

Final Evaluation

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**Improving Labour Law Compliance in  
United Republic of Tanzania**

USDOL-ILO technical cooperation project

**URT/08/03/USA - Part II. Annexes**

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## Annex I. Terms of Reference

### FINAL EVALUATION

#### USDOL/ILO TECHNICAL COOPERATION PROJECT Improving Labour Law Compliance in United Republic of Tanzania (URT/08/03/USA)

#### Terms of Reference

### I. Introduction & rationale for evaluation

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The “Improving Labour Compliance in Tanzania” project is \$1,710 million initiative funded by the U.S Department of Labor (USDOL) and implemented by the International Labour Organization (ILO) over a period of three years (2009-2012). The main target groups for project activities are government officials in the ministries of labour, and representatives of employers’ and workers’ organizations in mainland Tanzania and Zanzibar.

As per the Agreement between USDOL and the ILO, a joint USDOL/ILO mid-term assessment was conducted in July 2011. As the project is scheduled to wind-up in two months’ time, a final independent evaluation of the project is planned for May 2012.

The final evaluation is undertaken in accordance with USDOL-ILO Cooperative Agreements Management Procedures and Guidelines.

### II. Brief background of the project and main results

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#### Background

The ILC Project builds on the achievements of the government, social partners and previous ILO technical assistance. In particular, it continues and builds on the ILO project for “Strengthening Labour Relations in East Africa” (SLAREA). SLAREA aimed to address the major gaps in legislation for the ratification and implementation of the ILO’s fundamental Conventions, particularly in the areas relating to Freedom of Association and Collective Bargaining. In Tanzania, this project made significant contributions towards the process of labour reforms<sup>1</sup>, and revitalized the Institute of Social Work for the training of tripartite constituents. In spite of all these positive achievements, the final evaluation of the SLAREA project underlined that to ensure the sustainability of the progress made it would be crucial to reinforce the capacity of the Ministries of Labour and the social partners. This situation was also recognized in Tanzania’s Decent Work Country Programme signed in 2006 for a period of four years (2006-2010)

Accordingly, the current project aims to improve the application of the law through the following immediate objectives:

1. Increased knowledge among employers and workers of rights, obligations and services under national labour laws
2. Increased effectiveness of the labour administration/inspection system that includes compliance with the Employment and Labour Relations Act and the Labour Institutions Act

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<sup>1</sup> which concluded with the adoption of the Employment and Labour Relations Act and the Labour Institutions Act in 2004 for mainland Tanzania, and the Employment Act and Labour Relations Act in 2005 in Zanzibar

of 2004 for mainland Tanzania and the Employment Act and the Labour Relations Act of 2005 for Zanzibar.

3. Increased ability to collect and analyze Labour Market Information related to labour relations.

These immediate objectives are supported by the following outputs:

- a. Public information and awareness raising campaign.
- b. Employers and workers and their representatives at the central and regional levels trained on the labour laws.
- c. A system of voluntary self-evaluation tested and implemented.
- d. An audit of the structure of the labour administration/labour inspection systems following principles of C. 81 and C.129 and C.150
- e. Strengthened central authority for labour administration/labour inspection system in mainland and Zanzibar, as well as strengthened regional level authorities.
- f. The administrative career path for the labour administration reviewed and enhanced.
- g. The capacity and efficiency of the labour inspection officers to conduct inspection strengthened.
- h. Increased effectiveness of the Labour, Economic and Social Council and the Labour Advisory Board in Zanzibar.
- i. Increased effectiveness of other labour institutions (CMA, Dispute Handling Unit, Labour and Industrial Courts).
- j. Establish a national registry of enterprises in both Ministries of Labour

In July 2011, a joint USDOL/ILO mid-term assessment was conducted in Tanzania. The purpose of the assessment was to undertake an in-depth analysis of the project implementation and to generate a comprehensive feedback that could serve to improve, where necessary, the project performance and sustain its achievements. The following were main conclusions and recommendations of the interim assessment:

- **The project design remains relevant and valid.** The PRODOC envisages a programme of activities intended to meet the specific needs that were identified during the project design, and which continue to be valid as confirmed by the constituents. The project design remains sound: the PRODOC sets out a clear and detailed methodology by which to achieve specific sub-objectives. Despite the fact that the design was validated twice by the constituents in separate ILO/USDOL missions, it seems that once the project started there has been a lack of commitment from the Ministries of Labour to work on two outputs related to the labour administration functioning. It does not seem that there has been sufficient effort exercised to dialogue openly with the Ministries to identify clearly their concerns and address them. Earlier and more frequent backstopping missions from HQ would have helped identify and address possible concerns related to the project's performance. *Joint ILO/USDOL missions and their participatory consultative tripartite approach have proven to be effective in designing projects that meet constituents' needs. Continuous dialogue with stakeholders with follow up from ILO HQ is important to maintain and ensure commitment throughout the project.*
- **The project design allows some good flexibility to cope with emerging technical and human resources needs.** During its implementation, the project had to face a number of unexpected circumstances. This includes the need to recruit a national project coordinator and to respond to requests for technical advice on labour regulations. In both cases, the project managed to overcome these challenges through short term contracts for a national project coordinator and sporadic technical assistance to national constituents on the labour regulations. *It would be important to maintain the assistance provided by the National Project Coordinator to improve*

*communication with constituents and the delivery of project activities. When envisaging changes in technical scope or human resources capacity of the project as foreseen in the PRODOC, great attention should be given to ensure that they are approved by the ILO and the donor in accordance with the management guidelines. As much as necessary, consultations with national constituents should be undertaken to ensure their commitment to work on issues not initially envisaged in the PRODOC. If changes are adopted, high priority should be given to reflect them in the project strategy, finances, time frame and objectives. This could entail the revision of the project budget and the revision of the project work plan and monitoring and evaluation plan.*

- **Direct and ultimate beneficiaries considered project activities of good quality.** Project activities effectively developed trainers and trainees' competencies and skills and had a demonstrable impact in strengthening the institutional capacity of some of the national constituents to promote, respect and realize labour laws. There is some evidence that workers' and employers' improved knowledge on labour laws has contributed to positive changes at the workplace. *The project strategy to train employers and workers on labour laws has proven to be particularly effective. The project has successfully reached its double objective of developing the long term capacity of social partners to provide quality training for their members while at the same time reaching a large number of employers and workers in the country.*
- **National constituents expressed their continued commitment to the project.** With the significant delays affecting the project, this renewed commitment is of particular importance and encourages the project to multiply its efforts to deliver maximum technical assistance before the project ends. With delays particularly affecting agreed objectives on labour inspection and tripartite social dialogue, Ministries' active and timely commitment to the project is urgently needed. In light of the difficulties in communication and in the opportunities given for technical advice on labour regulations, it is unclear whether the Ministries are committed to work on this issue with the project. The decision to hold the PACs meetings every quarter is a step forward to greater national ownership of the project, and hopefully better results. *The project should give **urgent priority** to revisit with key stakeholders the importance of continuing commitment to the planned programme of activities. The project might do this in the broader context of evaluating its progress to date, and planning the implementation of the recommendations of this mid-term assessment. As delays particularly affect project's components for labour inspection, it is urgent that the Ministries materialize their commitments with an agreed set of activities to be included in the project's work plan. Importantly, the project should give high priority to ensure that the PACs decide whether project technical advice is required for labour regulations, and if so, agree on a number of activities to be included in the project's work plan. Similarly, the PACs should guide the project on the implementation of its activities related to tripartite institutions and dialogue. Finally, PACs meetings should go as planned every quarter and the CTA should use his best efforts to further energise the PAC, and promote stakeholders' greater ownership of project activities and planning in the remainder of the project period.*
- **Delivery is the primary concern of this project.** The project suffers from significant delays in delivering activities according to the initial established work plan. By the time of this assessment, it has only implemented around 30 percent of its activities. *The project management **must develop a greater sense of urgency** about the need to carry out project activities within the planned timeframe. The project must seek to impart this, through the PACs, and to all stakeholders. All concerned must be or become aware of the possibility that the grant period will*

*expire without all project funds having been expended and, therefore, without project constituents having received all planned activities and interventions. The project must **urgently re-evaluate** its progress in completing all activities envisaged in the PRODOC, against the original planned timeline. The outcome of this exercise should be a revised work plan for completion of project activities that takes into account the project completion date, and the capacity of all stakeholders to absorb the planned activities. This revised work plan should be accompanied by concrete and realistic funding and costing predictions for each activity. The ILO and USDOL should be closely involved in developing the revised work plan, and/or in its implementation.*

- **At this stage, and with the very low implementation rates registered for some of the objectives, the project will not be able to deliver all the technical assistance planned in the PRODOC.** *The revised project work plan should reflect project priorities from now until its closure in May 2012. Emerging needs for technical assistance should only be taken into consideration if there is a strong and demonstrated commitment to advance on new issues. The extent to which the project can respond to these emerging needs should also be established on the basis of a careful analysis of the project financial and human resources capacity. The project must give **urgent priority** to conduct the planned public awareness raising campaigns, agree with the Ministries on a set of activities for the labour inspection to be included in the revised work plan and continue to develop and support the implementation of training programmes on labour laws. Consideration should be given to strengthen support to the Commission for Mediation and Arbitration due to its significant role in labour dispute resolution and demonstrated timely commitment with the project. It is clear that Immediate Objective 3 will not be achieved and accordingly should be dropped. The same applies to the output related to self- evaluation. With regard to labour inspection the project should rely on and contract the identified ILO consultant to carry out the set of activities related to building the capacity of labour inspectors.*
- **Areas for project management improvement.** *The project team has insufficiently performed in the following areas: communication with stakeholders, responsiveness to implementation challenges, and timely delivery of funds for social partners' activities under the project. Part of these challenges can be explained by insufficient human resources available to the project. Others are attributable to inadequate planning of activities and management of ILO administrative processes. *The CTA should dedicate his time fully to the implementation of the project. Work not related to the execution of the revised work plan should not be carried out by the CTA. Involvement of the CTA in the UN's "Delivering as One" Joint Programme in Tanzania should be limited to informing the relevant ILO colleague of the project implementation status. In order to strengthen the capacity of the project team, the project should revise its budget so as to ensure the availability of the funds necessary to extend the contract of the National Project Coordinator at least until the end of the year. Terms of reference for the National Project Coordinator should clearly identify the tasks and responsibilities assigned to her for the implementation of the project's new work plan. The CTA might consider how to improve the project internal operations for approval of funds and purchases, to ensure that these are not delayed by the project's own work or by other factors that are within the project's control. The CTA should also ensure that the project itself takes the greatest possible account of the requirements and the speed of ILO processes that might affect how well and how quickly the project delivers its activities.**

