

# THE EAST AFRICAN TRADE UNION CONFEDERATION



**DRAFT**

**MODEL REGIONAL EMPLOYMENT POLICY**

**WORKERS' PERSPECTIVE**

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# **THE DRAFT MODEL REGIONAL EMPLOYMENT POLICY**

## **Workers' perspective**

### **CHAPTER ONE**

#### **Introduction and Background**

##### **1.1. Introduction**

Poverty reduction in East Africa has remained the biggest challenge to the partner states and the region as a whole with worrying consequences on the security and economic well being of its citizens. Partner states hitherto implemented economic reforms at the macro level aimed at achieving economic growth and subsequently reducing mass poverty. The creation of productive employment and the reduction of unemployment is a priority for the partner states in terms of adopting favourable policies and strategies. This includes pursuing the goals of ensuring that quality jobs are created and safeguarding the basic rights and interest of employers and workers and promoting the principles of enterprise development and respect for the relevant International Labour Standards. However, despite the renewed economic growth, unemployment and poverty remain major challenges that continue to confront partner states.

The employment challenges within the region are enormous and calls for an urgent need for an adequate response and a regional comprehensive approach towards addressing it. Employment promotion for poverty reduction is a common goal among the Partner states. For example the Decent Work Country Programmes in these member states have a common goal, which is to strive for economic growth with equity, whereas contributing to all the eight Millennium Development Goals. A harmonised regional employment policy will be designed with a view of having employment creation as a regional priority that needs increased attention and intensified regional effort.

Therefore it's important to formulate and adopt a model regional employment policy for East Africa, which will help to fill the gap that still exists in the partner states development process. This employment policy will provide the partner states with the necessary guidelines in their efforts to tackle unemployment and mass poverty that still affects her citizens.

## 1.2. Background

The integration of East African states in this era of globalization should not be considered a dream, but a necessity for survival and protection of the well being of the population of these partner states. The new millennium has brought about new emerging challenges growing from an open world market characterized by competition and accelerated technologies advancements. Therefore in pursuit of the goal to enhance deeper integration, all the partners states have embarked on harmonizing their labour laws, social security and employment policies, based on the tenets of ILO's Fundamental principles and right at work.

The treaty for the Establishment of the East African Community on Article 104 provides that the EAC partner states will undertake to:

- Maintain common employment policies,
- Harmonize their labour policies, programmes and legislations including those on occupational health and safety
- Establish a regional center for productivity and employment and exchange information on the availability of employment
- Make their training facilities available to persons from other partner states, and
- Enhance the activities of the employers and workers organization with a view to strengthening them.

Furthermore ARTICLE 12 of the EAC Common Market Protocol on Harmonization of Labour Policies, Laws and Programmes, states that;

- The Partner States undertake to harmonize their labour policies, national laws and programmes to facilitate the free movement of labour within the Community.
- The Partner States undertake to review and harmonize their national social security policies, laws and systems to provide for social security for self-employed persons who are citizens of other Partner States.

- The implementation of this Article shall be in accordance with directives and regulations issued by the Council.

The International Labour Organization (ILO) signed an MOU with the East African community on 18th January 2001, to collaborate in areas that fall under the mandate of the EAC labour and Employment Sector. These included the pursuit of employment policies aimed at creating a conducive environment for investment and development of the private sector, with a view to creating employment opportunities for poverty reduction through small enterprises; strengthening vocational training institutions; employment-intensive technology development in Rural and Urban areas; Facilitation of labour mobility; harmonization of labour policies and laws, protection of migrant worker' and productivity improvement, extension of social security coverage and benefits to the people.

Therefore to facilitate this process, the EAC Secretariat in 2007, commissioned a consultant to undertake a study on harmonization of employment policies and labour legislations in the East African states covering Kenya, Tanzania mainland, Zanzibar and Uganda. In its report on the study presented to the 2<sup>nd</sup> meeting of ministers responsible for Labour and employment in October 2007, as a way forward, the ministers recommended that studies be undertaken in the two new partner states of Burundi and Rwanda to fast track the process of developing a model East African Labour legislation and model employment policy.

