



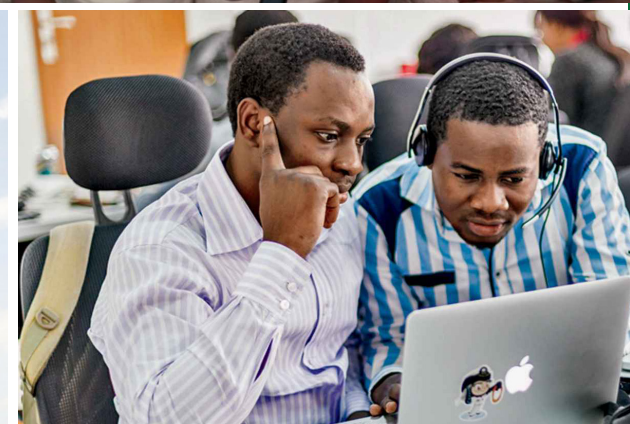
Government of the  
Republic of Zambia

MINISTRY OF LABOUR AND SOCIAL SECURITY

# Zambia Decent Work Country Programme 2020 - 2022



International  
Labour  
Organization



**Zambia Decent Work  
Country Programme  
2020 - 2022**

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## LIST OF ACRONYMS

7NDP	Seventh National Development Plan
AIDs	Acquired Immune Deficient Syndrome
ARISE	Achieving a Reduction of Child Labour in Support of Education
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CCLCs	Community Child Labour Committees
CL	Child Labour
CPOs	Country Programme Outcomes
CPR	Country Programme Review
CSO	Central Statistical Office
DCLCs	District Child Labour Committees
DWA	Decent Work Agenda
DWT	Decent Work Team
FL	Forced Labour
FPRW	Fundamental Principles and Rights at Work
HIV	Human Immune Virus
IFBSPP	Integrated Framework for Basic Social Protection
ILO	International Labour Organization
ILRA	Industrial Labour Relations Act
ILS	International Labour Standards
IMF	International Monetary Fund
LFS	Labour Force Survey
M&E	Monitoring and Evaluation
MCDSS	Ministry of Community Development and Social Services
MCTI	Ministry of Commerce, Trade and Industry
MLSS	Ministry of Labour and Social Security
MNE	Multinational Enterprises
MoHE	Ministry of Higher Education
MoU	Memorandum of Understanding
MSMEs	Micro Small and Medium Enterprises
NAPSA	National Pensions Scheme Authority
NELMP	National Employment and Labour Market Policy
NELSC	National Economic Labour and Social Council
OSH	Occupation Safety and Health
OVC	Orphans and Vulnerable Children
PWAS	Public Welfare Assistance Scheme
PWD	Persons with Disabilities
SCTS	Social Cash Transfer
SDG	Sustainable Development Goals
TCLC	Tripartite Consultative Labour Council
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNSDPF	United Nations Sustainable Development Partnership Framework
ZCTU	Zambia Congress of Trade Unions
Z-DWCP	Zambia Decent Work Country Programme



# FOREWORD

The Zambia Decent Work Country Programme 2020-2022 (Z-DWCP) has been jointly developed by the Government of the Republic of Zambia and the Employers' and Workers' Organizations (Social Partners) with contributions from the wider group of stakeholders. The development process of the Z-DWCP was supported by the International Labour Organization (ILO).

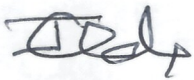
The engagement of cross-sector players in the development of the Z-DWCP was further concretised by the paradigm shift undertaken by the country towards an integrated approach to national development planning premised on the theory of change.

The revised programme (Z-DWCP 2020-2022) is a document of action building on the achievements and challenges identified in the implementation of previous programmes. It also draws lessons from the Country Programme Review (CPR) which was conducted to assess the appropriateness and adequacy of the design of the Z-DWCP covering 2013-2016.

The development of the DWCP has come at an opportune time when Zambia has developed its National Development Plan aimed at accelerating development efforts towards the vision 2030 without leaving anyone behind. The Z-DWCP is one of the building blocks towards the realization of the Zambian national vision 2030 that aspires for Zambia becoming a prosperous middle-income country by 2030. This DWCP also takes into account the socio-economic impact of COVID-19 on the quality of life in Zambia.

The programme has been considered by the Government as one of the solutions to the challenges facing society today which is also embraced by the International Labour Organisation as one of the best drivers to discuss policies especially those relating to labour and employment. In this respect, the Government has made serious progress in addressing the priorities of decent work, and this has resulted in the adoption of a range of standards and regulations that now govern the operations of the labour market and the economy in general.

Further, I call upon all social partners, line ministries, workers, employer organisations and stakeholders to actively participate in the implementation of the DWCP in their various institutions because decent work is a cross-cutting issue that affects all aspect of life.



Hon. Joyce Nonde Simukoko, MP  
**Minister of Labour and Social Security**

## STATEMENT BY ZAMBIA CONGRESS OF TRADE UNIONS

The International Covenant on Economic, Social and Cultural Rights describes decent work as employment that “respects the fundamental rights of the human person as well as the rights of workers in terms of conditions of work safety, remuneration and respect for the physical and mental integrity of the worker in the exercise of his/her employment.”

The workers are happy to be associated with the production of this Decent Work Country Programme (DWCP 2020-2022) for Zambia and we pledge full support in the implementation of the envisaged activities as set out in its strategic objectives. The trade union movement believes that the Decent Work Agenda must be at the centre of Government actions to bring back economic growth and contribute to building an economy that puts people first. We further believe that sustainable economic growth can only be attained through the advancement of Decent Work and Social Justice for workers. We are concerned about the growth of the informal economy, which if left unchecked may lead to precarious working conditions, however, the Trade Unions are confident the decent work agenda is the best framework towards formalization of the informal economy.

Thus, we are also confident that the achievement of the DWCP strategic objectives will lead to an improvement in the lives of all the citizens. It is also our hope that the DWCP will contribute to the attainment of Zambia’s long-term ambitions as espoused in the Vision 2030 and medium-term goals contained in the Seventh National Development Plan (7NDP). The Trade Union Movement is hopeful that the DWCP will be implemented in a manner that is multi-sectoral and will lead to development that “leaves no one behind” as this is consistent with the theme of the 7NDP.

The Decent Work Agenda requires national actors to commit to the objective of creating quality jobs and to pursue cooperative solutions to this challenge. It must be realized that development and job creation are imperative for economic prosperity.

Tripartism and social dialogue are essential in achieving the Decent Work Agenda and should be mainstreamed in all DWCP processes. It cannot be overemphasised that the DWCP is a tool to implement the Social Justice Declaration and the Global Jobs Pact. Therefore, all ILO constituents should be involved in the planning, implementation, monitoring, and evaluation of the DWCP activities at the national level.

Through this, we reaffirm the commitment of the Labour Movement towards achieving the DWCP strategic objectives and reiterate our resolve to ensure ownership of all DWCP processes.



Mr. Nkole Chishimba  
**President for Zambia Congress of Trade Unions**



## STATEMENT BY ZAMBIA FEDERATION OF EMPLOYERS

The Zambia Federation of Employers is delighted with the generation of a new Decent Work Country Programme. The document is an indication of the continuation of concerted efforts by social partners, under the technical guidance of the International Labour Organisation to push forward and endeavour to attain decent work for all in Zambia.

The Priority areas of the new Decent Work Country Programme could have not been better selected and aligned to both the national development agenda as well as the international agenda of the Sustainable Development Goals. We as employer have no doubt that prioritising an enabling environment for enterprise growth will unlock the massive job potential that lies in growing enterprises in the country while at the same time prioritising social protection will ensure resulting jobs are decent. It therefore is our belief that this DWCP will go a long way in ensuring the creation of meaningful and decent jobs for all, especially women and youth, in the spirit of the 7NDP theme of leaving no one behind.

As employers, we remain committed to achieving decent productive work for all in the country and would like to pledge our continued commitment to the realisation of the objectives and aspirations of the social partners as set out in the new DWCP. It is our sincere hope that all concerned parties will indeed come on board to play their role to ensure the successful implementation of this labour sector plan. We further hope the true spirit of social dialogue thus far exhibited during its development will continue throughout the implementation of the programme

I wish to take this opportunity to thank all who have contributed to the realization of the Decent Work Country Programme for a job well done.



Mrs Myra Ngoma Sakala  
**President for Zambia Federation of Employers**

## ACKNOWLEDGEMENTS

The Zambia Decent Work Country Programme 2020-2022 (DWCP) owes its development to numerous contributions and participation from the International Labour Organization, Government Line Ministries, Workers' and Employers' Organisations, and other national stakeholders. The consultation process with the constituents for a DWCP for Zambia was initiated in 2017 through a series of consultations with the Government and social partners.

I would like to express my sincere gratitude to the International Labour Organisation for the provision of technical and financial support during development of the current Zambia Decent Work Country Programme. I would also like to acknowledge the contributions of various technical specialists who provided valuable input into the document. I specifically recognize the contributions of Ms. Mwila Chigaga and Ms. Maria Ellis Machailo who were instrumental in the development process of this document. I wish to also thank Mr George Okutho, Lusaka ILO Lusaka Country Office Director, the Programme Unit led by Mr Gerald Tembo and all the staff at the ILO Lusaka Country office for their invaluable support.

I am also indebted to the staff in Ministry of Labour and Social Security for demonstrating leadership and commitment in the development process of this document.



Mr. Chanda Kaziya

**Permanent Secretary**

**Ministry of Labour and Social Security**



## EXECUTIVE SUMMARY

Zambia's economic performance has in the recent past been affected by lower global commodity prices, and volatile currency exchange and inflation rates, resulting in economic regression, reducing Gross Domestic Product (GDP) a projected to 1.6 percent in 2021 from an average of 6.7 percent over the last decade. The country is facing slower growth due to several challenges: including low copper prices, power outages, tight liquidity and indebtedness. However, the Ministry of Finance in its 2020 Economic Recovery Programme is targeting to achieve real GDP growth of 3 percent by 2022 on account of improved hydro-electric power generation and improved copper exports supported by enhanced revenue collection to ensure a more sustainable fiscal position. Despite this positive economic outlook, Zambia is ranked 146 of 189 in the 2019 Human Development Index. Levels of social inequality are among the highest in the world, and the Gini coefficient on income distribution is estimated at 0.69. Poverty levels remain high with 54.4 percent of the population living below the poverty line; of this population, 76.6 percent live in rural areas and 23.4 percent in urban areas.

Zambia is currently facing low employment levels particularly among the youth and women. Labour Force survey of 2018 indicates that unemployed youth by rural/urban and sex. At national level, 58.1 percent of unemployed youths were males while 41.9 percent were females. In rural areas, 66.9 percent were males while 33.1 percent were females. In urban areas, 52.1 percent were males while 47.9 percent were females. In terms of youth unemployment rate by rural/urban and sex. Youth unemployment rate was estimated at 17.9 percent. Youth unemployment rate was higher in urban areas at 18.1 percent than in rural areas at 17.6 percent. Youth unemployment rate among females was higher in urban areas at 20.9 percent than in rural areas at 14.4 percent.<sup>1</sup>

This DWCP (2020-2022) incorporates the lessons learnt from the previous DWCP (2013-2016). One of the lessons learnt was that for effective and efficient implementation of the DWCP there was need for a resource mobilization strategy and clear communication strategy. This document is contributing to the country's national priorities spelled out in the seventh National Development Plan (2017-2021) whose goal is to accelerate development efforts towards vision 2030 without leaving anyone behind.

The Zambia Decent Work Country Programme (DWCP) 2020-2022 is a result of a national consultative process. The DWCP priorities are a reflection of the constituents' priorities and ensure consistency with national development priorities whilst taking into account elements of the ILO's Decent Work Agenda for Africa. In Zambia, this has been achieved through the United Nations Sustainable Development Partnership Framework (UNSDPF, 2016 - 2021) aligned to the National Vision 2030. The UNSDPF provides for transformational development using an integrated and cross-sector approach centred on both institutions and people to improve the capacity of institutions to deliver development programmes but also stimulate people's ability to demand and access their rights. The UNSDPF is anchored on 3 pillars namely: (i) Inclusive Social Development; (ii) Environmentally Sustainable and Inclusive Economic Development; and (iii) Governance and Participation. All outcomes

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<sup>1</sup> Labour Force Survey, 2019 Central Statistical Office

of the UNSDPF under the three pillars are aligned to the decent work agenda with a focus on integrated social service delivery; decent income-earning and economic empowerment opportunities for all; generation and dissemination of national statistical data; effective resource mobilisation and utilisation; participation in governance; and promotion of rights and access to justice.

