



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



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Kampala, Uganda - 26 – 27 April 2018

***From Declaration to Action – Accelerating an enabling environment for youth
employability and entrepreneurship***

REPORT

Thursday, 26 April 2018

Welcome & Keynote Address

Mr Nicholas Okwir, Chairperson of the Federation of Uganda Employers (FUE), said he was honoured to open the conference and welcomed the delegates to Uganda, the Pearl of Africa. He described FUE's mandate: to lobby and advocate on behalf of the Uganda business community for an environment that was friendly across all social and world of work issues. FUE activities included guiding, advising and supporting members to deal with matters related to employment; workplace issues such as human capital development, productivity, HIV/AIDS; negotiations with unions and industrial tribunal preparation; and delivering business services and programmes such as "Employer of the Year" and "Female Future".

Mr Okwir recalled that the aim of the two-day event was to build on the outcomes of the 2017 ECSAEO Conference; to move from declaration to action. He highlighted the priority challenge of combining economic growth with environmental sustainability; and addressing the short and long-term impacts of globalisation, noting that success in addressing these challenges would impact on life well into the future. For Mr Okwir, successfully promoting an enabling environment for youth employability and entrepreneurship would depend on new forms of cooperation between governments, businesses, workers, and indeed society as a whole. This conference was an opportunity to explore and seek solutions to a few of these challenges.

He sketched the backdrop to the challenge: a global youth unemployment crisis; 85% of young people in developing countries; 100 million entering the global workforce each year; more than 70 million young men and women unemployed. It was clear that when jobs were scarce, young people were the most affected and three times more likely to be unemployed. Many were consequently forced into entrepreneurship, with little knowledge of how to run a business, often in the informal economy.

Mr Okwir called on business owners and workers, and their representative organisations, to work together to provide opportunities for decent and productive work that promotes human dignity. Employers' organisations (EOs) had a key role to play in supporting entrepreneurship and particularly in sectors with job creation potential that meet sustainable environmental, social and economic goals.

He concluded his opening remarks by expressing the FUE's appreciation to retiring Executive Director Ms Rosemary Ssenabulya, who had been with the organisation for 17 years. Ms Ssenabulya's successor was Mr Douglas Opio, whose eight-year tenure with the FUE as Head of Policy & Research would ensure continuity.

The IOE's Director of Stakeholder Engagement, Mr Matthias Thorns, drew the attention of the participants to the title of the meeting, underlining the need to evaluate the actions undertaken since the 2017 Walvis Bay Declaration. He urged those who had not yet done so to complete the IOE survey on the Walvis Bay Declaration, the findings of which would provide a clearer picture of the effectiveness of measures that had been implemented.

Mr Thorns highlighted the important topic of migration, which would be discussed later and for which there was also a survey to be completed to ensure the voice of EOs in the region would be taken into account in the business input to the Global Compact for Migration (GCM) process.

He commended the work of the IOE Vice-President to the ILO, Mr Mthunzi Mdwaba, for the new impetus he had given to the Employers' Group, adding that African governments had also been highly engaged in topics that were relevant to the Employers.

Mr Thorns looked ahead to the discussions to take place on apprenticeships, and specifically on the work of the IOE-BIAC initiated Global Apprenticeships Network (GAN). He acknowledged all the hard work done in the organisation of the conference by FUE's Head of Marketing, Membership Development and Communications, Mr Shaffi Manafa, and his team.

Taking the floor next was Ms Jacqueline Mugo, Secretary-General of Business Africa and Executive Director of the Federation of Kenya Employers (FKE). Ms Mugo began by applauding the EOs of the region for continuing the tradition of this annual conference, which was now celebrating its 42nd edition. However, this must not be "just another conference" – it must be the one that made a difference and that proposed solutions.

She recalled the EOs' role of positively influencing the business climate and the present task of striving for an enabling environment for the employment of Africa's youth, who, when empowered with the right skills, had the potential to transform the continent for good. Ms Mugo highlighted the entrepreneurial spirit already evident in Africa's youth and the fact that there were innovation hubs everywhere. What was lacking in her view was a holistic approach and here, EOs had a key role to play by providing nurturing and mentoring support, as well as linkages to national training institutions, and the ploughing of training levies into providing incentives to industry for mentoring programmes. She illustrated the earlier point of targeting job rich sectors, with the Kenyan example of youth and agriculture projects.

On behalf of the Director of the ILO's Dar es Salaam Office, Employment Specialist Mr Jealous Chirove said that the ILO would be ready to associate itself with the outcomes of the conference, which would provide a reference point for future ILO activities in the region.

Given that nine out of ten new jobs were being created by the private sector, Mr Chirove recognised that EOs had a key role to play in the creation, not just of employment, but of decent jobs as a means to a better life and a secure future. He acknowledged that achieving this goal called for the right environment and for EOs to engage more proactively with

governments in designing and implementing national employment plans and policies, as well as trade policies.

He looked ahead to the ILO's centenary in 2019, and specifically to four of the seven Centenary Initiatives: the Future of Work Initiative, in which Mr Mdwaba was highly engaged on behalf of the Employers, and which aimed to create a forum for global dialogue to meet the needs of the world of work in the future; the Enterprise Initiative, which provided a formal platform for the ILO's engagement with the private sector; the Women at Work Initiative, which aimed to improve working conditions for women; and the End to Poverty Initiative, which promoted a multidimensional response through the world of work, labour markets, and social and employment protection to eradicate global poverty.

Of additional interest to EOs was the UN reform process underway, which would define the ILO's contribution to the global UN system going forward.

Ms Janat Mukwaya, Uganda's Minister of Labour, who was tabled to provide an address at this point, could not attend due to last-minute unforeseen circumstances. Uganda's Commissioner of Employment Services, Mr Lawrence Egulu, addressed the conference later on behalf of the Minister.

Walvis Bay Declaration: Follow-up Action

Ms Rose Karikari Anang of the IOE introduced and moderated the panel discussion on follow-up to the 2017 [Walvis Bay Declaration](#), the commitments of which she read out to the participants:

Commitment 1: Work with all employers in the East, Central & Southern Africa region to advance the empowerment and employment of young people.

Ms Anang recalled that the need for EO-to-EO collaboration had also been raised at the recent IOE-Business Africa meeting in Nairobi. She made the point that many companies affiliated to the EOs worked across the region, and so there was scope to leverage and pool support and programmes with the view to meeting the needs of the wider business community towards enterprise development and growth.

