



International
Labour
Organization

ACT/EMP



The Next Normal: The Changing Workplace in Tanzania

Association of Tanzania
Employers (ATE)





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*We have included throughout this report quotes from companies that either responded to the survey or in the interviews we conducted. In order to maintain confidentiality, we have not included the names of these companies.

Preface

The Covid-19 pandemic has had major impacts on Tanzanian enterprises across all sectors. The workplace has been widely disrupted and enterprises have had to rapidly adapt to changing conditions. While the pandemic stifled the business activities of many enterprises, it also propelled others to adopt strategies and modifications for business continuity and productive and stable employment relations.

This report was jointly commissioned by the Bureau for Employers Activities (ACT/EMP) of the International Labour Organization (ILO) and the Association of Tanzania Employers (ATE) in order to establish the emerging trends in the Tanzanian workplace. How are enterprises and their workers adapting to changed conditions (now modalities of working) and new and different opportunities and challenges?

The report is structured around the following questions:

1. How has Covid changed workplaces in Tanzania, and how have enterprises responded to changed realities?
2. How do enterprises think post-Covid workplaces will look different in the next five to seven years, and how are enterprises preparing for this?
3. What will be the policy approaches to create the enabling environment for this changing workplace, and how can ATE position itself as a leader in these debates?

The report makes it clear that the dramatic disruptions to labour markets over the last two years will have significant policy and legislative implications.

We are indebted to the ATE members for providing inputs into this report and we hope that it will greatly help ATE in adapting and recalibrating our service and training offers to our members. The report will additionally be useful in demonstrating the role of social dialogue among public and private stakeholders, especially in addressing matters of common interests.

Suzanne Ndomba-Doran (Adv.)
Executive Director and CEO
Association of Tanzania Employers (ATE)



A woman with dark, curly hair is smiling and talking on a smartphone. She is wearing a dark grey or black top and holding a light grey blazer. The background is a blurred clothing store with racks of clothes. A large blue diagonal shape is on the left side of the image.

Executive Summary

Photo Credit | Getty Images



Executive Summary

The workplace in Tanzania has changed and will continue to change as the implications of the Covid-19 pandemic play out. Enterprises across the country saw the increased usage of remote working models, digital technology, and external workers/outsourcing, as well as a shift towards more output-based measures of worker performance. The skill needs of employers have similarly been affected. There is now an increased emphasis on softer skills, such as: innovation and teamwork, along with changes to hard skills needs (in particular digital skills).

The key findings from this report include:

- The pandemic saw an increased usage of digital technologies.
- There was an increase in deploying new business strategies, such as engaging business agents in sales and using online business platforms to communicate in daily operations.
- Tanzanian enterprises demonstrated a high degree of resilience in the face of the pandemic, sustaining their operations throughout.
- Key sectors struggled; such as the hospitality, retail, manufacturing, and trading sectors.
- Technological adoption will continue in the coming years as the ability of technology to enhance resilience and lower operational costs increases.

Tanzanian enterprises have described the Covid-19 pandemic as a time of great difficulty

and challenge, but also one of opportunity. Enterprises have been forced to rethink many aspects of their business – from human resources, to sales channels, to their production portfolios. On the one hand, many enterprises said that the pandemic helped build trust and understanding between workers and employers. Dialogue on workplace issues was a common feature throughout the pandemic. Enterprises and workers proved adaptable to fast and sudden changes. New systems and ways of working were quickly adapted and some remarkable resilience was demonstrated by enterprises up and down the country. Yet it was also a period of extreme challenges. Many enterprises struggled as workers felt sick, and worse: many succumbed to the virus.

The Covid-19 pandemic has brought the most significant changes in generations to working life in Tanzania. At its core, the pandemic has fundamentally changed where and how people work. Enterprises around the country had to make big structural changes, with many adopting digital tools and new technologies – often for the first time. The adoption of these new modes of working and new technologies have upended many long-standing norms and practices. Enterprises are questioning fundamental assumptions about their operations, such as whether they still need physical premises and how they measure what workers do. Workers are also rethinking key assumptions about work. This will drive long-term changes in the types of work being done, how work is performed, and what skills are required to do that work.



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Introduction

The Covid-19 pandemic has caused a wide range of unexpected changes in the way of doing business and models of working across the country. In the first instance, the Covid-19 pandemic was above all a health crisis and enterprises have rightly taken measures to protect the health and wellbeing of workers. Worker's health and safety was the number one area of workplace dialogue according to a survey conducted.

More broadly, the pandemic has disrupted business plans and created new and complex challenges for Tanzanian enterprises. There has been an increase in implementing new working models such as remote work, and work from home. Enterprises have embraced digital technology much faster than expected.

In light of the above, this report looks at how the pandemic has changed workplaces and what

those changes mean for the future of work in the country. The analysis also includes what enterprises and their representative organizations anticipate workplaces will look like in the future.

As the report establishes, labour legislation has not been able to keep up with the pace of change brought on by the disruptive effects of the pandemic. Consequently, the report's key findings will be used to assist the Association of Tanzania Employers (ATE) in developing policy approaches that can be utilized in social and policy dialogues.

This report analyses workplace changes in relation to technology and the Covid-19 pandemic by focusing on four thematic areas that include: (1) the working space; (2) labour law and workplace relations; (3) skills development, knowledge sharing, and productivity; and (4) human resource management.



Approach

The analysis underlying this report is based on an online survey that was completed by 105 Tanzanian enterprises. Most respondents (64 per cent) were from Dar es Salaam, followed by other regions which accounted for 21 per cent. Eight per cent of respondents were from Arusha, two per cent from Mbeya, one percent from Mwanza and four percent from other regions.

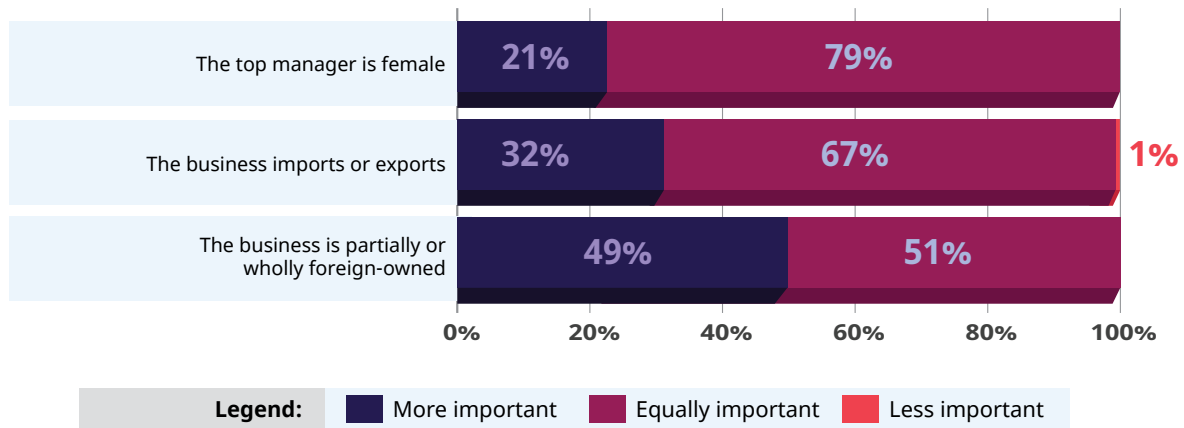
Respondents came from a range of sectors including 12 per cent from the financial sector, ten per cent from the information and communications, and 10 per cent from the manufacturing sector. Nine per cent of respondents represented the professional, scientific or technical activities. Other sectors which had a significant number of respondents include human health or social work (eight per cent), education (six per cent) shop-keeping, sales or trade activities (six per cent), transportation or storage services (four per cent) and supply of electricity, gas, water or waste management.

With regards to ownership, 49 per cent of respondents reported that the enterprises they worked for were partially or wholly foreign owned, 32 per cent of enterprises said they are involved in imports or exports, and 21 per cent reported that the top manager was female (Figure 1).



Photo Credit | Freepik

Figure 1: Pandemic effects on the importance of work-related matters



The survey findings are complemented by 23 qualitative interviews that were held with key informants from the public and private sectors. Key informants for qualitative interviews were from education (five interviewees), technology

(three), manufacturing (seven), hospitality (five), and transport and communication (three). The qualitative data was transcribed and analysed in order to provide useful information that complemented the survey.



Photo Credit | Getty Images



The Working Space

Across the enterprises interviewed, a number of key words (as highlighted in Figure 2) were frequently mentioned in describing the disruptive impact of the pandemic. The key words mostly mentioned by respondents include: survival, loss, and challenging. Twenty-five per cent of firms responded that their business would survive despite the sudden changes to the business. Around 15 per cent of respondents (business leaders) said that their business had incurred losses. The effect was particularly high on markets with dependency on foreign demand

for specific goods and services. The loss was also worsened by shortages of inputs for producing goods and services particularly in sectors such as manufacturing, agribusiness, tourism and hospitality, banking and finance, and others. In Tanzania, the effects were somewhat less punitive than in other countries in the region because the country did not lock down the economy. The loss experienced by companies was also due to low domestic demand that is attributed to increased unemployment, salary cuts, and limited employment opportunities.

Fig 2: Key words summary

OPPORTUNITY JOBS WORK RESTRICTIONS
LOSS SURVIVAL
CHALLENGING
BUSINESS ENVIRONMENT
TECHNOLOGY DISEASES
DIGITAL REMOTE CLOSING TRAVEL LOCKDOWN

Thirty-eight per cent of respondents expressed that the year 2020 was challenging. Accessing key resources, the availability of skilled labour, the rising cost of doing business, and the reduction

of sales were all referenced by enterprises as some of the main challenges they faced. Many enterprises had to use up savings and reserve cash to maintain operations.



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Remote work increases, but not for all workers

Across the country and in all sectors, enterprises deployed remote working and work from home schemes. Worker attributes such as the level of skills, gender, seniority, education, and experience determined whether workers were more likely to work remotely. The survey found that skilled workers who are professionals were more likely to

work remotely at 47 per cent. This is followed by workers with greater health risks (cited by 46 per cent of enterprises as being more likely to work from home). Those with management roles were more likely to work from home at 44 per cent. Following this were experienced workers cited by 40 per cent of enterprises, senior workers at 38 per cent, workers with higher education at 32 per cent, and back-office workers at 28 per cent.

