



# MINISTRY OF ENERGY & MINERALS



## CAMP MANAGEMENT PLAN EPHIOPIA-SOMALILAND INTERCONNECTION IN MARCH 2025



Prepared By:



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# **ETHIOPIA-SOMALILAND NORTHERN HIGH VOLTAGE INTERCONNECTOR: SOMALILAND**

## **CAMP MANAGEMENT PLAN**

### **TABLE OF CONTENTS**

2

<b>TABLE OF CONTENTS .....</b>	<b>2</b>
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<b>LIST OF TABLES</b> .....	3
<b>LIST OF FIGURES</b> .....	3
<b>ACRONYMS</b> .....	3
1 OBJECTIVES.....	5
2 LEGAL AND OTHER REQUIREMENTS .....	5
3 SURVEYS .....	5
4 MANAGEMENT AND MONITORING .....	5
5 ROLES AND RESPONSIBILITIES.....	15
6 TRAINING, AWARENESS AND COMPETENCY.....	15
7 PERFORMANCE INDICATORS .....	15
8 REPORTING AND NOTIFICATION .....	15
9 ATTACHMENT 1 .....	16

**LIST OF TABLES**

Table 1: Management and Monitoring .....	8
Table 2: Performance Indicators .....	15

**LIST OF FIGURES**

Figure 1: Environment and Social Management Framework .....	<b>Error! Bookmark not defined.</b>
Figure 2: Camp Management Process .....	6

**ACRONYMS**

Acronym	Definition
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CSR	Corporate Social Responsibility
CP	Contractor Plan
EAPP	Eastern Africa Power Pool
EMP	Environmental Management Plan(s)
ESMP	Environmental and Social Management Plan
EPRP	Emergency Preparedness and Response Plan
C-ESMP	Construction Environmental and Social Management Plan
LMP	Labour Management Procedures
PDS	Project Design Specifications
PIU	Project Implementing Unit
SSP	Site Security Plan
SEP	Stakeholder Engagement Plan
WBG	World Bank Group
MoEWR	Ministry of Energy & Water Resources

## KEY DEFINITIONS

**Contractor Environmental and Social Management Plan:** A c-ESMP Plan to be prepared by Contractor and include site specific Camp Management Plan. To be used by Contractor to describe how the mitigation measures outlined in this Plan will be implemented.

**Camp:** Refers to temporary accommodation provided for the construction workforce. Camps include supporting facilities (including catering facilities, dining areas, washing and laundry facilities, recreation areas etc.) and supporting utilities to run the camp such as power and water supply.

**Closed camp/closed camp policy:** It is Project's policy to have closed camps this means public will not be allowed to enter the camp (unless authorized by PIU) and workers staying at the camp will be restricted to the camp area at the end of shifts. The closed camp 'policy' is applicable for all workers, including those who live in the nearby area (unless authorized by PIU)<sup>1</sup>.

**Notification** (refer Table 1): An action arising out of monitoring that is expected of Contractor when PIU needs to be notified immediately of a specific event or situation. **Verification** (refer Table 1): The primary method of monitoring expected of Contractor to a) confirm that relevant mitigation measures have been applied and b) that the measure has been effective. Contractor will be responsible for developing appropriate verification methods and systems.

<sup>1</sup> PIU may provide exceptions to closed camp policy for some camps such as pioneer and fly camps where it

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will be difficult to implement a closed camp policy. Prior agreement from PIU is required for exception to the closed camp policy.

## **1 OBJECTIVES**

The Project has developed this Camp Management Plan as part of its Environmental and Social Management Plan (ESMP) outlining a range of mitigation measures designed to avoid or reduce undesired camp management impacts during construction. The ESMP forms part of the Environmental and Social Impact Assessment report prepared for Eastern Africa Power Pool's 271.6 km transmission line, starting from Wajaale (312271.34M e E1067373.63 m N) and terminating at (510257.67 m E 1143971.30 m N) a substation in Berbera. This document establishes a basis and template for use by the Contractor to develop their own plans outlining not only mitigation measures but to also incorporate the roles and responsibilities described in the ESMP. This Camp Management Plan will be used by the Contractor as reference in the development of site-specific Camp Management Plans when the locations of the camps are identified, and the camp management plan (s) will form part of the plans to be prepared by contractor as part of the Construction Environmental and Social Management Plan (C-ESMP).

