



International Organisation of Employers  
Organisation Internationale des Employeurs  
Organización Internacional de Empleadores  
*The Global Voice of Business*



International  
Labour  
Organization

Social Partners' Summit on Employment in Africa

# BLUEPRINT FOR JOBS IN AFRICA

15 December 2015  
Adopted by acclamation  
Casablanca, Morocco

## REPORT

Unanimously adopted by employers' and workers' representatives  
Social Partners' Summit on Employment in Africa, Casablanca, 15 December 2015



# TABLE OF CONTENTS

|  |    |
|--|----|
| EDITORIAL  | 2  |
| SUPPORTING CHANGES IN EMPLOYMENT PATTERNS<br>AND AFFECTED STAKEHOLDERS                       | 5  |
| ECONOMIC GROWTH, EMPLOYMENT<br>AND EMPLOYABILITY IN AFRICA                                   | 7  |
| FORMALISED AND RESPONSIBLE SOCIAL DIALOGUE   | 9  |
| TEN RECOMMENDATIONS  | 11 |
| THE TASK FORCE   | 13 |
| FUNDING FOR EMPLOYMENT AND EMPLOYABILITY IN AFRICA   | 15 |
| THE CASABLANCA DECLARATION (II) FOR EMPLOYMENT<br>AND EMPLOYABILITY IN AFRICA, DECEMBER 2015 | 17 |
| ANNEX 1: ACKNOWLEDGEMENTS BY REPRESENTATIVES<br>AND PARTICIPANTS                             | 22 |
| ANNEX 2: LIST OF PARTICIPANTS - IN ALPHABETICAL<br>ORDER BY COUNTRY, REGION AND ORGANISATION | 23 |

# EDITORIAL

On our continent:

- 63 % of the population is less than 25 years' old
- Every month, 1 million young people enter the job market
- Every year, our working population grows by 18 million
- 80% of jobs are in the informal economy

How can we - responsible people, influencers, proponents of growth and progress - resign ourselves to the scourge of the lack of jobs, and in particular jobs for young people, on a continent that is on the rise?

The world envies our growth rates, but this growth is far from inclusive, generating few jobs that are skilled, decent and sustainable.

Today, the working population of Africa is in the order of 550 million and experts tell us this population will reach 1 billion by 2050, overtaking India and China. We currently have a population of more than 200 million young people aged between 15 and 24. Unfortunately, these young people are generally three times more at risk of being unemployed than those over 24.

Finally, of the 73 million jobs created on our continent, only 16 million of these have been for young people. Unemployment among the youth, including graduates, has reached alarming and unprecedented rates - more than 20% in some countries.

These statistics show that we have the youngest population of any continent in the world, which can be a clear competitive advantage if we respond appropriately and offer prospects to our youth. Failing this, the demographic dividend will become the African nightmare of the century.

Governments seem paralysed in the face of this scourge which has a major social and sociological impact when we consider the potential influence of African youth.

To respond to this unemployment scourge, we must react as Africa's social partners.

The task force created in 2013 as follow up to a workshop on growth and jobs in Africa, which was coordinated by Mr Frederick Muia, Senior Adviser of the IOE, organised the first employment summit in Africa; bringing together employers and trade unions in partnership with Business Africa and the International Labour Office (ILO).

Our ambition was not simply to come up with yet another blueprint, but rather to write a new narrative between social partners, with a new mind-set.

The urgency was such that we could not allow ourselves to miss the opportunity, and we rose to the occasion.

**63 % of  
Africa's  
population is  
less than 25  
years' old**

Every month, 1  
million young  
people enter  
the job market

In fact, governments must urgently design a proactive strategy to create conditions for hope for all young people who must not be sacrificed to obscurantists. A real comprehensive and coherent “Marshall Plan for Jobs” must be drawn up, taking into account national specificities.

We must act on all fronts to make the most of our demographic dividend and create the conditions for inclusive growth. This must happen by strengthening our infrastructures, by attracting “responsible” investors, by promoting innovation; by reinforcing our institutions and, above all, by upholding education, health and training as a true standard of human development.

Today we must adopt a new paradigm. All participants at the Summit unanimously agreed on the need to build responsible and effective social dialogue for shared issues. We must develop cooperation and put an end to rivalry, all the while respecting the prerogatives of each stakeholder.

There can be no sustainable and inclusive growth without reforms. Dialogue is an absolute necessity for creating the conditions for responsible economic development.

Jobs are not created by decree, but by businesses that need to grow and for this they need to be competitive and more productive. This new mind-set requires us to also focus on respecting labour standards, enterprise development – with the flexibility necessary to guarantee employee security, an appropriate level of social protection – and on the development of the employability of employees, with the right to lifelong professional training.

The issue of unemployment requires us to leave our dogmatic posturing behind and instead assume a pragmatic and socially responsible approach.

Stakeholders – employers, trade unions and governments – must elevate the matter of employment to the status of a national priority. In doing so, they must go beyond the rhetoric and proactively mobilise societies in their entirety. This is an act of real patriotism that can help our youth, which is at risk.

On the government side, it is essential to allocate means and swiftly adapt legislation and institutions, because the economic pace is out of sync with the pace of policymaking and the repercussions could well be dramatic.

It is in this spirit that we have elaborated this blueprint.