Figure 3: Types of Workers Most Likely to Work Remotely

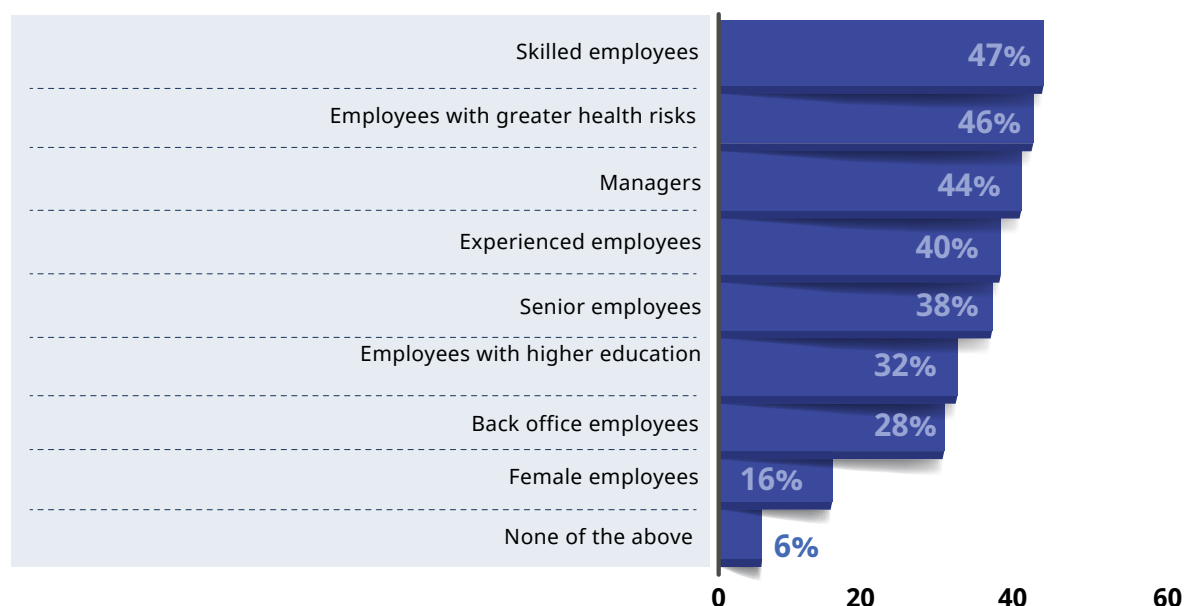
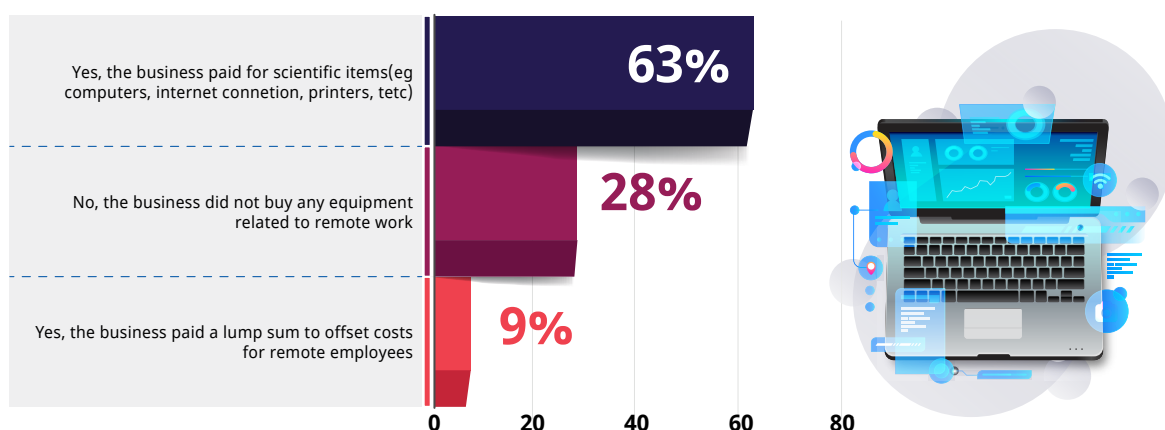


Figure 4: Payment of Costs for Remote Workers

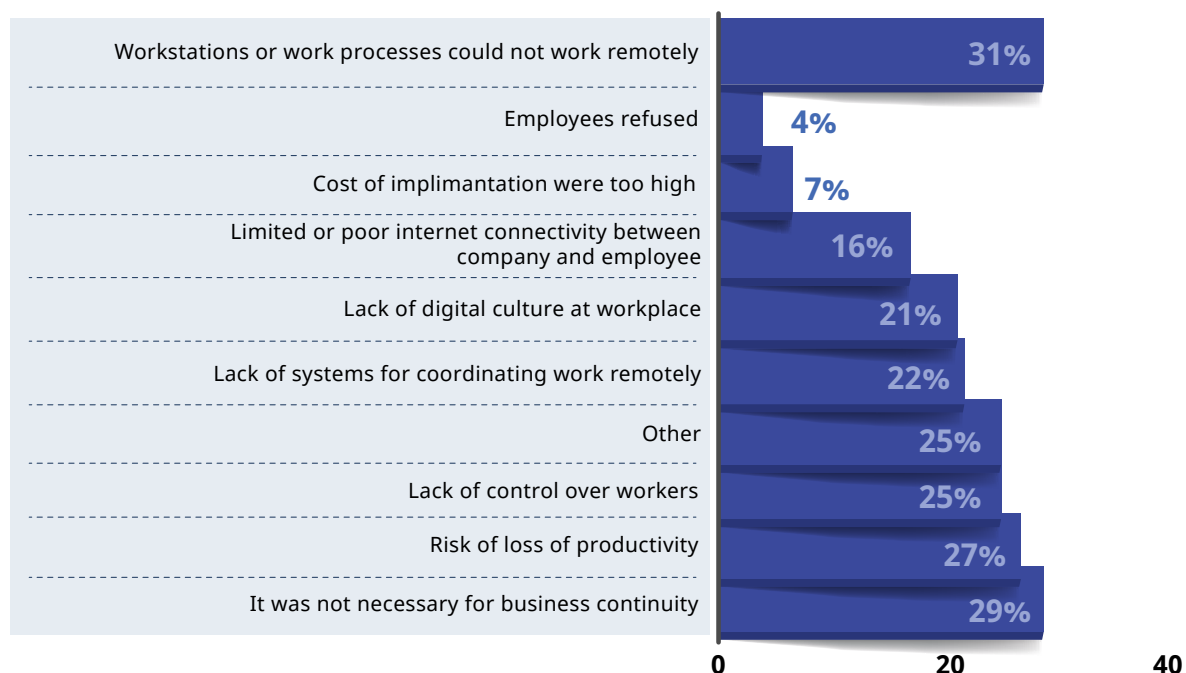


Work From Home (WFH) comes with additional costs

There are costs associated with providing support to workers while working remotely. These costs include data expenses and remote workspaces. The costs are mostly incurred by the employer. The survey found that the majority of respondents

(63 per cent) reported that enterprises paid for specific items for workers who worked remotely. On the other hand, 28 per cent of respondents said that the enterprise did not pay any costs associated with remote work and nine per cent of respondents reported that enterprise paid a lump sum to offset costs for remote workers (Figure 4).

Figure 5: Reasons For Not Implementing Remote Working



Following the pandemic, the Tanzanian Government – through the Ministry of Health – provided health guidelines. Consequently, employers have been required to undertake and implement safety measures for their workers. The survey showed that 31 per cent of enterprises did not implement remote work because the business had workstations or work processes that could be deployed through remote work. On the other hand, 29 per cent of respondents reported that remote work was not necessary for their business continuity while 27 per cent of respondents opined that there was a risk of lost productivity from remote work. The lack of control over workers was reported by 25 per cent. The other reasons given by the respondents were the lack of systems for coordinating remote work (reported by 22 per cent), lack of digital culture at the workplaces (22 per cent), costs of implementation were too high (seven per cent), and workers refused (four per cent) (Figure 5).

Health and safety takes centre stage

New health and safety protocols placed new requirements (and costs) on enterprises such as the provision of wider spaces for workers, sanitation stations, and staff training on health and safety and awareness on the pandemic. Other employers introduced work rotation and changes to shifts to manage social distancing requirements.

Enterprises put in place an array of new health and safety measures. These included placing hand washing and sanitizer stations at the workplace (87 per cent of enterprises did this). Providing personal protective equipment to workers and customers reported by 65 per cent of enterprises. Temperature checkpoints were reported by 56 per cent of enterprises. Other measures taken include: rearranging customer space reported by 41 per cent, with 40 per cent and 35 per cent of respondents reporting that they rearranged a production or office space and installed new protective facilities (Figure 6).

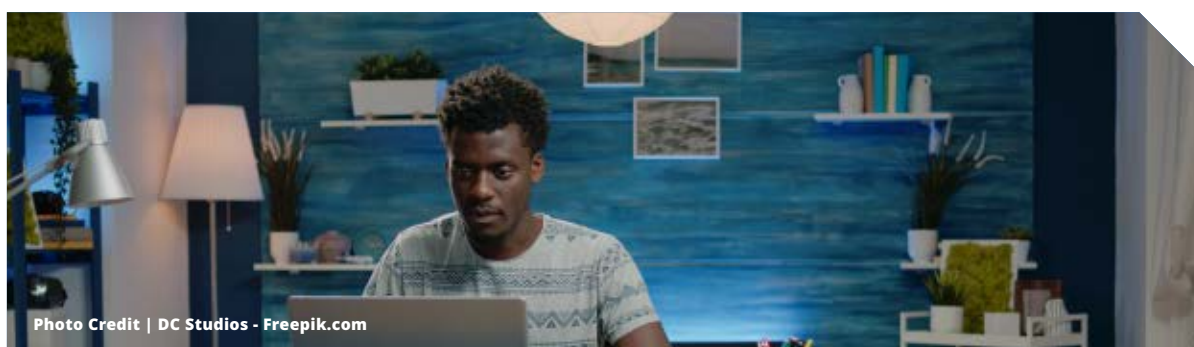
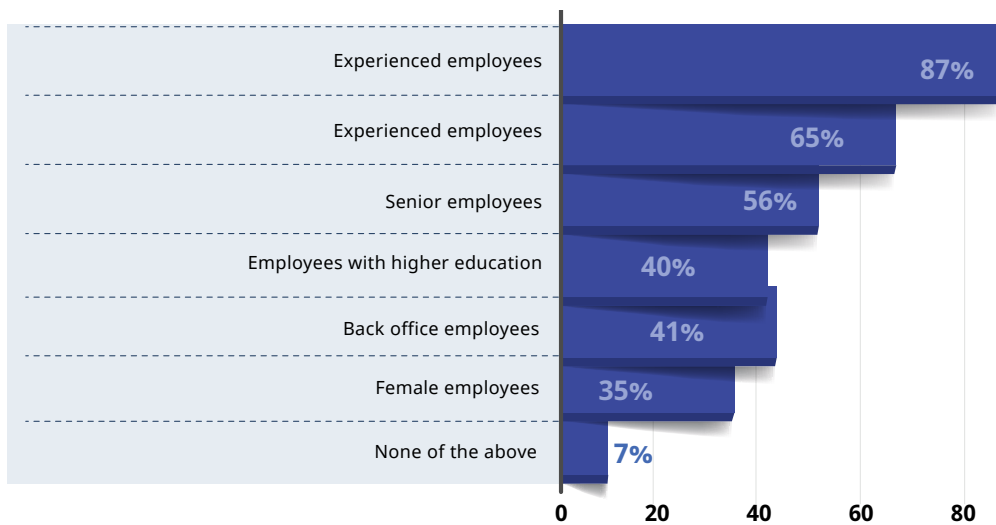