The objectives of the Camp Management Plan are:

1. Avoid or reduce negative impacts on the community and maintain constructive relationships between local communities and workers' camps; and
2. Establish standards on worker welfare and living conditions at the camps that provide a healthy, safe and comfortable environment.

This Plan should be read in conjunction with other environmental and social management plans including;

- ✓ Project Security Management Plan
- ✓ Project Traffic Management Plan
- ✓ Project Waste Management Plan

## **2 LEGAL AND OTHER REQUIREMENTS**

Legal and other requirements applicable to this Plan are identified in Attachment 1.

## **3 SURVEYS**

No surveys are required to be carried out by the Project specifically in relation to implementation of this Plan. Survey results conducted as part of other Plans may be relevant.

## **4 MANAGEMENT AND MONITORING**

Figure 1 presents a flow chart summarizing key management steps associated with implementation and review of this Plan, including steps to allow for continued improvement.

**Figure 1: Camp Management Process**

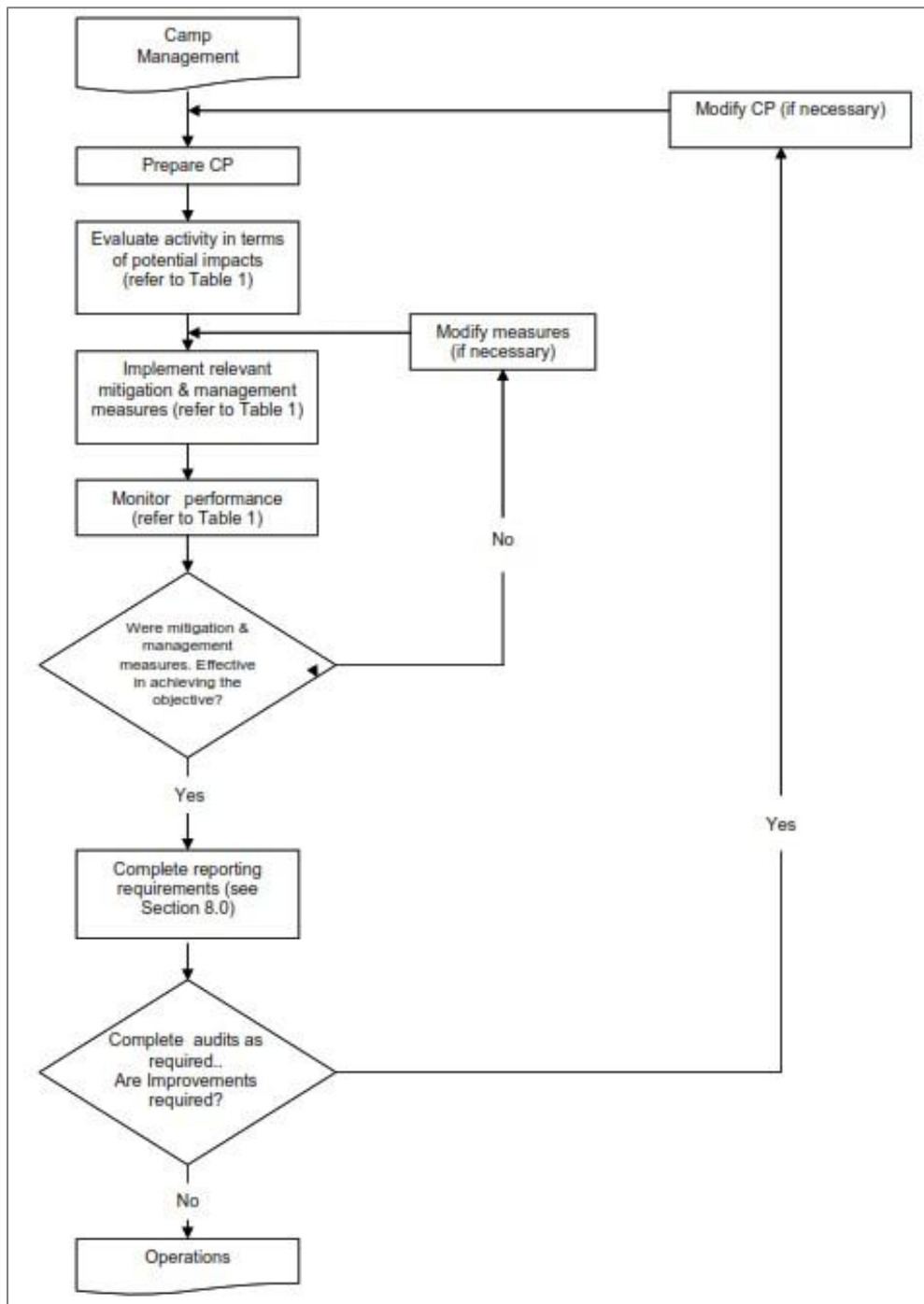


Table 1 presents a summary of the potential impacts related to camp activities, together with mitigation and management measures to avoid or reduce these impacts, and the monitoring required to determine the performance of these measures.

The Contractor shall develop a Contractor Plan which shall, as a minimum, incorporate the camp management measures described in Table 1. The Contractor shall not be limited to these measures.

Monitoring to be undertaken as part of this Plan is described in Table 1. The Contractor is responsible for developing area or site-specific procedures for the monitoring program (where necessary) based upon the final design details of the infrastructure.

**Table 1: Management and Monitoring**

Source of Impact	Potential Impact and Relevant Management Plan Objective	Mitigation & Management (Design Features & Specific Measures)	Monitoring	Frequency	Responsibility
