



Labor Management Procedures

June 30, 2021

CEPF Grant 111490

Caribbean Natural Resources Institute

CEPF Regional Implementation Team for the Caribbean Islands Biodiversity Hotspot

Antigua and Barbuda, The Bahamas, Dominican Republic, Haiti, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Trinidad and Tobago

Contents

- 1. Grantee organization 3
- 2. Sub-project title 3
- 3. Grant number 3
- 4. Grant amount (US dollars 3
- 5. Proposed dates of grant 3
- 6. Countries where activities will be undertaken 3
- 7. Date of preparation of this document 3
- 8. Overview of labor use on the sub-project 3
- 9. Assessment of key potential labor risks 6
- 10. Risk mitigation measures 7
- 11. Brief overview of legislation: terms and conditions 10
- 13. Responsible staff 15
- 14. Policies and procedures 15
- 15. Independent consultants 16
- 16. Community workers 17
- 17. Grievance mechanism for project workers 17
- 18. Grievance mechanism for independent consultants 18
- 19. Addressing Gender Based Violence 19
- 20. Disclosure 20
- Annex 1 21

Grant Summary

1. **Grantee organization:** Caribbean Natural Resources Institute (CANARI)
2. **Sub-project title:** CEPF Regional Implementation Team for the Caribbean Islands Biodiversity Hotspot
3. **Grant number:** 111490
4. **Grant amount (US dollars):** \$1,500,000
5. **Proposed dates of grant:** August 2, 2021 – June 30, 2026
6. **Countries where activities will be undertaken:** Antigua and Barbuda, The Bahamas, Dominican Republic, Haiti, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Trinidad and Tobago
7. **Date of preparation of this document:** June 2021

8. Overview of labor use on the sub-project

These Labor Management Procedures (LMP) have been prepared for the CEPF Regional Implementation Team for the Caribbean Islands Biodiversity Hotspot (CEPF Grant # 111490), which will be hosted by the Caribbean Natural Resources Institute (CANARI), headquartered in the Republic of Trinidad and Tobago.

The initiative forms part of the Critical Ecosystem Partnership Fund – Caribbean Hotspot Project (P173464) funded by the Policy and Human Resources Development Trust Fund at the World Bank and implemented by Conservation International (CI), headquartered in Washington, D.C., USA, which aims to improve the capacity of CSOs to reduce threats to globally important biodiversity in the Caribbean Islands Biodiversity Hotspot. The sub-project is implemented in association with the Global Partnership for Social Accountability (GPSA) Caribbean—Collaborative Social Accountability for Improved Governance in Protecting Biodiversity Hotspots Project (P173017) managed by the Collaborative Social Accountability Team (CSAT), hosted by the Instituto Tecnológico de Santo Domingo (INTEC) and Integrated Health Outreach (IHO), located in the Dominican Republic and Antigua and Barbuda, respectively. The CEPF Secretariat and the CSAT will prepare separate LMP.

The LMP seek to ensure that measures are in place to manage risks associated with employment under the sub-project and help to determine the resources necessary for effective planning and management. They set out the approach to complying with national labor legislation in all the countries where the sub-project will be implemented, as well as the objectives of the World Bank's Environmental and Social Framework (ESF), in particular Environmental and Social Standard 2 (ESS2) on Labor and Working Conditions. The LMP are a living document and will be updated to meet any changes in the demands or circumstances of the sub-project.

The LMP applies to all sub-project workers, whether full-time, part-time or temporary. This section describes the sub-project's labor requirements based on available information.

Project Workers

The sub-project will employ locally-based workers from each of the implementing countries. The breakdown of project workers, to the extent known at present, is shown in Tables 1 and 2.

- ***Direct Workers***

Twelve direct workers employed by CANARI will work on the sub-project. The 12 positions and the employees' places of work appear in Table 1.

- Direct workers 1 – 7 are currently full-time employees of CANARI, all of whom will be assigned to work part-time on the sub-project.

- Direct workers 8 & 9 will be hired by CANARI at the start of the sub-project. The Communication and Information Management Officer will be assigned to the sub-project on a part-time basis; the RIT Manager's assignment to the sub-project is full-time.
- Direct workers 10 - 12 will be recruited and hired to work on the sub-project after inception.

Table 1 Direct workers

	Position	Place of work	Jurisdiction	Sex	Status
1	Executive Director	**CANARI headquarters	Republic of Trinidad and Tobago	Female	National worker
2	Programmes Director	**CANARI headquarters	Republic of Trinidad and Tobago	Female	National worker
3	Small Grants Officer	**CANARI headquarters	Republic of Trinidad and Tobago	Female	National worker
4	Finance Officer	**CANARI headquarters	Republic of Trinidad and Tobago	Male	National worker
5	Junior Finance Officer	**CANARI headquarters	Republic of Trinidad and Tobago	Female	National worker
6	Human Resource Manager	**CANARI headquarters	Republic of Trinidad and Tobago	Female	National worker
7	Administrative Officer	**CANARI headquarters	Republic of Trinidad and Tobago	Female	National worker
8	Communication and Information Management Officer	**CANARI headquarters	Republic of Trinidad and Tobago	Female	International worker
9	RIT Manager	Remote worker, Kingston, Jamaica	Jamaica	Female	National worker
10	Country Coordinator, Dominican Republic	Remote worker, Dominican Republic	Dominican Republic	To be determined	To be determined
11	Country Coordinator, Haiti	Remote worker, Haiti	Haiti	To be determined	To be determined
12	Country Coordinator, English-speaking Caribbean	Remote worker, Jamaica	Jamaica	To be determined	To be determined

**All CANARI headquarters staff will work remotely in Port of Spain, Trinidad, during the COVID-19 pandemic.

- *Independent consultants engaged directly by CANARI* - It is anticipated that a small number of independent consultants will be engaged over the course of the sub-project to undertake short-term assignments, including providing in-country support for sub-grantee project implementation, monitoring and evaluation, independent audits, translation of documents, meeting interpretation and design of communication materials.

Four of these consultancies will be location-specific, as shown in Table 2. The places of work of the other consultants are not known at this stage.