There are three (3) key priorities areas under the Zambia DWCP for 2020-2022, listed below:

**Priority I:** Effective Application of fundamental principles and rights at work to support equitable and inclusive economic growth in Zambia;

**Priority II:** Enhanced economic diversification to create more and better job opportunities for all, especially young people;

**Priority III:** Comprehensive and strengthened social protection systems.

The above three priorities will contribute towards Zambia's efforts to achieve the Sustainable Development Goals (SDGs) particularly: SDG 1, Eliminate Poverty, SDG2: Zero Hunger, SDG4: Quality education, SDG5: Gender equality, SDG 8: Decent Work and Economic, SDG9: Industry Innovation and Infrastructure, SDG12: Responsible Production and Consumption, SDG13: Climate Change, SDG16: Peace Justice and Strong Institutions and SDG 17: Partnerships. In addition, the DWCP for Zambia will additionally ensure that cross-cutting concerns of gender equality and equity, good governance, Climate Change and mainstreaming HIV and AIDS are addressed throughout the planning, implementation, monitoring and evaluation processes. In order to ensure that the DWCP priorities are effectively implemented and monitored, there will be sustainable cooperation between the tripartite constituents, cooperating partners and other stakeholders. With regards to implementation of the DWCP, the Ministry of Labour and Social Security will spearhead all programme interventions including reviews and evaluations and documenting best practices to inform future programming. A performance Participatory Monitoring and Evaluation (PM&E) system has been developed and is an integral part of this DWCP.



# 1. INTRODUCTION

The Zambia Decent Work Country Programme covering the period 2020-2022 is the third Country Decent Work Programme, following the second that covered the period 2013-2016. The 2013-2016 Z-DWCP, which was subjected to a Country Programme Review (CPR) in 2016 has incorporated good practices and key lessons learned from the implementation of previous Z-DWCPs. Section 3 of the DWCP has taken into consideration the lessons and recommendations of the 2016 CPR and selected good practices have been incorporated under each of the pillars under Section 2 below.

The development process of the 2020-2022 Z-DWCP followed a consultative process with United Nations Resident Coordinators' Office (RCO), Non-Governmental Organisations (NGOs), other development partners, constituents and other relevant stakeholders. The consultations have been critical in order to foster ownership of the Z-DWCP built through consensus building regarding the following- development of the process roadmap of the DWCP and priority setting.

The following were the Country priorities agreed upon:

**Priority I:** Effective Application of fundamental principles and rights at work to support equitable and inclusive economic growth in Zambia.

**Priority II:** Enhanced economic diversification to create more and better job opportunities for all especially young people.

**Priority III:** Comprehensive and strengthened social protection systems.

The engagement of cross-sectoral players in the Z-DWCP development process is further concretised by the paradigm shift undertaken by the country towards an integrated approach to national development planning premised on the Theory of Change. The ZDWCP 2020-2022 is one of the building blocks towards the realization of the Zambia National Vision 2030 that aspires Zambia becoming a prosperous middle-income country by 2030; and the 2017-2021 Seven National Development Plan (7NDP) which departs from sectoral-based planning to an integrated (multi-sectoral) development approach under the theme "Accelerating development efforts towards the Vision 2030 without leaving anyone behind". The consultations have a clear implication for the DWCP programming cycle as the priorities bring together various sectoral actors and issues that need to be addressed for the delivery of a decent work agenda that responds to national aspirations ensuring a progressive labour market which meaningfully contributes to national development. The ZDWCP cycle ends a year after the 7NDP cycle as well as UNSDPF. This is to give time to the development of new NDP as well as UNSDPF that the new generation of DWCP will align to.

## 2. COUNTRY PROGRESS TOWARDS DECENT WORK AND SUSTAINABLE DEVELOPMENT

The Labour Force Survey (2018) estimated that Zambia has a total population of 16,887,720, with 57.2 percent of that residing in rural areas and 42.8 percent residing in urban areas. Survey results further indicate that female population accounted for 51.2 percent compared to the male population at 48.8 percent.<sup>2</sup>

According to the Labour Force Survey (2018) a total of 9,483,400 made up the working age population (15 years or older), of these 3,329,147 were part of the labour force, while the population outside the labour force was estimated 6,154,252. In the same year the youth labour force was estimated at 1,825,628 while a total of 1,684,317 was the estimated as the potential labour force.

In 2018, a total of 2,948,971 were employed, of these, 917,011 were employed in the formal sector while 1,340,154 were employed in the informal sector. A further 690,648 individual were employed in the household sector. The number of formally employed persons was 931,906 while that of informally employed persons was 2,017,065. The employment to population ratio was 31.1 percent. The male and female employment to population ratio was 40.4 percent and 22.6 percent, respectively. The number of the unemployed population was 380,176. Of the total unemployed persons, 133,686 persons were in rural areas and 246,490 were in urban areas.<sup>3</sup>

<sup>2</sup>Central Statistical Office, Labour Force Survey, 2019, Lusaka

<sup>3</sup>Ibid: p23

Zambia has been politically stable since independence in 1964 and played a significant role towards independence of several Southern African countries. The country has a functioning multiparty democracy which has existed since October 1991. Since 1991 general elections have been held every five years to elect a Head of State and members of parliament. The three main political parties have been the ruling Patriotic Front (PF), United Party for National Development (UPND), and Movement for Multiparty Democracy (MMD). The current President, Mr. Edgar Lungu (PF) was first elected in 2015 in presidential by-election following the death of the then President Mr. Michael Sata. The next elections are scheduled for August 2021.

Zambia's economy is driven by the Mining, Agriculture, Construction, Transport and Communication industries. Zambia through the National Vision 2030 aspires to become a prosperous middle-income country. The fact that the 65.4 percent of the labour force employed in the informal economy<sup>4</sup> only account approximately 34 percent of GDP underscores the decent work gap that needs to be filled for Zambia to transform into a prosperous middle-income country by 2030. Such a transformation would require, among other things, urgent and concerted efforts to competitively reposition and diversify the national economy from copper mining and export dependency. The focus of the transformation must shift to other sources of growth such as tourism, manufacturing and agriculture which have been identified in the 7NDP and have strong domestic backward and forward linkages. These sectors are also globally competitive and resilient enough to provide a basis for inclusive and job-rich growth for the majority of the semi-skilled and un-skilled labour force.

The World Bank reclassified Zambia as a low middle-income country in 2011 due to the stable economic growth experienced. Zambia has a per capita growth national index of US\$1,490, a marginal decline from US\$1,740 in 2014. From 2004 – 2014, Zambia's Gross Domestic Product (GDP) averaged 7.4 percent. However, from 2015 to 2018, this reduced to 3.4 percent.

Additionally, the economic growth slowed down in 2019 mainly due to continued adverse weather conditions that negatively impacted agriculture production and the energy sector. In 2020, the Zambian economy has been experiencing low growth, high fiscal deficits, rising inflation and debt service obligations as well as low international reserves. The global impact of COVID-19 on the global economy is also likely to weigh down on the domestic economy. As a result, real GDP growth was projected at negative 4.2 percent in 2021.<sup>5</sup> However, economic growth is expected to rebound in 2021 with growth projected accelerate to above 3 percent.<sup>6</sup>

Inflation rose from 14 percent in April 2020 to 22.2 percent in February 2021. The exchange rate of the Kwacha has continued to depreciate against the US Dollar especially during the COVID-19 pandemic. The Government has consequently announced reforms and austerity measures to restore confidence in the economy which have include the development of an Economic Recovery Programme 2020-2023. These include restoring fiscal space through restructured debt management; avoid defaults and restore donor and investor confidence to reestablish relationships; ensure Value for money in public investments and improvement in procurement processes; and promotion of private sector development.

Poverty marginally declined in the last decade, with the Living Conditions Monitoring Survey (LCMS) of 2015 indicating that while the national headcount poverty rate declined from 60.5 percent in 2010 to 54.4 percent in 2015, rural poverty remained stagnant over the two periods. Despite a reduction in poverty levels, the levels of income inequality increased between 2010 and 2015 as shown by the Gini coefficient which increased to 0.69 in 2015 from 0.65 in 2010. The effect of the decade-long economic growth on overall poverty reduction and inequalities has been minimal and the urban centred growth has not generated enough jobs, and has thus created jobless economic growth. The rural poverty rate, at 76.6 percent, is more than double the urban poverty rate of 23.4 percent and, consequently, over the past decade (2006 – 2015), the Gini coefficient increased from 0.47 to 0.52, further highlighting the inequalities which have an impact on overall development. In addition, employment remains concentrated in low-earning sectors (such as agriculture), whilst growth has been generated mainly in wholesale/retail and mining sectors, that has not translated into inclusive growth to address inequality. Further the high informality, as stated in the statistics above, underscores the decent work gaps that need to be filled for Zambia.

To achieve the foregoing, the Z-DWCP (2020 – 2022) has identified three main priority areas that will support implementation of interventions responding to the four decent work agenda which include employment; social protection; rights at work and international labour standards; and social dialogue.

<sup>4</sup>Zambia: Emergency Flash Appeal, April 2020, Lusaka

<sup>5</sup>Ministry of Finance 2021 Budget Speech delivered in September 2020

<sup>6</sup>Ministry of Finance Economic Recovery Program 2020-2023, "Restoring Growth and Safeguarding Livelihoods through Macroeconomic Stability, Economic Diversification and Debt Sustainability

## 2.1 RIGHTS AT WORK AND INTERNATIONAL LABOUR STANDARDS

Zambia has ratified 48 Conventions, of which 4 have been denounced, leaving a total of 44 Conventions in force. The ratified Conventions include all 8 Fundamental (core) Conventions; all 4 Governance Conventions; and 36 of the 177 Technical Conventions. The country has ratified only 2 of the equality conventions, C100 on Equal Remuneration and C111 on Discrimination in Employment and Occupation. However, the other two gender equality conventions, C156 on Workers with Family Responsibilities and C183 on Maternity Protection have not been ratified, however, discussions are underway for ratification of the latter.

Existing legislation operationalising International Labour Standards and Fundamental Principles and Rights at Work (FPRW) include the Employment Code Act No. 3 of 2019 of the Laws of Zambia and other legal framework related to the four FPRW (i.e., freedom of association and collective bargaining, forced labour, child labour and non-discrimination), namely: Industrial and Labour Relations Act CAP 269 of the Laws of Zambia;

- The Employment Code Act No. 3 of 2019
- The Prohibition of the Employment of Young Persons and Children (Hazardous Labour) Order, S.I. No. 121 of 2013;
- Anti-Human Trafficking Act No. 11 of 2008;
- Gender Equity and Equality Act No. 22 of 2015;
- Anti-Gender Based Violence Act No. 1 of 2011.

The Industrial and Labour Relations Act (ILRA) provides for specific obligations for each of the tripartite constituents (Government, employers and workers' organisations) in upholding the FPRW. Further it provides for freedom of association, collective bargaining and non-discrimination in the work place. Non-discrimination clauses provide for the protection of vulnerable groups such as women, people living with HIV and AIDS, migrant workers and people with disabilities. It has been noted that some private sector actors do not adhere to some of the foregoing legislative provisions. Furthermore, in practice, the informal economy workers have limited access to FPRW. There is need to prioritise and strengthen labour inspection to ensure compliance with labour laws.

Forced labour is addressed within the Penal Code and the Anti-Human trafficking law. However, data on the extent to which this is enforced is not available. Thus, there is need to ensure that labour legislation, specifically the Employment Act, makes provisions on forced labour. Additionally, Zambia has not yet ratified the ILO Protocol of 2014 to the Forced Labour Convention No. 29 of 1930.

Child involvement in employment remains very high in Zambia, with an estimated 34.4 percent of all children aged 7-14 (around 950,000 children) and about 27 percent of children under the age of 13 economically active in 2008, a conservative estimate, because it excludes both the Worst Forms of Child Labour (WFCL) and unpaid household chores.<sup>7</sup> Child labour in Zambia is overwhelmingly in the agriculture sector accounting for around 92 percent of the economically active 7- 14 year olds at work.<sup>8</sup>

Given the strong link between child labour and poverty and in view of the situation outlined above, child labour is an existent problem in Zambia and is an obstacle to achieving desired quality education outcomes, reduction of inequality, decent work and economic growth and poverty reduction in the aspiration to attain Sustainable Development Goals in Zambia. Child Labour not only harms the welfare of individual children, but also slows broader national poverty reduction and development efforts, particularly to enhance human development, reduce development inequalities and at a wider level, reduce poverty and vulnerability as envisaged in the 7NDP.

