specialized in High Voltage Transmission Lines Construction and rendering technical services to the energy and infrastructure sectors in Africa. The Group focuses in engineering, procurement, Construction, power generation, transmission and distribution.

The Company combined Vision and Mission are to build affordable Energy and Tele-Communication infrastructures to all corners of the Liveable Environment on the African Continent. CEC Ltd has vast experience in the following core activities: Construction Project Management, Compliance and Quality

control, Project Supervision, Turnkey project, Conceptual and preliminary design, leading in health, safety and environmental performance, Delivering on our promises and client vision and Systems re-engineering review and audit. At the project level there will be one Project Manager, four Project Engineers, one Environmental Health and Safety Expert who will work countrywide in the different districts.

2.3. Company organizational chart

Project Team



3. Project risks identification and assessment

3.1 Introduction

The provision of safe, reliable and affordable power supply is one of the most important cornerstones for economic development. The risks range from minor to major risks such serious body injuries to fatalities; some of which have a cascading effect to dependents of the affected. Hence, electricity supply construction and installation are considered to be high risk.

Risk assessment refers to the process that identifies the risks/hazards associated with particular activities/tasks on electricity sites, evaluates the effects and estimate risks / hazard or aspects of exposure to these risks/hazards.

A Risk Assessment is an important tool for the management of transmission and distribution companies to use in evaluating the security and safety of the project implementation.

3.2 Aim of the risk identification and assessment

The aim of risk assessment and management approach is to identify, assess and mitigate risks where possible and to continually monitor risks throughout the project implementation as other risks or threats emerge or a risk's impact or likelihood changes.

3.3 Objectives of the risk identification and assessment

The risk assessment will provide CEC project management and implementation staff with the capability to:

- Provide an adequate level of protection for employees, equipment and facilities,
- Meet national laws and policies related to electricity supply projects,
- Establish an acceptable level of risk.
- Advice project management and neighboring communities at all levels
- Proper monitoring and compliance

- Enforcement of the laws, policies and guidelines related to environmental health and Safety

○

3.3 Identified risks and control measures

Activity	Risk	Affected	Degree of risk	Control measure	Responsible
Survey works	Sliding or falling workers due to steep areas.	Survey team All workers	Medium	<ul style="list-style-type: none"> ○ First Aid Kit available on site ○ Trained first aid personnel ○ Wear proper PPEs 	Site engineer Foreman HS Officer
	Venomous snakes and rodents	Survey team All workers	Low	<ul style="list-style-type: none"> ○ First Aid Kit available on site ○ Trained first aid personnel ○ Wear proper PPEs ○ Clear vegetation and shrubs away from working area ○ To pay attention and be vigilant 	Site engineer Foreman HS Officer
Transportation of personnel, materials and equipment	Improper loading and unloading	Drivers Operators All workers Pedestrians	High	<ul style="list-style-type: none"> ○ Limited personnel should be transported at once ○ Use proper equipment for loading and unloading ○ Safe loading of vehicles on the load capacity ○ Qualified and trained operators and drivers 	Site engineer Foreman HS officer
	Overturn of vehicles	Drivers Operators All workers	High	<ul style="list-style-type: none"> ○ Qualified and trained operators and drivers ○ Speed limits on sites and roads ○ Safe loading of trucks ○ Maintenance of access roads, 	Site engineer Foreman HS officer

				<ul style="list-style-type: none"> ○ Wear proper PPEs ○ 	
Working at heights	Positioning of ladder and falling from heights	All workers who works at height	High	<ul style="list-style-type: none"> ○ Position the ladder on solid ground ○ Fall arrest methods such as lanyards and fall arresters, ○ Wear proper PPEs (safety harness, hard hats, visible vest, gloves and safety shoes) 	Site engineer Foreman HS officer
	Effects of wind speed	All workers who works at height	High	<ul style="list-style-type: none"> ○ Only trained technicians ○ Proper PPEs ○ When wind it very high, stop the works 	Site engineer Foreman HS officer
	Falling from height due to physical fatigue	All workers who works at height	Intolerable	<ul style="list-style-type: none"> ○ Only trained technicians ○ Proper PPEs ○ Fall arrest methods such as lanyards and fall arresters, ○ Workers will not work for a long time at height and every two hours to take a short break or shift ○ Available drinking water at the work place ○ Toolbox talks 	Site engineer Foreman HS officer

	Falling from height due to negligence of workers	All workers who works at height	High	<ul style="list-style-type: none"> ○ Only trained technicians ○ Proper PPEs ○ Fall arrest methods such as lanyards and fall arresters, ○ Do not smoke, eat, drink, or use the phone during working at height ○ Communication will be with hand radio 	Site engineer Foreman HS officer
	Object falling from height	All workers	Intolerable	<ul style="list-style-type: none"> ○ Do not work below the workers who work at height ○ Barricaded areas with red and white warning tape ○ Communication with hand radio, ○ Proper PPE (safety harness, hard hats, safety shoes, gloves, visible vest) ○ Toolbox talks 	Site engineer Foreman HS officer
	Bad weather conditions (rain, storm, heavy wind, ice, heavy cloud weather)	All workers	Intolerable	<ul style="list-style-type: none"> ○ Weather condition shall be regularly monitored ○ Work must be stopped during bad weather conditions 	Site engineer Foreman HS officer
	Improper type of tools	All workers	High	<ul style="list-style-type: none"> ○ Visual check of the tools before starting work, ○ Remove all damaged tools ○ Use proper tools 	Site engineer Foreman HS officer

				<ul style="list-style-type: none"> ○ Proper PPE (safety harness, hard hats, safety shoes, gloves, visible vest) 	
Working with hand tools	Improper storage of materials and tools	All workers	High	<ul style="list-style-type: none"> ○ Store materials and tools in proper place, ○ Proper PPE (safety harness, hard hats, safety shoes, gloves, visible vest) ○ Toolbox talks 	Site engineer Foreman HS officer
Emergency response, First Aid team	Accident or incident occurred on site	All workers	High	<ul style="list-style-type: none"> ○ Any team must have a first aid person for any incident / accident case that might be on site ○ First Aid Kit available on site ○ All emergency contacts must be exposed where can be seen by all team workers ○ Available drinking water 	Site engineer Foreman HS officer
Puller/ Tensioner	Position	Operators All workers	Medium	<ul style="list-style-type: none"> ○ Position the Puller/Tensioner in solid ground ○ Anchorage Puller / Tension for Proper load ○ Trained and certified operators only ○ Visual control by the operator before starting work 	Site engineer Foreman HS officer
	Puller / Tensioner failure during stringing	Operators Workers	Intolerable	<ul style="list-style-type: none"> ○ Tool box Talks ○ Puller/tensioner must be visually and mechanical periodically inspected before using them from authorized operator, 	Site engineer Foreman HS officer

				<ul style="list-style-type: none"> ○ To not standing any person under the line under stringing activity, ○ Proper PPE (safety harness, hard hats, safety shoes, gloves, visible vest) 	
The passage of ropes	Venomous snakes	All linesmen workers	High	<ul style="list-style-type: none"> ○ First Aid Kit available, ○ Trained first aid personnel ○ Proper PPE (safety harness, hard hats, safety shoes, gloves, visible vest) 	Site engineer Foreman HS officer
Stringing and sagging	Failure of pulleys	Operators Workers	High	<ul style="list-style-type: none"> ○ All pulleys to be checked before use, ○ All pulleys to be installed in proper way, ○ Trained personnel, ○ To not standing any person under line during stringing 	Site engineer Foreman HS officer
	Intersection and nearest with existing overhead power lines	Operators Workers	Intolerable	<ul style="list-style-type: none"> ○ Switch of existing overhead power lines and earthing in both substations by authorized person ○ Trained personnel, ○ Earthing conductor. 	Site engineer Foreman HS officer
	Crossing national roads	Drivers Operators	Intolerable	<ul style="list-style-type: none"> ○ Trained personnel 	Site engineer Foreman

		Workers		<ul style="list-style-type: none"> ○ To not stand any person and vehicles under in crossing way ○ Tool box talks before stat of the job 	HS officer
Housekeeping	Spills incident such as oil or fuel	All workers	Medium	<ul style="list-style-type: none"> ○ Immediately clean up using spill kid or inert sand, ○ All materials used to mop up spills will be immediately removed to a safe place and store in closed containers for safe disposal from site to a safe area. 	Site engineer Foreman HS officer
	Materials stacked inappropriately	All workers	Medium	<ul style="list-style-type: none"> ○ Store all materials in proper place ○ Assign a person for the store, its cleanliness and safety 	Site engineer Foreman HS officer
	Garbage	All workers	Low	<ul style="list-style-type: none"> ○ Recycle bins available on site ○ Collection and disposal of the wastes to approved areas by the Districts 	Site engineer Foreman HS officer

4. Implementation Plan and Methodology

CEC will take care on Incident notification, Investigation and Reporting.

A. Incident Notification

The Project Management shall be verbally notified by the site management team as soon as possible of incident on the project that causes the death of a person. In less than 24hours shall be notified in writing (preliminary report). The Project Management shall in turn inform the Client/Client Representative verbally and a written notification sent (Final report) in less than 24 hours. Work shall be stopped in case of a serious incident. An incident report template is annexed.

B. Incident Investigation

- i. An incident investigation should begin immediately after the emergent crisis is controlled.
- ii. First ensure that the incident scene is safe for emergency responders; and provide appropriate care to all injured persons. Call for additional resources to care and transport the injured parties as needed.
- iii. A written incident investigation report (Annex 1) shall be completed by the jobsite supervisor.
- iv. Each incident shall be investigated to the degree necessary by the personnel designated by the Project Management. Each investigation shall result in a report of the incident and the corrective action taken to prevent this from happening again.
- v. Physical evidence should be preserved to the fullest extent possible until the investigation is complete. This can be achieved by barricading the accident scene and instructing workers to stay away from the scene, and stop all works.
- vi. Work should not be resumed in the area until a directive from the investigating person in charge is received.
- vii. Incidents other than minor injuries that are easily treatable on the job, photographs should be taken of the incident scene and any equipment involved as soon as possible after the event.

- viii. Investigators should identify those persons who were eye witnesses (primary witnesses) or who claimed to have seen or have knowledge of the incident (secondary witnesses). The identity of each witness should include their name, address, telephone number, and employer and site location.
- ix. Investigators should also obtain facts such as time of day, conditions, weather, temperature, wind, and other details that are requested on the report forms
- x. Through interviewing the witnesses, obtain information regarding how the incident happened. The purpose of the investigation is to obtain facts, not assess blame.
- xi. Concentrate on the facts; find out “who, what, where, when, why and how.” After obtaining necessary information, the incident investigation report should be completed (Final Incident Report) a copy of which shall be sent to client representative Project Manager.
- xii. In case a worker gets injured during the incident and dies, then the employer of the worker shall notify the area Labour office within 24 hours. However, where there is no fatality, The Labour office shall be notified in writing before 7 days’ elapse.
- xiii. When an accident in a workplace, causes the death of a person therein, the employer shall:
 - Inform the area Labour Office in less than 24 hours of the occurrence of the accident and,
 - Send a written notice of the accident in the prescribed form to the area Labour Office within seven (7) days of the occurrence of the accident.