It is currently anticipated that the majority of independent consultants will be engaged in their individual capacity. Where firms are contracted, for example, to provide simultaneous interpretation or graphic design services, it is expected that such consulting service providers will fall within the category of small and medium-sized enterprises.

The procurement policy requires all consulting services with a value of \$5,000 or more to follow a competitive procurement process. In selected and limited cases, CANARI may use sole-source procurement where it can be justified by efficiencies to be gained. A written justification will outline the unique features that favor the identified service provider when sole-source procurement is used.

Table 2 Projected location-specific independent consultants

Position	Place of work	Jurisdiction	Sex	Status
RIT in-country support for Antigua and Barbuda	Antigua and Barbuda	Antigua and Barbuda	To be determined	To be determined
RIT in-country support for The Bahamas	Commonwealth of The Bahamas	Commonwealth of The Bahamas	To be determined	To be determined
RIT in-country support for Saint Lucia	Saint Lucia	Saint Lucia	To be determined	To be determined
RIT in-country support for St. Vincent and the Grenadines	St. Vincent and the Grenadines	St. Vincent and the Grenadines	To be determined	To be determined

- *Community Workers* - No community workers will be engaged directly by CANARI. It is anticipated that some of the sub-grantees will engage community workers in the context of the sub-grants they receive under the sub-project. Dedicated LMP will be developed by each sub-grantee.
- *Migrant Workers* - No migrant workers are expected to work on the sub-project.

Characteristics of Project Workers

CANARI is an equal opportunity employer that values diversity in all forms. CANARI does not practice discrimination in any form, nor does it tolerate the practice of discrimination based on race, color, nationality, religion, gender, age, ethnicity, sexual orientation, marital status or disability. This applies in all

spheres of the employment life cycle as well as in engagement with interns and volunteers as well as other internal and external stakeholders.

The nine known direct workers currently comprise eight women and one man; the sex ratio may change with the addition of the three direct workers who will be recruited after the start of the sub-project.

None of the direct workers is aged under 18 years, and, given the qualification requirements for the positions, no one under this age will be hired to work on the sub-project, either as a direct worker or an independent consultant.

All existing workers are authorized to work in the jurisdiction where they are normally domiciled, and CANARI will ensure that all additional direct workers and independent consultants hired for the sub-project have work eligibility in their country of residence.

Timing of Labor Requirements

Direct workers 1 – 9 in Table 1 (CANARI headquarters staff and the RIT Manager) will work on the sub-project from inception in July 2021 through completion in June 2026.

Direct workers 10 – 12 (Country Coordinators) will be engaged to work on the sub-project from September 2021 through June 2026.

Level of effort by direct workers will vary over the sub-project's lifetime and will correspond with the needs of sub-project and its deliverables, except for the RIT Manager, who is assigned to the sub-project on a full-time basis for the life of the sub-project.

Independent consultants will be engaged to support deliverables over the project cycle. Auditors, translation and interpretation consultants will be engaged in year one of the sub-project. Other independent consultants, such as RIT in-country support workers, will be engaged from year two onwards.

9. Assessment of key potential labor risks

The sub-project comprises a grant mechanism to build the capacity of CSOs to reduce threats to globally important biodiversity and an allied component to strengthen CSO partnerships for conservation through a collaborative social accountability approach under the GPSA Caribbean project (P173017).

The RIT will select, award and oversee implementation of grants of \$50,000 and less and ensure compliance with grant terms, including those related to the World Bank ESS. For grants greater than \$50,000, the RIT will support the CEPF Secretariat in selecting, awarding, and providing oversight of grants and ensuring compliance with grant terms, including those related to the World Bank ESS. Each sub-grantee will be required to prepare sub-project-specific LMP prior to grant award. CANARI will also build local, national and regional institutional CSO capacity and foster stakeholder collaboration through a range of mechanisms, including direct training and mentoring. Learning from the experience of the CSAT in the Dominican Republic, Antigua and Barbuda, Jamaica and Saint Lucia, the CANARI RIT will implement the collaborative social accountability approach in The Bahamas, Haiti and St. Vincent and the Grenadines, including by facilitating partnerships of CSOs and other stakeholders to co-create analyses of and solutions to conservation challenges in and around priority KBAs.

Most of the project work can be classified as knowledge work, requiring professional and administrative labor. There will be no use of heavy machinery, working at heights or other hazardous work. Most of the occupational health and safety risks relate to in-country and international travel to support and evaluate activities in the sub-project countries. COVID-19 currently presents a threat to all workers, whether working in-country or during international travel.

There are also risks to occupational health and safety associated with natural hazards, particularly those hazards characteristic of countries in the Atlantic hurricane belt (only two sub-project countries, St. Vincent and the Grenadines and Trinidad and Tobago, are located outside the hurricane belt). Project workers may also be exposed to workplace injuries at CANARI's offices or remote work locations.

Although unlikely, there may be some risk of discrimination and/or harassment, including sexual harassment, in the workplace, on the grounds of gender or other protected characteristic.

The key labor risks that may be associated with the sub-project are summarized in Table 3.

10. Risk mitigation measures

Mitigation measures currently in place include the following:

- All CANARI employees benefit from comprehensive medical insurance, including travel insurance.
- Under CANARI's Human Resources Policy (Section 4.2.3), employees are entitled to compensation for occupational illnesses and injury in accordance with the Workmen's Compensation Act.
- CANARI's Business Continuity Plan includes measures for the safety of staff at headquarters or working away from the office (in-country, abroad) as well as measures for recovery of critical business services.
- CANARI has in place guidelines for staff on how to safeguard themselves against transmission of COVID-19 in Trinidad when using CANARI's office. Staff working from home or based outside of Trinidad follow national government guidelines and protocols and their engagement with partners and stakeholders will be guided by the World Bank Technical Note '[Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings](#),' issued on March 20, 2020. All non-essential travel has been discontinued and local events and face-to-face meetings are discouraged. When the risk presented by COVID-19 eventually diminishes, the safety of project workers, communities and partners will be the main consideration in deciding when international travel and face-to-face interactions can resume.
- CANARI's zero-tolerance policy for discrimination of any kind and support for equal opportunity are set out in the Human Resources Policy and Code of Conduct. All employees must sign a statement of compliance with the Code of Conduct as a condition of employment.
- CANARI's Safeguarding People Policy informs all project workers of their responsibility in relation to protecting peoples' health, wellbeing and human rights, and enabling them to live free from harm, exploitation, abuse, discrimination and neglect.

