



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



*"Le Patronat Ivoirien"*

## 5<sup>TH</sup> SOCIAL PARTNERS' SUMMIT ON EMPLOYMENT IN AFRICA

ABIDJAN, CÔTE D'IVOIRE

13-14 SEPTEMBER 2018

BROCHURE



Co-funded by the European Union





## CONTEXT AND TERMS OF REFERENCE

### 5<sup>TH</sup> AFRICAN SOCIAL PARTNERS' SUMMIT FOR EMPLOYMENT IN AFRICA

13 – 14 SEPTEMBER 2018 - Abidjan, Côte d'Ivoire

The Summit is organised by the Confédération Générale des Entreprises de Côte d'Ivoire (CGECI) and the International Organisation of Employers (IOE), and co-funded by the European Union.

The Summit will build on the work by the African social partners during recent years to operationalise the implementation of the [Blueprint for Jobs in Africa](#), and will explore and discuss the development, implementation and monitoring of national action plans for employment.

The first Summit was held in Casablanca in November 2013 and concluded with the [Casablanca Declaration](#).

The second Summit was again held in Casablanca, this time in December 2015, and led to the adoption of the [Blueprint for Jobs in Africa](#), a multi-stakeholder guidance document unanimously adopted by all parties. The launch of the Blueprint was marked by a [high-level discussion](#) in 2016 on the transformation of African agriculture in order to create opportunities for young people. This event enjoyed the support of several partners including the *Office Chérifien des Phosphates* (OCP Morocco), The Coca-Cola Company and the Commission of the African Union and took place in the presence of several African employment ministers and ambassadors.

The third Social Partners' Summit, which was held in Tunis in December 2016 was officially inaugurated by the Prime Minister of Tunisia, H.E. Mr Youssef Chahed, and by Nobel Peace Prize laureates Ms Wided Bouchamaoui of the Union of Tunisian Industry, Trade and Crafts (UTICA) and Mr Houcine Abassi of the General Tunisian Labour Union (UGTT) who advocated for social dialogue as a means of rising to the challenge of employment in Africa. This third Summit led to the adoption of the [Tunis Action Plan](#), which anticipates a series of activities and programmes that governments can put in place at national level, in collaboration with social partners, to create employment and endow young people with the skills they need.

At the fourth Social Partners' Summit on Jobs and Skills, which took place in Algiers in April 2017, African social partners agreed to launch a [Call for Action on Employment](#), which was presented to the African Union Ministers of Labour and Employment during their 26 April 2017 sessions. The Algiers Call to Action reasserts social partners' long-held argument for urgently transforming the demographic dividend represented by African youth into a competitive advantage that can contribute to inclusive growth, job creation, sustainable development and security on the continent.

The fifth Summit will be hosted by the General Confederation of Enterprises of the Côte d'Ivoire (CGECI), in Abidjan, on 13 – 14 September 2018, and will have as its theme the **development and monitoring of national action plans**.



## 5<sup>TH</sup> SOCIAL PARTNERS SUMMIT

# Developing, Implementing and Monitoring National Action Plans for Employment

Abidjan, Côte d'Ivoire - 13 – 14 September 2018

## PROGRAMME

Thursday, 13 September 2018 – 08:30 – 17:00		
08:30 - 09:00	<i>Arrival and registration of participants</i>	
Welcome & Keynote Address		
09:00 - 09:15	<i>Welcome and opening of the Summit</i>	Mr Jean-Marie P. Ackah, President, General Confederation of Enterprises of Côte d'Ivoire (CGECI)
09:15 - 09:45	<i>Welcoming remarks</i>	Mr Roberto Suárez Santos, Acting Secretary-General, International Organisation of Employers (IOE) Mr El-Mahfoud Megateli, Regional Vice President for Africa, IOE Ms Cynthia Samuel-Olonjuwon, Assistant Director-General & Regional Director for Africa, International Labour Office (ILO) Mr Mamadou Diallo, Deputy Secretary-General, ITUC Mr Abdoulaye Diallo, Organisation of African Trade Union Unity (OATUU)
09:45 - 10:00	<i>Keynote address</i>	Mr Pascal Abinan Kouakou, Minister of Employment & Social Protection, Côte d'Ivoire
Group photo and refreshment break		
Overview of four Social Partners Summits and Regional Actions		
10:45 - 13:00	<b>Overview of prior work</b> <i>-Casablanca Declarations and the Blueprint for Jobs in Africa</i> <i>- Tunis Plan of Action and Algiers Call for Action on Employment</i> <i>- Walvis Bay Declaration and Kampala Roadmap</i> <i>Plenary Discussions</i>	Moderated by CGECI Ms Rose Karikari Anang, IOE