C. Incident Review and Root Cause Analysis

- i. The incident report should be completed immediately after the incident has been brought to its conclusion.
- ii. This report will be used to perform root cause and causal factors analysis. This causal analysis team will be led by the HS Staff and will include the crew leader and manager whose team was involved in the incident.
- iii. The results of this process, lessons learned and corrective actions shall be shared in a formal report.

D. Incident Report

- i. The incident report should be placed in the jobsite incident file with copies faxed or emailed to the company's main office.
- ii. Jobsite supervisors are responsible to see that the reports are completed and a root cause analysis is done on any significant incident.
- iii. All corrective actions identified shall be implemented and verified by the site Manager.
- iv. Project Manager shall ensure that the corrective actions are completed.
- v. In certain circumstances additional personnel from our customer's staff, insurance personnel, attorneys, regulatory agency personnel or police officers may also be part of the investigating team. All Project personnel are directed to assist with the legal requests for information from these parties. Please cooperate with the requests of these personnel, if there are any questions direct them to the HS Manager.
- vi. All serious incident reports will be retained for a minimum of at least three (3) years beyond the date of the end of the investigation.

E. Incident Compensation

- i. The approved reports on injuries and root causes analysis shall be used to compensate the injured workers;
- ii. The compensation shall be provided as per insurance scheme of the Contractor and contract between the contractor and workers.
- iii. The lost working day due to occupational hazard shall be paid in full to the concerned worker.

4. Health and safety roles and responsibilities

4.1. Details of persons on the project with Health and Safety responsibilities

POSITION	RESPONSIBILITIES
Project Manager	Managerial leadership and commitment to safe systems of work for all site activities. Monitoring and enforcing compliance with site and legislative requirements. Promote a health and safety culture
Construction Manager	Management of site personnel and contractors: involvement in the development and maintenance of safe systems of work to manage risks so that the site and legislative requirements are being applied
HS Manager	<p>Worker and contractor consultation encouraging site health and Safety implementation and ownership within the care and maintenance team</p> <p>Review and promote all safe systems of work in accordance with the safe work method statements (SWMS) and Job Safety and Health Analysis (JSHA) developed on the project, ensuring that all practices to be undertaken are carried out to the applicable legislation and site rules. Undertaking frequent site inspections and audits.</p> <p>Carry out toolbox meetings, induction training, sites rules clarification and awareness on STD, Ebola and Malaria.</p> <p>Ensure condoms are provided on site on regular basis at well designated areas such as the toilets.</p>
Varying Roles	Actively apply the rules and requirements of this HSMP, site requirements and all legislative requirements described in the HSMP and regulations

4.2. CEC's responsibilities

CEC shall be responsible for:

- Preparing, updating and implementing this EHSMP, including all associated procedures,
- Identifying and observing all relevant legal HS requirements
- Managing risks associated with the carrying out of construction or demolition work in accordance with the HS Act and Regulation.
- Reviewing SWMSs and SHAs prepared by contractors on the project
- Planning to do all work safely
- Identifying HS training required for an activity
- Verifying that workers have undertaken identified HS training
- Communicating and consulting with workers
- Investigating hazard reports and ensuring that corrective actions are undertaken
- Dispute resolution
- Continual review and monitoring of construction activities, sequence, process and procedures
- Ensuring that the right plant, equipment and personnel to operate are applied to the task
- Follow the safe work method, identify, control and manage risks associated with the task in their job description and compensate for the relevant risks created, associated with the unsafe conditions created in the workplace.
- Investigating and reporting incidents

4.3. Subcontractors (If Applicable)

Sub- Contractors engaged for this project by CEC (whenever necessary) are responsible all formatters including:

- Fulfilling the duties of CEC for their own operations
- Managing risks associated with the carrying out of construction or demolition work in accordance with the HS Act and Regulation
- Planning to do all work safely
- Identifying all high risk construction or demolition work associated with their activities and ensuring SWMS and JSHA are developed and implemented

- Following all safety policies and procedures and site rules
- Complying with this H and S Management Plan
- Complying with any direction given to them by the principal contactor
- Undertaking site-specific induction before starting work and signing off that they have completed this induction
- Ensuring the workers, they engage undertake site specific inductions
- Ensuring they have the correct tools and equipment and these are in a serviceable condition for the task
- Follow the safe work method and identify and control the risks associated with the task in their job description.

4.4. Workers

All workers on this project (including those employed by subcontractors) are responsible for:

- Taking reasonable care of their own health and safety
- Taking reasonable care that their conduct does not adversely affect others
- Complying with instruction, so far as they are reasonably able
- Cooperating and complying with reasonable notified policies and / or procedures
- Raising concerns where uncontrolled risk is evident and the task cannot be completed safely
- Reporting any incident or unsafe condition as soon as reasonably practicable
- Assisting in incident investigations (where required)
- Only operating plant and equipment that they hold current certification and Verification of Competency for
- Presenting to work in a fit condition free from fatigue, alcohol or other drugs.

5. Policy and Legal Framework

The Republic of Rwanda has developed laws, policies and strategies; legal instruments and institutional framework for labour, occupational health and safety, sanitation and working conditions. CEC is committed to comply and enforce those laws, policies, strategies and all legal instrument during the construction of the low and medium voltage lines for productive uses in 15 Districts of Rwanda as detailed below.

5.1. Legal Framework

Law/Regulation /Order	Objective	Relevance
The Constitution of the Republic of Rwanda, 2003 as revised in 2015	The 2003, revised in 2015 Rwandan Constitution Articles 45 aim at the promotion of activities for the good health. It stipulates that all Rwandans have the right to good health, everyone has the right to live in a clean and healthy environment and the State also has the duty, within its means, to undertake special actions aimed at the welfare of workers.	CEC will comply with the Constitution by implementation of applicable laws and ensure employees work in a good health, clean and safe environment and ensure welfare of all its workers.
Law Regulating Labour in Rwanda, 2018.	This law applies employment relations based on minimum wage, basic salary, on employment contract, prohibited work for the child, on forced labour, conducive working environment for the employee and the right to form trade unions and employers' associations.	The electrification project will abide in good conducive working conditions during the implementation of the project. Labor law and especially its Article 77 on general health and safety conditions in the workplace. This will ensure good working conditions and wellness. No child will not be employed and all forms of discrimination

Law/Regulation /Order	Objective	Relevance
		will be avoided during recruitment of workers.
Ministerial Order determining modalities of establishing and functioning of occupational health and safety committees, 2012	This Order determines modalities of establishing and functioning of occupational health and safety committees.	As a good practice, health and safety will be given a priority by ensure regular toolbox meetings on health and safety during construction. Health and safety committees will be established and governed by this ministerial order during project implementation.
Ministerial Order determining conditions for occupational health and safety, 2012	This Order determine the general and specific rules and regulations relating to health and safety at workplace in order to secure the safety, health and welfare of persons at work and protect them against risks to safety and health arising from work	As a good practice, health and safety will be given a priority by ensure regular toolbox meetings on health and safety during construction. Health and safety committees will be established and governed by this ministerial order during project implementation.

5.2. Policy framework

Policy, Plan, Strategy	Objective	Relevance
National Health Policy, 2016	One of the objectives of Rwanda Health Sector Policy is to improve the quality of life and demand for services in the	CEC Ltd will comply with this policy by ensuring health safety and the good working conditions

Policy, Plan, Strategy	Objective	Relevance
	control of disease. The policy identifies the most common illnesses as a result of unhealthy living or working environment.	and implement awareness programme on HIV Aids, STD, Malaria and Ebola to workers.
National Strategy for Transformation (NST 1) 2017 - 2024	NST 1 is the implementation instrument for the remainder of Vision 2020 and for the first four years of Vision 2050 to provide the foundation and vehicle towards Vision 2050 through specifically economic and social transformation.	The implementation of this project will contribute to achieve NST1 objectives by providing electricity and employment opportunities hence contributing to economic and social transformation.
National sanitation policy, 2016	The policy provides for decentralization in line with the national decentralization policy, institutional aspects, integrated watershed management, monitoring and assessment and participatory approach to water and sanitation among other sectoral reforms in Rwanda	CEC Ltd will comply with this policy by ensuring working conditions of all the workers have proper sanitation by providing good and clean toilets and cleanliness on site.
National Occupational Safety and Health Strategy, 2019	It aims at providing a framework for coordination of OSH activities among public, private, employees organizations and civil society institutions	This policy will govern CEC project implementation by establishing safety and health standards at workplace and ensure compliance with occupational safety and health standards.
Environmental Health Policy, 2008	The overall objective of the Environmental Health Policy is provision of adequate environmental health services to all Rwandans with their active participation.	CEC will comply with this policy by providing good environmental, social, health and safety working conditions to workers and neighboring residents.

5.3. World Bank Environmental and Social Framework (ESF)

Given the implementation timeframe of this project, the old World Bank Operation Policies which were replaced in 2018 by the Environmental and Social Framework (ESF) were not considered.

The new World Bank Environmental and Social Framework (ESF) has 10 key Environmental and Social Standards (ESS) and the construction of low and medium voltage lines for productive uses in 15 Districts of Rwanda shall trigger ESS2 on Labour and Working Conditions.

ESS2 recognizes the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. Borrowers can 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 Project triggers this policy because the construction of low and medium voltage lines will utilize people in the day to day working on to the projects and these persons need to be treated according to the ESF where the work conditions must meet the required standards.

5.4. IFC Environmental, Health and Safety (EHS) Guidelines for Electric Power Transmission and Distribution.

The EHS Guidelines for Electric Power Transmission and Distribution include information relevant to power transmission between a generation facility and a substation located within an electricity grid, in addition to power distribution from a substation to consumers located in residential, commercial, and industrial areas.

Electric and Magnetic Fields: the guidelines define the Electric and magnetic fields (EMF) as invisible lines of force emitted by and surrounding any electrical device (e.g. power lines and electrical equipment). Electric fields are produced by voltage and increase in strength as the voltage increases.

Although there is weak evidence of adverse health risks, the guidelines recommend applicable management of EMF exposure which include:

- Considering siting new facilities so as to avoid or minimize exposure to the public.
- Installation of transmission lines or other high voltage equipment above or adjacent

to residential properties or other locations intended for highly frequent human occupancy, (e.g. schools or offices), should be avoided,

- Evaluating potential exposure to the public against the reference levels developed by the International Commission on Non-Ionizing Radiation Protection,
- If EMF levels are confirmed or expected to be above the recommended exposure limits, application of engineering techniques should be considered to reduce the EMF produced by power lines, substations, or transformers. Examples of these techniques include: Shielding with specific metal alloys, burying transmission lines, increasing height of transmission towers, Modifications to size, spacing, and configuration of conductors.

Hazardous Materials: Hazardous materials in this sector include insulating oils / gases and sulfur hexafluoride, and fuels, in addition to chemicals or products for wood preservation for poles and associated wood construction material. The use of the above is provided in the guidelines summarized below:

- Equipment and transformers containing Polychlorinated Biphenyls (PCB) shall be avoided due to its toxicity to the environment,
- Poles should be pretreated at an appropriate facility to ensure chemical fixation and prevent leaching, and to impede the formation of surface residues at the right-of-way,
- The use of pesticide should be avoided and opt for alternatives to pesticide application such as: use mechanical weed control and / or thermal weeding; support and use beneficial organisms, such as insects, birds, mites, and microbial agents, to perform biological control of pests;

Occupational Health and Safety: as per the guidelines, most occupational health and safety issues during the construction, operation, maintenance, and decommissioning of electric power distribution projects are: exposure to physical hazards from use of heavy equipment and cranes; trip and fall hazards; exposure to dust and noise; falling objects; work in confined spaces; exposure to hazardous materials; and exposure to electrical hazards from the use of tools and machinery.