Additional mitigation measures to deal with civil unrest/security risks are presented in Table 3.

Table 3 Potential Labor Risks and Mitigation Measures

Key labor risks	Risk probability	Risk severity	Description	Mitigation Measures
Accidents (e.g., road traffic accidents), health emergencies (e.g., acute illness)	Low	High	–	CANARI's Business Continuity Plan includes guidelines and procedures for staff working away from the office (in-country and abroad).
Civil unrest/ security issues (kidnapping, car-jacking, abduction)	Low for all sub-project countries except Haiti: High	High	<p>Protests, demonstrations, tire burning, and roadblocks are not uncommon in Haiti and can be unpredictable. Kidnapping and car-jacking are widespread.</p> <p>While actual project sites in Key Biodiversity Areas (KBAs) may not be affected by unrest or crime, sub-project staff travelling to these locations could be at risk en route.</p>	<p>CANARI's Business Continuity Plan includes guidelines and procedures for staff working away from the office (in-country and abroad).</p> <p>RIT field staff to avoid travel to remote locations at night and outside of regular business hours.</p> <p>Delay any planned trips that could be affected by civil unrest to the extent this is known.</p> <p>Use of security personnel for trips outside of visits to project sites, if warranted.</p>
Hydrometeorological events (hurricanes, tropical storms) and other natural disasters, including earthquakes and volcanic eruptions	High	Substantial - High	Over the life of the five-year sub-project, one or more of the target countries could be severely impacted by a hydrometeorological event or other natural disasters. The Caribbean region is up to seven times more likely to	<p>CANARI's Business Continuity Plan includes guidelines and procedures for staff working away from the office (in-country and abroad).</p> <p>Regional travel to be scheduled, insofar as possible, outside the Caribbean's hurricane</p>

Key labor risks	Risk probability	Risk severity	Description	Mitigation Measures
			experience a natural disaster than larger states, and when one occurs, it incurs as much as six times more damage.	season (June to November). Use of adaptive management and flexibility in grant-making in response to changing situations.
Workplace injuries at CANARI's offices or remote work locations	Low	Low		All CANARI direct workers are entitled to compensation for occupational illness or injury under the Workmen's Compensation Act (CANARI HR Policy). CANARI's Health and Safety Plan (pending approval by CANARI's Board of Directors in August 2021)
Discrimination and/or harassment in the workplace	Low	Substantial - High		Discrimination and workplace harassment addressed by CANARI's Code of Conduct (Annex 1). All direct workers are required to read CANARI's Code of Conduct and sign a statement of compliance as a condition of employment. All direct workers and independent consultants are required to adhere to CANARI's Safeguarding People Policy.
Contraction/transmission of COVID-19	High	Substantial	All Caribbean countries have been affected by the COVID-19 pandemic,	Non-essential travel deferred and face-to-face interactions discouraged, in

Key labor risks	Risk probability	Risk severity	Description	Mitigation Measures
			though to differing degrees. Countries are similarly moving towards recovery at differing paces. All countries remain vulnerable to a change in their national situation.	alignment with national guidelines and protocols. CANARI has developed COVID-19 guidelines for working in the office, events, public gatherings and travel. These guidelines are reviewed and updated regularly. CANARI will also be guided by the World Bank Technical Note ' Public Consultations and Stakeholder Engagement in WB-supported operations when there are constraints on conducting public meetings ,' issued on March 20, 2020

11. Brief overview of legislation: terms and conditions

Table 4 sets out the key aspects of national labor legislation in all sub-project countries. Direct workers will be employed in the Republic of Trinidad and Tobago, the Dominican Republic, Haiti and Jamaica. Direct workers will be paid on a monthly basis in compliance with national laws and labor management procedures. Statutory deductions from wages will comply with national laws; direct project workers will be informed of the conditions under which such deductions will be made.

Table 4 National labor legislation relevant to ESS2 in sub-project countries

Country	Law	Relevance to ESS2
Antigua and Barbuda	Disabilities and Equal Opportunities Act (2017)	Expounds the principles of equality and non-discrimination in relation to persons with disabilities.
Antigua and Barbuda	The Antigua and Barbuda Labour Code (1975; amended)	Brings together all major legislation applicable to employment standards and industrial relations. Prohibits the employment of children and young persons under the age of 16 years and places restrictions on employment of young persons under the age of 18.

Country	Law	Relevance to ESS2
The Bahamas	Persons with Disabilities (Equal Opportunities) Act (2014)	Establishes rights of persons with disabilities.
The Bahamas	Health and Safety at Work Act (2002; amended)	Establishes general duties of employers to their employees regarding health and safety at work.
The Bahamas	Employment Act (2001; amended)	Establishes comprehensive legal framework for employment, including with regards to conditions of employment and employment of children. Specifically, the act prohibits the employment of children under the age of 14 years and places restrictions on employment of young persons under the age of 18.
The Bahamas	Industrial Relations Act (1970; amended)	Provides for the registration and control of trade unions and for the recognition of trade unions by employers.
Dominican Republic	Resolution Concerning Unsafe and Unhealthy Jobs (1993)	Establishes standards for occupational health and safety.
Dominican Republic	Labor Code of the Dominican Republic (1984)	Provides for regulation of industrial relations and establishes employment standards, including with regard to employment of children. Specifically, the code prohibits the employment of children under the age of 14 years and places restrictions on employment of young persons under the age of 18.
Haiti	Law on Minimum Wage for Industrial and Commercial Establishments (2009)	Establishes the minimum wage for industrial and commercial establishments.
Haiti	Constitution of Haiti (1987)	Establishes the right to a fair wage, rest, paid annual vacation and a bonus, and establishes the minimum age for employment.
Haiti	Legislation on the Elimination of all Forms of Racial Discrimination (1981)	Prohibits any act of discrimination on the grounds of race, color, appearance, nationality or ethnic origin, particularly in the field of employment.
Haiti	Labor Code of Haiti (1961)	Establishes employment standards, including minimum age for employment of children, and minimum health and safety regulations.
Haiti	Law Organizing and Regulating Labor (2017)	Prohibits employment of children and young people under the age of 16.
Jamaica	Disabilities Act (2014)	Provides for employment of and non-discrimination against persons with disabilities.
Jamaica	Trade Unions Act (1919; amended)	Provides legal recognition for trade unions and establishes the right of collective bargaining.
Jamaica	Labour Relations and Industrial Disputes Act (1975; amended)	Regulates relations between employers and workers, including procedures for settlement of industrial disputes.
Jamaica	Minimum Wage Act (1938; amended)	Provides for the protection of workers in relation to the payment of wages.