- Monitoring and overseeing. *In order to improve the overseeing of the project, weekly conference calls with the CTA and ILO/DECLARATION, and when possible the donor, will be conducted to ensure that the project is on track in delivering its activities in the remaining period. The CTA should submit a revised workplan based on the discussions during the interim assessment and a proposal for a budget revision.*

## **Main Results**

Key project activities and results to date include the following:

- Public information and awareness raising campaign
  - Consultations on key problems in labour law compliance
  - Establishment of tripartite Working Group on Communication and Awareness-Raising
  - Ongoing development and production of information tools:
    - Comic Book on key points of the labour legislation for young entrepreneurs and worker
    - Brochures on the services provided by the Commission for Mediation and Arbitration.
- Employers and workers and their representatives at the central and regional levels trained on the labour laws.
  - Establishment of Labour Law Trainers Network among social partners, with TOT provided on training techniques, labour laws, social dialogue, joint union/management negotiation
  - Establishment and ongoing support to social partners' labour law training programs (over 600 employers and workers trained), including consideration of sustainability issues
  - High-level trainings for leaders of employer association and trade unions on freedom of association, rights to organize and bargain collectively and social dialogue
  - TOT on labour laws for youth (via *Kazi Nje Nje* youth BDS providers)
- Audit carried out in collaboration with the Ministries of Labour (mainland and Zanzibar) and ILO-LAB/ADMIN, and published by ILO, of the structure of the mainland and Zanzibar labour administration and labour inspection systems
  - Audit carried out and published
  - Presentations made to very senior officials in the Ministries of Labour
  - Recommendations proposed; some accepted
- Strengthened central authority for labour administration/labour inspection system in mainland and Zanzibar, as well as strengthened regional level authorities.
  - Agreed priorities for drafting of regulations under auspices of Labour Advisory Board in Zanzibar
  - Training for MoL and tripartite representatives to strengthen capacity on international labour standards, supervisory bodies and reporting on ILO conventions
- The capacity and efficiency of the labour inspection officers to conduct inspection strengthened.
  - National Training Strategy for Labour Inspection being developed (currently in draft form) under the auspices of the tripartite Working Group on Labour Inspection

- Increased effectiveness of the Labour, Economic and Social Council and the Labour Advisory Board in Zanzibar.
  - Training provided to LESCO and LAB members on social dialogue, tripartism and Convention 144 on Tripartite Social Consultation
  - Consultations with LESCO, high-level representatives from social partners
  - High-level training for tripartite leaders on international labour standards, tripartism and social dialogue
- Increased effectiveness of other labour institutions (CMA, Dispute Handling Unit, Labour and Industrial Courts).
  - Training on labour dispute resolution (mediation and arbitration) for CMA and DHU officials
  - Training on Case reporting, digesting and dissemination of jurisprudence for officials from CMA, DHU and Labour/Industrial Court
  - Training for Labour Court and other members of the High Court and Court of Appeal on international labour standards
  - Assisted in the development and publication of guide to CMA jurisprudence and awareness-raising brochures
  - Technical assistance and provision of hardware to develop and publish a compilation of Labour Court decisions
- Project's activities and results not initially foreseen by the PRODOC
  - Implementing regulations on child labour and apprenticeships (with particular focus on labour inspection) drafted by tripartite-plus task force
  - Jointly supported (jointly with JP2) development of a checklist on maternity protection

#### **Project management arrangement:**

The project is managed by an International Chief Technical Advisor (CTA) who reports to the Director of the ILO Office for East Africa. In addition, a national project coordinator supported the project implementation for four months. The project has a full time administrative assistant and driver.

The Project is technically backstopped by the ILO/ DECLARATION Programme for the Promotion of Fundamental Principles and Rights at Work based in HQ. In order to ensure a smooth functioning of the project, a coordinating mechanism in the form of a Project Advisory Committee was established (PAC) in mainland Tanzania and o Zanzibar. The PACs are composed of representatives from the tripartite constituents

### **III. Purpose, scope and stakeholders of the evaluation**

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#### **Purpose**

The main purpose of the evaluation is to provide independent assessment of the project, assess the appropriateness of design as it relates to strategic and policy framework, to ascertain that project targets are achieved, identify constraints and successes, and ascertain to what extent the project impacted (negatively or positively) on the tripartite partners in Tanzania and Zanzibar

More specifically, the purpose of the final evaluation is to:

- a) Evaluate the quality of project design and the effectiveness of project implementation
- b) Determine if the project achieved its stated objectives and explain why or why not.
- c) Evaluate benefits/impact accrued to target groups, likelihood of sustainability, project management and performance monitoring.



- d) Review project activities and outputs on target groups;
- e) Provide recommendations to USDOL/ILO regarding lessons learned and how they can be applied to other countries.
- f) Provide recommendations to the project stakeholders regarding actions they may need to take to implement and/or sustain elements of the project.
- g) Assess the impact of the project.
- h) Assess project's incorporation of mid-term recommendations and how they affected project performance.

### **Scope**

The independent evaluation will cover all outcomes of the Improving Labour Law Compliance project. The evaluation will assess all key outputs that have been produced since the start of the project. Due attention should be paid to both jurisdictions of the United Republic of Tanzania (Mainland and Zanzibar) because they are governed by different labour and employments laws, with different institutional frameworks and different social partners; accordingly, the reporting on the outcomes in the two jurisdictions should also be done in different chapters.

The Evaluator should address issues of both project implementation and project impact, or foreseen impact based on the current strategy and workplan from the project start date to the present. The evaluator should pay special attention to assess how/if the three social partners can effectively sustain the project impact.

The Evaluator should examine:

- The validity of project design, objectives, strategy, and assumptions.
- Progress made in achieving project immediate objectives.
- Stakeholder buy-in, support, and participation in the project.
- Barriers and opportunities to successful implementation.
- Where activities have been particularly successful, the reasons for successful implementation.
- Impact/benefits accrued to the target groups.
- Efforts by local stakeholders to replicate/continue project activities.
- Incorporation of mid-term assessment feedback and recommendations into project strategy.
- Risk analysis in project design and implementation, and the extent to which the project responded to emerging risks and challenges

The final report should describe lesson learned in project development and implementation and provide recommendations for possible changes that could be made to the design, strategy and implementation arrangements of a similar project that may be implemented in the future.

### **Stakeholders**

The primary stakeholders of the evaluation are the ILO, USDOL as donor of the initiative, the Government of Tanzania and the constituents in Mainland and Zanzibar. The evaluation process will be participatory. The ILO, the tripartite constituents and other parties involved in the execution of the project would use, as appropriate, the evaluation findings and lessons learnt.

## **IV. Evaluation Criteria and questions**

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### **Criteria**

The evaluation will address the following major criteria such as i) relevance and strategic fit, ii) validity of design, iii) project progress and effectiveness, iv) efficiency of resource use, v) effectiveness of management arrangements and iv) impact orientation and sustainability

### **Questions**

### **Relevance and strategic fit**

- To what extent did the project was in line with national development priorities as stated in the national development frameworks, UNDAF, PRSP, DCWP, SPF and P & B.?
- How well did it fit with other ILO programmes in the country?
- Were the project objectives consistent with the beneficiaries' needs, requirements, the country needs, global priorities and partners.

### **Validity of the project design**

- Was the project design logical and coherent? What internal and external factors have influenced the ability of the ILO to meet project targets?
- Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
- Considering the results that were achieved so far, was the project design realistic?

### **The project's progress and effectiveness**

- To what extent did the project achieve its immediate objectives? Were outputs produced and delivered as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them?
- In which area (objective/component, issue) does the project have the greatest achievements? Why and what have been the supporting factors?
- Are there any additional achievements of the project over and above what was foreseen in the project document? Are there any unintended results of the project?

### **Efficiency of resource use**

A measure of how economically resources/inputs (fund, expertise, time, etc) are converted into results

- To what extent were the management, monitoring, and governance arrangements for the project adequate?
- How effective were the backstopping support provided so far by ILO to the project?
- In general, do the results achieved justify the costs? Could the same results be attained with fewer resources? Have project funds and activities been delivered in a timely manner?

### **Effectiveness of management arrangements**

The extent to which management capacities and arrangements were put in place to support the achievement of results:

- Did the project receive adequate political, technical and administrative support from its national partners/implementing partners?
- How effective was the communication between the project team, the field office, the regional office, the responsible backstopping and technical department at headquarters, CODEV and the donor? How effective was the communication between the project team and the national implementing partners?
- How effectively the project management monitored project performance and results? Was a monitoring and evaluation system in place and how effective was it? Was relevant information and data systematically collected and collated?
- Has the project made strategic use of coordination and collaboration with other ILO projects and with other donors in the country/region to increase its effectiveness and impact?
- To what extent have the recommendations of the midterm assessment been implemented?

## **Impact orientation and sustainability of the project**

- Can observed changes (in attitudes, capacities, systems, institutions etc.) be causally linked to the project's interventions?
- Are national partners able to continue the project? How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)?
- Are the project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at end of project?

## **Lessons learned**

- What good practices can be learned from the project that can be applied in similar future projects?
- What should have been different, and should be avoided?

## **V. METHODOLOGY**

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The evaluation will be carried out through a desk review and visits to Tanzania for consultations with relevant officials of the ILO Office for East Africa Tanzania, project team, constituents, US Embassy as well as other key stakeholders.

The evaluator will seek to apply a variety of evaluation techniques including desk review, meetings with stakeholders, focus group discussions, and informed judgments.

**Document Review** - The evaluator will review at least the following documents before conducting his/her mission to the field.

- PRSP/National Development Plans
- DWCP
- Project Document
- Quarterly reports
- Interims Assessment Report
- Reports from activities
- Mission Reports
- Strategic Framework and PMP
- Work plans

**Team Planning Meeting** - The evaluator will conduct by phone a TPM with USDOL and ILO/DECLARATION. The objective of the TPM is to reach a common understanding among the evaluator, USDOL and ILO regarding the status of the project, the available data sources and data collection instruments and the programme of meetings.