CEC shall introduce preventive and protective measures according to the following order of priority:

- Eliminating the hazard by removing the activity from the work process. Examples include substitution with less hazardous chemicals, using different manufacturing processes.
- Controlling the hazard at its source through use of engineering controls. Examples include local exhaust ventilation, isolation rooms, machine guarding, acoustic insulating.
- Minimizing the hazard through design of safe work systems and administrative or institutional control measures. Examples include job rotation, training safe work procedures, lock-out and tag-out, workplace monitoring, limiting exposure or work duration.
- Providing appropriate personal protective equipment (PPE) in conjunction with training, use, and maintenance of the PPE. The application of prevention and control measures to occupational hazards should be based on comprehensive job safety or job hazard analyses. The results of these analyses should be prioritized as part of an action plan based on the likelihood and severity of the consequence of exposure to the identified hazards

5.5. Health and Safety Policy

At CEC we are committed to managing the impact of our business activities on the Health and Safety of our Workers, Contractors, Visitors and the local community. In fulfilling this responsibility, we have a duty of care to provide so far as practicable, a working environment that is safe and without risks to health, through processes that:

- Identify, analyze, evaluate or manage risks that could cause an incident, injury or illness to people, property damage or unacceptable impacts on the workers or the neighboring community.
- Assist workers, contractors and visitors to meet their HS obligations
- Provide compliance with relevant HS legislation and conditions of licenses under which we operate.

- Consider both long term and short term health, safety and community impacts when making decisions.

CEC Management is committed to:

- Providing leadership and encourage people in an active way to take responsibility and be accountable for their own safety and that of others.
- Undertaking Risk Management activities to manage risks to people in the working environment, including review of work methods and practices
- Compliance with all relevant legislation standards, and other requirements to which CEC subscribes.
- Providing Health and Safety training to all workers
- Providing information, resources and supervision enabling workers to undertake their work in a healthy and safe manner
- Consultation with all workers and contractors to enhance the effectiveness of the HS system
- Ensuring that plant, equipment and substances are safe and without risk to health when used in accordance with standard operating procedures
- Providing, monitoring and maintaining systems for safe use, handling, storage and transportation of plant, equipment and substances.
- Workers and Contractors are required to:
- Carry out work safely and without harm to themselves, others, property and in accordance with their training, operating procedures and work instructions.
- Stop or not start activities that they believe carry an unacceptable level of risk to themselves and others.
- Comply with CEC Safety Management Plan, HS Policies, HS Procedures and programs as appropriate.
- Undertake risk assessments of tasks prior to commencing the work.
- Actively participate in the reporting of incidents including Personal Injury, Property Damage and Near Misses.
- Report any hazards observed in the workplace or deficiencies with work procedures in a timely manner.
- Report any unsafe and unhealthy issues/concerns that come to their attention.

- Ensure appropriate fitness for work and able to perform the task at hand.
- Ensure all personnel performing works are adequately trained and competent to perform such works.

5.6. Additional Policies

Alcohol and Other drugs policy

In accordance with CEC Alcohol and Other drugs policy, all its employees executing works during the project shall not be under influence of alcohol or any controlled substances. This policy shows our commitment to health and safety in this workplace, and reducing the risks to the health and safety of all workers, contractors and visitors our commitment to complying with the health and safety requirements and rules, especially those for drugs and alcohol how we will deal with drugs and alcohol use and/or their effects in the workplace.

This policy applies to everyone at the Project sites

Effect

Drug and alcohol use can affect a person's ability to work safely. It creates a risk to workers and work health and safety.

Responsibilities

No one must drink alcohol or use drugs at this workplace, except: for legitimate medical reasons: You must notify your supervisor if prescribed medication is likely to affect your behavior and therefore work health and safety. Your supervisor may assign you other duties while you're taking the medication at workplace-based social events. The manager/supervisor at this workplace must, if they have reasonable grounds for believing that you are incapable of safely performing your duties or may be a risk to others due to the effects of drugs or alcohol, arrange for you to be removed safely from the workplace.

Each person must ensure that they are not, by the consumption of drugs or alcohol, in such a condition as to endanger their own safety or that of others at this workplace. This includes not coming to work if, after drinking or using drugs in your social time, your ability to work safely is still impaired. If you come to work, you must report it to your supervisor, who may assign you other duties or arrange for you to be removed safely from the workplace.

Managing drugs and alcohol

CEC will identify all workplace factors that may influence someone to turn to drugs or alcohol, and use the hazard management process to eliminate drug or alcohol use or control the risks from them. CEC will consult with workers, work health and safety representatives and/or the work health and safety committee on this issue.

Disciplinary action

If anyone is found to breach this policy, management will take disciplinary action such as giving a formal warning, followed by encouraging them to get treatment, suspension, and/or finally dismissal.

6. Risk Management

6.1. Identifying Hazards and Managing Risks

CEC will ensure systems and approaches for identifying hazards and assessing risk are in place prior to any activities commencing on site and shall utilize the Hierarchy of Controls in conjunction with:

- The Occupational Health and Safety Requirements
- Using a risk management form to control general construction risks where necessary
- Carrying out regular site inspection and audits with a focus on a changing work environment.

CEC will also identify risks (as appropriate):

- Before introducing any new equipment
- When introducing a new task
- When new information is received about tasks, procedures, equipment or chemicals.

All hazards that are identified throughout the project will be reported immediately assessed and controlled to levels as reasonable practicable and in accordance with CEC procedure. CEC will inform workers and subcontractors of its risk management procedures and require they are trained in risk management (Induction and Training).

6.2. Hierarchy of Control

CEC where reasonably practical, will manage all risks identified by applying the Hierarchy of Controls as follows: the hazard is physically eliminated preferably from the sources, if it is not possible to eliminate, the hazard is replaced and an alternative if provided. An engineering control is then used to isolate the hazard where applicable and through administrative options, the working methods and techniques are changed and workers are provided with proper Personal Protective Equipment (PPEs) and compliance is enforced by Health and Safety Officer.

Where practical, the Principal Contractor and the contractors (as appropriate) will implement risk controls that are high in the order of hierarchy and will implement multiple controls where necessary.

6.3. Take 5 Safety Process

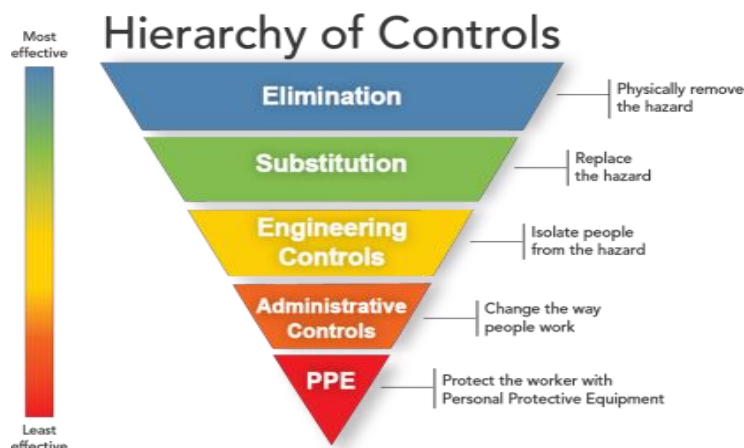
A take 5 safety checklist (Annex 2)

is a tool used to identify health and safety hazards before starting work in a site. Performing health and safety checks using the take 5 procedure and helps workers and contractors mitigate exposure to hazards and health risks.

CEC will provide Take 5 forms to all staff for performing a final safety check before commencing work. This is to ensure that all work activities are given a final check to identify and control any potential hazards that may have not already been addressed prior to commencing activities. It is designed to complement the risk Assessment process. It does not act as a replacement for formal risk assessment.

Take 5 process consists of the following 5 steps

STEP 1	Stop, step back, observe	Observe the work area and surrounding location for hazards
STEP 2	Think through the task	Consider the sequence of steps involved in carrying out the task from start to finish
STEP 3	Identify any hazards	Identify the hazards associated with the task including any present in the immediate and surrounding work area, and hazards generated by the task
STEP 4	Control the hazards	If the hazard is not controlled and the work area not safe- do not start work, report to your Team Leader/Unit Controller/Line Manager to review the risk assessment
STEP 5	Complete the task safely	Once all control measures have been implemented- commence the task



6.4. Procedures and Safe Work Guidelines

These are an integral part of Risk Management process as it outlines the hazards, risks and associated control measures to be applied to ensure the task/activity is conducted in a way to reduce the risk of injury. They are documented and provide standard and useful information on a large range of on - site activities. Information within these documents should be used in conjunction with the Project procedures.

6.5. CEC Cease Work Authority

All the personnel will be empowered and supported by management with the right, responsibility and authority to cease or stop work when observing an unsafe condition or act that could result in harm to staff. It involves a stop, notify, correct and resume approach for resolving the situation or condition. Once such a situation arises the personnel shall immediately notify the Project Leader and EDCL representative to advise the reason for ceasing or stopping work.

CEC Project Leader will work with EDCL to resolve issues by taking appropriate measures to assess the risk eliminate or control the hazard and to record the hazard in line with the appropriate reporting procedures.

7. High Risk Construction Work

7.1. High Risk Work

CEC Project Team has identified activities for this project and will develop risk classifications for each of the High Risk Construction Work activities. Additional SWMS's and JHSA's will also be formulated for any additional high risk work that will be introduced or identified as the project progresses.

S/N	HIGH RISK at CONSTRUCTION WORK	PROJECT SPECIFIC EXAMPLES	MITIGATION MEASURE
1	Work that involves a risk of a person falling more than 2m	Cables fixing and stringing of conductors and transformer installation.	Safety harnesses provided to all workers working at height
2	Work that involves the demolition of an element of a structure that is load bearing or otherwise related to the physical integrity of the structure.	Corridor clearance or changing conductors and poles for some reasons.	Provide proper PPEs to all workers and appropriate tools
3	Work that involves structural alterations or repairs that require temporary support to prevent collapse	Construction of a line bay and its associated accessories	Provide safety harnesses Check the stability of scaffolds and ladders
4	Work that is carried out in or near a confined space	Excavation for poles, Cable installation	Minimize the number of workers in the confined space Provide warning signs
5	Work carried out in or near trench with excavated depth greater than	Excavation for poles or installation of	Provide warning tapes

	1.5m	transformers	Provide proper PPEs
6	Work that is carried out or near energized or charged electrical equipment or services	Excavations, installation of transformers, erection of poles	Provide Proper PPEs Warning posts Fire extinguishers
7	Work that is carried out in or adjacent to a road	Digging holes for poles, conductor stringing.	Install traffic signs Hire a flag person
8	Work that is carried out in an area at a workplace in which there is any movement of powered mobile plant	Transportation of materials in and around the site, loading and off-loading material	Install traffic signs Hire a flag person

Prior to starting work on the project, CEC will provide completed health and safety documents and will be filed in the project folder, which forms part of and supports this HS Management Plan. These documents will be retained for the duration of the project and archived as required as the national laws.

