



**The Revolutionary Government of Zanzibar
Ministry of Community Development, Gender,
Elderly and Children**

**Program for Advancing Gender Equality in
Tanzania (PAMOJA) (P 178813)**

LABOUR MANAGEMENT PROCEDURES (LMP)

May 2025

Simplified Labour Management Procedures

In accordance with the requirements of World Bank's Environmental and Social Standard 2 (ESS 2) on Labour and Working Conditions, a simplified LMP have been developed for the project. The LMP sets out the ways in which Ministry of Community Development, Gender, Elderly and Children (MoCDGEC) will manage all project workers in relation to the associated risks and impacts. The objectives of the LMP are to: Identify the different types of project workers that are likely to be involved in the project; identify, analyze and evaluate the labour-related risks and impacts for project activities; provide procedures to meet the requirements of ESS 2 on Labour and Working Conditions, ESS 4 on Community Health and Safety, and applicable national legislation.

The Labour Management Procedures apply to all project workers, irrespective of contracts being full-time, part-time, temporary or casual. The types of workers that will be included in the project are listed below:

- **Direct workers** – The implementation of PAMOJA Sub-projects will utilize direct workers working with the PAMOJA PIU as well as government civil servants at the MoCDGEC and LGAs level. Furthermore, the project will employ independent consultants who will be working on contractual bases with different time inputs as part of PAMOJA PIU. The estimated number of direct workers for each LGA will not exceed 20 including the management unit, technical unit, social, environmental, financial, procurement and administrative. Direct workers will be managed by MoCDGEC in accordance with the Zanzibar Employment Act No. 11 of 2005, the Occupational Health and Safety Act, No. 8 of 2005; and the World Bank ESS 2.

Timing of labour requirements: Direct project workers are eligible to work on full-time fixed renewable contracts for the duration of the entire project implementation. For the consultants, the duration of contracts will vary by assignment but generally, not less than one year.

- **Contracted workers** – Contracted workers will be hired under the standard form of Contract for Construction/ Rehabilitation. The number of Sub-Projects will correspond to the number of Contractors with the possibility of one contractor being awarded multiple Sub-Projects. Each contractor might need engagement of multiple subcontractors. The subcontractors' workforce will be also considered as contracted workers. The labour requirement including the time schedule and deliverables will be as stipulated in their respective contracts.

Timing of labour requirements: Contracted workers timing and labour requirements will vary by assignment. They will generally be for a minimum of six months and potentially for several years during project life cycle depending on the contract duration.

- **Community workers** – The program may involve community workers especially for component 2 which aims at strengthening economic opportunities where the program will involve local communities and groups for program activities such as capacity and trainings.
- **Primary supply workers** – This group of workers might be engaged on the project as certain supply of materials (i.e. aggregate and crushed stone, sand, timber, paints, electrical equipment etc.) will be required within PAMOJA project. The potential number is not possible to be provided as this will depend of the sourcing strategy and management by the Contractors/ 'Fundi'. However, in case third parties qualifying as primary supply workers are to be engaged risks of potential child

labour, forced labour and serious safety issues which may arise in relation to primary suppliers shall be assessed.

Labour Risks

The following potential labour risks are identified under the project:

- Violation of worker's rights: Terms and conditions of employment of workers may not be consistent with national legislation or World Bank standards
- Violation of worker's rights: Non-discrimination and equal opportunity of workers may not be consistent with national legislation or World Bank standards
- Use of child labour or forced labour
- OHS risks related to the potential use of pesticides and agrochemicals, which can have an adverse effect if they enter the body through inhalation, dermal absorption or ingestion or localized ill effects on contact with skin or eyes
- Risk related to civil works (construction/rehabilitation works) including exposure to hazardous materials (Printed Circuit Boards, asbestos, lead based paint), substances and process if they are not properly controlled, inhalation of dust, cement, chemicals used in construction, toxic fumes, noise, vibration and ergonomic hazards
- Health related risk due to poor indoor air quality, inadequate potable water and/or waste water disposal, communicable (COVID 19 or cholera) and non-communicable diseases (HIV/AIDS)
- Risks related to man-made or natural disasters (fires, floods etc.)
- Unsafe work environment and poor working conditions
- Workplace injuries and accidents, particularly when operating construction equipment, when working at height on building construction and when handling heavy equipment and materials
- Risks from exposure to hazardous substances (dust, cement, chemicals used in construction etc.)
- Sexual exploitation and abuse/sexual harassment (SEA/SH) risks for workers
- SEA/SH risks for community members from workers from outside the project areas
- Conflicts between workers and communities
- Transmission of COVID-19 among workers or nearby communities, especially if workers are not hired locally and arrive to civil works locations from elsewhere or if COVID-19 specific precautions are not in place at work sites and worker accommodation sites

Relevant National Labour Legislation

General Applicable Procedures

MoCDGEC and contractors will apply the following guidelines when dealing with workers:

- There will be no discrimination with respect to any aspects of the employment relationship, such as: Recruitment and hiring; compensation (including wages and benefits); working conditions and terms of employment; access to training; job assignment; promotion; termination of employment or retirement; or disciplinary practices.
- Harassment, intimidation and/or exploitation will be prevented or addressed appropriately.
- Special measures of protection and assistance to remedy discrimination or selection for a particular job will not be deemed as discrimination.
- Vulnerable project workers will be provided with special protection.
- MoCDGEC and contractors will provide job/employment contracts with clear terms and conditions including rights related to hours of work, wages, overtime, compensation and benefits,

annual holiday and sick leave, maternity leave and family leave. Code of Conduct included in this LMP will be applicable for all project workers.

- MoCDGEC will ensure compliance with the Code of Conduct including providing briefings/awareness raising on the Code.
- MoCDGEC and contractors will ensure compliance with occupational health and safety procedures and COVID-19 specific procedures (see below) including that the workers are properly trained in application of the standards that are relevant to the work.
- MoCDGEC and contractors will ensure no person under the age of 18 shall be employed. Age verification of all workers will be conducted by the MoCDGEC and contractors.
- MoCDGEC will recruit contractors and labour locally to the extent that they are available.
- Workers shall be recruited voluntarily, and no worker is forced or coerced into work.
- MoCDGEC will supervise and monitor to ensure compliance with the above requirements.
- All workers will be made aware of the Worker's Grievance Mechanism (see below) to raise work related grievances, including any sensitive and serious grievances on SEA/SH.

Occupational Health and Safety (OHS) Procedures

The objective of the procedure is to achieve and maintain a healthy and safe work environment for all project workers (contracted workers and community workers) and the host community.

- On procurement for contractors, MoCDGEC will avail Table 3 of the ESMF, ESCPs and WB General Environment Health Safety Guidelines (EHSG), the aspiring contractors so that contractors include the budgetary requirements for OHS measures in their respective bids.
- The contractor will develop and maintain an OHS management system that is consistent with the scope of work, which must include measures and procedures to address all the following topics listed below and in accordance with local legislation and Good International Industry Practice (GIIP) (as defined by World Bank Group General EHSGs). The management system must be consistent with the duration of contract and this LMP.
- Contractor will conduct workplace hazards identification and adopt all applicable E&S risk mitigation measures in accordance with local legislation requirements and WBG EHSGs.
- Contractor designates a responsible person to oversee OHS related issues at the project site and define OHS roles and responsibilities for task leaders and contract managers.
- Contractor should put in place processes for workers to report work situations that they believe are not safe or healthy, and to remove themselves from a work situation which they have reasonable justification to believe presents an imminent and serious danger to their life or health, without fear of retaliation.
- Contractor provides preventive and protective measures, including modification, substitution, or elimination of hazardous conditions or substances informed by assessment and plan. Whenever Personal Protective Equipment (PPEs) are required for the work, it must be provided without any objection for the workers.
- Contractor should assess workers' exposure to hazardous agents (noise, vibration, heat, cold, vapours, chemicals, airborne contaminants etc.) and adopt adequate control measures in accordance with local regulations and WBG EHSGs.
- Contractors provides facilities appropriate to the circumstances of the work, including access to canteens, hygiene facilities and appropriate areas for rest. Where accommodation services are provided to project workers, policies will be put in place and implemented on the management

and quality of accommodation to protect and promote the health, safety, and well-being of the project workers.,