**Interviews** – Individual interviews will be conducted with the following groups (final interview schedule will be developed by the evaluation team):

- a. USDOL Desk Officer in Washington (by phone)
- b. ILO/DECLARATION staff and other relevant HQ staff
- c. ILO Project Staff based in Tanzania
- d. Director and relevant officials of the ILO Office for East Africa
- e. Selected individuals from the following project's beneficiaries or partners group in mainland and Zanzibar:

- National Project Advisory Committees
- Relevant Labour Ministry staff
- Chairs and Members of Tripartite Social Dialogue Bodies
- Relevant representatives from employers and workers' organizations
- Relevant Labor court judges and staff, staff of alternative dispute resolution bodies and other government staff that have worked with the project or provided input.
- Employers and workers trained or assisted by the project.
- US Embassy

**Field Visit** - Meetings will be scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with these terms of reference.

**Debrief in Field:** The final day of the field mission, the evaluator will present preliminary findings to the Director of ILO Office for East Africa, the project's staff in Tanzania, and if present in the field, USDOL and ILO/DECLARATION representatives.

**Post-Field Meeting (by phone):** Upon completion of his/her field mission, the evaluator will provide a debriefing by phone to USDOL and the ILO/DECLARATION on the evaluation preliminary findings, as well as the evaluation process.

## **VI. Deliverables**

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*A. Draft report submitted simultaneously to USDOL, ILO/DECLARATION and the ILO Office for East Africa by 6 June 2012.*

*B. Final Report (electronic version) submitted simultaneously to USDOL, ILO/DECLARATION and the ILO Office for East Africa two days after receiving final comments from USDOL and ILO (HQ and field) by 12 June 2012*

*C. An evaluation summary according to the ILO template provided (will be attached in the final TOR).*

*The final report should be submitted simultaneously to USDOL and ILO electronically.*

The final version of the report might follow the format below (page lengths by section illustrative only) and be no more than 35 pages in length, excluding the annexes:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology
- Clearly identified findings for each criterion
- Conclusions
- Recommendations
- Lessons learned and good practices

Annexes

Terms of Reference

List of persons met and consulted

Inception report Logical Framework

List of Meetings and Interviews

Other relevant documents

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version.

## **VII. Management arrangements, work plan & time frame**

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The evaluation will be conducted by an independent evaluator. The USDOL Desk Officer based in Washington, DC, and officials from the ILO/DECLARATION and ILO Office for East Africa will provide support to the evaluator.

The Evaluator is responsible for conducting the evaluation according to the terms of reference (TOR). He/she shall:

- Review project background materials (e.g., project document, progress reports, data tracking tables, interim assessment).
- In consultation with USDOL, ILO/DECLARATION, and the ILO Office for East Africa, review the evaluation scope and develop the evaluation methodology. Based on the above mentioned consultations, the evaluator will submit to USDOL, ILO/DECLARATION and the ILO Office for East Africa an inception report describing the evaluation methodology.
- Conduct, by phone, a Team Planning Meeting (TPM) with USDOL and ILO/DECLARATION prior to the evaluation mission.
- Prepare an initial draft of the evaluation report, circulate it to USDOL and ILO/DECLARATION, ILO Office for East Africa and prepare final report.

ILO/DECLARATION is responsible for:

- Drafting the evaluation TORs
- Finalizing the TOR with inputs from the donor and the evaluator;
- Providing project background materials;
- Participating in the TPM (by phone if necessary) prior to the evaluation mission;
- Reviewing and providing comments on the evaluation report.

The USDOL Desk Officer is responsible for:

- Reviewing the TORs and providing inputs, as necessary;
- Providing project background materials;
- Participating in the TPM (by phone) prior to the evaluation mission; and
- Reviewing and providing comments on the evaluation report.

ILO Office for East Africa is responsible for:

- Reviewing the TORs and providing inputs, as necessary;
- Providing project background materials;
- Scheduling all in country meetings; and
- Reviewing and providing comments on the evaluation report.

## Annex II. Methodology

### 1.1 Approach

This evaluation has applied a combination of tools and detailed instruments to gather information and data, considering the need to rely on qualitative methods of acquiring data, as there was neither scope, nor time, to undertake any field survey to generate quantitative information from primary sources. In terms of accessing/acquiring quantitative data, the evaluator has had to rely on secondary sources, i.e. available information generated through existing benchmark/baseline information, progress report, the interim assessment and/or the Project's own monitoring and evaluation system.

A triangulation approach was thus applied when gathering data, i.e. using more than one method to gather data and information in order to increase the credibility and validity of the conclusions and neutralising personal biases. Triangulation was used from perceptions (interviews with individuals, questionnaires), validation (direct observations, group consultations) and documentation (reviewing existing documents, reports including previous project assessment reports). Thirty-eight persons in total were interviewed during the fieldwork, which included the ILO Director and Senior Programme Officer<sup>2</sup>, project staff, constituents and stakeholders. Regarding trainees/beneficiaries, one FGD was held with four Labour Officers, MoLE, in Dar, who had participated in Project training and ToT and another with twelve trainees from Employers and Workers organisations in Zanzibar (Evaluation report Part II, Annex V and VI). Crosschecking of information and analysis was done, in order to strengthen the reliability of the conclusions.

### 1.2 Evaluation focus and criteria

The evaluation has focused on systems, structures/institutional procedures, achievements, results and issues/bottlenecks - not individuals and groups - so as to avoid undue focus on individuals or groups as much as possible.

The specific criteria applied in the evaluation are the ones proposed in the Terms of Reference (for the definitions, see chapter 5. Project Assessment):

- Validity of design;
- Relevance and strategic fit;
- Effectiveness;
- Efficiency;
- Impact (and/or the likelihood of impact); and
- Sustainability.

### 1.3 Methods applied

#### *Documentation review and inception report*

The documentation review included reviewing key policy documents, ILO publications, project-specific documents, work plans, progress reports, technical and research reports, ILO mission reports, meetings minutes, evaluation reports, project financial statements and reports. The review was followed by an inception report, submitted to the ILO on May 9<sup>th</sup> 2012, which included an outline of the methodology and the evaluation instrument (evaluation questions) to be applied.

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<sup>2</sup> The activity schedule for the field work was extremely hectic (see activity schedule, Annex V), which was the main reason the overall ILO's Finance Officer, ILO Dar, could not be interviewed although this was meant to be (however, the Finance/Admin Assistant for the Project was interviewed).

### ***Interviews, consultations and meetings in mainland Tanzania mainland and Zanzibar***

Briefing sessions/consultations/interviews were held with ILO Declaration programme staff at ILO Headquarters in Geneva; USDOL representative, Evaluation Manager in ILO Regional Office in Addis Ababa; ILO Country Director; all current ILLC Project staff in Dar.

Other ILO staff in Dar who were consulted/interviewed were Youth Employment Facility (YEF) project and their beneficiaries; Cooperative Project & external consultants to ILLC; US Embassy and a UNDP representative at the Resident Coordinator Office (UNDAP).

#### ***In Tanzania mainland, the evaluator interviewed/consulted with officials/representatives from the following bodies:***

- Labour Commissioner & Asst. Labour Commissioner and Labour Officers/Inspectors, MoLE
- Commission for Mediation and Arbitration (CMA)
- Judge in-charge, Labour Division of High Court
- Association of Tanzania Employers (ATE)
- Trade Union Congress of Tanzania (TUCTA)
- Trainers/trainees of constituents and Partner organisations

#### ***In Zanzibar, the evaluator interviewed/consulted with officials/representatives from the following bodies:***

- Minister (MLEC)
- Permanent Secretary (MLEC)
- Labour Commissioner and Labour Officers/Inspectors & Dispute Handling Unit (DHU), (MLEC)
- Chair, Labour Advisory Board and Director of Public Prosecution.
- Judge of the Industrial Court
- Zanzibar Employers Association (ZANEMA)
- Zanzibar Trade Union Congress (ZATUC)
- Trainers/trainees of ILO constituents
- ILO Liaison Officer & external consultant/s

### ***Meetings***

Small discussion sessions and larger meetings were held with all stakeholder categories in both Tanzania mainland and Zanzibar. The evaluator also participated in Project Advisory Committee (PAC) meeting on 22<sup>nd</sup> May 2012 (see below).

### ***Brief questionnaires***

Brief questionnaires were sent to ILO staff and USDOL.

### ***Focus Group Discussions***

In Tanzania mainland: Focus Groups Discussions (FGD) were held with Labour Officers, MoLE, who had participated in Project training and Training of Trainers workshops/courses; and with YEF beneficiaries who had been trained as Trainers to incorporate Labour Law issues in entrepreneurship training.

In Zanzibar: FGDs were held with Trainees representing Employers and Workers and Labour Inspectors, OSH Inspectors and officials from the DHU, MLEC

### ***E-mail correspondence and telephone calls***

Some key e-mail correspondence has supplemented the information gathered in Dar. “Skype” calls have been used with ILO Headquarter staff and the USDOL representative in Washington.

#### **1.4 Presentation of preliminary findings**

The *preliminary* findings of the evaluation have been presented and discussed on three occasions; namely in:

- a) Joint PAC meeting<sup>3</sup> in Zanzibar on 22 May 2012, using Power Points (see Annex III) – an opportunity for the evaluator to acquire more information about the status of the Project and the possible continuation of some activities from the key stakeholders;
- b) Debriefing session with the ILO country Director and the CTA in Dar es Salaam on 23 May 2012; and
- c) Debriefing session with ILO/DECLARATION and USDOL representative, through a telephone conference session on 26<sup>th</sup> May 2012 - also based on the same preliminary findings from the Zanzibar meeting. This session was organised by ILO Declaration.

#### **1.5 Evaluation instrument**

The evaluation made use of available data collected by, and through the Project, to enable using the indicators of achievement or progress, and any other relevant data/information to gauge impact or likely impact.

These are the evaluation criteria, mentioned in the Terms of Reference, that will guide the evaluation, along with the OECD/DAC and UN/ILO evaluation guidance: Relevance and strategic fit; validity of design; project progress and effectiveness; efficiency of resource use; effectiveness of management arrangements and impact orientation and sustainability.