CEC will review the documents and the HSMP where:

- There is a need to change the method of carrying out of the high risk construction work
- A risk has been identified that is not included and managed within the HS Management Plan

7.2. Work in vicinity or on High Voltage Equipment

Procedure isolation for making equipment “dead” and safe to work

- Switch off
- Isolate
- Lock off point of isolation
- Apply caution notice at point of Isolation
- Test for absence of voltage using a test instrument
- Test the instrument is in good working condition
- Apply circuit main earths

- Apply temporal at point of work
- Issue a Permit to Work

7.3. Hazardous Material Substances

CEC has undertaken a Hazardous Material Assessment to assess all areas of the project sites and identify the material at site and those to be brought as the project progresses with recommended best practice to remove or contain.

7.4. Confined Space Work

There are locations on the project site that will be deemed a confined space meaning an enclosed or partially enclosed space that:

- I. Is not designed or intended primarily to be occupied by a person; and
- II. Is, or is designed or intended to be, at normal atmospheric pressure while any person is in the space; and
- III. Is or is likely to be a risk to health and safety from
- IV. An atmosphere that does not have a safe oxygen level; or
- V. Contaminants, including airborne gases, vapors and dusts, that may cause injury from fire or explosion; or
- VI. Harmful concentrations of any air borne contaminants; or
- VII. Engulfment

A risk assessment shall be performed and that confined space control measures will be put in place prior to any confined space permit being issued. This includes but is not limited to air quality monitoring, access, first aid and rescue requirements, proper sign posting, personnel entry recording and monitoring.

The confined space procedure shall be reviewed and accepted prior to any such work being undertaken. The Project Team representative shall be notified at the time any confined space is about to be entered as well as the completion of the work.

from the above statements, it is better to include PTW

8. Emergency and Incident Response

8.1. Emergency Preparedness

In relation to emergency preparedness and response in case of emergency or incident CEC Ltd will:

- Train and test all workers regarding emergency plan (including emergency muster points) as part of their induction (this is included in the induction presentation)
- Display emergency procedures in the site office or other visible location
- Check and mark fire extinguishers as service able at the beginning of each project and maintain three-monthly inspections thereafter.
- Train and test personnel on site in relation to the correct use of firefighting equipment
- Ensure that first aid trained personnel are identified and that first aid facilities are available
- Ensure that hazardous materials are removed where possible or identified and controls in place prior to works taking place.

Emergency Procedure: In the event of a fire or similar emergency evacuation, CEC Emergency Plan requires that on-site personnel:

- Stop work immediately and the work place be vacated if in imminent danger
- Assist anyone in the work place that may not be familiar with the evacuation procedures
- Call emergency services on 999 from a mobile phone. Other emergency numbers are on display in the site office.
- Notify EDCL as soon as reasonably practical
- Assemble in the nominated assembly points until you receive further instructions from the principal contractor or emergency services personnel.
- Notify Project site security as soon as practicable and give details of the event and location that an emergency has taken place.

Emergency Muster Point

The Project site emergency muster point will be on the area outside the main gate for the campsite and store. Dependent on the project activity location and due to the vast size of the

site, additional muster points may be allocated or established on differing locations.

Emergency Contact List for Site

CEC will maintain emergency contact details for all workers onsite. If an incident occurs at the work place the procedure is:

- Immediately notify EDCL Project Leader and safeguards.
- Not interfere with the scene of the incident
- Depending on the nature and severity of the injury, CEC will notify the Police and local authorities.

CEC will record details of the incident and will ensure any remedial action is taken.

EMERGENCY NUMBERS		
1.	Fire Brigade	111
2.	Police/ Emergency	112
3.	Ambulance	912
4.	Traffic Accident	113
5.	Maritime Security	110
6.	COVID 19	114
7.	Project Engineer	0785838006
8.	EHS Expert	0788507656

At each site, an emergency assembly point shall be defined and shall be selected to be appropriate and accessible to all workers in case of emergency or hazard spread. A telephone number of nearest hospital or health center and the local authority at the cell level shall be displayed at a sign post for contacts in case of emergency or any complaint and grievance. The health and safety officer shall be responsible to call for emergency assembly using a whistle. Given the size and complexity of the project, the contacts for health posts, health centers and hospitals are found on the link provided by the Ministry of Health (<https://moh.gov.rw/index.php?id=547>).

8.2. Notifiable Incidents

CEC Management will report the following incidents to the client:

- A fatality
- An incident requiring hospitalization
- Major injuries
- Near miss

In the event of such an occurrence:

- Notify the EDCL Project Manager immediately,
- Report the incident with a root cause analysis of the incident within 48hours,
- Do not disturb the site until given clearance by /EDCL Project Manager,
- /EDCL will confirm the reporting requirements by the local authorities and the National Police,
- /EDCL shall only give permission to disturb the site when notified by the Police after investigation if a formal investigation is not required,
- If a formal investigation is required, /EDCL will secure the site,
- EDCL and CEC will ensure that corrective actions are completed adequately.

8.3. First Aid

Depending on the location of works, the requirement of a first aid provision will alter. CEC shall provide first aid kits where staff is required to work in remote stations. First aid kits will be located in company owned vehicles or other locations as determined by the project site. Snake bite kits will also be carried when working in remote locations or on green field sites

- If anyone becomes aware that an item of first aid is out of stock or out of date, they are to notify the Project Team Leader immediately.
- First aid should be administered by trained first aid personnel.

CEC shall ensure that their work force consists of qualified First Aid personnel and supply adequate First Aid equipment whose content is provided in annex 3.

In the event of a person being injured, trained first aid personnel should:

- Stabilize the person and administer first aid
- Phone an ambulance (depending on the extent of the injuries)

- Notify CEC and/or /EDCL if emergency services are called. In all other circumstances notify /EDCL as soon as practicable.
- Notify site supervisor as soon as practicable and give detail of location where help is required.

9. Site Insurance

Scope of Cover

The basic concept is to offer contractors' all risk (unforeseen and sudden physical loss or damage) and adequate protection against loss or damage in respect of the contractor works, construction plant and equipment and or construction machinery, as well as third party claims in respect of property damage or bodily injury arising in connection with the execution of a construction project.

- CEC will provide insurance to cover all risk for activities at site in general.
- Each employee must have his/her personal health insurance such as MUTUELLE DE SANTE.
- Extend the terms and conditions as indicated in the contract between CEC and Insurance company

10. Induction and Training

10.1. Worker Induction

All personnel entering the main security gate to perform works for the first time within the project site will be required to undergo a Site Induction. In the first induction week training, CEC will invite employer for participation and provide induction report.

Before the starting work at site, it will be a meeting for all workers. For new employees progressively, they will get induction session from HS officer, the experienced workers and the meeting before site work beginning.

This induction includes the following:

- The expectations outlined in this Health and Safety Management Plan, including all policies and procedures
- The emergency musters point
- The site rules
- The facilities
- Any site specific hazards
- High risk construction work activities
- Personal protective equipment required to enter the site
- First aid

10.2. Worker Training

CEC will undertake a training needs analysis for the project to comply with the legislative and HS regulations and will not permit workers to carry out specific work unless they:

- Are trained and competent for the specific work to be undertaken
- Are trained to deal with any risks associated with the specific work and understand the control measures in place
- Have had relevant construction induction training
- On-site training and supervision is provided
- Undertake external training for specific tasks where required
- Have high risk licenses for all high risk work available and a register is maintained
- Training on first aid.

11. Consultation and Communication/stakeholders engagement

11.1. Consultation

CEC will consult with all workers on Health and Safety issues for this project:

- At toolbox meetings where anyone can raise issues for discussion
- Informally during the planning of activities or the development of SWMS by workers
- When changes to work place arrangements could affect the health and safety of workers
- During investigations into any incident to establish details of the incident or to formulate corrective action to prevent the incident from re-occurring.
- Formal progress and construction meetings

CEC may plan to invite a doctor or other specialist to do voluntary normal body checking for all employees in order to have general status about health for them.

11.2. Communication

CEC will provide workers with this HS Management Plan before starting work on the project.

Records of all communication shall be kept.

CEC will communicate relevant HS information to everyone involved in this project by:

- Inductions
- Pre-start meetings
- Tool box meetings
- Incident reports and outcomes
- Safety signage
- Distributing safety alerts or guidance material about project specific hazards/incidents
- Site Safety Notifications Disciplinary action will be taken against persons that deliberately in fringe the requirements of this plan, the site safety rules or are in breach of other legislative requirements.

11.3. Disciplinary Measures

Disciplinary action will be taken against persons that deliberately infringe the requirements of this plan, the site safety and site rules or are in breach of other legislative requirements.

Disciplinary actions may include

- A verbal warning, then
- Written notification and then
- Complete removal /suspension from the project.
- For a serious breach of safety, a person or persons may be immediately dismissed and removed from site or reported to other organs like RNP, ISANGE One Stop Center or Local Government Officials.

11.4. Sexual harassment

CEC will work with the local community in order to get information and solve problems related to behaviors of workers out of site; work with the existing neighboring communities of the site work; such as community policing, INCUTI Z'UMURYANGO and so on. That will help in advising the workers and change the behavior. Any sexual harassment shall not be tolerated and immediate dismissal shall be applied and the case reported to competent authorities.

11.5. Gender Aspects

CEC will consider gender aspect in the implementation of the project in compliance with guideline or policy provided by the country as per the national gender policy and requirements at least 30 % of the workers shall be employed and positive discrimination and selection shall be adopted during recruitment. Women Associations shall be involved to identify most needful women to be employed.

11.6. COVID-19 Prevention

CEC will implement the mitigation measures to prevent COVID-19 spread and minimize the risks of contamination as per the National Guidelines and the Ministry of Health as follows:

1. WASH HANDS: Frequently wash hands with soap and clean water for at least 20 seconds or an alcohol-based hand sanitizer;
2. MASK: always wear an appropriate mask while in public;
3. AVOID HANDSHAKES: Greet people with a wave, bow, or nod;
4. SNEEZE OR COUGH: Cover mouth and nose with flexed elbow or tissue, throw tissue away and immediately wash hands;
5. AVOID CLOSE CONTACT: If experiencing fever, cough, sneezing avoid contact with others and stay home when sick;
6. CLEAN AND DISINFECT: Clean and disinfect surfaces around your home and work;

11.7. GBV Prevention, SEA, CAE

Awareness programmes against GBV, SEA and CAE shall be organized on regular basis and through toolbox meetings that will be carried out by the EHS Expert.

The influx of workers and followers can lead to adverse social and environmental impacts on local communities, especially if the communities are rural, remote or small. Such adverse impacts may include increased demand and competition for local social and health services, as well as for goods and services, which can lead to price hikes and crowding out of local consumers, increased volume of traffic and higher risk of accidents, increased demands on the ecosystem and natural resources, social conflicts within and between communities, increased risk of spread of communicable diseases, and increased rates of illicit behavior and crime. Such adverse impacts are usually amplified by local-level low capacity to manage and absorb the incoming labor force, and specifically when civil works are carried out in, or near, vulnerable communities and in other high-risk situations. To mitigate these impacts, local residents shall be given priorities during recruitment and non-local workers shall be sensitized on the risks and consequences of bad behaviours.

On Gender-based violence: Construction workers are predominantly younger males. Those who are away from home on the construction job are typically separated from their family and act outside their normal sphere of social control. This can lead to inappropriate and criminal behavior, such as sexual harassment of women and girls, exploitative sexual relations, and illicit sexual relations with minors from the local community. A large influx of male labor may also lead to an increase in exploitative sexual relationships and human trafficking whereby women and girls are forced into sex work. The risks and consequences of GBV shall be clearly explained during the tool box meetings and any violence shall be reported to the competent authorities.