Ms Rosemary Ssenabulya, FUE's outgoing Executive Director, recounted joint activities undertaken with the Association of Tanzania Employers (ATE) and FKE, specifically the "Employer of the Year Award" and the "Female Future Programme". The SADC Private Sector Forum is currently undertaking joint work to compile a compendium of labour laws for the SADC region.

Ms Lindiwe Sephomolo, Chief Executive of the Association of Lesotho Employers and Business (ALEB) highlighted two barriers to more effective EO-to-EO collaboration. The first was a lack of financial resources, for example, to exchange personnel between organisations; the second was to know about successful initiatives other EOs had undertaken that could be replicated.

Ms Anang noted that this information was indeed critical and that successful initiatives needed to be showcased to raise awareness of programmes that could be shared.

Ms Bonisiwe Ntando, CEO of FSE&CC, provided the example of collaboration across the region regarding collective private sector engagement with government on the tobacco industry-related discussion in the ILO.

Commitment 2: Promote investment in skills development, including in “soft” and STEM skills, and vocational training in line with our respective competitive advantages, the current needs of the labour market and anticipating the needs of the future world of work in our countries.

Mr Anang invited examples from EOs who were advocating for legal reform on vocational training.

Melanie Mulholland (BUSA, South Africa) said it was essential to change perceptions with regard to the reputation of vocational training being for “drop-outs”. BUSA was working with the Department of Higher Education and Training (DHET) to establish 26 Centres of Specialisation (COS) in TVET colleges. The aim was to prioritise teaching and apprenticeships in 13 occupational trades in high demand to curb skills shortages and to reduce unemployment and poverty in the country.

Ms Anang agreed that the TVET career path needed to be promoted, including by employers, as an attractive route to work.

FUE reported that the federation had been involved in the national skills strategy since 2012 and specifically in establishing a fund for TVET training. A pilot scheme was underway in western Uganda, with financial support from overseas governments. The scheme focussed on skills needed in the oil sector, motor mechanics, and tailoring. Childcare was provided for women undergoing training and there were efforts to harness the skills of refugees.

Ms Anang asked why a training levy could not be used to establish the fund, but there were concerns that levies would simply go into a consolidated fund when they really needed to be kept separate and administered by a semi-autonomous organisation.

Mr Dan Okanya, coordinator of the East African Employers’ Organisation (EAEO), reported that, at regional level, skills mismatch identification research was underway, though labour market information systems were lacking. The hope was to audit the system at national level in order to produce a plan for a regional system by the end of the year.

Ms Anang agreed that undertaking sub-regional skills surveys and making the findings available through the establishment of an observatory was a critical step towards providing appropriate training and closing the skills gap. Employers had a key role to play in providing data/evidence on skills gaps.

Ms Maria Machailo-Ellis of the ILO’s Pretoria office underlined the importance of a skills development levy on employers; the government alone could not train for business. However, she noted that at times training levies were not fit for purpose and riddled with bureaucracy, requiring businesses first to train and then claim back the expenses incurred. Systems were also outdated, e.g. on-line training was not covered. In fact, funds were accumulating because claiming them was too onerous. Her view was that EOs had to advocate for involvement in the design and management of training levies.

Ms Anang reported that Nigeria provided a good example of a well-managed fund and that it was worthwhile taking a cue from them and other countries.

On behalf of the Ethiopia Employers' Federation (EEF), Mr Dekebo underlined the need for the private sector to invest in new technology for training, which was often lacking in TVET institutions. Alternatively, training could be conducted in the workplace, where the equipment was already available.

Commitment 3: Embrace an inclusive approach to the design and implementation of educational curricula/training programmes that includes the private sector, workers' representatives, education and training institutions and young people themselves.

The moderator invited the participants to discuss how to ensure curricula and training kept pace with business needs and how EOs could contribute.

The Uganda universities' approach was to make internships compulsory. A professor from Uganda's Makerere University said that employers could become closer partners and sit on the board of training institutions. He added that it was not just the students who needed training, but that academics and trainers also needed to have their skills updated – they needed to accompany the young people to training on internships. One issue was the responsibility for any damage caused to a business's equipment when it was being used for training. Could the training fund be used?

Euphemia Chambula of the Zambia Federation of Employers (ZFE) said that there was a training levy in her country, but not much evidence that it was being properly used; what interns brought was not what employers needed and the business owner had to show them how to operate machinery etc. Governments should bring employers on board to learn what industries needed.

Ms Anang proposed the involvement of sectoral business representatives on TVET institution boards.

On behalf of the Employers' Confederation of Zimbabwe (EMCOZ), Executive Director Mr John Mufakare gave the example of the Zimbabwe Manpower Development Fund for skills development in the formal sector, run by an advisory council including employers from different sectors that are responsible for jobs profiling. Despite this, employers say output is not what they want. He believed that it was not possible for polytechnics to produce someone that could "hit the road running" and that there needed to be on-the-job training. An additional issue was that universities did not want to be "technicalized" – the mindset being that universities were for thinking and workplaces were for doing. Ms Machailo-Ellis added that employers needed to be involved in the delivery as well as the design of training curricula.

Ms Dorothy Uwera of the Private Sector Federation (Rwanda) reported that in her country the private sector involvement is very high, with businesses taking on young people from TVET and universities and training them for six months through the national capacity building fund which also insures against damage to equipment - companies do not pay anything.

Mr Mauro Ferrão, from the Confederation of Economic Associations of Mozambique, highlighted that employers did not always articulate their needs very well and think that skills

development is the government's job. Whilst big companies did have the capacity to articulate their needs in terms of reform to labour law, the changes did not always favour SMEs who lacked the capacity to advocate to the same extent.

However, Mr Ferrão believed that it was the role of business to train employees. In Mozambique, the business community had said “no levy” until there was a dedicated platform and they were involved in the management. Now they were involved at all levels of decision making. Companies did not have direct access to the funds, which went to the training centres, and companies had to partner with the training centre and submit a project proposal. This ensured resources were managed by the right people.

Ms Joyce Nangai of the Association of Tanzania Employers (ATE) reported on setting up a Global Apprenticeships Network (GAN) National Network (GNN), having learned from the experience of Malawi. The Tanzania GNN had 400 committed private sector members. She believed that work-readiness programmes, as advocated by the GAN, was a very useful way for employers to test out a future employee. They had developed toolkits for employers, conducted programmes for workers with disabilities, provided job interview training. Together with ILO, they awarded young entrepreneurs through a special programme.

