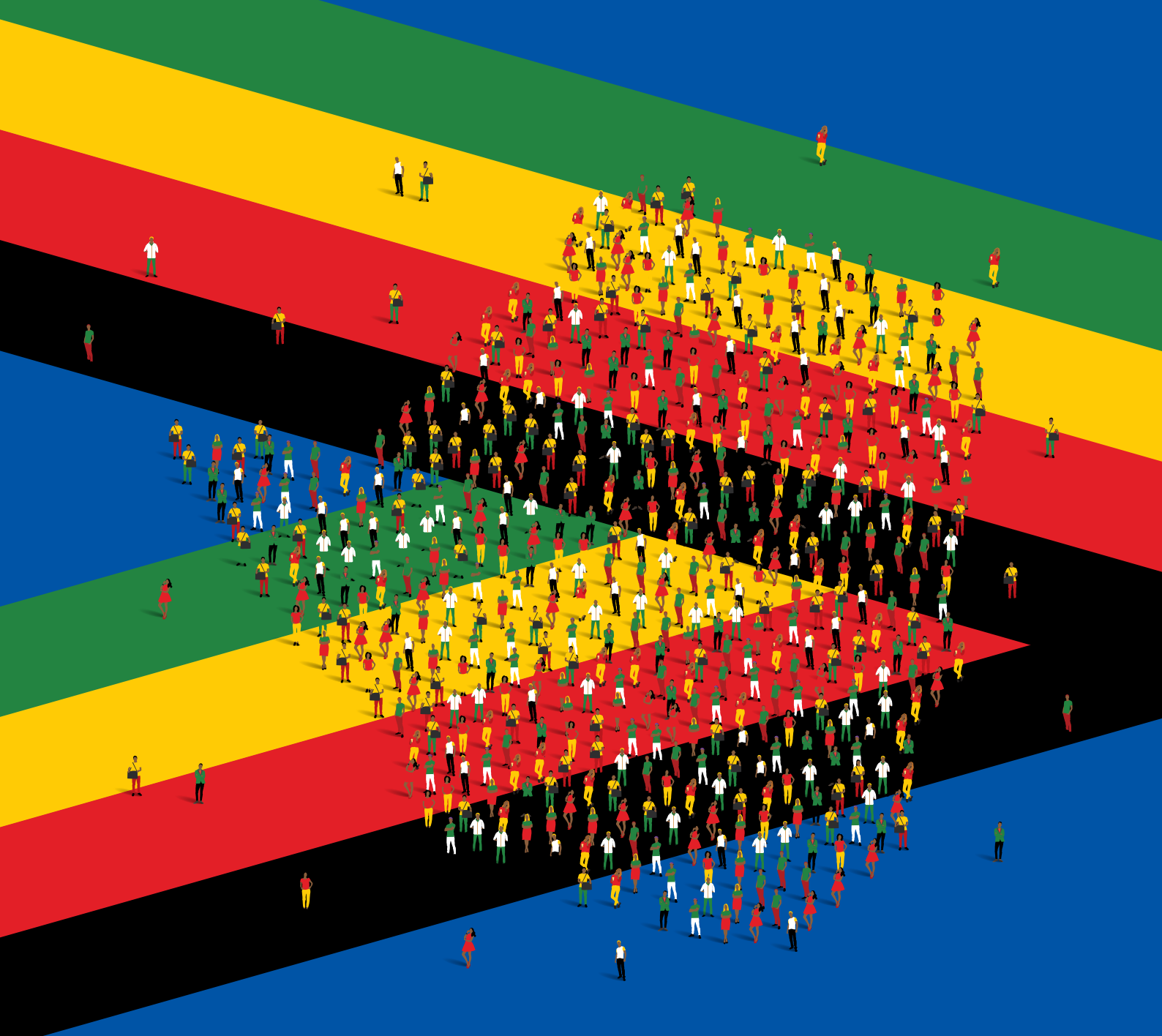


Decent Work Country Programme for Zimbabwe 2022-2026



Republic of Zimbabwe



EMCOZ
EMPLOYERS
CONFEDERATION
OF ZIMBABWE



Zimbabwe Congress
of Trade Unions



Zimbabwe Federation
of Trade Unions



International
Labour
Organization





▶ **Decent Work Country Programme
for Zimbabwe 2022–2026**

Zimbabwe
Working



▶ **November 2022**

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► List of Acronyms

AfDB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
AUC	African Union Commission
CAS	Committee on the Application of Standards
CCA	Common Country Analysis
CEACR	Committee of Experts on the Application of Conventions and Recommendations
CEDAW	Convention on Elimination of Discrimination Against Women
CF	Cooperation Framework
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Coronavirus Disease
DWA	Decent Work Agenda
DWCP	Decent Work Country Programme
DWCP NSC	Decent Work Country Programme National Steering Committee
DWP	Decent Work Programme
ESEE	Enabling Environment for Sustainable Enterprises
EBMOs	Employment and Business Membership Organizations
EMCOZ	Employers' Confederation of Zimbabwe
EU	European Union
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IPEC	Insurances and Pensions Commission
ICT	Information and Communication Technology
ILO	International Labour Organization
ILS	International Labour Standards
IOM	International Organization for Migration
LFCLS	Labour Force and Child Labour Survey
LMIS	Labour Market Information System
MHTEISTD	Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development
MoU	Memorandum of Understanding
MPSLSW	Ministry of Public Service, Labour and Social Welfare
NDS1	National Development Strategy 1: 2021–2025

NEC	National Employment Council
NEET	Not in Employment, Education or Training
NEP	National Employment Policy
NHIS	National Health Insurance Scheme
NLMP	National Labour Migration Policy
NSSA	National Social Security Authority
OPC	Office of the President and Cabinet
OSH	Occupational Safety and Health
PWDs	Persons with Disabilities
RCO	Resident Coordinator's Office
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
TNF	Tripartite Negotiating Forum
TOC	Theory of Change
TREE	Training for Rural Economic Empowerment
TVET	Technical and Vocational Education and Training
TWC	Technical Working Committee
UBRAF	Unified Budget, Results and Accountability Framework
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
WOs	Workers' Organizations
ZCTU	Zimbabwe Congress of Trade Unions
ZICOPSTU	Zimbabwe Confederation of Public Sector Trade Unions
ZINEPF	Zimbabwe National Employment Policy Framework
ZFTU	Zimbabwe Federation of Trade Unions
ZIMSTAT	Zimbabwe National Statistics Agency
ZUNSDCF	Zimbabwe United Nations Sustainable Cooperation Framework

► Memorandum of Understanding concerning the Decent Work Country Programme (2022–2026) for Zimbabwe

Whereas the Government of the Republic of Zimbabwe (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 under the Decent Work Country Programme (DWCP) for Zimbabwe.

Whereas the ILO cooperates with its Member States in order to achieve the principles and objectives set forth in its Constitution.

Recalling Article 40, paragraph 1, of the ILO Constitution, according to which the ILO shall enjoy in the territory of each of its Members such privileges and immunities as are necessary for the fulfilment of its purposes.

Whereas the Republic of Zimbabwe has ratified the 1947 Convention on the Privileges and Immunities of the Specialized Agencies (the 1947 Convention) and its Annex I concerning the ILO.

Whereas the ILO and the Government have signed an Agreement concerning the establishment of a sub-regional office at Harare on 8 February 1990 (the 1990 Agreement) and an Agreement amending the 1990 Agreement on 19 November 1993 (the 1993 Agreement).

Noting that this DWCP seeks to continue the support provided under the previous Decent Work Country Programmes for the periods 2005–2008, 2009–2011 and 2012–2017, extended to 2021.

Recalling the importance to align the DWCP with the timeframe of the country's national development planning cycle under the Zimbabwe National Development Strategy (NDS1–2021–2025) and the Zimbabwe United Nations Sustainable Cooperation Framework (ZUNSDCF) 2022–2026.