Questions will be posed, and discussions held, with relevant ILO staff at Headquarters, Geneva; ILO Country Office in Dar-Es-Salaam; Project staff (current and former staff) and ILO constituents (Government, Employers and Workers organisations) in Dar and Zanzibar. Questions will also be posed to the relevant representative/s of the US Labour Department and to other international agencies, if relevant and appropriate.

The below are examples of evaluation questions to be posed to the ILO and its stakeholders. Efforts will be made to keep the questions open-ended as not to lead the respondent to the reply.

##### **ILO Headquarter staff**

##### **Final Evaluation of the USDOL/ILO technical cooperation project “Improving Labour Law Compliance in United Republic of Tanzania”**

##### **Questions**

- When did you provide technical support or follow-up to the Project and what was the nature of your support?
- Were you involved in the project design?
- Do you know if any of the constituents/partners in Tanzania were involved in the actual development of the project (design)? If yes, which ones, and to what extent?
- Do you know if any changes were made to the original design of the Project after its start-up?
- According to you, has the Project been able to successfully produce its outputs and/or achieve its objectives and are you aware of any particular achievements/results or impact that can be attributed to the Project? (Be specific if possible)

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<sup>3</sup> “Joint” refers to the meeting having the constituents/stakeholders participating from both Tanzania mainland and Zanzibar.



- If the Project has not been successfully achieving its goals or outputs, what is the reason according to you? Any particular obstacles or challenges that the Project has faced? If so, what were they?
- Have you been able to, or in a position to, help solve any problems related to the Project either in the start-up or during its implementation?
- Are you aware of how the constituents/partners in Tanzania and Zanzibar will sustain/develop any achievements or benefits deriving from the Project?
- Do you know how/if the ILO will follow up on labour law compliance in Tanzania and Zanzibar in the short, or long, term?
- Have the Governments in Tanzania and/or Zanzibar, approached the ILO regarding any new 'technical cooperation' activities related to labour law compliance?
- Are you aware of any lessons learnt (from your point of view) deriving from this Project and if so, what are they? Good practices?

**ILO Project Staff (current and former staff, if relevant)**

- When did you join the project? What is your role and key area of responsibility? Please describe briefly your specific role/task.
- Are you aware of the Logical Framework of the Project and if there have been any changes to the original design of the Project? If there were changes, what necessitated those?
- How do you see the progress and achievements of the Project from its start? Pls. describe.
- What particular results or impact could you say can be attributed to the work of the Project?
- If you think the project's achievements are satisfactory – which main factors have contributed to this? If *not* satisfactory what are the reasons?
- Are there any areas of work that have failed, or been less successful? Which are they?
- If the achievements were not satisfactory, what has been lacking? What were the main obstacles for you, and for the Project to achieve its goals?
- What are the reason/s for any delays (in start-up or implementation) of the Project?
- How have you been able to provide technical assistance to the constituents?
- How often were Steering Committee meetings held (and/or other key meetings)? Pls. provide minutes from these meetings.
- How do you view the cooperation and networking with the Governments (Tanzania and Zanzibar, respectively), Employers and Workers/Trade Unions? External consultants? Other organizations?
- Were there any obstacles in cooperation with others - if so which are they? How were you able to overcome these? If not – what are the reason/s?
- How do you rate the team spirit of the Project (in a scale from 1-5? 5 being the highest score)? *(to answer this questions is optional)*.
- What is most rewarding in your work? What is *least* rewarding in your work (challenges/problems)?
- How do you grade the technical and/or administrative “backstopping” and/or support to the Project from the ILO office in Dar es Salam, ILO regional office, and the ILO Hqs (Excellent, Sufficient, or Not sufficient)?
- How do you view the sustainability of the outputs and benefits of the Project?

- Does the Project have any particular gender strategy? How did you attempt to work on gender equality and gender mainstreaming issues?
- What are the lessons from the Project? How should these best be disseminated now that the Project is about to end?
- Do you have any specific recommendation for the constituents, the ILO and/or the donor agency, on how best to continue supporting the issue of labour law compliance in Tanzania and/or Zanzibar?

**ILO Country Office and staff of *other* Projects (if relevant)**

- What is your position/job title in the office?
- What is/was the nature of your cooperation/support to the Project?
- Are you aware of any specific achievements of the Labour Law Compliance Project?
- Are there any achievements in your own work that resulted from your cooperation with the Labour Law Compliance Project?
- Do you know whether the Project faced any particular difficulties, and if “yes” - how were they tackled by the project management and/or other staff?
- How has the Project cooperated with the constituents and other Partners?
- Are you aware of any of the Project initiatives or benefits that will be continued/sustained after the closing of the Project? If “yes” – which are those, and how are they intended to be continued/sustained?

**Government (Labour Ministry) and any tripartite/steering committees/bodies**

- Please describe the institutional arrangement of the ILO Project and its relevance to your ministry (or body/committee) and to Tanzania/Zanzibar.
- Please describe your role/involvement in supporting this Project.
- Have you, or any of your colleagues, been involved in the design, or planning of the activities? Are you aware of any changes made in the design of the Project since its start?
- What are the reason/s for any delays (start-up or implementation)?
- How do you think the Project has progressed since its start in 2009?
- What are the main results/achievements?
- How effective do you think the Project has been in producing its outputs and reaching its objectives (very effective, effective, not effective)? If effective, which factors do you think have contributed to effectiveness? If *not* effective, which are the factors...?
- Could this project, have been implemented more efficiently through other institutional arrangements? If “yes” what would those arrangements be?
- How has the Project supported your ministry (or body/committee), technically (e.g. developing capacity, or web sites etc.) and through providing advice? How have *you* been able to support the Project management?
- How will you, and your ministry (or body/committee) continue to work on the issues of the Project? Will any accomplishments or benefits be sustained? In the short term? In the medium term?
- Do you have any recommendation to ILO, or lessons that you wish to bring to the attention of the ILO?

**Employers organisations and Trade Unions/Workers Associations**

*(These questions will be differentiated for the respective organisations, once more information is received and before questions are posed)*

- How have you been involved in this Project? Please describe the key activities/areas of your involvement (from start-up to date).
- What is the relevance of the Project to your organisation?
- Are you aware of any achievements or results that can be attributed to this particular ILO Project? What were the factors that contributed to these?
- Are you aware of any challenges faced by the Project, or by your organisation, in the implementation of the Project activities?
- How do you think the Project management, and/or the ILO office, managed the challenges? Have you been able to contribute to manage these challenges, or help solving any problems..? If “Yes” – how?
- If there was a lack of progress or achievements - describe what it was (any particular issues or obstacles that have hindered the Project’s implementation?)
- Does your organisation plan to *continue* to work on labour law compliance issues after the completion of this ILO project? If “yes” how..?
- Do you have any recommendation to ILO, or lessons that you wish to bring to the attention of the ILO?
- Development Partner: US Labour Department
- What is the relevance of this Project to USDOL?
- In preparing (developing) the project design, was USDOL involved?
- Are you aware to what extent the ILO constituents in Tanzania were involved in “designing” the Project?
- Are you aware of any major changes that have occurred since the start of this Project, (apart from dropping immediate objective No. 3)?
- Do you know what key achievements/accomplishments and/or impact the Project has produced?
- Could you mention some areas in which there has been a lack of achievements (and problems)? In your view, did the ILO officials (Dar and/or Geneva) assist the Project when the CTA faced difficulties? If “yes”, how?
- What do you believe are the major issues/reasons behind the lack of achievements in some of the areas?
- Have you faced any challenges in your cooperation with the ILO? If yes – which are these? Have they been overcome?
- In hindsight - is there anything that you, as the development partner, would have liked to be different in the design, or implementation, of a project of this kind?
- How do you view the timeliness of reporting about the progress of the Project?
- Does your Government intend to support this particular sector/area of work in the near future in Tanzania and/or Zanzibar, or in the East Africa region?
- Do you have any recommendation to ILO, or lessons that you think we should all learn - that you wish to bring to the attention of the ILO and/or this final project evaluation?

## **Annex III. Joint Project Advisory Committee (PAC) Meeting 22 May 2012**

### **Presentation of preliminary findings of the ILLC Project**

**At the occasion of the 5th Project Advisory Committee (PAC) meeting, Grand Palace Hotel, Zanzibar May 22, 2012**

By Lotta Nycander, Independent Evaluator

#### **Side 2: Purpose & evaluation criteria**

Independent assessment of the ILLC project:

- Validity of design of the Project?
- Did the Project achieve targets? Constraints? Successes?

Evaluation criteria to apply: Relevance, Validity of design, Effectiveness, Efficiency, Impact, Sustainability & Lessons Learned

#### **Slide 3: Evaluation methods & approach**

- Qualitative methods, acquire data mainly from secondary sources
- Methodological triangulation - perceptions, validation, consultations, review studies and any analysis made
- Crosscheck information and analysis - to strengthen the reliability of the conclusions

#### **Side 4: Method & approach, *continued..***

- Participatory consultation and inquiry approach
- Focus on systems, structures, processes and institutional procedures and avoid focus on individuals or groups.
- Follow evaluation norms, standards and ethics developed through the OECD (Organisation for Economic Co-operation and Development) /DAC (Development Assistance Committee) and ILO/UN evaluation norms, standards and ethics.