The East African Trade Unions Confederation (EATUC) also commissioned its own study on harmonization of employment policies with a view to include all issues it rendered important to the workers, so as to be able to effectively contribute to the discussions on the model employment policy that will be developed by the EAC when they begin.

In its study EATUC observed some of the important priority areas for the model employment policy as availing accurate labour market information, making the decent work an overarching objective for the policy, protect the vulnerable groups i.e. youth employment, persons with disabilities, HIV/AIDS victims, elimination of child labour and Gender mainstreaming.

Harmonization of employment policies in the East African states is not only fundamental in promoting the concept of free movement of persons, labour and the right to establishment within the region as encompassed in the EAC Common Market Protocol but also in addressing the mass unemployment and poverty levels. However, when we look at the East African region, only three countries have a national Employment policy, and they include Rwanda, Tanzania mainland and Zanzibar, whilst Kenya and Uganda have them in drafts and for the case of Burundi, they don't have an Employment policy or its draft. Therefore the model Employment Policies for the region will be good for some member states that did not have an employment policy or have drafts, because they will be able to use it as reference in developing their own employment policy so as to facilitate harmonizing them to have a comprehensive Employment policy for the EAC region.

The non ratification of the ILO Employment Policy Convention 122, in most of the East African states is still a major challenge. Only Uganda has ratified the Employment policy convention C122 amongst all the partner states across the region, yet Uganda too within the East African region, stands along side countries that have no an Employment Policy. This has and continues to pose a big challenge in the implementation of the ILO Employment Convention 122 in Uganda, while Tanzania mainland, Zanzibar and Rwanda, the three East African states that have national Employment policies in place, have not yet ratified Convention 122, as well as Kenya and Burundi. It's due to this reasons that harmonizing the employment policies within the East African region is necessary to be able to effectively implement the ILO C122 Employment Policy Convention.

## **CHAPTER TWO**

### **Objectives of the Policy**

The Policy addresses one of the critical challenges facing East Africans; the attainment of full, productive and freely chosen employment, coupled with decent work and equitable economic growth. Employment creation through enterprise development remains the most effective route to poverty eradication. The main thrust of the Policy therefore, is generating sufficient productive jobs for all in the East African region.

#### **2.1. Vision:**

The vision of the regional employment policy is to have East Africans engaged in sustainable decent gainful and gender balanced employment, capable of affording both men and women with decent incomes to improve their quality of life and social well being.

#### **2.2. Mission:**

The mission of the regional Employment policy is to promote and create more and decent jobs for both women and men in the East African region by identifying strategies and an institutional framework for promoting employment.

#### **2.3. Goal:**

The ultimate goal of this policy, is to achieve harmonization of individual state policies and come up with a model Employment Policy for the East African region

#### **2.4. Objectives:**

The main objective of the regional Employment policy is to guide all stakeholders on creation and enhancement of the quality and availability of gainful employment opportunities that will be vital in overcoming the mass poverty levels in East Africa.

The specific objectives include:

- a) Improve collection, analysis and timely disseminations of labour market information at all levels;
- b) To promote an employment led growth across the East African region;



- c) To promote all the five pillars of Decent Work i.e. productive employability, Social protection, Social dialogue and promotion of rights in accordance with the national labour legislations and international labour standards.
- d) To promote equal access to employment opportunities and resources endowment for the vulnerable groups of women, youth and persons with disability (PWDs), Persons with HIV/AIDS;
- e) To provide an institutional framework that will promote a common understanding of the unemployment problems among key stakeholders and generate collaborative and current efforts towards solving it, by further defining the different roles of all the actors in employment creation, including the governments of partner states, the social partners i.e. Employers and Workers' Organizations, public institutions, the donor community and the informal sector;
- f) To provide for the improvement of labour participatory roles through training and sensitizing people to honour work , and work more effectively and productively;
- g) To guide the development of human resource capital to match the labour market demands, through vocational trainings for skills development

## **CHAPTER THREE**

### **Priority Areas and Strategies**

#### **3.1. Labour market information:**

The first priority of the Employment Policy is to provide accurate and timely labour market information on jobs, job seekers, employment levels and desired skills among others, in public, private and informal sectors. Availability of labour market information will enable the monitoring of employment trends and thus facilitate the design of appropriate policies.