FUE's Executive Director, Mr Douglas Opio, said that they were working with the government on apprenticeships, as well as exploring the best way to run a training levy system. Currently they were looking at various models (there were already sector specific models). There was some discussion over how best to manage the levy, and how to incorporate the representation of employers. However, there was good collaboration with the university, and with the ILO, to recognise young entrepreneurs. The FUE had a youth development desk and offered counselling, support and mentorship, as well as networking opportunities to young people. The Federation also ran a central database for recruitment to help young people find jobs.

Ms Anang raised the matter of EOs collaborating with worker counterparts to encourage government incentives for job-intensive enterprises. She also proposed taking a sectoral approach.

Time constraints did not allow for discussion of all the commitments set out in the Declaration; the IOE would prepare a report of the findings of the Walvis Bay Declaration Survey for circulation in due course.

IOE-Business Africa Enterprise Forum, 5 March 2018 Report

In her capacity as Secretary-General of Business Africa, Ms Mugo delivered a [presentation](#)¹ on the discussions and outcomes of the 5 March 2018 IOE-Business Africa Enterprise Forum in Nairobi.²

Ms Mugo reported that high-level representatives of business and employer representatives from 23 African countries had attended the event, with IOE President Erol Kiresepi providing the keynote address. The overall theme had been “Employment creation and entrepreneurship in Africa” and specific discussions had centred on an analysis of the African

¹ Ms Mugo's full presentation may be downloaded via the link.

² A more detailed IOE report of the meeting was circulated to members on 3 April 2018 and may be downloaded via this [link](#).

business environment; EOs' experiences in advocating for improvement of the business environment; the potential for trade within Africa and how to address Non-Tariff Barriers (NTBs); and an exploration of proposals to reduce unemployment in Africa. There had also been an emphasis on how EOs can contribute to the process of Africa's transformation through the creation of value chains on the continent, and to supporting entrepreneurs.

Outcomes included: the need to turn African potential into realities; implementing existing policies that support entrepreneurship and that can elevate African businesses to a global level; acknowledgment of EOs support for Africa's integrated market; the need to bring young entrepreneurs into EO membership with the aim of improving communications and services to the young entrepreneur audience; and the Business Africa commitment to serve all employers in African countries.

Areas of focus for ongoing EO work had been identified as follows: developing skills that the labour market needs; advocating for the free movement of Africa's residents and products across the continent; establishing EU-Africa B2B and B2G collaborations; working towards the integration of Africa; linking young entrepreneurs to established businesses for mentorship, and coaching; making English and French mandatory in basic education in Africa; and supporting women and girls in Africa to get into employment and to create businesses.

Creating more and better jobs through regional integration and labour migration

Regional integration: Employers' and business organisations influencing an enabling environment for the creation of more and better jobs

Ms Jeanne Schmitt, Employer Specialist ILO ACT/EMP (Pretoria) moderated the panel discussion on regional integration.

She asked the panellists how employers' and business organisations in the Southern Africa Development Community (SADC) could most effectively articulate private sector interests for an improved business environment through regional structures and bodies - how to make their voice heard? Panellists were also invited to share latest developments at regional level.

Speaking on behalf of the SADC Private Sector Forum (SPSF), Ms Sephomolo delivered a [presentation](#)³ on the range of ways in which EOs could make their voice heard, highlighting lobbying and advocacy on improving the business environment; participating in the development of ILO DWCP (Decent Work Country Programmes); making reform proposals to government; using the media to channel employers' points of view; organizing forums, seminars and workshops; participating in national, regional and international forums; working with a range of partners (government, ILO, IOE etc); and developing marketing and communications expertise (including digital and social).

From the SPSF point of view, challenges arose from limited resources and the lack of a full-time secretariat. There was also a parallel business organisation, the Southern Africa Business Forum, which had a trade focus, whilst the EOs had a mandate limited to social dialogue and employment policy.

³ Ms Sephomolo's presentation may be downloaded via the link.

Ms Sephomolo explained that the region suffered from obsolete labour laws, hence the current initiative to elaborate a web-based application to host a compendium of labour laws. The SPSF Forum Labour Law Guide will aim to be a ground-breaking online tool to provide access to information on fundamental rights, minimum standards legislation, labour institutions, foreign worker provisions, and social security provisions for all 15 SADC members in one central location. It will be used by businesses, institutions, governments, labour, academia and students. Once complete, the guide will bring together all relevant labour law information for each of the 15 SADC member countries – from Angola to Zimbabwe - and allow users to deep dive into the laws of a specific country, compare any two countries, or get a comparative SADC view of a law, as well as downloading or sharing related information. Other SPSF output included documents on occupational safety & health (OSH), social security, child labour, tripartite agreements and an annual report highlighting activities undertaken in pursuit of the forum's mission.

Going forward SPSF planned to raise awareness of its activities and mandate to other relevant stakeholders; to strengthen partnerships at a regional level; build the capacity of members to undertake research; influence policies towards the ease of doing business; and mobilise resources from non-traditional donors and partners.

Mr Okanya said that the EAEO had a staffed secretariat; that they were recognised by the social partners and participated in a lot of forums, where they had a seat at the table and their voice was being heard. EAEO cooperated with other sub-regional organisations to increase impact in the areas of social security, free movement of workers (working on a position paper), and on recommendations for harmonisation of forms for residency etc. The EAEO has a [website](#) to ensure visibility and to disseminate their positions.

Following Ms Sephomolo's remark that social dialogue was strong and improving in the region, Ms Schmitt asked if this was also the case at national level. Ms Sephomolo noted that the workers had a robust organisation at regional level, and that there were regional agreements. To improve tripartite participation at national level, SADC had created an implementation matrix which was overseen by a tripartite body which was required to report back annually.

In terms of collaboration between representative business organisations, Simon Asfaha (ILO ACT/EMP) said that organisations respected each other's mandate and cooperated. For example, the mandate of the Southern Africa Business Forum was trade, tariff barriers etc., whereas SPSF specialised in employment and labour matters. In essence, goods could not move without people moving, so there were synergies.

Ms Schmitt raised the matter of the ILO's interest in the regions, given the organization's global and national focuses.

Mr Asfaha said that regional integration was important in terms of Africa's place in the global economy. Africa was integrated globally by providing raw materials and commodities; by being part of global supply chains; and by being open to global trade. However, it was important for Africa not just to be a supplier – it had to change and be productive and innovative. African nations trading among themselves was greater than external trade, but goods did not always comply with global standards and tariffs were a problem. The compatibility and convertibility of national currencies, coherence in tax policy, and easier labour mobility, would all improve regional business.

