

ACP-EU Development Minerals Programme Implemented in partnership with UNDP

Programme Partners:



RETURN TO WORK PLANS (RWP)

An initiative of the African, Caribbean and Pacific Group of States, financed by the European Union and United Nations Development Programme, and implemented by UNDP.



I. RETURN-TO-WORK PLANS

Return to Work projects are a valuable mechanism for workshop participants' personal and professional development. As part of your sponsorship, you are required to develop a return-to-work plan on a project you will undertake on your return, applying the knowledge and skills gained from workshop to influence change.

Periodic follow-up on the progress of implementation of the plan will be undertaken by UNDP.

II. REPORTING STRUCTURE FOR RETURN-TO-WORK PLANS

To facilitate ease of reporting and follow-up on your return to work project, the structure below outlines the key project elements that need to be covered in the reporting. **Please submit a draft Return to Work Project (RWP)** using the structure provided below.

GENERAL INFORMATION
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Brief Description of the project: Royal Sesheke Quarry Limited (RSQ) is located in Sezuka area approximately 3Km north west of Sesheke town and 7 Km north east of Katima Mulilo town, Namibia. The quarry has been in operation since 2008 with Royal Sesheke Quarry taking over the operations in 2010. The quarry produces an aggregate for construction and road purposes from basal stone. The maximum output of the crusher plant is 300 tons a day.
Expected Outcomes: <ul style="list-style-type: none">• Uniformity of Procedures (Basis for uniform planning standard): With the help of training, the best available methods of OHS can be standardized and made available to all employees. Standardization will make high levels of performance rule rather than the exception.



- **Conformity with Legislation**: It will promote industry self-regulation. The program will guide, assist and acquaint Royal Sesheke Quarry to comply with its obligations under/to the various Acts of law that govern and regulate this industry.
- **Defined Roles and Responsibilities**: Apart from job descriptions, the role of employees at the quarry will be clearly defined so as to give health and safety responsibilities to each position within the management structure and to ensure all persons are aware of their roles and requirements.
- **Economy in Operations**: Trained personnel will be able to make better and economical use of materials and equipment. Wastage will be low. In addition, the rate of accidents and damage to machinery and equipment will be kept to the minimum by well-trained employees. These will lead to less cost of production per unit.
- **Greater Productivity**: An increase in the skills usually helps to increase both quantity and quality of output.
- **Less Supervision**: With training and allocation of responsibilities, the responsibility of supervision is lessened. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision because every employee is his/her own compliance officer.
- **Systematic Imparting of Skills**: A systematic training program helps to reduce the learning time to reach the acceptable level of performance. The employees need not learn by trial and error or by observing others and waste time if the formal training programmer exists in the company.
- **Creation of Inventory Skills**: Training can be used in spotting out promising candidates and in removing defects in the selection process. It is better to select and train employees from within the company rather than seek the skilled employees from outside sources.
- **Higher Morale**: The morale of employees is increased if they are given proper training because they feel appreciated and that the company is investing in them. A good training program will mold employees' attitude to achieve support for organizational activities and to obtain greater cooperation and loyalty. With the help of training, dissatisfaction, complaints, absenteeism and turnover can be reduced among employees.
- **Provision of a Safe workplace Environment**: Management will be able to provide reasonable care for themselves and towards others who may be affected by their mining activities through the following:

a) **OCCUPATIONAL HEALTH AND SAFETY POLICY**

To develop a health and safety policy which will guide management and employees of Royal Sesheke Quarry (RSQ) in planning, developing and implementing their mine safety management plan (MSMP). It also includes developing a "Mine Plan" which will assist management in predicting and controlling workplace hazards.

b) **DOCUMENT CONTROL**



Mine safety management plan (MSMP) documents will be maintained and controlled in a consistent manner. This will ensure that they are current, approved for use and available for training purposes at all times. This will also include the tracking of payments, returns, permits and licenses renewal e.g. export permit, mine area charges, dust and noise measurements etc.

c) RISK MANAGEMENT

A process will be developed that will continually allow RSQ to identify work hazards, to rank the risks of these hazards, implement controls to remove or reduce the risk to the lowest practicable level and review these hazards to ensure they are maintained at the lowest reasonable risk.

d) EMERGENCY PLANNING

An emergency response plan and procedures will be developed to prevent further injury to persons, damage to property or the work environment, in the event of an unplanned incident

e) MAINTENANCE (MOBILE, FIXED AND ELECTRICAL)