<b>Lunch</b>		
<b>Development of National Action Plans for Employment – four parallel Working Committees on Rural Employment, STEM &amp; ICT, Agribusiness and Access to Finance</b>		
14:00 - 14:30	<i>Background, rationale and introduction to the four Working Committees and the Development and Implementation of National Action Plans for Employment</i>	Ms Rose Karikari Anang, IOE
14:30 - 15:30	<i>Technical and practical panel discussion on skills and employment:</i>	Ms Yousra Ahmed, ILO Enterprises Dept. Mr David Anderson, AAR Corp Ms Ilca Webster, ILO Skills, Dakar
15:30 - 17:00	<p><i>Parallel Technical Working Committees</i></p> <ul style="list-style-type: none"> <li>• <b>Rural Employment</b></li> <li>• <b>STEM &amp; ICT</b></li> <li>• <b>Agribusiness</b></li> <li>• <b>Access to Finance</b></li> </ul> <p><i>SME development, skills development, and youth entrepreneurship and employability are cross-cutting issues to be dealt with in each Committee</i></p>	
<b>Refreshment break</b>		
17:15 - 18:00	<i>Continuation of Technical Working Committees and Preparation of Working Committee Reports</i>	



**Friday, 14 September 2018 – 08:00 – 16:00**

**Working Committees' Presentations**

08:00 - 09:00	<i>Continuation of Technical Working Committees and Preparation of Working Committee Reports</i>	Chair and Rapporteurs of Committees
09:00 - 10:00	<i>Plenary Presentation of Working Committee Reports</i>	Chair and Rapporteurs of Committees
10:00 - 10:30	<i>Key takeaways from the Working Committee reports for the development and implementation of NAPs for Employment</i>	Open discussion moderated by Ms Rose Karikari Anang, IOE

**Refreshment break**

**Country Presentations of National Action Plans for Employment and Implementation Plans**

11:00 - 13:00	<i>Country presentations on the Development of National Action Plans for Employment and Implementation Plans</i>	Moderated by Ms Rose Karikari Anang, IOE
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**Lunch**

**Next Steps**

14:30 - 15:00	<i>Review of potential sources of funding for Implementation Plans</i>
15:00 - 15:30	<i>Guidance on monitoring and evaluation</i>

**Closing of Conference**

15:30 - 16:00	<i>Concluding remarks and closing of the Conference</i>	Mr Vaflahi Meite, Executive Director, CGECI Mr El Mahfoud Megateli, Regional Vice President for Africa, IOE
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# KAMPALA FOLLOW-UP

## Report of work done in East, Central & Southern Africa region as per the commitments of the 2017 Walvis Bay Declaration

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

*Many companies affiliated to employers' organisations (EOs) work across the region, and so there is 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.*

**UGANDA** - Ms Rosemary Ssenabulya, FUE's outgoing Executive Director, recounted joint activities undertaken with the Association of Tanzania Employers (ATE) and the Federation of Kenya Employers (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.

**LESOTHO** - 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.

**IOE** - 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.

**SWAZILAND** - Ms Bonisiwe Ntando, former 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.

**BOTSWANA (via survey)** – Unfortunately, lack of resources meant that, so far, it has not been possible for Business Botswana to have closer/regular collaboration with other EOs.

**DR CONGO (via survey)** – FEC has created a dedicated commission for youth and young entrepreneurs.

**KENYA (via survey)** – FKE cites lack of resources; low/slow feedback from other EOs when contacted, however, the Federation has been participating in EAEO, and BUSINESSAfrica events, has invited all employers in ECSAO to various forums including the Enterprise Forum, Stars in Africa Forum in Nairobi, and Africa Talks Jobs continental conference in Addis Ababa. Through EAEO and BUSINESSAfrica FKE has written reports on skills development, free movement of labour across EAC; and EABF position on EU-Africa collaborations.