##### **3.1.1 Policy statement**

To have a robust labour market information system, that adequately provides information on the quality and quantity of the existing labour force, their movement and availability, and further list the jobs available to match their skills.

##### **3.1.2. The strategies shall include:**

- i. Providing guidelines on data collection, processing, and dissemination of information;
- ii. Establishing a job seekers Agency at the East African level, that will provide all the necessary information on the available jobs within the region to the East Africans citizens looking for jobs.
- iii. Strengthening the ministry responsible for labour to play its role as the national depository for labour and employment management information;
- iv. Establishing and supporting institutions in public and private sectors involved in the production of information on labour market; and
- v. Carrying out surveys and research and developing early warning indicators that would capture the employment dynamics of the economy and accordingly re-orient efforts towards the generation of the required growth.

## **3.2. Enhancing Employability**

The EAC partner states should commit to promoting growth, employment and prosperity for all. In light of this commitment, full, productive and freely chosen employment creation will be at the centre of national and regional strategic plans and programmes. There is need for partner states to adapt to changes and ensure that the jobs available match the skills, since it's important for the region to remain productive and competitive. Therefore the partner states should also put further emphasis on nurturing and developing skills that would match the kind of jobs being created, as these would better prepare the region in cases of a mis-match in the labour market now and in the future.

### **3.2.1. Policy statement:**

To create labour intensive measures and job creations in the partner states that will match the available developed skills of the workers within the region, so as to lead to increased employment and labour productivity in East Africa.

### **3.2.2. To achieve this, the following strategies shall be pursued:**

- The partner states should consider to undertake recommendations of the Global Jobs Pact, including employment services, employment guarantee schemes, infrastructure investment, public sector development, social dialogue, collective bargaining and employment protection during restructuring, as well as sustainable enterprises to enable long-term employment and growth;
- Setting targets towards employment generation for all and continuously monitoring and evaluating progress using objectively verifiable indicators;
- Making employment creation a key criterion in selecting public and private investments, programmes and projects;
- Undertaking research and studies in areas of employment generation in both the formal and informal sectors; and
- Supporting existing or new labour-intensive enterprises and investments with higher employment generation potential;

- Transforming of the informal economy so as to provide decent employment and increased productivity, and also empower the informal sector to easily access financial services, skills training, technical expertise, improved technologies and business development services to enable them generate sustainable incomes and productive employment
- Encourage members of employers' and workers' organizations to enter into collective bargaining agreements at national, sectoral or undertaking levels on the social consequences of the introducing new technological policies

### **3.3. Social security**

The great majority of East African workers are not covered by any kind of formal social security system. Only workers in formal employment relationships may be registered with the national social security funds of the Partner States, and even then many eligible employers and employees do not contribute to the funds in order to reduce costs. As unemployment among the youths is higher than general unemployment in all Partner States, it is highly likely that the level of social security coverage of East African youths is even lower than that of adults. The current social security systems are not broad enough to cover all the workers more so in the rural areas and the informal economy.

#### **3.3.1. Policy statement:**

To extend social security coverage to all East Africans and to address challenges related to having socially equitable and efficient social security systems across the region.

#### **3.3.2. The employment policy will address this problem through the following strategies:**

- Developing strategies to extend formal social security schemes to the informal economy, coupled with the design of appropriate social security products for informal economy workers and operators;
- Facilitating the portability of social security benefits from one country to another;

- Modernizing the traditional form of social security, particularly in rural areas

The three interventions combined would enhance social security coverage of the three most vulnerable population groups: informal economy workers and operators, migrant workers, and rural producers.

At present, social security contributions accumulated in one East African country cannot be carried over to another when a worker migrates. This policy will provide the basis for the design of a mechanism and promote the interconnectivity and portability of the system throughout the EAC region.

### **3.4. Social dialogue**

The participation of Employers' and Workers' organizations in shaping government policies for poverty reduction ensures that it is appropriate and sustainable.