Put in place a system that allows all mobile and fixed plant to be regularly inspected and maintained. All maintenance will be recorded to provide a history of work completed and to enable better planning of scheduled maintenance.

f) HARZADOUS SUBSTANCE / DANGEROUS GOODS

All potential hazardous substances/dangerous goods to be identified at the quarry. After identifying and assessing these products, controls will be developed, including ongoing monitoring programs.

g) FITNESS FOR WORK

To protect people at our site from the harmful effects of alcohol, drugs and fatigue. We are committed to ensuring that all people working on our site are in a physical and mental state that will allow them to fulfil their work competently without putting themselves and others at risk.

h) CONTRACTOR /VISITOR MANAGEMENT

Our contractor/visitor management program will allow the mine to control all visitors to the mine, including their plant and equipment. It will ensure that visitors, employees and contractors are suitably trained and equipped, and that their plant and equipment is safe and fit for purpose for the work being carried out.

i) ACCIDENT AND INCIDENT REPORTING

The program will ensure that all accidents and incidents are reported and recorded in a standard format. This allows the site to take positive action to prevent a repeat of the incidents.



j) **ELECTRICAL MAINTENANCE AND INSTALLATION**

The program will provide a system that allows all electrical plant and equipment that is used on site to be designed, installed, operated and maintained in a safe manner. It also ensures that all electrical equipment is maintained by competent persons who hold appropriate qualifications.

Expected Outputs:

- Enhanced capacity of quarry management to formulate, implement , monitor and evaluate policies and programs relevant to Occupational Health and Safety (OHS)
- Production of site rules (health and safety rules) by which all site users are required to be familiar with the relevant rules applicable to their work activity and are required to abide by them at all times
- Improved education on health and safety problem identification, assessment and mitigation;
- Institutional reform so that the industry can be self-regulating when it comes to health and safety
- Strengthened capacities through appropriate induction and training of its employees, contractors and visitors;
- To provide training and instruction for all employees to ensure that they understand their responsibilities to work without risk to themselves and others, and to maintain a safe and healthy working environment;
- To provide documented systems of work and safe working procedures to ensure that people can work safely and without risk to health;
- To encourage the involvement of all people in achieving a safe and healthy workplace by establishing and supporting Occupational Health and Safety Committee and, where appropriate, appointing suitably trained personnel to provide professional input to the OH&S program and at a local level appoint Plant Safety Supervisor and/or Workplace Health and Safety Officers;
- To support and encourage all employees attending OH&S education programs and those participating in pre and post-course OH&S projects;
- To ensure that adequate first aid provisions and trained first aid personnel are available at each work location;
- To ensure that all workplace incidents, accidents and injuries are fully reported, recorded, and investigated, and supervisors notified;
- To support the Company's rehabilitation program so as to encourage the early return to work of employees suffering from a work based injury or illness;



Please describe how you plan to implement the return to work project: (outline key partnerships and collaborations across sectors in your country as well as any joint collaboration with other countries)

The management of Royal Sesheke Quarry Ltd (RSQ) intends to apply a strategy of 'constructive compliance' – a combination of incentives and deterrents – to improve workplace Health and safety. This strategy recognizes that real and sustainable improvement in workplace health and safety requires active involvement from employers and employees in identifying hazards and controlling risks. This will be achieved through the following:

Consultation

Employees' expertise can make a significant contribution to improving workplace health and safety. Regular proactive consultation can help identify issues in the workplace and build a strong commitment to health and safety by including all views in the decision-making process. Consultation will not just be limited to employees only, but it will involve other stakeholders in this industry such as the responsible Ministry and agencies.

Responsibilities

The project would clearly define responsibilities and accountability for management, for supervisors and employees as well as the OHS Safety Committee.

Property and Equipment Maintenance

To keep the work place environment both clean and free from obvious risks.

Training

All employees of RSQ will be trained in Safety education and Training program including the induction training during orientation and after long periods of leave or changes of work activity. Personal development of staff/employees will be encouraged so that all staff are well trained for the task they must undertake. Training will include the following:

1. Identifying/ Finding hazards

There are many potential hazards that management need to think about when identifying things that could go wrong. There will be need to consider different operational situations, including shut-down, emergencies and maintenance, as well as any changes to throughput, materials or equipment, design and staffing levels.

As an existing quarry site, management will take into account hazards that may have been introduced during the exploration, design and development phases of the quarrying operation.