- Contractor provides access to or provision of services that accommodate their physical, social and cultural needs.
- Contractor provides for appropriate training/induction of project workers and maintenance of training records on OHS subjects.
- Contractor documents and reports on occupational incidents diseases and incidents as per ESMF guidance.
- Contractor provides emergency prevention, preparedness and response arrangements to emergency situations including and not limited to workplace accidents, workplace illnesses, flooding, fire outbreak, disease outbreak, labour unrest and security.
- Contractor provides remedies for adverse impacts such as occupational injuries, deaths, disability and disease in accordance with local regulatory requirements and Good International Industry Practices.
- Contractor shall maintain all records for activities related to the safety health and environmental management for inspection by MoCDGEC or the World Bank.
- Surfaces, structures and installations should be easy to clean and maintain, and not allow for accumulation of hazardous compounds.
- Buildings should be structurally safe, provide appropriate protection against the climate, and have acceptable light and noise conditions.
- Fire resistant, noise-absorbing materials should, to the extent feasible, be used for cladding on ceilings and walls.
- Floors should be level, even, and non-skid.
- The space provided for each worker, and in total, should be adequate for safe execution of all activities, including transport, interim storage of materials and products.
- Passages to emergency exits should be unobstructed at all times. Exits should be clearly marked to be visible in total darkness.
- Equipping facilities with fire detectors, alarm systems, and fire-fighting equipment. The equipment should be maintained in good working order and be readily accessible. It should be adequate for the dimensions and use of the premises, equipment installed, physical and chemical properties of substances present, and the maximum number of people present.
- Provision of manual firefighting equipment that is easily accessible and simple to use
- Fire and emergency alarm systems that are both audible and Visible
- Adequate lavatory facilities (toilets and washing areas) should be provided for the number of people expected to work in the facility and arrangements made for segregated facilities, or for indicating whether the toilet facility is "In Use" or "Vacant". Toilet facilities should also be provided with adequate supplies of hot and cold running water, soap and hand drying devices.
- Adequate supplies of potable drinking water should be provided with a sanitary means of collecting the water for the purposes of drinking
- Where there is potential for exposure to substances poisonous by ingestion, suitable arrangements are to be made for provision of clean eating areas where workers are not exposed to the hazardous or noxious substances
- Workplaces should, to the degree feasible, receive natural light and be supplemented with sufficient artificial illumination to promote workers' safety and health and enable safe equipment operation. Supplemental 'task lighting' may be required where specific visual insight requirements should be met.

- Passageways for pedestrians and vehicles within and outside buildings should be segregated and provide for easy, safe and appropriate access.
- The employer should ensure that qualified first-aid can be provided at all times. Appropriately equipped first-aid stations should be easily accessible throughout the place of work.
- Sufficient fresh air should be supplied for indoor and confined work spaces. Factors to be considered in ventilation design include physical activity, substances in use and process related emissions. Air distribution systems should be designed so as not to expose workers to draughts
- Provisions should be made to provide OHS orientation training to all new employees to ensure they are apprised of the basic site rules of work at / on the site and of personal protection and preventing injury to fellow employees.
- No employee should be exposed to a noise level greater than 85 dB (A) for a duration of more than 8 hours per day without hearing protection. In addition, no unprotected ear should be exposed to a peak sound pressure level (instantaneous) of more than 140 dB (C).
- Marking all energized electrical devices and lines with warning signs
- The use of asbestos containing materials (ACM) should be avoided in new buildings or as a new material in remodeling or renovation activities.
- Existing facilities with ACM should develop an asbestos management plan which clearly identifies the locations where the ACM is present, its condition (e.g. whether it is in friable form with the potential to release fibers), procedures for monitoring its condition, procedures to access the locations where ACM is present to avoid damage. Training of staff who can potentially come into contact with the material to avoid damage and prevent exposure. The plan should be made available to all persons involved in operations and maintenance activities.

