

THE UNITED REPUBLIC OF TANZANIA
President Office
TANZANIA SOCIAL ACTION FUND

Production Social Safety Net - II
(PSSN II)



LABOUR MANAGEMENT PROCEDURES (LMP)

Prepared by:
TASAF Management Unit
PSPF Tower, 4th Floor
Jakaya Mrisho Kikwete Street
P. O. Box 2719
Dodoma
Tel: +255 2629 63866
Fax: +255 2629 63871
E mail: info@tasaf.org
Website: www.tasaf.org

JANUARY 2023

(Revised to fulfil the requirements of Additional Financing Agreement)

Table of Contents

Definition of key words iii

LIST OF ACRONMYS iv

1.0 OVERVIEW OF LABOR USE ON THE PROJECT..... 1

1.1 Characteristics of project workers..... 1

2.0 ASSESSMENT OF KEY POTENTIAL LABOR RISKS..... 3

3.0 BRIEF OVERVIEW OF LABOUR LEGISLATION: Terms and Conditions..... 4

4.0 BRIEF OVERVIEW OF LABOUR LEGISLATIONS: Occupational Health and Safety..... 4

5.0 RESPONSIBLE STAFF..... 5

6.0 POLICIES AND PROCEDURES 5

7.0 AGE OF EMPLOYMENT 7

8.0 TERMS AND CONDITIONS..... 7

10.0 LOCAL SERVICE PROVIDERS CONTRACT MANAGEMENT 10

11.0 COMMUNITY WORKERS 10

ANNEX:..... 11

Annex 1: Community driven PWP subprojects implementation arrangement..... 11

Definition of key words

Beneficiaries	Members of the Households and its dependants enrolled and benefiting in PSSN Program.
Community workers:	These are the household's representative eligible to work in the Public Works Subprojects
Communities	A unified body of individuals: such as people with common interests living in a particular area proudly
Project Workers:	These are project employees who are employed for long term contracts, short term contracts and consultants
Stakeholders	Refers anyone including a person, group, organization or government or any other entity with a direct or indirect interest in operations actions and outcomes of PSSN II

LIST OF ACRONYMS

CBPP	Community Based Participatory Planning
CMC	Community Management Committee
ESS	Environmental Social Standards
GRM	Grievance Redressal Mechanisms
LMP	Labour Management Procedure
LSP	Local Service Providers
OHS	Occupational Health Safety
PAA	Program Authority Area
PPE	Personal Protective Equipment
PSSN	Productive Social Safety Net
PSSNA	Productive Social Safety Net Accountant
PSSNC	Productive Social Safety Net Coordinator
PW	Public Work
PWP	Public Work Program
RPSSNC	Regional Productive Social Safety Net Coordinator
TASAF	Tanzania Social Action Fund
TI	Targeted Infrastructure
TMU	TASAF Management Unit
VC	Village Council
VEO	Village Executive Officer

1.0 OVERVIEW OF LABOR USE ON THE PROJECT

Activities: The project has two major components i) Productive Household Support (Benefits and Services) which includes, Cash Transfer, Public Works and Livelihood Support and ii) Institutional capacity and integrated delivery system. PSSN II will support subprojects to create small community assets. The type of subprojects to be supported will be identified by the communities after undergoing a participatory planning process

Number of project workers: The proposed small-scale labor intensive public works are envisaged to create productive assets at community level and provide temporary employment opportunities to beneficiary households, mainly people living under the food poverty line nationwide in Tanzania. The project engaged about 660,000 Community Workers during the period additional financing is being processed (2022/2023), and is expected to decrease to about 450,000 Community Workers in succeeding years as a number of participants are expected to exit the Program. The number of participants is expected to decrease further to about 400,000 Community workers towards the end of the extension period September 2025.

In managing the program TASAF will be required to employ 310 staff on contractual basis based on National Labor Laws and TASAF administration Hand Book.

The extension of the second phase of PSSN II will be implemented nationwide in Tanzania, both in rural and in urban settings, consequently there will be no alteration of earlier proposed locations and design of the Program. The decrease in the number of community workers will be based on the exit strategy of participants from the Program.

