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► Guidance note on social safeguards for employment intensive approaches

Operationalising the Humanitarian, Development and Peace Nexus in Afghanistan



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Operationalising the Humanitarian,
Development and Peace Nexus in Afghanistan



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ISBN: 9789220426463 (web PDF)

DOI: <https://doi.org/10.54394/HHAC0438>

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► Foreword

Afghanistan stands at the crossroads of urgent humanitarian needs, fragile economic recovery, and the search for lasting peace. In this complex environment, the Humanitarian–Development–Peace Nexus (HDPN) provides a vital framework to ensure that immediate relief efforts become stepping stones toward inclusive development and social stability, rather than isolated interventions.

This *Guidance Note* offers practical direction for integrating social safeguards into employment-intensive approaches, enabling them to bridge crisis response and sustainable livelihoods. By applying the HDPN approach, employment-intensive projects can address urgent income needs, deliver essential infrastructure, and foster social cohesion—helping communities transition from dependence on humanitarian aid to self-reliance and resilience.

At the heart of this approach is the International Labour Organization’s normative mandate to promote internationally recognized labour standards. In the Afghan context, this means safeguarding the principles of decent work—freedom from forced and child labour, equality and non-discrimination, fair wages, safe working conditions, and the right to social protection—even in the most challenging operational settings. These safeguards are not only legal obligations under international conventions; they are essential conditions for stability, dignity, and peace.

Through a combination of participatory design, gender-responsive and conflict-sensitive planning, and capacity building for beneficiaries and implementing partners, this Guidance Note demonstrates how the principles of decent work can be embedded across all stages of employment-intensive works. It shows that by protecting rights, promoting inclusion, and fostering equitable access to employment, projects can help prevent the grievances that fuel instability, and instead strengthen the trust and cooperation needed for peaceful societies.

The ILO and its partners in Afghanistan remain committed to ensuring that humanitarian interventions lay the groundwork for long-term employment opportunities and sustainable development while addressing potential conflict drivers. In doing so, we reaffirm that even in crisis contexts, the path to peace is built on decent work, respect for labour standards, and the shared determination to create a future in which every woman and man can work in freedom, equity, security, and dignity. With this guidance developed with the support of the Government of Sweden (Sida) and in close coordination with the UNCT, we aim to demonstrate how employment-intensive investment can be a powerful tool for peacebuilding and sustainable development—meeting immediate needs while creating the conditions for stability, resilience, and dignified livelihoods.

We invite governments, employers and workers organisations, development partners, practitioners, and UN agencies to draw on this *Guidance Note* to design and implement employment-intensive activities that advance both urgent recovery goals and the long-term vision of decent work for all. Together, we can ensure that humanitarian action in crisis contexts not only responds to today’s challenges but also lays the foundation for a just, inclusive, and peaceful future.



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► Acknowledgements

This Guidance Note and its annexes were developed by Jonathan James Price (Consultant) for the ILO's Employment Intensive Investment Programme (EIIP) in Afghanistan through extensive consultations with partners in Afghanistan and in close coordination with the United Nations Country Team (UNCT). We extend our sincerest gratitude to all participating UN Agencies, Funds and Programmes, Government representatives, Non-government organizations (NGOs), Implementing Partners, International Organisations and Social Partners.

We offer special appreciation to the ILO Office and the EIIP team in Afghanistan (Mohammad Shafiq Mohammadi), as well as to the ILO technical units at Geneva, EMPINVEST (Martha Espano), ILO AP-Crisis (Nieves Thomet) and the Decent Work Team for South Asia (Tomas Stenstrom) for the invaluable support. Our thanks also go to Nina Cleary for her assistance with layout.

We gratefully acknowledge the financial support of SIDA in the preparation of this Guidance Note.

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► Purpose and introduction

Objectives

This document has been designed to guide decision makers, humanitarian and development project managers, implementing partners, contractors, supervisors, Social Partners, Labour Inspectors and Social Safeguard Officers in the effective design, practical implementation and monitoring of employment and decent work social safeguards within employment intensive projects that provide opportunities for promoting employment and decent work within the Humanitarian, Development and Peace Nexus (HDPN) in Afghanistan. It aims to:

- **Contribute towards enhanced capacity** to plan, apply and monitor employment intensive projects to create more and better jobs for both men and women across the HDP Nexus
- **Prevent and mitigate potential negative social impacts** of employment intensive programmes in Afghanistan, establishing mitigation practices to address social risks which could hinder implementation and longer-term sustainable development.
- **Increase the likelihood that project outcomes would be as inclusive** and equitable as possible, ensuring that the concerns of different stakeholders and beneficiaries are addressed in employment intensive projects.
- **Explaining the legal background of social safeguards, and processes to be followed** for screening, assessment, institutional arrangements, from design to construction, to operation and maintenance.
- **Ensuring that projects are gender-responsive, conflict-sensitive** and contribute to social cohesion, peaceful coexistence and sustaining peace.



©EIIP Afghanistan: Women workers engaged in subbase spreading, rehabilitation of Khalid bin Walid Road, Mazar-e-Sharif, March 2023

Framework

This guide is based on the ILO ESSF (Environmental and Social Safeguards Framework) for the Employment Intensive Infrastructure Program (EIIP) in Afghanistan, the overall [ESSF of the ILO EIIP](#), consultations with, and safeguard frameworks of, agencies involved in employment intensive projects in Afghanistan, as well as ILO and UN International Conventions. This includes the [UN Common Approach to Environmental and Social Standards](#), and its guiding principles for social safeguards (Thematic area 7).

Further references

- [FAO Emergency Food Security Project Safeguards](#)
- [Inter-Agency Humanitarian Cash for Work Guidelines](#)

► Context and background

Legal context

Due to the current political situation in Afghanistan, full engagement with labour market institutions (the Ministry of Labour and Social Affairs, and the workers' representative organisation, the National Union of Afghanistan Workers and Employees - NUAWWE) is not possible. However, conforming to the previous Labour Law is an appropriate starting point and the employers' representative organisation (ACCI) continues to operate.

Afghanistan has [ratified 19 ILO Conventions](#), but has struggled with implementation. The Afghanistan Labour Law of 2007 (hereafter "the Labour Law"), regulates affairs between all workers and the administration, identifying key issues for employment intensive approaches such as barring compulsory work, applying non-discrimination principles, ensuring fair wages decent working time and other rights at work, etc., and is referred to in this guidance.

Cultural context

The UN Strategic Framework for Afghanistan 2023-2025 states that "respect for local customs, cultures, and religions, while ... adhering to international human rights and humanitarian standards" is vital. Afghan culture is rooted in history, traditions, and religious values. The situation is complex and evolving, with years of conflict, political upheaval and external influence having an impact.

- Afghanistan's mix of ethnic groups, includes Pashtuns, Tajiks, Hazaras and Uzbeks. Pashtun and Dari are official languages, but other languages and dialects are spoken.
- Islam plays a central role in Afghan culture with the majority of the population being Sunni Muslims alongside a significant minority of Shia Muslims.
- Hospitality, family loyalty and community are highly valued. Gender roles are strict, with social expectations defined by cultural and religious norms.
- Decades of conflict and political instability have had a major impact on Afghan culture. Many traditions endure, but others have been suppressed.
- Despite censorship, loss of freedoms and isolation, Afghan culture remains vibrant and resilient and communities continue to celebrate cultural events.



©EIIP Afghanistan: Community Consultation in Herat, July-2024

Labour market in Afghanistan

Since the transition to a new administration in August 2021, Afghanistan continues to face a humanitarian crisis as a result of harsh economic conditions and a challenging [labour market situation](#). Gross Domestic Product (GDP) shrank by 20.7% in 2021 and the lack of employment, alongside high inflation, is causing severe hardships among millions of households. Female and youth employment both declined by 25% each from 2021 to 2022 levels, with women switching to home-based self-employment in order to contribute to household income.

Gender equality

Afghanistan faces significant gender inequalities, particularly in rural areas, where disparities between men and women are deeply rooted. Although democracy from 2001 to 2021, brought laws enshrining women's rights, the Taliban has since then targeted the fundamental rights of women and girls, dictating attire, curtailing freedom of mobility, and severely restricting access to education and professional opportunities.

Forced labour

[Afghanistan is the most vulnerable country to modern slavery in the Asia Pacific region](#), with this driven by conflict and increasing due to Taliban human rights restrictions and the humanitarian crisis. The 2023 Global Slavery Index estimates that more than ½ million people were living in modern slavery in Afghanistan in 2023 (about 13 out of 1,000 people). Over a third of children are forced to work more than 35 hours/week to support their families and forced marriage and child marriage has increased.