On the matter of the free movement of labour, Ms Schmitt asked the EOs if at regional level there was the capacity to advocate for policy in this multi-faceted area, linked as it was to economic and migration debates (which were outside the responsibility of labour ministries where EOs traditionally had influence).

Ms Sephomolo agreed that the free movement of people was a political issue. Even if the social partners agreed on the need, the debate would go nowhere without the political will to drive it. She underlined that the world of work was evolving and questioned whether governments had fully accepted the implications. In terms of readiness, EOs did need capacity building to deal with all the issues. There were already problems obtaining permits for people coming into the region to work for MNEs. It was true that while EOs were involved in the labour migration debate at national and regional level, economic and trade ministries tended to call on chambers of commerce and industry for business input to policy.

Mr Okanya argued that frameworks had to be put in place for the movement of workers. He said that social security rights had to be protected/coordinated/transferred; that the current high cost of work and residency permits was a barrier (especially to SMEs) which had to be removed; and that free movement depended on the worker having the skills to be productive.

Mr Asfaha agreed that these were indeed issues in the short term, to which had to be added the longer-term issues of skills recognition, property ownership, and work permits for family members. He concluded that the free movement of people was the most complex facet of the regional integration process.

Ms Machailo-Ellis said that there needed to be more promotion of agriculture as an area for youth entrepreneurship, given Africa's comparative advantage. This required improving infrastructure – you could not expect young people to be interested if there were no roads or phone networks. However, advocating for infrastructure lay outside the EOs' current mandate and rested with regional chambers. The question was how could EOs advocate in areas beyond labour – an enabling environment was about EVERYTHING. The scope of EOs' advocacy had to widen.

Ms Ntando referred to the labour law guide currently in progress, pointing out that a similar tool needed to be developed to compare other aspects of an enabling environment for business.

On the absence of EOs and labour issues in trade and other policy discussions, Mr Jason Theede, Senior Regional Thematic Specialist for Labour Migration, IOM, recounted a recent experience of participating in trade agreement talks between the EU and six African countries where the discussion paper covered trade and investment matters, but not the related matter of people and skills.

Ms Schmitt's conclusion was that EOs needed to widen their engagement beyond labour and employment issues to be able to fully participate in debates on an enabling environment for business in the regional context. She added that the examples from the two regional EOs, SPSF and EAEO, provided many points of interest for Africa's other regional EOs.

Uganda's Commissioner of Employment Services, Mr Lawrence Egulu, addressed the conference on behalf of the Minister of Gender, Labour and Social Development, who was not able to attend due to pressing business elsewhere.

After welcoming the delegates, Mr Egulu noted that the ministry was strongly engaged in the national employment diagnostic analysis highlighted earlier. He argued that the demographic dividend in his country was a bonus, provided that the youth were endowed with the necessary skills. He said that lessons could be drawn from the successful experiences of other countries such as India, Costa Rica and South Korea, which sustained policies that linked education and skills, and had moved their economies into a higher income bracket.

Employment could not be taken for granted; it had to be planned and financed, and stakeholders had to act as one. In the Ugandan government, labour and finance ministries had to work together towards achieving their commitment to the 2030 Development Agenda.

He added that the government was highly committed to creating an enabling environment for private sector investment, to promoting apprenticeships and strengthening frameworks for developing skills. Since 1997, there had been a move away from theoretical education towards business, technical and trade education. Science teachers were being offered higher salaries as part of this broader strategy.

Mr Egulu called on EOs to work in partnership with government and specifically to provide support as think-tanks, policy advisers in areas such as the future of work, to be centres of excellence in human resource development and management; and to be self-sustaining entities independent of financial resources from outside the country.

Mr Okwir thanked Mr Egulu on behalf of the participants and reaffirmed FUE's commitment to work together with the government to find solutions to employment and social issues.

Labour Migration: impacting on skills development and employment promotion

Ms Stéphanie Winet, Head of Stakeholder Engagement, Global Forum on Migration & Development (GFMD) Business Mechanism, introduced and moderated the labour migration discussion.

Since its inception in 2007, the [GFMD](#)⁴, a voluntary inter-governmental, non-binding and informal consultative process open to all UN Member States and Observers, has shaped the global debate on migration and development by providing a space for discussion on the related opportunities and challenges and the inter-linkages with development.

Over the years, it had evolved into a process that allowed governments to explore synergies and joint solutions with partners, including the private sector. With the latter in mind, the GFMD Business Mechanism was established, hosted and supported by the IOE and partners, such as [Fragomen](#), an international law firm specialising in providing the range of immigration services to business clients.

The GFMD Business Mechanism provided the business perspective to the GFMD. Currently the mechanism was providing input to the elaboration of a Global Compact for Safe, Orderly and Regular Migration (GCM) to be adopted by the UN by the end of 2018.

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Ms Winet encouraged the participants to engage in a lively exchange on the topic to ensure that the input and recommendations proposed by the IOE and the GFMD Business Mechanism reflected the needs of all employers. To complement the discussion's outcomes, Ms Winet invited the participants to respond to a survey which she had circulated for their attention, with a deadline of 15 May.

She proposed an exploration of how employers could benefit from regional agreements on the free movement of labour; how labour mobility could contribute to a response to the skills mismatch; and how employers could ensure access to the skills they needed. She made the point that the free movement of people may be more realistically achieved at regional rather than global level, with 63% of movement in Sub-Saharan Africa remaining within the region. Other policies linked to migration were important to consider such as skills recognition, the transfer of social benefits and education policy.

Turning to the panellists, Ms Winet invited Mr Jason Theede, Senior Regional Thematic Specialist for Labour Migration at the IOM to set the scene for identifying practices and challenges with existing labour migration schemes.

Mr Theede provided a comprehensive [presentation](#)⁵. He provided a wealth of statistics, which, inter alia, demonstrated the extent of the global migration issue, as well as the situation in the African continent. He set out the African Union frameworks in place, the AU protocol on free movement of persons, right of residence and right of establishment, and the labour migration (LM) components of the revised AU frameworks. At the intra-region level, Mr Theede pointed to the SADC frameworks and the action plan for the 2016-2019 period, which looked ahead to harmonised labour migration policies and legal frameworks in the sub-region. He added that these policies needed to be integrated into national development plans, with the IOM and ILO involved in making the policies actionable.

In other sub-regions, such as the EAC, he reported that a Draft Labour Migration Policy Framework was under development, with the participating countries at varying stages of developing labour migration policies or interested in doing so.