Zambia has taken steps to address worst forms of child labour and has in place the Employment Code Act No.3 of 2019 which stipulates the minimum age of employment and types of work permitted at a particular age. The Statutory Instrument prohibits employment of young persons and children in hazardous work. There is a Child Labour Policy in place, being implemented through the national time bound programme on the elimination of child labour and targeted programmes addressing the issue such as the programme on Achieving a Reduction of Child Labour in Support of Education (ARISE). A Child Labour Unit was established in the Ministry of Labour and Social Security (MLSS) in 2000. There is a Child Labour National

<sup>7</sup> Towards Ending Child Labour in Zambia: An assessment of resource requirements, 2012, p. 30

<sup>8</sup> Child Labour Report, 2018, Central Statistical Report

Steering Committee in place; and 25 District Labour Committees (DCLCs), and Community Child Labour Committees (CCLCs) have been established to undertake local level sensitisation, coordination and monitoring. Strategies to address child labour are being promoted through the child labour programmes. At the point of the DWCP development, MLSS had conducted 2 of the national consultations on the development of a National Child Labour Action Plan in Lusaka and Western provinces.

All of the above-mentioned structures and processes have involved a wide range of stakeholders including Government, employers' and workers' organisations, civil society, the media, faith-based organisations. As a means of addressing child labour, forced labour and human trafficking, efforts will be made at the country level to facilitate partnerships aimed at addressing the vices in line with Target 8.7 of the SDGs. Discussions have been held around Alliance 8.7 and Zambia as a pathfinder country.

With regards to gender equality and non-discrimination, there is a challenge of representation of women in leadership and decision-making positions in both the public and private sectors. From the total employed persons, there were 67.4 percent men and 32.6 percent female representation within management positions (2017 LFS). Of the 13 members of the Zambia Federation of Employers (ZFE) Board, only 2 are women, 1 of whom is the Vice President. The ZFE Secretariat comprises 5 management positions of which 2 are women i.e., legal officer and human resource manager). The Zambia Congress of Trade Unions (ZCTU) Secretariat currently has 55 members within the Executive Committee and Executive Board, of which only 8 are women. There is need to promote fundamental principles and rights at work, particularly for women in both the formal and informal economy.

The 2017 Committee of Experts on the Application of Conventions and Recommendations (CEACR) comments regarding the application of standards have been incorporated in the DWCP. The comments relate to Freedom of Assembly and timeframe for disposal of IRC cases as they relate to C98 of 1948 on Right to Organise and Collective Bargaining; C138 of 1973 on Minimum Age to Employment the completion of compulsory education, on determination of light work and C144 of 1976 on Tripartite Consultations to promote social dialogue. Generally, Zambia should adhere to its obligations related to the application of and reporting on standards and should provide timely feedback on the observations, comments and recommendations of the CEACR during the implementation of the DWCP.

## Comparative Advantage of the Tripartite Structure

The Tripartite Consultative Labour Council (TCLC) is the supreme advisory structure on labour, manpower development and productivity in Zambia. The structure promotes tripartism which enhances democratization of economic and social policy making; reduces social conflicts; brings a social dimension to economic policy reform; encourages good governance; advance social and industrial peace; promotes economic growth; and contributes to reducing poverty. In Zambia, the foregoing allows constituents to discuss and reach consensus on policy issues. In an effort to promote good governance of the TCLC, the Committee of Experts on Application of Conventions and Recommendations requires that Government discusses issues arising from implementation of ratified conventions with social partners and reported annually.

The following lessons were learnt from the 2013 – 2016 DWCP:

- The regular meeting of the TCLC was a good practice that can be adopted in the 2020-2022 ZDWCP
- In order to implement the DWCP, it was learnt that there is need to allocate sufficient resources both financial and human resources
- It was learnt there is need to monitor the implementation of the DWCP
- Effective Social Dialogue contributes to sound industrial relations and sustained economic growth in Zambia.

## 2.2 EMPLOYMENT

In 2018, the estimated overall labour force participation rate was 35.1 percent. Males had a higher participation rate at 45.1 compared to females at 26.0 percent. The urban participation was higher than that of the rural at 47.0 percent and 24.8 percent, respectively. The pattern of having higher participation rate for males than females was observed in both rural and urban areas.



The working age population (15 years or older) was estimated at 9,706,101. The labour force population was 3,423,486 and the youth labour force accounted 1,828,753. The population outside the labour force was 6,282,615. Of the total population outside the labour force, 1,688,980 was the estimated potential labour force. In 2019, the employed persons was estimated at 2,995,103. The employment to population ratio was 30.9 percent. The male and female employment to population ratio was 39.4 percent and 23.4 percent, respectively. The number of formally employed persons was 941,292 while that of informally employed persons was 2,053,811. The number of employed persons in the formal sector was 901,321. The employed persons in the informal and household sectors were 1,301,491 and 792,291, respectively. The number of the unemployed population was 428,383. Of the total unemployed persons, 173,109 persons were in rural areas and 255, 275 were in urban areas.<sup>9</sup> Clearly if substantial numbers of jobs are to be created and especially for women, this needs to happen within the informal economy. In Zambia, the formal sector, informal sector and households represent 45.7 percent, 31 percent and 23.3 percent of employment respectively. Men are more likely to be formally employed 65.9 percent and informally employed 61.3 percent than women at 34.1 percent and 38.7 percent respectively but there are slightly more women employed in the household sector 51 percent than men 49 percent. There is higher dependence on agriculture and informal sector in rural areas compared to the urban areas.

Unemployment and underemployment continue to be a major challenge especially among youths, women and Persons living with Disabilities (PWDs). Inadequate attention to the informal economy as a breeding ground for future enterprises and employment is contributing to increased unemployment. The unemployment rate was 12.5 percent. The male unemployment rate was 12.1 percent and that of females was 13.1 percent. The youth unemployment was 17.9 percent. The male youth unemployment rate was 17.4 percent and that of females was 18.6 percent. The national combined rate of unemployment and the potential labour force was 41.4 percent. It was higher for females at 47.3 percent and 36.8 percent for males.<sup>10</sup>

Zambia has in place the Gender Equity and Equality Act and the National Gender Policy that provides guidance on gender inclusiveness in employment at all levels. The Gender Equity and Equality Act, Part V outlines elimination of all forms of discrimination against women, particularly section 31 outlines elimination of discrimination in employment. The Policy on the other hand promotes equitable allocation of productive resources to women and men as one of its main objectives.

Decent working conditions continue to be another area of concern. There tends to be neutrality in consideration of needs by various groups such as women, PWD, and persons living with HIV and AIDS in provisions of conditions of service. Particularly on Occupation Safety and Health (OSH) there is hardly any consideration of gender differentiated needs as well as needs for PWD and people living with HIV and AIDS. Most work places do not have OSH and wellness policies as legislation is inadequately enforced. There are inadequate facilities for special categories of employees such as pregnant women and PWD.

The 2013 Enabling Environment for Sustainable Enterprises (ESEE) assessment identified that the business environment in Zambia faces challenges with infrastructure (physical and ICT); education, training and lifelong learning; enabling legal and regulatory environment and adequate social protection. Although some efforts have been made to address the identified challenges and improve the business environment in the country, a number of gaps remain such that cost of doing business is still high and the body of work is still focussed on the formal sector, leaving out reforms needed in the informal economy. However, it can be noted that Government has tried to implement some measures to address some of these challenges such as legislation, policies and programmes including. The Business Regulatory Act No.3 of 2014; National Employment and Labour Market Policy; Industrial and Labour Relations Act; Cap 269 Employment Code Act No.3 of 2019; and Conditions of employment Act. There are also ILO conventions on addressing other rights at work, among them C100 on Equal Remuneration; C155 on Occupational Safety and Health; C176 on Safety and Health in Mines; and C111 related to Discrimination (Employment and Occupation) that were ratified.

In terms of Child Labour, the prevalence of child labour for all children aged 5– 17 years was estimated at 15.8 percent. The female Child Labour rate was at 18.0 percent while the male rate was at 13.6 percent. Western Province had the highest child labour prevalence rate at 23.9 percent. The child labour incidence rate for the working children aged 5 – 17 years was estimated at 38.5 percent. The female incidence rate was 39.5 percent and the males at 37.3 percent .<sup>11</sup>

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<sup>9</sup>Central Statistical Office, Labour Force Survey, 2019, Lusaka

<sup>10</sup>Ibid

To enhance data collection and dissemination for the planning and utilization on developmental dimensions, Government (through the MLSS and the CSO) and technical support from the ILO have revised and improved the Labour Force Survey data collection tools. The LFS is a household survey conducted every quarter. The annual report provides national, rural/urban and provincial representative statistics on the population, working age population, labour force, employment, own use production work, potential labour force, labour underutilization (unemployment rate, combined rate of unemployment and potential labour force), occupation, industry and working conditions among others. The data collection tools have included selected indicators that will be feeding into the monitoring the performance of developmental strategies outlined in the 7NDP at national level and the SDGs at the global level, but there are still further indicators that need to be included to provide a more complete picture.

## 2.3 SOCIAL PROTECTION

Zambia has an overarching National Social Protection Policy crafted around the pillars of social assistance, social insurance, livelihood and empowerment as well as social services, that was adopted in 2014. The policy establishes Government's dedicated efforts to ensure that the role of social protection in pro-poor growth remains central, and increases in systemic efficiency. This is further amplified within Government's medium- and longer-term planning instruments that recognizes the strategic position of social protection in national development planning. The ultimate goal of social protection in these plans is to effectively promote and provide sustainable security against deprivation and extreme vulnerability, as outlined in the Vision 2030, and also reflected in the Sustainable Development Goals (which seeks, among others, to end poverty and reduce vulnerability by 2030). The current national planning framework, the Seventh National Development Plan (7NDP), recognises the inherent potential of social protection in reducing poverty and vulnerability, moderating income inequalities, promoting household food and nutrition security requirements and improving access to health. The 7NDP, under the pillar on Poverty and Vulnerability, contributes towards poverty mitigation through the implementation of national social protection systems directed towards strengthening coordination, improved coverage and targeting of social protection programmes, and the implementation of pension reforms.

The preceding DWCP programmes had dedicated pillars on social protection. The Government through Ministry of Community Development and Social Services and related line ministries, as well as other stakeholders, have been implementing several social assistance interventions targeting specific categories of beneficiaries which involve non-contributory transfers in the form of cash, in-kind support, fee waivers and subsidies. Specific programmes include Public Welfare Assistance Scheme (PWAS), Social Cash Transfer programme (SCT), Home-Grown School Feeding Programme (HGSM), bursaries and scholarships, as well as the resettlement and rehabilitation of people with disabilities (PWDs), Orphans and Vulnerable Children (OVCs). Livelihood and empowerment interventions include provision of finance, agricultural inputs and entrepreneurship skills including public works to promote community infrastructure and assets. Specific programmes implemented include the Farmer Input Support Programme (FISP), Food Security Pack (FSP), Women Empowerment Fund, Functional Literacy and Skills Training, Community Self Help Initiatives and Micro Bankers Trust.

Under the Protection Pillar, the main objective is to strengthen legal rights at all levels – to ensure appropriate laws are in place, raise awareness of legal rights and enforce the law. As of 2020, the Social Cash Transfer programme supported 700,000 households while the Food Security Pack supported 80,000 households. The two programmes are part support provided under the Social Assistance Programmes.

Zambia has a number of social insurance schemes which provide a range of benefits including: old age, survivors, invalidity and employment injury. The existing contributory pension schemes under the National Pension Scheme Authority, Public Service Pension Fund, Local Authority Superannuation Fund and other occupational schemes offered by the private sector. Other Social Security services include the Medical Schemes and the Employment Injury Schemes. Regarding social insurance coverage as at 2018, membership under NAPSA stands at 780,000 contributors against 14,600 pensioners, which represents only 11.7percent of the total employed population and 2.5percent of the population aged 60 and above in Zambia. Zambia's national health insurance scheme had registered 540,000 beneficiaries by the end of 2020.<sup>12</sup>

In line with reducing social exclusion and enhancing productive capacity, whilst simultaneously harnessing concerted efforts from various stakeholders, the Government intends to implement nationally appropriate social protection systems to achieve

<sup>11</sup>Central Statistical Office, Child Labour report, 2018, Lusaka.

<sup>12</sup>Ministry of Finance 2021 Budget Speech.

substantial coverage of the population. This will be achieved by employing strategies aimed at strengthening coordination of social protection systems. The Ministry of Community Development and Social Services will enhance implementation through the Integrated Framework for Basic Social Protection Programmes (IFBSPP). These efforts will result in the expansion of the coverage of social assistance programmes to address income insecurity and supporting access to health, education, improved nutrition and human capital investment and implementation of social protection legislative reforms.