The influx of workers and service providers into communities may increase the rate of sexual abuse and exploitation, crimes and/or a perception of insecurity by the local community. Such illicit behavior or crimes can include theft, physical and sexual assaults, substance abuse, prostitution and human trafficking. Local law enforcement may not be sufficiently equipped to deal with the temporary increase in local population.

On child labor and school dropout. Increased opportunities for the host community to work, sell goods and services to the incoming workers can lead to child labor to produce and deliver these goods and services, which in turn can lead to enhanced school dropout.

Awareness programmes against GBV, SEA and CAE shall be organized on regular basis and through toolbox meetings that will be carried out by the EHS Expert and violence or exploitation shall be reported to the competent authorities. Local NGO and Associations related to GBV prevention, Child Abuse and Exploitation and Sexual Abuse and Exploitation shall be involved during induction trainings and toolbox talks.

11.8. HIV/AIDS and non-communicable diseases awareness

The influx of people may bring HIV/AIDS and communicable diseases to the project area, including sexually transmitted diseases (STDs), or the incoming workers may be exposed to diseases to which they have low resistance. This can result in an additional burden on local health resources. Workers with health concerns relating to substance abuse, mental issues or STDs may not wish to visit the project's medical facility and instead go anonymously to local medical providers, thereby placing further stress on local resources. Local health and rescue facilities may also be overwhelmed and/or ill-equipped to address the industrial accidents that can occur in a large construction site.

Awareness programmes on HIV-Aids and communicable diseases including STD shall be organized on regular basis and through toolbox meetings that will be carried out by the EHS Expert. Free testing shall be encouraged and condoms shall be provided and availed on site at well designated areas and regularly replenished. Social assistant at Cell levels and Local NGO and Associations related HIV/AIDS and communicable diseases shall be involved during induction trainings and toolbox talks.

11.9. Clean Drinking Water

Clean drinking water shall be provided on site and each worker shall use a personal recipient to avoid diseases spread and ensure proper hygiene. Replenishment of the drinking water containers shall be provided on regular basis.

11.10. Notices and Registers

Health and safety advisory, regulatory and warning notices for workers and visitors shall be provided and posted in the works areas. In addition, accident notices shall be provided in the incident report in case of injury, accident or fatality occurrence.

A register of workers and visitors entering the work areas shall be maintained every day and all supervisory and technical personnel appointed to the Construction Site. A register of the state of equipment including scaffolding where applicable shall be filled and maintained by the OHS Officer.

11.11. Integrated environment, health and safety management

CEC as an organization shall integrates all environmental health and safety requirements as one complete framework, enabling to work as a single unit with unified objectives related to environmental health and safety.

This integration shall be complemented by assessment and assurance, provide a structure to ensure work is performed safely and in compliance with applicable ES&H requirements, policies and laws consistent with the graded approach.

The primary focus shall be to provide the worker with a safe work environment, ensure that necessary resources are made available to perform the work, and establish requirements for adequate procedures and controls to ensure that work is performed safely while minimizing environmental health and safety impacts.

CEC shall ensure that all his employees undergo a EHS induction based on the national legislative requirements and laws before starting work onsite. It shall continuously conduct on site toolbox talks, display posters and discuss EHS requirements on site and a full time well trained EHS officer recruited.

12. Site Safety Procedures

12.1. Site Rules

Site personnel shall carry out works on site as per the site rules specified in the “Contractor Health and Safety Requirements”. All persons working on the project sites shall take all reasonable precautions to ensure the Health and Safety of persons including:

- CEC workers and visitors.
- Other Contractors.
- The Contractor’s workers.
- Sub-Contractors.
- Third parties.

CEC shall ensure that any sub-contractors working for the project should be familiar with the Contractor HS Requirements.

CEC warrants that they are aware of and will observe the requirements specified in the HS requirements for site with respect of health and safety and the implications thereof for the execution of the work under the contract. These requirements constitute:

- The legislation and Codes of Practice set out.
- Induction requirements and information contained therein.
- CEC’s regulations and policies
- Project hazard controls.
- Reasonable directions from the authorized personnel for the purpose of safety compliance.

The “Contractor Health and Safety Requirements” is issued to contractors at the tender stage or upon engagement of persons or companies on site through the site induction process.

A copy of the site rules is displayed in the site offices. The site rule topics covered in the Site Induction are general housekeeping are the followings:

- Alcohol and Other Drugs
- No Smoking Policy
- Prohibited Items
- Personal Protective Equipment (PPE)
- Walking on site
- Driving or walking and talking on mobile phones

- Vehicles onsite
- Signs
- Emergencies
- First Aid
- Lockout–Tag out Isolations

12.2. Site Amenities

- Toilets and drinking water will be provided on site at nominated locations.
- All workers are to have good hygiene standards and clean up after themselves.
- Demountable amenities may be required if working in remote locations on site

12.3. Mobile Phone use on site

- The use of personal mobile phones in a work area (non-company supplied) is restricted unless agreed arrangements have been made between management and the worker.
- Use of mobile phones is prohibited whilst travelling in a motor vehicle unless the vehicle is fitted with a hands free device.
- Personnel who are carrying mobile phones and are on foot shall cease walking, ensure they are in a safe position before answering, making a call, checking for emails or texting.

12.4. Site Security

CEC will, so far as reasonably practicable, secure the site by:

- Keeping the work area secure during the project
- Erecting a fence at the offices or camp site to prevent unauthorized access where required to do so under the HS Regulation
- Locking gates to the site outside normal hours of operation
- Workers are required to keep the site secure, for example by closing or locking gates and regular inspection and maintenance of security fencing.

12.5. Site Signage

CEC will display signs on the entrance of the camp site including:

- The principal contractor's name, contact details and after-hours telephone number

- Supervisor's name and contact number
- PPE requirements for entering the site as well as speed limits and any other mandatory requirement asset out signs required HS and ESMP for the project.
- All signage will be clearly visible from outside the work area where the activities are being undertaken.

12.6. Personnel Protective Equipment

CEC will manage the risks associated with construction work by requiring personnel to utilize the Personal Protective Equipment (PPE) provided to workers onsite.

By ensuring that the PPE is:

- Suitable for the nature of the work and any hazard associated with the work
- A suitable size and fit ensuring it is reasonably comfortable for the worker who is to use or wear it
- Maintained, repaired or replaced so that it continues to minimize risk to the worker by:
 - ✓ Ensuring it is clean and hygienic
 - ✓ Ensuring it is in good working order
- Ensuring it is used or worn by the worker, so far as is reasonably practicable workers must:
 - ✓ Follow all instructions to wear and use PPE as per the manufacturer's specification
 - ✓ Take reasonable care of PPE
 - ✓ Assess the task and ensure that the correct PPE is being used

13. Managing Construction Hazards Specified in Regulations

13.1. Working at Heights

CEC will manage the risks associated with falls from heights by:

- Ensuring that where practicable, any work involving the risk of a fall is under taken on the ground or on a solid construction (such as an elevated work plat form)
- Where this is not practicable, provide a fall prevention device such as secure fencing, edge protection, working plat forms and/or covers
- Where this is not practicable, provide a work positioning system such as plant or a structure (other than a temporary work plat form) that enables a person to be positioned and safely supported
- Where this is not practicable, provide a fall arrest system such as a safety harness system.
- Workers will be trained in emergency procedures for fall arrest systems
- Apply a fall restraint where a harness and lanyard restrict personnel from a fall zone
- Consider the fall zone and possible “pendulum effect”
- When undertaking work involving the risk of a fall from height, workers must:
- Follow all instructions
- Work with a buddy when using a ladder
- Only use approved work platforms
- Assess climate (wind, rain, dust, sufficient light etc.)
- Assess the surface that requires access, (corrosion, stability, gradient, slip possibility/grip etc.)
- Assess that the equipment being used is suitable for the task and fit for use. Inspection tags on harnesses and any fall prevention equipment to be current
- Check that a suitable anchor point is available and can withstand the force of a fall.
- Static lines are to be rated, inspected and in good condition.
- Have a rescue plan

13.2. Falling Objects

Where practical, CEC will manage risks associated with falling objects. This will include requiring using control measures such as barriers, toe-boards and by storing and stacking materials safely.

Where this is not possible, a risk assessment must be undertaken and appropriate control measures implemented to manage the risk of injuries from falling objects.

13.3. Excavation Work and Trenching

No excavation work will be permitted to start unless they have:

- Obtained an excavation permit
- A pedestrian bridge and pathways are provided
- Investigated any underground services that may be affected by their works, before starting work
- Implemented control measures to avoid direct or inadvertent contact with underground services (e.g. pot-hole dug (by hand) to expose existing services before any mechanical excavation near the services)
- Consider ground stability

Once excavation and related works are completed, the backfilling shall be carried out and plant trees and grasses where applicable.

13.4. Working near Overhead or Underground Essential Services

CEC will manage the risks associated with working in the vicinity of an overhead or underground power line.

If maintaining a safe distance is not reasonably practical, it will be required to:

- Assess the risk associated with the proposed work
- Implement control measures consistent with the risk assessment
- Contact and consult with the local essential services provider.

For excavation work near underground essential service CEC will:

- Take all reasonable steps to obtain current underground essential services information before directing or allowing the excavation work to start
- Provide this information to any person engaged to carry out the excavation work
- Consider this information when carrying out, directing, or allowing the carrying out of the excavation work
- Ensure this information is available for inspection.

CEC will comply with the following rules:

a) For work near overhead power lines up to and including 110kV:

- Work is not permitted within 4 meters of overhead power lines
- The Person in charge of the work must have written authority, permit to work from EDCL to work within the “no-go” (exclusion) zone
- A safety watcher shall be used if using plant or equipment in the vicinity of overhead power lines.

b) For work near overhead power lines of greater than 110kV:

- Work is not permitted within 8 meters of overhead power lines
- The person in charge of the work must have written authority- Permit to Work from EDCL to work within the “no-go” (exclusion) zone
- Safety watcher shall be used if using plant or equipment in the vicinity of HV overhead power lines.

13.5. Electrical

Power supplied to the site must only come from:

- An electricity distributor main
- An existing switchboard permanently installed at the premises
- A compliant low voltage generator
- A compliant inverter. (to be approved by The Principal Contractor or management)

Switchboards and distribution boards used onsite must:

- Be of robust construction and materials capable of withstanding damage from the weather and other environmental and site influences
- Be securely attached to a post, pole, wall or other structure unless it is of a stable free standing design able to withstand external forces likely to be present.
- Incorporate suitable support and protection for flexible cords and cables and prevent mechanical strain to the cable connections inside the board
- Protect all live parts at all times
- Be individually distinguished by numbers, letters or a combination of both (where multiple boards are present).
- Flexible cords used on construction sites must be rated heavy duty.
- To avoid confusion with individual earthing conductors, green sheathed flexible

power cords must not be used on site.

- Flexible cords must be either protected by a suitable enclosure or barrier (flexible or rigid conduit) or located where they are not subjected to mechanical damage, damage by liquids or high temperature (e.g. Leads must be elevated on stands or hung from non-conductive support brackets).
- The Principal Contractor and its contractors will main Tainan in-service inspection and test regime for all portable electrical leads, tools and earth leakage devices.
- The Principal Contractor will verify that after the equipment has been inspected and tested, it will be fitted with a durable, non-reusable, non-metallic tag. The tag will include the name of the person or company who performed the test and the test and re-test date.
- Records of all inspections, tests, repairs and faults related to all electrical equipment will be recorded in a “testing and tagging” register.
- Electrical equipment used in hostile environments should be inspected more frequently
- Workers must report any damaged electrical equipment to the principal contractor. It will be removed from service and either repaired or replaced and subsequently inspected and tested as required.
- New electrical equipment must be recorded in the register and subjected to the in-service testing regime within the first 3months of service.