Mr Theede recalled the New York Declaration for Refugees and Migrants adopted by the UN General Assembly in September 2016, which reaffirmed the importance of the international refugee regime and contained a wide range of commitments by Member States to strengthen and enhance mechanisms to protect people on the move. The Declaration had paved the way for the adoption of two new global compacts in 2018: a global compact on refugees and a global compact for safe, orderly and regular migration - the GCM referred to in Ms Winet's introduction and to which the business input was assured by the Business Mechanism. UN agencies were also involved in the process. The GCM would aim to enhance coordination on international migration and present a framework for comprehensive international cooperation on migrants and human mobility. It was planned that the GCM would be signed off by the UNGA with Morocco (as current co-chair of the GFMD with Germany) hosting the final consultation in December.

Mr Theede concluded by underlining that employers and workers had to work together on the GCM, adding that if employers contributed to the process, it would lead to the eradication of irregular migration; properly managed labour migration meant benefits for all.

⁵ Mr Theede's presentation may be downloaded via the link.

Ms Winet agreed, saying that employers, as senders and recipients of skills, did benefit when LM policies were aligned to labour market needs.

The panel discussion continued with Ms Ronnie Goldberg, Senior Counsel with IOE affiliate USCIB, and Chair of the IOE Policy Working Group on International Labour Migration since its inception in 2013.

Ms Goldberg recounted her participation in the most recent round of GCM consultations in early April. She highlighted the active role of the African government, describing their comprehensive and coherent contribution to the debate, with an emphasis on brain drain, the impact of climate change on migration, the need for capacity building for implementation of labour migration policies, and data gathering mechanisms.

Ms Goldberg agreed that labour migration was a political issue, but one that was also an economic issue and thus required the involvement of the private sector. This was the business message to the GCM consultations. She added that the GFMD Business Mechanism was here to capacitate EOs to deliver meaningful messages and compelling arguments to their governments on the business case for labour migration as a competitiveness issue.

She went on to underline that the evolving world of work made this migration policy debate highly timely; new business models required the flexibility to offer short or remote assignments for example. Ideally “trusted employer programmes” could be established to speed up work permit authorisation for mobile employees; rigid definitions of qualifications could be dispensed with; and family-unity could be facilitated to attract skilled workers.

The job of the IOE and the GFMD Business Mechanism was to make a compelling and honest business case, but Ms Goldberg said that the messages played out differently by region and that was why the input of the participants was highly valuable.

Ms Winet asked how the SADC Business Forum could contribute to the debate? What was the EO role in pushing for the free movement of labour within the regional integration commissions?

Mr Mauro Ferrão said his experience was that the EO negotiated with the government on behalf of the private sector to facilitate the free movement of skills, and the government was favourable to technology transfer. However, once non-national workers were hired, national skills development suffered, and strikes ensued. From a political point of view, it was more favourable for the government NOT to admit non-nationals, particularly during election periods. There needed to be a commonly shared agenda. His second point related to the portability of social security; Mozambique had a different social security system to other countries and there was no motivation to change this. A final question related to currency – should there be one currency for the region?

Speaking on behalf of EMCOZ, John Mufakare began by saying the biggest complaint of employers was that they were brought into the migration discourse only when there was a crisis. He recalled three such occasions: one, when the South African mines ran out of labour and the SA government had come to Zimbabwe with five-year work contracts; two was during his work on a tea estate on the border with Mozambique – on this occasion, there had not been enough Zimbabwean workers and Mozambicans had been hired for five years; the third

occasion had been when Limpopo had not had enough farm workers, and Zimbabweans had been hired. However, some employers had not behaved honourably – they had not paid these workers and instead denounced them as illegal immigrants. The IOM had stepped in and resolved the situations. A further example was that SADC had come up with a draft migration policy without any EO consultation, despite the policy having been signed by five or six presidents. The problem was that governments of the region acted on political motives and only consulted the EOs when crises developed. Mr Mufakare said that the EOs would like to be involved from the outset of such initiatives.

Currently, Zimbabwe did not have enough skills to drive the recovery; proper research was needed to find out what skills were available and who possessed them. He said that Zimbabwe had skills across the Limpopo, but if Zimbabweans were persuaded to return from South Africa, this would entail serious problems for the SA financial sector. This was not desirable for Zimbabwe, as South Africa was their biggest partner. Migration in the region therefore had to work in favour of the regional economy as a whole.

Ms Winet echoed the need for partnerships, a common agenda, and a collective rather than an individual stance with regard to migration. The GFMB Business Mechanism could bring together the points of view of the region to input the GCM to encourage ownership by African EOs.

Ms Ntando said that the interdependency of the region's economies was crucial; movement from one country affected the other. She agreed that partnerships and frameworks were needed. Currently labour migration laws were stringent, which was at the same time protective and disadvantageous to the country. The responsibility for labour migration did not lie within labour ministries, but with departments of foreign affairs – these ministries needed to talk to one another and EOs needed to be involved in the discussion.

Ms Anang raised the issue of populist perceptions around migration. How to promote the positive impact of migration and dispel the myth that the migrants were taking jobs from nationals? How could skills transfers be ensured through migration and how long does it take for skills to be passed on - five, or ten years? She added that employers had to respect the working conditions of migrant workers.

Ms Winet agreed that positive labour migration stories had to be told, and to show that migrants were responding to labour market needs.

The matter of diversity was raised – how to consider labour migration of people with disabilities?

Ms Goldberg highlighted the key role of [The ILO Global Business and Disability Network](#), a public-private partnership (PPP), in which the IOE was involved, that allowed companies to meet under the auspices of the ILO to exchange and disseminate best practices on employing people with disabilities. This was a good vehicle to identify employers around the world with specific programmes. Ms Goldberg noted the keen interest of employers in this subject; aside the clear humanitarian argument, there was a sound business case for employing disabled people as part of a wider diversity strategy given the clear evidence that companies with diverse boards and workforces outperformed those without.

Mr Ferrão said that a government project had been established in Mozambique in 2012 in collaboration with the national disabled persons association to promote the inclusion of disabled people in private sector employment. This had not worked out, but a new programme had been launched with the involvement of the employers, who were promoting and creating conditions for disabled people to be part of the business value chain – now the action plan was being implemented and approved by government decree.

Mr Mufakare said that companies were always interested in initiatives that promoted competitiveness. Indeed, the government had proposed quotas, which were considered to be reasonable, but had then refused to assist companies with the cost of adapting the workplace for disabled workers, and the initiative had died.