There is an effective social dialogue structure existing not only at national level in each of the five Partner States, but also at the East African regional level. This has been one of the unique achievements of the EAC. However, East African Trade Union Confederation (EATUC) still needs some more support, whilst the East African employers have yet to establish their confederation, although they have initiated the process and is on road to establishing one. With the Sectoral Council of Ministers of Labour now operational, the tripartite structure seems on track within the region.

#### **3.4.1. Policy statement**

To promote and operationalize social dialogue at all levels within the East African region

This policy will build the technical capacity of EATUC and the Employers confederation and their affiliated national apex bodies, with a special emphasis on collective bargaining and negotiation skills.

### **3.5. Rights**

The 2008 ILO Declaration on social justice for Fair Globalization emphasizes that the above three strategic objectives on employment creation and poverty reduction can not be complete without the element of human rights. Without the rights, men and women will not be empowered to escape from poverty; therefore all the four are inseparable, interrelated and mutually supportive.

#### **3.5.1. Policy statement:**

- To ensure that employment creation initiatives within the region are in conformity with the fundamental principles and rights at workplace as stipulated in the international instruments
- The policy will aim at creating minimum standards ( wage, working hours) that are very instrumental tools for poverty eradication
- The policy should put emphasis occupation health and safety (OSH) across the region

### **3.6. The Policy on vulnerable groups:**

The third priority area of the employment policy is focused on improving the lives of the vulnerable groups through:

#### **3.6.1 Youth employment**

In the partner states just like in many other countries, youth are very fundamental in the socio-economic development of their countries, if their potential is maximized effectively. However, in the East African region, the youth dominate the labour market that is not fully utilized. They face difficulty in securing employment because of the ubiquitous requirement of prior experience by employers.

### **3.6.2. Policy statement:**

To eliminate obstacles that constraint youth from accessing and engaging into productive employment so as to maximize their potential and promote poverty reduction, this is critical in promoting growth and development.

In order to counter the unemployment challenge facing the youth, the partner states will continue to mainstream and integrate youth issues on all national and regional development policies.

### **3.6.3. Policy strategies towards addressing the youth employment problem will include:**

- Partner states in collaboration with stakeholders will instill in the youth the importance of work, and conduct sensitization workshops and seminars on the role of self employment, informal sector and entrepreneurship
- Access to credit facilities for the youth is one important intervention, because much as the youth may acquire skills, they will need income to start up their own businesses for self employment.
- Internship and vocational apprenticeship in order to prepare and improve the youth participation in the labour market.
- Further, the partner states in collaboration with the social partners and private sector will work out modalities for youth enterprise incubation and mentorship programmes.
- Decent job creation for the youth will be a priority of the partner states in order to fight the youth unemployment and enhance their employability and effective participation in the labour market.
- Partner states shall put in place an enabling environment where by important inputs to enhance youth employment shall be available. This include; capacity building, vocational guidance and counseling, skills training, business development, youth enterprise fund etc.

### **3.7. Persons with Disabilities (PWDs)**

In the partner states, the persons with disability still face stigmatization and discrimination in their search for and even during their tenure of employment. One major constraint to the improvement in the standard of living of the PWDs within the region is their difficulty in accessing employment opportunities and productive resources. They have special needs in terms of education and work they are able to undertake, however in East Africa, there is a big challenge of the physical and social environment that they live in. They face infrastructural barriers like inaccessibility. Most public buildings are still not PWDs user friendly. Public transport and the road infrastructural designs do not meet the requirements of PWDs. In the media and ICT arena, the PWDs are not able to access information. The introduction of free market economy and stiff competition in the labour market has disadvantaged the PWDs to access employment opportunities within the region.

#### **3.7.1. Policy statement**

To ensure the skills development and access to quality education and infrastructure for the People with Disability to enable them fully participate in decent and equal paid or self employment opportunities.

#### **3.7.2. Strategies:**

- Efforts shall be made to ensure that user friendly infrastructure for the persons with disability are established to enhance their skills and education so as to enable their employability across the East African region. Appointments for jobs should be based on merit for all employees including the persons with disability
- Identify and remove barriers to employment for persons with disabilities. Special facilities and equipment should be provided to enhance the



capacity of these persons to enter employment, either as employees or self employed.

- Developing of specific strategies on social inclusion and combating discrimination for the persons with disability.