13.6. Plant and Equipment

CEC will manage the risks associated with working on the project including in relation to all plant and equipment used on site. Such plant and equipment must comply with the requirements of the HS Regulations and codes of practices.

The requirements are that:

- Plant and equipment is used only for the purpose for which it was designed
- All health and safety features and warning devices on plant are used
- All information, training and instruction provided must be followed
- Guarding must be permanently fixed and is not permitted to be removed
- No person other than the operator may ride on the plant unless the person is provided with a level of protection that is equivalent to that provided to the

operator

- Maintenance/servicing and testing is carried out and logged
- Check equipment is “fit for use” each shift

Further requirements are that:

Statutory requirement:

- All plant is regularly maintained, inspected and tested by a relevant competent person
- All plant that lifts or suspends loads is specifically designed to lift or suspend that load.

Preventive requirement:

- The plant has a warning device that will warn persons who may be at risk from the movement of the plant

Pre-use requirement:

- All safeguards are in place and operational. (E.g. Fire extinguishers, flashing lights, etc.);
- The plant operator is ticketed or holds competencies in the use of the equipment
- Site vehicles and trucks are well maintained, road worthy and that personnel are licensed to operate.

13.7. Scaffolds

CEC will manage the risks associated with working on the project including scaffolding by ensuring that:

- The scaffold is erected by a competent person (having regard for high risk competency ticket for structure above 4meters)
- Before the use of a scaffold, the competent person has advised (in writing) that the structure is safe. A “scaff-tag” will be required to be filled out and attached to the structure.
- Scaffolding is inspected by a competent person:
- Before use of the scaffold is resumed after an incident occurs that may reasonably be expected to affect the stability of the scaffold
- Before use of the scaffold is resumed after repairs
- If an inspection indicates that any scaffold or its supporting structure creates a risk

to health or safety

- Any necessary repairs, alterations and additions will be made or carried out
- The scaffold and its supporting structure will be inspected again by a competent person before use of the scaffold is resumed.
- There is no authorized access to the scaffolding including by removing ladders where there is no site fencing and barricade and danger flag the access point to the scaffold.

Workers must:

- Not use incomplete scaffolding
- Report any scaffolding issues to the principal contractor
- Comply with the directions of any tags attached to the scaffold
- Report any damage or incorrect fixed components on the structure

14. Managing other Construction Hazards

14.1. Ladder Safety

CEC will manage hazards associated with ladders by ensuring that:

- Ladders are used according to the manufacturer's instructions
- Only one person at a time using a ladder
- Work is performed from a platform ladder opposed to a step ladder
- Ladders on scaffolds or elevated work platforms are not used to gain extra height
- Ladders are fit for purpose e.g. Fiberglass ladders shall be used where there is a risk of live rails adjacent or overhead wires, where isolation is not possible.
- Risk assessment of the task with the view of maintaining three points of contact
- An alternative access appliance is used where repetitive work is required at height

14.2. Manual Handling

CEC and its engaged contractors will manage hazards associated with manual handling. The requirements are that:

- All users follow good manual handling practices
- Risk assessment of loads or tasks occurs
- Mechanical lifting aids are used where applicable
- Appropriate PPE is provided to workers

14.3. Slips, trips and fall

CEC will manage hazards associated with slips, trips and falls by ensuring that:

- Slips, trips and falls check list are used as required
- Visual checks are conducted for hazards that could cause someone to slip, trip or fall
- Workers keep the site tidy as part of the written site rules
- Regular audits on work areas are conducted pre-start meetings cover the importance of housekeeping and engagement of personnel to be proactive in the rectification of any hazards identified in work areas
- Protecting openings or voids created or discovered during works, eliminating the chance of fall injury.

14.4. Hand Operated and Power Tool Use

CEC will manage hazards of hand operated and power tools. The management will require that:

- Tools are regularly checked to ensure they are in a safe working order
- All electrical tools are recorded in a test and tag register
- Electrical tools are tested and tagged regularly
- Any issues identified with power tools are communicated to workers through a tool box meeting.

Before using power tools, workers must ensure:

- Electrical connections are secure
- Electricity supply is through a residual current device
- Safety guards are in position
- The machine is switched off before activating the electricity supply
- Appropriate PPE is used as required by manufacturer's guide lines or as guided by the principal contractor
- The tool is being used for the purpose for which it is designed
- The operator is competent in its use
- The tool is not restricted on site (e.g.: grinders or explosive power tools)

Workers must report any issues with power tools to CEC. Unsafe tools will be tagged out of service and removed from the work area

14.5. Site Traffic Movements and Mobile Plant

CEC will manage risks associated with traffic management in relation to the project. The management requires that:

- All vehicles on site are to be road worthy
- Drivers and operators to be licensed for the vehicle or machine being operated
- Speed limits are sign posted across the site and adhered to
- Alternate traffic routes to perform project activities will be set out on a Traffic Management Plan, informing all relevant personnel on site inclusive of security.
- Sign posting of traffic directions, stop and give way etc.
- Delineation, safety Krebs, beams and barriers as required
- All vehicles should have valid vehicle inspection certificate and insurance

15. Audits and Inspections

The goal of undertaking Audits and Inspections on the Project is to recognize positive behaviors and work practices, identifying areas in need of improvement and assessing how tasks are being undertaken as well as the environment in which they are being performed. Internal inspections shall be regularly carried out during construction by the project manager.

The interactive presence with site personnel and the information captured helps assist with creating a safe working culture.

After the project completion, an external audit is required after every 2 years to ensure mitigation and controls measures are enforced during project operation.

15.1. Walk, Observe and Communicate (WOC)

A WOC is a structured program of work place observations to initiate discussions based on specific or general issues.

The purpose of WOC is to:

- Coach, motivate and facilitate positive behaviors and approaches to work.
- Identify and correct issues and hazards in the work area including unsafe acts and conditions.
- Prevent injury, damage and lost production by developing a culture of commitment to resolving their underlying causes in the workplace.
- Reinforce and raise standards ‘the standard we achieve is the standard we walk past’.
- Eliminate injuries, damage and waste.

WOC sessions are not policing exercises. Their success is based on open and honest discussion of the issues. The focus must be on identifying causes not attributing blame.

Where continued non-compliance is observed disciplinary action must be implemented in accordance with Site policy, but separate from the WOC process.

Management shall undertake WOC’s on their work area as to ensure the above mentioned purposes are conducted.

Completed WOC’s shall be forwarded to the HS Manager for review and record management.

15.2. Weekly Safety Inspections

In order to ensure the safety and welfare of personnel on site, Weekly Safety Inspections shall

be undertaken and documented by area Supervisors. The inspections shall be carried out to identify:

- Potential hazards in the work area
- Unexpected risks due to working in proximity with other services/businesses/activities
- Deficiencies with plant or equipment
- Areas of improvement in the working environment or process implementation

All actions raised during the inspection shall be documented and tracked in the Corrective Action Plan until completion.

15.3. Targeted Inspections

In addition to the Weekly Safety Inspections, specific Targeted Inspections shall be undertaken on the Project. Targeted Inspections include the following:

- Office and Amenities
- First Aid and Facilities
- Housekeeping, Access and Egress
- Fall Prevention
- Lifting Equipment
- Cranes
- Scaffolding
- Electrical Equipment
- Mobile Plant
- Employee Conduct
- Permit to Work
- Hazardous Substances
- Welding/Hot Work
- Excavations
- Confined Space Entry
- Electrical Isolations
- Driving Safety
- Earth moving Activities

All actions raised during the inspection shall be documented and tracked until completion.

17. Issue Resolution

Issue management is the process of identifying and resolving issues. Problems with staff, or suppliers, technical failures, material shortages- these all might have a negative impact on the project. If the issues go unresolved, the project risks creating unnecessary conflicts delays or even failure to produce the deliverables.

The timeframe for resolution and the resources allocated to resolve a Health and/or Safety issue will be proportionate to the likelihood and seriousness of the potential consequences of the HS hazard/risk associated with the issue.

Personnel who identify a Health and/ or Safety issue must report it immediately to their immediate supervisor and the supervisor and workers must work together, in conjunction with other people affected by the issue, to identify a solution.

Grievance Redress Process

Process	Description	Time frame	Other information
Identification of grievance	✓ Face to face; phone; letter received by the GRC at sector level.	1 Day	Phone number of one of the GRC member
Grievance assessed and logged	✓ Significance assessed and grievance recorded or logged (i.e. in a log book)	Same Day 1	✓ Significance criteria: Level 1 –one off event; ✓ Level 2 – complaint is widespread or repeated; ✓ Level 3- any complaint (one off or repeated) that indicates breach of law or policy or this EHS provisions or any other official document
Grievance is acknowledged	✓ Acknowledgement of grievance through appropriate medium	1 Day	
Development of response	✓ Grievance assigned to the GRC for resolution ✓ Response development with input from GRC members	2 – 3 Days	
Response signed off	✓ Redress action approved by the GRC	1 Day	Any member of the GRC to sign off
Implementation and	✓ Redress action implemented and update of progress on resolution	1 -2 Days	

Process	Description	Time frame	Other information
communication of response	communicated to complainant		
Complaints Response	<ul style="list-style-type: none"> ✓ Redress action recorded in grievance log book ✓ Confirm with complainant that grievance can be closed or determine what follow up is necessary 	1 Day	
Close grievance	<ul style="list-style-type: none"> ✓ Record final sign off of grievance ✓ If grievance cannot be closed, return to step 2 or refer to sector minister or recommend third-party arbitration or resort to court of law. 	1 Day	Final sign off on by the GRC at Cell level

18. Condom provision

As one of the responsibilities of the contractor's OHS Officer, condoms shall be provided on site and placed at a well designated place accessible by all workers including toilets. On a weekly basis, the OHS officer will check and ensure that condoms are available all the time.

19. Filing and management of HS documents

CEC plans to file and manage all documents related to HS during the period of project implementation by safe and appropriate manner and include by not limited to REG Occupational Health and Safety Policy, IFC Guidelines on Health and Safety for construction of transmission and distribution lines and the ESIA for productive uses by /EDCL.