Ms Goldberg asserted that the costs were generally smaller than companies believed, especially considering the benefits in terms of productivity and good corporate citizenship. She also said that the ILO could help in this regard and that both the ILO and IOE could provide material to assist EOs in promoting diversity in the workplace.

Ms Machailo-Ellis underscored the need for EOs to be supported in their work on migration issues, which could be difficult. Governments did not like to associate themselves with foreign labour at election times, and trade unions could also see migration as a way to remove jobs from nationals. The ILO and IOE should provide material, including data, to promote the benefits of labour migration. If EOs could assist companies to get permits for workers from overseas, this would make the EO very attractive to its company affiliates. She added that EOs also had to encourage good employment practices and be transparent about companies that were not in compliance.

Mr Ferrão asked how to overcome the trend of governments accepting conditions from Chinese investors that entailed bringing in hundreds of workers, and, on the other hand, blaming small companies for bringing in small numbers of people. The problem was that the governments could not finance the infrastructure projects themselves.

Taking up the point of building EO capacity to contribute to the labour migration debate, Ms Winet asked Mr Theede how the IOM and private sector could work together.

Mr Theede responded that the IOM was a technical partner and recalled that the GCM would include a capacity building component, the implementation of which would be shared across several UN agencies, including IOM, ILO, UNHCR.

Mr Ferrão agreed that harnessing UN agencies, such as the ILO and UNICEF in Mozambique, was important in sensitizing the government to the opportunities of labour migration, especially during election periods when the government was not interested in listening to the EO.

Ms Winet concluded by informing the participants that the GCM would be finalised in August and that the common IOE position would be informed by the deliberations of the discussion today and shared in advance with the members.

Possible activities in Africa under the new IOE-EU Framework Agreement

Mr Thorns reminded the participants that this 42nd edition of the ECSAEO Conference had been made possible thanks to financial support from the European Union under the first phase of the IOE-EU Framework Agreement.

With Africa very much the focus of activities for the last couple of years, Mr Thorns recalled the meetings on business and human rights, social partner summits, exchanges of experience on youth employment and women's economic empowerment, and more, that had taken place under the framework.

Looking ahead to the next phase, Mr Thorns invited the EOs to reflect on future activities that would build their capacity to be more effective advocates on behalf of their constituents – possibly additional tools along the lines of the labour law compendium, or training workshops to address specific gaps in capacity. He called on the EOs to submit ideas for consideration within the next couple of weeks, bearing in mind that the areas of activity would have to align with EU priorities.

Ms Ntando (FSE&CC) expressed thanks to the IOE for the support provided under the EU agreement to date, adding that there was indeed scope for additional activities. For her, information on what EOs were doing in other countries was extremely useful, e.g. spending a week with another EO in the region for peer-to-peer learning. She added that capacity building in the area of labour migration would be welcome.

Mr Opio (FUE) mooted the idea of an online knowledge-sharing platform where best practices could be uploaded. There could be a forum for asking questions. He added that technical support for membership development would be useful - he believed that FKE had expertise to share in this area.

Ms Mugo (FKE) suggested sharing information on successful initiatives to grow member engagement and on raising the EO visibility and image through better communications efforts. Funds should be focussed on building stronger EOs with increased influence on the ground.

Mr Bol Andrew WieuRiak of the Employers' Association of South Sudan (EASS) said that he would find it useful to share labour migration position papers which could be used to lobby the government.

Friday, 27 April 2018

Sharing of best practices on youth employment, women's and youth entrepreneurship programmes

Mr Douglas Opio introduced the first panel of the day, highlighting the aim of sharing best practices that could be replicated, including the work of the Global Apprenticeships Network (GAN).

The first panellist was Ms Fatmah Nsereko, Coordinator, Women Executives Chapter at the FUE, who provided a [presentation](#)⁶ on the "Female Future Programme", designed to develop women's leadership skills and offered by the FUE, among others, to its membership. The

⁶ Ms Nsereko's presentation may be downloaded via the link.

programme had been set up at FUE on the basis of research that had found that, while women had the qualifications, they were often held back in their professional development by factors (cultural, historical, structural) that prevented them from accessing and maintaining leadership positions.

FUE's outgoing Executive Director, Rosemary Ssenabulya, had been exposed to this Norwegian programme, which had been customised for the Ugandan market. The "Female Future" training is a nine-month commitment, but with only 15 face-to-face interactions and meetings in smaller groups. The training focussed on developing skills in leadership, rhetoric and good governance. To date, FUE had trained 140 women, thus building a community of mentors, role models, leading entrepreneurs, and alumnae.

The programme had also been rolled out by the FKE and ATE, with plans for further roll out by the Ghana Employers Association and the Tunisian Union of Industry, Commerce and Craft (UTICA). "Female Future" was recognised by the ILO as one of ten best practices in fostering gender equality.

Ms Zoe Isaacs (BOCCIM, Botswana) delivered a [presentation](#)⁷ on Youth Employment & Women's and Youth Entrepreneurship, with specific reference to best practice in Botswana.

Ms Isaacs described the two structures through which businesses could engage with government to input youth employment and women's entrepreneurship policy: the first was the High Level Consultative Council (HLCC) and the second was a National Business Conference (NBC).

Business had delivered a position paper to the HLCC on its preferred approach to internship programmes. The programme was conducted in partnership with all the universities (public and private alike participated) for the placement of students as part of their curriculum prior to graduation to acquire practical experience. The government subsequently paid for graduates to be absorbed into the workplace for two years following graduation. BOCCIM assisted its members with the allocation of interns for skills development.

There was also a Youth Development Fund which provided limited seed capital for infrastructure development or working capital. Other incentives included free loans, repayable over 3 – 5 years, and preferential treatment in procurement and government tenders.

To promote women's entrepreneurship, there were special grants for women and the provision of seed capital, preceded by entrepreneurial training. Special events were held by the Women in Business Association (WIBA), an initiative of BOCCIM, to share ideas for successful business ventures: upwards of 200 women attended these events. WIBA offered training, mentoring and networking.

Finally, BOCCIM's "Best Student Award" recognised and rewarded youth entrepreneurship by offering a cash prize to the best business student at the University of Botswana.

⁷ Ms Isaac's presentation may be downloaded via the link.

Ms Regula Schegg, COO of the Global Apprenticeship Network (GAN) based in Geneva delivered a [presentation](#)⁸ on the role of the GAN in promoting work-readiness programmes for young people.