The energy and engagement of African employers and trade unions during these two days has opened the door to dialogue that is passionate, reasonable and constructive, elevating youth employment as a top priority and beyond any political consideration.

It was in fact a historical moment, both for the quality of the exchange and for the spirit of responsibility that reigned throughout our work.

This blueprint will serve as a reference framework which each organisation will be able to adapt according to its national issues.

The time for reflection is over – it's time for action! On my part, with this task force, we will do what needs to be done with our partners (ILO, IOE, Business Africa) to support and strengthen the capacities of social actors to offer real stimulus to the generation of inclusive growth, and in doing so, create the framework to give businesses the means to create decent and sustainable jobs.

Our heartfelt thanks go to Mr Guy Ryder, Director-General of the ILO, who has supported the creation of this task force from the outset; to Ms Azita Berard-Awad for her support for our first meeting in Casablanca; to Mr. Aenaes Chuma, ILO Regional Director for Africa, for his support at the Casablanca Jobs Summit; to Mr Frederick Muia, IOE Senior Adviser and Secretary of the task force; and to Mr Francis Sanzouango from ACT/EMP, for their unfailing support in moving the task force forward. I would also like to thank Ms Alice Ouedraogo and Mr Mohammed Ould Sidi of the ILO for their support in organising the summit. And finally, my thanks go to the trade union representatives led by Mr Mamadou Diallo of the ITUC and by Mr Abrar Ibrahim of the Organisation of African Trade Union Unity (OATU) for their constructive contributions to the debates during the summit on the elaboration of the blueprint.

Jamal Belahrach  
President, IOE Task Force  
Employer Member, ILO Governing Body  
Vice-President, Business Africa

**Every year,  
the working  
population  
grows by 18  
million**



# SUPPORTING CHANGES IN EMPLOYMENT PATTERNS AND AFFECTED STAKEHOLDERS

It is no longer possible for anyone to disregard the changes taking place at international and regional level. Economic growth is no longer enough to create sufficient jobs to ensure the continued liberty, equality, security and dignity that every African citizen must be able to claim. This, as a consequence, leads to increasingly insecure employment relationships, leading to an increase in unemployment, particularly among vulnerable groups such as women and young people. With less available purchasing power, the economy as a whole is affected by shortfalls in global demand and, indirectly, in production. This inevitably results in greater inequality.

Furthermore, it is important to remember workplace discrimination that relates to health issues. The stigma linked to discrimination of this kind is even greater for workers living with HIV/AIDS. People living with HIV/AIDS are three times more likely to be unemployed. In 2014, one person in nine was turned down for a job for reasons relating to their health, while one person in eight is deprived of access to health care. It is therefore important to take into account the problem of protecting human capital by offering solutions in terms of social safety nets and decent jobs, in order to promote economic empowerment.

**80%**  
of jobs are  
in the  
informal  
economy

A country's economic development depends just as much on the training, qualifications and employability of its citizens as it does on the health of its people. The link between enhancing human capital (health, knowledge), alongside productivity, shows a direct link between employability and economic growth.

The good health of the workforce cannot be limited to business; rather, it affects society as a whole, in terms of work quality and social action, due to the talents and skills that result from it. Human capital - meaning the "quality" of Africa's workforce - also has a determining role in the continent's economic prosperity. This cannot be sustainable without a renewed investment in human capital, including in health, employment, social cohesion and, more generally, the promotion of individual, economic, social and cultural well-being. The social partners will need to re-assess, on a foundation of greater solidarity, the protection of human capital, particularly within companies.

Whether within Africa or beyond, addressing the issue of employment can no longer be approached dogmatically, with a resulting focus on social aspects alone.

The challenges presented by employment in Africa are enormous, given the absence of sustainable sectoral strategies, the lack of regional integration in terms of trade, delays in education and training, imbalances between rural and urban areas, an absence of integration into the new



economy, and a number of other areas, which require appropriate strategies tailored to each country's needs.

Similarly, employment legislation will need to be adapted to the new labour market, while, of course, continuing to ensure workers' safety and security. Business - a key player in wealth and job creation - must also be remodelled following renewed economic and social dialogue with stakeholders.

Employers' organisations need to take the lead in this dynamic, in order to create a new social contract to allow them to establish a legitimacy founded on economic and social responsibility, thereby doing away with the deeply-rooted image of predatory businesses. It is employers who must take this first step.

With regard to trade unions, they are key to changing behaviours and enabling countries to launch the necessary reforms in order to provide concrete answers to unemployment in general and to youth unemployment in particular. With this new approach, they will be able to successfully impose social dialogue as the only forum for discussion and negotiation for our nations, who need to create the conditions for growth and inclusive development that will benefit all African citizens.





# ECONOMIC GROWTH, EMPLOYMENT AND EMPLOYABILITY IN AFRICA

A

frica's labour force - those aged 15 and above - makes up over 70% of the population, and is increasing by 18 million people every year (an increase of 3% between 2015 and 2025). More than 63% of African citizens are under 25 years of age, and more than half are women. One million young people enter our continent's labour market every month, and more than 30% of those have recognised qualifications and yet do not find opportunities for decent work. Between 40% and 80% of jobs in Africa are not registered, and are considered to be within the informal sector.