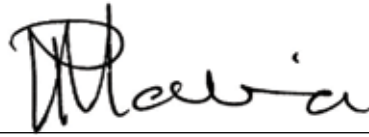


Now therefore, the Parties hereby agree as follows:

1. The Parties affirm their commitment to collaborate in the implementation of the DWCP for the period 2022–2026. The following are agreed as priorities of the DWCP:
 - a. **Employment Promotion**
 - b. **Social Dialogue and International Labour Standards**
 - c. **Strengthen Social and Labour Protection**
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 the DWCP for Zimbabwe 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 the 1947 Convention and its Annex I, together with the 1990 Agreement and the 1993 Agreement.
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 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.
7. 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.
8. 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 of Zimbabwe:



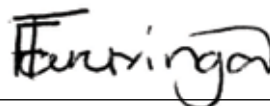
Hon. Paul Mavima, Minister of Public Service, Labour and Social Welfare
Harare, Zimbabwe: 28 November 2022

**For and on behalf of Employers' Organizations
– Employers' Confederation of Zimbabwe (EMCOZ):**



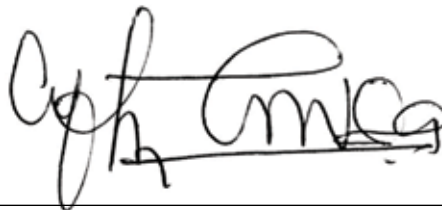
Mr Demos Mbauya
President
Harare, Zimbabwe: 28 November 2022

**For and on behalf of Workers' Organizations
– Zimbabwe Congress of Trade Unions (ZCTU):**



Ms Florence Taruvinga
President
Harare, Zimbabwe: 28 November 2022

For and on behalf of the International Labour Office:



Ms Cynthia Samuel-Olonjuwon
Assistant Director General and Regional Director for Africa
Harare, Zimbabwe: 28 November 2022

▶ 1. Introduction

Zimbabwe adopted its first Decent Work Country Programme (DWCP) in 2005 and has implemented three generations of DWCPs from 2006–2007, 2009–2011 and 2012–2015. Exceptional extensions were made in 2017 and 2021 to align the DWCP with the timeframe of the country's national development planning cycle under the National Development Strategy 1 (NDS1) 2021–2025 and the Zimbabwe United Nations Sustainable Development Cooperation Framework (ZUNSDCF) 2022–2026.

The Decent Work Country Programme for Zimbabwe 2022–2026 is the main vehicle for delivery of support to the Government of Zimbabwe; Employers and Business Member Organizations (EBMOs) and Workers' Organizations (WOs). The DWCP seeks to promote decent work, namely opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equal opportunities and treatment for all women and men, as a key component of national and sectoral development plans. This is done through organizing International Labour Organization (ILO) knowledge, instruments, advocacy, and cooperation to serve the tripartite constituents in a results-based framework to advance the Decent Work Agenda (DWA). This agenda for the world of work seeks to integrate job creation, rights at work, social protection, and social dialogue in promoting social justice.

The DWCP is aligned to the national development objectives, as outlined in the NDS1 2021–2025. Two medium-term development strategies starting with NDS1 are the basis for the implementation of Vision 2030, which aims to move the country, *“Towards a Prosperous and Empowered Upper Middle-Income Society by 2030.”* The vision represents the overarching framework to achieve the 2030 Agenda for Sustainable Development and the African Union (AU) Agenda 2063. Zimbabwe has prioritised Sustainable Development Goals (SDGs) 2, 3, 4, 5, 6, 7, 8, 9, 13 and 17. SDG 16 was added as a cross-cutting theme, however, the country remains committed to realizing all 17 SDGs. The government has committed to finance the NDS1, and by extension the SDGs, through the annual national budgetary allocations to priority areas, programmes, and initiatives based on an Integrated Results-Based Management (IRBM) framework.

The NDS1 is structured around 14 thematic areas aligned to the SDGs with the core objective of consolidating macroeconomic stability to transform the country into an open and broad-based economy that leaves no one behind. The Ministry of Public Service, Labour, and Social Welfare (MPSLSW) led the tripartite partners' inputs which resulted in the integration of significant elements of the DWA in the NDS1 results framework.

Several decent work strategies have been integrated into the NDS1 results framework and tripartite partners are expected to contribute to the implementation, monitoring, and reporting by participating and providing inputs through the clusters and thematic working groups. Some of the work is derived from Zimbabwe's cooperation at sub-regional and continental levels under the Southern African Development Community (SADC) Employment and Labour Sector's (ELS) Decent Work Programme (DWP) and the AU Specialised Technical Committee on Social Development, Labour, and Employment (STC-SDLE) contribute to the implementation plan of Agenda 2063, and the 2030 Agenda for Sustainable Development.

The DWCP for Zimbabwe is the distinct ILO contribution to the 2030 Agenda and the work of the United Nations in Zimbabwe under the ZUNSDCF 2022–2026. In October 2021, the government, and the United Nations Country Team (UNCT) signed a new Cooperation Framework (CF) for

the period of 2022–2026. The ZUNSDCF will deliver integrated support in four priority areas organized under the PEOPLE, PLANET, PROSPERITY, and PEACE Pillars aligned to the SDGs and the NDS1. The ZUNSDCF seeks to maximise positive impacts towards the attainment of development results integrating development and humanitarian interventions. The ILO Country Office for Zimbabwe and Namibia (CO-Harare) facilitated the participation of social partners in the discussions on the Common Country Analysis (CCA) and the Cooperation Framework (CF), as part of consultations with the private sector and civil society organizations (CSO).

The DWCP for Zimbabwe will contribute to results under Pillar 3 on PROSPERITY that the ILO is co-chairing with the United Nations Educational, Scientific and Cultural Organization (UNESCO) on the UNCT side together with the permanent secretaries in the Ministries of Finance and Economic Development and Industry and Commerce on the government side. The PROSPERITY Pillar seeks to achieve economic transformation, equitable and inclusive growth by increasing opportunities for investment, innovation, productivity, and competitiveness improvements; trade and industrial development in key value chains; and promoting the creation of decent employment and livelihood opportunities in the rural and informal economies. The DWCP will also contribute results in other pillars with its work on international labour standards (ILS) and social dialogue (PEACE); social protection, and violence and harassment and gender equality (PEOPLE), and green economy initiatives (PLANET).

Over the years, the focus of the country's DWCP has been to contribute to economic growth and development through sustainable enterprises and job creation for poverty alleviation, while upholding ILS. The implementation of various programmes has been funded by several donors including the Swedish International Development Cooperation Agency (Sida) on green enterprise development for young people (2017–2021) and the African Development Bank (AfDB), which is funding programmes aimed at creating jobs and boosting productivity and value addition by enabling the development of value chains in agriculture and mining. The ILO has also been actively engaged in several UN joint programmes on Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS) and gender equality, and more recently, on implementing the European Union Global Spotlight Initiative, whose focus is to strengthen responses on violence and harassment in the world of work and address vulnerabilities through economic empowerment initiatives. The European Union (EU) has also directly supported a programme for WOs on promoting decent work.

Lessons drawn from the past DWCPs have shown that successful implementation is achieved through strong political ownership of the development and implementation of the DWCP. In this respect, the DWCP was jointly developed under the leadership of the MPSSLW; Employers' Confederation of Zimbabwe (EMCOZ); Zimbabwe Congress of Trade Unions (ZCTU) and the Zimbabwe Federation of Trade Unions (ZFTU). The ILO Country Office for Zimbabwe and Namibia provided secretariat support including financial and technical inputs during consultations, which also included other partners. The DWCP National Steering Committee (DWCP NSC) appointed a Technical Working Committee (TWC) that drove the process to undertake a context analysis-decent work diagnostic and drafted the DWCP.

The tripartite partners agreed on the following priorities for the Decent Work Country Programme for Zimbabwe 2022–2026:

- ▶ **Employment Promotion;**
- ▶ **Social Dialogue and International Labour Standards; and**
- ▶ **Strengthen Social and Labour Protection.**

The identified country priorities are the strategic areas on which the fourth DWCP (2022–2026) has been designed and will be implemented. These priorities are drawn from the country diagnostics and situation analysis, Zimbabwe’s Common Country Analysis (CCA, 2021), the ZUNSDCF (2022–2026), the NDS1 and work informed by ongoing engagement with the tripartite partners, the UN Resident Coordinator’s Office (RCO) and the UNCT in Zimbabwe; the AfDB and World Bank, Sweden, the Joint United Nations Programme on HIV/AIDS (UNAIDS) and the EU.