#### **Side 5: Evaluation's activities to date**

- Documentation review
- Visits to Geneva, Dar and Zanzibar in Tanzania
- Phone conference with US Labour Department (Partner) and ILO
- "Evaluation instrument" & interviews & consultations

#### **Slide 6: Meetings/interviews**

- Geneva (ILO Headquarters) briefings
- DECLARATION, & other ILO programme staff who have followed-up the Project
- Skype conversation with USDOL representative

#### **Slide 7: Meetings/interviews (Tanzania mainland)**

- ILO Director, ILO ILLC Project, Youth Employment Facility (YEF) project & their beneficiaries & external consultants
- Resident Coordinator Office (UNDAP)
- Labour Commissioner & Asst. Labour Commissioner and Labour Officers/Inspectors, MoLE
- Commission for Mediation and Arbitration (CMA)

- Judge in-charge, Labour Division of High Court
- Association of Tanzania Employers (ATE)
- Trade Union Congress of Tanzania (TUCTA)
- Trainers/trainees of constituents and Partner organisations

#### **Slide 8: Meetings/interviews Zanzibar**

- Minister (MLEC)
- Permanent Secretary (MLEC)
- Labour Commission & Dispute Handling Unit (DHU), (MLEC)
- Labour Advisory Board (LAB), of Director, Public Prosecution (DPP)
- Judge of the Industrial Court
- Zanzibar Employers association (ZANEMA)
- Zanzibar Trade Union Congress (ZATUC)
- Trainers/trainees of ILO constituents
- ILO Liaison Officer & external consultant/s

#### **Side 9: Findings**

**The following are PRELIMINARY findings only:**

#### **Side 10: Basic facts on the Project**

- Builds on the ILO-USDOL SLAREA project (Strengthening Labour Relations in East Africa’): Gaps in legislation - Freedom of Association - Labour Reform)
- Implemented by ILO (DECLARATION programme), with start June 1st, 2009.
- Funded by USDOL (Budget: US\$ 1,710,000). Spent to date, plus committed: US\$ 1,655,77. “Delivery rate” estimated by Project to be approx 97% at the end.
- Geographical coverage: Tanzania mainland and in Zanzibar
- Duration: Three years duration 2009 – 31st May 2012
- Small project team in Dar, ILO office: CTA, 1 admin, 1 finance/admin, NPC during 4 months

#### **Slide 11: Basic facts on the Project, *continued.***

- Key stakeholders: ILO, USDOL, Government of Tanzania and the ILO constituents in Mainland and Zanzibar
- Institutional project framework: 2 Project Advisory Committees - (one in mainland, one in Zanzibar) representing tripartite partners & two tripartite Working Groups (on Communication & Media & Awareness-Raising)
- Interim (internal) assessment undertaken in July 2011 (joint USDOL/ILO)

#### **Side 12: What did the Project aim to achieve?**

- Improved Labour Law Compliance in Tanzania - through three sub-objectives:
- Increased knowledge among employers and workers of rights, obligations and services under national labour laws;
- Increased effectiveness of the labour administration / inspection system; and
- Increased ability to collect and analyze Labour Market Information related to labour relations.

**Slide 13: Some results**

ILO planned to produce 10 outputs, through which 3 objectives would be reached. Let's look at some of the results..?

**Slide 14: Increased knowledge..(IO:1)**

<b>Outputs under immediate objective No. 1</b>	<b>Achieved Tanzania (mainland)?</b>	<b>Achieved Zanzibar?</b>
1.1 Public information & awareness-raising campaign	No	No
1.2 Employers, workers & their representatives at the central and regional levels trained on the labour laws;	Yes 500 trained?	Yes 300 trained?
1.3 A system of voluntary self-evaluation tested & implemented	No	No

**Slide 15: Increased effectiveness.. ..(IO:2)**

<b>Outputs under immediate objective No. 2</b>	<b>Achieved Tanzania (mainland)?</b>	<b>Achieved Zanzibar?</b>
2.1 An audit of the structure of the labour administration/labour inspection systems following principles of C. 81 and C.129 and C.150;	Partially	Partially
2.2 Strengthened central authority for labour administration/labour inspection system in mainland & Zanzibar, as well as strengthened regional level authorities;	No	

**Slide 16: Increased effectiveness..(IO:2)**

<b>Outputs under immediate objective No. 2, continued..</b>	<b>Achieved Tanzania (mainland)?</b>	<b>Achieved Zanzibar?</b>
2.3 The administrative career path for the labour administration reviewed & enhanced	No	No
2.4 The capacity & efficiency of the labour inspection officers to conduct inspection <u>strengthened</u>		

**Slide 17: Increased effectiveness..(IO:2)**

<b>Outputs under immediate objective No. 2, continued..</b>	<b>Achieved Tanzania (mainland)?</b>	<b>Achieved Zanzibar?</b>
2.5 <u>Increased effectiveness</u> of the Labour, Economic & Social Council (LESCO) & Labour Advisory Board (LAB) in Zanzibar	No	Partially?
2.6 <u>Increased effectiveness</u> of other labour institutions (CMA, Dispute	Yes	Yes

Handling Unit, Labour & Industrial Courts)		But late..
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### Slide 18: Increased ability..(IO:3)

Output	Achieved?	Achieved Zanzibar?
3.1 National registry of enterprises in both Ministries of Labour <u>established</u>	No (whole obj 3 dropped)	No (whole obj 3 dropped)

### Slide 19: Summary status of reaching the set goals

- Immediate objective No. 1 - not reached (only one out of three outputs were produced)
- Immediate objective No. 2 - only partially reached (only three out of six produced, and one output in Zanzibar, so 3 1/2 produced..)
- Immediate objective No. 3 - had only one output - not reached (whole objective dropped recommended by the IA, July 2011)

### Slide 20: Capacity development (in numbers)

Preliminary number of participants in training events organised by project (up to March 2011):

- 2,225 (inclusion of April and May - will be another 600 approx).(- 448 from Gov't, - 657 from Workers, - 446 from Employers, - 591 from tripartite training, - 83 from training of youth and media)

### Who undertook the above training?

- ATE: 140, TUCTA: 81, ZANEMA: 280, ZATUC: 535, CMA: 308 (with April and May - another 330)
- ILO Dar project also organised training directly: 881

### Slide 21: Some *examples* of tools and developments

- Revised forms for Labour Inspection, compliance orders, internal reporting (both mainland & Z) & guidelines for labour inspections, Annual Labour inspection report (mainland)
- Dispute Handling Unit (DHU) (Zanzibar)
- Audit (report) (a diagnostic analysis of institutions - also functioning as a "baseline") (both)
- Case Management Guide for Committee for Mediation and Arbitration (CMA, mainland)
- A compilation of Labour Court decisions published (2010) (mainland)
- Implementing regulations on child labour and apprenticeships (focus on labour inspection, by tripartite-plus task force. Endorsed by MoHSW, May 2012.) ILO comment: The rules must be gazetted by the relevant authority before comfortably claiming that they have been "approved"
- Jointly with JP2 - a checklist for Labour Inspectors, on maternity protection.
- Labour Law issues integrated in entrepreneurship Training of Trainers for youth (YEF project collaboration) via Kazi Nje Nje BDS providers
- Comic Book on the Labour Law for young entrepreneurs Brochures (CMA) (almost ready, mainland only)

### Slide 22: The preliminary findings confirm *previous findings*..

## Zanzibar

- Good achievements in a very short time
- Much appreciation & support for Project among all stakeholders

## Mainland Tanzania

- Lack of success in some areas, lack of smooth & constructive operations with some Government institutions (in particular, exception being CMA)
- It's necessary for Evaluation to ask: Was the Project firmly grounded at the design stage? What is the root cause of some stakeholders seemingly have not been motivated to participate?

### Slide 23: Factors affecting achievements - mainland Tanzania

- Lack of a fulltime NPC to assist the Project and lack of fulltime secretary throughout (a serious project design flaw).
- PACs not held regularly. Maybe not necessary to have two PACs, could it have worked with one - as it was one Project, not two?? Maybe composition of members (and level) not the most appropriate for smooth operations?
- Perceived and/or real bottlenecks surrounding the Project during 2010 election (could more have been done to progress during this time?)

### Slide 24: Remaining tasks

- Continue documentation review & interviews/consultation with ILO & USDOL & process data & info
- Make conclusions & recommendations in draft report to ILO Declaration Unit and USDOL
- Incorporate comments and submit a final evaluation report to ILO Declaration Unit and USDOL

### Slide 25: Thank you for listening!

## Participants in the PAC meeting

Table 1. Participants in the Project Advisory Committee (PAC), Zanzibar Grand Palace hotel, 22 May 2012

S/N	Name	Institution	Title	Contact	Contact
1	Josephat Lugakingira	Min. of Labour & Employment (MoLE)	Asst. Labour Commissioner	jmluga@yahoo.com	0784 441566
2	Alexio Musindo	ILO	Director	musindo@ilo.org	0787 632432
3	Siham Ahmed	TUCTA	Director, Gender	Siasna@yahoo.com	0754 494224
4.	Safia Juma	Civil Service Commission	Legal Officer	-	0777356540
5	Shanes Nungu	Commission for Mediation & Arbitration	Ag. Deputy Director	shanesnungu@yahoo.com	0719300200
6	Pamela S.	Labour Court	Deputy	Pammap2010@h	0712 809015



	Mazengo		Registrar	otmail.com	
7	Kubingwa M. Simba	MLEC	Labour Commissioner	kubingwasimba@yahoo.com	0717 414613
8	Fatma M. Rashid	ILO	Liaison Officer	Rashid@ilo.org	0773 908897
9	Maridadi M. Phaniel	ILO	NPC, Labour Law	phanuel@ilo.org	0785 428204
10	Lotta Nycander	Independent ILO Consultant	Consultant	lotta@socialresources.net	
11	Justina Lyela	ATE	Director of Policy & Advocacy	info@ate.or.tz	0784 266814
12	Michael Lerner	ILO - ILLC	CTA	lerner@ilo.org	0784 441070
13	Salahi S. Salahi	ZANEMA	Executive Director	zanema@zanema.org	0777 424797
14	Khamis M. Mohamed	ZATUC	Secretary General	Zatuc_congress@yahoo.com	0776 231530
15	Betty Mwakalinga	ILO	Secretariat	mwakalinga@ilo.org	0754 292310

## Annex IV. Time Line: Evolution of Events

The time line list, below is not exhaustive but is an attempt to place certain Project key activities (e.g. capacity building and PAC meetings) in a time perspective, as well as other key events affecting the Project - to better appreciate the evolvement of achievements and challenges (it is not exhaustive). For a separate list, showing only training events/capacity-building, see Annex VIII).