**ZAMBIA (via survey)** – ZEF has increased involvement in SADC engagements and collaboration in the area of decent work as well as establishment of Centres of Specialisation and Centres of Excellence in key sectors of regional cooperation. A SADC Youth Employment Promotion Policy and Strategic Plan was approved and implemented. Collaboration with the other regional bodies based in East and Central Africa has also been enhanced. Working committees should regularly meet to ensure adequacy of monitoring of policies implemented but not much has been done in this area apart from reports made at meetings and workshops.

**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.**

**SOUTH AFRICA** - Ms Melanie Mulholland (BUSA) said it was essential to change perceptions around 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 prioritize teaching and apprenticeships in 13 occupational trades in high demand to curb skills shortages and to reduce unemployment and poverty in the country.

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

**UGANDA** - 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.

**IOE** - 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.

**EAST AFRICA** - 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.

**IOE** - 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.

**ILO** - 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.

**IOE** - 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.

**ETHIOPIA** - 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.

**BOTSWANA (via survey)** – Botswana engages continuously with the government on the development of policies as part of the ILO decent work country programme.

**DR CONGO (via survey)** – FEC has organized joint events with the State-owned vocational training institute but there are few resources to promote further investment.

**KENYA (via survey)** – FKE has pushed for this agenda at National, EAC and Africa level. FKE has participated/co-organised Stars in Africa, Africa Talks Jobs and Digital Skills workshop all targeting skills development, and also conducted research on skilling EAC and on employers’ perceptions on levels of skills in Kenya. However, there is an inadequate budget to push the agenda on skills.

**ZAMBIA (via survey)** - Despite the desire of the private sector or, more specifically, the employers’ organisations, to contribute to skills development their efforts are hampered by institutional blockages and difficulties in accessing credit, resulting in hindrance in the implementation of the desired

economic reforms. In addition, the labour force is affected by the high cost of accessing training/education and there is a high cost of doing business.

**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.**

*Participants were invited to discuss how to ensure curricula and training kept pace with business needs and how EOs could contribute.*

**UGANDA** - 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?

**ZAMBIA** - 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.

**ZAMBIA (VIA SURVEY)** - Being the apex employer body, ZFE (private sector) works in a tripartite set up with the government and workers' organisations. Training institutions such as TEVETA (Technical Education and Vocational and Entrepreneurship Training Authority) work together in a consultative manner to help in designing and implementing of educational curricula and other training programmes. ZFE sits on the TEVETA board and participates in the TCLC deliberations. TCLC is the Tripartite Consultative Labour Council involving the government, employers' (ZFE) and workers' organisations (the trade unions). Challenges or barriers encountered in fulfilling this commitment: plans and activities are set; however in most cases funding becomes a constraint to allow for smooth implementation.

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

**ZIMBABWE** - 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. **ILO** - Ms Machailo-Ellis added that employers needed to be involved in the delivery as well as the design of training curricula.

**RWANDA** - Ms Dorothy Uwera of the Private Sector Federation (PSF) 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.

**MOZAMBIQUE** - 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.

**TANZANIA** - 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 establishing 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.

**UGANDA** - 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.

**IOE** - 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.

**BOTSWANA (via survey)** – The education sector is active in working with the governments and private institutions on the development of curriculums.

**KENYA (via survey)** – Industry-academia forums needed to inform curricula and demand for skills. LMIS and Qualifications Frameworks should be developed and monitored in a collaborative way. Industries need to open up their places for the placement of young people. Unfortunately, there are inadequate positions in industries for attachments and internships.

**Commitment 4: Cooperate closely with government to find avenues, in the form of incentives among others, which will encourage employers to take on apprentices.**

**BOTSWANA (via survey)** – **Business Botswana is continuously in dialogue with the government on all sectors**

**DR CONGO (via survey)** – The African Development Bank proposed a programme to the Ministry of Labour to encourage employers to take on apprentices, but the programme was written and implemented without the cooperation of the private sector!

