



UNOPS – Zimbabwe Community Infrastructure (CI)

Project Health and Safety Management

Plan – HS01

24-08-2020.

Table of Contents

1. Introduction	3
1.1. Intro and scope of the Project H&S Management Plan	3
1.2. Project description and key dates	3
1.3. Roles and responsibilities	4
2. Local laws, regulations and other compliance requirements	5
3. Operational planning (for multiple sites, detail all site-specific information)	5
3.1. Activity risk assessment planning	5
3.2. Hazard identification and activities risk assessment	5
3.3. Objectives and targets	6
3.4. Work permit system	8
3.5. Management of contractors and sub-contractors	8
4. Health and safety management at project site	8
4.1. Management of hazardous materials	8
4.2. Access and site security	9
4.3. Site Induction and Site Safety Rules	9
4.4. Workplace inspections	10
4.5. Site induction and training	10
4.6. Emergency and evacuation procedures	11
5. Communication and information sharing	11
5.1. Internal communication	11
5.2. External communication	11
5.3. Consultation with the workforce	12
5.4. Accident and incident reporting and investigation	12
5.5. H&S risks during operation	12
6. Audit and monitoring	12
6.1. Project files and records	12
6.2. Audit and monitoring	13
7. Revisions of the Plan	13
8. Table of references to Templates and Guidance documents	14

1. Introduction

1.1. Intro and scope of the Project H&S Management Plan

UNOPS endeavours, in all its projects and operations, to prevent personal injuries, ill health and damage to property.

This Project Health and Safety (H&S) Management Plan (hereafter “the Plan”) has been designed to assist the management of activities and support a risk-based approach to preventing dangerous acts that could lead to injuries or illnesses or serious incidents in the workplace.

Community Infrastructure is delivering a direct implementation approach using a Labor Intensive approach and contracted works for more technical works. Community workers and contracted workers will be the type of workers engaged through community engagement. Community Infrastructure currently has 27 Direct workers based in Harare, Chipinge and Chimanimani.

This Plan is a live document that will be reviewed on a regular basis and updated if necessary.

1.2. Project description and key dates

Table 1 – Project details

Project Title	Zimbabwe Idai Recovery Project (ZIRP)
Project Location	Chipinge and Chimanimani, Manicaland, Zimbabwe
UNOPS Project No.	22005 -001
Project Duration	<i>3 years</i>
Project Health and Safety Management Level	<i>Level 1 project - minimum requirements apply</i>
Project Overall Risk Score, and sub-scores for elements 2 and 3	<i>[Refer to design manual risk assessment]</i>
UNOPS Project Manager	Claude-Andre Nadon
UNOPS Project H&S Manager/ Coordinator	Patience Makuvire

1.3. Roles and responsibilities

While the Project Manager holds the overall responsibility for Health and Safety management in the Project, other roles may hold accountability, or need to be consulted and informed of various work packages (e.g. the Contractor, the Office

Director, the Programme Manager, the Project Design Manager). [Table 2](#) below outlines Roles and responsibilities for Infrastructure projects in the assurance set-up.

[If any responsibilities deviate from the table below, indicate it here.]

Community Infrastructure has a HSSE Associate and this column has replaced that of Project Design Manager.

Table 2 - RACI Table

ACTIVITY	Director /Program me Manager	UNOPS Project Manager	Project Engineer*	HSSE Associate*	Contracto r*
Ensure that local laws and regulations are understood and fully considered within the H&S Plan	A	R	I	R	R
Ensure planned review dates for the H&S plan are monitored	A	C	R	R	I
Convene Design Phase Start Up Meeting and assign H&S responsibilities	A	R	R	I	I
Eliminate foreseeable health and safety risks through engineering design solutions and, where that is not possible, take steps to reduce or control those risks	A	C	R	I	R
Carry out hazardous materials assessment for materials within the	A	C	R	R	I