### **3.8. Gender mainstreaming**

While the partner states have been taking positive actions aimed at eliminating the gender disparities across the region, this problem is still ongoing, with national reports of the partner states indicating that there are some instances of discrimination against female employees in their work places and access to credit facilities. This poses a serious challenge to the region, which prevents it from realizing its full potential in all aspects of social, economical and political development. Further sexual harassment and violence towards women is still very much persistent in many of the regional partner states

To reduce the marginalization of women, the partner states in collaboration with relevant stakeholders will institute measures that will remove barriers and promote women's access to education and training in order to improve effective participation of women in the labour market. Appropriate measures will also be put in place to assist women to increase their access to more productive resources.

#### **3.8.1. Policy statement**

To promote gender equality in employment

#### **3.8.2. Strategies**

- To ensure for a fair, equal opportunities and treatments for both men and women in accessing employment opportunities
- Ensure availability of employment data on gender , for informed policy and planning purposes

- Affirmative actions will be undertaken to enable easy access to productive employment amongst women both in wage and self employment in public and private sectors
- Partner states should ratify the ILO Maternity protection convention 183, in order to further promote equality of all women in the workforce.

### **3.9. HIV/AIDS**

In all the partner states, the major threat to the labour force and productive enterprises today is the rapid spread of HIV/AIDS. Therefore social protection is crucial in minimizing this threat by making it easier for workers' to access useful information and advice on protection against HIV/AIDS infection or re-infection and treatment and care for the infected workers. It's therefore important for the partner states within the region to recognize the importance of social protection in addressing HIV/AIDS at the work places. This has a serious implication on the economy in terms of its manpower requirements and planning.

This pandemic therefore, poses serious challenges to employment growth as it affects enterprise productivity and competitiveness. This is mainly by increasing the cost of production through increased medical expenses, employee absenteeism, reduced worker morale and productivity and the cost of staff replacement, incase of death. The incidence of AIDS-related sicknesses and deaths have exacerbated skills shortages, absenteeism from work and reduced productivity. The pandemic is also a threat to the human capital formation, as the working population generation and the productive and trained workers that are needed in effecting technological development are the ones with the most risk of contracting the pandemic and facing untimely death.

### **3.9.1. Policy statement:**

To prevent the spread of HIV/AIDS and other diseases on employment creation initiatives and mitigate their social and economic impact, by providing all the necessary information about the pandemic to the workers and also providing treatment and care to the affected.

### **3.9.2. Strategies:**

- Partner states should adopt laws and policies that will ensure that there is similar treatment of persons who are HIV positive in all the partner states
- Partner states in collaboration with the private sector, will continue to facilitate the implementation of HIV/AIDS control measures at the workplaces that will lead to establishment of an effective programme to mitigate HIV/AIDS in the employment sector
- The partner states should intensify efforts to implement the WHO/ILO guidelines to advocate for minimizing all forms of stigma and discrimination against HIV/AIDS affected workers at work places
- Reduction of the HIV/AIDS at the workplace and also providing treatment to persons already infected, this is among the Millennium Development Goals for reducing poverty and also cuts across the ILO Decent Work Agenda

### **3.10. Elimination of Child Labour**

In all partner states, child labour is prohibited, but many young people are involved in hazardous work across the region, with the most prevalence and worst forms recorded in the rural areas. The worst forms of child labour in the partner states are commercial agriculture; mining and quarrying; fishing; domestic services; commercial sex and tourism.

This kind of abuse to the young people deprives them of their rights to education

and recreation. Further more child labour hinders the children from enjoying their childhood and let them live as children not bread earners for their families.

### **3.10.1. Policy statement**

To reduce and eventually eliminate the minimal level of child labour practices across the EAC region

### **3.10.2 Strategies**

- To ensure ratification and implementations by the partner states of The Worst forms of Child Labour Convention 182, across the East African region
- To ensure programmes for prevention, withdrawal and rehabilitation for effective elimination of child labour and particularly for combating the worst forms of child labour across the EAC region

## **3.11. Migration of Workers**

Within the partner states, rural areas continue to experience low or declining employment opportunities. This has led to urban migration mostly by the young people who have failed to sustain jobs in the rural agricultural sectors all due to the unsatisfactory performance of the sector and the lack of alternative employment opportunities in the rural areas.