**KENYA (via survey)** – FKE cooperation on attachments e.g. NITA in Kenya; introduction of incentives for employers who hire ten fresh graduates for at least six months in a year, they get tax rebates. The challenge has been the implementation and monitoring impact of these incentives among employers; and how the incentives have affected the behaviours of employers.

**ZAMBIA (via survey)** – Good and workable policies are needed to have a conducive environment. Government as a policy maker needs to come up with good policies that would motivate employers to engage more apprentices. Policies made but not properly implemented.

**Commitment 5: Advocate for the fair and decent treatment of apprentices in line with the ILO's fundamental principles and rights at work.**

**BOTSWANA (via survey)** – advocacy is undertaken for other areas, not specifically for apprentices. However, the education sector has promoted white collar jobs, which has led to apprenticeships being relegated to a lower status, making them unattractive for students.

**KENYA (via survey)** – fair labour practices is what FKE stands for. FKE members are sensitized on fair labour practices including treating apprentices decently. Through NITA we push for respect of fair

labour practices in companies that take apprentices. However, there is a lack of enough resources to sensitize all the members.

**ZAMBIA (via survey)** – ZFE closely collaborates with ILO and endeavours to uphold the latter's fundamental principles and rights at work according to the Decent Work Charter.

Regarding challenges or barriers to fulfilling this commitment: the apprenticeship programme is being restarted after it was stopped during the period of the liberalization/privatization of the economy. Previously this was solely a government initiative assisted by quasi-bodies such as the mines, but with individual/private enterprises taking over, this was deemed a cost that could not be afforded.

### **Commitment 6: Promote and acknowledge vocational training as a means to entrenching skills and learning and elevate vocational work as an aspirational and valuable career path.**

**BOTSWANA (via survey)** – Good policies are in place in the country, but implementation has been slow, which remains a national challenge.

**KENYA (via survey)** – FKE was at the forefront in pushing for reforms that have led to an overhaul of the education and training system in Kenya. The new system has placed TVET as an alternative pathway for training with a principal secretary in charge. This has changed the narrative where, previously, TVET was seen as being for failures. TVET is mostly in the education and not the labour sector. This is a challenge.

**ZAMBIA (via survey)** – Employers contribute to a Skills Development Levy to promote entrenching skills and learning. This contribution goes a long way in assisting government to offer quality vocational training and reaching out to many youths that need the necessary skills. Without the contribution, many would fail to access the needed education. Regarding challenges or barriers encountered to fulfilling this commitment: employers in the formal sector are fewer than in the informal sector which does not contribute to the Skills Development Levy. Primarily, it is employers in the private sector that makes this contribution.

### **Commitment 7: Raise awareness of the job-creating and development potential of self-employment and entrepreneurship, and advocate for conducive regulatory and institutional frameworks that support and empower young entrepreneurs.**

**BOTSWANA (via survey)** – The government of Botswana has set up an institution that promotes entrepreneurship skills. Business Botswana has continued to advocate for a conducive regulatory climate in the country.

**DR CONGO (via survey)** – A department/programme was created at the ministry of labour to deal with this topic, but there is currently not much follow-up.

**KENYA (via survey)** – This is in the FKE Employers and Business Agenda. FKE has hosted various forums to support this. Stars in Africa, Africa Talks Jobs, etc are examples. Lack of funding for these events. Also, most youths are individual entrepreneurs and mostly not members of the Federation - therefore direct linkage with them is weak.

**ZAMBIA (via survey)** – ZFE has affiliates such as the Zambia Chamber of Small and Medium Business Associations (ZCSMBA) and many others whose main focus is self-employment and who in turn also have affiliates such as the Youth Entrepreneurs Associations that advocate for young people's self-employment and promote entrepreneurship at an early age. Plans are underway to include entrepreneurship in the curriculum as early as primary education. Regarding challenges or barriers to fulfilling this commitment: some policies take long to implement. The scattered membership of some business associations to provide the job skills training also contributes to delays in implementation.

### **Commitment 8: Provide support and advice services that meet the needs of start-ups, particularly by young people, and optimise their viability and sustainability**

**BOTSWANA (via survey)** – There are organisations offering funding for start-ups and also offer the above services for free.

**DR CONGO (via survey)** – the FEC has organized a start-up incubator within the Federation but the main challenge is lack of space at the Federation’s building.