design, and where appropriate inform key stakeholders/work package contractors.					
Ensure regular liaison between parties on site on health and safety matters	A	C	R	R	C
Ensure consultation with the workforce & visitors	A	R	R	R	C
Check that design changes that affect H&S are recognised and assessed during construction phase	A	R	C		R*
Ensure that works contractors are procured using the appropriate FIDIC based contract. (Defines responsibilities for H&S / insurance etc.)	A	R	I		
Ensure that contractor(s) employ effective H&S management techniques	A	A	R	R	
Ensure effective arrangements in place for site security/access	A	A	R	I	R
Ensure arrangements in place for Site induction and safety briefings	A	A	R	R	R
Ensure that suitable	A	R	I		

welfare facilities and first aid arrangements are in place					
Ensure that reporting of accidents / incidents structural failures are reported in line with their relevant OI	R	C	R	R	R*
Ensure work permit system is established and implemented	A	R	R	R	R*
Ensure that risk assessments and method statements are compiled and implemented in a timeous manner	A	R	R	R	R*
Ensure that Fire and evacuation procedures are established and tested	A	R	I	R	C

- A - Accountable (overall responsibility).
- C - Consulted (supports, has the information or capability required)
- I - Informed (notified but not consulted)
- R - Responsible (gets the work done)
- R* - refers to Work Package Responsibility

2. Local laws, regulations and other compliance requirements

Health and Safety legislation and other relevant requirements in [\[Zimbabwe\]](#) are described in the [\[Community Infrastructure\]](#) legal register using form HSE03. This should also include the relevant requirements of interested parties that have been identified by the local office using form HSE02. A check for legal compliance has been performed to

ensure that this project is compliant with legal and other requirements, using form HSE04.

A copy of the legal register is available [\[in the Annex,\]](#). UNOPS Project Manager will review these laws and regulations every [\[12 months\]](#) to make sure that there are no changes which may affect this plan.

3. Operational planning (for multiple sites, detail all site-specific information)

3.1. Activity risk assessment planning

A staged approach to project/site hazard identification and risk control is a requirement of this plan.

Hazard identification and subsequent risk assessment will be an ongoing process throughout the life of the project (up to defects notification period, if part of the contract). The Contractor receives already during the tender phase a schedule of key risks/hazards identified during design (form HS07, Schedule of Key Tasks, can be used for this purpose). These tasks should be carefully considered during the development of detailed Risk Assessments.

3.2. Hazard identification and activities risk assessment

UNOPS Project Manager ensures that the risk assessments developed by the Contractor(s) are aligned with the requirements of form HS05, including as a minimum:

- Contractor(s) has identified all foreseeable hazards within the assessed activity
- Hazards have been prioritized by their magnitude (high, medium or low)
- Adequate control/mitigation measures have been documented for each hazard
- Both routine and non-routine conditions and special conditions have been taken into account.

The Contractor has developed Risk Assessments [using Form HS05 / another form that was accepted by UNOPS as adequate] that were reviewed by the UNOPS Project Manager and accepted prior to works commencing. The requirement to produce Risk Assessments applies to activities performed by sub-contractors as well.

The workforce shall be briefed on the contents of appropriate Risk Assessment(s) prior to works commencing; briefings are formally recorded using form HS06.

UNOPS can agree to the use of Contractor's H&S forms if these are deemed of acceptable quality. Should the capacity of the Contractor(s) be limited and they are

unable to develop appropriate Risk Assessments, then UNOPS staff will assist in compiling these forms, and ensure these are properly explained to and owned by the Contractor.

The Risk Assessment(s) will be amended as necessary to ensure that the works progress in a safe manner. The Risk Assessment(s) for this Plan are attached as (Annex [x](#)).

All UNOPS personnel have the authority to stop any activity that has the potential to cause injury or damage property until such times as the works are managed in a safe manner.

3.3. Objectives and targets

The project will have the following Health and Safety objectives and targets:

(These should consider the outcome of the risk assessments, as well as be aligned with UNOPS corporate Health and Safety management targets.)