Community Relations	<p>Unauthorized movements of construction workers (during and after working hours) could result in trespassing, damage to local land and property and create amongst local residents a sense of their privacy being invaded.</p> <p>Residents may feel vulnerable and there may be increasing incidents of crime and or violence and threats to the safety of community members.</p> <p>Disparity of pay, increase in disposable income and potential availability of illegal substances, illicit or culturally inappropriate lifestyle choices, leading to increased tension between local communities and the workers at camps. (Objective 1)</p>	Contractor shall enforce a 'closed' camp policy unless otherwise agreed by PIU <sup>1</sup> . Workers will be strictly prohibited from leaving camps for non-work-related activities and interacting with the local community unless agreed by PIU.	Monitoring	Ongoing	Contractor
		Contractor shall implement suitable measures to maintain the closed camp policy which may include perimeter security fences, security controls and guard houses, monitoring transfer of goods into and out of camps for contraband and stolen goods. Contractor should refer to the Project Security Management Plan.	Verification	Every 3 months	Contractor
		Contractor, as appropriate, shall provide adequate recreation facilities for workers to reduce incentive for leaving camps during leisure time.	Verification	Every 3 months	Contractor
		Contractor shall limit workers interaction with the community when outside the camp e.g., by organizing transport directly to and from the worksite.	Verification	Ongoing	Contractor
		If community members or local businesses express grievances in relation to camp related activities/operations, the Project shall respond to the grievance in accordance with the Community Grievance Procedure contained in the Stakeholder Engagement Plan (SEP).	Notification	Ongoing	Contractor and/or PIU
		PIU may request that camp related activities/operations be amended to address community grievances. Contractor shall comply with these requests.	Verification	Ongoing	Contractor and/or PIU

<sup>1</sup> PIU may provide exceptions to closed camp policy for some camps such as pioneer and fly camps where it will be difficult to implement a closed camp policy. Prior agreement from PIU is required for exception to the closed camp policy.