More than 50% of African citizens are women and, unfortunately, the decision-making and operational role of women within the State, institutions in general, employers' organisations and workers' unions in particular remains marginal. This is an injustice that must be corrected by changing attitudes and moving towards parity, in order to achieve a 50/50 split within the next 10 to 15 years.

Moreover, growth in GDP per capita is not improving in any significant way, with an average of 2% between 2009 and 2015. However, the worrying issue is that this economic growth is not creating enough decent jobs, and is not making it possible for the fruits of growth to be translated into improved employability for Africa's workforce.

So what does the future hold for employment and employability in Africa, at national, regional and continental level but also in urban, suburban and rural areas and particularly for the young people of an emerging continent? The answer must be collective.

Africa's working-age population currently exceeds 550 million people, and will reach 1 billion people by 2050: higher than that of India and China. More than 200 million people living on the African continent are aged between 15 and 24. These young people are three times more likely than those over 24 years of age to be unemployed, to live in precarious conditions, and to be excluded from the right to a decent life in Africa.

Africa could transform its population - the youngest in the world - into a competitive advantage, if key governments and dynamic leaderships make it possible to offer new perspectives in the form of opportunities for work and wealth creation.

It is a question of addressing the challenge of listening to each other as equals, and then reaching an agreement on the main issues in order to allow companies - human organisations, made up of various players, that interact with external factors and players - to benefit in terms of decent jobs from the changes made, brought about or undergone by those companies.

This blueprint  
is intended  
to serve as  
a continent-  
wide baseline  
operational  
framework

In 2014, the International Labour Office (ILO) registered more than 201 million unemployed people worldwide; a number that has risen steeply in recent years. Given this fact, it is essential that Africa creates new jobs. Everyone knows that it is difficult, if not impossible, to hold a payroll job throughout one's professional life. Just 20% of jobs in Africa are payroll jobs. The lack of formal employment is conducive for entrepreneurship but requires more support and smart regulations. Of the 73 million jobs created within our continent, 16 million concern young people. However, average youth unemployment is above 20%, including young graduates.

If we include the informal sector, unemployment reaches alarming levels of between 16% and 21% on average, at close to 28% for young people alone.



# FORMALISED AND RESPONSIBLE SOCIAL DIALOGUE

**F**or African businesses, in addition to reinforcing material foundations (infrastructure), as well as the political, economic, legal, institutional and interpersonal (infostructures) foundations and logistical performance in the face of the complex nature of employment creation in value chains (the effectiveness and diversity of physical and information flows), this is an opportunity to:

- encourage the emergence of active African investors, both in local economies and for export;
- attract “responsible” investors;
- promote the creation of added value, technology and innovation;
- make gradual but steady progress towards the digitalisation of the continent within our institutions.

The intended aim is to regenerate education, healthcare, the dissemination of knowledge, training, information and professionalism, making them real assets for African business, while embracing human development standards.

**Employment: a true issue for national priority**

Alongside this, the reform of approaches to partnerships between employers’ organisations and workers’ associations will be made possible by capacity and capability building within employers’ organisations and workers’ associations. While this is the foundation for the reform process for employment and employability in Africa, we must not fail to support African businesses through specific global and local projects and measures, while endeavoring to ensure the intelligent insertion of these into supply and/or added-value chains.

As of today, a new paradigm is needed, for each of us at individual level, and for all of us as a group acting as a network. We need a renewed social dialogue that is responsible, formalised, constructive, effective and founded on transparency

Moreover, it is incumbent upon us to strengthen the cooperation/competition duo (coopetition), while not forgetting the virtues of competitive procedures, with solutions that acknowledge the prerogatives of every stakeholder. It is, therefore, a question of promoting renewed dialogue between social partners on the basis of validating collaboration in a changing and unpredictable environment.

Jobs are not created by legislation, but by companies who need growth. For this, they must be competitive, by improving productivity in order to establish profit margins. This new paradigm also requires a focus on compliance with employment standards, on further development of

organisations' flexibility, on the structure of the labour market - which needs to be able to offer both greater flexibility to businesses while also offering greater employment security to workers (particularly salaried workers) - while not forgetting improved social protection, including pensions. It will be necessary to adapt and develop current social safety nets.

The role of the State, both as arbiter and regulator, must also extend to involving stakeholders in its considerations and in its decisions, in order to support business development.

For Africa, the challenge of unemployment and low job creation during a period of economic growth needs us - partners who represent employers, workers and the State - to move away from a dogmatic stance and towards a more pragmatic attitude that encourages wealth and job creation.



# TEN RECOMMENDATIONS

The following **ten recommendations**, which centre on the creation of decent jobs and on employability in Africa, were unanimously adopted by attendees (see Annex 2: List of Summit participants):

## 1. Creating the conditions for growth that can generate decent and productive jobs

- Business environment and climate that supports investment;
- Research and development;
- Peace, security and good governance;
- Structural reforms and sectoral strategies;
- Business productivity and competitiveness
- Respect and promotion of fundamental principles and rights at work;
- Support for SMEs and SMLs;
- The transition from informal to formal;
- Inclusion of income and working conditions.

## 2. Formalised social dialogue

- Independent and representative social partners;
- Effective and sustainable institutions for dialogue;
- The involvement of the parties in developing the agenda and timescale;
- A commitment to implement and comply with the agreements.