Child labour

The [Afghanistan National Child Labour Strategy and Action Plan \(2018-30\)](#) says about 29% of Afghan children were engaged in child labour in 2018, including in armed conflict and forced labour. Afghanistan has ratified ILO Convention 182, but child labour persists. While some social norms give rise to child labour, poverty is a major factor and UNAFPs have seen children with parents at work or using heavy equipment. The [ILO defines child labour](#) as “work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development”, i.e. work that:

- is mentally, physically, socially or morally dangerous and harmful to children; and/or
- interferes with schooling, depriving them of the chance to attend, or forcing them to leave early

Further references

- [Afghanistan Living Conditions Survey \(ALCS 2013-14\)](#)
- [Asia Regional Child Labour Programme - Afghanistan](#)
- [Afghanistan Gender Country Profile 2024, UN Women](#)



©EIIP Afghanistan: Manufacturing Bamboo Composition Layer, Shoretepa District Road Rehabilitation, Mar-2024

Definitions

- **Decent work** means work opportunities that are productive, deliver a fair income, security in the workplace, social protection, prospects for personal development and social integration, freedom to express concerns, organize, participate in decision-making, equality of opportunity and treatment.
- **Fundamental Principles and Rights at Work** refers to a commitment to uphold basic human values and affirms ILO membership obligations: freedom of association, collective bargaining, eliminating forced labour, abolition of child labour, non-discrimination in work, and a safe and healthy working environment.
- **Employment Intensive Approaches (EIAs)** encompass labour-intensive Cash-for-Work (CfW) approaches and development-oriented local resource-based approaches such as the ILO's Employment Intensive Investment Programme (EIIP). The differences between CfW and EIIP are explained in the table adjacent
- **Social safeguards** are measures to protect workers' rights, and promote decent work, social integration, inclusive economic growth and poverty eradication. This includes equal pay and minimum wages, OSH, prevention of discrimination, elimination of child and forced labour, collective bargaining and social security.
- **The Core Humanitarian Standard** describes the essential elements of principled, accountable and quality humanitarian action. It combines several standards and is intended as a tool for organisations to align procedures and improve the effectiveness of humanitarian assistance using nine commitments.
- **Humanitarian-Development-Peace Nexus (HDPN)** refers to the links between humanitarian, development, and peace actions, aiming to strengthen collaboration, coherence, and complementarity. It builds on each pillar's advantages, reduces vulnerability, strengthens risk management and addresses the causes of conflict.
- **Particularly vulnerable groups include women, youth, Internally Displaced Persons (IDPs), and refugees.** An influx of resettled people strains services, intensifies job competition, and heightens conflict risks, compounded by limited access to critical resources, such as health services, land, housing and jobs.

► Comparison of employment intensive approaches

Comparison	Overarching employment intensive approaches	
	CfW	EIIP
Suitability/ aim	Humanitarian activity – short-term work, enabling communities to quickly earn cash	Sustainable asset creation, maintenance and poverty reduction with decent work optimized
Skills	Mostly un-skilled work and using existing capacities	Includes an element of Capacity Building and on-the-job training
Decent Work Principles	Short-term approaches that may fall short of embracing some decent work principles	Encompasses Decent Work Principles: OSH, Fair Wages, Prevention of Child Labour, No Forced Labour etc.
Type of Works	Simple works such as cleaning, waste collection, irrigation, forest management	CfW works, plus advanced infrastructure designs such as roads, drains, water, urban parks and markets
Labour Intensity	Focus is on temporary employment, with 60-90% of project costs spent on labour	Optimal mix of labour and equipment - 25-50% (>35% recommended) of costs on labour
Work duration	Min 30 days recommended, however, task duration determined by project	Min 30 days recommended, however, task duration determined by work-plan

Decent work is key to achieving equitable development and poverty reduction and the main principles, all linking to the HDPN, encompassing: Employment opportunities, Rights at work, Social protection, Social dialogue, Equality and non-discrimination, Safe and healthy working conditions, and Fair wages and benefits.

► Structure of guide

This guide is structured around 8 principles, all of which are key to ensuring that projects contribute to the HDPN. Each section explains the key issues, with implementation details, examples of effective practice in Afghanistan or in the region (based on existing Safeguards Frameworks and the consultations), and further references. Annexures include sample contracts and templates.



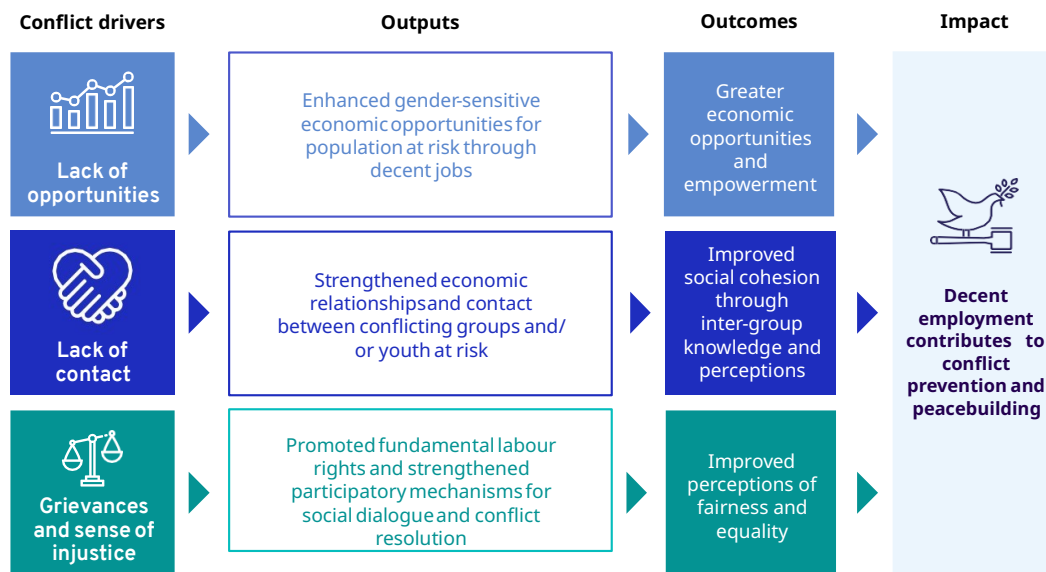
1. Do-no-harm and conflict-sensitivity

Neglecting "do no harm", conflict-sensitivity and prevention in humanitarian & development efforts risks worsening crises instead of resolving them

Key principles

- **Do-No-Harm** is a key concept of conflict-sensitive programming, requiring that humanitarian and development organisations minimise harm inadvertently caused through delivering aid, or not providing aid fairly, adding to community tensions as well as exacerbating gender discrimination. Conflict, climate change and disasters have huge costs, and link to unemployment and decent work deficits, which in turn can be key contributing factors to conflict (see [Sustaining peace through decent work and employment, ILO](#)).
- **Inclusive employment plays a crucial role in fostering peace**, social cohesion, building trust and resilience. The means to earn a livelihood reduces poverty and economic instability. Workplaces serve as hubs for social interaction and collaboration. Employment can empower individuals by providing them with a sense of dignity and self-worth and gender equality is an important dimension to avoid exacerbating discrimination.
- **Sustainable employment** can contribute to long-term resource management, helping to mitigate the risk of resource-related conflicts and build environmental resilience. When communities have access to jobs that are resilient to economic and environmental shocks, they can better withstand disruptions and recover more quickly.
- **A conflict sensitivity and peacebuilding analysis** can help shape, prioritize and adjust activities to address or mitigate the drivers of conflict. It usually involves the examination of the root causes, drivers, and dynamics of conflicts in a particular context, as well as assessing the potential impacts of peacebuilding interventions.

ILO TOC on decent work contribution to peace



A **social feasibility analysis** conducted during a project's design phase, in consultation with stakeholders and community representatives can ensure a project's social responsiveness and address any social concerns within the community, community receptiveness, labour availability and land issues (potential displacement and resettlement).

Examples of effective practice

► EIIP consultations with stakeholders

Stakeholder consultations ensure a common understanding of project objectives, reach, and manages expectations. Do-No-Harm approaches can be designed to avoid conflict sensitivity issues hindering the achievement of goals, through:

- **Integrating conflict sensitivity** learning from previous projects (to ensure cultural sensitivity, good communication, and stakeholder buy-in)
- **Supporting a range of communities** (considering nationality, ethnicity, tribe, gender, age, and between host and displaced communities)
- **Regular gender-sensitive risk assessments** and analysis with beneficiaries (identifying and monitoring conflict indicators), with activity adjustment

► UNOPS risk assessment

- UNOPS uses a social screening process as a first step to identify the potential impacts and risks
- Key social risks include conflicts over employment contracts, and insecurity arising out of violence
- Risks are managed through mitigation measures, indicators to monitor results and costs
- Projects are selected from a list of community priorities (avoiding relocation or demolition)

► ILO Peace and Conflict Guidance Note

- This provides guidance on designing initiatives in countries affected by fragility and conflict. A Peace and Conflict Analysis (PCA) can help ensure that programmes are designed to contribute to peace and avoid doing harm. This involved deepening understanding of peace-and-conflict dynamics and their interaction with decent work issues.

Further references

- [UNSDG Good Practice Note: Conflict Sensitivity, Peacebuilding and Sustaining Peace](#)
- [The Conflict Sensitivity Consortium: How to guide to conflict sensitivity](#)
- [Employment and decent work in the Humanitarian-Development-Peace Nexus \(ILO 2021\)](#)
- [UNOPS Community Resilience and Livelihoods Project Environmental and Social Management Framework](#)
- [Peace and Conflict Analysis: Guidance for ILO's programming in fragile and conflict-affected contexts](#)
- [How to Design, Monitor and Evaluate Peacebuilding Results in Jobs for Peace and Resilience Programmes](#)
- [Gender equality and women's empowerment in the world of work in fragile, conflict and disaster settings \(ILO, 2022\)](#)

2. Feedback and grievance redress mechanisms

Robust feedback and grievance redress mechanisms empower communities and promote social cohesion, ensuring that projects are responsive, inclusive and accountable

Key principles

Feedback, grievance redress and accountability mechanisms are a key part of conflict sensitivity that help ensure positive relationships, reduce potential for tensions with communities and workers and help prevent and mitigate instances of violence and harassment, including gender-based violence and harassment at work. Mechanisms should be accessible for literate and non-literate persons. Complaints may be about unfair treatment, misconduct, rights to assistance, labour conditions, non-payment, short-payment and delayed payment of wages, excessive hours of work, violence and harassment, etc.