		Workers shall abide by camp rules which includes a disciplinary process which will be part of the Code of Conduct to be developed by the Contractor.	Verification	Every months 3	Contractor and/or PIU
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		The Project shall, be cognisant of the environment in which it works and shall, where practicable, respect local cultural events such as religious events, funerals and the like.	Verification	Ongoing	Contractor and/or PIU
		<p>The Project shall provide training to all workers, national and expatriate on camp management including:</p> <ul style="list-style-type: none"> <li>✓ A briefing on camp rules, including closed camp policy, behaviour between fellow workers and the community;</li> <li>✓ Procedures for dealing with camp related complaints, worker issues and community issues (as per workers (internal GRM to be developed by contractor); and</li> <li>✓ External GRM to manage community relations and orientation (already developed as part of SEP, see SEP for project). The objective of this orientation will be to increase awareness about the local area and cultural sensitivities.</li> </ul>	Verification	Every months 3	Contractor and/or PIU
Health	Potential interaction between workers, persons engaged in illicit activities and the community increases the risk of spreading communicable diseases, particularly in more remote communities. (Objective 1)	Contractor shall comply with the Occupational Health and Safety Plan and the Community Health and Safety Management Plan which set out requirements and management measures on controlling communicable diseases within camps and to outside communities. These plans are to be developed by the Contractor as part of c-ESMP.	Verification	Every months 3	Contractor
		Contractor shall enforce the closed camp policy to limit interaction with community <sup>1</sup>	Verification	Ongoing	Contractor

	Camp operations have the potential to develop favourable conditions for weeds, pests and disease, which could impact the health of workers and the community, as well as affect community livelihoods (e.g. rodent infestation affecting crops). (Objective 1)	The Project shall comply with the Weed, Plant Pathogen and Pest Management Plan (to be developed by contractor as part of the C-ESMP) to prevent exotic weeds, plant pathogens and pests from entering the Project areas (including camps) and spreading outside of those areas.	Verification	Every 3 months	Contractor and/or PIU
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Waste Management and Environmental Impacts	Camp has the potential to have off site pollution impacts from waste disposal, emissions and spills. Camp operations may also cause environmental issues including deteriorating water quality, erosion, sedimentation, noise and air quality issues. These factors have the potential to affect the community if not adequately managed. (Objective 1)	Contractor shall exercise all reasonable due diligence to conduct its operations in a manner that will minimize pollution.	Verification	Ongoing	Contractor
		Contractor shall comply with the Waste Management Plan which define requirements to contain, transport, handle and dispose of camp wastes and hazardous materials to avoid impacts to human health and the environment. Contractor shall also apply appropriate management controls set out in the Spill Prevention and Response; Erosion and Sediment Control; Water; Air Emissions; and Noise and Vibration Management Plans for camps. These plans will be developed by the Contractor as part of the C-ESMP.	Verification	Ongoing	Contractor
		Contractor shall also apply appropriate management controls set out in the Spill Prevention and Response; Erosion and Sediment Control; Water; Air Emissions; and Noise and Vibration Management Plans for camps.	Notification		Contractor and/or PIU

Community Resources	Any infrastructure, services or resources used by camps (e.g. water abstraction) that result in reductions/shortage/interruptions for the local community will have a negative impact. (Objective 1)	Contractor shall utilise water sources for camp use in a manner that minimizes impacts on local supply and use. Freshwater sources used by the Contractor should be reviewed and accepted by MoEWR/PIU, as per Water Management Plan to be developed by the Contractor and based on the Water Use Resources Assessment Study prepared.	Verification	Prior to establishment of camp	Contractor and/or PIU
		The Project shall routinely monitor quality and supply of water source used by camp (based on Water Use Plan to be developed by Contractor).			
		The Project shall routinely monitor quality and supply of water source used by camp (refer Water Use Assessment Plan).	Ongoing	Every 3 months	Contractor
Procurement and Supply of Goods	Increased demand for food and other provisions may deplete natural resources e.g., firewood, timber, game, fisheries, etc. potentially causing	The Project shall not purchase products in the local community unless through formal contracts with approved suppliers.	Verification	Ongoing	Contractor and/or PIU
		The Project shall adopt management measures	Verification	Ongoing	Contractor