**KENYA (via survey)** – Through various forums FKE has influenced policies and initiatives on empowering the youth both at national and continental level. Example is FKE’s positions in EU-Africa collaborations and members that have entrepreneurs and business hubs like Kenyatta University Business Centre, etc.

**ZAMBIA (via survey)** – Provide access to venture capital funding (soft loans to start-ups with reasonable interest); handholding (big to small business collaboration); expert advice from veteran business people; continuous retraining to keep up with modern technology and knowledge retention, access to proper tools, keeping trends with appropriate industries. Challenges or barriers to fulfilling this commitment: Need for more resources (money, labour, machinery, operating premises).

### **Commitment 9: Collaborate closely with my government and workers’ representatives to encourage job-intensive enterprise development**

**BOTSWANA (via survey)** – The collaboration of the tripartite is geared more towards a friendly environment rather than job-intensive development.

**KENYA (via survey)** – Government interest has largely been in infrastructure development and other sectors that do not generate a lot of sustainable decent jobs. More resources and engagement required to ensure the Big 4 Action Plan supports job-intensive enterprise development.

**ZAMBIA (via survey)** - the TCLC takes care of this arrangement. The consultative discussions/meetings bring to the table ways and means of tackling issues that are a concern to all. Job creation is one such very important issue, for currently unemployment has meant that millions of young men and women live in disastrous conditions. Regarding challenges or barriers to fulfilling this commitment: most often, agreements/contracts/policies or pacts take a while for implementation to occur.

### **Commitment 10: Encourage the development of sustainable large, medium, small and micro enterprises, which will lead to sustainable employment**

**DR CONGO (via survey)** – FEC has been active in requesting the government for tax deductions for SMEs but there has been little feedback from the state so far.

**KENYA (via survey)** – FKE Employers Business Agenda focus area number 5 is on building sustainable business ventures. All initiatives undertaken in this area are geared toward enhancing sustainability of employment. Resources needed to support B2B and G2B dialogue in this area.

**ZAMBIA (via survey)** - Development being a multidimensional process, it is imperative that all stakeholders work together to encourage sustainability of all enterprises: large, medium, small and micro for it is only through this development that countries can grow robust economies and upgrade the livelihoods of their people. Challenges or barriers to fulfilling this commitment: the allowing of importation of cheaply manufactured goods has eroded the potential of many business men and women. Our entrepreneurs are continuously struggling to compete with cheap foreign goods especially from China. In addition, access to cheap finance is a dream to many. Then many customers prefer imported goods as compared to local ones. An educated, self-emancipated and skilled young

generation is the dream of every nation for in it lies the future development. Therefore, governments and their social partners must take the bull by its horns and immerse themselves fully in the necessities that need to be done for advancement by implementing the agreed ten recommendations and if possible do much more.

#### **Four priorities of the Southern African Development Community (SADC) – rapporteur: Ms Lindiwe Sephomolo,**

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

##### *1. Completion of the regional labour law compendium initiative*

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.

#### **Six priorities of the East African Community (EAC) – rapporteur: Mr Daniel Okanya**

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.

**Objective 1/ Conditions for growth that creates decent and productive jobs**

Targets	Actions	Actors	Timeframe
<ul style="list-style-type: none"> <li>• <b>Create an environment and climate for business that is conducive to investment</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Adoption of an investment law or code</li> <li>▪ Creation of an observatory to detect anomalies in the investment environment</li> <li>▪ Follow up, analysis and study of the World Bank's "Doing Business Report" and the World Economic Forum's "Global Competitiveness Report" rankings</li> </ul>	Tripartite SP <sup>1</sup> , parliamentary commissions, high-level engagement	
<ul style="list-style-type: none"> <li>• <b>Invest in research and development</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Tax incentives for businesses with dedicated R&amp;D budgets</li> <li>▪ Establishment of a national plan for digital transformation</li> <li>▪ Creation of regional exchange and partnership mechanisms around R&amp;D</li> </ul>	Trade unions, employers, governments, universities +	
<ul style="list-style-type: none"> <li>• <b>Promote peace, security and good governance</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Elaboration of Practical Guides</li> <li>▪ Organization of seminars for information exchange</li> <li>▪ Establishment of national and regional anti-terrorism policies</li> <li>▪ Creation of an African good governance label/stamp</li> </ul>	ILO, tripartite SP, international and regional institutions	
<ul style="list-style-type: none"> <li>• <b>Implementation of structural reforms and sectoral strategies</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of strategies for sectors with growth potential and development projects (Energy/ Agriculture – agro-food/ ITC)</li> <li>▪ Reforms in the areas of education, taxation, sectoral policies</li> <li>▪ Inclusion of the value-chain dimension in industrial policy</li> <li>▪ Development of a legislative and institutional framework that is robust, effective and clear for PPPs</li> </ul>	Governments, SP, Employers, Technical institutions, AfDB	