Workers' who do relocate to adopted countries for work often tend to work in conditions that are exploitative, abusive and often characterized by poor working environment, forced labour, low wages, absence of social protection, discrimination and even xenophobia.

Partner states have mutually agreed to adopt measures to achieve the free movement of persons, labour and services and to ensure the enjoyment of the right to establishment and residence of their citizens within the community. Partner states have prioritized Harmonization of labour laws and employment

policies, carry; Development of micro-enterprises; Carrying out of labour force surveys and the establishment of national data and labour information and a review and update of relevant municipal laws in the context of ILO Conventions, which is a positive step in protecting the welfare of migrant workers.

### **3.11.1. Policy statement:**

To expand organized labour migration whilst also mitigating abusive practices and promote decent and productive work for women and men migrants in conditions of freedom, equity, security and human dignity.

### **3.11.2. Strategies**

- Ensure the ratification and implementation of the ILO convention on Migrant workers' i.e. Convention 143 across the East African partner states.
- Introduce support services to the migrant workers, such as pre-departure orientation and welfare fund

### **3.12. The Retired/Pensioners**

Across the East African community partner states, it is experienced that the retired often cause job insecurity to the population especially the youth in the labour market. This is one major constraint to the improvement in the living standards within the region, because retirees go for less pay and high quality jobs and hence deny jobs to the youth.

These retirees have a special need in terms of maintaining them out of the labour market, so that they don't interfere and scramble with the youth for employment opportunities.

### **3.12.1. Policy statement:**

To help prevent retirees from interfering and scrambling for employment with the youth in the ever small labour markets in East Africa

### **3.12.2. Strategies**

- To ensure availability of employment to the youth
- To ensure that retirees are comfortable
- To urge partner states come up with laws and polices that will bar retirees from interfering and scrambling for employment with the youth in the labour market, unless on special occasions.

### **3.13. The informal sector**

The informal sector is a crucial sector of most of the developing countries and indeed in the East African partner states. The liberalization and privatization Processes have resulted to the states' failure to be the major employer in most of the partner states, and thus the private sector has been left to take up this role. However, the organised private sector has been unable to absorb the growing numbers of jobseekers, and the informal sector stepped in to fill in the gap.

The informal sector faces several constraints such as unfavaourable regulations, inability to qualify for credit facilities, lack of land to set up work premises, limited skills and in some countries, the self-employed are denied the right to join or establish a trade union. In recent years majority of the new jobs and income opportunities have emerged from the informal economy. Further during the ILO conference of June 2002 on decent work, it concluded to adopt for a framework to deal with the informal sector.

#### **3.13.1. Policy statement**

To integrate into the policy formulation process, the role of the informal sector in employment creation and poverty reduction, so as to identify and remove constraints that impact on their operations.

### **3.13.2. Strategies**

- To allow informal sector workers the right to join or establish organizations of their choice
- Empower the informal sector operators through their organizations to access financial services, skills training and business development services to enable them generate more sustainable incomes and a more productive employment.
- Partner states should provide an enabling regulatory institutional framework
- Both the Employers' and Workers' organizations should find a means of providing appropriate services and support to organizations in the informal economy like the case of Rwanda where Boda boda motorbikes association have been unionized.
- Its also important for the trade unions to organise workers in the informal sector

## **INSTITUTIONAL FRAMEWORK FOR THE EMPLOYMENT POLICY IMPLEMENTATION**

It is acknowledged that Employment Policy implementation can be weak, primarily because of the absence of clear channels through which stakeholders can dialogue, consult and provide feedback on the Government's implementation record. Therefore there is need for concrete efforts and participation by all relevant actors with a proper coordination from the ministries responsible for labour and employment. The Government should recognize the significance of tri-partism in promoting industrial harmony. Thus the major stakeholders in the implementation of the policy will include the government, employers and workers' organizations, NGOs, Donors, communities and individuals. The social partners will work with Government in collecting, analyzing and disseminating labor market information to improve the functioning of the labour market. To ensure effective implementation of this policy framework, the social partners will be expected to take a lead role in facilitating the implementation of the identified strategies, monitor and evaluate the impacts of the policies and lobby the Government for better Labour Market policies.