In addition to the three priorities, the DWCP will mainstream the promotion of social dialogue and ILS; gender equality and non-discrimination of vulnerable groups; just transition to environmental sustainability and institutional capacity building as part of its results framework. These priorities and accompanying results framework reflect Zimbabwe’s response to regional, continental, and global commitments and obligations with the SADC, Common Market for Eastern and Southern Africa (COMESA), AU, and SDGs respectively.

The DWCP will run under the theme, ***Zimbabwe Working*** bringing together people, practice, policy, and partnerships to deliver social justice through decent work: A fair, inclusive, and secure future of work with full, productive, and freely chosen employment and decent work for all.



► 2. Country progress towards decent work and sustainable development

Zimbabwe is a lower middle-income country with a population estimated at 14.8 million people in 2020 and is projected to grow to 19.3 million by 2032. Two thirds of the population live in rural areas, 63% is under the age of 24 years, 52% is female, 48% is of reproductive age, and 9% have at least one type of disability.

With its large and youthful population, Zimbabwe could benefit from its demographic dividend, which began around 2004 and is projected to last until 2060. Zimbabwe's literacy rate ranks among the highest in Africa, at 92.1% but has a relatively low average skills availability rating of 38%. Education and training outcomes have been limited by an increase in the number of children dropping out of school and the youth Not in Employment, Education or Training (NEET). Gender inequality remains high, with women lagging behind in almost every metric of human development.

The Human Development Index (HDI) value of 0.571 placed the country in the medium human development category with a ranking of 150 out of 189 countries in 2019. Progress on SDGs remains uneven across several sectors, including health and education. The HIV prevalence rate among adults declined from 15% in 2013 to 12.9% in 2019. Meanwhile, the burden of Non-Communicable Diseases (NCD) have recently been increasing, accounting for 33% of all deaths (WHO Zimbabwe, 2020).

Over the years, the economy underwent a process of de-industrialization that saw employment continue to grow but labour productivity collapse, as jobs shifted towards informality. Jobs have shifted from urban to rural areas, from the formal to the informal sector and from industry into agriculture, where labour productivity is 18 times lower. Between 1999 and 2014, the agricultural sector added 960,000 jobs, compared to 300,000 in services and a net loss of 100,000 in industry. Zimbabwe has witnessed a downward trend in economic growth since 2010 culminating in a contraction of the economy by an estimated 6.5% in 2019 and a further 10.4% in 2020, a situation that was exacerbated by the combined effects of prolonged drought, the effects of the 2019 Cyclone Idai and the COVID-19 pandemic.

The economic recovery that took place between 2009 and 2018 brought output back to levels comparable to 1999 but did not improve labour market outcomes. Since 2014, the number of jobs in the industrial sector has increased by around 91,700, but some 288,000 jobs were lost in the services sector. In fact, in the last few years, there has been a decline in participation rates, particularly among women in rural areas and a reduction in the total number of jobs. Prior to the COVID-19 pandemic, about 57% of the working age population in Zimbabwe was outside of the labour market, the unemployment rate reached 17% and among those working, 80% were in informal employment. The COVID-19 pandemic and associated containment measures aggravated these problems and the impacts were particularly severe among informal workers, women, the youth, and those working in small enterprises.

The Government of Zimbabwe recorded a growth rate of 6.3% in 2021 and has reduced its forecasts from 5.5% to 4.0% for 2022 due to inflation pressures and a contraction of aggregate demand. The 2021 growth rate came on the back of a better than normal agricultural season, increased mining output and a buoyant construction industry and of the easing of COVID-19 restrictions. The economy, already battered by the COVID-19 pandemic, has shown resilience in the face of significant shocks including the war in Ukraine, exchange rate and price pressures that are adversely affecting economic and social conditions in Zimbabwe. About 8 million people (approximately 60% of the population) were food insecure in 2021 (UN CCA, 2021).

Uncertainty remains high, however, and the outlook will depend on the evolution of external shocks, the policy stance, and the implementation of inclusive growth-friendly policies.

These disruptive shocks and crises have impeded the country's progress towards achieving the 2030 Agenda for Sustainable Development and its 17 SDGs. Zimbabwe's SDG index score stood at 53.8% in 2020, declining from 56.1% in 2017 and was ranked 125th out of 166 countries. Despite the economy showing signs of improvement, poverty remains high, with extreme poverty increasing from 30% in 2017 to 38% in 2019. In its Voluntary National Review (2021), Zimbabwe found that progress towards the SDGs is mixed with rising food insecurity due to the effects of climate change. Moderate progress was registered across some SDGs including climate action (13), decent work and economic growth (8), gender equality (5), good health and wellbeing (3), and life on land (15). Unfortunately, progress in some SDGs has either stagnated and or reversed, such as zero hunger (2), clean water and sanitation (6), affordable clean energy (7), industry, innovation, and infrastructure (9), sustainable cities and communities (11), peace, justice, and strong institutions (16) and partnerships for the goals (17).

2.1 ILO Centenary Declaration for the Future of Work

The world of work is experiencing transformative change, driven by technological innovations, demographic shifts, climate change and globalization. In 2019, the ILO adopted the Centenary Declaration for the Future of Work¹ that provides guidance for the development of effective human-centered solutions adapted to the challenges and opportunities in the world of work.

The ILO Centenary Declaration for the Future of Work outlines a three-pillar framework for the analysis of progress in a changing world of work and delivery of social justice in the 21st century. These are strengthening the capacities of all people to benefit from the opportunities of a changing world of work; strengthening the institutions of work to ensure adequate protection of all workers; and promotion of sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. In 2021, the International Labour Conference adopted a Global Call to Action that outlines measures to create a human-centered recovery from the COVID-19 crisis that is inclusive, sustainable and resilient. These build on the ILO Declaration on Social Justice for a Fair Globalization, 2008 (Social Justice Declaration) that affirms the ILO's mandate in a changing world of work.



1 https://www.ilo.org/wcmsp5/groups/public/@ed_norm/@relconf/documents/meetingdocument/wcms_711674.pdf

Looking ahead, the ILO will lead a Global Social Justice Coalition to develop specific initiatives to respond to challenges posed by greater inequalities and socio-economic insecurity in the world, including universal social protection, just transitions to a green and digital economy, formalization, inequality, climate action with green jobs, and the inclusion of social measures in trade agreements. The Global Accelerator on Jobs and Social Protection for Just Transitions led by the ILO will also be pivotal to promote partnerships for the development of integrated and coherent social justice policies and mobilize sufficient investments and political support that enables countries to convert the moral and political aspiration of leaving no one behind into concrete action.

The 14th African Regional Meeting (ARM) adopted the “Abidjan Declaration”– Advancing Social Justice: Shaping the future of work in Africa – as a commitment of ILO member states in Africa to take action to advance a future of work that provides decent and sustainable work opportunities for all. Building on the human-centered agenda for the future of work that strengthens the social contract by placing people and the work they do at the centre of economic and social policy and business practice, the main priorities for the ILO in Africa and in Zimbabwe will be built around the Centenary Declaration.

The declaration commits constituents to: (a) Making decent work a reality for Africa's youth, developing skills, technological pathways and productivity for a brighter future in Africa, transforming Africa's informal and rural economy for decent work, and respecting ILS, promoting social dialogue and ensuring gender equality; (b) Strengthening the capacities of all people to benefit from the opportunities of a changing world of work; (c) Strengthening the efficiency of the institutions of work to ensure adequate protection of all workers; (d) Promoting inclusive and sustainable economic development and growth, full and productive freely chosen employment and decent work for all; and (e) Strengthening synergies between the ILO and institutions in Africa, namely the African Union Commission (AUC), Regional Economic Communities (RECs), and labour administration training centres, including the Zimbabwe-based African Regional Labour Administration Centre (ARLAC), as these play a supportive role in the implementation of the African DWA priority areas.

The section that follows presents a diagnostic of Zimbabwe's decent work situation in relation to the SDGs and within the framework of the Abidjan Declaration.