1.1 Characteristics of project workers

Community Workers (Participants):

The Project will use community workers, who are able and willing to provide labor to work in small-scale works according to subprojects identified and prioritized by the community through Community-Based Participatory Planning (CBPP) methodology. Participation in the small-scale works will be optional and include both men and women

between the age of 18 and 65. The program will continue to give emphasis to gender considerations in the planning and implementation of all components of the program. Pregnant women and lactating mothers will be waived from participating in public works 24 month post-delivery but will continue to receive Public Works wages and will be granted a temporary waiver from work. This condition will apply for a household with no alternative participants.

Timing of labour requirements: Community workers are eligible to work for sixty days spread in a period of six months, not competing with agricultural peak season but during the lean season. They will be working for four hours a day with flexibility of working in the morning or afternoon.

Direct Project Workers: The Project will employ consultants and support staffs who are working on contractual bases as part of the Tanzania Social Action Fund (TASAF) Management Unit (TMU). Terms and conditions of these consultants are guided by the Administrative Handbook and National Labour Legislations. In addition, the civil servants at the local government level will be involved in the project implementation on full time or on part time basis. These include PSSN Coordinators at Regional and Project Area Authorities (PAA) levels, PSSN Accountants, and Sector Experts of various sectors such as agriculture, forestry, environment, community developments and other sectors relevant to the Program, who will support activities on part time basis. The PAAs or Local Government Authorities staffs are civil servants whose salaries are financed through the local government.

Timing of labour requirements: Direct Project workers are eligible to work for fixed contract period of not more than 2 years.

Short Term Consultants: The Short-Term consultants are engaged by the Project to undertake short period assignments such as assessment and evaluation. These are consultants guided by specific contractual agreements between them and TASAF.

Timing of labour requirements: Short Term Consultants are engaged under short term period of not more than six months and the labour requirement including the time schedule and deliverables are stipulated in their respective contracts.

2.0 ASSESSMENT OF KEY POTENTIAL LABOR RISKS

The health and safety risks to which the community workers may be exposed from each type of subproject will be assessed, as well as the ability to prevent or eliminate such risks or, if the risk cannot be prevented or eliminated, measures to protect community workers from exposure will be explored.

Key Labour Risks: Potential risks that may arise as per nature of activities undertaken these may include Environment pollution, people with special needs, severity of the impact of occupational injuries that may expose workers to contact HIV and communicable infections, gender impairment i.e. unawareness of adverse outcome to women and men workers at workplaces, accident/injuries, safety hazards and health hazards.

The project will address these risks by ensuring proper measures for through awareness creation, give appropriate consideration to gender dimensions as far as health and safety matters are concerned, enhance HIV, COVID 19 and infections preventive measures, maintenance of environment that accommodate people with special needs to prevent workplace hazards, provisions of safety gears and ensure proper management of environment pollutions as per Health and Safety Act 2003 and NOHS Policy 2010.

The risk of child labour will be mitigated through Certification of laborers' age that will be done by using the legally recognized documents such as National Identification Card, Voters Registration Card and Birth Certificate. In circumstances where these documents are not available, the Affidavit of Birth will be used. Further, awareness raising sessions will be conducted regularly to the communities to sensitize on prohibition and negative impacts of Child and forced Labor.

To avoid the risk of accidents at work places, the site will be planned to have description of all important area including Emergence Assembly Point; additionally, the site will have Sign Boards located in appropriate places, providing information on precautions and appropriate actions to be taken to avoid accidents including mandatory to wear protective gears, awareness rising session on health and safety at work place and the

session includes issues of communicable diseases such as HIV/AIDS, TB, STD, COVID 19 and Cholera availability of Personal Protective Equipment according to the type of subproject activity and the first aid kits with basic requirements

3.0 BRIEF OVERVIEW OF LABOUR LEGISLATION: Terms and Conditions

Various laws, policies, systems, standards and international codes of practice are applicable to the implementation of this Plan. These laws include Employment and Labour Relations Act, 2004, Occupational Health and Safety Act, of 2003 and, have relevant clauses that support ESS 2. Project workers will be provided with information that is clear and understandable regarding their terms and condition of employment.