Country	Law	Relevance to ESS2
Jamaica	Employment (Termination and Redundancy Payment) Act (1974)	Provides for a separation payment whenever an employee is made redundant or their employment is terminated.
Jamaica	Holiday with Pay Act (1974)	Establishes the right to paid annual vacation.
Jamaica	Jamaica (Constitution) Order in Council Act (1962; amended)	Confers protection from discrimination on the grounds of race, etc.
Jamaica	Employment (Equal Pay for Men and Women) Act (1975)	Prohibits discrimination on grounds of sex in respect of remuneration and other terms and conditions of employment.
Jamaica	Maternity Leave Act (1979)	Prevents some forms of discrimination against pregnant women and entitles pregnant women to 12 weeks of maternity leave.
Jamaica	Child Care and Protection Act, (2004)	Prohibits the employment of children under the age of 13, restricts employment of children under the age of 15 to light work, and prohibits the employment of young people under the age of 18 in hazardous work.
Jamaica	Factories Act (1943; amended)	Provides for regulation of occupational health and safety in certain settings, including building operations and engineering construction.
Saint Lucia	Labour Code of Saint Lucia (2006; amended)	Establishes fundamental principles of employment, including with regards to terms and conditions, occupational health and safety, equal opportunities and industrial relations. The code prohibits employment of children and young persons below the minimum school leaving age.
Saint Lucia	Education Act (1999)	Sets the minimum school leaving age at 15.
Saint Lucia	Equality of Opportunity and Treatment in Employment and Occupation Act (2000)	Provides for protection against unlawful discrimination on grounds of race, sex, religion, color, ethnic origin, family responsibilities, pregnancy, marital status, or age, and places restrictions on work and employment of minors.
Saint Lucia	Minimum Wages Act (1999; amended)	Establishes process for setting minimum wages for workers in particular sectors or industries.
Saint Lucia	Employees (Occupational Health and Safety) Act (1985)	Covers all aspects of occupational health and safety, including providing for preventive health measures, protective devices and equipment.
St. Vincent and the Grenadines	Wages Councils Act (1953)	Provides for the establishment of wages councils and the making of wages regulations addressing <i>inter alia</i> minimum wage, hours of work, overtime, vacation and sick pay, maternity leave and health and safety.
St. Vincent and the Grenadines	Trade Unions Act (1950)	Provides for the establishment and regulation of trade unions.
St. Vincent and the Grenadines	Trade Disputes (Arbitration and Inquiry) Act (1940)	Provides for arbitration in industrial disputes.

Country	Law	Relevance to ESS2
St. Vincent and the Grenadines	Protection of Employment Act (2003)	Provides for maintenance of good relationships between employers and employees, and addresses matters of severance and settlement of disputes.
St. Vincent and the Grenadines	Equal Pay Act (1994)	Prohibits discrimination based on grounds of sex in respect of remuneration and other terms and conditions of employment.
St. Vincent and the Grenadines	Constitution of Saint Vincent and the Grenadines (1979)	Establishes right of protection from discrimination on grounds of sex, race, place or origin, political opinions, color or creed.
St. Vincent and the Grenadines	Employment of Women, Young Persons and Children Act (1935)	Establishes the legal age of a child as under 14 and prohibits employment of children in certain settings.
St. Vincent and the Grenadines	Environmental Health Services Act (1991)	Provides for the regulation of activities that may affect public health and the environment.
St. Vincent and the Grenadines	Factories Act (1955)	Provides for health, safety, welfare and special protective measures in certain workplace settings.
Trinidad and Tobago	Industrial Relations Act (1972)	Establishes rights to trade union membership, collective bargaining and industrial action.
Trinidad and Tobago	Minimum Wages Act (1976; amended)	Mandates minimum wages and terms and conditions of employment; establishes process for setting minimum wages.
Trinidad and Tobago	Section XIV of the Children Act (2012)	Prohibits the employment of children under the age of 14, places restrictions on employment of young persons under the age of 16, and places obligations on employers of young persons under the age of 18.
Trinidad and Tobago	Maternity Protection Act (1998)	Makes provision for a minimum level of maternity leave benefits and protection.

12. Brief overview of legislation: occupational health and safety

Table 5 sets out the key aspects of national legislation relevant to occupational health and safety in the sub-project countries and their relevance to ESS2. A community health and safety plan has also been developed for the sub-project and will be implemented.

Table 5 National legislation relevant to occupational health and safety in sub-project countries

Country	Law	Relevance to ESS2
Antigua and Barbuda	Occupational Safety and Health Act (2013) The Antigua and Barbuda Labour Code (1975) (amendment 2019) Labour Commissioner Act (1967) (amendment 1989)	Legislative framework obligates the employer to ensure the safety and health of all employees and to mitigate risk of exposure to any hazards in the work environment.