A point of contact for complaints may be through the Implementing Partner, who should put in place a Grievance Redress Mechanism (GRM) to address complaints, in coordination with the communities involved. The GRM should also be open for workers to express criticisms and suggestions as well as for the general public to raise concerns about project activities. The following may be considered in a mechanism:

- Type of communication channels for workers
- Responsible persons receiving and following up
- Logging written complaints (time, actions, updates)
- Confidentiality or anonymity of complaints
- Providing clear information in local languages
- Providing female focal persons for women's concerns
- Post-employment Focus-Group Discussions on issues

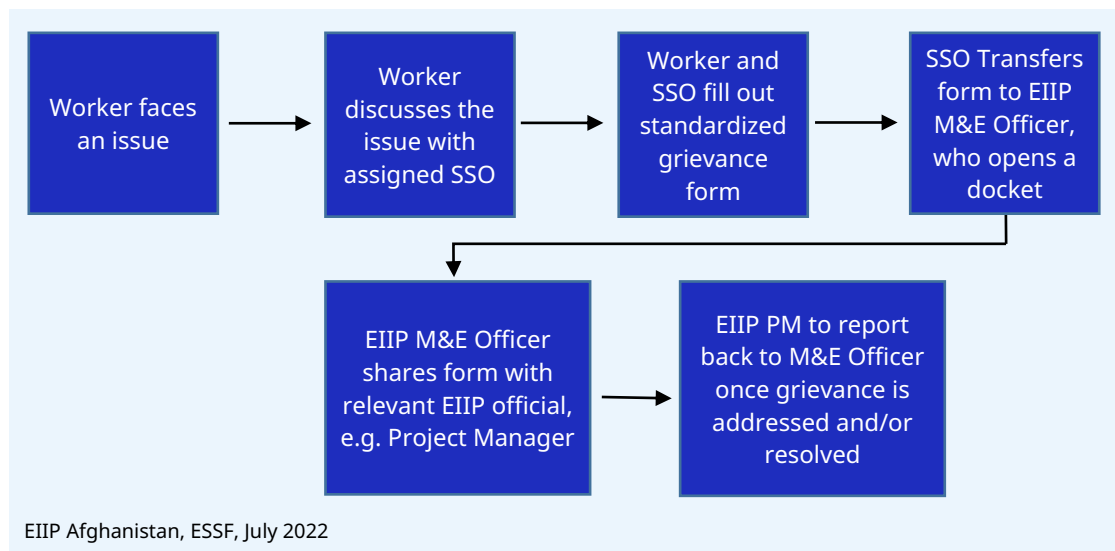
If the complaint has not been resolved or if workers are not comfortable addressing issues through the first point of contact of the mechanism, they should be able to take up issues at another level (such as a through a Social Safeguards Officer or Community Liaison Officer), or, if no agreement is reached, through a third party. Implementing Partners may also file grievances to the employer via email, or written correspondence.

To ensure anonymity, a sealed complaints box may be placed at each site for any worker to submit a grievance or comment. A designated focal person should check this box on a daily basis and bring any grievance to a higher level for review and response. Constructive suggestions that aim to improve implementation should be collected, where appropriate used to advance project strategies, and leveraged to enhance learning and engagement.

Examples of effective practice

ILO EIIP engages Social Safeguards Officers to facilitate, support, coordinate and monitor Social Safeguard Measures and ensure adherence to community engagement activities working with Municipalities, Implementing Partners and the EIIP team.

► Flow of EIIP workers grievance redress mechanism



► GRM examples

- **UNICEF** has established call centres in parallel to an informal approach, where people may lodge complaints related to cash transfers. They also have in place Community Feedback and Information Centres.
- **UNDP** recommends that Implementing Partners have a hotline manned by a GRM officer and make use of the national organisation “Awaaz” as hot line number. A monitoring team also undertakes FGDs with workers
- **UNOPS** establishes a committee with a local influential person leading it. The GRM committee, having a good understanding of the local situation, attitudes and language is able to deal with and resolve issues.
- **FAO** integrates 3 [GRM their project](#): One for gender-based and child violence, sexual exploitation, abuse, and sexual harassment; One for workers hired by the project on labour and working conditions; and one for all other project issues.
- **UN Habitat** advocate for the use of the UN-wide Awaaz system as a first point of contact. They also have an in-country Gender Unit that deals with complaints of harassment and sexual abuse
- **WFP** have a strong internal GRM with a dashboard to track responses, toll free lines and helpdesks at sites. With food security affecting so many people a team of 20 people is needed to deal with the challenges.

Further references

- [Awaaz Afghanistan \(the voice of Afghanistan\) hotline](#)
- [UNICEF community feedback and engagement centres](#)

3. Equal opportunities & treatment

Overlooking equality and non-discrimination can perpetuate a cycle of exclusion where the voices of women, PWD and other groups, are silenced, deepening discrimination, including in access to work, pay, violence and harassment

Key principles

- **The Labour Law guarantees equal rights for workers**, emphasizing that workers have a right to receive equal wages, supplements, and allowances based on the quality and quantity of work. All discrimination is prohibited in recruitment, payment, and selection.

Women's inclusion

The Labour Law addresses issues concerning women in the workplace and the 3rd chapter of the Quran (Surah Al-Imran, v.195) points to equality between men and women. However, severe restrictions on women's movement and access to work have been put in place recently, limiting women's ability to participate in the labour market. Restrictions include an obligation to cover their bodies and faces, and a ban on using transport alone, attending school beyond 6th grade, and speaking outside their homes.

The Mahram edict says that women travelling more than 75km must be accompanied by a chaperone (close family member) However, this rule is not always applied and women travelling less than 75km may face restrictions. While the rule is fundamentally unfair, it can be overcome by including measures such as travel expenses and jobs for chaperones (including chaperones on projects sites).

To support women's inclusion and ensure that men and women have equal opportunities to participate, it is important to find realistic ways of navigating the situation, put in place provisions to minimize women's time burden (considering seasonal agricultural factors), empower them economically, and facilitate their involvement.

Persons with Disability (PWD)

Afghanistan has ratified the ILO Disabled Persons Convention [No. 159](#) and PWD have the same rights to work and earn as other citizens. However, misconceptions about the capabilities of PWD persist, thinking they do less work. The many types of disabilities mean deliberate efforts are needed to ensure their participation.

► Type of disability and the work that can be done

Nature of impairment	Suitable tasks
Arm or leg amputation	Rock shattering, gravel sieving, supervising teams, controlling traffic, maintaining tools.
Hearing impairment	All except traffic control. Supervisors should inform other workers about their impairment.
Visual impairment	Many tasks. Recommend avoiding work that risks eye damage e.g. Rock shattering
Mute/voice impairment	All work. Supervisors should inform other workers about their impairment.
Intellectual disability	Many tasks that are simple to demonstrate and perform

Examples of effective practice

Effective practice provides a structured approach to achieving the desired outcomes, but targets cannot be reached without practical measures:

Setting targets for inclusion

- ILO EIIP Afghanistan aims at 10% women workers
- UNOPS targets 7% for women's project engagement
- ILO EIIP Implementing Partners recruit at least 2% PWD
- UN Habitat targets 40% women's involvement
- WFP target 80% women participation in training

► Protection from sexual exploitation and abuse

- **UNICEF** recommend conducting an orientation on PSEA, with gender sensitivity training, when starting contracts with Implementing Partners.
- **FAO** use a Sexual Exploitation, Abuse, and Sexual Harassment Action Plan to ensure projects avoid negative impacts and prevent the promotion of GBV, SEA, or child abuse

► Tips on enhancing women's inclusion

- **Segregated & safe workplaces** (female workgroups)
- Provision of **women supervisors** and trainers
- **Flexible working hours** (productivity approach)
- Support for **entrepreneurship / SME** activities
- **Payment of DSA/travel costs** of chaperones¹
- **Including (female) CLO**² to coordinate inclusiveness
- **Challenging stereotypes**, norms and perceptions
- **Providing childcare facilities**, and toddler nurseries
- **Providing separate sanitation facilities**
- **Sensitise leaders** in the community to get their buy-in

Potential home-based activities³

- **Home-based training** in groups of less than 10
- **Afforestation** with nurturing of seeds and seedlings
- Manufacturing of **gabion baskets**
- **Weaving and handicrafts**
- **Engineering design** and drafting

¹ Refer to UN memo RCO/AF/2022/04 ² Community Liaison Officer

³ Home-based activities are only a practical solution in the short-term

► Tips on enhancing PWD inclusion

- Ensure workplaces, tools, etc. accessible for PWDs
- Actively recruit PWDs and provide skills training
- Reasonable accommodation enhances participation
- Include PWD in community consultations

Further references

- [UNICEF Strategy on PSEA](#)
- [EIIP Gender-Responsive Procurement for EIIP](#)
- [Illustrated Guidelines for Gender-Responsive EIIP](#)
- [PSEA Minimum Operating Standards, IACS, 2013](#)
- [Barriers to self-employment for women: ACAPS, 2025](#)
- [IASC PSEA Technical Expert Group website](#)
- [Promoting Diversity and Inclusion Through Workplace Adjustments: A Practical Guide, ILO, 2016](#)

4. Community engagement

Engaging communities avoids initiatives missing the mark, makes best use of local knowledge and ensures that interventions address real needs and promote social cohesion

Key principles

A community-based participatory approach is important in employment intensive projects, because it taps into local knowledge, ensuring that projects are rooted in specific community needs. Participation builds capacity through community members involvement, leading to better outcomes, increased effectiveness and accountability.