20. Monitoring and evaluation of environmental health and safety plan.

Impacts	Proposed mitigation/remarks	Indicator	Frequency	Responsible
Risks of fall for workers working at height during cables fixing and stringing of conductors	Safety harnesses provided to all workers working at height	Safety harnesses provided to workers	Daily	Site engineer Foreman EHS Officer
Risk injuries for work that involve load bearing materials and equipment	Provide proper PPEs to all workers and appropriate tools	PPEs and appropriate tools provided	Daily	Site engineer Foreman EHS Officer
Risk of fall for works which require temporary support	Provide safety harnesses Check the stability of scaffolds and ladders	Provide safety harnesses and scaffolds and ladders checked and labelled	Daily	Site engineer Foreman EHS Officer
Impacts related to working in confined spaces like poor ventilation and risks of injuries	Minimize the number of workers in the confined space Provide warning signs	Warning signs provided Number of workers	Daily	Site engineer Foreman EHS Officer
Risks of fall in excavated trenches deeper than 1.5 meters	Provide warning tapes Provide proper PPEs	Presences of warning tapes and signs PPEs provided	Daily	Site engineer Foreman EHS Officer

Impacts	Proposed mitigation/remarks	Indicator	Frequency	Responsible
Risks of electrocution near energized or charged electrical equipment or services	Provide Proper PPEs Warning posts Fire extinguishers	PPEs provided Presence of warning tapes and fire extinguishers	Daily	Site engineer Foreman EHS Officer
Risks of accidents while in areas adjacent to road	Install traffic signs Hire a flag person	Presence of traffic signs and flag person	Daily	Site engineer Foreman EHS Officer
Risks of injuries and accidents while working in areas where there is movement of powered mobile plant	Install traffic signs Hire a flag person	Presence of traffic signs and flag person	Daily	Site engineer Foreman EHS Officer
Storage of materials including hazardous materials	The contractor to ensure the storage of materials are located in the designated stores and separated from other non-hazardous materials. Where necessary, provide impervious floors.	Separate storage with impervious floor	Weekly	Site engineer Foreman EHS Officer

Impacts	Proposed mitigation/remarks	Indicator	Frequency	Responsible
Storage materials are exposed and accessible by unauthorized people and workers	The storage area is well designated, demarcated and fenced. The access of unauthorized people should be controlled and warning sign installed.	Storage demarcated and fenced	Weekly	Site engineer Foreman EHS Officer
Excess noise creating nuisance to workers and neighboring communities	Provide appropriate PPE to Workers Schedule noisy activities to between 7.00 and 6.00pm when people are busy working	PPEs provided Schedule of noisy activities	Weekly	Site engineer Foreman EHS Officer
Dust pollution due to excavation works and materials transport	Watering of dust generating activities Hauling all trucks transporting materials	No dust on site Hauled trucks	Weekly	Site engineer Foreman EHS Officer

Impacts	Proposed mitigation/remarks	Indicator	Frequency	Responsible
Exhaust fumes pollution from trucks and other equipment	Equipment and trucks are properly maintained All trucks and vehicles should have valid Vehicle Inspection Certificate	Equipment and trucks maintenance record Valid Vehicle Inspection Certificate	Monthly	Site engineer Foreman EHS Officer All drivers
GBV, SAE and CAE in the project sites and areas	Awareness programmes and toolbox meetings to sensitize the workers on the consequences of the violence and abuses	Awareness and toolbox meetings minutes	Monthly	Site engineer Foreman EHS Officer
Impacts on human health due to HIV/AIDS, STD and communicable diseases	Provision of condoms in convenient and visible places such as toilets and storage. Awareness on, HIV Aids and STD prevention through toolbox meetings on a regular basis	Presence of condoms and distribution points Awareness and meeting reports and minutes	Monthly	Site engineer Foreman EHS Officer

Impacts	Proposed mitigation/remarks	Indicator	Frequency	Responsible
Impacts on human health due to COVID 17 transmission to workers and neighboring communities	<p>Awareness on COVID 19, prevention through tool box meetings on a regular basis. And enforcement of the following:</p> <ul style="list-style-type: none"> ✓ Regular wash of hands using hand sanitizer or alcoholic mix; ✓ Avoid shaking hands; ✓ Observe social distancing of at least 1 meter; ✓ Always wear a clean and appropriate mask. 	Awareness programme report	Daily	<p>Site engineer</p> <p>Foreman</p> <p>EHS Officer</p>

21. Conclusion and recommendations

21.1 Conclusion

The EHSMP identified and highlighted a number of issues pertaining to the proposed medium voltage lines construction for productive uses. The risks and impacts have been assessed and described in some detail to gain an adequate understanding of possible environmental health and safety effects of the proposed project during construction and mitigation measures in response to negative aspects have been proposed.

The Monitoring and Evaluation Management Plan provides way forward for in relation to risks and negative impacts mitigation, monitoring indicators, frequency of monitoring and responsible for monitoring.

The consultant is recommending that the Contractor assign an environmental health and safety officer to undertake the monitoring of the mitigation measures for the project implementation in the selected districts.

Given the nature and location of the project, the conclusion is that the environmental health and safety risks and potential impacts associated with the proposed project are of a nature and extent that can be reduced, limited and eliminated by the application of the proposed control measures in this EHSMP with some recommendations.

21.2. Recommendations

It is recommended based on the EHSMP for the construction of the low and medium voltage lines for productive uses in the selected districts and supplementary information that the contractor is responsible but not limited to the following:

1. The contractor shall comply with this EHSMP, the ESIA of the project and any other documents and requirements in compliance with national and international environmental health and safety laws and policies,
2. Proper Personal Protective Equipment (PPE) are provided to all workers and visitors at the site;
3. Training, awareness, tool box meetings and awareness campaigns on Covid 19, HIV/AIDS and STD and communicable diseases prevention, GBV, environmental health and safety management are organized,
4. Excavated soils should be used for backfilling or else transported to designated dump

- sites while trucks are covered,
5. To avoid dust pollution, excavations should be done after watering the areas and dust masks provided to implicated workers;
 6. Noisy activities shall be carried out during working hours when people are at work;
 7. Refuse bins to be installed at strategic positions to avoid accumulation of wastes a housekeeping team shall be appointed to regularly monitor the waste management
 8. First Aids Kits should be provided on site and emergency numbers (Police, Ambulance and Firefighting brigade) clearly displayed and emergency response signage (assembly point, exit, entrance) provided at strategic and appropriate points;
 9. It is also recommended that the contractor should avail an incident record and filled on daily basis whenever there is an incident, near miss or injury,
 10. A Grievance Redress Committee shall be formed at cell level to record and solve grievances on site and register them in a logbook.
 11. Women should be given priority while recruiting or hiring workers especially the casual labour,
 12. The contractor should not employ kids less than 18 years and should comply with the national labour law.
 13. During stringing people shall be informed and proper communication equipment and techniques used.
 14. Burning of wastes shall be avoided on site,
 15. Transport of workers shall not be mixed with transport of materials at the same time,
 16. Proper sign posts (men at work, limit speed, big trucks crossing) shall be provided at all road crossings, residential area and where activities are taking place,
 17. Mobile toilets like ECOSAN shall be provided at strategic points during project implementation and ensure there a cleaner on full time basis to clean them.
 18. All workers shall have valid medical insurance “mutuelle de santé” prior to commencement of construction works,
 19. The contractor shall have valid insurance certificates of the project activities, vehicles and equipment
 20. Whenever there are scaffolding works or any work at height, workers should be provided with good safety harnesses and proper signage provided at that area to warn workers and residents on the work, taking place,

21. A full time and trained health and safety officer should be recruited to work full time;
22. Copies of this EHSMP should be displayed in the contractor's offices at all time;

22. References

- 1) The Constitution of the Republic of Rwanda, 2003 as revised in 2015
- 2) Law Regulating Labour in Rwanda, 2018.
- 3) Ministerial Order determining modalities of establishing and functioning of occupational health and safety committees, 2012
- 4) Ministerial Order determining conditions for occupational health and safety, 2012
- 5) National Health Policy, 2016
- 6) National Strategy for Transformation (NST 1) 2017 - 2024
- 7) National sanitation policy, 2016
- 8) National Occupational Safety and Health Strategy, 2019
- 9) Environmental Health Policy, 2008
- 10) World Bank Environmental and Social Framework (ESF)
- 11) IFC Environmental, Health and Safety (EHS) Guidelines for Electric Power Transmission and Distribution.

ANNEXES

Annex 1: Incident report template

HS Report	INITIAL HS INCIDENT REPORT	
Date Reported		
Division		
Region		
Office / Sub Location		
Business Unit		
Classification (select one)	<input type="checkbox"/> Drill or Inspection <input type="checkbox"/> Motor Vehicle Accident <input type="checkbox"/> Environmental Incident <input type="checkbox"/> Near Miss <input type="checkbox"/> External Event <input type="checkbox"/> Property Damage <input type="checkbox"/> Hazard <input type="checkbox"/> Safety Alert/News/Meeting <input type="checkbox"/> I and I – First Aid <input type="checkbox"/> Safety Talk Conducted <input type="checkbox"/> I and I – Lost Time <input type="checkbox"/> Security <input type="checkbox"/> I and I – Medical Treatment	
Activity at time of incident (select one)	<input type="checkbox"/> External Event <input type="checkbox"/> Office Base related <input type="checkbox"/> Project Site related <input type="checkbox"/> Travel Related <input type="checkbox"/> Not applicable	

Event Details

Date of Event		Time of Event	
Project Number (if applicable)			
Total time away from work due to injury <small>*Method of recording would be in hour and half hour intervals i.e. 7, 7.5, 24 etc.</small>			
Person Reporting Incident			
<input type="checkbox"/> Provide this person permission to view/modify this item			
Describe event in your own words:			
Exact Location of the Event <small>e.g. third floor corridor near lunch room</small>			
Is the location of the event a CEC-controlled office or facility?	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> N/A	
Does this incident need to be reported to the Client/ Principal Contractor of the respective project where the incident occurred?	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> N/A	
Immediate Response by Personnel on Site:			

Injury Details (Fill out this section if the incident involves an injury)

Injured Person Name	
Injured Person is (select one)	<input type="checkbox"/> CEC employee <input type="checkbox"/> Contractor to CEC <input type="checkbox"/> Subcontractor/Sub consultant to CEC <input type="checkbox"/> Visitor to CEC site <input type="checkbox"/> Member of the public <input type="checkbox"/> Other

Home Address		
Witness		
Witness Contact Details		
Nature of Injury (select one)	<input type="checkbox"/> Amputation <input type="checkbox"/> Asthma or other respiratory illness <input type="checkbox"/> Biological illness or Blood born pathogen <input type="checkbox"/> Bruise, contusion or crushing injury <input type="checkbox"/> Burn <input type="checkbox"/> Concussion <input type="checkbox"/> Cuts/Foreign body penetration <input type="checkbox"/> Dermatitis or other skin condition <input type="checkbox"/> Dislocation <input type="checkbox"/> Electric shock <input type="checkbox"/> Effects of exposure to the elements <input type="checkbox"/> Fracture <input type="checkbox"/> Internal injury <input type="checkbox"/> Poisoning or effects of substances <input type="checkbox"/> Psychological <input type="checkbox"/> Sensory loss <input type="checkbox"/> Sprain/Strain <input type="checkbox"/> Superficial injury <input type="checkbox"/> Other	
Body Part affected (select one)	<input type="checkbox"/> Ear <input type="checkbox"/> Eye <input type="checkbox"/> Face <input type="checkbox"/> Head <input type="checkbox"/> Neck <input type="checkbox"/> Shoulder or arm <input type="checkbox"/> Hand or fingers <input type="checkbox"/> Trunk <input type="checkbox"/> Back <input type="checkbox"/> Internal organs <input type="checkbox"/> Hip or leg <input type="checkbox"/> Feet or toes <input type="checkbox"/> Multiple locations <input type="checkbox"/> Not applicable	
Cause of Injury (select one)	<input type="checkbox"/> Bite or sting <input type="checkbox"/> Contact with object <input type="checkbox"/> Struck by object <input type="checkbox"/> Exposure to element/substance <input type="checkbox"/> Fall from height <input type="checkbox"/> Fall at same level <input type="checkbox"/> Muscular stress <input type="checkbox"/> Physical/mental abuse <input type="checkbox"/> Trapped between <input type="checkbox"/> Trapped by <input type="checkbox"/> Vehicle accident <input type="checkbox"/> Not otherwise specified	
Description of Treatment:		
First aid administered by		
After treatment the injured person (select one)	<input type="checkbox"/> Returned to work <input type="checkbox"/> Went home <input type="checkbox"/> Transported to medical centre	
First full day or shift that injured person missed		
Injured person returned to work on		
Injured person returned to permanent duties		
Will a compensation claim be lodged? (select one)	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure	
Add additional details if necessary		

Annex 2: Take 5 Checklist

TAKE 5 SAFETY CHECKLIST

This checklist will help workers and contractors who are working on new or external worksites reduce their exposure to health and safety risks and hazards. It should take 5 minutes to complete.