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<sup>1</sup> SP=social partners

	<ul style="list-style-type: none"> <li>▪ Organization by Business Africa of an agri-business Summit to elaborate an agricultural investment policy that allows access to the proper exploitation of productive land</li> <li>▪ Guaranteed data access via high-speed internet</li> <li>▪ Abolition of monopolies in strategic sectors and introduction of competition that allows for the creation of quality jobs and improves product/service delivery to end-users</li> <li>▪ Development of new economic ICT areas: e-learning, e-government, e-health...</li> <li>▪ Development of research and investment in clean and renewable energies</li> <li>▪ Creation of regional networks for energy (production, transport, distribution...)</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Increase the productivity and competitiveness of enterprises</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Training Action and upgrading of qualifications</li> <li>▪ Productivity-oriented negotiations and remunerations</li> <li>▪ Improvement of the transportation and logistics environment</li> <li>▪ Launch and encouragement of innovation and creativity initiatives (through awards, sponsorship, etc...)</li> </ul>	<p>Governments, SP, universities, national and regional institutions, large and multinational enterprises</p>
<ul style="list-style-type: none"> <li>• <b>Guarantee the respect and promotion of the fundamental principles and rights at work</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Creation of instruments and levers (CSR)</li> <li>▪ Promotion of a decent work culture</li> <li>▪ Launch of awareness-raising campaigns</li> <li>▪ Strengthening of inspection and control</li> </ul>	<p>Employers' and workers' associations, labour inspection administrations</p>
<ul style="list-style-type: none"> <li>• <b>Support Small and Medium Size Enterprises (SMEs) and Investments (SMIs)</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Launch of specific financing programmes</li> <li>▪ Creation of administrative and fiscal support centres</li> <li>▪ Facilitation of procedures</li> </ul>	<p>Governments, employers' organizations</p>
<ul style="list-style-type: none"> <li>• <b>Facilitate the transition from the informal to the formal economy</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Establishment of national transition policy</li> </ul>	<p>Tripartite SP, Media</p>

	<ul style="list-style-type: none"> <li>▪ Creation of some instruments to incentivize transition and others to discourage informality</li> <li>▪ Platforms for sharing and exchanging regional and international experiences</li> </ul>	ILO	
• <b>Include income and work conditions</b>	<ul style="list-style-type: none"> <li>▪ Negotiate a model for pay reviews linked to productivity, inflation and growth</li> <li>▪ Make improved employment conditions a factor in strengthening competitiveness</li> <li>▪ Include earnings as a driver in growth policy (consumption and savings/investment)</li> </ul>	Governments, SP, technical institutions (studies, statistics)	
<b>Objective 2/ Formalized social dialogue</b>			
<b>Target(s)</b>	<b>Actions</b>	<b>Actors</b>	<b>Timeframe</b>
• <b>Promote independent and representative social partners</b>	<ul style="list-style-type: none"> <li>▪ Guarantee the right of association</li> <li>▪ Define representativity criteria (law, agreements)</li> <li>▪ Strengthen the capacity of social partners in the area of social dialogue</li> </ul>	Tripartite SP, Governments, Parliamentarians ILO	
• <b>Create effective and sustainable institutions for dialogue</b>	<ul style="list-style-type: none"> <li>▪ Promulgation of legal dispositions for the creation and functioning of institutions of social and societal dialogue (economic and social councils or other)</li> <li>▪ Application and implementation of texts for institutionalisation</li> </ul>	SP, Governments, Parliamentarians, ILO	
• <b>Involve all the parties in the elaboration of the programme and schedule</b>	<ul style="list-style-type: none"> <li>▪ Organization of national consultations for better coordination/cooperation</li> <li>▪ Adoption of a participatory approach in all dossiers linked to economic, social and environmental development</li> </ul>	Governments, SP, National social dialogue institutions	
• <b>Commit to implementing and respecting agreements</b>	<ul style="list-style-type: none"> <li>▪ Adoption of a National Charter / high-level commitment</li> </ul>	Governments, SP, National institutions	