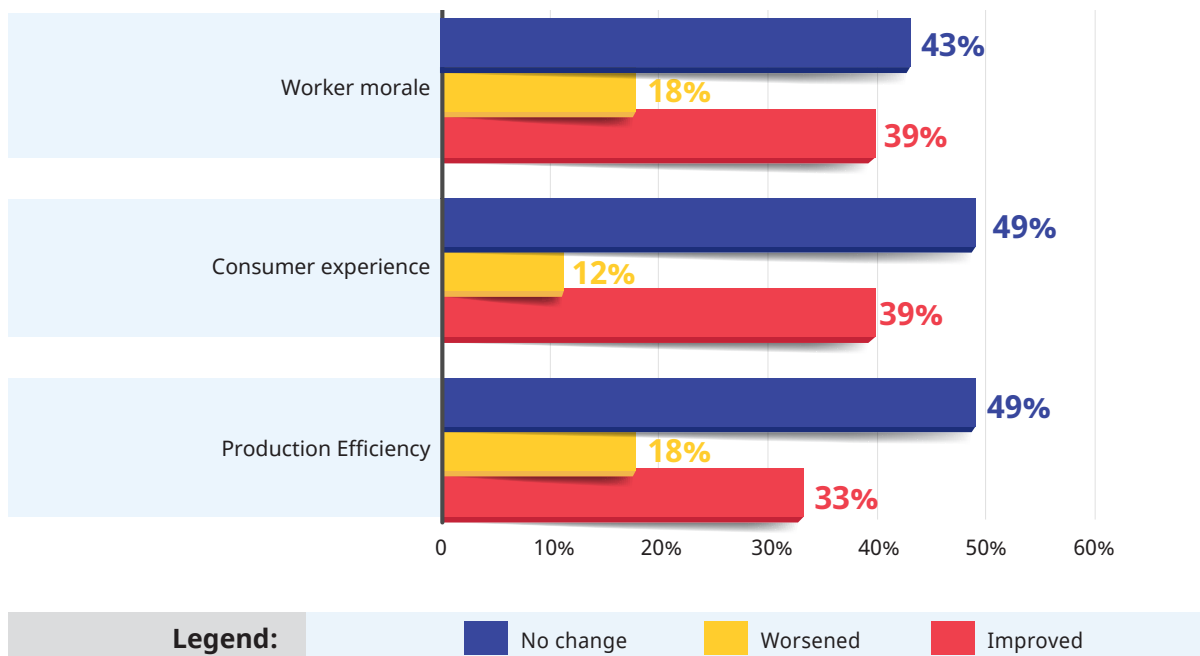
Figure 6: Changes made to work premises due to Covid-19



Following the implementation of safety measures at workplaces, some respondents reported that worker morale, consumer experience, and production efficiency worsened. Negative responses were reported by 18 per cent, 12 per cent and 18 per cent of enterprises respectively. Again, the majority of respondents reported that work morale, consumer

experience and production efficiency experienced no change as reported by 43 per cent, 49 per cent, and 49 per cent of respondents, respectively. On the other hand, 39 per cent of respondents reported that worker morale improved, with 33 per cent of respondents reporting that consumer experience and production efficiency improved (Figure 7)

Figure 7: Effects after changes at premises

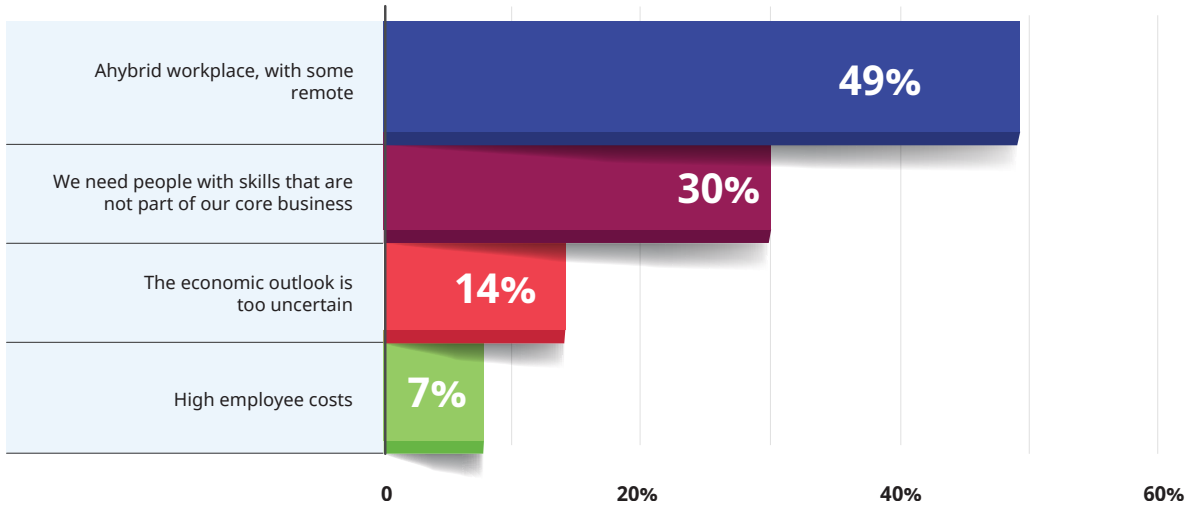


Changing expectations on enterprises

In terms of the expectations on enterprises as we look to the future, 49 per cent said they would embrace business models that comprise a hybrid workplace with some remote and some in-person work. In the same vein, 30 per cent of respondents

reported that most services will be in-person businesses with some changes, and 14 per cent of respondents reported that their enterprise will – to a large extent – be in-person as before the pandemic. Just seven per cent of respondents reported that they would be a wholly or mostly remote workplace (Figure 8).

Figure 8: Business Model in the coming years



Before Covid-19, most work was done through physical meetings. However, there has been a significant increase in the usage of digital platforms to coordinate work among workers. The findings of

this survey also support the finding that there has been a significant shift to incorporate more digital work arrangements than in the pre-pandemic era.





Workplace Relations & Labour Law

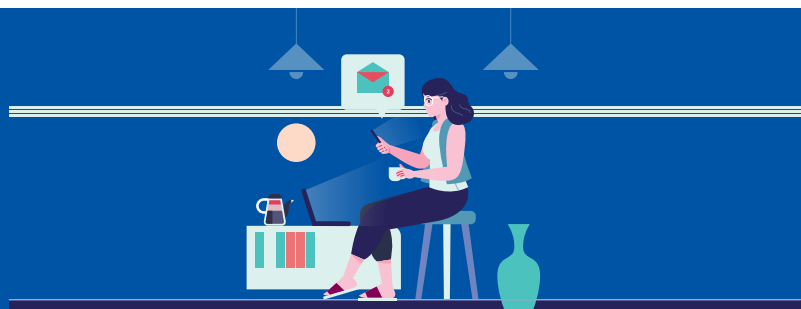
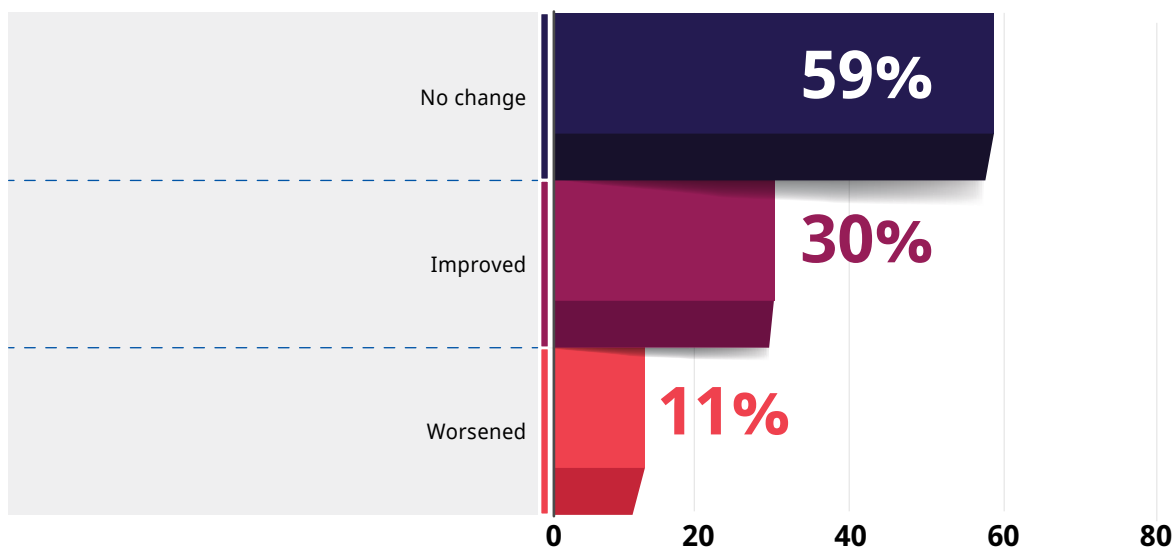
The pandemic and the swift and abrupt nature of its effects on the workplace demonstrated that many elements of current labour law (such as the Employment and Labour Relations Act 2004 (ELRA)) need to be amended. Legislation that required, for example, a worker to produce a medical certificate from a medical practitioner in case of illness was not workable. During self-isolation (where the worker was not officially diagnosed with Covid-19), it was mostly not possible for the worker to obtain an exemption from duty from a medical practitioner. Therefore, the employer and worker had to either opt for an unpaid leave or a working from home arrangement. There were many examples like this.