Company Name:	CEC Ltd		
Date:	_____	Time:	_____
Specific Location:	_____	Supervisor/Team Leader:	_____
Task:	_____	Attendees	_____

Before starting work:

1	Have you received induction training?	Yes	No	N/A
2	Do you know the company's health and safety rules?	Yes	No	N/A
3	Are you familiar with how to report hazards and incidents?	Yes	No	N/A
4	Are there emergency facilities and an evacuation procedure/route for the site?	Yes	No	N/A
5	Do you have access to appropriate emergency and first aid equipment?	Yes	No	N/A
6	Have you asked the person in charge about all relevant hazards?	Yes	No	N/A
7	If the work involves a high risk task (such as work at heights, hot-work, confined spaces), is a work permit/safe work required?	Yes	No	N/A
8	Do you have the correct procedures and equipment to do the work safely?	Yes	No	N/A
9	Is there appropriate separation of vehicles and people during the proposed work?	Yes	No	N/A
10	Is all required electrical/mechanical equipment in a safe condition?	Yes	No	N/A
11	Are hazardous/dangerous substances used and stored according to their safety data sheets?	Yes	No	N/A
12	Have you consulted with workers about the task and the safe way to do it?	Yes	No	N/A
13	Do you have all necessary PPE?	Yes	No	N/A
14	Have you got a safe way of getting in and out of your work area?	Yes	No	N/A
15	Have any manual handling risks been identified and assessed?	Yes	No	N/A

If you answer "no" to any of those above, you may need to follow up with the person in charge before you start work to help ensure your safety.

At the end of work:

1	Have you left the worksite in an appropriate condition free from hazards and risks (clean-up, tools put away, housekeeping)?	Yes	No	N/A
---	--	-----	----	-----

Return this checklist along with your job task sheet to your manager/supervisor after work is complete or at the end of your shift.

Authorized by:

Title

Date:/...../.....

Annex 3: The proposed and usage of PPE

Equipment and items	Equipment Area of Use
Safety harnesses	For those working at heights
Ear muffs	For those working in noisy compounds.
Gloves	Handling of toxic materials and cement/concrete mixing and doing metal work
Helmets	Within site especially where there is loading and offloading of materials and at the construction premises and those working at heights.
Dust masks	Areas with dust generation such as concrete mixing zones.
Overalls	All construction personnel.
Safety boots/Shoes	All workers at site.
Eye goggles	Where there are activities such as welding or spraying or eminent risk of eye contamination or injury.

Annex 4: List of Content for a Basic First Aid Kit

ITEM	QUANTITY
Instructions for providing first aid – including Cardio-Pulmonary Resuscitation (CPR)	1
Note book and pen	1
Resuscitation face mask or face shield	1
Disposable nitrile examination gloves	5 pairs
Gauze pieces 7.5 x 7.5 cm, sterile (3 per pack) 5 packs	5 packs
Saline (15 ml)	8
Wound cleaning wipe (single 1% Cetrimide BP)	10
Adhesive dressing strips – plastic or fabric (packet of 50)	1
Splinter probes (single use, disposable)	10
Tweezers/forceps	1
Antiseptic liquid/spray (50 ml)	1
Non-adherent wound dressing/pad 5 x 5 cm (small)	6
Non-adherent wound dressing/pad 7.5 x 10 cm (medium)	3
Non-adherent wound dressing/pad 10 x 10 cm (large)	1
Conforming cotton bandage, 5 cm width	3
Conforming cotton bandage, 7.5 cm width	3
Crepe bandage 10 cm (for serious bleeding and pressure application)	1
Scissors	1
Non-stretch, hypoallergenic adhesive tape – 2.5 cm wide roll	1
Safety pins (packet of 6)	1
BPC wound dressings No. 14, medium	1
BPC wound dressings No. 15, large	1
Dressing – Combine Pad 9 x 20 cm	1
Plastic bags - clip seal	1
Triangular bandage (calico or cotton minimum width 90 cm)	2
Emergency rescue blanket (for shock or hypothermia)	1
Eye pad (single use) 4	4
Access to 20 minutes of clean running water or (if this is not available) hydro gel (3.5 gm sachets)	5
Instant ice pack (e.g. for treatment of soft tissue injuries and some stings).	1

Annex 5: Project locations and details.

Number	Name	Village	Cell	Sector	District	MV Length in Km	LV Length in (m)	Tfo Size in KVA
1	Bweru Mcc	Gatovu	Bugarura	Muhanda	Ngororero	3.67	44	100
2	GS Mataba	Buhoro	Ngoma	Nyamiyaga	Kamonyi	3.62	56	50
3	GS KABERE	Murunyinya	Gaseke	Kayumbu	Kamonyi	1.09	24	50
4	PHS TX NYANKOBWA WPS	Kamarashavu	Kankobwa	Mpanga	Kirehe	2.07	100	100
5	PH TX NTARUKA HC	Rwamuhigi	Ntaruka	Nasho	Kirehe	3.58	36	100
6	TX NASHO HC	Agasasa	Nasho	Mpanga	Kirehe	5.10	82	100
7	PH TX KIGARAMA HC	Gatari	Nyakerera	Kigarama	Kirehe	9.43	253	100
8	Migina MCC	Migina	Migina	Mwiri	Kayonza	9.14	34	100
9	WPS Migera	Migera	Migera	Mwiri	Kayonza	6.84	47	100
10	GS St Isidore	Mparo	Mugina	Mugina	Kamonyi	1.95	17	100
11	Rugalika WPS	Mibirizi	Kigese	Rugalika	Kamonyi	0.78	19	100
12	GS Bugora	Nyarusave	Bugoba	Rukoma	Kamonyi	2.17	78	50
13	GS Gifumba	Kirebe	Gifumba	Nyamabuye	Muhanga	2.17	104	100
14	GS Rongi	Mugwato	Nyamirambo	Rongi	Muhanga	7.77	49	50

15	Murehe GS	Gasharu	Gasagara	Rongi	Muhanga	1.08	39	50
16	Ngoma (Kabacuzi) HC	Cyambari	Ngoma	Kabacuzi	Muhanga	2.36	9	100
17	Gitega HC	Kaziba	Gitega	Kibangu	Muhanga	1.18	19	100
18	GASOVU HC	Ntonde	Kanyana	Rugendabari	Muhanga	4.25	24	100
19	Budende HC	Karambi	Budende	Kiyumba	Muhanga	1.87	99	100
20	RONGI SECTOR OFFICE	Mugwato	Nyamirambo	Rongi	Muhanga	0.59	26	50
21	GS Nyamiyaga SS	Nyamiyaga	Gasharu	Rongi	Muhanga	0.91	20	50
22	College Notre Dame Ntarabana SS	Ntarabana	Nyamirambo	Rongi	Muhanga	3.60	23	50
23	Kageyo Sector Office	Rukira	Nyagisozi	Kageyo	Gatsibo	4.77	3	50
24	BURAMBA H.C	Musasa	Buramba	Kabacuzi	Muhanga	3.19	48	100
25	NDEGO HC	Gasabo	Kiyovu	Ndego	Kayonza	0.31	25	100
26	Matunguru Cell	Akabasanza	Matunguru	Rugarama	Gatsibo	0.42	6	50
27	GS Matunguru	Nyabagendwa	Matunguru	Rugarama	Gatsibo	1.51	46	50
28	Nyagashanga Trf	Bwera	Nyagashanga	Karangazi	Nyagatare	4.45	20	100
29	GAKAGATI Trf	Gakagati	Rutungu	Rwimiyaga	Nyagatare	3.60	38	100
30	GS Gitinda	Kayange	Cyanya	Cyuve	Musanze	3.17	65	50

31	Rungu Cell	Kampande	Rungu	Gataraga	Musanze	2.07	36	50
32	Gasakuza WPS	Karwasa	Karwasa	Gacaca	Musanze	0.71	5	100
33	Birambo Cell	Birambo	Birambo	Busengo	Gakenke	0.18	9	50
34	Gahinga Cell	Gahinga	Gahinga	Mugunga	Gakenke	0.58	22	50
35	GS Nyamirango	Nyamirango	Nyamirango	Kanzenze	Rubavu	0.77	32	50
36	HC Karumbi	Kirwa	Kirwa	Murunda	Rutsiro	3.33	18	100
37	Health Center	Ruhingo	Ruhingo	Gihango	Rutsiro	3.69	18	100
38	GS Nyarutovu	Muyunzwe	Muyunzwe	Kinihira	Ruhango	0.76	19	50
39	GS Rwaniro	Gatwaro	Gatwaro	Rwaniro	Huye	3.56	13	50
40	GS MWULIRE	Mwulire	Mwulire	Mbazi	Huye	0.64	35	50
41	Trf Kamonyi	Kamonyi	Kamonyi	Rusasa	Gakenke	2.88	39	100
42	GS BURAMBA SS	Musasa	Buramba	Kabacuzi	Muhanga	0.04	30	50
43	Kigabiro WPS	Bwiza	Bwiza	Kigabiro	Rwamagana	1.11	8	100
44	Nyakarambi Trf	Rubimba	Rubimba	Gahara	Kirehe	0.58	5	100
45	Trf Mutenderi	Mutenderi	Mutenderi	Mutenderi	Ngoma	1.15	13	100
46	Minazi WPS	Munyana	Munyana	Minazi	Gakenke	0.76	16	100
47	GS Kavumu	Binana	Binana	Matyazo	Ngororero	1.00	54	50

48	Mataba WPS	Kayenzi	Kayenzi	Kayenzi	Kamonyi	0.08	6	100
49	GS Nyarusave	Rugarama	Mwirute	Rukoma	Kamonyi	0.04	13	50
50	Kageyo MCC	Sebasengo	Kageyo	Mwiri	Kayonza	0.02	29	50
51	GS KIRWA CATHOLIQUE	Ntjamena	Kibaga	Rugendabari	Muhanga	0.65	18	50
52	BIYANGA W.P.S	Agatare	Nyagisozi	Kageyo	Gatsibo	1.22	23	100
53	Kibangu Sector	Nkondo	Gitega	Kibangu	Muhanga	5.00	18	50

Annex 6: Sample of a Permit to Work.

Date and time	Name of Worker	Activity to be performed and location	Briefed on process and Risks?	Work site checked by Project engineer	PPE checked?	Duration of validity and time expiry	Additional permit needed?	Signature of worker	Signature of Project engineer	Sign off time
01/06/2020	Smith	Excavation	Yes- as per work under confined space	Yes- risks mitigated	Yes- no issue	4 hours	No	xxxxx	yyyyyy	12h30