**Objective 3/ Development of entrepreneurial activity**

Target(s)	Actions	Actors	Timeframe
<ul style="list-style-type: none"> <li>Advocate for an entrepreneurial culture and strengthen the links between enterprises, schools and universities</li> </ul>	<ul style="list-style-type: none"> <li>Create entrepreneur clubs within universities</li> <li>Include modules on entrepreneurial culture in educational, training and university courses</li> <li>Bring entrepreneurs into university training courses</li> </ul>	Universities, Employers' organizations	
<ul style="list-style-type: none"> <li>Develop income-generating activities</li> </ul>	<ul style="list-style-type: none"> <li>Creation of an occupations and jobs observatory</li> <li>Launch environmental and infrastructure building sites in localities through PPPs.</li> </ul>	Governments Local authorities SP	
<ul style="list-style-type: none"> <li>Promote self-employment among youth and women</li> </ul>	<ul style="list-style-type: none"> <li>Launch of specific support programmes:               <ul style="list-style-type: none"> <li>* Idea bank</li> <li>* Guidance and facilitation help desk</li> <li>* Financing + micro financing</li> </ul> </li> </ul>	Governments Employers' associations Associations	
<ul style="list-style-type: none"> <li>Set up an incentives framework and put sites in place (start-up incubators)</li> </ul>	<ul style="list-style-type: none"> <li>Creation of business incubators</li> <li>Elaboration of a legal framework for start-ups and freelancers</li> <li>Elaboration of a legal framework, and a financing and support system for spin-offs</li> </ul>	Governments Employers' organizations	
<ul style="list-style-type: none"> <li>Launch a mobile centre for the development of income-generating activities and promote cooperatives</li> </ul>	<ul style="list-style-type: none"> <li>Share experiences of piloting mobile centres</li> <li>Strengthening cooperatives and their creation within the framework of a national action plan for the promotion of the SSE<sup>2</sup></li> </ul>	Governments SP	
<ul style="list-style-type: none"> <li>Offer training on the creation and management of enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Organization of action for ILO training modules such as Start and Improve your Business Programme (SIYB); Start your Business (SYB) etc.</li> </ul>	Tripartite SP and ILO	
<ul style="list-style-type: none"> <li>Develop the social and solidarity economy (SSE)</li> </ul>	<ul style="list-style-type: none"> <li>Elaboration of a legal framework: legal dispositions for organising SSE (concepts and institutions)</li> <li>Identification of categories and target groups: study</li> </ul>	Governments and SP	

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<sup>2</sup> Social and Solidarity Economy

Objective 4/ Training that meets the needs of the labour market		Actors	Timeframe
Target(s)	Actions		
<ul style="list-style-type: none"> <li>• <b>Promote professional training aimed at facilitating labour market entry</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Introduction of professional training as an integral part of national education policy and an essential element of teaching reforms</li> <li>▪ Classification of “Private Training Operator” occupations as priority activities for assisting enterprises</li> </ul>	Governments and SP	
<ul style="list-style-type: none"> <li>• <b>Invest in continuous professional training</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Grant tax incentives linked to the realization of continuous training operations</li> </ul>	Governments	
<ul style="list-style-type: none"> <li>• <b>Develop different types of training: apprenticeships, “sandwich” training, remote learning</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Recognition of the use of work placements/internships in business as complementing practical training, benefiting from all the incentives available for professional training</li> <li>▪ Strengthening of the capacity of enterprises to develop “sandwich” training</li> <li>▪ Allocation to candidate private enterprises of the necessary measures to develop their status as training businesses (training staff, hardware, financial incentives...)</li> <li>▪ Digitalization of training programmes and development of e-learning platforms at national and regional level</li> </ul>	Governments and SP, Universities, Associations, ILO, International cooperation	
<ul style="list-style-type: none"> <li>• <b>Make work experience obligatory</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Establishment of a validation and recognition system for skills acquired through experience</li> </ul>	Governments SP	
<ul style="list-style-type: none"> <li>• <b>Revise and adapt teaching programmes in line with the needs of the labour market</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Adoption of a participatory approach with the private sector to design professional and teacher training programmes at all levels</li> </ul>	Governments SP	
<ul style="list-style-type: none"> <li>• <b>Involve the private sector in teaching and training programmes</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Jointly develop training modules</li> </ul>	Government SP Universities	
<ul style="list-style-type: none"> <li>• <b>Establish an upgrading programme for general skills</b></li> </ul>			