In respect of changes to doing business, most enterprises adopted the recommendations promoted by the Ministry for health and international health Guidelines from the World Health Organization (WHO). These measures included:

- Enterprises changing the design or arrangements of workplace operations and processes to ensure adequate space for workers through usage of separations and partition;
- Placing of sanitizers and hand washing facilities;
- Providing psychological and emotional support to staff;
- Assisting workers with digital provision of services supporting issues such as mental counselling to workers; and
- Purchasing of internet data and office facilities for remote workers;

With respect to the relationship between senior management and other workers, 59 per cent of respondents noted that the pandemic never affected or changed the relationship, 30 per cent of respondents reported that their relationship improved, and only 11 per cent opined that their relationship worsened (Figure 9).

Figure 9: Relationship between senior management and other staff

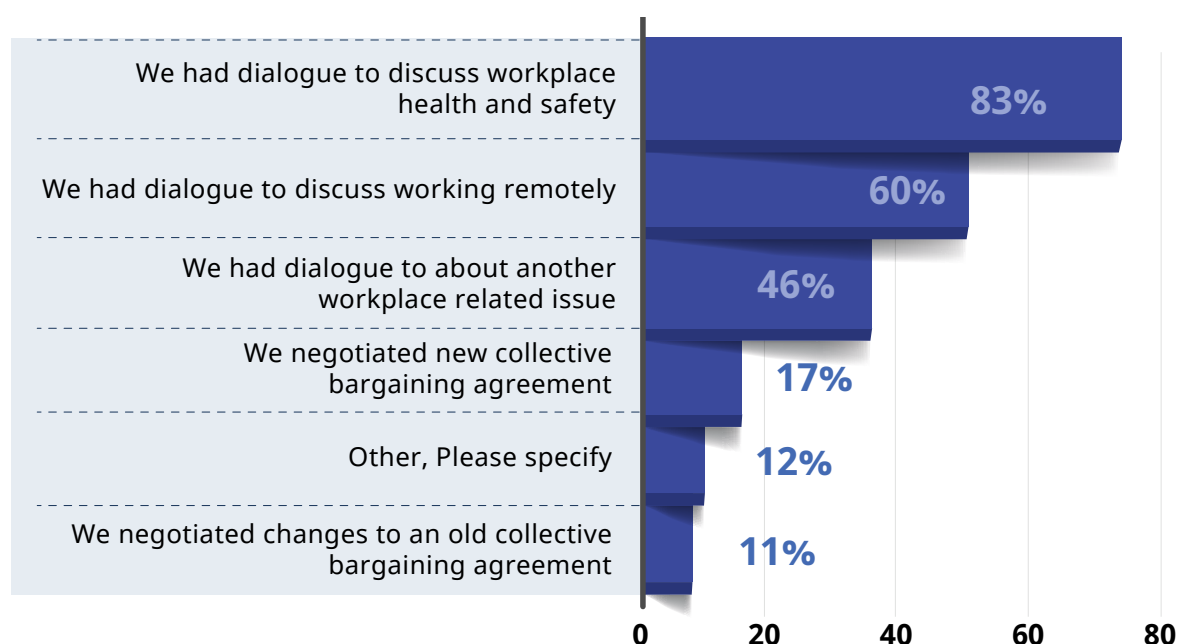


Social dialogue a key tool in managing disruption

The vast majority of respondents noted that they had engaged in some type of social dialogue during the pandemic. Eighty-three per cent of respondents reported that enterprises have discussed workplace health and safety with workers or their representatives, 60 per cent of

respondents discussed working remotely, 46 per cent discussed other workplace related issues. Seventeen per cent of respondents stated that they negotiated a new collective bargaining agreement while 11 per cent of respondents reported that they negotiated changes to the existing old Collective Bargaining Agreement (CBA) (Figure 10).

Figure 10: Dialogue and Negotiations Since the Pandemic Started



The pandemic has increased the recognition of the positive role that effective social dialogue can play as a mechanism for enhanced labour market efficiency. The pandemic was also a catalyst for improved social dialogue at national level. For example: the Labour, Economic, Social and Economic Council (LESCO, the national tripartite forum for addressing labour and employment matters), and other national committees met regularly during the pandemic.

Importance of resilience measures increasingly recognized

The pandemic significantly changed attitudes amongst enterprises to issues such as workforce flexibility, business continuity and the role of trade unions. Seventy-six per cent of respondents reported that business continuity planning has increased in importance, 75 per cent reported workforce flexibility, and 73 percent said investing in digital technology were all now much more important. The role of trade unions was reported by 28 per cent respondents as having increased in importance (Figure 11).

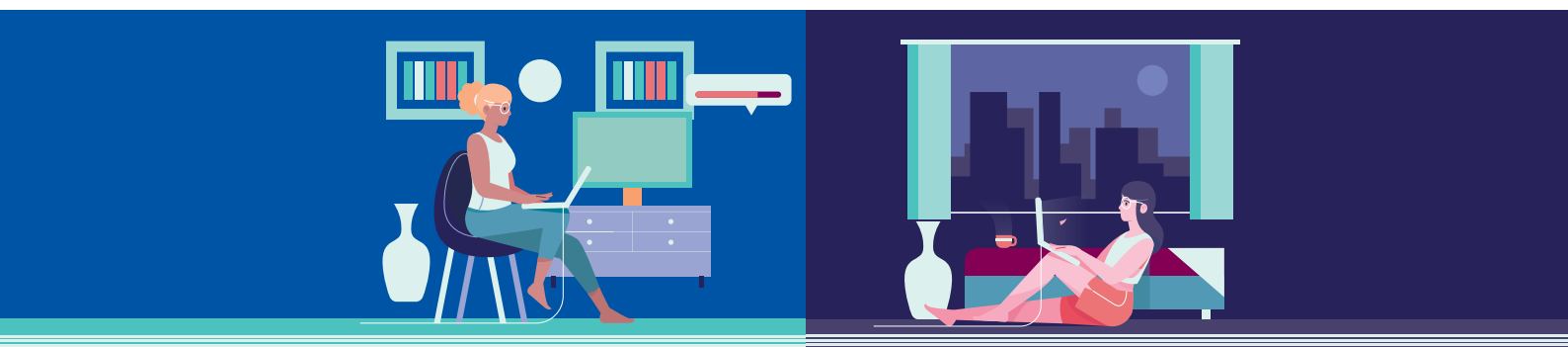
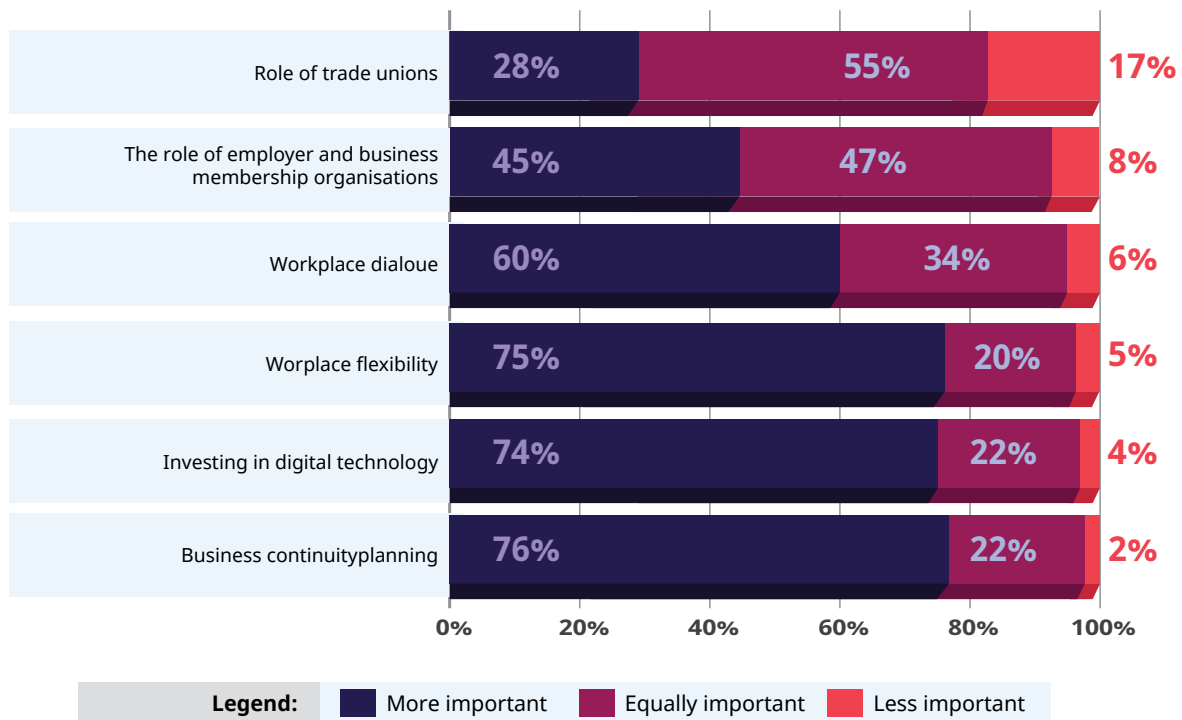