Involving the community fosters a sense of ownership and promotes social cohesion and equity by including more vulnerable groups in decision-making. Social attitudes, community perspectives, and stereotypes, can be tackled by recruiting workers that may have less access to job opportunities (including marginalized women and PWD).

Community Development Councils (CDCs) in Afghanistan under the National Solidarity Programme were established with the aim of promoting the inclusive development and economic growth of rural areas, however, these are no longer active and the DFA has instructed government bodies to coordinate projects with ulema councils instead.

Engagement and social cohesion activities include:

- Engaging community representatives in conducting **needs assessments** to identify interest and availability of workers and materials within the community in advance
- **Before commencement of the works**, meeting with stakeholders (municipality, community leaders, landlords of nearby sites, and Local CBOs or NGOs) to explain planned activities
- **Conducting community meetings upon work mobilization**, with the Implementing Partner, project engineers, safeguards officers, Local CBOs, municipality representatives, community leaders, and NGOs working in the area
- **Meetings should be open to all community members**, during which they can be informed about safeguards compliance, responsibilities and rights, recruitment and payment practices, labour rotation etc. Special efforts must be made to include women in these meetings.
- **During implementation community members should be informed** about changes to the scope and activities of the project compared to initial agreements, as failure to keep people informed can lead to problems
- **Supplementary social cohesion activities** can include, project closing and inauguration events, graduation and certification ceremonies, handover ceremonies and organisation of local maintenance responsibilities
- **Identifying and including social measures in designs and cost estimates** such as ramps for an improved PWD access, dust free surface materials in front of hospitals etc.

Examples of effective practice

► Examples of community engagement

- **EIIP Afghanistan** engages female community liaison officers and -makes use of existing community level structures with different partners, religious leaders, elders, youth and other stakeholders.
- **EIIP requires the community to introduce at least one woman** to represent women in the community, and who engages in recruitment and any women-related issues during implementation.
- **UNOPS identifies projects** uses Stakeholder Engagement Plans. Information is disclosed in local languages to enable full, effective and meaningful engagement in the consultative process.
- **FAO** prepare a Stakeholder Engagement Plan as part of their project, with institutional and community level consultations to incorporate the views of affected people into goals, design, and mitigation measures.
- **IOM** start with a Community Action Plan to identify priorities and dynamics. Close coordination with local authorities is a must and showcasing tangible results is the best way to promote DW and job creation.
- **UN-Habitat** emphasise participatory processes, (to help ensure that CfW projects benefit the whole community) and in the absence of a CDC, try to set up a Community-Based Organisation (CBO).

► EIIP beneficiary recruitment practices

- **Contractors adhere to selection** criteria. incl. HH vulnerability, disability & income. Workers complete applications which are evaluated and prioritised against pre-defined criteria, by a committee of leaders, IPs, SSOs & a public admin representative.
- **Unskilled workers should come from the local community.** Job opportunities must be announced, made clear and reach the concerned community. Leaders provide IPs with lists of potential workers.

► UNICEF two-way communication platform



Further references

- [Inter-Agency Community Voices and Accountability Platform](#)

5. Occupational safety and health

Championing occupational safety and health safeguards the lives, livelihoods, and well-being of all workers in times of crisis

Key principles

Occupational Safety and Health is one of the Fundamental Principles and Rights at Work. Emphasis must be placed maintaining minimum standards of Health, Safety and Protection in the workplace (including prevention of violence and harassment). Compliance with ILO conventions and Afghanistan legislation is a minimum requirement.

In construction, safety and health are crucial. Provisions can be easy to implement and inexpensive, or more costly (when extra costs should be provided for in contracts), and such costs can be recovered by increased productivity. Workers' safety is especially important when activities may be done at very high or low temperatures.

Risks in labour-based operations include:

- Discomfort/illness from exposure to the elements
- Illness due to absence of sanitation
- Material, surroundings, or tool contact injuries
- Fatigue from work duration, organisation or lack of rest
- Fatigue or illness due to lack of safe drinking water
- Injuries from improper posture (loads, repetition)
- Hazardous environment injuries (rocks, landslides)
- Equipment or tool operation injuries
- Lack of safe distance while working in groups
- Unauthorised access (especially community) to site
- Risks during transportation of workers to and from site

Social security and insurance

Employers must cover the cost of treatment when workers are injured at the workplace. Thus, they are required to have an insurance policy (article 11 of the Labour Law¹). Insurance must be valid for the entire duration of the works and cover all work-related accidents including transportation to and from the site.

Investing in accident insurance and social protection for workers provides basic income security and access to essential social services for all. Accident insurance mitigates the risk and effects of workplace injuries. Well-designed and implemented social protection systems can enhance human capital and productivity, help reduce poverty, and inequalities, and contribute to building peace.

While accident insurance provides coverage for injuries, disabilities, or fatalities that occur as a direct result of work activities, **health insurance**, while not mandatory, can provide broader coverage for medical needs, including general health care, hospitalization, treatment for illnesses, and preventive care.

¹ Article 11: In the economic and social areas workers have the right to be provided with health services, safely work and produce, receive vocational training, skills development, improve their professional knowledge and be provided with social protection

Examples of effective practice

► To minimise risks, standards should include:

- **A site health and safety plan** should be prepared before commencing works
- **An induction training**, on safety, PPE use, protection and health, to all starting on site
- **Comprehensive first aid kits** (including female hygiene products)
- **Safe drinking water on site** (to prevent dehydration), easily located and identifiable
- **Prohibition of weapons, illegal substances**, alcohol or intoxicated persons on site
- **Use of warning signs**, and equipment operators trained on safe operation rules
- **Provide PPE** (Personal Protective Equipment) to workers in line with work, costed in bids (see Annex)
- **Sufficient sanitation facilities** separated for men and women and with lockable doors
- **Women's rest facilities** or areas, with shade, for workers regular breaks and meals
- **Community consultation** to ensure safe movement to the site by women and PWD
- **Developing a UXO** (Unexploded ordinance) handling protocol, with mitigation (coordination with [UNMAS](#))
- **Nomination of Safety Officer** (or procedure) to report incidents and ensure compliance
- **Provision of personal accident** insurance for all workers
- **Zero tolerance to violence and harassment**, promoting culture of respect, dignity & accountability
- **Inclusion of OSH compliance** item in the Bill of Quantities and contract
- **Availability of a Health and Safety** policy or programme document
- **First aid training** for field staff to enable them to effectively use first-aid kits

► EIIP and accident insurance¹ for workers

- EIIP includes personal accident insurance for the average number of workers, with a budget, comprising a maximum cover of USD 1,500 per life.
- Insurance for work related injuries and third-party liability insurance includes a maximum cover of USD 20,000.

¹Note: The Taliban have suspended the operations of insurance companies until further notice, to decide whether it is against Islamic practices or not

Further references

- [International Labour Standards on OSH](#)

6. Wages, payment and productivity

Fair payment embodies a commitment to dignity, equity and sustainable progress, catalysing economic stability and lasting prosperity

Key principles

- **Although application of minimum wages in the private sector is not clearly articulated in the Labour Law**, the law provides that all workers, irrespective of gender, ethnicity or mental or physical condition, are entitled to receive equal wages for the same type of work done. Decent wages enable workers to meet their basic needs and that of their families, participate in society, and save for the future, while considering local economic conditions.
- **A process to set harmonised programme wages**, between agencies, especially where projects are implemented jointly or in proximity, could help avoid confusion and reinforce cooperation. If wages are not harmonised between HDPN actors there is a danger of sowing discord among workers, undermining cohesion efforts and leading to social tensions.
- **Programme wages can be such that they self-target the most vulnerable without distorting the labour market**, this can mean setting wages below the market rates, so as to attract beneficiaries from the poorest households. To avoid undermining the effectiveness of poverty alleviating interventions, the principle of equal pay for work of equal value, and to prevent the exploitation of vulnerable workers, wage rates should:
 - Not be below a standard minimum wage.
 - Adhere to the principle of equal remuneration for men and women for work of equal value (see [Convention 100](#))

Payment approaches

The Labour Law states that salaries must be paid, monthly, fortnightly or weekly, on the basis of hours worked (time-based) or work performed (task-based or piece-rate method). The task-based method, improves productivity, promotes equal pay for work of equal value and benefits workers who can go home once a task is completed. Daily tasks must be set fairly and must be valued so that when men and women are doing the same work they are paid the same.

A productivity-based approach to wage payments in employment intensive works can maximise outputs and control labour costs. Workers are paid according to tasks using standard labour productivity rates. Tasks should be reasonably completed within a 6–8-hour day (with 1 hour rest) by an average worker. Workers and their representatives should understand what their remuneration is based on. Agreement on locally adopted norms can prevent social conflicts and implementation challenges.

Where possible payments can be made through the banking system (see effective practices). Using the banking systems can help reduce the risk of corruption, ensures funds reach intended beneficiaries, and lowers administrative costs.