The employment and labor relation Act, 2004 is the main legislation that guide labor practices in Tanzania. Terms and conditions provided by this Act includes prohibition of child labor, prohibition of forced labor, freedom of association, prohibition of discriminations, employment standards i.e. maximum hours of work, night work standards, right to break during working day, leave and fair terminations. The above terms and conditions apply to the long-term consultants. However, some of these terms and conditions apply to community workers i.e. Prohibition of child labor, prohibition of forced labor, prohibition of discriminations and maximum hours of work

The legislation requirements conform to guidance provided in WB Environmental and Social Framework (ESF) under Environmental and Social Standard 2 (ESS 2) on Labor and Working Conditions

4.0 BRIEF OVERVIEW OF LABOUR LEGISLATIONS: Occupational Health and Safety

The projects will ensure safe means of access to; safe working place, supply of potable water, convenient toilet and, first aid facilities as stipulated in Tanzania Occupational Health and Safety Act No. 5 of 2003 Part IV Section 43 Safety provision; Part V Section 54, 55 and 58. Furthermore the project will adhere to safety special provisions of Tanzania Occupational Health and Safety Act no 5 of 2003 Part VI Section 61 (1a), 63(a, b), and 65 on protection against inhalation of dust, protection of eyes and safety of health of agricultural activities

Measures relating to OHS are for protecting workers from injuries, illness or impacts associated with exposure to hazards encountered in the work place or while working. Such OHS measures include provision of PPE, awareness raising and guidance on how to prevent accidents at work place. This aligns with the requirements of ESS2 and National Laws on OHS and work place conditions. Community Workers under the project will be provided with facilities (protective gears) appropriate to the circumstances of their work as advised by Sector Expert.

5.0 RESPONSIBLE STAFF

To ensure successful management of project workers there is a need to clearly define roles and responsibilities of key players and stakeholders at Community, Project Area Authorities (PAAs) or Local Government Authorities and National levels.

- **National level- TASAF Management Unit** will prepare guidelines and all forms needed, capacity building to PAAs staff and monitoring; ensure provision of expert advice on labour management, ensure enforcement and monitoring role as stipulated by law, ensure periodical labour and working conditions environmental audits and facilitate in conducting training for staff that will carry out LMP at PAA level.
- **PAA level** - The PAA Technical Team will support Local Service Provider (LSP) and Community Management Committee (CMC) and Village Council (VC) in work site management. This will entail ensuring that community workers use safety gears during execution of works. They will also be responsible for training of LSP, CMCs and Village leadership on safety measures to avoid work place accident. filling of forms required, prepare quarterly monitoring reports
- **Village level** –LSP, VC and CMC, will be responsible to oversee the management of community workers at sites, this include undertaking both compliance monitoring and effects monitoring.

6.0 POLICIES AND PROCEDURES

The participants of the Program will be enrolled through a community based participatory approach this will entail the following activities: -

- i. PAA staff and Ward level extension personnel during village assembly will introduce the Project) explaining thoroughly on the components and the mode of its operations to the prospective participants.
- ii. Furthermore, during the Village Assembly meeting, the PAA team will elaborate on the nature, type and eligibility of community driven labor.
- iii. The eligibility criteria of program participants will be established and agreed upon during the village meeting based on set of criteria. Some of common criteria include
 - a) Extreme poor households identified in community-based targeting and verified through Proxy Means Test – these are households that do not meet daily consumption needs, have limited assets, high family size, elderly, orphans and child headed households, people with chronic illness and other forms of vulnerability.
 - b) For PWP, in addition to common criteria mentioned in a) above, there should be at least one able bodied person who can provide labor on behalf of the Households, age between 18 – 65 years and who is willing to work on PWs.
- iv. The participants will have ultimate option of choice to whether they are willing to participate in the Program or not.
- v. Participants who opted to be in the Program will be enrolled in the Program to develop a register of participants.
- vi. All child headed households will receive direct support, and will not participate in Public Works
- vii. Pregnant women and lactation mothers will be waived from participating in public works for 24 months post-delivery will receive direct support, and will not participate in Public works