## 3. The development of entrepreneurial activities

- Advocate for a culture of entrepreneurship, and strengthen links between business, schools and universities;
- Develop income-generating activities;
- Promote self-employment among young people and women;
- Establish an incentive framework and set up sites (start-up hothousing);
- Introduce a mobile centre for the development of income-generating activities and promote co-operatives
- Training in setting up and managing a business;
- Develop the social and socially-supportive economy.

## 4. Develop training that is aligned with the labour market

- Promote vocational training with a view to facilitating entry into the labour market;
- On-going vocational training;
- Develop different types of training: apprenticeship, sandwich distance training;
- Make work experience compulsory;
- Review and adapt educational curricula according to the needs of the labour market;



- Involve the private sector in educational curricula/training programmes;
- Introduce an upgrade plan for soft skills.

#### **5. Design, develop and regulate for labour market intermediation systems**

- Promote International Labour Organisation (ILO) Convention 181 on private employment agencies;
- Workforce mobility in compliance with migrant rights.

#### **6. Establish a tripartite employment and employability observatory**

- Identify current and future needs;
- Anticipatory management of jobs and skills.

#### **7. Implementation of an incentive plan to encourage businesses and associations to hire**

- Promote an incentive policy to assist jobseekers, companies and associations to promote job creation;

#### **8. Negotiate, sign and implement a tripartite social pact at regional and national level with stakeholders (the State, employers and workers) for inclusive growth that generates decent jobs**

- Create the conditions for mutual trust between the social partners, through the respect of each party's prerogatives.

#### **9. Capacity-building for and with the social partners.**

#### **10. Implement a follow-up and assessment system for the implementation of recommendations.**



# THE TASK FORCE

S

takeholders (employers, trade unions and governments) should make employment a true issue for national priority in a way that goes beyond simple requirements, encourages participatory and pro-active engagement, and mobilises societies as a whole. This, in reducing inequality, would be a patriotic act, and would assist young Africans at risk.

It is in this spirit that Business Africa and the IOE decided in 2013 to establish a task force that would focus on these issues and engage all stakeholders across the continent in a more pragmatic approach. Subsequently, the two organisations, with the support of the International Labour Office (ILO), decided to invite African trade unions - ITUC-Africa and the Organisation of African Trade Union Unity (OATUU) - to take part in these discussions. This initiative aims to support a more active role by employers' organisations and workers' associations and to enhance their advocacy work with governments in order to create this national dynamic.

After an initial working session, which resulted in the first Casablanca Declaration in 2013, the Task Force met with social partners in December 2015 to develop a continent-wide framework for an operational roadmap to be formalised in this blueprint, to include, inter alia, the ten recommendations and the 2015 Casablanca Declaration. In order to take local specificities into account, the regional and national variations of the blueprint will make it possible to provide roadmaps that are multifaceted, targeted and appropriate for stakeholders on the ground.

This blueprint is intended to serve as a continent-wide baseline operational framework, which each organisation will be able to adapt according to regional and national issues.

As social partners, this is a historic opportunity. The time is now for both sides to take responsibility and to take action against the scourge of inadequate net creation of decent jobs in Africa, which must not be seen as an inevitability. We can stop this regressive spiral if we truly believe in our role and in our responsibilities, by setting objectives that are tailored to our people.

Governments, meanwhile, must provide resources and swiftly adapt their legislation and institutions, as the climatic, economic and social environment often develops in a way that is out of step with the political climate. The consequences of our silence, failure to act and the challenges of establishing a constructive and responsible social dialogue have already proven to be dramatic. In fact, the climatic-economic-social cost is double that of the human cost. This may become impossible to bear, and may even, little by little, jeopardise our social project for Africa's rebirth by 2063.

Collective and personal reflection must make for shifts in behaviour. Changes in approach that incorporate modern practices should allow for a focus on the promotion of the value of the individual within an inclusive and open African society. Every one of us - irrespective of our jobs or

**Governments  
must provide  
resources and  
swiftly adapt  
legislation and  
institutions**



duties - should be able to put forward at least one concrete action, the terms for its implementation and perhaps a source of initial funding. In this respect, true advocacy for action should feature systematically in all dialogue between stakeholders.

The action group, composed of the Task Force for Employment and Employability, with its historic partners (International Labour Office, IOE, Business Africa, employers' and workers' representatives, governments) or new or future partners (voluntary donors/contributors, from both the public and private sectors), is becoming the driving force in supporting and enhancing the capacity-building of social actors. A renewed social dialogue should bring about far-reaching cultural change for all stakeholders.

Following pilot initiatives launched by employers and recognised by at least one summit on employment and employability, the Task Force should be able to submit its roadmap to donors, with the assistance of the International Labour Office in mobilising voluntary contributions.



# FUNDING FOR EMPLOYMENT AND EMPLOYABILITY IN AFRICA

B

ased around a holistic approach, a truly pragmatic programme along the lines of a “Marshall Plan for Employment and Employability” should emerge concentrically - meaning that it should develop out of one or several pilot African countries, and then self-perpetuate in terms of good practices and references to international, continental, regional and national level. This overarching coordination by employers and trade unions at a continent-wide level should be applicable at regional and national level. These improvements should incorporate and reflect national specificities and result in a regularly updated blueprint.