Country	Law	Relevance to ESS2
The Bahamas	Health and Safety at Work Act (2002) (amendment 2015)	Sets forth general duties of employers to their employees and provides for general duties of employees at work.
Dominican Republic	Regulation No. 522/06, Safety and Health at Work Resolution No. 04/2007, Harmonizing the General Conditions of Safety and Health that Apply at Work	Set out health and safety standard and mandates employers have OSH programs and to submit them to the Ministry of Labour for approval. These programs must be updated every three years.
Haiti	Code du Travail (Labor Code) 12 September 1961 updated by decree of 24 February 1984	Articles 438-441, 451-487 of the Labor Code set out general provisions for employers to protect workers against work-related accidents, illnesses and hazards and take necessary precautions.
Jamaica	Occupational Health and Safety Bill (2017)	Provides a framework to secure the safety and health of workers.
Saint Lucia	Saint Lucia Labour Code (amendment) 2011	Obligates the employer to ensure the safety and health of all employees and to mitigate risk of exposure to any hazards in the work environment
Saint Lucia	Employees (Occupational Health and Safety) Act 1985.	Covers all aspects of occupational health and safety, including preventive health measures, protective devices and equipment, medical examinations and the notification of employment injuries.
St. Vincent and the Grenadines	Occupational Safety and Health Bill (2017)	Promotes and develops OSH standards in the workplace.
Trinidad and Tobago	Occupational Health and Safety Act (2004)	Ensures that industrial establishments, in the private and public sectors, manage safety, health and welfare in the workplace using the legal compliance requirements as a minimum standard.

13. Responsible staff

Responsible staff for management and supervision of activities related to the LMP are listed in Table 6.

Table 6 Responsible Staff

Area	Function/individual
Engagement and management of project workers	CANARI's Human Resource Manager, Kathryn Jones-Douglas CANARI's Executive Director, Nicole Leotaud
Engagement and management of independent consultants	RIT Manager, Nicole Brown CANARI Programmes Director, Anna Cadiz-Hadeed (oversight of the consultants' contracts)
Occupational health and safety	CANARI's Human Resource Manager, Kathryn Jones-Douglas
Training of workers	CANARI's Human Resource Manager, Kathryn Jones-Douglas
Addressing worker grievances	CANARI's Human Resource Manager, Kathryn Jones-Douglas CANARI's Executive Director, Nicole Leotaud

14. Policies and procedures

CANARI has comprehensive legal and human resources policies and procedures, which all employees are responsible for understanding and following. These are encoded in the following:

- Human Resources Policy
- Code of Conduct
- Grievance Mechanism for External Stakeholders (available on CANARI's website at <https://canari.org/wp-content/uploads/2021/07/CANARI-Grievance-Mechanism-for-External-Stakeholders-.pdf>)
- Business Continuity Plan
- Safeguarding People Policy (available on CANARI's website at <https://canari.org/wp-content/uploads/2021/07/CANARI-Safeguarding-People-Policy.pdf>)
- COVID-19 guidelines for working in the office, events, public gatherings and travel
- Health and Safety Plan (pending approval at CANARI's Board of Directors meeting in August 2021)

These documents are available to direct workers through CANARI's intranet. Relevant provisions will be incorporated in the service agreements that are signed with independent consultants.

Salary and working hours

Direct project workers will be employed on a salary basis. Positions will be classified as salaried and will be either full-time or part-time. Direct project workers will be hired on either permanent or fixed-term contracts. Salary positions are excluded from overtime provisions, but the Institute makes provisions for compensatory time off.

CANARI's standard workweek is 37.5 hours. Time worked includes all time that an employee is required to be physically at work or performs work for CANARI. Time worked does not include rest breaks or meal breaks. Work performed at a different location counts as work time. However, employees are expected to take a minimum of 30 minutes for lunch in accordance with good industrial relations practice. CANARI has

a flexible work policy that allows employees to work between 6.30 a.m. and 6.30 p.m. up to a maximum of 9 hours in any given day.

CANARI's compensation program uses a merit-based approach that utilizes job descriptions, pay structures, and external salary data to help ensure that pay levels are competitive with external market practices (CANARI's compensation program is currently undergoing a competitiveness review).

Each CANARI employee is eligible to receive payments for sick leave, maternity leave, work-related disability and pension. CANARI withholds statutory deductions from employees' salaries; these are matched by contributions from the organization. CANARI provides vacation leave in accordance with the number of years employed. Other leave entitlements include sick leave, maternity leave, casual leave, leave for public function (e.g., jury duty), special leave and extended sick leave.

Benefits

A full set of benefits is available to salaried employees who work the standard workweek (37.5 hours). Part-time employees working less than 26.25 hours a week (70%) are not ordinarily entitled to benefits. Benefits and leave for regular part-time employees are to be determined on a case-by-case basis by the Executive Director, in consultation with the Institute's Human Resource Committee as appropriate. In all cases, benefits and leave are assigned on a pro-rated basis.

Benefits include medical insurance (health, dental and vision) and eligibility to join the pension scheme after two years of continuous full-time employment. In lieu of joining the pension scheme, employees on fixed-term contracts may have the option of receiving an end of service gratuity, which will be the equivalent amount that would have been contributed to the employee's pension scheme, noting that employees are only eligible after two years of full-time employment with CANARI.

15. Independent consultants

All independent consultants will be engaged directly by CANARI under a service agreement governed by and interpreted in accordance with Trinidad and Tobago law. Independent consultants are paid based on a daily rate or a fixed or flat fee, depending on the scope of work. They are considered independent service providers who are responsible for all forms of health or accident insurance and payment of taxes. Therefore, neither CANARI, its agents, employees or collaborating institutions, nor any of the funding agencies involved in supporting CANARI, is liable for any damages resulting from the service agreement, or for the payment of taxes or fees that may be due any government. Independent consultants are responsible for taking out any appropriate insurance coverage.

All independent consultants must agree to comply with all applicable laws in the countries where the work is carried out. The service agreements will flow down relevant requirements of ESS2 in relation to management of labor issues, including occupational health and safety. Independent consultants will be required to acknowledge receipt of CANARI's Code of Conduct and Conservation International's Code of Conduct and certify their agreement and compliance therewith. Independent consultants will be informed about CANARI's Grievance Mechanism for External Stakeholders, which they can use to raise grievances. Any grievances raised will be addressed through the process described in Section 18. The CANARI Safeguarding People Policy is part of the framework for protecting independent consultants.