Examples of effective practice

► Harmonisation of wage rates among HDP actors

- **EIIP** pays unskilled workers 500 Afs (US\$5)/day (including allowances as indicated in Article 61 of the Labour Law, such as food).
- **UNDP** aligns with the local market in their projects, paying casual workers about 350 Afs (US\$4)/day
- **FAO** usually pay US\$5/day for 20 days, with the amount based on a food shortage analysis ensuring families have food for 1-2 months
- **Inter-Agency Humanitarian CfW Guidelines** have a range of US\$3-4 for CfW and recommends conducting labour market research before setting a rate
- **IOM** base their wage payments on a minimum monthly wage of 5,000 Afs and pay US\$5/day for unskilled workers and US\$10/day for skilled workers
- **WFP** pay workers for 6 months based on the Minimum Expenditure Basket. In remote areas they may pay in kind, giving nutritional food of the equivalent value

► Cash transfer in Afghanistan

- **UNDP** include a budget for TBI (Temporary Basic Income or unconditional cash), to add a humanitarian component, where joining CfW is not possible. Vulnerability criteria may include the chronically ill, elderly, immobile persons, child-headed households and lactating or pregnant women etc.
- **UNICEF's cash plus programme** focusses on giving grants to vulnerable households, so that they can purchase food, clothing, healthcare, transportation etc. This is social protection in its design.
- **The Inter-Agency Humanitarian CfW Guidelines** recommend selecting a cash delivery mechanism, by making a quick payment mechanism assessment using the [UNHCR cash delivery assessment tool](#).
- **WFP** recommend considering financial inclusion when paying workers and collaborate with [Azizi bank](#) so that beneficiaries can open a bank account, have an ATM card and even receive remittances from overseas. **UN-Habitat** also take this approach for wage payments.

► Good practice on wage payment

- Paying **regularly & on time** (min once a month)
- Paying workers **in full** each time (not partially and no unlawful deductions)
- Basing payments on **productivity** (where daily tasks are fair and remuneration system understood)
- **Communicating** wage entitlements clearly
- Paying workers **directly** and at a **convenient location**
- **Cash** payment (if no electronic transfers)
- **Safe conditions** (daylight and/or CLOs present)

Further references

- [ILO Protection of Wages Convention, 1949 \(No. 95\)](#)
- [ILO Equal Remuneration Convention, 1951 \(No. 100\)](#)

7. Contracts and minimum labour standards

Contracts establish the obligations of each party, reduces the chance of disputes, shields against exploitation and protects rights. Minimum labour standards ensure fair and decent work conditions

Key principles

- **Minimum labour standards** ensure fair and decent work conditions worldwide and include the right to freedom of association, collective bargaining, the elimination of forced labour, child labour, and discrimination in employment. They also address working hours, wages, OSH, and social protection. Projects should adhere to these core principles as encapsulated in the ILO's Fundamental Conventions.
- **Implementing partners should sign a simple contract with workers** (see Annex). The Labour Law notes that employment contracts govern the relationship between employers and employees (Article 14). Contracts can clarify rights, responsibilities, wages and working hours, whilst fostering mutual trust and respect.

Working hours

The Labour Law limits the standard working week to 40 hours. Thus, a working day should be about 8 hours, (with a 1-hour rest for prayers and lunch). Pregnant women and those in hazardous jobs should have reduced work hours (35h/week for pregnant women and 30h/work for workers performing hazardous work). Workers are entitled to breaks for prayer, and meals. Due to the short-term nature of employment intensive construction activities and a mode of payment based on productivity, sick leave and public holidays are not usually included. However, if a worker falls ill he/she may be replaced by a household member.

Age of workers and child protection

Labour Law (article 13) permits the employment of youths (15-18 years old) in light work or training but prohibits hiring them for physically demanding work, including construction and as listed by former Ministries. Ips in employment intensive projects must not recruit anyone under 18 projects. **Child safety risks**, are grouped as:

1. **In Afghanistan children often** help employed relatives, while local age perceptions differ from international standards. Construction work, deemed hazardous for children, hinders their development, making school attendance vital for their future.
 1. **Children (and passers-by) near construction works** face risks and danger, especially when machinery is used. Implementing partners must stress that children are not allowed at work sites, and workers cannot bring them. Childcare facilities can help address this.

The Inter-Agency Humanitarian Cash for Work Guidelines suggests that programmes can consider providing unconditional cash grants to families that are child-headed (among other groups), to make sure that they are included in labour intensive and cash-for-work responses, and to ensure their basic needs are covered.

Contracts with implementing partners (IPs)

A method statement should be included in a bid. This can capture IPs plans on how they will recruit and manage labour, implement social safeguards provisions, provide work for PWD and plan to facilitate the involvement of women. Standard Decent Work labour clauses can also be included in the contract (see Annex).

Examples of effective practice

The Quran counsels that contracts should be written down. The [Islamic Labour Code](#) also supports written over oral contracts “to save all parties from any type of injustice”.

► EIIP service contracts

Contactors participating with EIIP Afghanistan must sign a simple service contract with each worker, conveying:

- **Names** of employer and worker
- **Timelines** of project and work
- **Daily wages** (for food, transport, other costs)
- **Basis of payment** (output or time-based)
- **Frequency/pay location** (week/ fortnight)
- **Social security deduction** (seed money)
- **Working hours** (8 per day with 1 hour rest)
- **Adherence to decent work and Labour Law**

► UNDP labour working condition norms

UNDP adhere to the Afghan Labour Law definition of the minimum age of workers, and the following criteria:

- **Under Afghan law**, the minimum age of employment is 18.
- **Minors (aged 15 to 17)** may work under certain conditions¹
- **Children aged 14 and under** are prohibited from working or participating in TVET
- Worker's age is verified through the national Identity card/the disclosure statement of age when recruited.
- **All Low-Value Grant recipients** / Responsible Parties / vendors must not be below the age of 18.

¹Conditions include that the work is not arduous, hazardous, is less than 35 hour/week and constitutes a form of vocational training

Further references

- [ILO Minimum Age Convention, 1973 \(No. 138\)](#)
- [ILO Worst Forms of Child Labour Convention, 1999 \(No. 182\)](#)
- [Occupations/processes deemed hazardous for the employment of children in Afghanistan](#) (MoLSA 2014)
- [ILO Maternity Protection Convention, 2000 \(No. 183\)](#)

8. Training and capacity building

Empowering workers and implementing partners through training and capacity building, unlocks their potential to drive lasting positive change and durable solutions

Key principles

- **Implementation partners or the employer should conduct regular awareness sessions and on-the-job training** for workers including women, men, and PWD, at the project site. This should include OSH, labour rights, safe ways of working, application and importance of PPE, use of tools and equipment, PSEA and attention to the needs of women.
- **Implementation partners should be trained** on social safeguard provisions as part of pre-bid and mobilisation training. This can include the social and labour specifications, method statements and a commitment to community practices. This can increase the capacity of managers to design bids which adhere to the social safeguards' provisions.
- **Training** can ensure that implementing partners understand more about OSH practices, how to organize work so that it provides equal opportunities, how to improve productivity, select workers, organise communities, monitor works and undertake maintenance.

Post-employment vocational training

Effective skills development, vocational training and post-employment services require considerable planning. Courses should ideally lead to national certification, whilst enhancing workers' employability and access to opportunities in the labour market. Other considerations might include:

- Organising training in tandem with livelihood activities such as short-term employment, or MSME support
- Some projects may require technical training before work begins (ideally counted as working days)
- Hands-on rather than classroom-based training is most effective
- Training should build on existing skill sets and experience, requiring an assessment of skills and needs
- Non-vocational, core or soft skills can be a critical part of employment training
- Literacy and numeracy training can help overcome barriers to formal courses
- Financial literacy training can enable participants to more effectively plan how they spend their income

Examples of effective practice

► Examples of training

Examples of training 2022-2024, relevant to social safeguards and linking short-term employment to longer term opportunities include:

- **ILO EIIP has conducted 41 courses** to train 118 companies, 1,037 people (including 107 women) on employment-intensive methods, decent employment principles and OSH (not including Community Awareness Sessions done prior to implementation)
- **ILO EIIP has also trained 500 women** beneficiaries associated with workers, on finance, entrepreneurship, carpet weaving, etc., enhancing skills and linking them to local firms
- **ILO EIIP** has initiated a savings and social protection mechanism, where workers save 50 Afs/day, to build seed capital to train family members on longer term livelihood skills or entrepreneurship activities
- **The ILO Road to Decent Jobs for All (R2DJ4ALL)** project provided entrepreneurship training for 250 women in a joint project with UNDP and UNHCR who supported with funding and seeds
- **UNOPS** training uses toolbox talks (with workers informed of planned activities and trained on use of hand tools) and daily inductions for workers, to ensure site safety
- **UN-Habitat** have managed to engage women by having vocational training conducted by women in a safe environment, such as women only spaces or undertaking activities in schools
- **WFP** have provided vocational training to about 7,850 people, targeting 80% women in 2023, conducting training at homes so that women do not have to travel outside of their village or compound

► ILO and UN Women entrepreneurship training



©EIIP Afghanistan, [Successful GET Ahead trainees, ILO 2024](#).

EIIP partnered with [ILO Enterprises](#) and UN Women to train trainers to help other women overcome entrepreneurship barriers, enhancing women's inclusion and bridging short to long-term employment.

Further references

- [UNOPS Afghanistan Project Progress Report \(2023\)](#)

► Sustainability and monitoring

Monitoring ensures accountability and fosters sustainability, thus ensuring that short term humanitarian responses are embedded into longer term development where progress endures, benefiting communities for generations to come

Sustainability

Applying the overarching principles of these guidelines, combined with effective practice, will lead to more sustainable outcomes and longer-term benefits for workers in Afghanistan. This guide has been developed to reflect the current situation and EIIP Afghanistan commits to work with stakeholders to update the guide with measures for effective implementation and monitoring.