This programme will centre around four major strands:

- a new - and therefore renewed - approach to economic and social dialogue between employers and trade unions, followed by consultation between the government and the task force, the latter becoming a true force for change and growth in Africa;
- solutions to governance issues, both internal and external, that are pragmatic and differentiated according to their specificities;
- capacity-building for support institutions in the area of employment and employability;
- funding based on voluntary contributions.

Africa could transform its young population into a competitive advantage

It is essential that the financial support to get this alternative approach to the economic and social aspects of wealth and job creation off the ground incorporates advocacy vis-à-vis key international donors, specifically by using the International Labour Office as one of the focal points, alongside the International Organisation of Employers, Business Africa and all supporting organisations such as employers’ organisations, workers’ associations and even governments, perhaps even the socially-minded private sector, to join us in our efforts to mobilise financial resources through a special Trust Fund for employment and employability. Activities should be planned in advance and engaged with pro-actively by all parties, allowing us to take action on all fronts to create the conditions needed to strike a balance between practical proposals and funding. The development objective is part of a move towards inclusive growth, so as to capitalise on our demographic dividend.

The generation of employment and employability projects at national, regional and continent-wide level must offer leveraging opportunities to allow added-value, wealth and job creators to take ownership of the new constructive and responsible dialogue approach, as a driver for inclusive growth. This will not be possible without a pro-active and regulatory state that is prepared to transparently establish or enhance the framework for

the allocation to companies of the resources needed - namely incentives and a level of predictability with regard to institutional, legal and financial aspects - to create decent and sustainable jobs, in order to see tangible results on the ground.

Having considered the issue of employment and employability in Africa as a whole, the challenge will lie in changing the behaviours of all those involved, whether employers, trade unions, workers themselves, and governments. Furthermore, it is important that the state, through the intermediary of African governments - whether individually or collectively - is able to support and contribute to this social partner initiative, by ensuring that there is coherence between strong security, good political governance and sound public policy.

Social Partners' Summit on Employment in Africa

# THE CASABLANCA DECLARATION II

Casablanca - 15 December 2015

# THE CASABLANCA DECLARATION (II) FOR EMPLOYMENT AND EMPLOYABILITY IN AFRICA, DECEMBER 2015

**We**, as part of the process of raising awareness of decent work for all as an international and African priority;

**We**, as representatives of employers' organisations that are members of Business Africa and of the International Organisation of Employers (IOE), representatives of African trade union organisations that are members of ITUC-Africa and the Organisation of African Trade Union Unity (OATUU), meeting in Casablanca from 14 to 15 December 2015 under the patronage of his Majesty King Mohammed VI, in the presence of representatives of the International Labour Office (ILO), at the Social Partners' Summit for Employment in Africa, entitled *"For a Blueprint on Employment in Africa: an African employers' organisations initiative"* and under the auspices of the Confédération Générale des Entreprises du Maroc (CGEM);

**Recalling** the United Nations sustainable development goal (SDG) for 2030, entitled *"Transforming our world"* and goal 8 thereof: *"to promote inclusive and sustainable economic growth, employment and decent work for all"*;

**Taking ownership** of the Decent Work Agenda of the International Labour Office (ILO) emphasising tripartite social dialogue and social justice;

**Whereas** the Agenda 2063 of the African Union (AU) centres on Africa's prosperity, which must be based on *"inclusive growth and sustainable development through decent work"* and built on *"collective and participatory commitment"*;

**Taking into account** the conclusions of the 13th Regional African meeting in Addis Ababa in December 2015 proposing an action plan for employment, the eradication of poverty and inclusive development in partnership with the ILO, which focused on the promotion of institutions and mechanisms for the creation of high-quality jobs and livelihoods, the promotion of social protection and the promotion of equality and workplace rights;

**Developing** on the basis of the Casablanca Declaration of 28 November 2013, where representatives of employers' organisations, as members of Business Africa and the International Organisation of Employers (IOE), and representatives of the International Labour Office (ILO) on the occasion of the Conference of African Employers on *"Developing job creation strategies for African countries: the contribution of sectoral strategies"* recognised:

- the role of the private sector as a driver for growth and for the creation of productive work, contributing to the economic and social development of African countries;
- the role of employers' organisations as the voice of the private sector, with an essential role to play in socio-economic dialogue for a joint and common vision;

**Observing** that Africa, with an average rate of economic growth of around 5% over the past decade, is the second-largest source of growth worldwide;

**Noting** that ongoing economic growth in Africa has resulted in an insufficient number of net decent and sustainable jobs being created, with high unemployment among vulnerable groups, and particularly among women and young people;

**Concerned** by the current weakness of socio-economic dialogue on employment and employability in Africa and cultural stumbling blocks in the organisation of the labour market, which contribute to insufficient involvement and mobilisation of the social partners on the issue of employment and employability;

**Noting** the imbalance between the needs of economic operators and the skills of young people on the labour market;

**Recalling** the limited institutional development and the limited resources of the labour market intermediation system;

**Wishing** to contribute to bringing about change to employment legislation in certain African countries;

**Observing** the limited effectiveness of the vocational training system and, more broadly, the imbalance - and on occasion, the failures - of educational systems that give rise to additional and unhelpful inequalities, depending on the country in question;

**Recalling** that a large number of reports and diagnostics, programmes and action plans have been launched yet not followed by true and tangible results on the ground;