## Objective 5/ Elaboration, development and regulation of labour market intermediation systems

Target(s)	Actions	Actors	Timeframe
<ul style="list-style-type: none"> <li>Promote ILO Convention 181 on private employment agencies</li> </ul>	<ul style="list-style-type: none"> <li>Design of a promotion kit, including a guide, meetings and good practices</li> <li>Launch of a ratification campaign for C.181</li> <li>Creation of a continental platform of recruitment agencies</li> </ul>	Employers' organizations, Social partners, Governments, ILO,	
<ul style="list-style-type: none"> <li>Apply skills mobility in the respect of migrants' rights</li> </ul>	<ul style="list-style-type: none"> <li>Organization of an African Fair Recruitment Conference</li> <li>Networking of African private employment agencies</li> </ul>	IOE Business Africa	

## Objective 6/ Tripartite observatory for employment and employability

Target(s)	Actions	Acteurs	Timing
<ul style="list-style-type: none"> <li>Identify current and future needs</li> </ul>	<ul style="list-style-type: none"> <li>Launch a study to identify needs: survey a large sample of enterprises</li> <li>Establishment of a technological monitoring system that allows the identification of needs and to anticipate the demands of future changes in human resources</li> <li>Strengthen international cooperation and technology transfer allowing transfer of know-how and identification of future needs</li> </ul>	Employers' associations and ACT/EMP	
<ul style="list-style-type: none"> <li>Establish forward-looking management of jobs and skills</li> </ul>	<ul style="list-style-type: none"> <li>Mix the outcomes of economic and social perspectives with educational and training agenda</li> </ul>		

<b>Objective 7/ Incentive plans to encourage enterprises and associations to hire</b>			
<b>Target(s)</b>	<b>Actions</b>	<b>Actors</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>Promote an incentives policy to support job seekers, enterprises and associations in order to encourage job creation               <ul style="list-style-type: none"> <li>Develop instruments of Active Employment Policies /country</li> <li>Exchanges of experience and good practice guides</li> </ul> </li> </ul>		SP, labour and employment ministries, ILO	
<b>Objective 8/ Negotiation, signature and implementation of a tripartite social compact with stakeholders at regional and national level for inclusive growth that creates decent jobs</b>			
<b>Target(s)</b>	<b>Actions</b>	<b>Actors</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>Create conditions of mutual trust between the social partners in the respect of each other's prerogatives               <ul style="list-style-type: none"> <li>Organize opportunities for exchanges and cooperation between the SP (meetings, seminars, study trips)</li> <li>Conclusion of framework agreements</li> </ul> </li> </ul>		SP and ILO, IOE and ITUC and regional organizations	
<b>Objective 9/ Continuous strengthening of capacities for and with the social partners</b>			
<b>Target(s)</b>	<b>Actions</b>	<b>Actors</b>	<b>Timeframe</b>
	<ul style="list-style-type: none"> <li>Programming of training activities designed for management of employers' and workers' organizations</li> </ul>	ILO/ ACTEMP/ ACTRAV International cooperation	
<b>Objective 10/ Follow-up and evaluation system for the implementation of these recommendations</b>			
<b>Target(s)</b>	<b>Actions</b>	<b>Actors</b>	<b>Timeframe</b>
	<ul style="list-style-type: none"> <li>Future sessions of African tripartite social partner summits</li> </ul>	IOE, BUSINESS AFRICA ITUC Africa, ILO, AfDB, EU	