Table 3 - Objectives and Targets

#	Objective	Target (measurable where practicable)	Action/Program/Resources	Responsible	Target Date
1	To achieve Goal Zero targets i.e zero injury, zero harm and zero death at CI construction sites and field offices.	zero injury, zero harm and zero death at CI construction sites and field offices.	Display Goal Zero posters on-site Goal Zero publicity in the communities UNOPS works in Use of adequate PPE Capacity building through induction and trainings Weekly HSSE Inspections	Project Manager Site Engineer HSSE Associate Community, Direct and Contracted workers	December 2022
2	To Comply with UNOPS LEVEL 1 (minimum) requirements at construction sites		Team awareness trainings on minimum HS requirements Procure resources	Project Manager Site Engineer HSSE Associate Community, Direct and Contracted workers	December 2022
3	To Comply with Donor/World Bank applicable ESS standards and GoZ requirements	All compliance requirements are met	Stakeholder engagement Come up with Legal register Procure resources for compliance Display posters on-site Use of adequate PPE Induction and trainings for capacity building Weekly HSSE Inspections Record keeping	Project Manager Site Engineer HSSE Associate Community, Direct and Contracted workers	December 2022
4	To build capacity of community, contracted and direct workers	Workers' capacity in H&S is enhanced	Identify training needs through a training matrix. Identify facilitators/trainers Carry out training	HSSE Associate, Engineers External training	December 2022
5	To minimise possibility of vehicle accidents, especially with community members and their livestock	Zero accidents recorded	Driver training Traffic management on site and at UNOPS CI field offices Community ESMP disclosure meetings Implement a Grievance Redress Mechanism so that project concerns may be raised by relevant stakeholders including the community	Project Manager Drivers	December 2022
6					
7					
8					

9					
10					

Project Health and Safety objectives and targets shall be set at the beginning of the project then reviewed every six months to ensure that UNOPS meets both local and corporate commitments.

3.4. Work permit system

A Permit to Work is a method of controlling the execution of high risk activities. The Permit is a document that provides an employee or a team the authority to execute high risk work. The authorizing person must ensure that they are satisfied that conditions for doing the work safely have been put in place.

The following activities at site will require the Contractor(s) to obtain a signed work permit from UNOPS *[Project Engineer]* before commencing these activities at site:

- *[Confined Space Entry, form HS08]*
- *[Hot Works, form HS09]*
- *[Excavation, form HS10]*
- *[Lifting, form HS11]*
- *[Working at heights, form HS12]*

[This project will apply the permit system for all of the forms above]

3.5. Management of contractors and sub-contractors

- Bidders receive key documentation outlining the requirements of UNOPS Health and Safety Management Systems during the tender phase. The selected contractor shall comply with all UNOPS H&S requirements for the whole duration of the contract. These requirements equally apply to any subcontractors hired by the contractor. It is the contractor's responsibility to ensure that subcontractors comply and to demonstrate such compliance in submittals and during verification processes by UNOPS.
- If pre-bid meetings, site visits and/or contract commencement meetings are carried out, H&S requirements and submittals should be discussed, both for day-to-day work and for H&S critical stages/activities.
- [Include any other requirements for suppliers and sub-suppliers under this project as relevant]

4. **Health and safety management at project site**

In cases where the Contractor(s) capacity limits their ability to perform the required H&S activities at site, the UNOPS team should take the lead so that the project can fulfil UNOPS H&S requirements. The Contractor(s) should be involved in a capacity building process to build their capacity to implement H&S in the future.]

Health and Safety management at the project site shall be the direct responsibility of the UNOPS Site Engineer and the Project Manager will have overall responsibility on Health and Safety Issues. Engineers will be trained on site management by the HSSE

Team including the Project Implementation Unit (PIU). Community Infrastructure's HSSE Associate will be responsible for compliance inspections based on submissions made by Engineers whilst she will also carry out monthly adhoc inspections.

4.1. Management of hazardous materials

Many construction materials contain hazardous substances. Products and materials specific to the project which may be hazardous should all be identified in the Risk Assessment, and be updated as new information becomes available. This section is meant to provide an overview of the Hazardous materials and relative controls.