2.2 Peoples' capacities to benefit from the opportunities of a changing world of work, including persons with disabilities

The first pillar of the Centenary Declaration for the Future of Work is aimed at strengthening the capacities of all people to benefit from the opportunities of a changing world of work through effective realization of gender equality in opportunities and treatment; effective lifelong learning and quality education for all; universal access to comprehensive and sustainable social protection; and effective measures to support people through the transitions they will face throughout their working lives.

2.2.1. Gender equality, inclusion, and women economic empowerment

The NDS1 prioritises gender equality to enhance women's participation in the development process, in line with the Constitution, the SADC Protocol on Gender and Development, the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa and SDG 5. Women account for more than half of the population and their inclusion in all political, economic, and social activity is critical for the attainment of Vision 2030.

The NDS1 aims to accelerate gender mainstreaming through youth and women affirmative action; equal opportunity for all programmes; promoting women into positions of influence; promoting equality at all levels of society; advancing women political representation; youth and women advocacy initiatives; and enhancing access to financing for women in business. These align well with the priorities set out in the National Gender Policy (2017). Despite progressive constitutional and policy provisions on gender equality and women's empowerment, and efforts by the government, development partners and other stakeholders to address gender gaps, improving the status of women in Zimbabwe remains poor. Women also do not fare well in the socio-economic spaces and the labour market, particularly where they dominate in poverty, low skilled work and informality, and low participation rates leaving them at the bottom of the pyramid.

In addition to the challenges posed by the COVID-19 pandemic, women continue to face legal, cultural, and social barriers. They face hurdles in respect of equal opportunities, including access to finance, decent employment, land, and freehold property; unequal representation and limited opportunities to influence policy. High levels of gender-based violence against women across all spheres including workplaces also persists. The country is making progress in ending violence and harassment in the world of work with a national strategy on the elimination of sexual harassment and gender-based violence in the workplace having been adopted in 2021. In April 2022, government adopted the Public Sector Sexual Harassment Policy to scale up the fight against sexual harassment in the civil service. Several workplace policies and programmes have been developed and are being implemented in the public and private sectors. These actions are expected to push the country towards application and ratification of Convention No. 190 on ending violence and harassment in the world of work.

It is also vital for Zimbabwe to link the implementation of the different normative frameworks, such as the Convention on the Elimination of Discrimination Against Women (CEDAW), Universal Periodic Review (UPR), the Beijing Declaration and Platform for Action, the SADC Protocol on Gender and Development and the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, including relevant ILS to its development efforts. It is also key for the country to make the necessary investments to strengthen its national gender machinery, including the production and use of gender statistics for decision-making.



2.2.2. Skills and lifelong learning

The Zimbabwe economy has undergone structural changes characterized by de-industrialization and the informalization of the economy in recent years. Due to the stagnation of the economy, sufficient employment opportunities are unavailable in the labour market of Zimbabwe. The economy cannot absorb the many youth entering the job market. In terms of policy action areas, one priority area is ensuring the employment of the youth and adults. There is wide recognition that human capital development is an important driver for achieving Vision 2030, in line with the SDGs. In Zimbabwe's NDS1, where the Government of Zimbabwe declares its aim to become a *Prosperous and Empowered Upper Middle-Income Society by 2030*, innovation, entrepreneurship, equitable development, and prosperity for all will be key to leverage on the country's natural and human resources.

The importance of human capital development in this vision is paramount and emphasis will be placed on enhancing Science, Technology, Engineering and Mathematics (STEM) skills². However, as reported in the Zimbabwe Technical and Vocational Education and Training (TVET) Policy Review report³, the task of developing this new set of skills calls for better coordination and support, as well as the enhancement of the TVET system and regulatory bodies. The skills development landscape, which in Zimbabwe consists of public and private stakeholders, is however still fragmented and TVET institutions and Vocational Training centers are spread across diverse ministries and socio-economic sectors within and outside the government⁴.

While the adult literacy rate remains among the highest in Africa (at almost 89%), enrolment in tertiary education (8.5%) falls short of the continental average (9.1%)⁵. According to a skills audit conducted by the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development (MHTEISTD, 2018) "Zimbabwe faces a serious deficit of skilled professionals, particularly in the engineering, science, technology, health and agricultural sectors"⁶.

The rapid exodus of many of its workers coupled with the need for its people to learn a new set of skills required for sustainable development, urgently demand a comprehensive and coherent strategy for skills development in Zimbabwe. A 2020 World Bank report on Zimbabwe⁷ that measured the tertiary education system performance, recommended the carrying out of an analysis of TVET college programmes and training as a response to a growing demand for tertiary skills. It further recommended consideration of community-based technical colleges to absorb the increasing number of school leavers and adults seeking opportunities for skills development.

The National Manpower Advisory Council was established by the Manpower Planning and Development Act with the purpose of facilitating the participation of public and private stakeholders, including employers and workers associations, in curriculum development, review, and assessment of apprentices through the Industrial Training and Trade Testing

2 Republic of Zimbabwe. (2020). National Development Strategy 1. January 2021–December 2025. Harare. Government of Zimbabwe.

3 <https://unesdoc.unesco.org/ark:/48223/pf0000366321?posInSet=1&queryId=6c7fb159-48a3-43a5-90cb-4ec8eccc86bb>

4 <https://unesdoc.unesco.org/ark:/48223/pf0000366321?posInSet=1&queryId=6c7fb159-48a3-43a5-90cb-4ec8eccc86bb>

5 https://www.ilo.org/wcmsp5/groups/public/--ed_emp/--emp_ent/documents/genericdocument/wcms_736696.pdf

6 Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development (MHTEISTD). 2018. National Critical Skills Audit Report – <http://www.mhtestd.gov.zw/?wpdmpo=zimbabwe-national-critical-skills-audit#>

7 The World Bank. 2020. Revitalizing Zimbabwe's Tertiary Education Sector to Support a Robust Economic Recovery.

Department. However, the Council still needs to reinforce its own function and scope⁸ to achieve the desired level of effectiveness. A well-functioning skills council (with national and sectoral levels of intervention) would serve as a conduit for information between government, industry, and education, play a role in industry quality assurance, advocacy, technical advice and in the governance of skills financing, assessment, and certification.

For a long time, there has been limited coordination of TVET programmes at national level although the MHEISTD has the national mandate to provide for and promote the research, planning and development of human resources through the Manpower Development Act. Zimbabwe has not had a comprehensive institutional coordination, governance, and financing mechanism for TVET development. Instead of an overall policy and legal framework, skills development in the country is organized under different government ministries and departments, governed by different legislative instruments, and managed under different structures. A well-organized and coordinated skills development system is crucial to reduce potential mismatches and enhance the country's capacity to anticipate labour market needs, particularly in the future of work⁹.

The ILO is collaborating with UNESCO to support the government to develop a TVET National Policy to strengthen the institutional mechanisms for organizing and providing quality TVET services in line with regional and international standards including Education 5.0¹⁰. The new policy is expected to transform skills and lifelong learning policies and strategies to support structural change and productivity growth, strongly associated with national development plans, and sectoral, trade and employment policies through increasing accessibility, efficiency, and relevance.

In this respect, the ILO is also supporting the building of capacities to strengthen skills anticipation systems in Zimbabwe under the regional AUC and the African Union Development Agency (AUDA-NEPAD) project supported by the EU and the German Government through Gesellschaft für Internationale Zusammenarbeit (GIZ). The programme seeks to build the capacity of national labour market actors on anticipation of current and future labour market skills needs. The ILO has also supported the formalization of the domestic workers training curricula in partnership with the Domestic Workers Association of Zimbabwe with an aim to promote decent work for domestic workers¹¹.

8 The National Manpower Advisory Council is currently focused on TVET provision under the MHEISTD, while it does not advise other ministries offering TVET programmes nor skills development efforts targeting the informal sector. While playing a critical role to ensure stakeholders' involvement in TVET, it is not yet equipped to address the major fragmentations of the system.