Measures to help ensure this guide's sustainability include:

- **Regular review and updating** to reflect evolving standards, frameworks, and the changing context
- **Stakeholder engagement:** Involving communities, civil society and IPs, in revisions to ensure relevance
- **Capacity Building** and training initiatives for stakeholders on the implementation of the guide
- **Integration** of the guide into agencies project procedures to ensure consistent application
- **Allocating sufficient resources**, (funding, staff, and expertise), to support the implementation of the guide
- **Promoting transparency** by reporting on progress, grievances, and engagement with stakeholders
- **Adoption of this guide** as a reference document for the UN system in Afghanistan

Monitoring and evaluation

Establishing a robust monitoring and evaluation mechanism can help mitigate social risks and aid sustainability. To monitor social safeguards, it is recommended that agencies or Implementing Partners (IPs) hire staff to act as a Social Safeguards Officers (SSO). The duties for an SSO or similar staff member may include:

- Making regular compliance checks, supporting and monitoring SSF implementation and measures
- Conducting meetings with workers and/or community leaders, to remind about responsibilities
- Being present at assigned sites each day and ensuring communities comply with some measures
- Working with IPs, making a compliance check after mobilisation, issuing instructions for non-compliance
- Completing compliance check lists and regularly reporting to project managers (see templates in Annex)
- Reporting all serious violations, (including cases of violence or abuse) to local authorities.

Monitoring progress & impact evaluation

To evaluate the effectiveness of an employment intensive project qualitative and quantitative information should be gathered as a baseline, during implementation, and at closure. Such projects usually have two main objectives – providing short-term employment, aiding vulnerable households economically and secondly improving or rehabilitating local infrastructure or services.

Muster rolls allow Implementing Partners to track worker attendance and payment and allow the project team to monitor workdays. A sample muster roll is included in the Annex. Depending on the project objectives and priorities, monitoring and impact evaluation **indicators** may include:

Outcomes, changes in:

- Household income and ability to meet basic needs
- Coping strategies / feelings of financial security
- Family relations and gender-based roles
- Perceptions of social cohesion & reduction of grievances
- The use of the services/infrastructures
- Adoption of safe and inclusive work practices
- Frequency of social conflicts and grievances

Outputs:

- Employment intensiveness (wages vs. materials costs)
- No. of participants employed (gender disaggregated)
- No. of participants trained (gender disaggregated)
- No. of persons benefiting in the wider community
- No. of workdays generated (gender disaggregated)
- Amount of cash transferred to workers through wages
- Quantity of work completed (road lengths for example)
- No. of participants given an employment contract
- No. of trained safety/social safeguard officers
- No. of transparent and accessible GRM established
- No. of days without accidents or incidents



©EIIP Afghanistan: Group discussion at Knowledge-Sharing Workshop, November-2024

► How to use this guide

This guide is intended to assist decision makers, project managers, IPs, contractors and supervisors in the design and implementation of social safeguards within employment-intensive projects, under the HDPN in Afghanistan

Translation into action

The following recommendations on how the guidance on social safeguards can be translated into concrete action, resulted from the Knowledge-Sharing Workshop held with stakeholders in Afghanistan in November 2024:

- **The labour law** should be properly enacted and related regulations should be finalised and implemented accordingly. This should include effective implementation of international conventions that have already been ratified.
- **Awareness of the labour law** needs to be raised, including the importance of compliance especially regarding recruitment, security, safety at work, providing workers with insurance and having them sign contracts with employers.
- **Projects and needs should be prioritised** through surveys and such projects should be planned in consultation with communities and local elders, based on the local context, with the voices of women included in the design and during decision making
- **Minimum wages** should be set, considering socio-economic conditions, the value, type and conditions of the work, and in a way so that families can meet their basic needs and can sustain their livelihood – particularly for those living below the poverty line¹.
- **All interventions must ensure that men and women benefit from equal opportunities and treatment** at work. This should bear in mind that the holy Quran makes no distinction between men and women.
- **Identify more employment opportunities for women**, in accordance with the law and customs of the country, through consultation with communities. This should include support for MSMEs to reduce vulnerability and dependence on humanitarian assistance.
- **Overcome the Mahram constraints** by providing opportunities and financial support to both the female worker and her Mahram, identifying work that can be done aside from conventional construction, and Cash-for-Work.
- **Strengthen occupational safety and health (OSH)** practices through public awareness campaigns to emphasise the importance of safety in Cash-for-Work and Employment-Intensive activities and overcome community perception of it being only symbolic.
- **Include a capacity building component for workers**, in all projects, based on an assessment of market needs and planned accordingly, aiming to transition from CfW to longer-term income generating activities for communities and avoiding CfW repetition.

Integrating with existing policies

This Guide was prepared with the intention of it being adopted by the UN, STFA and UN Working Groups as a fundamental document in Afghanistan, that guides projects and projects while complementing existing safeguard frameworks. Thus, the Guide can be used in the following ways:

- It can fill gaps in existing frameworks, addressing missed social dimensions. Drafted under the HDPN it covers humanitarian, development and peace issues
- It provides Afghanistan context specific information, which may be missing from broader frameworks that are drafted for global application.
- With an emphasis on peace and conflict-sensitivity it can aid in avoiding unintended impacts and help mitigate the risk of exacerbating local conflicts or inequalities
- As a collaboratively produced and harmonised guide it can facilitate coordination between various actors by providing a common framework
- With safeguard indicators the guide can help track social outcomes and ensure accountability, as well as promote mechanisms for addressing community concerns
- The guide can be used to train staff and implementing partners increasing awareness of social safeguards. It can also be used in contracts with IPs.

¹The ILO are developing a wage setting guidance note on the application of appropriate wage rates on employment intensive or CfW projects undertaken by the UN Agencies working under the Special Trust Fund for Afghanistan (STFA) and beyond

► Annexes

Annex 1. Employment contract (sample)

Employment Contract

Between the two parties

Implementing Partner (First Party): _____

Contract Name: _____

Contract Code: _____

Worker (Second Party): _____

Nationality: _____ ID Number: [] _____

Phone Number: _____ Residence: _____

Gender: _____ Disability: _____

This contract is for daily task-based delivery of services within [insert project, agency or programme name]. Within this contract the second party will undertake as required by the Implementing Partner, numerous task work activities in group or individual tasks.

Terms of Employment

The Location of project workplace is: [insert location - address of the locality]

This Contract begins on: [insert date] and ends on: [insert date]

The Worker is informed and is aware of the limited period of this contract and that this is not a trial period for a permanent job and that daily wage will be paid only for daily tasks accomplished to satisfaction. The Worker is required to deliver the services required to complete the requested task in the time allocated for the project.

The contract may be terminated for one of the following reasons:

- a. If the Implementing Partner's contract with [insert project, agency or programme name] is discontinued,
- b. Funding for the programme in the location of the project workplace is discontinued,
- c. The Worker is frequently absent or repeatedly do not perform in terms of the tasks set out in the work programme.

Duties

The Worker will be delivering basic services as assigned by the Implementing Partner independently but in coordination with other workers in the same workplace.

The tasks assigned to the workers are safe, the worker is required to follow the safety measures.

Remuneration

The Worker will be paid a daily wage for a daily task completed to satisfaction at the rate of [insert daily wage]. A daily task should be accomplishable in 8 hours or less.

The expected quantity of work completed each day should be compatible with the timeframe allocated for the completion of all tasks by all the workers assigned to it. The work quantity required for the agreed rate of pay will vary from activity to activity. The Worker will be informed at the beginning of each task or group of tasks how much work is expected to be completed per day. The Worker will be paid the daily rate even when work is finished before the time or after the estimated time of completion.

The Worker will only be paid for daily tasks completed to satisfaction. The Worker will not be paid if absent, for whatever reason.

Payment is made every [insert interval] at the place of work according the [insert project, agency or programme name] procedure.

Conditions

Compliance with applicable Afghanistan legislations is the responsibility of the Worker and the Implementing Partner or Employer.

The Worker will be covered by accident and injury insurance during hours of work.

In case of any conflict in the interpretation of the terms of the contract and the roles and responsibility of the Worker or bad working conditions, the worker should inform the [insert name or title of social safeguards focal person - SSO or similar] designated for the location of the project. In this respect, the Worker has been advised of the availability of a Complaints and Grievance Redress Mechanism, including any forms, for any issue or comment regarding the working conditions, the project site, or the project in general.

In addition to the conditions above, all terms and conditions of the Labour Law of Obligation and Contracts and ILO Decent Work Standards are applied to this delivery of services.