**Inviting** all employers to offer transparent access to their official accounts, to show their commitment to moving towards an innovative business model based on a renewed and constructive social dialogue between the social partners;

**Convinced** that employers' representatives have committed to take the lead in the development of new constructive approaches to coordination between employers and workers, and between the government and the groups of social partners (employers/workers);

**We recommend** the following for:

#### **A/ Employers' organisations:**

1. The extension of the Task Force on Employment and Employability in Africa, composed of at least four (4) members, to be elected for a two-year mandate;
2. The identification of pilot projects to be implemented prior to the next Social Partners' Summit for Employment and Employability in Africa on the topic of "Follow-up to the Blueprint on Employment and Employability in Africa", giving priority to:
  - 2.1 National implementation of the blueprint and recommendations of the Casablanca Declaration (December 2015) in the form of a national summit on employment and employability involving the following countries, at a minimum: Côte d'Ivoire, the Democratic Republic of Congo, Tunisia, Senegal, and in all countries wishing to take part. The objective is to extend the number of stakeholders and to advocate for this paradigm shift in the partner relationships between employers and workers, by supporting cooperation in an increasingly competitive world in order to make a contribution to the prevention and avoidance of all forms of regression both in terms of wealth creation and in the creation of jobs.
  - 2.2 The preparation of a list of at least three flagship projects where a consensus has been reached between employers' representatives and workers' representatives, which will be submitted to government and to sponsors identified for their voluntary support for a funding mechanism for employment and employability in Africa. The

chosen projects should centre on the following areas: taxation; access to funding; management and transparency; entrepreneurship and the creation of added-value and wealth; the labour market; the market for products and services; integration and regional markets; training and employability; inclusion; social protection and safety nets; the business environment and foreseeability; legal regulatory institutions (employment and/or trade tribunals, the transition from informal towards formal with a focus on self-employment etc.), and should take the form of:

- 2.2.1 A summit dedicated to constructive economic and social dialogue and a commitment to include stakeholders in the strategic choices of job-creating organisations;
  - 2.2.2 Institution-building and institutional support for employers' and workers' organisations at national, regional and continental level, including internal training sessions in order to better understand the role of business in the economy;
  - 2.2.3 Direct support in the form of a project to improve employment and employability;
  - 2.2.4 The development of legal texts on a trust fund for employment and employability in Africa, in addition to a project document including at least three projects for implementation, which should be submitted to potential donors in English, French and Arabic;
  - 2.2.5 The implementation and actioning of projects financed by donors.
- 3. Formal acceptance and observance by employers of the principle of the "learning company" in a trading environment that is subject to competition in an open world, with the potential benefit to workers of a permanent employment contract with opportunities for change in line with the company's development;
  - 4. Follow-up and assessment mechanism.

## **B/ Workers' unions**

- 1. Highlight strategic and/or topical subject areas centred around employment and employability in Africa, with priority given to the observance of employee rights and obligations with regard to existing legislation or collective agreements;
- 2. Advocate for a change within trade union organisations with new forms of **constructive dialogue** to support companies in their development process, by being aware of the market, companies' official and transparent accounts, and developments leading to indispensable changes that allow companies and the job opportunities they offer to survive and develop in the long term;
- 3. Be a source of ideas, with a view to improving working conditions, including social safety nets, while not jeopardising or compromising the competitiveness or sustainability of the company.

## **C/ The State**

- 1. Accept the principle of holding a summit on employment and employability with the social partners, as part of the implementation of the Casablanca recommendations, December 2015;



2. Create the conditions needed to ensure that the business environment is conducive to economic growth and to boosting jobs and employability, in a competitive, open and unpredictable economy;
3. Ensure that regulation is fair and balanced for a healthy competitive environment;
4. Establish a government focal point to reflect the holistic approach to the issue of employment and employability, with an obligation to report directly to the head of government;
5. As far as possible, avoid government rulings on employment, and ensure that the State does not become inflexible or slow in its decision-making processes, thereby making it difficult for businesses to operate effectively in a constantly changing market;
6. Ensure that the relevant ILO conventions are ratified, that the provisions of the employment code and collective agreements are observed and applied, and that agreements resulting from social dialogue are implemented.

#### **D/ The Task Force on Employment and Employability**

1. Update the Task Force terms of reference in relation to the developments and new objectives that emerged during the Social Partners' Summit in Africa (14-15 December 2015, Casablanca);
2. Mobilise employers' and workers' organisations on the issue of employment and employability, particularly with regard to young people and women;
3. Introduce structured advocacy on employment and employability vis-à-vis governments;
4. Engage with the ILO, IOE, OATUU and ITUC-Africa to organise a mini-summit for the mobilisation of voluntary financial resources based on the trust fund for employment and employability, and the projects put forward by various national bodies that are stakeholders in monitoring the Casablanca Declaration on Employment and Employability in Africa;
5. Raise awareness among and engage with African and non-African governments and with private sector companies in promoting corporate social responsibility.
6. Use resources to mobilise and build the capacities and capabilities of employers' organisations and workers' trade unions;
7. Mobilise trade unions on the issue of employment and employability;
8. Put forward a social contract for employment and employability in Africa, with an annual conference for updates on the roadmap and to assess the implementation of the social contract in light of the voluntary contributions available.