Month/year	Event initiated by, or affecting, the ILLC Project
2008 (Sept?)	Grant provided to ILO for the Project
2009 (June)	CTA starts work, project starts
2009 (July)	ILO DECLARATION and USDOL mission to Tanzania, for consultations on the Project. PRODOC not finalised, CTA helped to complete it.
2009 (August-Sept)	LAB/ADMIN mission to Tanzania to carry out field work (with CTA and representatives from mainland and Zanzibar MoLs) for the audit of labour inspection and administration system (validation workshops in Feb 2010 and publication around June-July 2010)
2009 (Nov)	Analysis of datasets and workshop on Identifying Key Problems in Labour Law Compliance (this was done to gather baseline data -- see pp 4-6 of the progress report for 2009-Q4)
2009 (Oct-Dec)	Drafting, consultations with partners and re-drafting of PAC TORs
2010 (Feb/March)	Inaugural meetings of the PACs – subsequent meetings in July 2011, Dec 2011, Mar/Apr 2012, May 2012
2010 (around March)	Mainland: Labour Commissioner appointed (mainland)
2010 (Feb)	Mainland? Workshop for Government and Media representatives on Communicating Freedom of Association & Collective Bargaining
2010 (March)	Mainland: Workshop for LESCO and LAB members and MoL officials on social dialogue, tripartism and ILS (C 144) TOT on ILS and Labour Laws for trainers from workers and employers organizations in mainland and Zanzibar
2010 (March –July)	Mainland: national industrial relations crisis, threats by workers of general strike and threats by government of reprisals (for summary, see pp 12-13 of progress report for 2010-Q2)
2010 (May-June)	Mainland & Zanzibar: Pilot trainings on Labour Laws for, and by, workers and employers including ToT. This continued for 2 years in several batches of training.
2010 (June)	Mainland: TOT #2 on union/management negotiation skills for trainers from workers and employers organizations in mainland and Zanzibar
2010 (July)	Ministers of Labour step down in advance of national elections, pre-elections

Month/year	Event initiated by, or affecting, the ILLC Project
	activities start
2010 (Aug)	Consultative workshop on Developing a National Training Strategy for Labour Inspection
2010 (Sept)	Training on Tanzania's International Treaty Reporting Obligations under ILO Conventions (included training on ILS)
2010 (Oct)	Mainland: Training for the Trade Union Congress of Tanzania (TUCTA) Senior Leadership on Freedom of Association and Social Dialogue. Training workshop for Labour Dispute Resolution Bodies on Case Reporting and Dissemination of Jurisprudence
2010 Oct-Nov	National elections in Tanzania mainland and Zanzibar Zanzibar: LAB reached end of mandate, stopped functioning until new appointments and re-activation (approx July 2011). Industrial Court judge re-assigned (new Industrial Court Judge appointed around March 2011)
2010 – Nov-Dec	Training on International Labour Standards for Judges and their Application in National Courts.
2010 (Dec)	New Ministers of Labour appointed in Mainland and Zanzibar Tripartite Working Group on Labour Inspection – 1 <sup>st</sup> meeting (subsequent meetings in March 2011, July 2011, August 2011, Sept 2011, May 2012). Mainland: Training for the Association of Tanzania Employers (ATE) Senior Leadership on Freedom of Association and Social Dialogue
2011 (Jan-Feb)	Mainland: New PSMOLE appointed Zanzibar: New PS, Deputy PS, Labour Commissioner appointed (new Industrial Court judge appointed in March, new LAB chair appointed around June)
2011 (Feb)	Mainland: Labour Law issues integrated in entrepreneurship Training of Trainers for youth (YEF collaboration) via Kazi Nje Nje BDS providers
2011 (March)	Mainland? First meeting of Tripartite Working Group on Communications & Awareness Raising (subsequent meetings in June 2011, Sept 2011, May 2012)
2011 (March-May)	Tripartite Working Group - Drafting of Regulations on Child Labour and Apprenticeships, with focus on role of Labour Inspectors
2011 (May)	Mainland: Important high level meeting, attended by Ministers, reaffirming commitment to the Project. Mainland: Training in mediation and arbitration skills for all CMA mediators and arbitrators Zanzibar: Workshop on Operationalizing the DHU
2011 (July)	Mainland: PAC meeting

Month/year	Event initiated by, or affecting, the ILLC Project
2011 (July)	Interim Assessment (ILO and USDOL)
2011 (Aug-Sept)	Training of Labour Inspectors (first batch in mainland and all in ZNZ)
2011 (Sept)	Mainland: Training of members from 12 sectoral Wage Boards
2011 (Oct)	Zanzibar: Training for Training on Labour Laws for Employers Mainland: Training of Labour Inspectors (second batch)
2011 (Oct)	Mainland: High Level Seminar on Promoting Freedom of Association and Effective Recognition of the rights to Collective Bargaining
2011 (Nov)	Training of Trainers Workshop on Conciliation/Mediation of Labour Disputes
2011 (Nov)	Mainland: Training of Trainers and Knowledge Sharing Workshop for CMA on Mediation, Arbitration and the Use and Dissemination of CMA Case Management Guide covering Dar-es-Salaam, Mwanza, Morogoro, Tanga, Kilimanjaro, Mbeya, Arusha and Mara
2011 (Nov)	Mainly Zanzibar: Training Workshop on Improving Communication Strategies of Trade Unions, Employers Organization and Government Officials
2011 (Dec 13, 14)	Mainland and Zanzibar: PAC meetings
2011 (Dec)	ILO-USDOL Interim Assessment presented its conclusions and recommendations Mainland: Refresher TOT for youth (YEF collaboration) via Kazi Nje Nje BDS providers
2011 (Dec 20)	Zanzibar: Labour Advisory Board Training on Tripartism, Social Dialogue and International Labour Standards
2011 (Dec)	Mainland: “ <i>Dala Dala</i> ” – part of awareness-raising campaign - was cancelled by Labour Commissioner (mainland)
2012	Zanzibar: Support provided in launching of Dispute Handling Unit in Zanzibar
2012 (Feb)	Zanzibar: Trained officials of Zanzibar’s Dispute Handling Unit (DHU) on establishing a registry, and developed a pilot registry database.
2012 (15-16 Feb)	Mainland: Assisted the Commission for Mediation and Arbitration (CMA) to develop and review a draft Dispute Prevention and Resolution Training Guide.
	Mainland: Development and Approval of Rules for Essential Services Committee <sup>4</sup> .
	Mainland: WG on Indexing of disputable issues for Labour Court decisions

<sup>4</sup> The Project supported a stakeholder review and technical review of draft regulations for the mainland’s Essential Services Committee.

Month/year	Event initiated by, or affecting, the ILLC Project
	(subsequent meetings in April and May; index finalized in May)
2012 (22-23 Feb)	Zanzibar: Trained members of Zanzibar's LAB, government officials and representatives from ZATUC and ZANEMA on Zanzibar labour laws
	Zanzibar: Facilitated an Agreement on translating Zanzibar's labour laws into <i>Kiswahili</i>
	Zanzibar: Supported Zanzibar Ministry, ZANEMA and ZATUC officials to conduct an outreach workshop for the media on freedom of association and labour relations issues.
2012 (15-16 March)	Trained Secretariat staff of Tanzania's national tripartite social dialogue bodies, including the Labour, Economic and Social Council (LESCO), Wage Boards and Essential Services Committee on the mainland; and the Labour Advisory Board, Wages Advisory Board and Tripartite Committee on Dispute Handling on Zanzibar
2012 (March 19 – 23)	Zanzibar & Mainland: Training workshop on Arbitration Skills for Zanzibar DHU officials (in Dar es Salaam). Followed by DHU attachment to CMA offices in Dar and upcountry (26 March – 5 April, during 10 days, for 8 persons): Tanga, Morogoro & Arusha.
2012 (27-31 March)	Zanzibar: Advanced ToT, and training, for selected Zanzibar labour officers and field-based, practical instruction in labour inspection methods.
2012 (March 30)	Zanzibar: PAC meeting
2012 (April)	Mainland: PAC meeting ZNZ: Workshop with DIALOGUE on Labour Dispute Resolution bodies ZNZ: DHU Launch Mainland: Development of Media Strategies
2012 (May)	Mainland: Technical review / assistance in re-drafting CMA Case Management Guide vol 2 Zanzibar & Mainland: Final trainings / TOT on Labour Inspection ZNZ (Pemba): Field training on Labour Inspection Both Tanzania mainland & Zanzibar: PAC Meeting in Zanzibar (included presentation of preliminary findings from final Project evaluation.) Final independent Evaluation Project came to an end (31 <sup>st</sup> May 2012)

## Annex V. Evaluation activity schedule

To be finalised in the draft evaluation report.

Date	Time	Activities in Tanzania & Zanzibar
<b>Fri</b> <b>11/05</b>	10.00 – 12.00	Briefing, Mr. Wael Issa and Ms. Katherine Torres Received final ToR & signed contract, ILO Hqs, Geneva Documentation review
11/05	15.00	Telephone conference, Ms. Rakiyah Canty, representative, US Labour Department (USDOL) and Ms. Katherine Torres, ILO
<b>Sun</b> <b>13/05</b>	20.30	Arrived in Dar es Salaam, picked at airport by Mr. Eliud Mwakibete, Driver
<b>Mon</b> <b>14/05</b>	09.00 – 16.00	Mr. Michael Lerner, CTA, briefing/discussion and Ms. Elisabeth (Betty) Mwakalinga, Project Admin Assistant (appointments)
14/05	16.00	Mr. A. Sivananthiram, consultant, interview
<b>Tues</b> <b>15/05</b>	09.00	Cosmos Msigwa, Director, Commission for Mediation and Arbitration (CMA) and staff/representatives: - Andrew Mwalwisi, Senior Workers Education Officer - Mary Kamara, Asst Director - Zubeda Mkombozi, Arbitrator - Shanes Nuorgu, Deputy Director
15/05	11.15	Mr. Alexio Musindo and Michael Lerner, briefing session
	13.10	Dr. Cornel Mtaki, Lecturer at University of DMS School of Law, Consultant to IILC project
15/05	14.00	Mr. Sam Mshiu, ILO Cooperatives Project
15/05	15.45	Mr. Saul Kinemela, Labour Commissioner, MoLE
15/05	16.00	Mr. Nicholas Mgaya, Secretary General, and Mr. Hezron J. Kaaya, Deputy Secretary General, TUCTA
15/05	21.00	Mr. Michael Lerner, CTA ILLC, discussion about outputs
<b>Wed</b> <b>16/05</b>	08.00	Mr. Alexio Musindo, Director, ILO Dar
16/05	09.00	Mr. Joseph Lugakingira, Asst Labour commissioner, MoLE
16/05	10.00	Labour Officers, MoLE, who had participated in Project training and ToT. <i>Focus Group Discussion:</i> - Mr. Kassim Tuwelango, Principal Labour Officer - Mr. Husseyin Mwamba, Labour Officer – II - Mr. Mathews W. Mpeka, Principal Labour Officer - Ms. Mercy G. Jilala, Labour Officer - I
16/05	12.40	Mr. Anthony Rutabanzibwa, Senior Programme Officer, ILO Dar
16/05	14.00	Ms. Annamaria Kiaga (former ILLC programme Officer, now UNDP Coordinator)
	15.00	- Ms. Justina Lyela, Director of Policy and Advocacy; ATE - Mr. Augustine Mavura, Training Manager, ATE
<b>Thurs</b> <b>17/05</b>	07.30	Departed for Zanzibar (by plane)
	08.00	Ms. Fatma Rashid, ILO Liaison Officer, Zanzibar
	08.30	- Mr. Salahi S. Salahi, Executive Director, Zanzibar Employers Association (ZANEMA), tel +255 024 2236921, manpowerservices52@yahoo.com - Mr. Hassan S. Ngozi, Vice Chairman, 0777-410112, <a href="mailto:uipala@gmail.com">uipala@gmail.com</a> - Mr. Juma H. Mussa, Member 0773209091, <a href="mailto:juma.209091@gmail.com">juma.209091@gmail.com</a>
	10.00	Ms. Asha Abdullah, Permanent Secretary, Ministry of Labour, Economic Empowerment and Cooperatives (MLEC)