Repair or removal and disposal of existing ACM in buildings should only be performed by specially trained personnel following Tanzania requirements.

Contractor Management Procedures

The objective of this procedure is to ensure that MoCDGEC has contractual power to administer oversight and action against contractors for non-compliance with the LMP.

- MoCDGEC will make available relevant documentation to inform the contractor about requirements for effective implementation of the LMP.
- MoCDGEC will include the provisions of the ESMF, LMP and other relevant documents into the specification section of the bidding documents. The contractors will be required to comply with these specifications.
- Contractor will raise worker awareness on the Code of Conduct.
- Contractor will show evidence of OHS and Emergency Preparedness procedures.
- MoCDGEC will monitor contractor's E&S performance during its regular site visits utilizing contractor reporting or external monitoring/supervision consultants where available. Where appropriate, MoCDGEC may withhold contractor's payment or apply other contractual remedies as appropriate until corrective action(s) is/are implemented on significant non-compliance with the LMP, such as failure to notify MoCDGEC of incidents and accidents.

Procedures for Primary Suppliers

The objective of the procedure is to ensure that labour-related risks, especially child and forced labour as well as serious safety issues to the project from primary supply workers are managed. MoCDGEC and all contractors will undertake the following measures:

- Procure supplies from legally constituted suppliers
- To the extent feasible, conduct due diligence to ensure that primary suppliers conduct age verifications, employ workers without any force or coercion and maintain basic OHS systems.

Procedures for Community Workers

The program may involve community workers especially for component 2 and 3 which aims at strengthening responses to GBV and development for children under the age of four where the program will involve local communities and groups for program activities such as capacity and trainings. The objective of this procedure is to ensure the community workers offer their labour voluntarily and that they agree to the terms and conditions of employment. MoCDGEC and contractors using community workers will apply the following guidelines when dealing with community workers:

- MoCDGEC and contractors will develop standard working times, remuneration systems (depending on the type of work) methods of payment, timing of payment, and community worker Code of Conduct which will apply to all project activities.
- MoCDGEC and contractors should consult communities and document their community meetings where members agree to conditions of community worker recruitment. The agreement should include details on nature of work, working times, age restrictions (18 and above), remuneration amount, method of payment, timing of payment, individual signatory or representative signatory of meeting resolutions
- Contractors will have the terms and conditions discussed, explained, negotiated and documented through joint community meetings, with each community employee showing consent through signing the attendance register of the meeting which made the employment resolutions.
- MoCDGEC and contractors train community workers on key LMP issues, including SEA/SH, OHS, COVID-19, Community Health and Safety, safe use of equipment and lifting techniques and the relevant grievance mechanisms.

Workers Accommodation

If accommodations are provided for workers, contractors will ensure that they are provided in good hygiene standards, with fresh drinking water, clean beds, rest areas and showers, good illumination, lockers, proper ventilation, safe electrical installation, fire and lightening protection, separate cooking and eating areas. There will be separate facilities provided for men and women. The contractors will be liable to comply with "Workers' Accommodation: Processes and Standards: A guidance Note" by IFC and the EBRD.

Institutional Arrangement for Implementation of the LMP

MoCDGEC will carry the main responsibility for the implementation and monitoring of the LMP. MoCDGEC will identify subproject activities, prepare subproject designs and bidding documents, as well as assign and procure contractors. MoCDGEC will be responsible for contractor and site supervision, technical quality assurance, certification, and payment of works. MoCDGEC will ensure that labour management procedures are integrated into the specification section of the bidding documents and the procurement contracts.