Signatures

Signed in [indicate location]

On behalf of:

The Implementing Partner: _____ Date: _____

The Worker: _____ Date: _____

Annex 2. Workers registration and muster roll sheet [Samples]

[illegible]

[illegible]

Annex 3. Examples of decent work clauses in construction contracts

The following Community Employment Practice and Decent Work clauses can be inserted into contracts with Implementing Partners:

Commitment to Decent Work and Community Employment Practices

General obligations	Details
Employment intensive work methods	A key condition for the successful application of these methods is the active involvement of local communities in the planning and implementation of the works and adherence to the use of decent working conditions.
Agreement with local communities	It is of critical importance that the Implementing Partner reaches an agreement with the involved local communities about various employment intensive “best practices” and decent working conditions.
Labour-based methods	The works will generally be carried out using local-resource-based methods, giving preference to the use of local labour, Materials and services.
Equipment-based Methods	Equipment support may be required to carry out some specific activities, (e.g. haulage of gravel and compaction). The Implementing Partner must give the Agency with 7 days’ notice and a list of equipment for approval.
Labour standards	The Implementing Partner (and any sub-contractors) undertakes to respect, at all times, the following principles concerning International Labour Standards: • The freely-exercised right of workers, to organize, bargain collectively, and carry out trade union activities • The prohibition of forced or compulsory labour in all its forms • Equal remuneration for men and women for work of equal value (possible by using a task-work based payment system) • Equality of opportunity without discrimination on grounds of race, colour, sex, religion, national extraction or social origin • Promoting the involvement of women in the workforce. • The inclusion of people with disabilities, wherever possible (depending on the particular nature of the disability) • Prohibition of employment of children below fourteen (14) years of age • Prohibition of employment of persons under the age of eighteen (18) for work that is likely to harm their health and safety • Payment of wages in legal tender, at regular and timely intervals, in full and directly to the workers concerned • Payment of the minimum daily wage rate as stipulated in the Agencies Project or Programme document • Providing transportation for workers, if long walking distance to the worksite would prevent their participation. • Providing adequate drinking water, sanitation and toilet facilities. • Training workers, in particular women, where possible. • Programming the works in consideration of periods when workers have no/limited time to participate. • Using workers’ selection and rotation systems that are acceptable to the community. • Agreement on the number of workers to be provided by the local communities.
Working Hours	The Implementing Partner will not perform any work outside normal agreed site working hours unless authority to do so has been obtained in writing from the Agency or it’s Representative.
Provision of Hand tools	The Implementing Partner will provide its labour force with hand tools of adequate quality, appropriate for each activity, sufficient in numbers and shall maintain the tools in good and safe working conditions.
Occupational Safety and Health (OSH)	The Implementing Partner will ensure compliance with national requirements and international good practice regarding OSH, providing all personnel with adequate safety equipment as well as instruction on OSH as part of a workers induction process.

Implementing Partners will be required, as part of the contract submission requirements, to engage with the concerned communities and agree with them in writing (through a duly signed minute of a meeting with community representatives) regarding the provisions that the Implementing Partner will provide and the “best community engagement practices” that it will engage, should it be awarded the contract. The minute should also include the communities’ agreed commitment to the Implementing Partner with regards to the provision of workers, including the percentage of women to be employed.

Name: _____ [Implementing Partner fills in Name when signing this Certificate]

Date: _____ [Implementing Partner fills in Date when signing this Certificate]

Authorised signature: _____ [Implementing Partner signs when completing this Certificate]

Annex 4. Guidelines for implementing partners and contractors

DO		DON'T
► Guideline No. 1 Gender Equality		
	Provide the female workers the same task-based wage as to the male workers	DON'T expose women or women groups to any kind of harm as a result of their employment.
	Provide appropriate segregation of women working areas if needed.	DON'T assign work tasks based only on sex of the person
	Adhere to the current situation of women involvement in the worksite.	
	Provide necessary and close supervision to women worksite all the time and carry out proper and on time coordination with the local authorities	
	Provide same or equivalent training to female workers as to the male workers	
	Organize training and recruitment activities in such a time and place that both men and women can attend	
	Require both male and female workers to wear protective equipment and implement required safety measures	
	Target to recruit workers so that a minimum of 10% of the community workers are women	
	Communicate clearly to the staff and community workers that all type of harassment or other type of violence is unlawful and not tolerated	
	Provide childcare support, and assign separate toilet facilities for men and women	
	Consider assigning women for tasks that are closer to their homes.	
	Consider assigning physically weaker female and male workers for tasks that are physically less demanding	
	Consider assigning a female and male workers representative	
► Guideline No. 2 Child Protection		
	Check the age of the workers and ensure it is 18 years or older	
	Instruct the workers if you find out that their children are spending time at the work site	
	Provide a childcare support in agreement with the community if needed. That might include early release of female workers who have child.	
► Guideline No. 3 Disability Inclusion		
	Ask community representatives if there are people with disabilities within the community who would like to work	DON'T make or allow other people to make inappropriate comments or jokes about anyone's disability
	Consider recruiting persons with disabilities and assign them to tasks that they can perform	DON'T discriminate people based on their disability
	Pay the disabled person same task-based wage as other workers	
	Make "reasonable accommodation" adjustments to the work environment, without undue burden, so that PwD may participate	
► Guideline No. 4 Workers and Public Safety		
	During start up meeting confirm with the Agency Engineer what site-specific occupational safety measures need to be implemented	DON'T allow the public to enter work sites.
	Establish safety measures by applying good engineering practices and provide First Aid Kits that are easily accessible by the workers.	DON'T charge workers for safety gear
	Obtain an insurance for the workers	
	Brief the workers about health and safety issues related to their work.	
	Provide workers with Personal Protective Gears as required, such as safety shoes, helmets, safety glasses, gloves, etc.	

DO		DON'T
	Provide workers with adequate drinking water.	
	Protect work sites with barriers and signs to protect road users from injuries and the works from damage, as required.	
	Allow workers to take rest periods	
► Guideline No. 5 Community Relations and workers recruitment		
	Ensure that community are involved in the recruitment process of unskilled workers	DON'T recruit unskilled workers form outside the community
	Ensure transparent selection criteria with approval form Agency project	DON'T allow alcohol use on site
	Ensure that community workers know how to conduct their work	
	Select one female and one male worker representative	
	Consult worker representatives as required to identify any underlying problems and search solutions together with the worker representatives	
	Consult with community representatives if any problems arise	
	Seek the advice of Agency representatives	
	Be respectful towards the workers and other community members	

Annex 5. Social safeguards checklist – implementing partner or contractor compliance during implementation

Instructions: (i) Social Safeguards Officer (or similar designated focal person) completes this checklist per each package once a week during implementation of the works, to identify and report on social safeguards compliance by the contractor. (ii) Use the “remarks” section to explain possible deviations or to provide more details regarding the respective issue.			
Province:	District:	Project Name:	Package number:
Obligatory Measures (tick those that were in place on the date of site visit)			Compliance
			Yes No
Safe drinking water was available for workers			
Complete First Aid Kit was present on site			
Toilets were clean			
Workers from the community were minimum of 18 years of age			
Children were not present on work site (excluding those who were using the road for necessary commute)			
Proper tools had been provided for the workers to conduct their work			
Gloves had been made available for all workers			
Those working with heavy machinery had been provided with boots			
Those working underneath bridges or at bottom part of slopes had been provided with helmets			
Workers reported they had received their salary in time			
Workers reported having received instructions regarding safety and health procedures (including use of safety equipment)			
Workers reported they had been given instructions and guidance regarding their work			
IPIP staff or co-workers were not reported as having sexually harassed women or children, nor been abusive or violent towards them.			
Female workers reported they received the same task-based salary as men			
Female workers reported they had been given same chances as men to participate in training (if any)			
Minimum 10% of the workers were female			
Minimum 2% of the workers were PWD			
Flexible working hours to female workers has been provided			
Proper segregation of women worksites has been adopted by the contractors			
Proper work activities have been selected for women and PWD participation			
Additional Measures			Compliance
			Yes No
Project signboards, warning signs, safety barriers etc. were in place			
Hats have been provided to the workers			
Remarks and suggested corrective measures:			
Date of Field review:			Field Review Conducted by:
Correction Verified? (Fill this box only if necessary corrective measures were identified during previous visit)			
Date of Verification Visit:			Verification Conducted by:

Annex 6. Social safeguards checklist - community compliance during implementation

Instructions: (i) Social Safeguards Officer (or similar designated focal person) completes this checklist per each package once a week during implementation of the works, to identify and report on social safeguards compliance by the community. (ii) Use the “remarks” section to explain possible deviations or to provide more details regarding the respective issue.			
Province:	District:	Project Name:	Package number:
Social Safeguards Measures (tick those that were in place on the date of site visit)			Compliance
			Yes No
Contractor reported that:			
The community had provided the agreed numbers of workers			
There had been no aggression towards them or their staff			
The workers were following the instructions made by contractor regarding safety and health at work site			
The workers were wearing the safety equipment as requested by the contractor			
The workers were following the instructions regarding work items			
The workers were 18 years of age or older			
The workers did not bring children to work			
The workers were turning up to work regularly and as agreed			
The workers were not turning up to work intoxicated or drunk			
Remarks and suggested corrective measures:			
Date of Field review:			Field Review Conducted by:
Suggested follow up / corrective measures implemented? (Fill this box only if necessary corrective measures were identified during previous visit)			
Date of Verification Visit:			Verification Conducted by:

Annex 7. Conflict sensitivity checklist

This checklist is intended to be used by Agency project and programming teams as well as Implementing Partners to help ensure that planned interventions are aligned with the HDPN approach and are conflict sensitive.