Occupational diseases may occur as a result of exposure to hazardous substances in the form of inhaled particulates, ingested materials or skin contact with substances. Such possibilities have been identified in the Risk Assessment(s) and appropriate controls put in place. The main types of hazardous materials that have been identified are:

Table 4 - Hazardous materials

Hazardous material	Risk rating	Control method	Responsible person
Paint		<ul style="list-style-type: none"> Reference to Material Safety Data Sheets (MSDS) for disposal and handling Use of adequate PPE for workers Risk Assessment and Control Measures implemented 	Site Engineer
Cement		<ul style="list-style-type: none"> Adequate PPE including dust masks Toolbox talks on effects of cement dust inhalation 	Site Engineer
Asbestos waste (In Zimbabwe, the type of asbestos that is used is not listed under hazardous substances)		<ul style="list-style-type: none"> Eliminate and avoid production where possible Use of adequate PPE 	Site Engineer
Oil spillages		<ul style="list-style-type: none"> Avail spill kits on site 	Site Engineer
Used Covid-19 PPE		<ul style="list-style-type: none"> Use of double lined waste receptacles Segregate waste and label Covid-19 waste receptacle as 'special waste' encourage the use of reusable face masks o-site and at the offices to eliminate production of such waste 	Site Engineer

Hazardous materials/chemicals used at the site shall have Material Safety Data Sheets (MSDS). The MSDS are obtained from the manufacturer/supplier of the materials and should be requested with each purchase of products.

Material Safety Data Sheets will be included in the Toolbox talks and risk assessment briefings. This information will be made available to any employee or sub-contractor or visitor who may interact with the materials/chemical substances on site.

4.2. Access and site security

UNOPS Project Manager will ensure that the Contractor(s) have put in place all measures to establish the site according to UNOPS guidance ([GHS12](#)).

It is the Project Manager responsibility to ensure that all site security requirements identified in the Risk Assessment for this activity are fully implemented.

4.3. Site Induction and Site Safety Rules

Site inductions will be carried out by the contractor. Arrangements for site inductions for this project shall be:

- Any new worker coming to the work site will be briefed on the site safety rules including the site logistics plan, hazards, evacuation procedures, emergency and first aid procedures, and the duties and responsibilities of all persons on site.
- A Site Induction briefing and Site Safety Rules has been developed in [vernacular language of workers] and in English [if available, attach in Annexes]
- All attendees of the Site Induction briefing will be recorded and included in UNOPS Site Induction Register (form HSE07).
- Visitors will be given a brief site induction (based on an either oral or written Visitor's induction) and will be accompanied at all times during their visit to the site.
- UNOPS personnel at Site should ensure that workers carrying out safety critical tasks have the necessary induction, qualifications and/or on the job training/licensing for the tasks they carry out.

4.4. Workplace inspections

The Contractor(s) should undertake the site-specific inspections at the frequency indicated by this Plan, and maintain its documentation. Should the capacity of the contractor be low, then these inspections and registers may need to be managed by UNOPS personnel to ensure that a safe working environment exists on site.]

Inspections of the project site should be carried out weekly. For activities that CI will be implementing directly, the Site Engineer will carry out Site Inspections and HSSE Associate monthly inspections. Contractor(s) will undertake weekly inspections of the whole work site, and specifically of:

- equipment
- small equipment (form HS15)
- scaffolds (form HS14)
- lifting devices (form HS16)
- electrical cables
- fire extinguishers

Records of the inspections should be kept using form HSE05 and/or other dedicated forms, or the Contractor(s) forms where approved by UNOPS:

- *list them here, if any*

UNOPS personnel at site will be responsible for the assurance of these inspections. UNOPS site team are responsible for ensuring that the inspection findings and recommendations are closed out in a timely manner.

4.5. Site induction and training

Induction, training and awareness activities have been planned and consideration given to ensuring that personnel doing H&S critical activities are covered.