16. Community workers

No community workers will be engaged directly by CANARI. At the sub-grantee level, community workers could be involved, and for which individual LMP will be prepared and in line with guidance provided in the ESMF. If such is the case, the project will:

- i. Ascertain whether such labor is or will be provided on a voluntary basis as an outcome of individual or community agreement. These measures and how to ascertain them will be documented in the sub grantee level LMPs. This will include:
 - a) clearly identifying the terms and conditions on which community labor will be engaged (if applicable, the amount and method of payment),
 - b) setting out the times of work, and
 - c) specifying the way in which community workers can raise grievances in relation to the project.;
- ii. Assess working conditions and Occupational Health and Safety in relation to community labor. This assessment will be applied, proportionate to:
 - a) the nature and scope of the project;
 - b) the specific project activities in which the community workers are engaged; and
 - c) the nature of the potential risks and impacts.

If indicated as necessary by the assessment, at a minimum, apply the relevant requirements of the WBG general and specific EHS Guidelines as detailed in the ESMF. Considerations for protecting the project workers, particularly those deployed to remote rural areas, from contracting COVID-19 will be included, following World Bank interim guidance notes as referenced above;

- iii. Assess whether there is a risk of child labor or forced labor. If cases of child labor or forced labor are identified, CANARI will take appropriate steps to remedy them -child labor will not be allowed under the project. If relevant, the sub-grantees level LMP will set out roles and responsibilities for monitoring community workers; and
- iv. Provide adequate training to community workers tailored to their needs and the potential risks and impacts of the project.

17. Grievance mechanism for project workers

The Grievance Redress Mechanism for project workers is based on CANARI's Grievance Procedures outlined in its Human Resources Policy and is consistent with the World Bank's ESF requirements. If any gaps are detected between CANARI's policy and ESS2, the higher standard will prevail. CANARI's Grievance Procedures also offer whistle-blower protection.

Every direct project worker or independent consultant has the right to work in a safe, positive environment free of discrimination, harassment, and other illegal or unethical behavior. With this right comes the responsibility to act in accordance with CANARI's employment policies, core values, Code of Conduct and Safeguarding People Policy.

All project workers are encouraged to communicate with each other openly and resolve differences professionally, with the support of their supervisor and the Human Resources Manager, if needed.

CANARI has in place a Grievance Committee that comprises the members of the Human Resources sub-committee of the Partnership (Board of Directors) excluding the Executive Director. Grievances by direct project workers shall be dealt with as follows:

(a) **Step One.** The employee will report the grievance to their immediate Supervisor verbally and in a timely manner. The Supervisor shall investigate the grievance and along with the Human Resource Manager, make a decision on it within five (5) working days. If the grievance concerns misconduct by the Supervisor or other senior staff up to and including the Executive Director involving misuse of CANARI resources or personnel, a written grievance may be presented directly to the Grievance Committee in accordance with Step Two. The Grievance Committee comprises the members of the Human Resources sub-committee of the Partnership excluding the Executive Director.

(b) **Step Two.** If the grievance is not settled satisfactorily in accordance with what is laid out in step 1, the employee may present a written statement of the grievance to the Grievance Committee within ten (10) working days of either the decision or the lapse of the ten-day period, whichever comes first. The Grievance Committee shall conduct an appropriate investigation, including interviews with relevant members of staff and review of relevant documents and will issue a written decision within fifteen (15) working days of receipt of the grievance.

(c) **Step Three.** If the employee is not satisfied with the decision of the Grievance Committee, the employee may within (10) ten working days request that the grievance be considered by the Partnership at a hearing in which the employee may participate. Such hearing shall be held within thirty (30) working days of the date of the employee's request and may be conducted via telephone. The Partnership shall issue a written decision within ten (10) working days of the hearing.

All employees are provided a copy of the Human Resources Policy, including the Grievance Procedures, upon joining the organization.

18. Grievance mechanism for independent consultants

CANARI's Grievance Mechanism for External Stakeholders¹ is applicable to independent consultants. Grievances by independent consultants shall be dealt with as follows:

1. **Acknowledgement:** Written confirmation of receipt of the comment/complaint is sent within 10 working days by the person who received it.
2. **Record:** Registration of the comment/complaint in the grievance file, including relevant documents.
3. **Notification:** Communication of the comment/complain as follows:
 - a. If it is concerning a CANARI project, communication to the relevant project manager, copy the Programmes Director.
 - b. If it is concerning general CANARI operations/activity, communication to the Executive Director.

¹ <https://canari.org/wp-content/uploads/2021/07/CANARI-Grievance-Mechanism-for-External-Stakeholders-.pdf>

- c. Notification may also need to be made to other stakeholders such as the relevant donor, project partners and project steering committee.
4. **Assessment:** A decision is made on the nature of the investigation that will take place.
 5. **Investigation:** Appropriate investigation of the comment/complaint by an internal team assigned to this task (for example this may include staff directly involved as well as the project manager and the Programmes Director). The investigation may include meetings with the plaintiff and other stakeholders and review of relevant documents. An impartial party shall be involved in meetings with the plaintiff. Minutes of meetings and documents will be added to the grievance file.
 6. **Resolution:** Depending on the findings of the investigation:
 - a. A resolution is decided immediately
 - i. The complaint is rejected
 - ii. A response is agreed
 - iii. The complaint is referred as appropriate
 - b. A resolution cannot be achieved, and the case is presented to CANARI's Grievance Committee for further input
 7. **Communication:** Once resolution has been achieved, the decision is communicated to the plaintiff in writing. Documents are added to the grievance file.
 8. **Satisfaction:** If the plaintiff is not satisfied by CANARI's response, it can be taken to an impartial mediator as mutually agreed. If it remains unresolved, legal action may be taken. At all stages, documents are added to the grievance file.

All independent consultants engaged to work on the sub-project will be provided a copy of the Grievance Mechanism for External Stakeholders at the time of contracting.

19. Addressing Gender Based Violence

CANARI currently does not have special provisions in place for grievances related to gender-based violence (GBV). A list of GBV service providers in all sub-project countries will be prepared and made available to all direct workers and independent consultants and will be provided to sub-grantees. CANARI will include the contact details of a GBV service provider in each sub-project country in its grievance mechanisms for direct workers and independent consultants on the sub-project.