ESS2 para 24-30 on Occupational Health and Safety will be complied through a provision of PPE to every worker at all working site where beneficiaries undertake PWP activities. Such PPE will be identified during Micro-planning stage when subprojects activities will be firmed up. Different PPE will be supplied and used in subprojects depending on subprojects activities. PW Handbooks also covers provisions of

occupational health and safety at the project sites which includes but not limited to provision of sanitary facilities, solid waste collection and disposal points, use of appropriate PPE with respect to project implemented and provision of First Aid Kit in all sites. Cost for procuring PPE will be included in the subproject budget of inputs. Community Management Committee will be responsible for procurement of these inputs. They will also maintain a stores ledger book where all tools procured will be recorded

ESS2 para 34: Community workers will be engaged in working for Public works Program as part of safety nets implementations. During the implementation community assets will be created and these will contribute to their social and economic benefits. The type of assets to be created will be determined through CBPP. The project requires that all able-bodied persons to participate in the PW by providing labour to receive safety nets benefits.

7.0 AGE OF EMPLOYMENT

The project will target eligible households having at least one adult of working age of 18 to 65 only to work in PWP subprojects. However, age of participants will be verified during subproject community based participatory planning. Such tools like Voters Registration Card (VRC), National ID will be used to verify age of participants and validated in the Village Assembly meeting. In the circumstances where these documents are not available the Affidavit of Birth will be used. Further, awareness raising sessions will be regularly conducted to the community to sensitize on prohibition and negative impacts of Child and forced Labor

8.0 TERMS AND CONDITIONS

There are three types of workers in the PSSN II project:

- (i) Civil Servants from the government at PAA level and TASAF Management Unit (TMU) who have contracts that are governed by the National Labour Legislations and;
- (ii) Short Term Consultants.

- (iii) Community workers who will be working in the Project following rules as agreed in the respective handbooks of PWP including payment amount, method of payment and hours of work.

The government officials at the PAA and TASAF Management Unit are civil servants and their terms and conditions of employment are guided by National Labour Legislations. Moreover, TMU staffs are also guided by TASAF Administrative Handbook

The community workers will work on PW subprojects using guidance provided in PW Handbook. The handbook stipulates among others the eligibility criteria to participate in the PW. Community workers must be targeted and enrolled as a poor household participating in the PSSN. Eligible members must be residence in the respective community and between the age of 18 and 65 years. Community workers are entitled to work for 60 days a year spread over a period of 6 month during lean seasons.

Working conditions will be made clear to the community members prior to commencement of the work. During micro-planning of PW, the PAA Facilitators will explain to beneficiaries and entire community the PW objectives and working conditions. During the meeting beneficiaries will be informed of such working conditions such as:

- Community workers will be working for 4 hours a day
- Work duration will be 60 days a year spread over 6 months
- Payment will be made on bimonthly basis after completing assigned work
- Community workers will be paid TZS 3,000 per day

9.0 GRIEVANCE MECHANISM

The project will continue to strengthen and upgrade the Grievance Redress Mechanism (GRM) established during PSSN I and works through the appropriate institutional structures for Project management at national, PAA and community levels. This is well supported by the functional computerized Management Information System (MIS), and the monitoring and evaluation (M&E) system that has demonstrated its capacity to generate timely information on inputs, outputs and results.

Awareness and sensitization of grievance mechanism will continue to be carried out through community sessions for PSSN II participants and through posters placed at pay-point centers. A wide range of project-affected people: community members, members of vulnerable groups, project implementers, civil societies, and the media; will be encouraged to bring grievances and comments to the attention of project authorities. Grievances will continue to be received through established communication channels; grievance registers village/street/Shehia office, through phone, letters or face to face at the VEO/Sheha or DED offices, Toll free TASAF call center 0800 110 057/ 0800 110 058 and 0739 000 038 (not Toll free).

During PW implementation at the site Beneficiaries with grievances' can report it to site supervisor (LSP) or members of the Community Management Committee (CMC) In addition to sensitization of how to lodge a grievance, it is also addressed during the community sessions for PSSN II participants and through posters placed at pay-point centers which provide the same message. The program will enhance a Grievance Redress Mechanism System as a formal process for receiving, evaluating and redressing program-related grievances from affected communities and the public.

Grievances may be reported in form of claim, complaint or issue related to participation in works, benefit-sharing, etc.