9 ILO Labour Market Diagnostic Analysis (2021) – https://www.ilo.org/africa/countries-covered/zimbabwe/WCMS_819125/lang-en/index.htm

10 Education 5.0 – towards problem-solving and value creation – Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development (mhtestd.gov.zw)

11 <https://voices.ilo.org/stories/a-vision-for-domestic-workers>

2.2.3. Social protection

Social insurance schemes have been limited by the difficult economic environment that has seen formal employment shrink and many continue to grapple with the limited range of social insurance benefits provided, and the lack of portability of social security benefits. Zimbabwe has a rich social protection tradition and a range of instruments have been implemented including cash and in-kind transfers, public works programmes, health and education assistance, child protection services, social insurance programmes, and resilience and livelihood rebuilding programmes. Despite these initiatives, poverty and vulnerability continue to be major challenges confronting Zimbabwe as interventions have been limited to social welfare programmes.

Zimbabwe like many other states on the African continent has a very high proportion of the population that does not have access to adequate healthcare. As of 2014, only 2.1% of the Zimbabwean population was receiving a monthly pension or some social security funds, and most of the recipients were in the older age groups. Occupational pension and other social security funds were a major source of income. In terms of medical aid cover, about 9.4% of the population in Zimbabwe were members of a medical aid scheme. Zimbabwe does not have a national health insurance scheme and the health insurance covered by public and private service providers is low and closely linked to the formal status of jobs. This represents an acute deficit in social protection coverage in the country. To address these deficits, the government is set to introduce a voluntary pension scheme targeting previously excluded groups such as the informal sector, small-to-medium enterprises, and domestic workers. Since 2007, there have been several attempts to launch a National Health Insurance Scheme (NHIS) and other schemes on maternity protection and sickness benefits geared to cover contingencies that are currently not covered. These have failed due to a lack of clarity in terms of funding mechanisms, affordability and ensuring the viability of key stakeholders in the context of a weakened economy.

Social security schemes in Zimbabwe are confronted with problems arising from narrow coverage of populations (formally employed), limited resources, erosion of benefits through dollarization, high administrative costs, the dispersion of target populations over large geographical areas, and the HIV/AIDS epidemic, including limited pension or security cover among persons with disabilities (PWDs), retrenched and the elderly. As many as 9% of the total population live with at least one disability, which places them at a disadvantage with respect to access and utilization of social services. The experience of overlapping and intersecting inequalities – such as disability, being a woman or girl, living in a rural area and belonging to a low-income family – heighten the chances of being ‘left behind’.

The periods of hyperinflation and the switch from Zimbabwean local currencies to the United States Dollar have also significantly affected the social protection landscape. This has led to the loss of value in pensions and insurance schemes. Recognizing these challenges, a Presidential Commission of Inquiry into the Conversion of Insurance and Pension Values from the ZW\$ to the US\$ was established in 2015 and in 2017 it submitted its report wherein it made several recommendations that are being implemented. The report recommended among others for the strengthening of institutional and governance arrangements for financial management between National Social Security Authority (NSSA), MSPLSW and Ministry of Finance and Economic Development as well as the enhancing the role of the Insurances and Pensions Commission (IPEC).

Access and provisioning of social protection was also severely affected by COVID-19 with surveys at the early onset of the pandemic in 2020, showing that nearly 500,000 Zimbabwean households have at least one member who lost her or his job, causing many households to fall into poverty, and worsening the plight of the existing poor. Food insecurity was also exacerbated by inadequate reach/coverage of relevant social protection programmes – less than a quarter of the increased number of extreme poor households received food aid in June 2020, and this share dropped to 3% of rural households in September 2020 (World Bank, 2020).

2.3. Investments in institutions of work to ensure adequate protection of all workers

The second pillar of the Centenary Declaration for the Future of Work seeks to ensure that all workers enjoy adequate protection in accordance with the DWA, respecting their fundamental rights; an adequate minimum wage, statutory or negotiated; maximum limits on working time; and safety and health at work.

2.3.1. Social dialogue and international labour standards

Despite the recognition that genuine social dialogue remains a relevant and crucial means to achieving inclusive socio-economic engagement and transformation in Zimbabwe, there exists a rich history of the fractious nature of engagement between government, business, and labour in both colonial and independent Zimbabwe. Throughout the colonial period, continuous conflict characterized government relations with workers and their trade unions. The government made policies in the early years of independence that sought to promote workers' rights including the promotion of dialogue and consultation. The relations weakened in the late 1980s and early 1990s, as government shifted policy and ideological positions that led to massive deregulation of the economy, including the labour market without social dialogue.

In the face of economic pressures, the Tripartite Negotiating Forum (TNF) was established in 1998 to bring together government, business, and labour to negotiate on socio-economic challenges affecting the country (Founding Principles of the TNF). Since its formation in 1998, the TNF has attempted to address Zimbabwe's socio-economic challenges through negotiated pacts, including the signing of a social contract among the parties. The major points of dispute among and between the tripartite partners have arisen on the back of a concerted push for better working conditions and living wages in the context of an underperforming economy. In 2010 Zimbabwe adopted the Kadoma Declaration "*Towards a Shared National Economic and Social Vision*" and the founding principles of the TNF. This declaration provides a framework to identify and address the causes of country risk factors and aims to create a sustainable business environment and address various challenges affecting the labour market, which include job creation and wages.

In 2019 the government and social partners, with support from the ILO, launched the TNF following its legislation under the TNF Act, paving the way for the establishment of an independent TNF Secretariat. The legal framework is expected to enhance accountability and give more force to the work and decisions of the TNF. The harmonization of labour laws¹² is also expected to address the long-standing issues hampering the strengthening of the dispute resolution system and give full effect to comments of the ILO supervisory bodies and new standards.

At bipartite levels, social dialogue is entrenched at sectoral level through 45 National Employment Councils (NECs), which bring together representatives of organized labour and business and the Works Councils comprising equal employer and employee representation at shop-floor level. Notwithstanding the progress made in inculcating a culture of social dialogue in Zimbabwe, several challenges still exist which include mistrust between and among social partners, a challenging collective bargaining environment, lack of implementation, monitoring, and evaluation of decisions. Wage negotiations have remained a key sticking point due to inflationary pressures and the use of a weaker local currency relative to the US Dollar.

¹² Labour Act, Public Service Act and the Health Services Act

However, social partners continue to be relatively weak due to a loss of membership and coordination challenges due to de-industrialization and informalization. This has left a large portion of EBMOs, and trade union interests being pursued at sectoral level to the detriment of effective national engagement and influence. This has seen the ZCTU, the ZFTU and EMCOZ facing challenges to finance operations and offer responsive services to their members. Despite these challenges, the social partners have remained active in representing their constituencies, advocating for tripartism and have increasingly influenced policy agendas at different levels. Public sector workers have formed and registered the Zimbabwe Confederation of Public Sector Trade Unions (ZICOPSTU) to represent the broader civil service.



Zimbabwe has approved 26 ILO Conventions, which include all eight fundamental Conventions, including the Protocol to Forced Labour Convention No. 29 approved in May 2019 and three of the four governance Conventions¹³ – see table that follows:

<ul style="list-style-type: none"> ▶ 26 Conventions and 1 Protocol ratified and in force ▶ Fundamental Conventions: 8 of 8 ▶ Governance Conventions (Priority): 3 of 4 ▶ Technical Conventions: 15 of 178 ▶ 1 Convention – C045 was denounced on 30 May 2008 		
Fundamental Conventions	Date	Status
C029 – Forced Labour Convention, 1930 (No. 29) – P029 – Protocol of 2014 to the Forced Labour Convention, 1930 ratified on 22 May 2019	27 Aug 1998	In Force
C087 – Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87)	09 Apr 2003	In Force
C098 – Right to Organize and Collective Bargaining Convention, 1949 (No. 98)	27 Aug 1998	In Force
C100 – Equal Remuneration Convention, 1951 (No. 100)	14 Dec 1989	In Force
C105 – Abolition of Forced Labour Convention, 1957 (No. 105)	27 Aug 1998	In Force
C111 – Discrimination (Employment and Occupation) Convention, 1958 (No. 111)	23 Jun 1999	In Force
C138 – Minimum Age Convention, 1973 (No. 138) – <i>Minimum age specified: 14 years</i>	06 Jun 2000	In Force
C182 – Worst Forms of Child Labour Convention, 1999 (No. 182)	11 Dec 2000	In Force
Governance (Priority) Conventions	Date	Status
C081 – Labour Inspection Convention, 1947 (No. 81)	16 Sep 1993	In Force
C129 – Labour Inspection (Agriculture) Convention, 1969 (No. 129)	16 Sep 1993	In Force
C144 – Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)	14 Dec 1989	In Force
Technical Conventions	Date	Status
C014 – Weekly Rest (Industry) Convention, 1921 (No. 14)	06 Jun 1980	In Force
C019 – Equality of Treatment (Accident Compensation) Convention, 1925 (No. 19)	06 Jun 1980	In Force
C026 – Minimum Wage-Fixing Machinery Convention, 1928 (No. 26)	16 Sep 1993	In Force
C045 – Underground Work (Women) Convention, 1935 (No. 45)	06 Jun 1980	Not in Force
C099 – Minimum Wage Fixing Machinery (Agriculture) Convention, 1951 (No. 99)	16 Sep 1993	In Force
C135 – Workers' Representatives Convention, 1971 (No. 135)	27 Aug 1998	In Force
C140 – Paid Educational Leave Convention, 1974 (No. 140)	27 Aug 1998	In Force
C150 – Labour Administration Convention, 1978 (No. 150)	27 Aug 1998	In Force
C155 – Occupational Safety and Health Convention, 1981 (No. 155)	09 Apr 2003	In Force
C159 – Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)	27 Aug 1998	In Force
C161 – Occupational Health Services Convention, 1985 (No. 161)	09 Apr 2003	In Force
C162 – Asbestos Convention, 1986 (No. 162)	09 Apr 2003	In Force
C170 – Chemicals Convention, 1990 (No. 170)	27 Aug 1998	In Force
C174 – Prevention of Major Industrial Accidents Convention, 1993 (No. 174)	09 Apr 2003	In Force
C176 – Safety and Health in Mines Convention, 1995 (No. 176)	09 Apr 2003	In Force

¹³ Zimbabwe is taking steps to ratify the Employment Policy Convention No. 122, 1964 by adopting a National Employment Policy (NEP)

The country has undertaken some key actions to apply key standards including the Employment Policy Convention No.122, Labour Relations (Public Service) Convention No.151, Domestic Workers Convention No.189 and the Violence and Harassment Convention No. 190 as a step towards application in law and practice and eventually, ratification. The protection of labour rights is guaranteed under Section 65 of the Constitution of Zimbabwe, which amongst others underscores the right to fair labour practices and the right to just and equitable conditions of employment.

Zimbabwe has been the subject of discussion and actions of the ILO supervisory bodies on the observance by the Government of Zimbabwe of several ILS, which are outlined in the compendium of rulings on the application of standards.¹⁴ In 2009, a *Commission of Inquiry* investigated the country on the observance of Conventions No. 87 on Freedom of Association and Protection of the Right to Organize (1948) and Convention No. 98 on the Right to Organize and Collective Bargaining (1949). The *Commission of Inquiry* paved the way for the implementation of key reforms that have improved the capacity of social partners and the application of standards, particularly on freedom of association and collective bargaining. Other complaints and issues have been raised since then and led to a High-Level Technical Mission in 2015 and a Directs Contacts Mission in 2022. ILO's support in this regard continues to focus on increasing capacities to apply ILS in law and practice.

2.3.2. Labour administration and protection – labour migration, occupational safety and health, child labour and HIV and AIDS

The labour administration system is relatively strong but is fragmented across many pieces of legislation and various statutory bodies. The labour laws guarantee all workers, regardless of their contractual arrangement or employment status, enjoyment of fundamental workers' rights, an "adequate living wage" maximum limits on working hours, and safety and health at work. However, many workers face a plethora of decent work deficits, including working long hours¹⁵ for very low wages or income given the high prevalence of informal jobs. In March 2020, the government set a national minimum wage equivalent to US\$100.00 per month but this has not been subsequently updated in line with inflation and exchange rate depreciation. Wages are determined at sector level through NECs collective bargaining agreements.

Zimbabwe has a large diaspora population¹⁶ that remits an estimated US\$1 billion (54% of the total receipts) annually, providing a significant source of foreign receipts and accounting for approximately 5% of the gross domestic product (GDP). In 2019, the Labour Migration Policy was adopted by Cabinet and was officially launched in 2021. The Policy is expected to improve the protection of migrant work and migrant workers' rights, as they contribute to the development of the country. Its implementation is expected to see Zimbabwe considering ratification of the ILO Convention No. 97 on Migration for Employment and Convention No. 143 on Migrant Workers (Supplementary Provisions). Zimbabwe is also part of sub-regional and continental efforts to strengthen labour migration governance including the ILO/EU Southern African Migration Management (SAMM) project and the UN Economic Commission for Africa (ECA) initiative on migration statistics and recognition of migrants' skills.

Occupational safety and health (OSH) at work, monitoring and evaluation, and enforcement of regulations governing OSH in Zimbabwe are some of the duties of the NSSA. There are various acts enshrined in the NSSA Act (Chapter 17:04) that guide the administration of safety and health at work. The Factories and Works Act, (Chapter 14:08) Revised Edition,

14 Zimbabwe Congress of Trade Unions (2018)

15 28 percent of the employed population worked excessive hours of 49 or more – 2019 Labour Force and Child Labour Survey

16 <https://www.iom.int/news/iom-supports-zimbabwe-national-statistical-agency-efforts-identify-diaspora>

1996, provides for the registration and control of factories, regulation of conditions of work in factories, supervision of the use of machinery and prevention of accidents, among other issues. The Pneumoconiosis Act (Chapter 15:08) provides for the control and administration of persons in dusty occupations. The government is currently working towards harmonizing all OSH legislation in line with ILS.

The Workers' Compensation system is currently the source of statistics on occupational injuries and diseases. The effective monitoring and evaluation of occupational injuries and diseases, data gathering, and analysis of statistics on their occurrence is important. However, not all injuries and diseases are reported for compensation purposes and much of the informal sector is not covered, as most enterprises are not insured for occupational injuries and diseases.

The 2019 Labour Force and Child Labour Survey (LFCLS) found that 91,698 workers aged 15 years and above reported they had been injured at work. The survey further showed that 36,961 had suffered work related illness¹⁷. Mechanical and physical factors caused 64% of injuries/illness at work. Most workers were injured in the agriculture, forestry, and fishing industries. NSSA has reported an average of 5,500 injuries and 70 workplace fatalities since 2013. These are averages for workers covered by the Accident Prevention Workers Compensation Scheme and excludes the public/civil service and informal sector.

Inspections are carried out by the Labour Inspectorate from the MP SLSW. The inspections are carried out in terms of the Labour Act (Chapter 28:01) which is elaborated in the Statutory Instrument 154 of 2003. However, the Labour Inspection department has been constrained by a lack of resources (tools of work) to undertake the work, particularly in several sub-sectors¹⁸. NECs are obligated to undertake regular inspections to enforce legal provisions relating to conditions of work and the protection of workers. Focus areas for inspections are hours of work, wages, safety, health and welfare, the employment of children and young persons, among other issues.

Zimbabwe has over the years committed itself to the elimination of child labour and has ratified all key international and regional instruments that relate to the welfare and rights of children.

The government has ratified major regional and international conventions, covenants, and instruments that focus on the welfare and rights of the child, such as the UN Convention on the Rights of the Child (1989) and its protocols on armed conflict; sale of children, child prostitution and child pornography; the ILO Conventions No.138 and No. 182 on minimum age and the worst forms of child labour, and the African Charter on the Rights and Welfare of Children (1990). The country has also ratified the Palermo Protocol on trafficking in persons and adopted a National Plan of Action (NAPLAC) (2019–2021) to develop strategies to combat human trafficking, with an emphasis on prevention, protection, prosecution, and partnership.

The ratified instruments are given effect by the country's progressive Constitution under Section 65 which provides for fair labour standards to be enjoyed in the labour market. In addition, the Labour Act (Chapter 28:01) provides for the promotion of workers' rights, including the protection of children from exploitation and child abuse. The Trafficking in Persons Act, the Education Act, the Criminal Law (Codification and Reform) Act and the Children's Act also give effect to measures to counter various aspects of child labour and have gone through various reviews and developed regulations to align their application to various international instruments relating to children and child labour.