[Add or remove training as necessary]

Table 5 - Training

Planned training	Nominated staff	Frequency
First Aid Training	Site Engineers and Drivers	Once in 3 years
Drivers Training	Drivers	Annually
Site Inductions	Community workers, visitors	New group of workers start work
Covid-19 Mitigation at construction sites	Community Workers	Every time new group of workers start work
Manual Handling	Engineers, Community workers	New group of community workers
Fire Safety (veld fires and electrical handling)	CI direct workers and Community Workers	New group
HIV/AIDS	Community workers	New Group
ISO 450001 - Occupational Health and Safety	HSSE Team, M & E and Lead Engineers	Once off

UNOPS HSSE Policies	CI Direct workers	once
Accident and Incident Reporting	CI Direct workers	once and if a need arises
Site Management	Site Engineers	once

The HSE training matrix (form HSE18) can be used to keep detailed records of site inductions, toolbox talks and training.

[Include additional details on training as relevant]

4.6. Emergency and evacuation procedures

Emergency and evacuation procedures will be tested through appropriate drills that will be held every [for contracted works, the drills will be done half-term i.e, at the middle of the works duration and this could be difficult for Labor Intensive works as community workers work 15 working days at a time.] and, where possible, may involve relevant interested parties [UNOPS, Contractor's Personnel, and specify others].

As a minimum, the Emergency Plan and procedures shall include:

- Emergency contact numbers available on notice and information boards over the project work areas and site offices
- Emergency procedures, incorporated in the project site inductions briefing
- Covid-19 procedures on site
- Worker and contractor induction on HSSE issues
- Training of workers on emergency preparedness

Emergency procedures should be periodically reviewed to ensure continued relevance.

5. **Communication and information sharing**

5.1. Internal communication

Internal communication for the Project will include as a minimum:

- H&S [weekly] meetings. They may be dedicated to H&S or H&S may be one part of the agenda. Additional H&S meetings will be organised when needed. Meeting minutes will be distributed to UNOPS, Contractor's team and sub-contractors.
- [Weekly such as Covid-19] inspections (form HSE05); including Health and Safety items will be performed jointly by UNOPS team and the Contractor(s) team; the report will be prepared by UNOPS H&S Manager/Coordinator and shared with the Contractor(s) for necessary actions.

- Site H&S quarterly report (form HSE12); the quarterly report is a summary of the site weekly inspection report findings and corrective action. It is prepared by UNOPS site H&S Manager/Coordinator to be shared with the Contractor(s) and with UNOPS Senior Management in the country as well as with UNOPS HQ.
- Toolbox talks
- Information and guidance signage will be present at site in [English English language and preferably local Ndaou Ndaou vernacular as well].
- The Site Notice Board will be used to convey daily updates and information.
- Grievance Redress Mechanism (Suggestion Box, Hotline Number and Help Desk) another form of communication to be used for the project. This approach targets feedback on issues and concerns from workers. Grievance Redress Mechanism i.e Hotline, Suggestion Box and Help Desk as provided by the project

5.2. External communication

Queries on health and safety management from local communities, journalists, business community, neighbours, local representatives, and any other external parties will be handled according to the following protocol:

The Project Manager is the focal point for external communication and he may delegate the responsibility though he remains accountable. Grievance Redress Mechanism (Suggestion Box, Hotline Number and Help Desk) another form of communication to be used for the project. This approach targets feedback on issues and concerns from surrounding communities.

5.3. Consultation with the workforce

Arrangements for consulting and coordinating with the workers at site will be as follows:

- An employee representative will participate in the regular and extraordinary meetings between UNOPS and the Contractor(s)
- All Contractor's and sub-contractor's employees will be encouraged to raise any suggestions and concerns on health and safety management of the project on an ongoing basis and during meetings, briefings, toolbox talks, etc.
- Include elected employees representatives in H&S/HSE Committee
- [Add any other planned measures for facilitating consultation with the workforce] Grievance Redress Mechanism Feedback Meetings
- Quarterly reports feedback meetings
- Site induction
- Environmental and Social Management Plan Feedback Meetings

5.4. Accident and incident reporting and investigation

All significant accidents or incidents and high potential near misses shall be reported to UNOPS HQ using form HSE09.

They should be thoroughly investigated and action taken to prevent recurrence. For Class 1 incidents, the outcomes of the review shall be reported to UNOPS HQ using form HSE10. Lessons learned should be captured using HSE11.