	shortages of supply in the local community, and/or increasing the price of goods, affecting affordability for local communities. (Objective 1)	identified in a Community Impacts Management Plan (to be developed by Contractor as part of CESMP).			and/or PIU
Camp Location	Siting of camps may result in displacement of residents, loss of productive lands and the resources upon these lands. Camps may also restrict or impede access to areas for the local community. (Objective 1)	Potential camp locations will be selected in consultation with MoEWR/PIU and affected communities will be subsequently consulted.	Verification	Prior to establishing the camp	Contractor and/or PIU

	Construction camps may result in a noticeable increase in traffic, noise, air emissions and light intrusion which could negatively affect the amenity and lifestyle of nearby communities and pose a potential safety issue. (Objective 1)	The Project shall refer to the mitigation measures in the ESIA section of Environmental and Social Management Plan (ESMP) that includes mitigation/avoidance measures that relate to the local community and use the measures in ESIA/ESMP to develop C-ESMP, including site specific: <ul style="list-style-type: none"> <li>✓ Noise and Vibration Management Plan</li> <li>✓ Air Emissions Management Plan; and ✓ Waste Management Plan.</li> </ul>	Verification	Ongoing	Contractor and/or PIU
In-migration	There is a strong likelihood of in-migration into areas around the construction camps. People from outside of the local area may migrate into existing settlements or develop new settlements in proximity to camps and the Project area. Existing communities may also relocate to be closer to camps. In-migration can result in disputes and sometimes violence between the new settlers and the resident community. Migrants moving into existing settlements may increase demand and inflate prices for housing, goods and services. Increased population and development of new and uncontrolled settlements increase	Contractor shall enforce a ‘closed’ camp policy unless otherwise agreed by MoEWR/PIU. This is intended to deter individuals setting up near camp.	Verification	Ongoing	Contractor
		For other mitigation measures, reference will be made to in-migration section of the Labour Management Procedures (LMP) already developed for the project.	Verification	Ongoing	Contractor and/ or PIU

	pressure on infrastructure, services and resources. The increased traffic from in-migration may also result in greater theft and smuggling of goods. (Objectives 1 & 2)				
Worker Welfare and Living Conditions	Construction workers living in camps may encounter stresses and discomforts that negatively impact their health and welfare. These stressors or discomforts may be caused by: <ul style="list-style-type: none"> <li>✓ Poor living conditions (accommodation, ablution and sanitary, health, recreation catering and laundry).(Objective 2)</li> </ul>	Contractor shall comply with minimum standards for camp buildings, facilities and services cited in the bidding documents to be shared by MoEWR-PIU and approved by the World Bank. Requirements could include among others:  Standards including but are not limited to: <ul style="list-style-type: none"> <li>✓ Building requirements.</li> <li>✓ First aid facilities and services</li> <li>✓ Sanitary and ablution facilities</li> <li>✓ Entertainment and recreation facilities and services</li> <li>✓ Communication services</li> <li>✓ Food and canteen facilities and services ✓</li> <li>Accommodation requirements; and ✓</li> <li>Laundry facilities.</li> </ul>	Verification	Ongoing	Contractor
	There is potential for resentment if living conditions of citizens of Somaliland or other country nationals are of a lesser standard than expats. (Objective 2)	Where there is a difference in camp accommodation, Contractor shall manage this issue in an open and transparent manner. No reduction in standards shall be allowed because of worker's race, gender or nationality, although distinctions may be appropriate based on seniority of individuals and job classifications.	Verification	Every 6 months	Contractor