¹⁷ Zimbabwe National Statistics Agency, 2019 Labour Force and Child Labour Survey

¹⁸ *Labour Market Outlook 2016*, the Ministry of Public Service, Labour and Social Welfare

In 2019, the government passed the Education Amendment Act, establishing compulsory education up to the age of 16 years and establishes the right to state-funded education. A National Action Plan for Orphans and Vulnerable Children (OVC) is in place to ensure increased equity and access to education for children by providing cash transfers for families to keep children in school instead of entering the labour market too early. In addition, the government operated a national case management system throughout 65 districts for childcare workers to identify, report, and address child abuse cases, including child labour.

In 2020, with support from the ILO and the Eliminating Child Labour in Tobacco-Growing (ECLT) Foundation, the government and social partners have engaged in data and information gathering under the LFCLS to inform policy development regarding child labour including specific initiatives on the worst forms of child labour and child labour in the tobacco sectors. This followed the reporting in the 2019 LFCLS that about 1% of the 4.2 million children were involved in child labour. The distribution by industrial sector showed that most (71%) of the children worked in the agriculture sector, followed by retail trade (17%) and mining and quarrying (5%). Plans are underway to carry out similar exercises in the tea and coffee, domestic work and mining or artisanal sectors.

In 2018, an estimated 38,000 people were newly infected with HIV in Zimbabwe whilst 22,000 died from AIDS-related illnesses. According to UNAIDS, by the end of 2018, the HIV prevalence was estimated at 12.7% in Zimbabwe, a decline from 24.6% in 2003. This is due to a change in sexual behaviour, as well as the many interventions by government, other local players, and the international community, including in the world of work. Zimbabwe continues to invest in strengthening health systems through the retention of healthcare workers, building community health systems, and scaling up programme for HIV, tuberculosis (TB), and malaria.

Over the years the ILO has, through the support of development partners including Sida, DfID (now replaced with Foreign Commonwealth & Development) and the Unified Budget, Results and Accountability Framework (UBRAF), extended support for workplace HIV and AIDS policies and programmes at the sector level including for small and medium enterprises (SMEs), mining, motor industry, tourism, transport, and more. The informal economy is widely seen as the next frontier with a significant need to introduce innovative approaches to reach workers in this sector. There have been substantial efforts made towards economic empowerment of vulnerable and key populations and players in dynamic workplaces to reduce vulnerability such as voluntary counselling and testing, access to antiretroviral therapy (ART), information, and advocacy to reach 90-90-90 universal coverage in workplaces.

2.4. Sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

The third pillar of the ILO Centenary Declaration for the Future of Work aims at promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. This is to be achieved through macroeconomic policies that have those aims as their central objective as well as trade, industrial and sectoral policies that promote decent work, and enhance productivity; and investment in infrastructure and in strategic sectors to address the drivers of transformative change in the world of work.

2.4.1. Policies and programme for economic growth and development

Zimbabwe has experienced positive annual economic growth rates for the last 10 years, although GDP growth rates have slowed down in recent years. Having averaged at 9.8% during the 2009–2012 period, economic growth declined to an estimated 4.5% in 2013, 3.8% in 2014, 1.5% in 2015 and 0.6% in 2016. The growth rate picked up to 2.9% in 2017 and 4% in 2018 which was due to strong mining and agricultural outputs and an increase in tourism. However, due to fiscal consolidation, the effects of Cyclone Idai and a drought, the rebounding of currency volatility and cash shortages, inflation, and the COVID-19 pandemic, the economy retreated into negative growth in 2019 (-6.0%) and 2020 (-4.1%).

Macroeconomic instability has generated uncertainty around the outcomes of investment decisions and the economy has relatively low levels of investment averaging 17% of GDP between 2009 and 2012, which subsequently declined to 11% from 2013.¹⁹ The challenges Zimbabwe is facing include shrinking fiscal space (large recurrent expenditure of more than 80%); a negative current account balance; liquidity crunch; low levels of industrial capacity utilization; de-industrialization; and depressed aggregate demand. Investments and job creation are constrained by an inadequate business environment that increases transaction costs and reduces expected rates of return and severe problems in accessing finance. The main constraints include the unavailability of basic infrastructure and information and communication technology (ICT); the effectiveness of property rights; the time it takes to open and register a business; and the level of skills found in the labour force, including digital skills.

Furthermore, the country ranks poorly on indicators, such as credit to the private sector (only 22.4% of the GDP), access to finance by SMEs and the soundness of banks. Weak governance adds an element of risk that also reduces incentive for private investments. The formal sector is composed of primarily small firms operating mostly in the service sector with low levels of labour productivity. About 45% of firms have between one and nine employees and are three times less productive than larger firms. Both the entry and growth rates of firms are quite low. On average, the number new formal firms in Zimbabwe represents only 5 percent of existing firms. In addition, the firms that are created start small and tend to remain small and those that survive up to ten years add just one or two new jobs.

On the other hand, the Zimbabwean labour market has transformed since the 1980s as the economy has increasingly become informal. Wage-earning employees represent only 50% of employed workers and many of them do not have formal contracts. The other half are own-account workers and contributing family members, who for the most part operate in the informal economy. Informal employment represents 80% of total employment pointing to very high levels of casualization of labour. In 1980, the informal economy contributed only 10% to

¹⁹ Government of Zimbabwe (2018) TOWARDS AN UPPER-MIDDLE INCOME ECONOMY BY 2030, “New Dispensation Core Values” 19 April 2018. Washington DC

the GDP, rising to an all-time high of 70% in 2008. It is estimated that the “shadow economy” contributed up to 61% of the GDP between 1991 and 2015. The sector is comprised of mainly very low productivity household enterprises that have weak incentives to become formal due to associated costs, such as taxes and the registration fees, as well as lengthy processes and restrictive labour regulations. Outside agriculture, they are often managed, not by vocational entrepreneurs, but by workers who, in the absence of wage employment, engage in low-productivity activities involving non-tradable goods and services. The government is currently engaged in consultations to formulate a strategy for formalization of both enterprises and jobs in the informal economy in line with ILO Recommendation No. 204.

Productivity has remained low – particularly due to a poor allocation of capital and labour, both within and among firms. Agriculture provides a livelihood for two-thirds of the population. In 2017 it contributed 10.5% to the country’s GDP, over 30% of national export earnings, and 60% of raw materials to agro industries. Despite improvements, following significant support from government, the sector continues to struggle with low productivity, significant post-harvest losses, lack of reliable transport, access to markets and delayed payments or losing out to middle-men. Heavy reliance on agriculture makes the poor rural population particularly vulnerable to climate change and natural disasters and heightens the environmental challenges. The manufacturing sector also faces challenges in improving its productivity in the face of limited access to working capital and trade finance, antiquated equipment and production systems, low foreign direct investment, poor and costly public infrastructure.

Government has made some progress in addressing the business environment under the *Ease of Doing Business Reforms*. These efforts have been complemented by export promotion strategies including the review of the indigenization policy; enhancing rewards to exporters; and reducing the cost of doing business. In the same vein, the government has signalled that, “Zimbabwe is Open for Business” as part of a national investment promotion drive that places emphasis on reengaging the rest of the world. In addition, Zimbabwe has undertaken an Enabling Environment for Sustainable Enterprises (ESEE) assessment to promote reforms that make enterprises more sustainable. In 2016 the government, through the Reserve Bank of Zimbabwe, adopted the National Financial Inclusion Strategy, which is set to improve access to financial services for SMEs in the country. The strategy aims to increase access to banking services from an estimated 30% of the population in 2015 to 90% by 2020. The strategy targets improving access mainly to the rural population, smallholder farmers, micro and small-to-medium enterprises, women, and the youth.

The government has also made efforts to establish institutional and policy frameworks for employment through the National Youth Policy, National Youth Council, the Zimbabwe National Employment Policy Framework (ZINEPF), Zimbabwe Youth Employment Network (ZIYEN), the Micro, Small and Medium Enterprise Policy and Strategic Framework and a draft National Skills Development Policy Framework all seeking to promote the creation of jobs. Several programmes and projects have been implemented to empower the youth and women in selected sectors of the economy through skills and entrepreneurship development with the support of development partners.