### **4.1. Role of the central government**

For the effective implementation of this policy, the attention and action of all government institutions are paramount. These institutions would be responsible for creating a conducive macro-economic environment and allocation of investment resources that will promote employment growth at all levels

- To implement this policy, Government shall endeavor to mobilize requisite resources, coordinate national and international efforts, and ensure harmonization of relevant interventions inline with the policy.
- Government shall put in place enabling legislation and publicize this policy.
- Government will facilitate the private sector participation in economic activities. This entails creating a favourable legal and policy framework for private sector operations.



- Another area of Government involvement will include: maintenance of essential infrastructure, capital formation, investment in human resource development, basic welfare facilities and safeguards against human exploitation and environmental degradation. Specific areas in which Government will provide support include: research and development; training and education; infrastructure development; and protection of intellectual capital.
- The Ministries in charge of labour and employment will be responsible for national coordination of all actions and programs concerning employment promotion.
- Setting up and strengthening mechanisms for effective coordination, coherence and commitment across government ministries on employment policy-making.
- To articulate employment policies in national development frameworks, establishing and/or improving labour market information systems and integrating labour market indicators in national monitoring systems and budgetary reviews

#### **4.2. Role of Employers Organizations**

The Employers organization as social partners will co-operate with the ministry responsible for labour, workers' organisation and other relevant bodies towards the achievement of the objectives of this policy. Therefore the role of the Employers' organization will be to:

- maintain industrial peace for continuous production and employment, as well as improving the working environment at work places
- advocate for all employers to comply with labour and employment standards
- enhance pro-employment intensive investments and increase labour productivity
- Recognise and participate in social dialogue and improving labour relations at work places
- ensure better employment and income security for employees

- promote corporate governance and accountability at workplaces
- provide up to date data on labour market trends on regular basis to be fed into the national labour market data base

### **4.3. Role of the Workers Organizations**

The workers' organizations will continue to play their roles of promoting industrial peace through frequent consultations, dialogue, collective bargaining and other dispute resolution mechanisms, since it is considered that industrial harmony is critical for enhanced productivity, enterprise competitiveness and increased investments. The workers' organizations will, also be responsible for forming strong partnerships with the Government in formulating and implementing policies on productivity improvement, employment, wages and incomes which are necessary for the growth of the economy. Below is an outline of the roles of the workers' organization;

- providing timely, considered and constructive policy input to governments;
- Maintaining industrial peace for continuous production and employment, as well as improving the working environment at work places
- Continue lobbying and advocate for the policy implementation at all levels
- Sensitize and create awareness especially on rights and obligations of workers as prescribed in the Employment Policy and respective employment and labour instruments
- Create alliances with other partners both at the regional and country levels on how to implement and achieve the objectives of the policy
- Advocate for pro employment investments
- Monitoring the implementation of this policy

- using social dialogue and collective bargaining appropriately, to address employment and labour market challenges

#### **4.4. Implementation arrangements**

In order to implement the recommended policies, below are some of the strategies to be followed:

- Create an efficient and effective information or data base on labour related issues;
- Sensitize and create awareness to the social partners on the basic human and trade union rights;
- To sensitize and instill in social partners the work ethics culture in order to cultivate a more productive oriented group;
- To promote social dialogue and tri-partite consultations amongst social partners so as to provide them with adequate information;
- Institutional capacity building of social partners through training and development activities

#### **4.5. Monitoring and Evaluating:**

Monitoring and evaluation of the implementation and impact of policy measures at all levels shall be carried out on regular basis using appropriate indicators. This will involve full participation of the workers' and employers' organizations, the private sector and civil society. The partner states shall therefore strengthen the planning units within the line ministries and related agencies, with the aim of monitoring and evaluating their programmes and projects with respect to employment creation. Whereas the private sector, employers' and workers' organizations shall establish a monitoring and evaluation units of their own to generate information/data for monitoring progress. This data shall be shared with the planning units in the line ministries within the partner states.