At the PAA level a Grievance Committee comprising of PAA Coordinator, Environmental Officer, Land Officer and Community Development Officer will be formed to address all grievances related to Project performance. For effectiveness and efficiency of GRM, the procedures for handling grievance will be simple and administered as far as possible by the Village Council and Grievance Committee at the PAA level. The Village Council or Shehia committee and PAA Grievance Committee shall maintain records where grievances and complaints, including minutes of discussions, recommendations and resolutions made, will be recorded. The nature of grievance reported might necessitate involvement of different levels in decision making to be resolved. The court will be the ultimate decision maker as per flow diagram below:



Since the implementation of the Program activities, involves interaction with the community hence it will be important to promote broader citizenship engagement to enhance transparency and accountability.

10.0 LOCAL SERVICE PROVIDERS CONTRACT MANAGEMENT

The work will be undertaken by the Community workers with technical supervision of Local Service Providers (LSP). The PAA technical experts will provide overall supervision to ensure sector norms and standards.

The LSPs will enter into contracts with Village Council (VC) prior to PW subproject implementation. The contract duration is dependent on the project implementation period. LSP will be supervised by CMC during the project implementation and adherence to contract is monitored. On the other hand LSP will be supervised by sector experts on project technical aspects. LSP shall comply with the terms and conditions stipulated in the contract and contrary to that will be penalized accordingly.

There will be no contractors engaged to work in the Program activities as the work will be undertaken manually by the community workers.

11.0 COMMUNITY WORKERS

The program will engage the enrolled participants in the Program to work as community workers through the procedure as described in section 6.0 on Policies and Procedures. The community workers will be working based on the Program manual, handbook and guidelines.

PPE will be provided to the community workers based on the type of the subprojects as follows;

- i. Gum Boots: Construction of water ponds, wells, roads, buildings, in farms etc.
 - ii. Gloves: Construction of water ponds, hand dug wells, community roads, buildings, in farms etc.
 - iii. Dust Mask: Construction of water ponds, hand dug wells, community roads, buildings, in farms etc.
 - iv. First Aid Kit: Applicable in all subprojects
- *(Others as recommended by Sector Expert)

ANNEX:

Annex 1: Community driven PWP subprojects implementation arrangement

1. Implementation Arrangements

To begin the actual implementation of the PW, TMU will disburse 25% as non-wages cost into PAA Bank Account for procurement of non-wages input such as tools, equipment and administrative costs to make sure that implementation starts as planned. This will be done at least one month prior to start date of implementation.

CMC will liaise with VC/Mtaa/Shehia to ensure proper storage of working tools, equipment and materials. The storekeeper will use store ledger to issue tools to the group leader who will issue to individual workers under their charge and similarly collect and return to the store by the same person.

Day-to-day management of public works at village level is the responsibility of the LSP and CMC who plan and decide on activities to be carried on daily basis. LSP contracted by PAA provides full time supervision. The LSP will be handed over the following documents that will guide implementation.

- Technical drawing of the subproject detailing lay out plan, dimensions and cross sections
- Operational Bills of Quantities showing tasks to be accomplished and work norms.
- Environmental and Social Management Plans showing the identified impacts and proposed mitigation measures.
- Job card generated from the MIS showing names of household's beneficiaries and a substitute.

- A list of tools that has been procured and be used for subproject implementation.

Only registered participant will be authorized to work in the public works sites, hence subcontracting of work to non-registered participants will not be authorized.

Orientation on the fundamental principles of public works, participation, rules for attendance, cooperation, payment schedule and safety precautions will be given to all participants before starting the work.

A **first aid kit** will be availed to each public works work site, LSP will be trained to provide first aid throughout the project as per OHS Act 2003

1.1 Age of the participants.

The PWP subprojects will be implemented by participant aged 18 to 65 years. The age of participants will be ascertained during the enrolment and through other means as voter registration cards and village assemblies. Participants under the 18 years old will not be eligible to participate in subprojects activities.