	12.30	Mr. Khamis Mwinyi Mohammed, Secretary General, ZATUC
	14.00	Mr. Haroun Suleiman, Minister, MLEC, +255 24 223389, e-mail: m_haroun2006@yahoo.com
	15.00	Mr. Kubingwa Mashaka Simba, Labour Commissioner, MLEC <a href="mailto:kubingwa@yahoo.co.uk">kubingwa@yahoo.co.uk</a> , tel 255 777414613
<b>Fri 18/05</b>		Mr. Ibrahim Mzee Ibrahim, Director of Public Prosecution (Chair of Labour Advisory Board – LAB)
		Mr. Mkusa Isaac Sepetu, Judge and Chairman, Industrial Court
	12.00	12 Trainees from Employers and Workers organisations – <i>Focus Group Discussion</i> – ILO Office
	15.00	15 Labour Inspectors and staff of Dispute Handling Unit (DHU), MLEC – <i>Focus Group Discussion</i> , MLEC
<b>Sun 20/05</b>		Prepared for presentation of preliminary findings
<b>Mon 21/05</b>	08.30	Mr. Mkuku, Youth Employment Entrepreneurship (YEF) – regional project - , National Programme Coordinator (NPC) in Tanzania
	11.00	YEF beneficiaries (trainees of ToT), Kazi Nje Nje beneficiaries from Dar and Kibaha, TAPBDS: - Ms. Rahel Emanuel - Mr. MasudiKandoro - Ms. Veronica Mwamunyange
	12.00	- Hon. Regina Rweyemamu, Judge in-charge, Labour Division of the High Court. - Mr. Daniel Nyamkerya, Legal Assistant to the Judge
	14.00	Mr. Michael Lerner, CTA
	15.00	Ms. Helga Gibbons, UN Resident Coordination Office (RCO), 15.00
	16.30	Dr. Aggrey Mlimuka, Executive Director, ATE
	18.00	Mr. Alexio Musindo, ILO Director
<b>Tues 22/05</b>	09.00	Travel by plane to Zanzibar
	14.30	Programme Advisory Committee (PAC) meeting, Grand Palace Hotel, Zanzibar. Presented <i>Preliminary Findings</i> of the Evaluation
	17.00	Departed by plane to Dar es Salaam
<b>Wedn 23/05</b>	09.30	Mr. Logan Wheeler, Political Officer, American Embassy
	11.00 - 13.00	Mr. Alexio Musindi, ILO Director and Michael Lerner, CTA – final discussion.
	15.30	Mr. Kassim Ramadhani, ILLC Project Admin/Finance Assistant
	21.15	Departed for Geneva
<b>26/05</b>	am	- Ms. Katherine Torres - Ms. Rakiyah Canty, representative, US Labour Department (USDOL) (Telephone conference)

## Annex VI. List of persons met and/or contacted

International Labour Organisation (ILO)		
Name	Designation	Contact
Ms. Maria Luz Vega Ruiz	Labour Administration and Inspection Programme (LAB/ADMIN), ILO Hqs, Geneva	<a href="mailto:vega@ilo.org">vega@ilo.org</a> Tel: +41 22 7996337
Mr. Robert	ILO	robertr@ilo.org
Mr. Michael Lerner	Chief Technical Advisor, IILC Project	E-mail: <a href="mailto:lerner@ilo.org">lerner@ilo.org</a> 0788 441 070
Alexio Musindo	Director, Dar es Salaam	E-mail: musindo@ilo.org
Mr. Wael-Issa	Senior Declaration Officer, DECLARATION, Hqs, Geneva	E-mail: <a href="mailto:wael-issa@ilo.org">wael-issa@ilo.org</a> Phone: 41-22-7996075 Fax: 41-22-7996561
Ms. Katherine Torres	Programme Officer, DECLARATION, Hqs, Geneva	E-mail: torresk@ilo.org
Kassim Ramadhani	Project Admin/Finance, ILLC Project	0713 776 007
Ms. Anna Maria Kiaga	UNDAP Coordinator	
Mr. Eliud Mwakibete	Project Driver	0713 329 437
Ms. Elisabeth Mwakalinga	Project Admin Assistant	0754 292 310
Ms. Fatma Rashid	ILO Liaison, Zanzibar	0773 908 897
Mr. Sam Mshiu	Expert in Cooperative Development Cooperative Facility for Africa	mshiu@ilo.org +255 22 219 6719
Mr. Anthony Rutabanzibwa	Senior Programme Officer	Tel +255 222 196700 (gen), +255 22 219 6713 (dir)
Mr. Maridadi Phanuel		



<b>International Labour Organisation (ILO)</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. Gugsu Yimer Farice	Evaluation Manager, ILO Regional office, Addis Abeba	farice@ilo.org
Ms. Fatma Rashid	ILO Liaison Officer, Zanzibar	
Mr. Sylvain Baffi	Programme Officer, Social Dialogue, Labour Law and Labour Administration Programme, International Training Centre (ITC) of ILO.	E-mail: s.baffi@itcilo.org Tel : + 39 0116936944
Mr. Limpho Mandoro	Lab Admin & Social Dialogue Specialist / DWT Pretoria	E-mail: mandoro@ilo.org

#### **TANZANIA MAINLAND**

<b>Ministry of Labour and Employment (MoLE) Tanzania mainland</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. Saul Kinemela	Labour Commissioner	
Mr. Joseph Lugakingira	Assistant Labour Commissioner	
Mr. Kassim Tuwelango	Principal Labour Officer	
Mr. Husseyin Mwamba	Labour Officer – II	
Mr. Mathews W. Mpeka	Principal Labour Officer	
Ms. Mercy G. Jilala	Labour Officer - I	

<b>Judiciary, Tanzania mainland</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Hon. Regina Rweyemamu	Judge in-charge, Labour Division of the High Court.	
Mr. Daniel Nyamkerya	Legal Assistant to the Judge	

<b>Judiciary, Tanzania mainland</b>		
Pamela S. Mazengo	Deputy Registrar, Labour Court	<a href="mailto:Pammap2010@hotmail.com">Pammap2010@hotmail.com</a> Tel. 0712 809015

<b>Commission for Mediation and Arbitration (CMA)</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. Cosmos Msigwa	Director, Commission for Mediation and Arbitration (CMA)	
Mr. Andrew Mwalwisi	Senior Workers Education Officer	
Ms. Mary Kamara	Asst Director	
Ms. Zubeda Mkombozi	Arbitrator	
Mr. Shanes Nuorgu	Deputy Director (??)	

<b>Association for Tanzania Employers (ATE)</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Dr. Aggrey Mlimuka	Executive Director, ATE	
Ms. Justina Lyela	Director of Policy and Advocacy	<a href="mailto:justinalyela@yahoo.com">justinalyela@yahoo.com</a> <a href="mailto:info@ate.or.tz">info@ate.or.tz</a>
Mr. Augustine Mavura	Training Manager	+255 788 888 066 <a href="mailto:mavura@ate.or.tz">mavura@ate.or.tz</a> <a href="mailto:tinnotz@gmail.com">tinnotz@gmail.com</a>

<b>Workers organisations/Trade Unions</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. Nicholas Mgaya	Secretary General, TUCTA	
Mr. Hezron J. Kaaya	Deputy Secretary General, TUCTA	
Ms. <i>(lady who participated in PAC meeting)</i>	TUCTA	

## **ZANZIBAR**

<b>Ministry of Labour and Employment, Zanzibar</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>

<b>Ministry of Labour and Employment, Zanzibar</b>		
Makame Jecha Salim	Labour Inspector	
Ame Faki Saleh	Registrar and Inspector	
Khadia B. Khamis,	OSH Inspector	
Hawana R. Juma,	DHU	
Khadija O. Omar	DHU	
Modest Hassan	DHU	
Said O. Mohammed	Labour Officer	
Mussa M. Khamus,	OSH Inspector	
Juma Khamis	DHU	
Mkialim (?) O. Haji	Labour Relations Officer	
Hassan B. Othmam,	Labour Officer	
Ame H. Azi	Labour Officer	
Rashia Kh. Othman	Labour Officer	
Subbya H. Subeya	DHU	
Ms. Asha Abdullah	Permanent Secretary, Ministry of Labour, Economic Empowerment and Cooperatives (MLEC)	
Mr. Haroun Suleiman	Minister	+255 24 223389 E-mail: m_haroun2006@yahoo.com
Mr. Kubingwa Mashaka Simba	Labour Commissioner	<a href="mailto:kubingwa@yahoo.co.uk">kubingwa@yahoo.co.uk</a> Tel. 255 777414613

<b>Judiciary, Zanzibar</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. Mkusa Isaac Sepetu	Judge and Chairman, Industrial Court	
Mr. Ibrahim Mzee Ibrahim	Director of Public Prosecution	

<b>Judiciary, Zanzibar</b>		
	& Chair of Labour Advisory Board (LAB)	

<b>Zanzibar Employers Association (ZANEMA), Zanzibar</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. Salahi S. Salahi	Executive Director	Tel +255 024 2236921, manpowerservices52@yahoo.com
Mr. Hassan S. Ngozi	Vice Chairman	0777-410112, <a href="mailto:uipala@gmail.com">uipala@gmail.com</a>
Mr. Juma H. Mussa	Member	