Figure 11: Pandemic effects on the importance of work-related matters

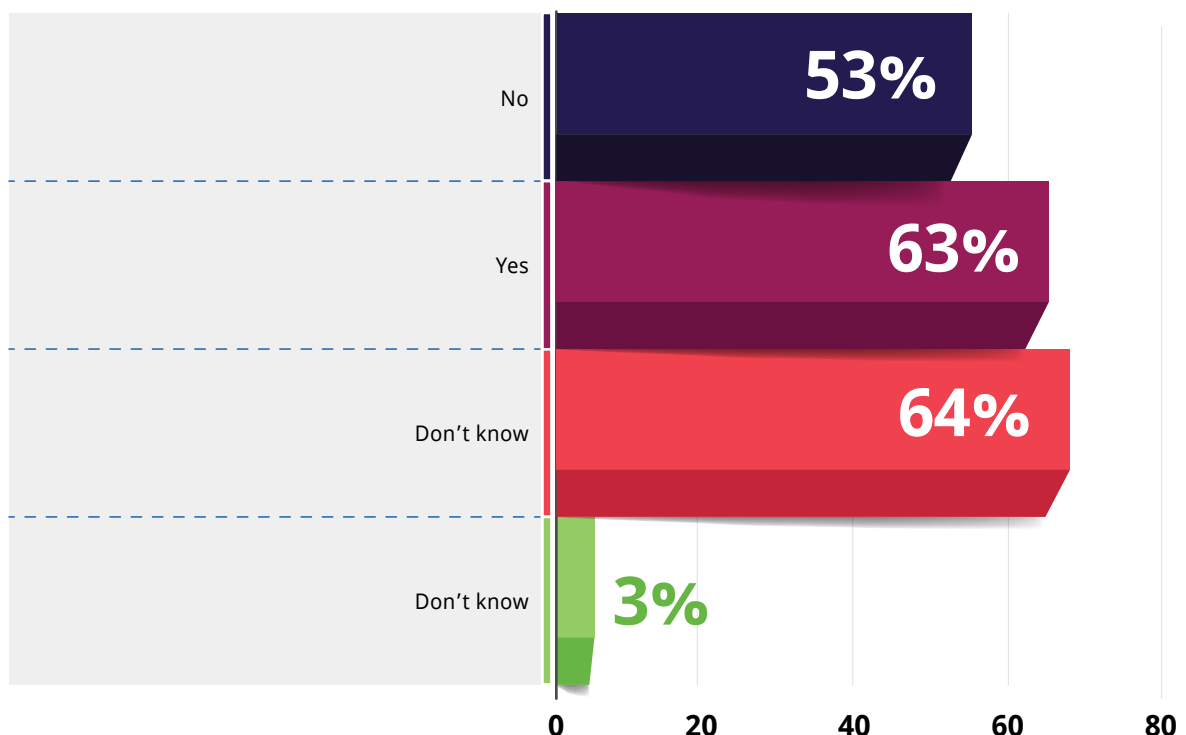


The business environment for enterprises deteriorated

In respect of the business environment, a majority of respondents reported that this had deteriorated

since the start of the pandemic. Fifty-three per cent of enterprises reported that the cost of doing business had increased, and 53 per cent reported that the business environment has become worse (Figure 12).

Figure 12: The Business environment after Covid-19

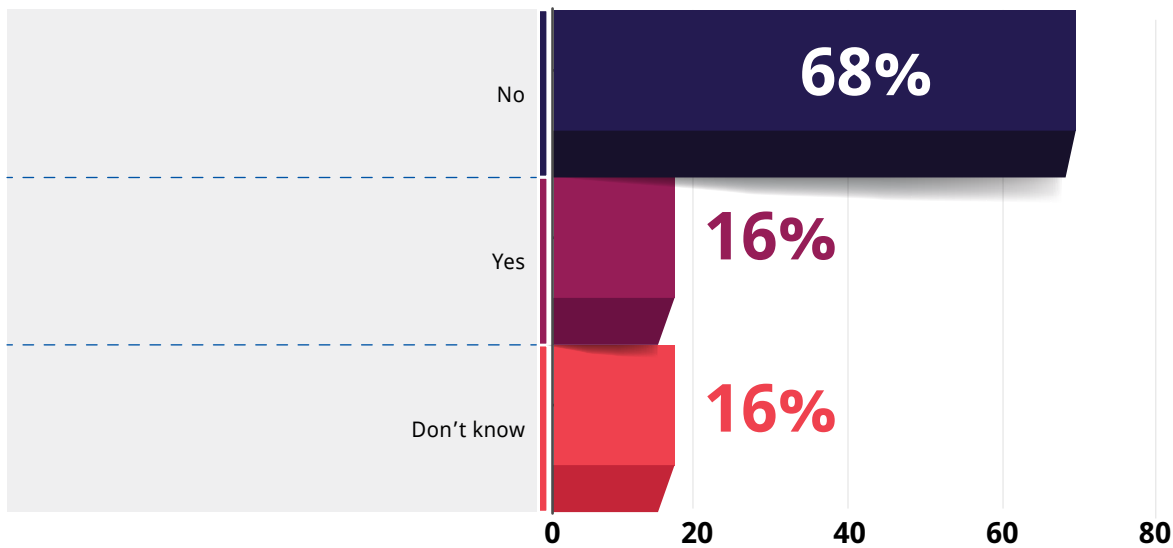


No major change in the use of external contractors

Only 16 per cent of respondents reported that

their enterprise had increased its use of external contractors during the pandemic. The majority (68 per cent) of respondents did not increase the use of external contractors in their enterprises (Figure 13).

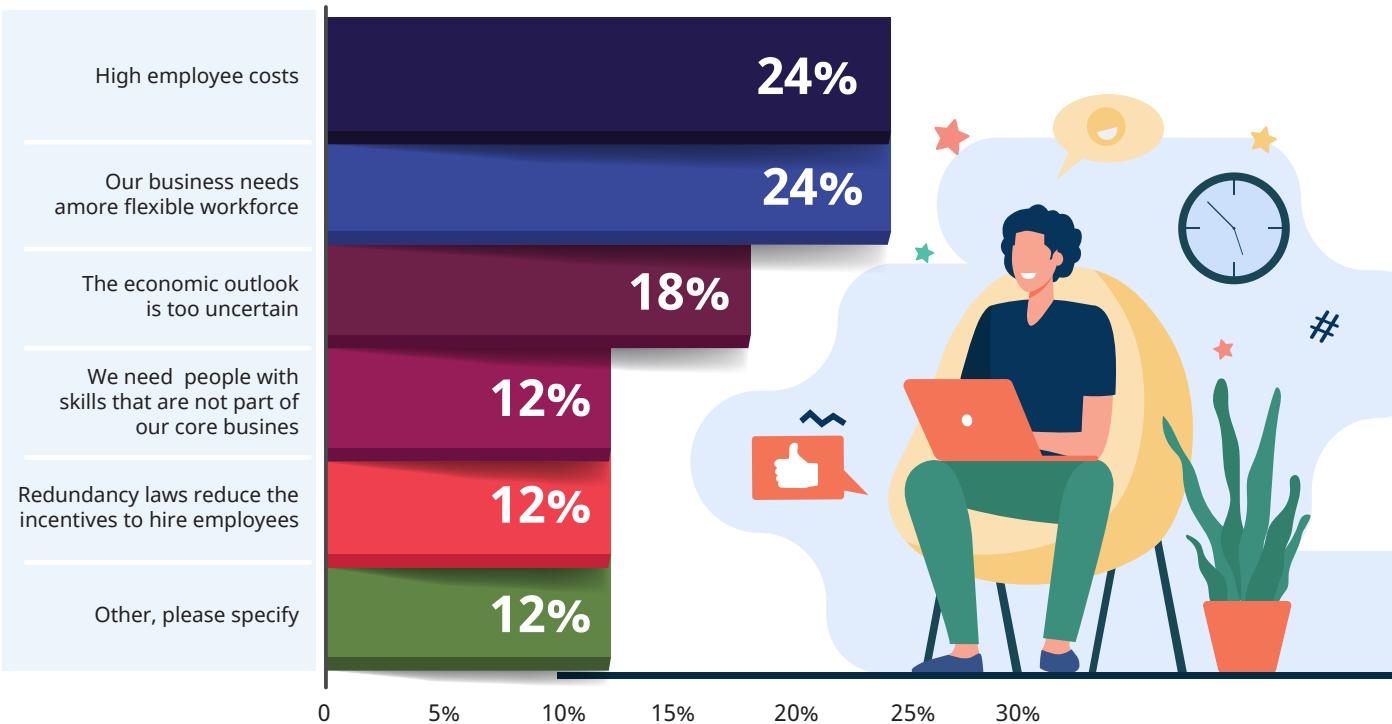
Figure 13: Change in the use of external contractors (workers)



The reported reasons for using external contractors includes high worker costs within the business (reported by 24 per cent), the business need for flexible workforce (24 per cent), and the economic outlook being too uncertain (18 per cent). Other reasons for using external workers

included sourcing skills that were not part of the core business (12 per cent) and the fact that laws governing termination due to operational requirements reduce the incentives to hire workers (12 per cent) (Figure 14).

Figure 14: Reasons for expanding the use of non-workers (external workers)

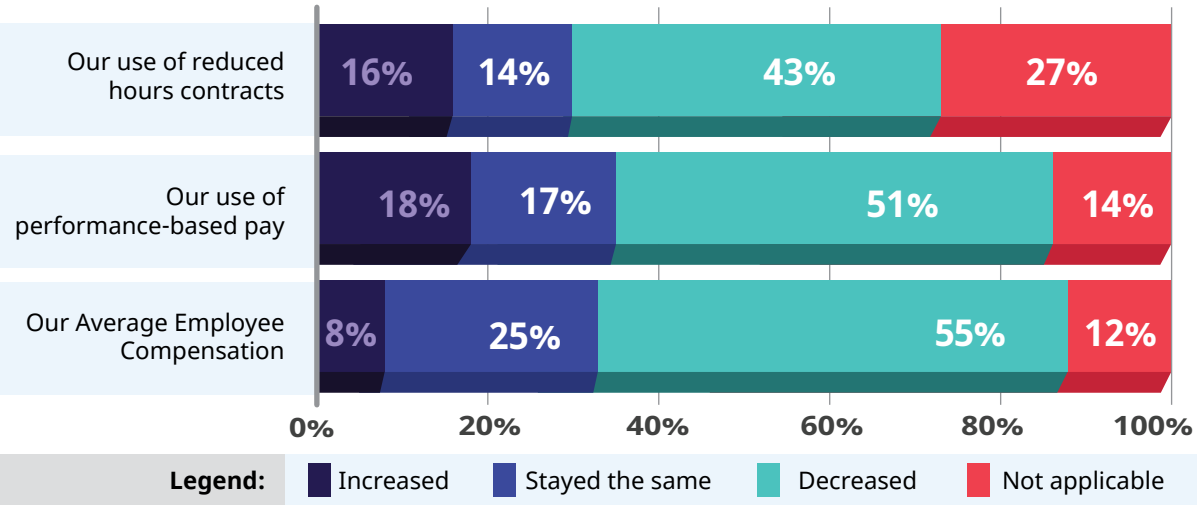


Working time

In terms of reduced hours contracts, about the same share of enterprises said their use had increased (16 per cent) as those which said that their use had decreased (14 per cent) during the pandemic. A significant share of enterprises (27 per cent) said that they did not use reduced hours contracts. The use of performance-based pay

similarly saw little overall change with 18 per cent of enterprises stating that its use had increased during the pandemic, while 17 per cent said its use had decreased. Just over half of enterprises said there was no change. However, when asked about average worker compensation, a much greater number of enterprises said that this had decreased during the pandemic versus increased – at 25 per cent to eight per cent. (Figure 15).