After setting the scene with a range of statistics on youth unemployment and the skills mismatch, Ms Schegg emphasised that it was time to take action, describing GAN's goal of providing solutions to businesses, employers' organisations and other partners, to expand innovative and relevant apprenticeships and work-readiness programmes.

Five years on from the GAN's establishment as an independent business-driven alliance, the Network counted almost 220 company members (of which the majority were MNEs) around the world and 11 national networks, many of which had been set up by IOE member federations. Ms Schegg recognised that there needed to be a focus on attracting SMEs to the national networks. Despite the success in garnering interest and launching networks, she underlined the need to ensure sustainability.

Mr Sean Longwe, Vice President of the Employers' Consultative Association of Malawi delivered a [presentation](#)⁹ on ECAM's experience of setting up and running a GAN network.

He began by noting that in 2013, ECAM's members had prioritised skills development. Research conducted by ECAM had found that the private sector had to be more involved in developing tertiary education, that there had to be a change in mentality to develop an entrepreneurial mindset, and that advocacy was needed to foster an enabling environment for apprenticeships (e.g. through tax rebates).

Setting up the GAN had begun with a firm commitment and belief in the value of apprenticeships and other work-readiness programme, with the clear objective of improving youth employability, increasing WRPs in member companies and encouraging the intake of apprentices.

GAN Malawi had 12 company members and many partners. Activities had included the organisation of apprenticeship days to showcase best practices; the appointment of GAN ambassadors (the CEOs of the company members); awareness raising PR by ensuring the GAN logo appeared on all ECAM workshop promotions and press releases for the Top Employer Awards event, where there had also been a dedicated discussion on apprenticeships and internships; social media exposure; the publication of a code of conduct; and high-level attendance at the GAN Malawi launch, with the minister of labour pledging support. To date, the ILO had provided the financing for promotional material – some members and partners had contributed financially to the launch.

Mr Longwe concluded by underlining that a commitment to the GAN was a commitment to do more for one's country and its future.

Ms Joyce Nangai (ATE) reported that the GAN national network had been launched in Tanzania, following the GNN launch in Malawi. 29 companies signed up immediately and the government and employment minister had been very active. ATE had produced a toolkit for employers, as well as a code of conduct on how to implement the GAN. The national

⁸ Ms Schegg's presentation may be downloaded via the link.

⁹ Mr Longwe's presentation may be downloaded via the link.

apprenticeship programme was based on this. Work was ongoing to promote the network, mobilize resources and to solicit member companies. However, progress can already be seen: companies are already taking in young people on work-readiness programmes, as is the ATE itself.

Mr Opio asked the panellists about the uniqueness of the programmes they had outlined; what challenges they had encountered along the way; why companies should replicate these experiences.

Ms Nsereko said that the “Female Future” initiative was unique because it enabled companies to benefit from the full potential of their women employees and created more women-friendly workplaces.

Ms Isaacs said that challenges arose because the grants for women were too small and applications outstripped supply.

Mr Opio went on to ask Ms Schegg about the vision for the GAN going forward. How to increase the uptake?

Ms Schegg believed that the future of the GAN lay in SME engagement, working with families and parents, changing perceptions of apprenticeships, involving all levels of an organisation (from CEO down). Apprenticeships needed to be a strategic choice for companies, not simply a CSR exercise.

Mr Longwe said that the network would grow because companies actually benefitted from participating.

Ms Nangai said that in Tanzania, there had been no cost to the companies – the government was paying and had links to the colleges. The graduates were employed immediately because of the experience they had accrued.

Ms Schegg underlined that every country presented a different context, but companies needed to understand the value of apprenticeships. The return on investment was there; they just had to be persuaded. However, internships had to be a reasonable length to be valuable. Government support was critical in the beginning, but companies had to pick up the tab in the longer term as they benefitted from the apprenticeship in terms of saving on recruitment and workforce integration costs, as well as securing a skilled workforce.

Action Planning – next steps – Crafting the Roadmap

Ms Anang announced that 30-minute group sessions would now take place to plan action – there would be no more declarations. These would be followed by plenary sessions where each group spokesperson would set out the priorities for the region. The Tunis Action Plan¹⁰ was disseminated to the groups as a potential template.

Ms Bonisiwe Ntando, CEO of FSE&CC and President of the SPSF, said that it was very important to chart a way forward for action, including timelines.

¹⁰ The Tunis Action Plan was an outcome of the African Social Partners’ Summit which took place in December 2016.

Southern African Development Community (SADC) – rapporteur: Ms Lindiwe Sephomolo, ALEB

Ms Sephomolo announced the SADC region's four priorities as follows:

1. *Completion of the regional labour law compendium initiative outlined the previous day*
The compendium would be progressed from prototype to a ready-to-use product, anticipating continuous updates that would be enabled through partnerships confirmed by MoU with relevant institutions. The guide would be launched regionally on the occasion of a SADC meeting; national launches would take place through AGMs or other forums to save money.
2. *Capacity building through replication of best practices*
This would be realised by documenting best practices. Training in research methodologies would be needed. The EOs currently suffered from an absence of robust and reliable data. Outcomes would include a repository of knowledge on best practices; training tools; and methods of accessing data.
3. *Labour migration (LM)*
EOs aimed to participate in labour migration policy at national level. Outcomes would be position papers on issues arising from labour migration and resulting policies would reflect EO interests.
4. *GAN*
Some EOs, and their company affiliates, were not aware of the GAN and sensitization efforts were needed. Here the intention would be to have a digital platform to share information and ideas; to disseminate the GAN tools; organise and share peer-to-peer exchange of best practices.

Given the lack of time at this session, the timelines would be finalised at the next SADC Employment and Labour Sector (ELS) meeting in 2019.

East African Community (EAC) – rapporteur: Mr Daniel Okanya, ALEB

Mr Okanya set out the East Africa region's six priorities:

1. East Africa Employers' Summit to discuss ideas to be a regular platform, both for EOs and for companies. The purpose of the Summit would be to map out the current situation and goal in terms of regional integration.
2. Document best practices of EAC EO members in the region to increase visibility.
3. Assess and document skills levels in the respective EAC states and examine government budgets for skills development; how companies and governments can support internship programmes within the region; the potential for a youth development fund.

4. Influence labour migration policy. EAC employers had not yet taken a position on the existing regional policy. A conference would be organised at regional level to provide a venue for employers to craft recommendations.
5. Enhance expertise and visibility of the EAC by collaborating with/learning from other regional bodies, such as SADC.
6. Pursue efforts to promote the GAN, and support government efforts for youth training.