<b>Zanzibar Association for Trade Unions (ZATUC)</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. Khamis Mwinyi Mohammed	Secretary General	

<b>Participants in ILLC training, Zanzibar (employers and workers)</b>		
Sabri Suleiman Seif	Assistance Marketing, organiser	+255773519955
Abdulla Abdulamid Hasi	Planning Officer (Secretary, ZUPHE Ministry Branch)	0773510505
Fatma Juma Gama	Airport (employee)	0776234611
Hussein Baraka	Human Resource Manager	<a href="mailto:hrd@royalzanzibar.com">hrd@royalzanzibar.com</a> 0774492488
Masoud Ali Khamis	Tractor Workshop (TUICOZ)	0773227785
Ali Tuma Hamadi	Human Resource Officer	0773828202
Asmahany Juma Ally	Regional Secretary, ZALGOU (?)	0773904010
Suleiman Othman Al	Asst. Director, Mombasa S Sc	0777498508
Fatma Elia Masimba	HR Fairmont Zanzibar	fatma@zanlink.com
Ally Yapanda Ibaraza	HRM ZANTOURS	0778 717878

<b>US Labour Department, Washington, and US Embassy in Tanzania</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Ms. Rakiyah Canty ( <i>consulted over phone and through questionnaire - not met with</i> )	International Relations Officer Sub-Saharan Africa and Eastern Caribbean, Bureau of International Affairs, US Labour Department	Canty.Rakiyah@dol.gov
Mr. Logan Wheeler	Political Officer, US Embassy, Dar	

<b>Consultants and other organisations/institutions</b>		
<b>Name</b>	<b>Designation</b>	<b>Contact</b>
Mr. A. Sivananthiram	Consultant	
Dr. Cornel Mtaki	Lecturer at University of DMS School of Law, Consultant to IILC project	
Ms. Helga Gibbons	Planning, Monitoring and Evaluation Specialist, UN Resident Coordinator's Office,	helga.gibbons@one.un.org
Michael Gay	Commissioner, Fairwork Australia (consultant to the ILLC Project)	E-mail: gay.c@fwa.gov.au skype address: ootslu
Hans Hwang	Consultant	E-mail: hans.hwang@gmail.com Skype address: hans_hwang

## Annex VII. List of documents

- Applying Results-Based Management in the International Labour Organization June 2011, First published 2008, Second edition 2011.
- Case Management Guide, Commission for mediation and arbitration (CMA), Volume 1. 2007 – 2009.
- Comic Book for Young Entrepreneurs on labour law issues.
- Concept Note for the ILO-ILLC workshop “Dispute Handling in Zanzibar: Planning for the Start of Operations”.
- Decent Work Country Programme (DWCP), Tanzania 2006-2010.
- Engaging the Media around Labour Law Issues – A Strategy for the Tri-Partite Partners in Tanzania, May 2012, CDC.
- High Level Seminar on Promoting Freedom of Association and the Effective Recognition of the Right to Collective Bargaining, 27-28 October, 2011.
- ILLC Project Monitoring Plan.
- ILLC Project Work Plans.
- ILO Mission reports: 13-17 May 2011, Malte Luebker, ACTRAV, ILO Headquarters, Geneva; and Revitalizing Labour Inspection Services in the United Republic of Tanzania 2011-2012, by Sivananthiram.
- Improving labour law compliance in the United Republic of Tanzania. Final Project Document, 2009 and the Logical Framework.
- Joint USDOL/ILO Mid-Term Assessment report (Interim report), July 2011.
- Labour Dispute Prevention and Resolution Training Guide 2012, Commission for Mediation and Arbitration (CMA).
- Letter from the PS, Tanzania mainland: Re: Ministry’s inputs for Labour Law Compliance Project, D.N. Kaali, for: Permanent Secretary, dated 2 January 2009.
- Minutes of various meetings, e-mail correspondence (e.g. E-mail correspondence from Kamran Fannizadeh, to Wael Issa, DECLARATION Programme, ILO, copied to Leanne Melnyk and Michael Lerner, dated 06/01/2010).
- Mission Report Analysis, Morogoro, ILLC Project, March 2011.
- National Strategy for Growth and Reduction of Poverty II, 2011-2015 (NSGRP II, or in *Kiswahili* acronym: MUKUTA II), Ministry of Finance and Economic Affairs.
- Project quarterly Progress Reports (quarterly): June – 30 September 2009; 1 October – 31 December 2009; January – 31 March 2010; 1 April – 30 June 2010; July – September 2010; October – 31 December 2010; January – 31 March 2011; April – 30 June 2011; 1 July – 30 September 2011; 1 October – 31 December 2011; 1 January – 31 March 2012.
- Report from a meeting: Review meeting for Mediators and Arbitrators, Labour Dispute Resolution Training and Knowledge Sharing Workshop (check), 29 May – 1st June 2011, Edema Hotel, Morogoro Municipality.

- Report of the High Level Training for the Judiciary on International Labour Standards and their application in national courts, November 29 – December 1, 2010, Morogoro, Tanzania.
- Review of CMA Dispute Prevention and Resolution Training Guide, 2012, by Hans S. Hwang.
- Technical Memorandum United Republic of Tanzania labour administration and inspection audit, United Republic of Tanzania, LAB/ADMIN Labour Administration and Inspection Programme, Social Dialogue Sector, International Labour Office – Geneva, 2009.
- Terms of References and Contracts for external collaborators.
- The Terms of Reference of the Project Advisory Committee.
- Training/workshop evaluations (by participants), e.g. the High-Level Training for the Judiciary on International Labour Standards and their Application in National Courts, Morogoro, Tanzania, November 29-December 1, 2010.
- Understanding the UNDAP 2011-2015 (A UNDP Power Point Presentation), 2012.
- United Nations Development Assistance Plan (UNDAP) 2011-2015, UN Tanzania Delivering as One, 24 June 2011.
- Vision 2020 for Zanzibar.
- Zanzibar Strategy for Growth and Reduction of Poverty II, 2011-2015 (in *Kiswahili* acronym: MKUZA II).

## Annex VIII: ILLC capacity building/training activities

The following is a summary of capacity building activities undertaken by the ILLC Project during the period under review *received from the Project CTA on 15<sup>th</sup> June 2012*:

### Number of participants trained<sup>5</sup>

During the period of the ILO-USDOL project on Improving Labour Law Compliance in the United Republic of Tanzania, the project carried out a range of training activities, involving a total of **3007 participants**, of which **1,984 (66%) were men** and the remaining **1,023 (34%) were women**.

### Training on Tanzania Mainland vs Zanzibar<sup>6</sup>

The majority of participants were trained at venues on Tanzania mainland, which accommodated 1,752 participants (58% of the total), of which 1,245 were men and 507 were women). Training venues on Zanzibar accommodated 1,255 participants, of which 739 were men and 516 were women.

### Breakdown by organization conducting the training

The ILLC project engaged directly in the organization of capacity building activities, and also provided technical and financial support to enable partners to carry out trainings, pursuant to Seminar Agreements.

Of the 3007 participants, ILLC provided training directly for 963 participants (32% of the total, of which 686 were men and 277 were women) attended capacity building activities organized directly by the project.<sup>7</sup> With the project's support, the Commission for Mediation and Arbitration (CMA) trained 642 participants (21%; 453 men, 189 women).

The project also supported the social partners (trade unions and employer associations) on Tanzania mainland and Zanzibar to train workers and employers on the labour laws. The project first organized two intensive training of trainers (TOT) workshops for employer and worker representatives; assisted them to develop training plans; supported a round of pilot trainings (after which technical review took place, and training plans were adjusted); and supported scaled-up training programmes.

On Tanzania mainland, the Association of Tanzania Employers (ATE) **trained 266 employers** (202 men, 64 women), primarily in the SME and private security sectors. The Trade Union Congress of Tanzania (TUCTA) **trained 81 trade union members** (57 men, 24 women).<sup>8</sup>

On Zanzibar, the Zanzibar Employers Association (ZANEMA) **trained 280 employers** (184 men, 96 women), and the Zanzibar Trade Union Congress (ZATUC) **trained 535 trade union members** (271 men, 264 women). ZATUC and ZANEMA also provided **joint bipartite training for an additional 240 participants** (131 men, 109 women).

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<sup>5</sup> This number reflects the total number of participants in all trainings supported by the project, and not the number of specific individuals trained by the project. For example, in some circumstances, a given individual might attend more than one training (e.g., an employer representative might be trained on labour laws and on negotiation skills; or a labour inspector might receive training on inspection techniques and also TOT on how to teach those skills to others). In such cases, the individual is counted for each separate training that he or she has attended.

<sup>6</sup> These figures reflect the location of the training venue, not the provenance of the trainee. On a number of occasions, Zanzibaris participated in trainings that were held on the mainland; however, this data was not tracked. Thus the share of training provided to Zanzibaris is somewhat higher than this figure would suggest.

<sup>7</sup> This figure includes training activities organized jointly between ILLC and other ILO projects.

<sup>8</sup> These figures represent only the number of participants trained by ATE and TUCTA, and not the number of ATE and TUCTA members trained by the project. Many workers and employers were trained by the project via trainings organized directly by the project.



**Thus, on Zanzibar a total of 1,055 participants (35% of the total) were trained by ZANEMA and ZATUC.**

**Breakdown by primary training audience**

Capacity building activities were structured along different lines, depending on the goal and target audience of a given activity. Some training events were tripartite in nature, while others were primarily directed towards government officials, or workers or employers.<sup>9</sup>

Tripartite trainings involved 887 participants (29%; 640 men, 247 women).

Trainings for government officials involved 503 participants (17%; 345 men, 158 women).

Where the primary goal was to train workers, the trainings involved 657 participants (22%; 361 men, 296 women), while the trainings targeting employers involved 572 participants (19%; 406 men, 166 women). Additional bipartite trainings targeting workers and employers together involved a total of 328 participants (11%; 199 men, 129 women).

A few trainings were targeted to other groups, such as the youth or media representatives, and these involved 60 participants (33 men, 27 women).

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<sup>9</sup> A number of trainings that were designed for workers or employers also included one or more representatives from the other social partners. However, as the trainings were targeted to workers or employers as the primary audience, they are counted in that category, rather than as tripartite trainings.