Figure 15: Changes in Compensation options





Skills Development, Knowledge Sharing, and Productivity

The survey probed on the skills that were most important for the success of enterprises after Covid. Digital skills topped the list. This was cited as one of the top three skills needs (by 62 per cent of respondents). Creativity and innovation related skills were reported by 52 per cent of respondents in particular by enterprises from the services and manufacturing sectors.

Communication skills were also commonly cited as a needed skill set by enterprises (reported by 47 per cent of respondents). Other skills needs cited by enterprises include teamwork and collaborative skills (27 per cent), problem solving skills (21 per cent), networking skills (20 per cent), technical skills (20 per cent), emotional and resilience skills (18 per cent), organization skills and attention to detail (14 per cent), management skills (14 per cent), foreign language skills (three per cent), and

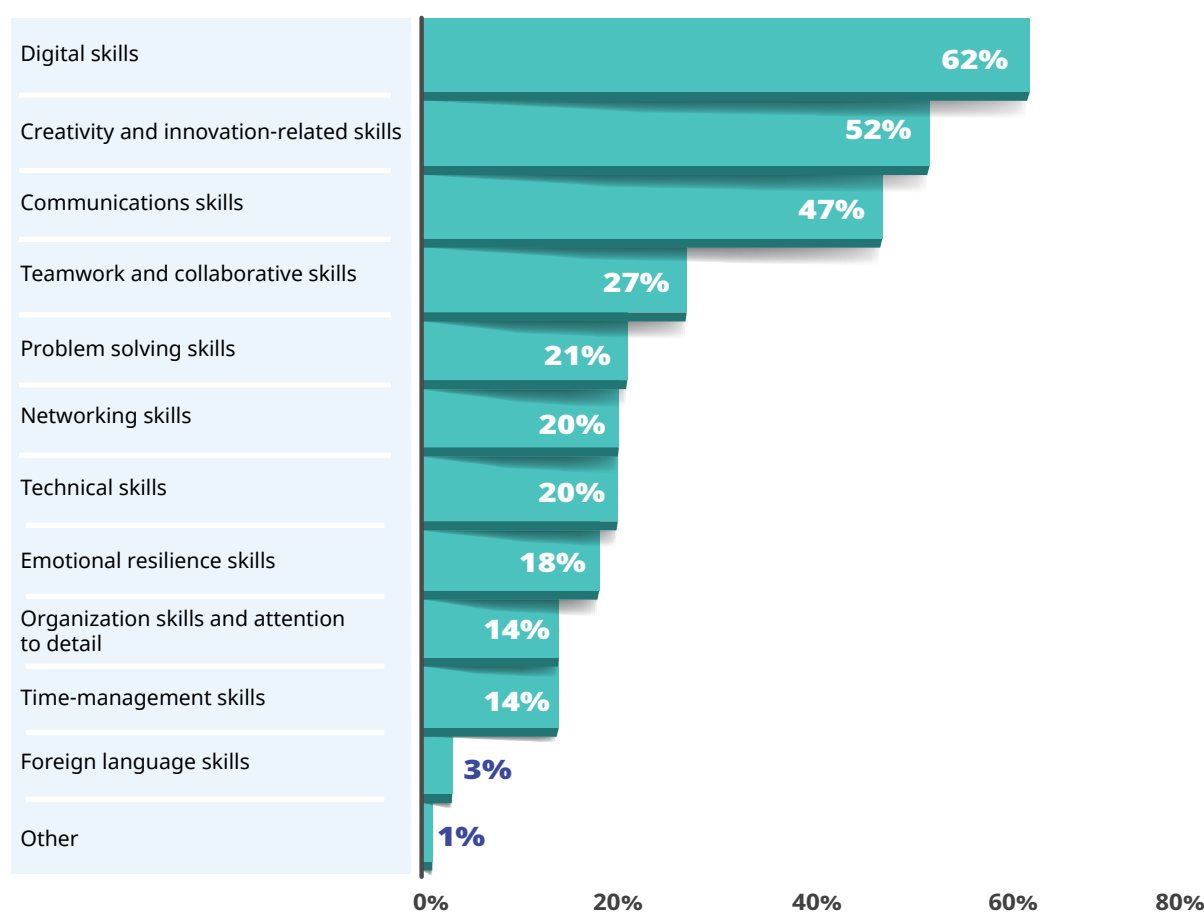


"All skills are important but we have noticed that digital skills, communication and innovation skills are more important now. Workers who possess these skills are currently considered very important assets"



other skills (one per cent). However, skills needs differ from one organization to another mostly depending on the nature of their operations (Figure 16).

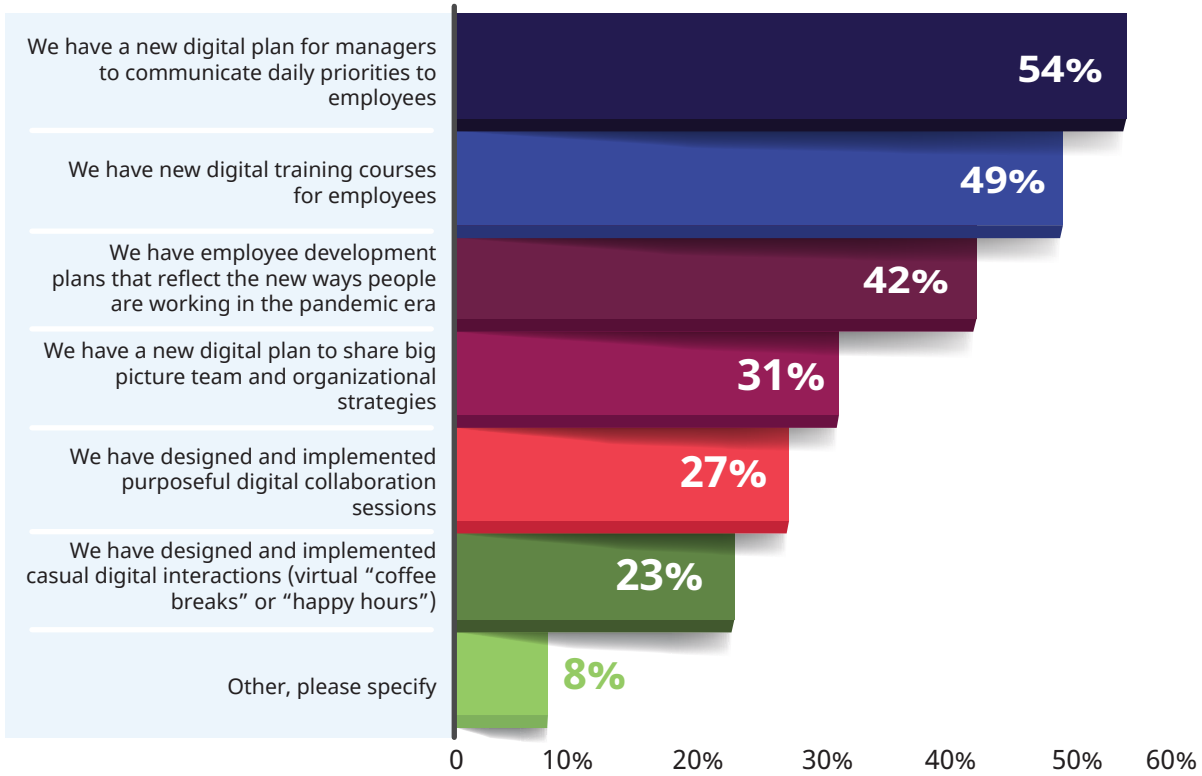
Figure 16: Most important management skills set for post Covid-19 Business Success



In order to manage the effects of Covid-19, enterprises had to train and enhance knowledge sharing among workers. The most common measures taken were the introduction of digital training courses for the workers, reported by 54 per cent of respondents, and a new digital plan for managers to communicate daily priorities to workers (reported by 49 per cent of respondents). Enterprises also reported that there were worker development plans that reflected the new ways

people were working in the pandemic era (reported by 42 per cent of respondents), with 31 per cent of respondents reporting that they introduced new digital plans to share organizational strategies, 27 per cent of respondents reporting that their enterprises developed and conducted purposeful digital sessions, with 23 per cent reporting that they designed and implemented casual digital interactions such as virtual coffee breaks or happy hours (Figure 17).

Figure 17: Training, Collaboration and Knowledge Sharing

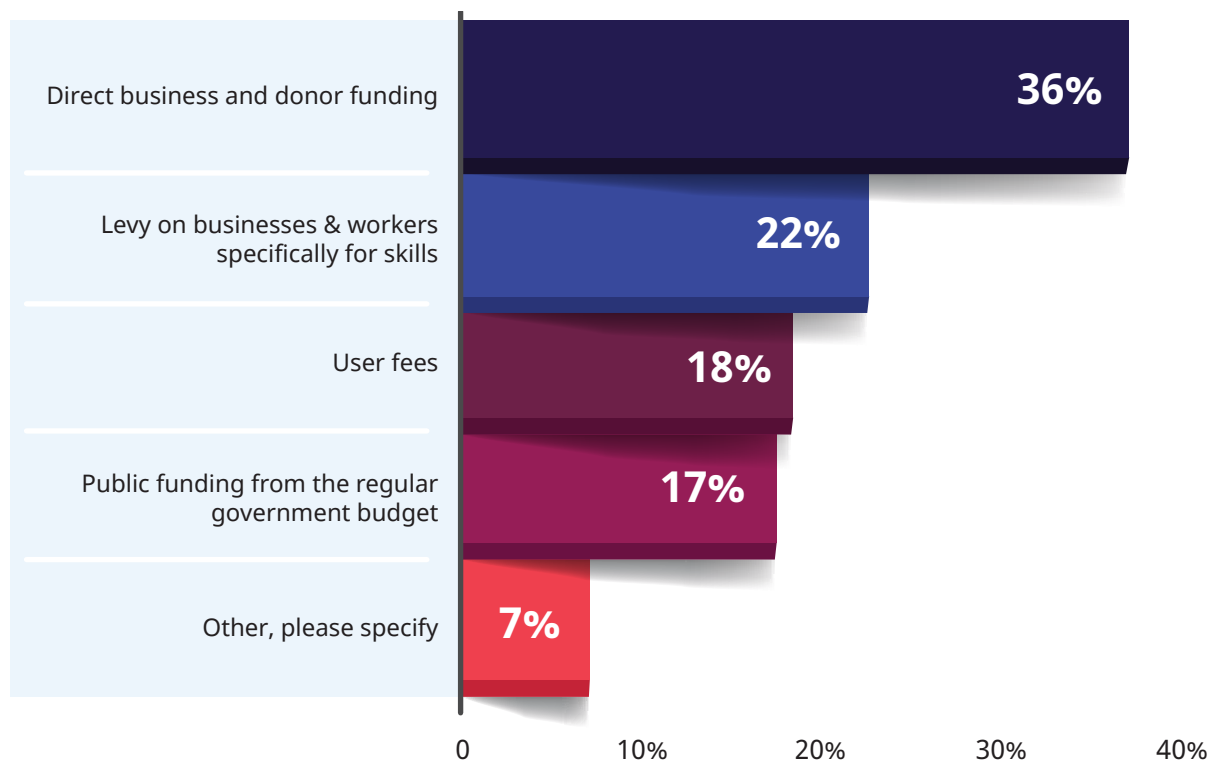


The survey indicates that post-pandemic skills development funding is critical. Thirty-six per cent of respondents reported that they thought the most appropriate funding model was direct business and donor funding to fund skills development, while 22 per cent argued that the funding should come from