In light of the various recommendations, and in order to move forward towards an ecosystem that supports sustainable and inclusive economic growth offering numerous and diverse opportunities for decent work, with a focus on permanent contract or part-time positions negotiated in advance between stakeholders, we, as representatives of employers' organisations belonging to Business Africa and the International Organisation of Employers, with the involvement of African organisations representing workers, agree to undertake all possible steps to implement the recommendations unanimously adopted on 15 December 2015 in Casablanca.

## ANNEX 1: ACKNOWLEDGEMENTS BY REPRESENTATIVES AND PARTICIPANTS

Firstly, the participants wish to thank the Moroccan authorities for their support, particularly His Majesty King Mohammed VI, for the patronage under which the symposium was held. The presence of the Head of Government at the opening of this summit highlights the importance that Morocco is placing on a renewed, formalised and constructive social dialogue on employment and employability.

Participants also wish to offer their most sincere thanks to the Confédération Générale des Entreprises du Maroc (CGEM), particularly the President and Vice-President, and to all its employees for their hospitality and warm welcome.

It would not be possible to close this Summit without offering our thanks to the partner organisations, such as the International Organisation of Employers, Business Africa, ITUC-Africa, the Organisation for African Trade Union Unity (OATUU) and the International Labour Office for their unfailing support.

Lastly, we wish to thank Dr Yves Ekoué Amaïzo, international consultant, and all of therepresentatives who wished to contribute to the discussion - whether orally or in writing - and who helped to ensure a high level of dissemination of information on this topic.

## ANNEX 2: LIST OF PARTICIPANTS - IN ALPHABETICAL ORDER BY COUNTRY, REGION AND ORGANISATION

| COUNTRY                                   | SURNAME          | FIRST NAME            | ORGANISATION  |
|---|------------------|-----------------------|---|
| <b>EMPLOYERS' ORGANISATIONS IN AFRICA</b> |                  |                       |   |
| ALGERIA                                   | MEGATELI         | EL MAHFOUDH           | CONFÉDÉRATION GÉNÉRALE DES ENTREPRISES ALGÉRIENNES (CGEA) [General Confederation of Algerian Companies]                         |
| BURKINA FASO                              | YAMEOGOTOU       | PHILOMENE SIDONIE     | CONSEIL NATIONAL DU PATRONAT BURKINABÉ (CNPB) [National Council of Burkinabé Employers]   |
| CAMEROON                                  | HIAG             | PROSPER               | GROUPEMENT INTER-PATRONAL DU CAMEROUN (GICAM) [Associations of Cameroonian Employers]   |
| DEMOCRATIC REPUBLIC OF CONGO              | UTSHUDI LUTULA   | ETIENNE               | FÉDÉRATION DES ENTREPRISES DU CONGO (FEC) [Federation of Congo Businesses]  |
| REPUBLIC OF CONGO                         | SAMBA            | JEAN-JACQUES          | UNION PATRONALE ET INTERPROFESSIONNELLE DU CONGO (UNICONGO) [Employer and Professional Union of the Congo]                      |
| CHAD                                      | ALI ABBAS        | SEITCHI               | CONSEIL NATIONAL DU PATRONAT TCHADIEN (CNPT) [National Council of Chadian Employers]  |
| CÔTE D'IVOIRE                             | DIALLO           | OUSSEINE              | FÉDÉRATION DES ORGANISATIONS PATRONALES DE L'AFRIQUE DE L'OUEST (FOPAO) [Federation of Employers' Organisations of West Africa] |
| DJIBOUTI                                  | DOUALE           | SAHAL AHMED           | CONFÉDÉRATION NATIONALE DES EMPLOYEURS DE DJIBOUTI (CNED) [National Confederation of Djibouti Employers]                        |
| GABON                                     | AWASSI ATSIMADJA | FELICITÉ              | CONFÉDÉRATION PATRONALE GABONAISE (CPG) [Gabonese Employers' Confederation]   |
| GHANA                                     | ANIA             | AKATURE               | GHANA EMPLOYERS' FEDERATION (GEF)   |
| KENYA                                     | OTIATO           | FELIX                 | FEDERATION OF KENYA EMPLOYERS (FKE)   |
| MALAWI                                    | MUNTHALI         | BEYANI                | EMPLOYERS CONSULTATIVE ASSOCIATION OF MALAWI (ECAM)   |
| MALI                                      | TOLO             | MODIBO                | CONSEIL NATIONAL DU PATRONAT DU MALI (CNPM) [National Council of Employers of Mali]   |
| MAURITANIA                                | ABDALLAHI        | SEYID                 | UNION NATIONALE DU PATRONAT MAURITANIEN (UNPM) [National Union of Mauritanian Employers]  |
| MOROCCO                                   | BELAHRACH        | JAMAL                 | CONFÉDÉRATION GÉNÉRALE DES EMPLOYEURS DU MAROC (CGEM) [General Confederation of Employers of Morocco]                           |
| MOROCCO                                   | MESKI            | YASSIR                | CONFÉDÉRATION GÉNÉRALE DES ENTREPRISES DU MAROC (CGEM) [National Confederation of Moroccan enterprises]                         |
| NAMIBIA                                   | VEICO            | HELENA                | NAMIBIAN EMPLOYERS FEDERATION (NEF)   |
| SENEGAL                                   | DIOP             | PAPAMOHAMADOU MBARECK | CONSEIL NATIONAL DU PATRONAT DU SÉNÉGAL (CNPS) [National Council of Employers of Senegal]                                       |