	Cultural issues (nationality, religion, discrimination and harassment, etc.).	Contractor may provide prayer rooms and other facilities, as necessary and to the extent practicable, to satisfy the religious needs and customs of its workforce.	Verification	Ongoing	Contractor
	(Objective 2)	Contractor's personnel shall not engage in any discrimination or harassing behaviour. Contractor shall prepare and implement Code of Conduct to promote non-discrimination in accordance with Labour Management Procedures (LMP) already developed for the project.	Verification	Ongoing	Contractor
		Contractor shall implement a worker grievance procedure to address grievances between workers. Refer to the Worker Grievance section of the Labour and Worker Conditions Management Plan.	Verification	Ongoing	Contractor
	Mental health issues (morale, isolation, family attachments, boredom). (Objective 2)	Camps will be treated as closed camps. Camp rules in relation to alcohol consumption and drug prohibition will be complied with.	Verification	Ongoing	Contractor
		Contractor shall provide recreational facilities where practicable. In addition, Contractor will provide counselling for all workers, with no discrimination by race, sex or religion.	Verification	Every 6 months	Contractor
	Personal security (crime, and emergencies). (Objective 2)	Camps will be controlled by security to avoid intrusions from outside community.	Verification	Every 3 months	Contractor
		Work Site Security Plan (SMP) to be developed by Contractor shall include security measures to be provided at the camps which may include fencing, locks, alarms, pass card systems, badge and pass system, access points, safe transport of personnel as appropriate.	Verification	Every 3 months	Contractor
		Contractor shall develop an Emergency Preparedness and Response Plan (EPRP) that meets requirements set out in bidding documents.	Verification	Prior to establishing the camp	Contractor

	Environmental stress (climate, noise etc.). (Objective 2)	Contractor shall comply with the health requirements for project execution (as outlined in Health and Safety Management Plan-to be developed by contractor), in addressing environmental factors including: <ul style="list-style-type: none"> <li>✓ Accommodation will be designed to suit climatic conditions</li> <li>✓ Accommodation and surroundings shall be constructed so that noise does not interfere with sleep to the extent that is reasonably practicable; and</li> <li>✓ Health and hygiene inspections of facilities</li> </ul>	Verification	Ongoing	Contractor
Decommissioning	Decommissioning of camps has several potential impacts: <ul style="list-style-type: none"> <li>✓ Local employment and provision of local goods and services at camps will no longer be required;</li> <li>✓ Locals employed and previously accommodated in camps will no longer have access to services and benefits available at camps (e.g. health services, recreation facilities); and</li> <li>✓ Infrastructure which provides benefits to communities may no longer be maintained (e.g. roads) and may be decommissioned and removed or reinstated (e.g. access tracks). (Objective 2)</li> </ul>	Contractor is to follow the retrenchment procedure discussed in the Labour and Worker Conditions Management Plan.	Verification	Ongoing	Contractor
		Where community requests, some infrastructure and services may be retained at the discretion of MoEWR/PIU as part of Corporate Social Responsibility (CSR).	Verification	Ongoing	Contractor/ PIU
		<ul style="list-style-type: none"> <li>✓ Disturbed areas will be reinstated as per the Decommissioning Plan to be prepared by the Contractor as part of C-ESMP.</li> <li>✓ Where practicable, Contractor will return camp areas to former landforms.</li> <li>✓ No facilities will be maintained in or near especially environmentally or socially sensitive areas; and</li> <li>✓ Where there are negative consequences of induced access, the facility will also be decommissioned and the area reinstated.</li> </ul>	Verification	Ongoing	Contractor

## 5 ROLES AND RESPONSIBILITIES

Contractor shall ensure sufficient resources are allocated on an ongoing basis to meet the requirements of this Plan. The Construction Environmental and Social Management Plan (CESMP) shall describe the resources allocated to and responsible for the execution of each task and requirement contained therein and shall describe how roles and responsibilities are communicated to relevant personnel.