These elements would form the basis for the Kampala Road Map, which would be circulated by the IOE and shared with Business Africa with a view to monitoring outcomes.

ILO Matters of concern to the Employers

Mr Mthunzi Mdwaba, IOE Vice-President to the ILO, and Employers' Vice-Chairperson to the ILO Governing Body, provided a comprehensive overview of developments in the ILO that were of particular relevance to EOs.

Mr Mdwaba began by underlining that the interests of employers/EOs were well defended in the ILO Governing Body (GB) by their elected representatives, but that it was nevertheless important that the EOs provide their input.

Since assuming his role almost one year previously, Mr Mdwaba had placed a focus on governance in the ILO and specifically to restoring the reins to the tripartite constituents. He noted that, over time, good practice had slipped, and that expediency had taken precedence over the founding values and principles of the Organization.

Several issues had become contentious and controversial, as outlined in the IOE's reports and communications circulated to the members.

The first related to **ILO staff pay cuts**, which had led to strike action during the March session of the GB. The background to this had been a post-adjustment survey undertaken in 2016 by the International Civil Service Commission (ICSC) which had resulted in a recommended pay cut of 7% for staff in all UN organisations, including the ILO. The matter had been referred to the GB for decision and the Employers had questioned the methodology for arriving at the 7% cut, which, in the event, could not be adequately explained. The Employers also made the point that the ILO had to be true to its values of protecting the rights of workers and employers and that this was more important than complying with the UN system, which had actually been established later than the ILO. They also insisted that the implementation of any pay cut had to be based on a technically sound methodology, whereas 64 flaws in the methodology had been identified in this case. Despite vocal Employer opposition, the GB decision had gone in favour of the pay cut and the staff had taken strike action. The Office had taken note of the legal issues for further examination, but many of the decisions tabled for this GB had not been taken because of the strike.

A second issue was a discussion which had carried over from the November 2017 GB; **ILO cooperation with the tobacco sector**. This was of particular relevance to the Africa region, as well as countries such as Brazil and Ukraine. The background to this was that in October 2016, a UN inter-agency task force on non-communicable diseases (NCDs) had proposed a model policy to block tobacco industry interference in the affairs of UN agencies, including the

ILO. This meant the GB had to decide whether to continue to accept funding from the tobacco industry, which was being used for combatting child labour. The Employers had underlined that the ECOSOC agreement was not legally binding, that this matter affected the ILO's mandate to combat child labour in other sectors, that the tobacco industry was a legitimate one (and not working with it could set a precedent for disengagement with other industry sectors). African governments had been highly vocal in this discussion, given the importance of the industry to their economies, and had pointed out that the ILO had not even visited the countries concerned before issuing a discussion paper for the GB that lacked credibility. Mr Mdwaba added that the US government had been very supportive of the Employer position. He confirmed that this discussion would not be part of the ILC agenda in response to a question from the floor.

Ms Goldberg added that this issue was another manifestation of the WHO's crusade against the tobacco industry and agreed that it was an initiative that could ultimately curtail or eliminate the engagement of the private sector in the UN system. This had implications for the food and beverage industry, among others, and USCIB were watching the situation very closely.

Mr Mdwaba reported that the Office had also had a hand in the development of this issue to its current point, providing its own interpretation. This was part of the governance issue he had referred to earlier: the Office was not a constituent. Often, papers drafted by the Office caused a lot of strife amongst the constituents and created a barrier to consensus. This lack of balance was partly due to the majority of ILO employees not coming from employer/business backgrounds – the Director-General himself was a former union leader; the Deputy Directors General were former trade unionists. This meant that the documents were skewed in favour of the Workers.

Mr Mufakare noted that in some countries 60% of the GDP came from tobacco and that the industry employed 40 million people in Africa. He reiterated that the ILO had prescribed solutions for alternative livelihoods without talking to the governments on the ground.

The third issue of note was the **reform of the UN system and its impact on the ILO**. Here, the ILO constituents were on the same page; mindful of the need to preserve tripartism, social dialogue, and consensus seeking. UN Deputy Secretary-General Amina Mohammed had raised the matter of the UN Global Compact as the UN point of contact with the private sector. However, a one-to-one meeting with the IOE had apprised her of the IOE's role, and the role of Employers in the ILO, as well as their contribution to the development and achievement of the SDGs, and the promotion and implementation of the UN Guiding Principles on Business and Human Rights. Follow-up would be undertaken on this.

The ILO Standards Initiative was the fourth item of interest and Mr Mdwaba reported that, while the Standards Review Mechanism (SRM) was going well in terms of updating and withdrawing conventions as appropriate, work to improve the supervisory mechanisms was stalling. This work related to the conflation of supervisory procedures in relation to Article 24 representations and cases brought before the Committee on Freedom of Association, the former being based on conventions and the latter on principles. A compromise had been reached however, and it had been decided that the officers of the GB had to decide if a complaint was receivable or not, and once deemed receivable, the officers would decide which supervisory track would be taken. The matter had not been fully finalised however and would be revisited at the GB in November.

Looking ahead to the **2018 International Labour Conference**, Mr Mdwaba outlined the technical committees on Development Cooperation, Harassment and Violence at Work, and Social Dialogue, with the standing committee CAS examining the application of international labour standards and the PFA examining the financial situation.

The final item was the **ILO Global Commission on the Future of Work**, which had been created to implement the ILO Centenary Initiative, one of seven, on the Future of Work. Mr Mdwaba was an ex-officio member of the Commission. Several meetings had already taken place and there were six topics for discussion: 1) the role of work; 2) an end to women's fatality at work; 3) technology for development; 4) managing change during every phase of education; 5) new developments for growth; and 6) future governance at work. Technical committees were ongoing. An upcoming discussion in May would consider social security and social protection systems – these would need to change in the future. Other matters for discussion included the role of the ILO in the Future of Work – the eventuality of rebranding the ILO had been raised.

Closing remarks

The close of the conference provided an ideal opportunity for the members of the ECSA employer community to express their tributes and gratitude to Ms Rosemary Ssenabulya, the FUE's retiring Executive Director, for her many years of dedication and contribution to the employer cause, nationally, regionally and internationally.

FUE Chair, Mr Nicholas Okwir, thanked the delegates for their participation, and the organizers for their hard work. He also reminded the participants of the financial support of the European Union, which he thanked for their key role in the success of the Conference.