The contributory social protection landscape is anchored by various pieces of standalone legislation which include; the National Pension Scheme Act 40 of 1996, the Public Service Pensions Act 35 of 1996, National Health Insurance Act 2018, Pensions Regulation Act 25 of 1996, the Local Authorities Superannuation Fund Chapter 238 of the Laws of Zambia, the Minimum Wage and Conditions of Service Act and the Workers Compensation Act 10 of 1999. Despite the pieces of standalone legislation, there is no comprehensive legal framework for the sector. Currently, the Government is working with other stakeholders towards the establishment a singular legal and regulatory framework. There is also intent to review and harmonise other pieces of legislation that relate to provision of maternity protection and extending protection to the informal economy workers. Development of national social security systems is guided by the principles contained in C102 and R202. These include underscore solidarity through pooling of risk, universal coverage through progressive realisation and adequacy of benefits. However, Zambia has not ratified the flagship C102, but has domesticated key provisions of this Convention including survivors, old age, invalidity, employment injury and maternity benefits, all of which are still largely confined to the formal economy workers.

The Government further acknowledges the need for establishing synergies and linkages across social protection interventions in a bid to address fragmentation and uncoordinated implementation of programmes. In line with strengthening the overall social protection coordination framework, the Government through the Ministry of Community Development and Social Services with support from the International Labour Organization has developed the Integrated Framework for Basic Social Protection Programmes (IFBSPP). This framework is focused on establishing a comprehensive and robust programming framework. It references the need to improve coordination and reduce fragmentation of non-contributory social protection programs, as well as to optimize funding allocations for non-contributory social protection interventions. Further, it focuses on informing key linkages within social protection programmes and other interventions in related policy areas by ensuring that programme delivery is anchored on a coherent interlinked system at policy, administration and implementation levels.

In addressing the social security coordination, coverage, financing and legislative gaps, the envisaged interventions under this pillar will contribute to the development of a comprehensive system that will target the entire population across the life cycle. The interventions will also focus on strengthening capacities and collaboration amongst Governments, social partners and social security institutions.

## **2.4 SUSTAINABILITY OF NATIONAL DEVELOPMENT THROUGH PROMOTION OF THE DECENT WORK AGENDA**

As stated under Section 1, Zambia has embarked on a long-term development agenda shaped by the National Vision 2030, which aspires for Zambia becoming a prosperous middle-income country by 2030. The 7NDP framework prioritises economic diversification and decent work that promotes inclusive and sustainable job creation. The Government, through the 7NDP and Vision 2030 seeks to address the challenges highlighted under each of the decent work pillars by speeding up economic growth and creating jobs whilst significantly reducing poverty, development inequalities and advancing human development. This will be achieved through the implementation of the 5 key strategic areas of the 7NDP including: (i) Economic Diversification and Job Creation; (ii) Poverty Reduction; (iii) Reducing Development Inequalities; (iv) Enhancing Human Development and (v) Creating a Conducive Environment for Effective Governance. From the perspective of aligning to the 7NDP, the Z-DWCP will therefore contribute to all Pillars of the 7NDP.

From the perspective of delivering as One United Nations (UN), the UN and Zambian Government have developed the United Nations Sustainable Development Partnership Framework (UNSDPF, 2016 - 2021) aligned to the National Vision 2030. The UNSDPF provides for transformational development using an integrated and cross-sector approach centred on both institutions and people to improve the capacity of institutions to deliver development programmes but also stimulate people's ability to demand and access their rights. The UNSDPF is anchored on 3 pillars namely: (i) Inclusive Social Development; (ii) Environmentally Sustainable and Inclusive Economic Development; and (iii) Governance and Participation. All outcomes of the

UNSDPF under the pillars speak directly to the decent work agenda with a focus on integrated social service delivery; decent income-earning and economic empowerment opportunities for all; generation and dissemination of national statistical data; effective resource mobilisation and utilisation; participation in governance; and promotion of rights and access to justice.

The Zambian Government officially launched its Economic Recovery Program in December 2020. The Economic Recovery Programme (ERP) is the successor to the Economic Stabilization and Growth Programme (ESGP). The Programme seeks to re-launch the economy on a path of sustained economic growth, while stabilising the monetary, external, and fiscal environments. The ERP proposes five areas that need to be addressed. These areas form the pillars of the Programme as follows:

- Restoring Macroeconomic Stability
- Attaining Fiscal and Debt Sustainability
- Restoring Growth and Economic Diversification
- Safeguarding Social Protection Programmes
- Dismantling of Arrears

As part of the economic recovery program, the Government of Zambia will also prioritize the dismantling of arrears owed to contractors to help companies meet their obligations and sustain their operations; put in place a clearly elaborated program to turn Zambia into an agricultural hub; and facilitate the access to cheaper financing for local SMEs.

### **3. PRIORITIES AND COUNTRY PROGRAMME OUTCOMES**

#### **3.1 LESSONS LEARNED FROM PREVIOUS DWCP IMPLEMENTATION**

As stated, the 2020-2022 Z-DWCP has incorporated good practices and key lessons learned from the implementation of previous Z-DWCPs and key recommendations of the 2016 Country Programme Review (CPR). The DWCP has adopted provisions of the 2016 CPR, the management response including the following:

- Institutionalisation of the Z-DWCP ownership by constituents and other key stakeholders through alignment to the national development plan, United Nations Development Framework, departmental work plans and stakeholder strategic plans as a two-pronged approach to support both the effective implementation of the programme and resource mobilisation;
- Identification of an existing structure to facilitate the establishment of a permanent secretariat to implement, coordinate, monitor and evaluate the Z-DWCP;
- Identification of stakeholder capacity deficits in the implementation of the DWCP and provision of responsive strategies to address the capacity gaps;
- Development of a communication strategy; and
- Development of an effective and robust Monitoring and Evaluation (M&E) framework for the Z-DWCP.

#### **3.2 ILO'S COMPARATIVE ADVANTAGE**

ILO has extensive experience in Zambia in supporting national and local authorities in improving policies, governance structures and regulatory frameworks relating to the four pillars of the Decent Work Agenda. The ILO has effective engagement mechanism and high-level policy contacts with key local and international partners in the country; strong network of national partners and convening power as well as competence in right based approach that is based on national, regional and international labour standards. The findings of the 2016 Z-DWCP CPR highlights that as the global anchor of the decent work agenda, the ILO is quite highly rated by national stakeholders in providing effective technical advice through the provision of credible and skilled specialists supporting Z-DWCP. Due to the organizations uniqueness, the ILO has comparative advantage as the only United Nations specialized agency working with Government, workers' and employers' organisations in shaping policy and advocating for implementation of programmes and strategies that contribute to addressing decent work deficits. This collaboration is facilitated through social dialogue.

Within the spirit of delivering as one UN at the country level, the ILO is part of the United Nations Country Team (UNCT), a structure providing strategic guidance on the UN support to Government. The ILO supports the implementation of the UNSDPF 2016-2021 and the joint plans thereof, focusing on improving the effectiveness and coverage of UN development assistance in Zambia. The ILO plays a critical role in advancing the decent work agenda in all the pillars and in participating in

relevant working groups within the UNDSPF framework. The UNDSPF is aimed, among others, at supporting the achievement of the Sustainable Development Goals (SDGs), national development priorities which contribute towards and are consistent with the SDGs, and the realisation of international human rights in the country. The SDGs taken together address each of the strategic objectives of the decent work agenda of the ILO. Partnerships will be facilitated within the UN and beyond to advance reporting on selected SDG indicators for which ILO has been made custodian. Due to the unique mandate of bringing together the tripartite to deliver the decent work agenda, the ILO in Zambia has increasingly formed critical partnerships with a number of UN agencies through the delivery of UN Joint Programmes among them in the areas of social protection, gender-based violence, human trafficking and youth empowerment. The ILO continuously and significantly contributes to the UN support to national development and is a member of a number of the UN coordination structures such as the United Nations Country Team, Inter-Agency Group and the UN Results Groups.

The ILO brings decades of global and regional experience to the table and is able to extensively draw on its in-house capacity embodied in the various technical departments at its Headquarters, Regional and Country offices as well as the Decent Work Support Team of 15 specialists based in Pretoria. Furthermore, the ILO brings a portfolio of well-tested capacity development programmes, networks of trainers and tools to support the effective implementation of DWCP.

### 3.3 ALIGNMENT WITH NATIONAL AND INTERNATIONAL FRAMEWORKS

**Vision Statement:** A prosperous Zambia with secure and sustainable Jobs anchored on inclusiveness and Social Justice by 2030

**Overall goal:** Creation of enhanced decent job opportunities in the Zambian economy.

The 2020 – 2022 Z-DWCP priorities include the following:

**Priority 1:** Effective application of fundamental principles and rights work to support equitable and inclusive economic growth in Zambia

**Priority 2:** Enhanced economic diversification to create more and better job opportunities for all especially young people

**Priority 3:** Comprehensive and strengthened social protection systems

This DWCP is aligned with the eight ILO policy outcomes of the Programme and Budget 2020-2021 and their three enabling outcomes which are as follows; (1 Authoritative knowledge and high-impact partnerships for promoting decent work, 2. Effective and efficient governance of the Organization and 3. Efficient support services and effective use of ILO resources) of the Programme and Budget (2020-2021) which is human centred. The eight policy outcomes are a direct output of the centenary declaration and focuses on the essential elements of the Human centred approach to the Future of Work. In addition, the DWCP will contribute towards achieving the objectives of the 14th African Regional Meeting, adopted under the title Abidjan Declaration 2019 - Advancing Social Justice: Shaping the future of work in Africa which is to foster Social Justice through Decent Work in Africa. This will contribute towards having coherent social, economic and environmental policies that shape the world of work today for a fair and just society towards achieving decent work for all. Therefore, the Z-DWCP through the three prioritised areas highlighted above will significantly contribute towards achieving the goals and objectives of the Programme and Budget 2020-2021.

Table: Alignment with National, Regional and International Development Frameworks

## DWCP-Z ALIGNMENT WITH NATIONAL AND GLOBAL FRAMEWORKS

- 2030 Agenda for Sustainable Development
- African Union Agenda 2063
- Abidjan Declaration 2019
- Vision 2030 - Zambia
- Seventh National Development Plan (2017-2022)
- Zambia-United Nations Sustainable Development Partnership (2016-2021)

## Alignment of DWCP to key International and National Development Frameworks

Sustainable Development Goals (SDGs)	7NDP Pillars	UNSDPF (2016-2022) <sup>13</sup>	ILO PROGRAMME & BUDGET 2020-2021
SDG 1: No Poverty	Pillar 1: Economic Diversification and Job Creation	Pillar 1: Inclusive Social Development (Outcome 1.1)	<b>Outcome 1:</b> Strong tripartite constituents and influential and inclusive social dialogue
SDG 2: Zero Hunger	Pillar 2: Poverty Reduction	Pillar 2: Environmentally Sustainable and Inclusive Economic Development (Outcome 2.1 & 2.2)	<b>Outcome 2:</b> International labour standards and authoritative and effective supervision
SDG3: Good Health and Wellbeing	Pillar 3: Reducing Development Inequalities;	Pillar 3: Governance and Participation (Outcome 3.1, 3.2, 3.3. & 3.4)	<b>Outcome 3:</b> Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all.
SDG4: Quality Education	Pillar 4: Enhancing Human Development		<b>Outcome 4:</b> Sustainable enterprises as generators of employment and promoters of innovation and decent work
SDG 5: Gender Equality			<b>Outcome 5:</b> Skills and lifelong learning to facilitate access to and transitions in the labour market
SDG 8: Decent and Economic Growth			<b>Outcome 6:</b> Gender equality and equal opportunities and treatment for all in the world of work
SDG 10: Reduced Inequalities			<b>Outcome 7:</b> Adequate and effective protection at work for all
SDG 13: Climate Action			<b>Outcome 8:</b> Comprehensive and sustainable social protection for all
SDG 17: Partnerships for the Goals			

## Cross Cutting Themes

<sup>13</sup> Includes the UNSDPF addendum



### 3.4 PRIORITY 1: EFFECTIVE APPLICATION OF FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK TO SUPPORT EQUITABLE AND INCLUSIVE ECONOMIC GROWTH IN ZAMBIA

The priority will address a number of issues related to labour administration and gender equality and non-discrimination. These in essence include addressing challenges facing the labour inspectorate in enforcing legislative provisions regulating the labour market; decent work deficits among others issues of equal pay for work of equal value; OSH; unacceptable forms of work including child labour, forced labour and human trafficking; and general rights at work for men, women, young people, people with disabilities, migrants, violence and harassment at work; and people living with HIV and AIDS.

From the social partner perspective, the priority will also focus on strengthening their representation capacity and increasing their membership drives; improving representation and participation of women and youth in decision making positions to progress gender parity in employers' and workers' organisations; increase participation of employers and workers organizations within the rural and informal economy; promote disability inclusion within social partner organizations; and addressing HIV and AIDS in the work place.