1.2 Formation of work teams

Beneficiaries participating in public works will be organised in work teams. A work team is comprised of between 15 to 25 members and work is assigned to the work team, which they must complete. Team elect their leader, a Gang Leader (GL) and if possible the assistant gang leader. These act as a link between LSP and CMC on daily planning and execution of work. If the selected Gang Leader is male, the assistant should be a female and vice versa where possible. Gang Leader will communicate to their members on the time and location of the public works activities and are responsible for sharing the work within the team. This arrangement helps to ensure cooperation within the teams, monitoring each other's attendance and ensuring each other arrive at work on time. The team will have balanced composition taking account of gender, age, skills ability and strength.

Note: Allocation of light works for women:

Team composition and assigning of teams for different activities should take into consideration the needs to allocate light duties for women. The definition of light can vary according to the specific activity. For example watering of seedlings in a tree nursery if water is available near the site can be taken as light work. However if water is not available in the nearby site, it will no longer taken as light work, since beneficiaries will need to travel long distance to fetch water.

1.3 Work site management

Management of the worksites is the key part of implementation of a public works subproject. It will entail organisation of labour, management of attendance, payment of beneficiaries, provision of required materials and other inputs, physical execution of works, technical support and resolving issue that might arise during execution.

Prior to start implementation the PAA Technical team will carry out the following tasks:

- i. Train LSP at the site on interpretations of technical drawings, work norms, setting out works so that work allocated correspond to the available labour.
- ii. Plan what activities needs to be accomplished in 10 days, and allocation of tasks based on the number of beneficiaries. These should be document into the site instruction book and should be agreed among the CMC, LSP and VC.
- iii. Organise a gang of work groups into 15-25 beneficiaries to carry out specific tasks of the subprojects. The gang will elect a gang leader who will receive work orders from LSP. It is the task of the gang leader to ensure that the assigned task is completed for a day.
- iv. Due consideration will be given to women's needs.
- v. The technical team must ensure that enough tools are available for the working gang. The team will ensure that enough materials are available at the worksites to create quality of assets
- vi. Inform participants that payment of public works will be based on the achievements of completed task. It is the duty of LSP, CMC and VC to plan and organise work to be undertaken based on targets.

After completion of a daily task, LSP and CMC will check completeness of the work by measuring actual work done and records.

1.4 Technical Supervision and Management

During implementation of the subproject, technical supervision will be provided by PAA specific sector experts and Ward Development staffs. They will provide technical guidance and inspect the works to be carried out to ensure that works are carried out to

acceptable standards and is of good quality. The supervision team will be required to check work progress, fill in and sign the site instruction book for any recommendations towards adherence to norms, standards and specifications and any other social issues. Supervision team will also be required to receive and document complaints and grievances, date occurred and redress mechanism. The team will also recommend specific actions to redress pending issues.

After the end of 10 working days, the LSP and CMC will prepare a muster roll indicating the number of days a household has not worked. All muster rolls and Job cards will be signed by Village Executive Officer/Mtaa Executive Officer and must be collected to PAA Coordinator for review and approval within six days after completing the round of 10 days. The LSP and CMC will also prepare a monthly report showing achievements against planned targets. Note that 10 working days will be completed in the 17th day of the month. LSP and CMC must make sure works are done from Monday to Saturday consecutively excluding only Sunday.

PAAs enter the information from the Muster Roll into the PW MIS to enable them generate pay list. Site visits by PAA sector technical team is a must to ensure that works is of good quality. Sectors are encouraged to coordinate within and across the sectors in the supervision, information and report sharing of progress of works. On monthly basis progress for each subproject will be discussed in the CMT meeting.

1.5 Measurement of works

One of the objectives of implemented subprojects under PWP is to create durable assets and strengthening the livelihood resource base of the communities. A substantial amount of funds is used to pay participants labor and other inputs. Thus if well implemented by following sector norms and standards, these subprojects has the potential of transforming the lives of many communities but also results in substantial infrastructural development and addressing land degradation. It is therefore paramount to ensure good quality and durability of assets are being created. PAA technical team will make measurements of the works after completing each round of 10 working days and make a joint plan of the next round of 10 days. Should any deviation occur, this has to be corrected and communicated to the Village Council. The PAA Technical Team

should strictly monitor the quality of works on four major aspects; Measurements, Specification, Workmanship and end Outcomes of each subproject.