2. Risk and hazards or dangers assessment



Once all the hazards have been identified, they will be need to assess the risks to health and safety. This includes considering:

- the nature of the hazard
- the likelihood of it causing any harm, and
- the possible severity of the harm that could be caused.

3. Fix/ Implement ways to remove or control risk

Putting prevention into practice: Develop strategies, within the available resources of the company, to control, respond rapidly to and prevent accidents, illness and injury resulting from each of the identified hazards and risks. The following list to control quarrying risks will be employed (In many instances, a combination of approaches will result in the best solution):

- **Eliminate the cause of the risk.** The best option is to remove the hazard completely, so you should always try to do this first.
- **Substitute or isolate the hazard, or use engineering controls.** If we can't remove the hazard, then we will consider changing the work to involve a lesser hazard, separating the hazard from people or using engineering controls
- **Use administrative controls if there is still a risk.** Reduce it by changing the way the work is done.
- **Provide personal protective equipment (PPE).** If no other measures will totally solve the problem, use PPE to reduce the risk.

4. Deal with incidents or emergencies

- Put a systems in place so that everyone in the workplace agrees, understands and knows what to do in the event of an injury or emergency
- early reporting of injuries – workplace injuries must be reported to the workers compensation agent/insurer within 48 hours
- Timely provision of first aid/treatment and assistance for return to work. If possible all employees should have the opportunity to undertake first aid training and basic adult CPR training.

The following are key partners and collaborators in the implementation of the RWP

Mines Development Department

In 2008, a new current Mines and Minerals Development Act was adopted and approved by parliament. The act provides for the development and management of the mining sector and has taken into account the 1997 Mines and Minerals (Environmental) Regulations passed to implement environmental protection provisions of the Mines and Minerals Act of 1995. The 1997 environmental legislation established an environmental protection fund and regulations for environmental impact assessments, mine dumps, air and water quality, and emission.



Royal Sesheke Quarry Ltd has been working closely with the Mines Development Department – Southern Bureau to ensure that management adheres to Occupational Health and Safety. Routine inspections are carried out on the following:

- Management does not contravene the Mines and Minerals Development Act
- ensure that the quarry is operating within its geographical boundaries and not beyond; and that the geographical boundaries of the quarry site are clearly marked by approved visible beacons
- The quarry site has adequate and visible warning signs
- Ensure that all licenses and permits are valid and active
- Maintenance to fencing and barricades is carried out

Zambia Environmental Management Agency (ZEMA)

The legislative responsibility for EIA is vested in the ZEMA, which administers the Zambia Environmental Management Agency Act (ZEMA) No. 12 of 2011. This is the principle Act governing and regulating environmental issues in Zambia.

The Act's main functions include the protection of the environment and control of pollution in particular to provide for the health and welfare of people, animals, plants and the environment in general. The EIA Regulation of 1997 requires that an environmental impact assessment be carried out for this kind of development before commencement of the proposed project works.

Prior to Royal Sesheke Quarry Ltd commencing its quarry operations, an Environmental Project Brief (EPB) was prepared and submitted to ZEMA offices in Livingstone in 2010.

In keeping in line with the ZEMA Act, Royal Sesheke Quarry has contracted Hilma Limited, an independent environmental consulting company based in Lusaka, to be carrying out dust and noise assessments on its behalf.

The main objective of the Respirable Dust measurement usually carried out at Royal Sesheke Quarry site is as follows:

- To establish the levels of dust that is being generated at the stone crushing plant and eventually discharged into the air.
- To ascertain whether the levels of dust emissions are within or exceed the Zambian Maximum Acceptable Concentrations and come up with the necessary recommendations to alleviate the air pollution problem.

After an assessment, Hilma Limited produces a report detailing the methodology of dust and noise measurements taken at the site. The report includes its findings and recommendations. It is this report that is submitted to the Zambia Environmental Management Agency office as returns. The measurement of dust and noise levels is carried out twice in a year.



Workers Compensation Fund Control Board

Workers Compensation Act No. 10 of 1999 is a social security Act which has provision for employee compensation in case of injury or death of an employee whilst at work. It is a requirement under this Act that all employers register their employees with the board.

Royal Sesheke Quarry Ltd (RSQ) has registered all of its employees with Workers Compensation Fund Control Board and has been making periodic financial contributions to the board.