levy on business and workers specifically for skills, and 18 per cent respondents were for user fees. Other responses included public funding from the regular government budget (17 per cent) and other sources (reported by 7 per cent) (Figure 18).



Figure 18: Skills Development Funding Model



Enterprises need more digital skills as a way to facilitate new working models and to enhance worker efficiency. Currently there are many online platforms for conference meetings, and sending and receiving information is increasingly conducted through digital means. Measures to address skills development funding shortages, youth employability, skills shortages, skills mismatches, and skills forecasting systems were all referenced by respondents as key actions points going forward.



Seventy-two per cent of the respondents suggested that training has become more effective when the sessions are conducted virtually



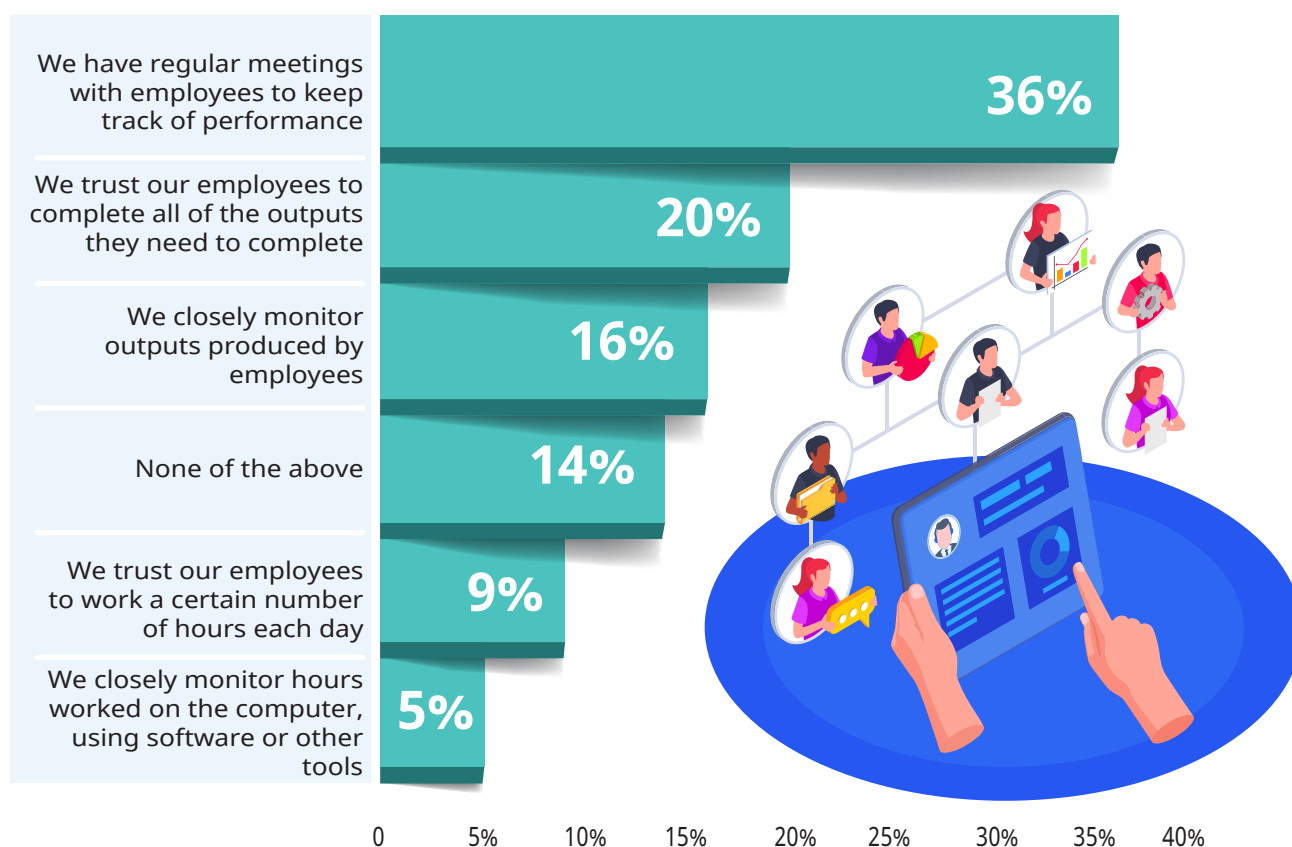
Photo Credit | Getty Images

Notably, respondents stated that soft skills have grown in importance, as have digital skills and multitasking abilities/flexibility. Employers view technical and language skills as less vital in the years to come. Team work skills are highly in demand due to the limited physical interaction and adoption of hybrid work models which will be key for an enterprise's success. The change in skills and knowledge sharing has been a major factor pushing enterprises to rethink productivity. The vast majority of enterprises said that the pandemic had made them rethink how they should measure the productivity of their workforce. Enterprises noted a much greater emphasis on reskilling and upskilling of the workforce has been required and will likely remain a feature. Going forward, respondents recommended skills needs assessments of workers, enhanced partnership initiatives between trade unions and employers (through ATE), and better cooperation between

training institutions as ways to improve skills development and reskilling.

Enterprises deployed new ways of monitoring remote workers during the Covid pandemic. Monitoring measures included having regular meetings with workers to keep track of performance (reported by 36 per cent of enterprises). Other types of monitoring included tracking the outputs produced by workers (reported by 16 per cent of enterprises). Nine per cent of enterprises reported that they trust that workers will work a certain number of hours each day, and five per cent reported that they closely monitored hours worked on computer and reacted software. Twenty per cent of employers reported that they trust their workers to complete all of the outputs they need to complete on time (Figure 19).

Figure 19: Performance monitoring of remote workers



The pandemic led to new ways of thinking about how to measure the productivity of the workforce. Seventy-nine per cent of the respondents agreed that the pandemic had made them rethink how they measure productivity and also to focus on output as their key measure of productivity. Only three per cent of respondents said that the

pandemic had not made them rethink these areas (Figure 20). Beyond performance and productivity measurement, other areas that employers need to carry out due diligence remain more difficult. Managing conduct whilst workers were working from various workplaces is an area in which many employers continue to face difficulties.

Physical contact still very necessary for many enterprises

Sixty-eight per cent of interviewees said that the lack of one-to-one contact with customers has negatively affected sales. Seventy per cent of the respondents opined that travelling for business is less smooth and, in a way, inhibits effective business operations which includes sales.

Enterprises will continue integrating technology into their operations and this will involve investing in digital infrastructures (for example: software for

online work sessions such as Zoom or Microsoft teams, and developing special work facilities such as special digital training venues). Some respondents reported that some activities or parts of the organisation would continue being served online because in some cases the latter has reduced operational costs. However, many people now see the office as a part-time space for collaboration instead of the only location for full-time work. This could have dramatic implications for policy, the economy, and lifestyles; affecting where people chose to live.



Photo Credit | Getty images



Human Resources

The pandemic has brought widespread changes to the HR functions of enterprises, such as the hiring processes and workforce composition. The individuals and departments managing human resources were faced with a dynamic environment, with changing external factors such as Covid-related restrictions compounded by changing internal factors such as the duty of care to workers and the operational needs of the enterprise. Workers similarly felt the strain of the pandemic, having to deal with constantly changing conditions while balancing professional and personal obligations (including health concerns). A number of enterprises reported a great deal of distress amongst workers as they feared the uncertainty. For enterprises, then, the mental and emotional well-being of workers has become even more closely intertwined with the successful operations of the enterprise.

The pandemic forced some organizations to make difficult human resource decisions. Some

employers had to retrench workers. Survey respondents revealed that the single biggest labour-related challenge that the pandemic created was increased workers complaints. This has led to the increase of workers-employers cases at the Commission for Mediation and Arbitration (CMA). Many respondents believed that the increase was largely driven by the upsurge of retrenchment activities implemented by some employers as part of their cost-cutting measures.

Remote work has created both new opportunities and new challenges. One of those challenges is the need to balance a worker's right to privacy with an employer's right to effectively monitor worker performance. The balance is adhering to standards or guidelines for remote work – most respondents reported that the balance is not easy to achieve but requires clear guidelines for remote work and setting Key Performance Indicators (KPIs) for measuring performance.

Figure 21: Changes caused by Covid-19

NONE **WORSE** **WORK**
AGILE **CULTURE**
TECHNOLOGICAL **TIME**
DIGITAL
INNOVATION
DIFFICULT **ISOLATION**

The pandemic led to several changes at the workplace level. Over 50 per cent of respondents mentioned that there have been major changes in the business regarding its use of digital technology.

Other changes will be the increased agility of the business, innovation, transformation, improvement in business, and discipline.



Lastly, the hiring criteria have changed as enterprises cope with the changing nature of work. The survey showed that 33 per cent of enterprises changed their hiring criteria to include new groups of workers, such as remote workers not living near the workspace. Thirty-seven per cent of respondents noted that they had not changed

their hiring criteria in this way. This would suggest that despite the challenges of Covid-19, some businesses opted to keep the old status quo while other enterprises adopted and embraced the new models of running enterprises that include changing recruitment criteria to hire staff that were previously not a priority for recruiters.