Grievance Mechanism

There will be a specific Workers Grievance Mechanism (Workers GM) for project workers as per the process outlined below. This considers culturally appropriate ways of handling the concerns of direct and contracted workers. Processes for documenting complaints and concerns have been specified, including time commitments to resolve issues. Workers will be informed about the relevant Workers GM upon their recruitment and their right to redress, confidentiality and protection against any reprisals from the employer will be stated in the contract.

Routine Grievances

The process for the Workers GM is as follows:

- Any worker may report their grievance in person, by phone, text message, mail or email (including anonymously if required) to the contractor as the initial focal point for information and raising grievances. For complaints that were satisfactorily resolved by the aggrieved worker or contractor within one week of receipt of complaint, the incident and resultant resolution will be logged and reported monthly to the MoCDGEC.
- If the grievance is not resolved within one week, the contractor (or the complainant directly) will refer the issue to the MoCDGEC. The MoCDGEC will work to address and resolve the complaint and inform the worker as promptly as possible, in particular if the complaint is related to something urgent that may cause harm or exposure to the person, such as lack of PPE needed to prevent COVID-19 transmission. For non-urgent complaints, the MoCDGEC will aim to resolve complaints within 2 weeks. For complaints that were satisfactorily resolved by the MoCDGEC, the incident and resultant resolution will be logged by MoCDGEC and reported monthly as part of regular reporting. Where the complaint has not been resolved, the MoCDGEC will refer to President's Office Labour, Economy and Investment for further action or resolution.

The workers will preserve all rights to refer matters to relevant judicial proceedings as provided under national labour law.

At MoCDGEC level, each grievance record should be allocated a unique number reflecting year, sequence and township of received complaint. Complaint records (letter, email, record of conversation) should be stored together, electronically or in hard copy. The MoCDGEC will appoint a Workers GM Focal Person, who will be responsible for undertaking a monthly review of all grievances to analyze and respond to any common issues arising. The Focal Person will also be responsible for oversight, monitoring and reporting on the Workers GM.

Serious Grievances

In case a worker experiences serious mistreatment such as harassment, intimidation, abuse, violence, discrimination or injustice at the workplace, the worker may raise the case, verbally or in writing directly to the contractor. The contractor will immediately refer the case to MoCDGEC. The MoCDGEC will immediately investigate the case respecting confidentiality and anonymity of the worker.

Upon project effectiveness, the MoCDGEC will designate a Focal Person or Persons for Serious Grievances. These Focal Persons will receive training in investigating serious grievances, relevant laws and regulations, and World Bank standards including the rights of people who file a grievance. MoCDGEC and the World

Bank will jointly develop culturally-sensitive and locally-appropriate roles and responsibilities, and procedures.

All complaints received will be filed and kept confidential. For statistical purposes, cases will be anonymized and bundled to avoid identification of persons involved.

Code of Conduct

- Treat women, children (persons under the age of 18) and men with respect regardless of ethnicity, language, religion, political or other opinion, national, social origin, citizenship status, property, disability, birth or other status.
- Do not use language or behaviour towards women, children or men that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Do not participate in sexual activity with community members.
- Do not engage in sexual favors or other forms of humiliating, degrading or exploitative behaviour.
- Do not engage in any activity that will constitute payment for sex with members of the communities surrounding the workplace.
- Report through the Workers GM suspected or actual gender-based violence against a person of any gender by a fellow worker or any breaches of this Code of Conduct.
- Use any computers, mobile phones, or video and digital cameras appropriately and never to exploit or harass men, women, children or a vulnerable person through these mediums.
- Comply with all relevant local legislation.

Engaging in any of the prohibited activities above can be cause for termination of employment, criminal liability and/or other sanctions.