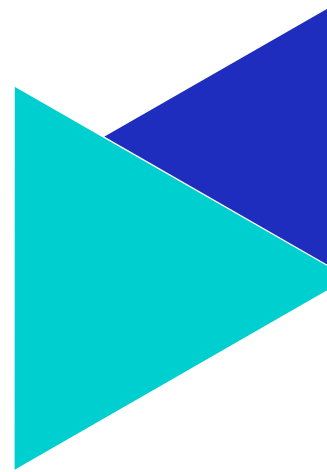
Instructions: (i) Project and programming staff should complete this checklist per each package during the design and implementation of the works, to identify and ensure adherence to conflict-sensitivity principles. (ii) Use the “remarks” section to explain possible deviations or to provide more details regarding the respective issue.			
Province:	District:	Project Name:	Package number:
Conflict Sensitivity Issues (tick those that are recorded as having been addressed, during the review)			Addressed
			Yes No
Step	Key questions		
Analysis	Has a Peace and Conflict Analysis been conducted of the target area to deepen understanding of peace and conflict dynamics and their interactions with decent work issues, including gender discrimination? What are the main causes of conflict and openings for strengthening peace?		
	When conducting the PCA, was a diverse cross section of leaders/representatives and women consulted to avoid that the project will be considered aligned to one group over another? If uncertain, please consider whether the consultation process included/should include both formal and informal leaders/representatives of: - Worker's and Employer's organizations - The private sector, including relevant economic actors and interest groups/associations - Relevant ethnic community and religious groups - Migrants and forcibly displaced persons and/or their associations - Women's groups, youth groups, - People with disabilities and the elderly		
	Did the PCA produce a snapshot of peace and conflict trends? If additional analysis is needed, consider the following aspects and add to the snapshot as relevant: - An overview of types of conflicts in the country or relevant geographic area - Actors (groups) involved in and affected by conflicts - Impacts of conflicts on decent work - Openings for peace (where there is a potential for peace-responsive decent work to have positive effects) - Opening to reinforce the role of women in the society and in building peace Positive and negative trends		
	In the case of conflict within households. what is the level of gender-based violence in the groups? If members of a community are brought up in households where violence is prevalent and normalized, it may be more difficult to have different actors recognize conflicts and how these are detrimental?		
	Have existing conflicts relating to access to livelihood opportunities been mapped out and understood? If additional analysis is needed, please consider the following questions: - What employment intensive work opportunities exist, and who is included/excluded from these (including communities and gender)? - How does people's nationality, also ethnic, religious, social or identity markers, including gender, affect access? - For which groups is decent work accessible or inaccessible, and why? - Does inaccessibility of decent work create or exacerbate grievances? How peace and conflict dynamics interact with different economic sectors in the context?		
	Have formal and informal barriers to accessing decent employment opportunities been analysed and identified, from the perspective of host communities, IDPs, refugees and other forcibly displaced persons?		
Project design and communication	How will the project contribute to gender equality, peace and stability, e.g. through increased employment, strengthened dialogue, mutual understanding and trust between groups, or by reducing grievances?		
	What conflict sensitivity issues need to be considered in the development and planning of the project? How might different groups or parties perceive/react to strategic choices? What are the mitigation measures?		
	Is there a process or mechanisms in place to regularly review and update the Peace and Conflict Analysis?		
	How will the project approach be communicated in an inclusive and transparent way, and how will it be understood by all the key stakeholders?		
	Does the project have an exit strategy that will ensure that project closure and exit doesn't create a void or increase tensions?		
Beneficiary selection	Are any changes to the project communicated to stakeholders in a timely manner? Is this information communicated at regular intervals throughout the life of the project?		
	Have clear, transparent and unbiased criteria been identified for beneficiary selection (based on socio-economic indicators but also social indicators such as gender, ethnicity, language, religion, migrant status, age, etc.)? Have/will the selection criteria been/be communicated in the target area so that all social groups understand who is supported by the programme and why?		

	Is the decision to target certain areas and not others based on conflict sensitive considerations? If additional analysis is needed, please consider the following questions: • Who are the principal beneficiaries to benefit from the intervention in the target area? • Do principal beneficiaries belong to a group involved in conflict? • Have potential beneficiary groups been excluded from/not been considered for project support (if so why)? • Will one or more groups benefit more than others (and if so why)? • Are there groups that will not benefit from the intervention, that may develop resentment of groups who do? • Is there a risk that selection of target areas and/or beneficiaries within these areas can be seen as biased? • Could this cause resentment among beneficiaries not able to access support? • Does the project consider seasonal fluctuations or patterns of behaviour? • Does the project linked gender dynamics to reinforce gender equality?		
Implementing Partners	Will the project/programme implementing partners be perceived as fair/unbiased? If additional analysis is needed, please consider the following questions: • Has the possibility that implementing partners are associated with a particular ethnic group been considered? • Is there a risk that implementing partners will be perceived as discriminatory towards certain groups and/or gender? • If implementing partners may be perceived as biased or discriminatory, does the project strategy address this? • Have measures to mitigate any remaining consequences for project neutrality been put in place?		
	Have mechanisms to monitor the application of selection criteria by implementing partners been identified/developed, making sure that intended recipients of project support are actually targeted?		
	Has gender-sensitivity been included in implementing partner monitoring mechanisms?		
Implementation	Is the project approach gender responsive, i.e., will it actively support women to equally benefit from project activities?		
	Have measures been identified to ensure that discrimination against women based on gender regarding access to employment intensive work is not reproduced by the project?		
	Have potential risks that project activities will negatively affect existing markets, distribution networks, suppliers, or local services been analysed?		
	Have adjustments to programming been made to mitigate negative effects in that regard?		
	Has the project's potential positive impact on institutions, relationships and behaviour that support conflict resilience and social cohesion been maximized (including how project activities are delivered to beneficiaries)?		
	Will a transparent, representative and independent information and complaints/Grievance Redress Mechanism be established, accessible to both literate and non-literate beneficiaries and in all relevant languages?		
	Has the risk of retaliation against stakeholders who express concerns or grievances been considered and mechanisms identified to ensure their safe communication with the project?		
	Might insecurity prevent specific communities or people from participating, including programme staff? Do project activities improve or worsen their risk? Might some people be at greater risk due to project activities?		
	Does the strategy include mechanisms for managing differences, tensions and conflicts? Has a conflict-sensitive risk analysis been conducted? Have reprogramming efforts been made to address risks?		
Monitoring	Are any viable opportunities for contributing to peace being missed?		
	Does the project or programme results framework explicitly include peace outcomes and indicators, e.g. levels of violence, tolerance and inclusion?		
	Is the M&E process participatory and transparent? Are mechanisms in place to monitor the continued relevance of project actions as the context changes — which can be swift in fragile locations?		
	Have peace and conflict-relevant indicators been included in the project / programme results framework, e.g., to measure effects on social cohesion, progress towards peace, trust between community groups, etc?		
	Does the monitoring plan show how conflict sensitivity indicators will be monitored during project/programme implementation and how monitoring data will be used to ensure that no harm is done and/or that contributions are made towards peace and resilience where possible?		
	Are regular project team meetings to review monitoring data and the need to update the PCA and risk analysis foreseen, to ensure that no harm is done, that contributions towards peace and resilience are made where possible and to assess possible reprogramming needs in response to changes in the context?		
Remarks and suggested corrective measures:			
Date of Project/Programme review:		Review Conducted by:	
Suggested follow up / corrective measures implemented? (Fill this box only if necessary corrective measures were identified during an earlier review)			
Date of Verification:		Verification Conducted by:	

Annex 8. Safety measures and personal protective equipment (PPE)

Summary of Safety Measures and key PPEs that are required in common construction work:

Safety measure	Required equipment		Why it is needed
A first aid kit must be available on site and should be regularly checked and restocked	Plasters, bandages, disinfectant, antiseptic cream, clean water, saline, irrigation syringe, dressings, adhesive tape, scissors, disposable gloves etc.		A first aid kit addresses injuries and accidents that may occur on site and ensures that minor injuries and discomforts remain minor and that serious injuries receive fast and urgent care to prevent fatalities
Markings and detours are required when work is taking place along roads	Warning signs or cones should be placed at each end of the work area, at least 50-100 m away from the working areas		Signage and detours enhance site safety, maintains traffic flow, ensures accessibility, facilitates communication, enables emergency response, and improves public perception of the project.
Deep excavations (more than 1.5 m deep) for foundations etc. should be clearly marked and fenced off.	Fencing and signage should be placed around the excavations in a way that people cannot drive or fall into the excavation		Fencing and signage prevents accidental falls, unauthorised access, mitigates legal liability, promotes public awareness of potential hazards and contributes to a secure and organised construction site
Working at height/steep terrain can give rise to serious risks and accidents – the danger of things falling from height needs to be considered	Use appropriate fall protection equipment, (harnesses and anchorage systems, guardrails, toe-boards, netting, scaffolding and warning signs)		Working at height/steep terrain poses considerable risks, with potential for falls and falling objects or materials, increasing the likelihood of accidents and necessitating comprehensive safety measures
Type of task	Required safety gear		Why it is needed
Digging, carrying a heavy load when using hand tools, working with concrete and masonry, bending and fixing steel bars, breaking rocks	Gloves		Repetitive work without gloves can cause abrasions and other minor injuries
Working with sharp tools (e.g. pick axes), carrying heavy loads, working with cement (mixing concrete and mortar), working in wet or muddy places	Boots		Even a small accident in these tasks could cause serious injury to the feet, which can result in permanent physical disability. Closed shoes should be worn at all other times
Where there is a risk of eye injury such as breaking rocks or welding (where a special eye shield is needed)	Safety goggles		If stone chips fly into workers eyes the worker might suffer serious injury, even losing their eyesight
Where there is a danger of falling objects, working under bridges or lower parts of steep slopes where rocks may fall, in deep drains or foundation excavations.	Safety hat or helmet		If any heavy item falls on a person's head and the person is not wearing a safety hat, this could cause serious injury and even death
Any work on a road or in an intersection that has frequent traffic	Bright Vest		Bright vests will help oncoming road users see workers from a distance and thus prevent serious traffic accidents
Where working in places that produce a lot of dust or bad smells	Masks		Dust can cause respiratory problems, which can be especially serious if person has asthma, allergies or related other health issues
Where working under direct sunlight with no proper shade nearby	Sun hats		Working under direct sunlight for extensive periods of time can result in a heatstroke



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