Fig 23: “Since the start of the pandemic, our business has changed its hiring criteria to include new groups of workers we had not previously considered – such as fully remote workers not living near your workplace”.

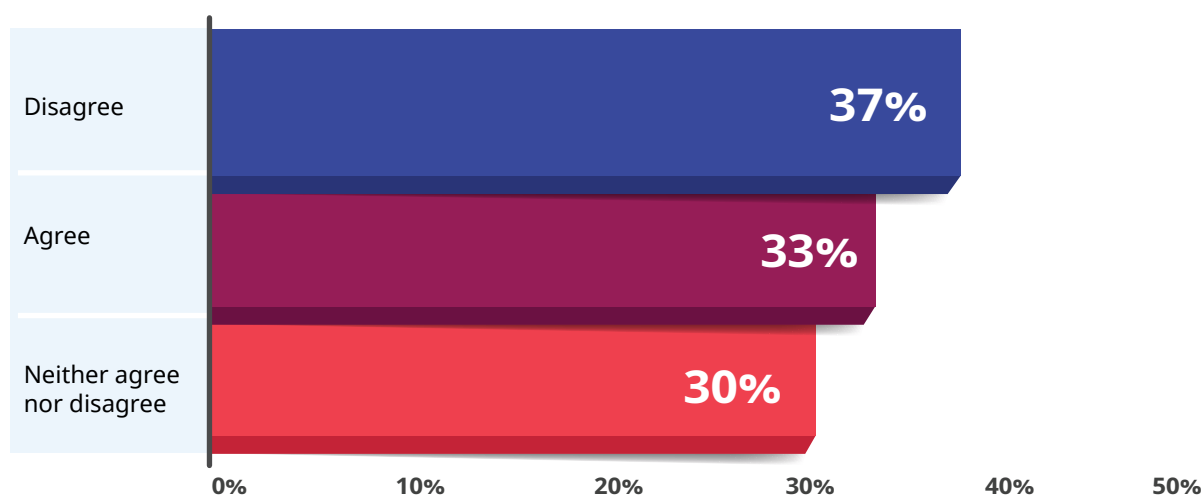


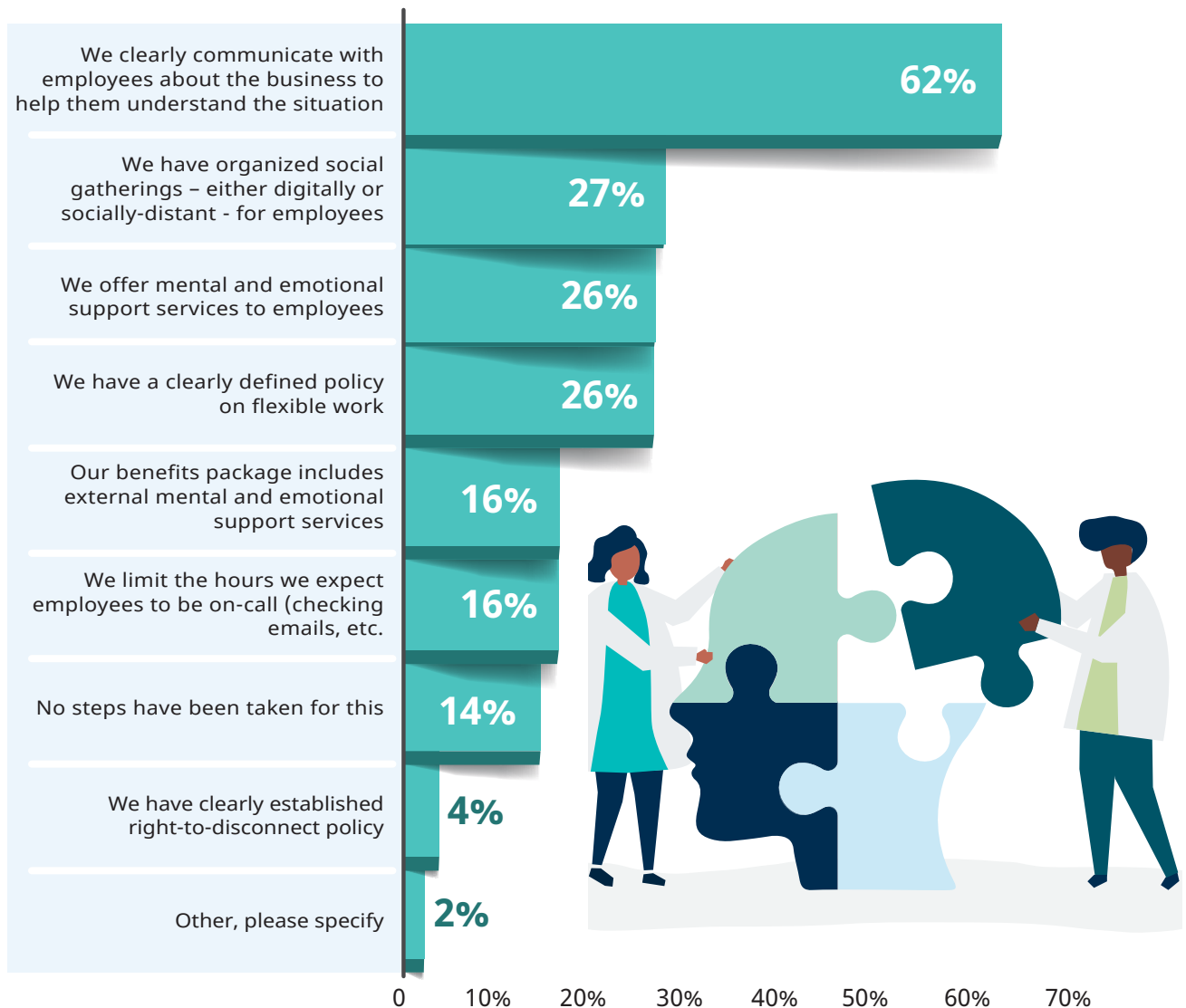
Photo Credit | Getty images

Worker well-being has become increasingly important

A majority of Tanzanian enterprises felt it was very important to clearly explain to staff the economic and business realities the enterprise was faced with. This helped workers understand the situation and helped reduce uncertainty. This was reported by 62 per cent of enterprises. Social gatherings for remote working workers was reported by 27 per cent of total respondents as a useful way to support well-being. Over a quarter of enterprises

(26 per cent) reported that they offered mental and emotional support services to workers and the same number reported that had a clearly defined policy on flexible work. Other measures reported by respondents included: introducing benefit packages that include external mental and emotional support services (16 per cent), limiting the hours expected for an worker to be on call (16 per cent), and having a clearly established right to disconnect (four per cent). Only 14 per cent of enterprises said they did not take any steps to support mental and emotional health.

Figure 24: Mental and emotional support for worker's well-being during Covid-19

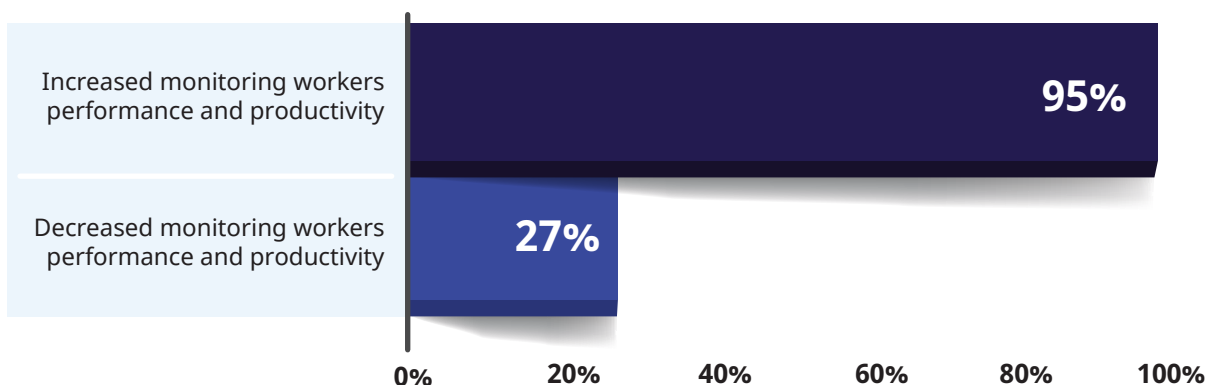


Moving to output based work rather than time based

There has been an increased focus on results and

deliverables rather than physical presence. A huge majority of respondents remarked on an increase in monitoring of workers performance. This of course also raises issues of workers' privacy.

Fig 25: Monitoring workers performance





Conclusion

It is evident from the responses from Tanzanian enterprises that workplaces across the country have and continue to experience profound changes. Many practices adopted during the pandemic are here to stay. Digitization in the workplace will be an increasing reality which has implications for skills development and training institutions. Managing the performance of workers working from offsite remote locations is a current challenge for many enterprises.

The unprecedented nature of changes to the workplace will affect enterprises and workers across the country for decades. ATE acknowledges that it is vital that stakeholders deepen dialogue about how best to manage them to ensure they are inclusive and broadly beneficial. These changes will affect not just the nature of work, but access to opportunity and the distribution of benefits that flows from work. There are a host of important questions that stakeholders will need to address across a range of topics. Some of these key questions include:

- How will labour laws govern remote work and other types of increased workplace flexibility?
- How will enterprises measure and reward worker performance in the future?
- How will the employer's duty of care change in the future, with the growth of remote work and

the pandemic-related challenges to workplace health and safety?

- How will workplace changes brought about by the Covid-19 pandemic (such as flexible or remote work) affect labour relations?
- How can skills training be delivered more broadly and efficiently, equipping a wide range of people with the diverse skills sets that enterprises need?
- How can women, minorities, and other groups fully benefit from changes to the nature of work?
- How will the globalization of labour markets affect the competitiveness of enterprises?
- How can changes to workplaces bring broad-based benefits instead of helping only a small share of workers and thereby creating "digital elites"?
- How can national laws effectively govern remote work that crosses borders?

This report outlines some of the key workplace trends that are emerging or accelerating due to the pandemic in Tanzania. These issues will require careful deliberation by national enterprises, social partners, and policy makers. We hope this report can help inform social partners and policy makers in Tanzania and serve to assist the many important discussions and decisions that lie ahead.

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