For Zambia to adhere to its global, regional and national commitments, the priority will promote ratification of conventions and protocols, and facilitate not only progressive application of standards but also work towards timely reporting on international labour standards, including effective feedback on the Committee Experts Application of Conventions and Recommendation (CEACR) comments. Further, Zambia will endeavour to work towards effective contribution and progressive implementation of sub-regional commitments in accordance with decisions and resolution made within existing platforms such as the Southern African Development Community (SADC) and the Ministers of Labour Meetings for Zambia, Malawi and Mozambique. The priority will also leverage on ongoing reforms on the labour law, social protection, Education Act, Penal Code and Minimum Wage review to address decent work deficits and among others issues of freedom of association and collective bargaining, OSH, child labour, forced labour, human trafficking and general rights at work. To facilitate achievement of the intended outcomes under this priority and ensure inclusive participation, key stakeholders among them Government, social partners, Civil Society Organizations, targeted beneficiaries (e.g., workers – including migrant workers, child labourers and children at risk, trafficked persons, PLWHA, youth, women, people with disability, vulnerable groups in the community, academia and media will be engaged.

From the global development perspective, the priority and its outcomes contribute to the achievement of Sustainable Development Goal (SDG) number 8 on decent work and economic growth; SDG 2: On inclusive and equitable quality education and promotion of lifelong learning opportunities for all; and SDG: 5 on Gender equality. At the national level, it contributes in particular to the 7NDP as well as the UNSDPF.

The pillar focuses on the three outcomes namely:

**Outcome 1.1** Working conditions improved.

**Outcome 1.2:** Enhanced female representation in employers' and workers' organizations enhanced Female representation in decision making positions within employers' and workers' organizations.

**Outcome 1.3:** Enhanced application of labour standards.

**Outcome 1.1:** Working conditions improved

With regards to labour administration, Zambia faces a number of challenges including limited enforcement of labour laws and policies due to human, technical and financial constraints; limited compliance to labour laws by employers, compounded by limited labour inspections; exploitative working conditions; lack of gender mainstreaming of collective bargaining agreements and prevalence of child labour.

The limited enforcement and compliance, coupled with weak coordination and limited coverage of programmes contributes to decent work deficits relating to wages, occupational safety and health, child labour, maternity protection, pension, hours of work and other general poor and exploitative working conditions. This outcome therefore aims at strengthening the labour administration system to progressively improve working conditions and also to mainstream gender.

To strengthen the labour and OSH inspectorate the Ministry of Labour and Social Security will prioritise recruitment of labour inspectors and support capacity building of the inspectors, including in mainstreaming gender to increase coverage of



labour inspection to facilitate and enhance compliance.

The Z-DWCP will also work with partners to facilitate the development and implementation of the National Child Labour Action Plan in order to address child labour challenges in the country.

The Z-DWCP will further work to strengthen the capacities of members of the tripartite structure. A strengthened Tripartite Consultative Labour Council (TCLC) will contribute significantly to improving the effectiveness and quality of dialogue to influence and inform policy and decision making.

The DWCP will facilitate advocacy implementation of interventions on the ratification of the C190 - Violence and Harassment in the world of work. This will contribute at raising awareness about violence and Harassment in the workplace and how it can be reduced/stopped.

## Outputs

- 1.1.1 Labour inspections conducted (disaggregated child labour, MNE principles, routine and special inspections).
- 1.1.2 Incidences of Child Labour reduced.
- 1.1.3 Social partners capacitated in gender sensitive collective bargaining
- 1.1.4 GBV Policy revised to incorporate violence and harassment in the workplace.

**Outcome 1.2:** Enhanced female representation in employers' and workers' organizations enhanced Female representation in decision making positions within employers' and workers' organizations

**Social partners face a number of institutional challenges including:** low membership drive leading to limited representation; limited membership in both the informal and rural economies; limited representation and participation of women in leadership and decision making positions; inadequate public and private sector gender disaggregation of data on employment by occupation within the Labour Force Survey report; limited capacity to collective bargaining; and limited capacity of social partner organisations and their Secretariats to effectively deliver on their mandates.

Due to the transformational changes on the organisation of work, social partners face a huge challenge in organising and representing their members across diverse sectors including in the SME sector and the informal economy, leading to limited coverage of vulnerable sectors thereby affecting social partners' financial sustainability. The foregoing has caused challenges with increasing membership drives. Additionally, male domination in representation, leadership and decision-making positions adversely affects the achievement of gender parity, despite provisions within the national laws, organisational constitutions and organisational affirmative policies. This hinders efforts in achieving gender equity, gender equality, diversity and non- discrimination in the world of work. Collective bargaining constraints result in poor working conditions and strained labour relations. Further, constraints in social partners' capacity to deliver on their mandate results in limited-service provision for members/affiliates.

This outcome aims at strengthening the capacity of employers' and workers' organizations for effective representation, collective bargaining, promoting gender equality and the inclusion of women, youth, persons with disability and people living with HIV and AIDS in social partners institutions for effective service delivery to their membership.

To support strong, effective and representative employers' and workers' organisations, the social partners will focus on the following: capacity building of female representatives to improve collective bargaining through bipartite and mutual gains negotiations training incorporating gender and strengthening of women's voice; and improving service delivery to their members. Workers' and employers' organisations will also be capacity built to develop gender sensitive strategic plans as a basis of planning interventions and promote operational efficiency with their organisations.

## Outputs

- 1.2.1 Employers' Secretariat capacitated in innovative organizing methodologies
- 1.2.2 Workers' Organisations Secretariats capacitated in innovative organizing methodologies
- 1.2.1 Increase in Female representatives within the employers' and workers' organizations

- 1.2.1.2 Constituents trained in women's leadership development
- 1.2.1.3 Men and masculinity initiative implemented
- 1.2.1.4 Gender responsive constituents' Strategic Plans developed and implemented

**Outcome 1.3:** Application of labour standards enhanced

Zambia is faced with a number of adversities related to Government's obligations to application and reporting on International Labour Standards (ILS). These include the following: limited technical knowledge and understanding of both ratified and non-ratified international and regional Conventions and Protocols; existence of gaps in the policies and laws governing the labour market; limited capacity for reporting and submitting timely reports to the CEACR; and limited human capacity within the Industrial Relations Court (IRC) to ensure cases are disposed off and limited utilisation of (ILS) by IRC and panellists in labour related judgements.

These challenges have resulted in the delayed domestication of the ILS provisions and their application; delays in submitting reports on ILS to the CEACR; and limited reference to ILS in court decisions and delayed disposal of cases by the IRC.

This outcome aims at enhancing the application of labour regulations and standards through ratification of ILS and protocols, policy and legislation formulation and review and capacitating the IRC in the utilisation of ILS in domestic court decisions.

There is consensus amongst the constituents to promote the ratification, application and reporting on Labour standard on discrimination. Interventions will focus on raising awareness and building constituents' capacity in reviewing and reporting on ratified Conventions and protocols. This will be facilitated through social dialogue with, ILO technical assistance, including promotion of women workers' rights and Labour Standards related to gender equality. Promotion of women's rights will also be at the core with emphasis of C-190 on ending violence and Harassment in the world of work. Ratification of the Maternity Protection Convention No. 183 will be promoted by the ILO to facilitate domestication into legal provisions on maternity protection, guaranteeing maternity time off and pay in line with the Convention. To deepen the application of the equality and non-discrimination conventions ratified and strengthen compliance with constitutional provisions for equality, issues around equal pay for work of equal value, access to opportunities and control of economic assets will be prioritised. Further, constituents will be engaged in consultations on the ILO standard on violence and harassment in the world of work and to advocate for the incorporation of provisions of the standard into the Penal Code and the National Gender Policy. Constituents' capacity for timely reporting on key conventions will be facilitated to improve accountability in the application of ILS.

The IRC and panellists will also benefit from capacity building on ILS to increase their utilisation in labour dispute judgements.

Further, national policy and legislative frameworks will be reviewed to align them with international and regional provisions and their implementation facilitated through the development of national programmes and strategies. Legislative review will focus on ensuring the labour law reforms to bring them into compliance with ILS, reflecting issues related to forced labour, duration of time to settle disputes and the requirement for two parties to agree before a case it taken to arbitration.

## Outputs

- 1.3.2.1 ILS and regional protocols ratified.
- 1.3.2.2 Compliance to gender and ILS for business developed and implemented.
- 1.3.2.3 Labour laws reviewed in line with ILS.
- 1.3.2.4 Judiciary staff trained on ILS and ILO Core Gender Conventions.
- 1.3.2.5 TCLC trained to enhance their capacity on social dialogue.



### 3.5 PRIORITY 2: ENHANCED ECONOMIC DIVERSIFICATION TO CREATE MORE AND BETTER JOB OPPORTUNITIES FOR ALL ESPECIALLY YOUNG PEOPLE, WITH A FOCUS ON KEY ECONOMIC SECTORS AND THE RURAL ECONOMY.

In Zambia, unemployment and underemployment continue to be a major challenge especially among youth, women and People with Disability (PWD) mainly due to inadequate attention to the informal economy that should be a breeding ground for future formal enterprises and employment in the creation of sustainable jobs.

This priority seeks to enhance job opportunities for all especially youth, women and PWD through entrepreneurship development, skills development and creation of a conducive policy environment. The Priority addresses how the enabling environment can be improved to better support entrepreneurship among micro and small enterprises for their job creating growth. This priority will also focus on enhancing the supportive frameworks for skills development to be better aligned to industry needs, this will also include frameworks for the informal economy to enable enterprises to grow sustainably and that sufficient and appropriate data informs proper programming and targeted development planning.

#### Country Programme Outcomes:

**Outcome 2.1:** Improved pro-employment policy and investment frameworks creating an enabling environment for sustainable enterprises

**Outcome 2.2:** Improved framework for development of skills that increase productivity and employability among youths especially in the informal economy

**Outcome 2.3:** Enhanced data collected, compiled and analysed, including suitable disaggregation by developmental dimensions (gender, Rural-urban, Disabled, PLWHA, formal/informal), to reach a heightened understanding of living labour market realities for vulnerable groups in Zambia

**Outcome 2.1:** Improved Pro-Employment Policy and Investment Frameworks Creating an Enabling Environment for Sustainable Enterprises.

This outcome aims at contributing to the improvement of the policy environment to facilitate pro-employment growth, including through sustainable micro and small enterprise development (especially in the informal economy) as drivers of job creation. This will be achieved through the establishment of a comprehensive policy framework that harnesses pro-employment macroeconomic, sectoral, investment, and active labour market policies in for maximised employment creation results for Zambia. This will include adopting the National Employment and Labour Market Policy (NELMP), as well as reviewing the policy, legal and regulatory framework (PLRF) governing the business development arena as it relates to the informal economy, specifically promoting access to affordable finance and productive resources, including titled land to, and creating awareness among target groups of the support services available to them for growth-oriented entrepreneurship.

The outcome will be realised through supporting the Ministry of Labour in implementing the NELMP including the development of an effective M&E system to track progress against set objectives. This DWCP will also facilitate the review of the Apprenticeship Act of 1964 to align it to the contemporary labour dynamics such as Internships and Work based learning. Through the proposed NELMP Coordination Committee, the DWCP will facilitate the harmonization pro-employment policies and their subsequent implementation. The DWCP will facilitate the review of the Action Plan on youth Empowerment programmes in the country under the Ministry of Youth Sport and Child Development. The action plan plans to promote access to finance and land to youths , women, PWDs and PLWHIV and AIDS through affirmative action.

#### Outputs:

2.11.1 NELMP implemented (including M&E Plan)

2.11.2 National Employment Policy Coordination Committee (NEPC) established

2.11.3 Action Plan on Youth Empowerment and Employment revised

2.11.4 Capacity of Stakeholders and institutions to partner and implement EIIP developed

**Outcome 2.2:** Improved framework for development of skills that increase productivity and employability among youths especially in the informal economy, in key economic sectors and in rural areas

The Zambian training system currently does not adequately meet the skills required by industry and growth sectors. Young

people in particular have inadequate softer skills in employability, initiative, business acumen and entrepreneurial thinking that would enable them to establish and run growth oriented and sustainable micro and small enterprises capable of generating jobs. This outcome aims to conduct an industry led skills needs assessment with a focus on the informal economy, and through production of a skills audit report, raise awareness among industry players and training institutions of the need for collaborative partnerships to develop a comprehensive skills development framework. A comprehensive framework will guide work-based learning and develop more appropriate training curricula and other models for delivery of skills training outside of formal institutions that will build the national skills base for enhanced productivity especially in the informal economy.

The outcome will be realised through continuous market needs assessment to enable skillset prediction within the formal and informal economy led by Ministry of Labour in collaboration with relevant partners. Promotion of engagement between education and training systems targeting both the formal and informal economy will be prioritised. Targeted interventions will include capacity development of private sector Business Development Service (BDS) providers to offer relevant gender sensitive entrepreneurial skills training including trainings methodologies, coaching and mentoring to young potential entrepreneurs in the informal economy.