UNOPS and Contractor's personnel have an obligation to report all incidents and near misses to the UNOPS Project Manager/H&S coordinator, and will receive proper induction in this sense. Significant incidents and near misses should be recorded in [Table 6](#):

Table 6 - Incidents/near misses

Incident/near miss description	Date	Corrective action taken

5.5. H&S risks during operation

To prevent/reduce risks at the use and maintenance phase or during the facility/structure operation, UNOPS will provide the project end user with an operation and maintenance manual, which explains how to operate and maintain the asset in a safe manner.

6. **Audit and monitoring**

6.1. Project files and records

UNOPS health and safety management electronic files will form the archived component of the records for this project, in line with the UNOPS Record Retention Policy and to facilitate internal and external audit and review. As a minimum they will consist of:

- A copy of [\[UNOPS-Zimbabwe Community Infrastructure\]](#) legal register
- The Project Health and Safety management plan with its Annexes
- H&S meetings minutes
- Weekly site inspection reports

- Work Permits
- Quarterly HSE site reports
- Incidents investigation reports and near misses
- Emergency drill records
- Record of training and toolbox talks
- A copy of any H&S related correspondence in the project including any nonconformities notification for the Contractor(s)
- Internal and External Audits records
- Copy of the latest UNOPS HQ Management Review records

The UNOPS H&S system shall be formally documented to allow for control and accountability.

6.2. Audit and monitoring

Health and Safety performance at site will be regularly monitored through:

- Weekly site inspections
- Ad hoc site inspections
- Internal peer reviews if requested by UNOPS HQ
- External audit visit if requested by UNOPS HQ
- Independent Verification Agency from Donor
- UNOPS Project Implementation Unit (PIU) Monthly Field Support Mission
- Feedback from Grievance Redress Mechanism

7. Revisions of the Plan

Table 7 - Revisions

Revision date	Name and title	Description of main changes

8.

9. Table of references to Templates and Guidance documents

Table 8 - References

TOPICS	TEMPLATES	GUIDANCE
Legal review	HSE02 Register of interested parties HSE03 Legal register HSE04 Check for legal compliance	
Risk Assessment	HS05 Risk Assessment HS06 RA briefing register	
Work permits	HS08 Confined space permit HS09 Hot works permit HS10 Excavation permit HS11 Lifting permit HS12 Working at heights permit	GHS02 Lifting GHS04 Excavations GHS09 Work at height GHS11 Confined space
Site induction and training	HSE07 Site induction register HSE08 Visitor induction register HSE18 Training matrix	See catalogue of Toolbox talks
Site weekly inspections	HSE05 HSE inspection report – site HS13 Ladder inspection record HS14 Scaffold inspection checklist HS15 Small tools inspection record HS16 Lifting devices inspection record	GHS07 Scaffold
Management of contractors and sub-contractors		See guidance for Contractors working with UNOPS
Emergency and evacuation procedures	Site emergency and evacuation plan HS03 Emergency contact numbers HS04 Emergency drill record	GHS10 Accident response
Accident/incident reporting	HSE09 Incident report form HSE10 Incident review form HSE11 Incident highlight form	
Communication and reporting	HSE12 Quarterly HSE report – site	
Audit and monitoring	HSE16 Internal review (audit)	

 = UNOPS responsibility (usual set-up in assurance position)

 = Contractor responsibility (usual set-up in assurance position)

Annexes;

1. *CI Legal Register*

<https://docs.google.com/document/d/1Ghd5TX6lgX4Z0Rus0to2ldt7kATPoaDewFtgcUP0Uc/edit?usp=sharing>

2. *Community Infrastructure Project Risk Assessment*

https://docs.google.com/document/d/1IOFIzk8_nmyr6d-VMNlfBijg0_hmIPO2WfeqnK_5KEs/edit?usp=sharing

3. *CI Induction Briefing in local language and English*

<https://docs.google.com/document/d/1ISx9FOUu8w61aaj957uq1uXE1CnsVEoPtthHzN1A-6k/edit?usp=sharing>