Ministry of Labor and Social Security

The Employment Act Cap 268, amended in 2015, makes casualization and unjustifiable termination of contracts of employment illegal. The Act makes it illegal for any employer to engage an employee on a casual basis for any job that was of a permanent nature.

Thus, RSQ has been working closely with the Department of Labor based in Livingstone on labor related matters and the conditions that apply to his industry from a legislative point of view. All the 16 employees of RSQ have signed contracts with the company which were previously reviewed by the Labor officers. As its statutory obligation, RSQ as an employer has been paying the following:

1. Salaries
2. Pay-as-you-earn (PAYE) tax contribution
3. Social security payments:
 - Workers Compensation contributions
 - NAPSA pension contributions

Road Transport and Safety Agency(RATSA)

All vehicles are inspected by RATSA and a certificate of fitness is issued indicating their road worthiness. This is done once in a year.

What indicators of success will you employ? (include indicators of success that go beyond activity-level implementation)

- **Feedback:** Ask the employees for feedback via questionnaire or informal discussions. This will provide a quick review of initial value and learning outcomes.
- **Observation:** Follow up with supervisors and their observations about employee behavior before and after the training. This shows whether the training had a noticeable outcome.
- **Evaluate:** Evaluate workplace data/records to examine if long term there is a trend toward reduced incident or near miss rates. This will be the bottom line indicator of a training program's success rate.



- **Social ownership.** The ability to teach others or peer-to-peer education is one of the highest forms of mastery of the training. Social ownership puts learners in the position to teach others by showing how they apply concepts in their real world. This concept not only engage employees to teach and learn from each other, it also gives training managers the ability to measure how well concepts are being implemented within the site.
- **Skills Assessments.** Creating a visual assessment of an employee's skills set and performance before and after a training moment. The snapshots of a learner's abilities can give a clear picture of performance and skills improvements that can be directly tied to training.

What other strategic opportunities have you identified that will contribute to the success and sustainability of your project? (include linkages to sub-regional and regional agenda)

Leadership

Achieving lasting systemic change requires leadership with vision, skills and knowledge of how to promote change within the site. Effective, visionary leaders/supervisors articulate problems/challenges and describe solutions to engage a broad base of stakeholders while guiding the decision-making necessary for successful program implementation. They lead by example.

Communication

Using communication to inform employees and other stakeholders in this industry about our health and safety's goals and success is a key way to create and maintain a base of support that can contribute to sustaining our project and its functions. Linking our communications plan to our overall strategic plan can help us reach our sustainability goals.

Partnerships and Collaboration

Partnerships or collaborations among stakeholders or programs are most effective when connections are established early in the project and cultivated throughout its life cycle. Strong partnerships involve others who are interested in the goals of our project, are affected by the problems we are addressing, and can provide essential support and even resources.

Evaluation

It is important to present our evaluation data and findings to the groups our project serves and those in positions to support our work. Policy makers and stakeholders need to know what problems our program addresses and what evidence we have that the program is working.

Commitment and Ownership



A strong and written commitment from management in supporting the planning, implementation and maintenance of an OHS Plan and to ensuing safety and health in the workplace.

What aspects of the training will be most useful in implementing your project? Explain

How to ensure transfer of training – training that sticks.

One of the biggest concerns is how to carefully design an approach to training and whether the trainees/leaners will indeed understand and apply the new information and materials from the training activities by taking on extra responsibilities.

How best to localize the content of the training program for non-English speaking employees and simplifying technical information for their understanding. In other words, how sensitive is the training on the issue of literacy? Not every employee has the same level of education.

How to maintain a constant and continuing interest in the improvement of occupational health and safety performance and to provide the human and other resources necessary for the improvement and maintenance of the OHS plan

What are your future plans? (Include any additional capacity building needs for your professional development that you have identified during the course of the workshop).

Our future plans is to start value-addition to stone crushing by producing cement blocks, pavers and kerb stone etc. On this exercise, I will need capacity building on business development through value-addition.

ACTION PLAN

Period	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Activities							
ACTS, Labor, Mines etc.	√						
Training of employees in		√					



Safety education & Induction process							
Site Safety Toolbox meetings		√	√	√	√	√	√
Assignment of health & safety responsibilities			√				
Physical Identification of hazards and risks on site			√				
Fire Extinguisher/ First Aid Training				√			
General workplace inspection and maintenance		√	√	√	√	√	√

III. SUBMISSION DATE OF THE DRAFT RETURN-TO-WORK PLAN

The draft Return to Work plan should be sent to development.minerals@undp.org