### **Outputs:**

- 2.2.1.1 Partnerships between industry players and training institutions developed.**
- 2.2.1.2 Youth Resource Centres capacity to deliver training improved.**
- 2.2.1.3: Gender sensitive Skills Development Framework developed.**
- 2.2.1.4: Entrepreneurial mind-set of young women and men (including people with disabilities) changed.**
- 2.2.1.5: Private Business Development Service (BDS) providers supported to deliver entrepreneurship support services.**

Outcome 2.3 Enhanced data collection and reporting on labour market disaggregated by social groups (gender, Rural-urban, PWD, PLWHA) for improved labour market analysis for vulnerable groups.

Currently, development planning does not achieve required results for key target groups, especially women and the vulnerable, because it is not adequately informed by the necessary data that would improve design and targeting. This outcome aims to develop appropriate tools for data collection that will enable the disaggregation of data by key developmental dimensions. This will also increase the frequency and availability of such data to decision makers and planners and raise awareness of the benefits of using such data in the development of key planning documents for enterprise development and employment creation within the informal economy.

The outcome will be realised through timely collection and analysis of appropriately disaggregated labour market data targeting both the formal and informal economy. This will be made possible by the development of a functional Labour Market Information System (including capacity building for staff) for both formal and informal economies as envisaged in the NELMP. Sensitisation on the importance of data especially on the target group (youths, women, PWDs, PLWHIV) will be facilitated through timely dissemination. Further support will be provided to enhance utilisation of disaggregated data in policy making and development planning to improve targeting especially within the informal sector by training of end users.

### **Outputs**

- 2.3.1.1 Labour Market Information System Developed.**
- 2.3.1.2 End users (Staff at the Ministry of Labour especially Labour Officers) of LMIS trained.**
- 2.3.1.3 LMIS linked to the National Strategy for Development of Statistics (NSDS)**
- 2.3.2.1 Gender sensitive labour market information data collection strengthened.**
- 2.3.1.1 Gender sensitive information capturing enhanced.**



### 3.6 PRIORITY 3: COMPREHENSIVE AND STRENGTHENED SOCIAL PROTECTION SYSTEMS.

The priority will focus on extending social protection coverage by addressing key challenges faced by Zambia within social protection programming. The priority will contribute to addressing fragmentation/coordination challenges and ensure extension of coverage to the informal economy and other disadvantaged groups. The interventions will focus on delivery of social services to the whole populations by progressively providing equitable, inclusive and integrated social services.

The current nature of coverage is generally skewed to the formal economy, implying the existence of a number of challenges associated with extension of coverage to the informal economy premised on diversity of situations and characteristics of workers. Some of the gaps include lack of innovative registration and contribution collection mechanisms, including cost-effective partnerships and mobile payment services tailored to targeted population groups. Additionally, other limitations include absence of a mix of short- and long-term benefits, inadequate contribution capacity and lack of modalities to ensure sustainable financing and portability of benefits.

Other shortcomings show poor performance of the public social security schemes, lack of harmonization of pension rules and regulations among pension funds, as well as, the limited scope of risks covered under social security schemes such as maternity protection. With regard to social assistance programmes gaps include; limited coverage, inadequate and unpredictable funding. This results in programmes not realizing their objectives. Lack of a legislative and regulatory framework hampers the effectiveness of social assistance programmes which are further compounded by fragmentation, poor record-keeping and inadequate community participation in programme design and implementation.

The continued fragmentation and coordination challenges suggests a restriction on key policy linkages for social protection programmes with interventions in other policy areas; it also means that programme delivery is not anchored on coherent interlinked system at policy, administrative and implementation levels. Fragmented programming also presents constraints for resource mobilization and consequently efficient resource allocation leading to difficulties in rationalizing the provision of non-contributory social protection programmes.

#### Country Programme Outcomes:

- Outcome 3.1**      **Extended Social Protection Coverage.**
- Outcome 3.2**      **Enhanced Application of Social Protection Policies, Legislation and Guidelines.**
- Outcome 3.3**      **Enhanced participation of tripartite stakeholders in Social Protection dialogue.**
- Outcome 3.4**      **Improved Safety and Health Protection and Compliance.**

#### **Outcome 3.1:** Extended Social Protection coverage

The total number of employed persons in 2018 was 2,948,971 while the number of employed persons in the formal sector was 917,011. The employed persons in the informal and household sectors were 1,340,154 and 690,648, respectively. The number of formally employed persons was 931,906 while that of informally employed persons was 2,017,065 . Provision of social protection is currently skewed towards the formal sector. This outcome aims at extending social protection coverage to the informal economy workers, vulnerable and poor households including disadvantaged women, youth and persons with disabilities. This will be facilitated by the identification and implementation of innovative strategies for extending social protection to the informal economy.

The outcome strategy will involve undertaking a data diagnostic study of the informal economy in order to understand and inform design of tailored social security schemes that will take into account characteristics of the sector. The extension of coverage process for social insurance programmes will involve development of national strategies on extension, capacity development of key stakeholders and partners, both at the national and sub-national levels. Conversely, for social assistance programmes, interventions will be informed by the implementation of the IFSP, establishment of referral systems to support single window service centres at the district and community levels. Financing modalities for both social assistance and insurance programmes will also be developed.

The development of the national strategy on extension of coverage will facilitate inclusion of access to social protection for both men and women. Further, in order to ensure ratification of convention 183, sustained advocacy and lobbying will be undertaken.

In order to ensure attainment of desired results, the intervention will be anchored on principles of social dialogue, advocacy, community sensitization and participation so as to promote sustainability and ownership of the interventions.

## Outputs

- 3.1.1 Relevant Government officers receive technical assistance to establish Single window social protection services system.
- 3.1.2 People covered by social security in the informal sector increased.
- 3.1.3 Vulnerable and/or poor people covered by social assistance programmes increased.
- 3.1.4 Strategy on extension of coverage developed and implemented .
- 3.1.5 Social assistance programmes (01) reviewed.
- 3.1.6 Resource mobilisation strategy developed.

### **Outcome 3.2:** Enhanced application of social protection policies, legislation and guidelines

This outcome aims at reviewing and supporting the implementation of appropriate policies, strategies and legislative and regulatory frameworks. The attainment of this outcome will be premised on the development of sound and responsive social protection systems. This will involve undertaking pension and work injury institutional reforms with view of enhancing efficiency, effectiveness and financial sustainability of the schemes. The outcome will also strengthen social protection coordination mechanisms for effective and efficient service delivery.

The strategy will be premised on strengthening advocacy and lobbying by engaging targeted key audiences such as Cabinet Ministers, Parliamentarians, Social Partners (Employers and Workers Organizations) and Civil Society Organizations to support development of suitable policies and legal frameworks. These interventions will be key in enabling the social security schemes' reforms to enhance efficiency, effectiveness and financial sustainability. The establishment of coordination structures will foster coherent, efficient and effective provision of services. Additionally, the adoption of national Disability inclusion protocol will be a key priority intervention in promoting disability inclusion in development undertakings.

## Outputs:

- 3.2.1.1 Comprehensive National Social Protection Act enacted.
- 3.2.1.2 Integrated Registry of Social Protection Programmes implemented.
- 3.2.1.3 Social Security Service Charter developed and implemented.
- 3.2.1.4 Advocacy strategy planned and implemented.

### **Outcome 3.3:** Enhanced participation of tripartite stakeholders in social protection dialogue.

This outcome will support creation of linkages between the social insurance and social assistance programmes aligned to the 7NDP on promoting access and delivery of integrated social services. It is envisioned that by strengthening an integrated approach in service delivery, the Zambian population will achieve increased levels of protection against risks. The outcome is aimed at improving access to basic services including health, education, nutrition and human capital investment.

The strategy will focus on development of common and integrated systems with the aim of creating linkages between the social insurance and social assistance programmes. The strategy will also utilise promotion of social dialogue in order to support the participation of key stakeholders, including social partners, in enhancing programme linkages and coordination for the social insurance and social assistance programmes.

## Outputs

- 3.3.1.1 Social dialogue structured tripartite meetings on planning and monitoring of social assistance programmes held.
- 3.3.1.2 Civil Society Organizations (CSOs) take an active role in the development, implementation, and or monitoring social protection programmes and policies.

### **Outcome 3.4** Improved safety and health protection and compliance



Limitations in legal provisions and inadequate capacity of labour and OSH inspectorates lead to absence or weak safety and health protection in many sectors and economic activities. This outcome will enable Zambia to progressively extend OSH protection to all workers through improvement of legal framework and institutional capacity for attainment of better coverage and enforcement.

The outcome will facilitate the development and promotion of the OSH policy and review existing OSH legislation. This outcome will be achieved through strengthening the inspectorate to ensure compliance to OSH standards. The strategy will utilize the OSH inspections to capture data on fatal and non-fatal injuries in workplaces.

## **Outputs**

**3.4.1.1 National OSH policy adopted and promoted.**

**3.4.1.2 OSH primary legislation reviewed.**

**3.4.1.3 OSH inspectors and Labour officers capacitated in OSH inspection, including chemical safety.**

**3.4.1.4 Constituents capacitated in workplace injuries and occupational diseases notification and reporting.**

**3.4.1.5 OSH and Labour inspectorates capacitated in OSH data collection.**

## **3.7 RISKS AND MITIGATION MEASURES**

Overarching assumptions for the successful implementation of the DWCP are as follows:

1. Sufficient financial resources will be raised to implement the DWCP, including sufficient funding for advancing the "Delivering as One" initiative; and
2. High-quality expertise within ILO and in the UN Resident Coordinator's Office are readily available to support implementation,
3. Stable macro-/micro- economic environment Private sector incentives are harmonised.
4. The overarching risks and threats emanate from weak labour market institutions; lack of mutual trust and confidence amongst the tripartite and bipartite partners; and lack of reliable, timely, adequate and easily accessible labour market to support policy implementation and decision making.

A key external risk is the low and non-inclusive economic growth whose revival prospects continue to be dampened by COVID-19 pandemic. The COVID-19 pandemic has heightened demand and supply shocks and aggravated loss of jobs, income and livelihoods, and reduced the capacity of the Government to generate domestic revenue. This may shift Government's spending priorities away from labour and employment and other social sector interventions. Furthermore, the likely prolonged post-COVID-19 economic recovery and the attendant economic recession coupled with fears of further COVID-19 waves in future remain a key risk to DWCP implementation. The economic downturn triggered by COVID-19 and its domino effect on supply chains, firm closures, and movement of persons and goods across borders with considerable negative impact on jobs and livelihoods heightens the risk of mobilizing resources for funding the DWCP. Besides COVID-19, political instability is a factor that may undermine effective implementation and achievement of DWCP (2020-2022) outcomes.

The main risk mitigation strategy to be adopted is to strengthen collaboration and partnership amongst tripartite-plus partners to increase their capacities to adapt and mainstream risk informed approaches to implementation of the DWCP (2020-2022) through preparedness, planning and response. Internal collaboration and coordination efforts will also be strengthened to promote collection, analysis, dissemination and sharing of labour market data and information. Efforts will also be made to intensify constituents' advocacy and outreach in order to raise awareness and enlist buy-in of tripartite-plus partners on the need for building institutions, promoting access to fundamental principles and rights at work, and embracing open and honest communication and engagement amongst partners. The tripartite partners will have more frequent engagement with the Government and ensure that Government spending, particularly on labour and employment inclusive of the four pillars of social protection are integrated in Government's post COVID-19 economic recovery agenda. The partners will also approach new partners with evidence-based proposals to raise more resources for implementation of the DWCP (2020-2022).

## **4 MANAGEMENT, IMPLEMENTATION PLANNING, MONITORING, REPORTING AND EVALUATION ARRANGEMENTS.**

### **4.1 IMPLEMENTATION, PERFORMANCE MONITORING AND EVALUATION ARRANGEMENTS, INCLUDING ROLES OF ILO CONSTITUENTS:**

Based on past implementation of DWCP, a lesson was learnt on the need to develop an effective and robust Monitoring and Evaluation (M&E) framework for the Z-DWCP that will measure the progress made against set objectives. The M&E framework will be used to systematically, continuously collect data on indicators and reported on a continuous basis to show whether the DWCP interventions are sustainably contributing towards the set Outcomes. In addition, the M&E data will be used for routine data gathering and analysis to inform implementation and decision making by the ILO, constituents and other development actors.

In terms of implementation, the DWCP will be spearheaded by the Government of Zambia, through the Ministry of Labour and Social Security and other key economic ministries in collaboration with the social partners, other cooperating partners and technical support from the ILO. The ILO Country Office for Zambia, Malawi and Mozambique will facilitate the implementation of the DWCP by drawing support and expertise from its technical cooperation project managers, the Decent Work Team in Pretoria and administrative units and departments at the ILO Regional Office for Africa and Geneva.