CANARI will specify an individual who will be responsible for dealing with any gender-based violence (GBV) issues, should they arise. This individual will be able to assist GBV survivors by referring them to GBV Services Provider(s) for support immediately after receiving a complaint directly from a survivor.

If a GBV related incident occurs, it will be reported through the grievance redress mechanism (GRM), as appropriate, and keeping the survivor information confidential. Specifically, the GRM will only record the following information related to the GBV complaint:

- Age and sex of survivor
- Type of alleged incident - as reported. The nature of the complaint (what the complainant says in her/his own words without direct questioning);

- If, to the best of their knowledge, the perpetrator was associated with the project;
- If possible, the age and sex of the survivor; and
- Whether the survivor was referred to the GBV Services Provider.

Any cases of GBV brought through the GRM will be documented but remain closed/sealed to maintain the confidentiality of the survivor. Here, the GRM will primarily serve to:

- Refer complainants to the GBV Services Provider; and
- Record the resolution of the complaint

The GRM will also immediately notify both CI and the World Bank of any GBV complaints **WITH THE CONSENT OF THE SURVIVOR**.

In addition to the project's main GRM channel, the GBV survivor can also approach the World Bank directly, especially if the alleged perpetrator ends up being someone directly responsible for managing the GRM. The affected person can approach the Task Team Leader (TTL), the World Bank Caribbean country director, or any other World Bank staff within the task team with whom he/she feels comfortable sharing.

20. Disclosure

CANARI will inform all direct workers and independent consultants of the existence of relevant policies, grievance mechanisms and measures put in place to protect them against any reprisal for its use, either at the time of recruitment or at the start of the sub-project, whichever is later.

CANARI will also provide all direct workers and independent consultants with Conservation International's (CI's) Code of Conduct, and be informed that any violations of the Code of Conduct should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com



Caribbean Natural Resources Institute

CODE OF CONDUCT

September 2020

TABLE OF CONTENTS

1. INTRODUCTION	3
2. CANARI'S CORE VALUES	3
3. DECISION-MAKING	3
4. EMPLOYEES' VOICE	4
5. EQUAL OPPORTUNITY	4
6. HARASSMENT	4
7. CONFLICTS OF INTEREST	5
8. CONFIDENTIALITY	5
9. BRIBERY	5
10. POLITICAL CONTRIBUTIONS	6
11. RECORD KEEPING	6
12. PROTECTION AND PROPER USE OF COMPANY ASSETS	6
13. MONEY LAUNDERING	6
14. HEALTH AND SAFETY	7
15. PRESERVATION OF THE ENVIRONMENT	7
16. INFORMATION TECHNOLOGY	7
17. COMMUNICATION	7

1. INTRODUCTION

CANARI's Code of Conduct (the Code) incorporates the Institute's core values and a set of principles.

The Code defines the ethical standards by which the Institute's work is conducted and establishes how the Institute's internal and external stakeholders can expect to be treated.

2. CANARI'S CORE VALUES

CANARI's core values, which need to be practiced and lived by all staff and internal stakeholders, are foundational ingredients of this Code and are detailed as follows:

- 1) **Diversity:** We value and respect diversity in people, cultures, perspectives, languages, social systems. We seek to use diverse approaches in our work.
- 2) **Accountability:** We are accountable to all of our stakeholders for results and processes used in our work.
- 3) **Equity:** We seek to overcome power imbalances and ensure fairness, including in our internal working environment and participatory management approach.
- 4) **Excellence:** We strive constantly to ensure a high standard of our work.
- 5) **Empowerment:** We support self-organisation and building the voice of stakeholders.
- 6) **Innovation:** We are flexible, adaptive, creative, and constantly seek to use new cutting-edge approaches in our work.
- 7) **Partnership:** We are committed to meaningful collaboration with others.
- 8) **Integrity:** We are committed to be honest and upright in all our work.
- 9) **Respect and Trust:** We respect the value of all forms of knowledge, including traditional and local knowledge. We respect the rights of all stakeholders to participate in natural resource management. Building trust is an essential component of our work.
- 10) **Self-reflection and Learning:** We practice continuous reflection and learning in our programmes as well as our internal systems.
- 11) **Adaptability and Resilience:** We implement lessons learnt in an adaptive management approach and focus on building resilience in working with others.

3. DECISION-MAKING

This Code will guide ethical decision-making at all levels. Therefore, when a decision must be made and

no specific answer can be found in this Code, the following questions ought to be asked by the decision-maker:²

- Is it legal?
- Is it aligned with CANARI's mission and vision?
- Does it reflect CANARI's core values?
- Are the rights of others respected?
- Does it comply with this Code of Conduct?

4. EMPLOYEES' VOICE

CANARI encourages all employees, interns and volunteers to ask questions and raise issues without fear of retaliation and is committed to treating reports seriously and investigating them thoroughly. Therefore, issues raised by an aggrieved employee, intern or volunteer will be dealt with according to CANARI's grievance procedure as outlined in the HR Policy.

Further, in accordance with the HR policies, including but not limited to the Whistle Blower policy, suspected unethical and/or illegal behaviour must be reported immediately. Retaliation will not be tolerated against anyone who makes a report in good faith of suspected misconduct or otherwise assists with an investigation or audit.

Employees who report a concern in good faith cannot be subjected to any adverse employment action including, but not limited to:

- Unfair dismissal, demotion or suspension
- Unfair denial of a promotion, transfer or other employment benefit
- Bullying and harassment, either in person or online
- Exclusionary behaviour

5. EQUAL OPPORTUNITY

CANARI does not practice discrimination in any form nor does it tolerate the practice of discrimination based on race, colour, nationality, religion, gender, age, ethnicity, sexual orientation, marital status or disability. This applies in all spheres of the employment life cycle as well as in engagement with interns and volunteers as well as other internal and external stakeholders.