## 6 TRAINING, AWARENESS AND COMPETENCY

Contractor shall ensure that all personnel responsible for the execution of the tasks and requirements contained within this Plan are competent on the basis of education, training and experience. The C-ESMP shall describe the training and awareness requirements necessary for its effective implementation.

Contractor's training activity associated with the C-ESMP shall be appropriately documented by means of a training needs assessment, training matrix/plan and records of training undertaken. Project shall ensure that personnel responsible for the execution of tasks and requirements in the Camp Management Plan are competent on the basis of education, training and experience. Project training activity associated with the Camp Management Plan shall be appropriately documented by means of a training needs assessment, training matrix/plan and records of training undertaken.

## 7 PERFORMANCE INDICATORS

Table 2 outlines the indicators for measuring and verifying performance in relation to camp management. However, Contractor may, subject to agreement with PIU, modify or add to these indicators to enhance the Contractor Plan based on lessons from the performance indicators.

**Table 2: Performance Indicators**

<b>ID #</b>	<b>Performance Indicator</b>	<b>Measurement</b>	<b>Internal Assessment Frequency*</b>	<b>Relevant Management Plan Objective</b>
1	Camp Management Training participation	100% of workers resident at camp undergo training on camp management.	Monthly	1,2
2	MoEM/PIU satisfaction with Camp Management	An 80% compliance with the standards outlined in the Camp Management Plan	Monthly	1,2
3	Worker satisfaction with living conditions	Number of workers' grievances related to camp management.	Monthly	2

\* Frequency is determined by PIU and may vary subject to Contractor's performance.

## 8 REPORTING AND NOTIFICATION

Contractor shall submit to EAPP-PIU/MoEM-PIU a monthly report addressing the performance indicators (see Table 2).

Other reporting or notifications required as part of the implementation of this Plan are summarized in Table 1.

## **9 ATTACHMENT 1**

### **LEGAL AND OTHER REQUIREMENTS**

Contractor shall comply with applicable Somaliland Laws and Regulations, applicable World Bank requirements and applicable International Treaties and Conventions. In addition, Contractor shall comply with certain other requirements defined by the Project Implementing Unit.

The following requirements form the basis of this Plan; however, Contractor should not rely upon them as an exhaustive list of legal and other requirements.

#### **Ethiopia's Laws & Regulations**

Government of Somaliland's law relevant to camp management includes:

- The Labour Proclamation Laws

#### **International Treaties and Conventions**

Typically, international conventions and treaties mandate actions that the signatory countries must undertake, and they do not require direct action by private companies, however some treaties and conventions may require direct action by private companies.

Workers' Accommodation: Processes and Standards (2019):  
<https://www.ifc.org/en/insightsreports/2000/publications-gpn-workersaccommodation>

#### **International Finance Institution Requirements**

World Bank Groups (WBG) ESS standard 4 covers Community Health and Safety and its objectives are to:

- Avoid or minimize risks to and impacts on the health and safety of the local community during construction from both routine and non-routine circumstances; and
- Ensure that the safeguarding of personnel and property is carried out in a legitimate manner that avoids or minimizes risks to the community's safety and security.

Requirement 6 states that, *The Borrower will design, construct, operate, and decommission the structural elements of the project in accordance with national legal requirements, the EHSGs and other GIIP, taking into consideration safety risks to third parties and affected communities. Structural elements of a project will be designed and constructed by competent professionals and certified or approved by competent authorities or professionals. Structural design will take into account climate change considerations, as appropriate.*

In addition, WB ESS 2 covers Labour and Working Conditions and its objectives are to:

- To establish, maintain and improve the worker-management relationship.
- To promote the fair treatment, non-discrimination and equal opportunity of workers, and compliance with national labor and employment laws; and
- To promote safe and healthy working conditions, and to protect and promote the health of workers.