|          |           |                   |  |
|----------|-----------|-------------------|--|
| SENEGAL  | FALL      | MOUHAMADOU LAMINE | CONFÉDÉRATION NATIONALE DES TRAVAILLEURS DU SÉNÉGAL (CNTS) [National Confederation of Workers of Senegal]                |
| TANZANIA | SOLO      | KABEHO            | ASSOCIATION OF TANZANIAN EMPLOYERS (ATE)   |
| TOGO     | ADADE     | FRANÇOIS EKOUE    | CONSEIL NATIONAL DU PATRONAT DU TOGO (CNPT) [National Council of Employers of Togo]                                      |
| TUNISIA  | SILINI    | SAMI              | UNION TUNISIENNE DE L'INDUSTRIE, DU COMMERCE ET DE L'ARTISANAT (UTICA) [Tunisian Union of Industry, Commerce and Crafts] |
| TUNISIA  | GASMI     | MOHAMED           | UNION DES TRAVAILLEURS DE TUNISIE (UTT) [Tunisian Workers' Union]  |
| UGANDA   | SSERWANGA | ALEX              | FEDERATION OF UGANDA EMPLOYERS (FUE)   |
| ZAMBIA   | CHISAMBO  | TYSON BRUNO       | ZAMBIA FEDERATION OF EMPLOYERS (ZFE)   |
| ZIMBABWE | KAHWEMA   | JOSEPHAT          | EMPLOYERS CONFEDERATION OF ZIMBABWE (EMCOZ)  |

## TRADE UNION ORGANISATIONS

|                                  |               |            |  |
|----------------------------------|---------------|------------|--|
| ITUC-BRUXELLES BELGIUM           | DIALLO        | MAMADOU    | CONFÉDÉRATION SYNDICALE INTERNATIONALE (CSI) [International Trade Union Confederation]     |
| MOROCCO                          | ALAOUI        | MOHAMMED   | UNION MAROCAINE DU TRAVAIL [Moroccan Workers' Union]                                       |
| MOROCCO                          | HOUIR ALAMI,  | KHALID     | CONFÉDÉRATION DÉMOCRATIQUE DU TRAVAIL [Democratic Labour Confederation]                    |
| AFRICAN REGION ITUC AFRICA-GHANA | BOATENG       | RHODA BUOR | AFRICAN REGIONAL ORGANISATION OF THE INTERNATIONAL TRADE UNION CONFEDERATION (ITUC-AFRICA) |
| AFRICAN REGION- OUSA-GHANA       | ABRAR IBRAHIM | IBRAHIM    | ORGANISATION OF AFRICAN TRADE UNION UNITY  |

## INTERNATIONAL LABOUR ORGANISATION/ INTERNATIONAL LABOUR OFFICE

|     |            |            |   |
|-----|------------|------------|---|
| ILO | CHUMA      | AENEAS     | ILO REGIONAL DIRECTOR (AFRICA)              |
| ILO | TONSTOL    | GEIR       | INTERNATIONAL LABOUR OFFICE (ILO)           |
| ILO | SANZOUANGO | FRANCIS    | INTERNATIONAL LABOUR OFFICE (ILO - ACT/EMP) |
| ILO | MOHAMMAD   | AFSAR SYED | INTERNATIONAL LABOUR OFFICE (ILO - AIDS)    |

## INTERNATIONAL ORGANISATION OF EMPLOYERS

|     |        |           |   |
|-----|--------|-----------|---|
| IOE | MUIA   | FREDERICK | INTERNATIONAL ORGANISATION OF EMPLOYERS (IOE) |
| IOE | AWUKU  | ANETHA    | INTERNATIONAL ORGANISATION OF EMPLOYERS (IOE) |
| IOE | MEDROA | BRUNO     | INTERNATIONAL ORGANISATION OF EMPLOYERS (IOE) |

## INTERNATIONAL CONSULTANT

|                      |        |            |                          |
|----------------------|--------|------------|--------------------------|
| CONSULTANT (IOE/ILO) | AMAÏZO | YVES EKOUE | INTERNATIONAL CONSULTANT |
|----------------------|--------|------------|--------------------------|



International Organisation of Employers  
Organisation Internationale des Employeurs  
Organización Internacional de Empleadores

*The Global Voice of Business*

© IOE 2015 | 71 Av. Louis-Casai | 1216 Cointrin/ Geneva  
T: +41 22 929 00 00 | [ioe@ioe-emp.org](mailto:ioe@ioe-emp.org) | [www.ioe-emp.org](http://www.ioe-emp.org)



International Organisation of Employers  
Organisation Internationale des Employeurs  
Organización Internacional de Empleadores  
*The Global Voice of Business*

The IOE is the largest network of the private sector in the world. With more than 150 members, it is the global voice of business for labour and social policy matters at the international level.



International  
Labour  
Organization

The ILO became the first specialised agency of the UN in 1946. With its unique tripartite structure, the ILO aims to give an equal voice to workers, employers and governments and promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues



Business Africa seeks to build partnerships with other regional business federations, represent African business in a more coordinated way, enhance Africa's business voice in continental and international bodies and strengthen regional integration.