6. HARASSMENT

CANARI does not tolerate harassment of any type. Staff, volunteers, interns, consultants, Associates and Elected Partners are always expected to treat each other as well as all internal and external stakeholders with respect. Harassment, including that of a physical, sexual, verbal, racist or other nature, is prohibited and can result in disciplinary action up to, and including, termination. Harassment may

² Decision-maker may refer to a CANARI staff member, Elected Partner/Director, Associate, volunteer or intern.

include actions, language, written words or objects that create an intimidating or hostile work environment, such as:

- Verbal abuse or intimidating language including obscenities
- Publicly or privately humiliating someone
- Physical violence or intimidation
- Unwanted sexual advances, invitations or comments
- Visual displays such as derogatory or sexually explicit pictures or gestures
- Physical conduct including assault or unwanted touching
- Threats or demands to submit to sexual requests as a condition of employment or to avoid negative consequences
- Any or all of the above based on a person's race, ethnicity or national origin

CANARI is also committed to ensuring that its employees, volunteers and interns work in a safe and respectful environment that is free of bullying. Bullying can include:

- Spreading malicious rumours or gossip
- Excluding or isolating someone socially
- Establishing impossible deliverables
- Withholding necessary information or purposefully giving the wrong information
- Intimidating someone
- Impeding someone's work
- Unfairly denying training, leave or promotion
- Sending offensive jokes or emails
- Criticising or belittling someone constantly
- Any or all of the above based on a person's race, ethnicity or national origin
- Tampering with a person's personal belongings or work equipment

7. CONFLICTS OF INTEREST

CANARI considers a conflict of interest to have occurred if personal activities or associations compromises the judgment or ability of an employee, volunteer, intern, consultant, Associate or Elected Partner to act in the Institute's best interests.³ One way this can possibly be avoided is if there is disclosure by all parties to the Executive Director of any relationships, associations or activities that could create actual, potential, or even perceived conflicts of interest.

8. CONFIDENTIALITY

The confidentiality of all proprietary information must be maintained by employees, interns, volunteers, consultants, Associates and Elected Partners. Proprietary information includes all non-public

³ Conflict of interest is also addressed in CANARI's stand-alone conflict of interest policy.

information that might be harmful to or may put the Institute in an unfavourable position with external stakeholders if disclosed.

9. BRIBERY

The Institute will not attempt to influence the judgement or behaviour of a person in a position of trust by giving a bribe (which can be monetary or non-monetary). This applies to persons in funding/donor agencies, inter-governmental agencies, government, academia, other civil society organisations or in private business.

Employees are to:

- select third parties carefully and monitor them continuously to ensure they comply with CANARI's anti-bribery policies;
- always keep accurate books and records and monitor that funds are not being used for bribery or facilitation payments;
- refuse any offer or request for an unlawful payment and report the incident immediately to the Executive Director.

10. POLITICAL CONTRIBUTIONS

CANARI does not make financial or in-kind contributions to political parties or entities. The Institute also does not endorse, support or align with any political entity or party. Employees, interns, volunteers, consultants, Associates and Elected Partners are free to support any political party or entity on a personal level. However, this must be kept separate from the Institute's business. Particularly since any formal and or visible association with a political party or entity may be perceived as a conflict of interest.

11. RECORD KEEPING

CANARI keeps its books, records, accounts and financial statements in a complete, fair, accurate and detailed manner.

It is important to note that all documents, databases, voice messages, text messages, computer documents, files and photos are records.

Employees, volunteers, interns, consultants, Associates and Elected Partners are required to:

- maintain these records and protect their integrity for as long as required;
- maintain official record keeping systems to retain and file records required for business, legal, financial, research or archival purposes.

CANARI forbids the destruction of these documents in response to, or in anticipation of, an investigation or audit.

12. PROTECTION AND PROPER USE OF COMPANY ASSETS

CANARI requires all employees, interns, volunteers, consultants, Associates and Elected Partners to protect its assets. All assets should be used for legitimate purposes, efficiently, and for the Institute's business only.

Assets include facilities, equipment, computers and information systems, telephones, working time, confidential and proprietary information, corporate opportunities and the Institute's funds. Suspected incidents of fraud, theft, negligence and waste should be reported to the Executive Director and/or the Chair of the Board and in keeping with the Whistle-blower Policy.

13. MONEY LAUNDERING

CANARI complies with the tenets of the Trinidad and Tobago Non-Profit Organisations (NPO) Act (2019) and all national and extranational anti-money laundering laws.

Employees, interns, volunteers, consultants, Associates and Elected Partners are prohibited from knowingly facilitating money laundering or terrorist financing and must take steps to prevent inadvertent use of the Institute's business activities for these purposes.

14. HEALTH AND SAFETY

CANARI conducts business in accordance with applicable health and safety requirements and strives for continuous improvement in its health and safety practices, policies and procedures.

Employees, interns and volunteers are required to immediately report workplace injuries, illnesses or unsafe conditions to the Human Resource Manager.

15. PRESERVATION OF THE ENVIRONMENT

In keeping with its mission and vision, CANARI is committed to operating in an environmentally responsible manner, from the provision of products and services, to the operation of its offices and facilities, selection of suppliers and other business activities.

The Institute complies with all applicable environmental laws and regulations as well as self-directed commitments to sustainable practices and environmental protection.

16. INFORMATION TECHNOLOGY

In accordance with its IT Policy, CANARI expects its employees, interns and volunteers to help it safeguard all computer equipment and data against intentional malicious acts by individuals inside or outside the Institute.

The company does not use software for which it does not have a licence.

17. COMMUNICATION

The Executive Director is the official spokesperson of the Institute and may approve authorised persons to speak on behalf of the Institute.

All persons are responsible for complying with CANARI's policies and procedures when communicating, including on social media, noting CANARI's Communication Strategy and Social Media Guidelines.

It must be noted that everyone is accountable for any information they publish online, therefore, there is a requirement to:

- Reveal their relationship with CANARI when commenting online on issues related to the Institute
- Respect the privacy of others and refrain from publishing photos of them without their consent
- Ensure any information they post related to the Institute is accurate
- Comply with the rules of the social media sites they use

Persons must not:

- pretend to be someone they are not when communicating on CANARI's work online. This pretence may not be malicious but may come about through the use of aliases, nicknames, handles and other means of disguising identity;
- share confidential information about CANARI and its stakeholders;
- intentionally communicate online or otherwise, any message that is not in keeping with CANARI's values or that could harm the Institute's brand, reputation or interests.