The DWCP Steering Committee comprising technical experts from Government, social partners and other stakeholders will monitor and oversee the timely delivery of DWCP interventions. As an umbrella body of the DWCP Steering Committee, the TCLC will have the overall responsibility of providing policy and strategic guidance to the DWCP implementation and ensure alignment to national development priorities as outlined in the 7NDP and the NELMP. In order to enable the TCLC to undertake its responsibilities and facilitate effective implementation, management and monitoring of the DWCP, capacity building programmes will be facilitated by the ILO Lusaka office to members of the main social dialogue body in Zambia. The role of Government will be to ensure that a conducive policy and legislative environment is provided to facilitate progressive achievement of the decent work agenda for Zambia. The role of the employers' will be to facilitate job creation and ensure representation of industry; and that of workers' organisation will be to promote workers' rights and ensure representation of workers.

The performance Monitoring and Evaluation system is an integral part of this DWCP and will be led by the ILO with support from other key stakeholders. The ILO will facilitate objective indicator tracking on an on-going basis and adjusted appropriately according to changes in needs and context. The implementation of the M&E plan is direct responsibility of the Country Office, and the DWCP steering committee, with support of specialists from Country Office, Decent Work Teams and relevant Headquarter departments and other key stakeholders at national and sub-national levels. The M&E system is aligned with participating cooperating partners and ILO's practice that require bi-annual reports as well as mid- and end-of programme evaluations. Emphasis will be placed on synchronising and aligning the DWCP M&E system to the 7NDP as well as the UNDSFP M&E frameworks. For effectiveness, the full participation of social partners, Government departments and cooperating partners in the planning, implementation, monitoring and evaluation to enhance their full and meaningful engagement. Annual review meetings as well as mid-term evaluation and a final evaluation of the Zambia DWCP (2020 – 2022) will be conducted.

### **4.2 FUNDING PLAN**

Financing the Decent Work Programme (2020-2022) implementation will require strong ownership by Government and the social partners and integration into the 7NDP. Financing will be from a combination of sources, which will include domestic revenues through the National Budget and external resources from the cooperating Partners. Engagement with cooperating partners will also further be employed to obtain significant financial resources through accessing of grants. Other sources will be the Private Sector through mechanisms such as Public Private Partnerships, as well as the Private Sector as sole financiers of projects and programmes. A total cost of USD 10, 759, 500 will be required to implement the DWCP (2020 – 2022).

In this regard, an Integrated Resource Mobilisation team has been established to guide the resource mobilisation, acquisition, allocation and utilisation, to avoid wastage and misallocation of resources. The Ministry of Labour will champion the DWCP

Resource Mobilization team supported by the Ministry of Finance and the Ministry of National Development Planning. Other key stakeholders to be engaged in resource mobilisation include the following: Ministry of Commerce Trade and Industry; Ministry of Community Development and Social Services; Ministry of Gender, Ministry of National Development Planning, Zambia Federation of Employers; and Zambia Congress of Trade Unions.

The sources of funding will include the National Budget; Cooperating Partners; Private Sector (Private Public Partnerships); and Joint Ventures. Annex 3 provides a proposed list of activities to support resource mobilisation for the DWCP.

In this regard, an Integrated Resource Mobilisation team will be established to guide the resource mobilisation, acquisition, allocation and utilisation, to avoid wastage and misallocation of resources. The Ministry of Labour will lead the DWCP Resource Mobilization team supported by the Ministry of Finance and the Ministry of National Development Planning.

### **4.3 ADVOCACY AND COMMUNICATION PLAN**

The objective of the Communication and Advocacy plan is to promote public awareness on the Decent Work Country Programme (DWCP) agenda and to sensitize key stakeholders relevant to the success of the programme. The decent work advocacy strategy aims to communicate the relevance of the programme in achieving the nation's aspirations embodied in the Seventh National Development Plan (7NDP). The advocacy and communication plan will commence its implementation with a well-publicized launch with supporting materials for distribution to key stakeholders. Government, social partners and the ILO will ensure that key events relevant to the delivery of DWCP are captured on their websites, media platforms and in joint communications. Further, various IEC materials will be developed and made available to the public on DWCP in English and local languages. ILO will leverage on the current restructuring of the UN to amass the support of other UN agencies whose mandate is relevant to the delivery of the DWCP. Finally, the Ministries responsible for National Planning and Labour will facilitate the use of the 7NDP's Clusters, Technical Working Groups and the National Coordinating Committees to bring together line ministries and social partners to improve coordination and communication in the delivery of the DWCP.

### ANNEX 1: ZAMBIA DWCP RESULTS MATRIX.

Impact / National development priorities/Regional frameworks/SDGs and SDG targets	
Pillar 1: Economic Diversification and Job Creation	
SDG 1: No Poverty - Targets: 1.4 By 2022, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	
Strategic Priority 1 Inclusive Social Development [Outcome 1.1 & 1.2]	

#### DWCP Priority 1: EFFECTIVE APPLICATION OF FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK TO SUPPORT EQUITABLE AND INCLUSIVE ECONOMIC GROWTH IN ZAMBIA.

Results	Performance Indicators (disaggregated)	Baseline (year)	Target (end of programme)	Source/ MoV	Assumption Statement
<b>DWCP Outcome 1.1: Working conditions improved</b>	Indicator 1.1.1: Number and percentage of labour inspections that will include at least one of the following elements: (child labour, MNE principles and special inspections)	Baseline: 2,377 (2017)	Target: 3,000 (2020-2022)	Ministerial Annual Report	i) sufficient financial resources, including sufficient funding for advancing the "Delivering as One" initiative; and ii) high-quality expertise within ILO; iii) Stable macro-/micro- economic environment Private sector incentives are harmonised
	Indicator 1.1.2: Incidence of child labour (disaggregated by sector and rural/urban)	Baseline: 38.5% (2018)	Target: 35% (2020-2022)	CSO Child Labour Reports; Quarterly Labour Force Surveys (Child Labour Module)	
	Indicator 1.1.3: Number/Percentage of collective bargaining agreements by sector attested guided by ILS (domesticated and not domesticated and/or not ratified by 2021)	Baseline: 159 (2017)	Target: 200 CBAs (2020-2022)	Ministerial Annual Report	
<b>DWCP Outcome 1.2: Enhanced female representation in employers' and workers' organizations</b>	Indicator 1.2.1: Number of female representations in employers' and workers' organizations.	Baseline: ZCTU 8 (2018) ZFE 2 (2018)	Target: ZCTU 17 (2020-2022) ZFE 4 (2020-2022)	Biannual ZCTU Secretary General's Report; Quarterly ZFE Customer Relations Management System	

<p><b>DWCP Outcome 1.3:</b> <b>Application of labour standards enhanced</b></p>	<p>Indicator 1.3.1: Number of CEACR and CAS comments on Zambia's application of ILS</p>	<p>Baseline: Outstanding Reports: 2017 (1 report on C138); 2018 (4 reports on Conventions 87, 117, 122 and 149)</p>	<p>Target: Zero (0) Outstanding Reports by 2022</p>	<p>ILO Website - NORMLEX link on Zambia (www.ilo.org/dyn/normlex)</p>
	<p>Indicator 1.3.2: Number of policies addressing decent work deficits in Tobacco sector in place</p>	<p>Baseline: 0</p>	<p>Target: 2 policies (NELMP and Labour Migration Policies adopted)</p>	<p>Ministerial Website</p>
	<p>Indicator 1.3.3: Number of judgements incorporating ILS</p>	<p>Baseline: TBD after the 2020 annual reporting by December 2020-2022</p>	<p>Target: TBD after the 2020 annual reporting by December 2020-2022.</p>	<p>Law reports</p>
<p>Impact / National development priorities/Regional frameworks/SDGs and SDG targets Pillar 2: Poverty Reduction SDG 2: Zero Hunger- Target by 2022, productive sectors expand income-earning opportunities that are decent and sustainable especially for youths and women in the poorest areas.</p>				
<p>Pillar 2: Environmentally Sustainable and Inclusive Economic Development (Outcome 2.1 &amp; 2.2)</p>				
<p><b>DWCP Priority 2: ENHANCED ECONOMIC DIVERSIFICATION TO CREATE MORE AND BETTER JOB OPPORTUNITIES FOR ALL ESPECIALLY YOUNG PEOPLE, WITH A FOCUS ON KEY ECONOMIC SECTORS AND THE RURAL ECONOMY.</b></p>				
<p><b>DWCP Outcome 2.1: Improved Pro-Employment Policy and Investment Frameworks Creating an Enabling Environment for Sustainable Enterprises.</b></p>	<p>Indicator 2.1.1: Comprehensive gender responsive national employment framework adopted and implemented.</p>	<p>Baseline: 0</p>	<p>Target: 1</p>	<p>MLSS</p>
	<p>Indicator 2.1.2: Number of micro or small enterprises with access to finance (disaggregated by rural and urban)</p>	<p>Baseline: 0 NELMP</p>	<p>Target: 350 by 2020-2022 (NELMP)</p>	
<p><b>DWCP Outcome 2.2: Improved framework for development of skills that increase productivity and employability among youths especially in the informal economy,</b></p>	<p>Indicator 2.2.1: Number of young men and women with access to industry-relevant skills (disaggregated by rural and urban)</p>	<p>Baseline: 0</p>	<p>Target: 2500</p>	<p>MoHE curriculum related reports/ Parliamentary annual reports</p>
<p>Assumptions i) Human Rights Commission and the judiciary enjoy public confidence Availability of data disaggregated by sex Constitution with a bill of rights in accordance with international human rights norms and standards will be adopted iii) Stable macro-/micro- economic environment Private sector incentives are harmonised</p>				

in key economic sectors and in rural areas	Indicator 2.2.2: Number of young men and women with access to entrepreneurship skills (disaggregated by rural and urban)	Baseline: 100	Target: 2500	MoU	
	Indicator 2.3.1: Number of Labour officers, researchers and accessing information (disaggregated appropriately) in Labour Market Information System (LMIS).	Baseline: 0	Target: 1500 by 2020-2022 (NELMP)	LMIS clicks	
	Indicator 2.3.2: Number of (annual) reports that analyse the quality of information generated from data in LMIS.	Baseline: 10	Target: 4 monitoring reports per year	Monitoring reports from MoG	
<b>DWCP Outcome 2.3: Enhanced data collection and reporting on labour market disaggregated by social groups (gender, Rural-urban, People With Disability and PLWHA) for improved labour market analysis for vulnerable groups.</b>					
Impact / National development priorities/Regional frameworks/SDGs and SDG targets Pillar 3: Reducing Development Inequalities SDG3: Good Health and Wellbeing					
Pillar 3: Governance and Participation (Outcome 3.1, 3.2, 3.3, & 3.4)					
<b>DWCP Priority 3: COMPREHENSIVE AND STRENGTHENED SOCIAL PROTECTION SYSTEMS.</b>					
<b>DWCP Outcome 3.1: Extended Social Protection Coverage</b>	Indicator 3.1.1: Number of districts providing single window social protection services	Baseline: 0	Target: 30	MCDSS	Assumptions: i)Communities are susceptible to changing to sustainable livelihoods ii) Stable macro-/micro- economic environment Private sector incentives are harmonised
	Indicator 3.1.2: Number or percentage of people covered by social security in the informal sector disaggregated by age, sex, disability and location (rural/urban)	Baseline: 7,500,000 (73%)	Target: 95% (10,000,000) by 2020-2022	MLSS, CSO	
	Indicator 3.1.3: Percentage of vulnerable and/or poor people covered by social assistance programmes disaggregated by age, sex, disability and location	Baseline: 23%	Target: 38%	MLSS, CSO	

	Indicator 3.1.4: Number/percentage of disabled persons with access to education disaggregated by rural/urban, gender and disability type.	Baseline: TBD after analysing reports from Ministry of Education and Agency of Disability (ZAPD) by March 2021	Target: TBD after analysing reports from Ministry of Education and Agency of Disability (ZAPD) by March 2021	Report of Ministry of Education and Agency of Disability (ZAPD)	
<b>DWCP Outcome 3.2: Enhanced application of social protection policies, legislation and guidelines.</b>	Indicator 3.2.1: National social protection bill enacted	Baseline: 0	Target: 1 Social Protection Bill enacted	MLSS/MCDSS/MOJ	
	Indicator 3.2.2: Functional Social protection coordination system	Baseline: 0	Target: 1	MCDSS	
	Indicator 3.2.3: Operationalization of cash-plus linkages	Baseline: 0	Target: 6	MCDSS	
	Indicator 3.2.4: Adoption of a national disability inclusion protocol	Baseline: 0	Target: 1	MCDSS	
<b>DWCP Outcome 3.3: Enhanced participation of tripartite stakeholders in social protection dialogue.</b>	Indicator 3.3.1: Number of social dialogue structured tripartite meetings on planning and monitoring of social assistance programmes.	Baseline: 1	Target: 10 Tripartite meeting on Social Protection held	MLSS	
	Indicator 3.3.2: Number of Civil Society Organizations (CSOs) with an active role in the development, implementation, and/or monitoring social protection programmes and policies.	Baseline: 1	Target: 100	MCDSS	
<b>DWCP Outcome 3.4: Improved Safety and Health Protection and Compliance.</b>	Indicator 3.4.1: Percentage of OSH inspections (from the total number of inspections conducted disaggregated by rural and urban).	Baseline: 20%	Target: 35%	MLSS	
	Indicator 3.4.2: Rate of reported fatal and non-fatal injuries and diseases, disaggregated by rural and urban.	Baseline: 20%	Target: 10%	MLSS	

## ANNEX 2: RESOURCE MOBILISATION ACTIVITIES

STAKEHOLDER	TASK MANAGER	RESPONSIBILITY	INSTITUTION
Ministry of Labour	Director of Planning	Convene a meeting to discuss resource mobilization for DWCP	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Ministry of National Planning</li> <li>Ministry of Community Development</li> </ul>
Ministry of Labour and Social Security	Director of Planning	Ensure that DWCP programmes and projects are aligned to the 7NDP as a way of getting funding from the Government  Initiate a Cabinet Memorandum and submit to Cabinet proposing possible funding possibilities. This will be co-sponsored by the core ministries (MoL, MoF and MNDP)	<ul style="list-style-type: none"> <li>Ministry of Finance</li> <li>Ministry of National Planning</li> <li>Ministry of Community Development</li> </ul>
Ministry of Labour and Social Security	Director of Planning	Submit DWCP to the Cluster Advisory Group (Poverty and Vulnerability) for integration into the National Budget as a way of getting funding from the Government.	<ul style="list-style-type: none"> <li>Ministry of Labour and Social Security</li> </ul>
Ministry of Community Development and Social Services	Permanent Secretary Ministry of Labour	Submission of the DWCP to the National Development Coordinating Committee for ratification.	<ul style="list-style-type: none"> <li>Ministry of Community Development and Social Services</li> </ul>
International Labour Organization (ILO)	ILO Country Office Director	Facilitate a meeting for Parliamentary Sub Committee on Labour to enforce the DWCP Submit the DWCP for ILO Internal Processes for possible funding of some interventions and projects.	<ul style="list-style-type: none"> <li>ILO</li> <li>ILO</li> </ul>
		Convene a Breakfast meeting of the Permanent Secretaries of Key Ministries to present DWCP and gain their buy-in. This will include Ambassadors and Heads of Missions.	<ul style="list-style-type: none"> <li>Ministry of Labour</li> <li>Ministry of Finance</li> <li>Ministry of National Planning</li> <li>Ministry of Community Development</li> </ul>
		Media breakfast meeting	<ul style="list-style-type: none"> <li>ILO</li> <li>Ministry of Labour</li> </ul>
		Integration of the DWCP into UNDAF	<ul style="list-style-type: none"> <li>ILO</li> <li>Ministry of Labour</li> </ul>
Zambia Federation of Employers Trade Unions	Permanent Secretary Ministry of Labour	Submission of the DWCP to the TCLC to lobby for more financial resources from the members.	<ul style="list-style-type: none"> <li>Zambia Federation of Employers</li> <li>Zambia Congress of Trade Unions</li> <li>Ministry of Labour</li> </ul>
Ministry of Labour and Social Security Private Sector		Social partners to include DWCP in 2020 Budget Submissions and subsequent ones for possible funding.	<ul style="list-style-type: none"> <li>Zambia Federation of Employers</li> <li>Zambia Congress of Trade Unions</li> <li>Ministry of Labour</li> </ul>
		Disseminate the DWCP to affiliate/Members	<ul style="list-style-type: none"> <li>Zambia Federation of Employers</li> <li>Zambia Congress of Trade Unions</li> <li>Ministry of Labour</li> </ul>



		Formulation of Joint proposals for some programmes and projects in the DWCP by Government and Private Sector and submit to possible funders.	<ul style="list-style-type: none"> <li>• Zambia Federation of Employers</li> <li>• Zambia Congress of Trade Unions</li> <li>• Ministry of Labour</li> </ul>
		Social partners mount a sustained advocacy campaign towards to DWCP	<ul style="list-style-type: none"> <li>• Zambia Federation of Employers</li> <li>• Zambia Congress of Trade Unions</li> <li>• Ministry of Labour and Social Security</li> </ul>
	Permanent Secretary Ministry of Labour	Explore Public Private Partnership as a way of financing some interventions and projects in the DWCP.	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> </ul>

<b>TASK MANAGER</b>	<b>RESPONSIBILITY</b>
MLSS – Director Planning	Well Publicised Launch
MNDP, ILO, MLSS,	Development of Sensitization Material Some material developed will be aligned to 7NDP Material will be designed to target groups of the general public
Social Partners, MLSS	Sensitization and Dissemination of IEC materials
Social Partners, MLSS, ILO	Publishing of key activities/ events on DWCP media platforms
Ministry of National Development Planning (MNDP)	7NDP Clusters and Coordinating Committee meetings

### ANNEX 3 RISKS AND MITIGATION MEASURES

Risk	Risk Level	Mitigation Strategy
Government does not prioritise allocation of resources for OSH and workplace compliance	High	Use evidence-based research, advocacy and outreach in order to raise awareness on legal provisions and to foster political commitment and alliances in addressing decent work deficits
Employers' and workers' organizations do not make sufficient progress in building their internal capacity on labour provisions and workers' rights	High	
Opportunities to exploit global supply chains to improve compliance are missed	High	
Biasness towards development of urban areas, leading to insufficient resources for rural areas and poor or uncoordinated public policies in agriculture and rural development	High	Evidence-based research and advocacy to highlight the centrality of decent work in the rural economy and demonstrate the impact of programmes and policies that leverage the potential of rural areas as engines of growth and sources of employment and development
Zambia adopts security-based, rather than evidence- and rights-based migration policies increasing inequality and discrimination against migrant workers	High	Evidence-based research and advocacy to support the development of an effective, gender sensitive and inclusive labour migration policy
Unfavourable economic conditions in Zambia	High	Robust and effective resource mobilisation strategy Engage with politicians and law makers
Inadequate political will weaken coordination by line ministries and social partners	High	
Inadequate policy and legislative framework on OSH	High	Increased advocacy for the development of the OSH Policy and review of OSH legislation.
Climate Change and pandemics e.g. COVID-19 may negatively affect implementation of this DWCP	High	Engage key stakeholders timely to revise and adjust the work plans.

## ANNEX 4: MOU FOR DWCP

Whereas the Government of Zambia (Government), the undersigned workers' and employers' organizations, and the International Labour Organization (ILO), represented by the International Labour Office (referred collectively as the Parties), wish to collaborate in order to promote and advance decent work in Zambia.

Whereas [reference may be made, in this and additional paragraphs, to prior DWCP pre-existing agreements/commitments pertaining to the country, such as regional agenda or jobs pact, or agreements concerning privileges and immunities – clause to be finalized by JUR]

Now therefore, the Parties hereby agree as follows:

1. The Parties affirm their commitment to collaborate in the implementation of the Decent Work Country Programme (DWCP). The following are agreed as priorities of the DWCP:
2. The ILO agrees to assist in the mobilization of resources and to provide development cooperation in the implementation of the DWCP, subject to its rules, regulations, directives and procedures, the availability of funds and conditions to be agreed upon in writing.
3. In relation to DWCPs and to any related activities of the ILO in the country, the Government will apply, to the Organization, its personnel and any person designated by the ILO to participate in ILO Activities, the provisions of [clause on privileges and immunities to be finalized by JUR based on the country context].

[State, as applicable, any other commitments by other Parties. For intellectual property matters, consult with JUR as to introducing a relevant clause].

4. This Memorandum of Understanding (MoU) may be modified by agreement between the Parties.  
Nothing in or relating to this MoU shall be construed as constituting a waiver of the privileges and immunities enjoyed by the ILO.

The DWCP document is attached to this MoU. In the event that the terms contained in the DWCP document are incompatible with the terms of this MoU, including the provisions referenced in article 3, then the latter shall govern and prevail. The original of the MoU has been written and signed in [English, French or Spanish]. If this MoU is translated into another language, the [English, French or Spanish] version shall govern and prevail.

This MoU, superseding all communications on this matter between the Parties, shall enter into force with effect from its signature by the authorized representatives of the Parties.

For and on behalf of the Government

For and on behalf of the International Labour Office

-----  
Its Authorized Representative

-----  
Its Authorized Representative

Its [Title]

Its [Regional Director/authorized representative]

In [Location]

In [Location]

On [Date]

On Date]

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
THE INTERNATIONAL LABOUR ORGANIZATION  
AND  
THE REPUBLIC OF ZAMBIA**

Whereas the Government of the Republic of Zambia (Government), the undersigned workers' and employers' organizations, and the International Labour Organization (ILO), represented by the International Labour Office (referred collectively as the Parties), wish to collaborate in order to promote and advance decent work in Zambia.

Whereas the Decent Work Country Programme 2020-2022 is the third Country Decent Work Programme, following the first DWCP 2007-2011, the second DWCP that covered the period 2013-2016. The 2013-2016 Z-DWCP, underwent a Country Programme Review (CPR) in 2016. The 2020-2022 Zambia DWCP has incorporated good practices and key lessons learned from the implementation of previous Z-DWCPs and key recommendations of the 2016 CPR. For instance, the DWCP has adopted provisions of the 2016 CPR, the management response including the following: institutionalisation of the Z-DWCP ownership by constituents and other key stakeholders through alignment to the national development plan, United Nations Development Framework, departmental work plans and stakeholder strategic plans as a two-pronged approach to support both the effective implementation and resource mobilisation. Further, identification of an existing structure to facilitate the establishment of a permanent secretariat to implement, coordinate, monitor and evaluate the Z-DWCP is also a lesson learnt.

In addition to the above, the Zambia DWCP is also aligned to the UNDSPP 2016-2021, through the following three key outcomes;

- Pillar 1: Inclusive Social Development.
- Pillar 2: Environmentally Sustainable and Inclusive Economic Development and;
- Pillar 3: Governance and Participation

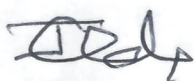
Now therefore, the Parties hereby agree as follows:

1. The Parties affirm their commitment to collaborate in the implementation of the Zambia Decent Work Country Programme (ZDWCP) 2020-2022. The following are agreed as priorities of the DWCP:
  - i). Effective Application of fundamental principles and rights at work to support equitable and inclusive economic growth in Zambia
  - ii). Enhanced economic diversification to create more and better job opportunities for all especially young people.
  - iii). Comprehensive and strengthened social protection systems.
2. The ILO agrees to assist in the mobilization of resources and to provide Development Cooperation in the implementation of the ZDWCP, subject to its rules, regulations, directives and procedures, the availability of funds and conditions to be agreed upon in writing.
3. In relation to ZDWCP and to any related activities of the ILO in Zambia, the Government will apply, to the Organization, its personnel and any person designated by the ILO to participate in ILO activities, the provisions of the 1947 Convention on Privileges and Immunities of the Specialized Agencies and its Annex I concerning the ILO which it has ratified on 16 June 1975 as well as the relevant provisions of: (i) the Agreement concerning the establishment of an office of the Organisation in Lusaka signed on 20 December 1967; and (ii) the Revised Standard Agreement concerning technical assistance signed on 29 May 1970.
4. This Memorandum of Understanding (MoU) may be modified by agreement between the Parties.

5. Nothing in or relating to this MoU shall be construed as constituting a waiver of the privileges and immunities enjoyed by the ILO.
6. The ZDWCP document is attached to this MoU. In the event that the terms contained in the ZDWCP document are incompatible with the terms of this MoU, including the provisions referenced in article 3, then the latter shall govern and prevail. The original of the MoU has been written and signed in English. If this MoU is translated into another language, the English version shall govern and prevail.
7. This MoU, superseding all communications on this matter between the Parties, shall enter into force with effect from its signature by the authorized representatives of the Parties.

**IN WITNESS WHEREOF** the undersigned, being duly authorised thereto by their respective institutions, have signed and sealed this MoU in four original copies, all texts being authentic.

**DONE** in Lusaka on this day **13th May 2021**



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Hon. Joyce Nonde Simukoko, MP  
Minister of Labour and Social Affairs  
On behalf of the Government



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Mr. George Okutho  
Director, ILO Country Office for Zambia, Malawi and Mozambique  
On behalf of the International Labour Office



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Mr. Nkole Chishimba  
President, Zambia Congress of Trade Unions



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Mrs Myra Ngoma Sakala  
President, Zambia Federation of Employers



# Zambia Decent Work Country Programme 2020 - 2022

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Labour  
Organization**