The government has made a deliberate effort in the NDS1 and the national budgets of 2020 and 2021 to include a new thrust towards ensuring jobs, productivity, and inclusive growth for a resilient recovery from the effects of the COVID-19 pandemic. The economy shrunk by 7% in 2020 with reports suggesting at least 30% of formal jobs within the country were lost due to the COVID-19 restrictions. The tourism sector was severely affected with an estimated loss of US\$690 million. The pandemic also heavily affected the informal economy with 99% of households that operated non-farm reporting a drop in income. The pandemic worsened underlying economic and social challenges leading to poverty remaining high, with extreme poverty increasing in recent years mostly affecting the youth, women, children and persons with disabilities (PWDs) among others (UN CCA, 2021).

The government launched a stimulus package equivalent to approximately 10% of GDP to support a socio-economic recovery programme. Several industrial, trade and sectoral policies and strategies have been articulated to support economic recovery in key sectors including manufacturing, tourism, agriculture, renewable energy, informal economy, and SMEs. The government has also prioritised infrastructure rehabilitation and development, targeting the transport and logistics-movement of goods, national and local network; power generation and water for irrigation. Allocations have been made towards building the digital economy and modernizing services in both the public and private sectors. The drive towards digitalisation will be guided by the National Data Protection Act to ensure appropriate privacy and personal data protection and respond to challenges and opportunities in the world of work relating to the digital transformation of work.

In line with the above, there is a need to make strides towards an integrated strategy to promote decent work and employment opportunities as a way of increasing living standards and promoting economic and social development. Economies grow when more people work and when each job in the economy becomes more productive. At the same time, households escape poverty when labour income, the main source of income for most households, increases.

This happens when more is allocated to investments in higher productivity sectors that would maximize rates of return on capital and the rate of economic growth. There is a need to increase public investments and increase social expenditures that support initiatives for export promotion and import substitution for leading economic sectors including agriculture, mining, transport, construction, manufacturing, utilities, infrastructure, and tourism. A key entry point is the development of value chains directly or indirectly linked to the agricultural and mining sectors to promote the linkage of SMEs to large firms and in the process accelerate the creation of formal jobs; improve the quality of existing jobs; and expand employment opportunities.



2.4.2. Employment and decent work

The years of negative and erratic economic growth have sharply reduced the quantity and quality of employment. The positive GDP growth rate periods, for example 2009–2014 (averaging 7.8%), have not been accompanied by growth in employment but a fall in employment figures. The economic growth has, therefore, not been job-rich, with 4,610 companies closing between 2011 and 2014, translating to 55,443 employees losing their jobs, as reported in the 2015 National Budget Statement. Between 2009 and 2014, Zimbabwe had an ever-retrenched population totalling 316,964, at an annual average of 58,516. Following the Supreme Court judgment of 17 July 2015 that gave way for employers to terminate on notice, the ZCT reported that close to 30,000 jobs were lost which resulted in formal employment being below the 1980s levels.

The 2019 LFCLS estimated active unemployment at 16% in 2019 whereas in 2014, the rate was 11.3%. The unemployment rate for the youth aged 15–34 years was 21%, and about 79% of them were in vulnerable employment. The agricultural sector is the main source of employment followed by the services sector; and the industrial sector generates a small share of jobs. The agricultural sector contributes only 8% to the total value added but employs 31% of all workers. The unemployment rate in the 15–25 age group is 27.5% and drops to 17.5% in the 25–35 age group. Workers in the 15–35 age-bracket represent the majority (66%) of the unemployed. The working age population in Zimbabwe is expected to continue to grow relatively fast, thus adding pressure on labour markets and further increasing the risk of unemployment and informality.

Zimbabwe has witnessed a growth in informal employment over the past decade. Essentially, without having the choice to remain unemployed and as formal employment opportunities declined, Zimbabwean workers shifted towards low productivity, often subsistence activities in the rural and informal economies, where they face decent work deficits. Informal employment, stood at 80% in 2004 and rose to 84.2% in 2011 and 94.5% in 2014 but dropped to 76% in 2019. Informality remains an obstacle for decent work for all. Those working in the informal economy have limited access to social and labour protection; finance and property rights; and have low returns on their labour. Most people employed in the informal sector work in unsafe working conditions without social security coverage. Young people are the most affected by this, due to little labour market experience, with 98% of people aged between 15–24 and 96% of 15–34-year-olds in informal employment. Informal employment, for instance, is in agriculture, manufacturing, and construction and much less likely in the ICT, insurance and finance, education, and health sectors.



Latest estimates, as reported by the Zimbabwe National Statistics Agency (ZIMSTAT) in their 2021 4th Quarter of the Quarterly Labour Force Survey (QLFS) show similar trends, with the youth and women still dominating unemployment, informality in employment and employment in sectors with higher decent work deficits, see table that follows:

Indicator	National	Male	Female
Labour Force Participation Rate (LFPR)			
LFPR	42.3%	52.2%	33.3%
Employment and Employment to Population Ratio			
Employed persons	3,035,419	1,776,376	1,259,043
Employment to population ratio	33.9	42.5	26.4
Proportion (%) of Employed Persons by Sector of Employment			
Formal non-agriculture	28.9%	32.3%	24%
Informal non-agriculture	46.4%	44.5%	49.1%
Agriculture	20.3%	21%	19.4%
Household	4.4%	2.2%	7.6%
Unemployment Rates			
National (15 years and above)	19.9%		
Youth (15-24) years	35.2%		
Youth (15-34) years	27.6%		
Youth in NEET by Age Group			
Youth (15-24) years	46.8%	42.2%	51.5%
Youth (15-34) years	49.4%	41.5%	56.7%

Structural transformations have been occurring in reverse, with employment moving from urban to rural areas, and from high to lower productivity sectors, mainly in agriculture. These changes in the distribution of employment explain the collapse in labour productivity and earnings. The informal economy contributes over 60% to the GDP and this extent of informalization has caused a rise in vulnerable employment; with many workers earning poverty wages and salaries below the equivalent of US\$100. Creation of decent and wage employment has remained constrained by a weak operating environment for enterprises, obsolete equipment, and a lack of relevant skills. Despite the high literacy rate, the supply-biased education and training system is failing to meet the needs of the new economy, creating a mismatch between demand and supply, particularly in emerging sectors including digital and green economies. The labour market cannot absorb the over 300,000 graduates being churned out yearly.

The number of youth not in employment, education or training has also risen to 45% of the youth population aged 15–24 years. Women and children also bear the disproportionate burden of unpaid work and child labour leaving them with limited time to engage in productive and educational activities. Meanwhile, 13% of employed persons have some form of functional disability. PWDs, particularly women, face enormous attitudinal, physical, and informational barriers to equal opportunities in the world of training and work. The biased socio-cultural, medical, and religious lenses provide fertile ground for women to be generally perceived as unproductive and unfit to access education and training and to compete in the labour market, thereby perpetuating the cycle of poverty and exclusion.

Beyond the structural factors that affect the quantity and the quality of employment that the economy can create, there are important inequalities regarding access to existing opportunities. Women are four times more likely than men to be out of the labour force, primarily likely to social norms and at the same time, women who work are more likely to do so in the informal economy, particularly as own-account workers for low earnings. The youth are four times more likely than adults to be inactive and are more likely to enter the labour market through the informal sector as own-account workers. Young workers are also less satisfied with their jobs than adult workers. Workers with secondary and higher education are more likely to participate in the labour market than workers with primary or no education. However, education does not seem to reduce the risk of unemployment.

One reason is that the skills acquired in universities and TVET centres are not always relevant in the labour market. This has also been worsened by the lack of investment in new technologies in industry, wherein machinery and processes have become obsolete. In addition, the concept of skills mismatch, is broad and includes many forms of mismatch, such as over- or underqualification, skill gaps, skill shortages, field of study mismatch and skill obsolescence. In this regard, the ILO is assisting government and key stakeholders in skills development to enhance their capacities in measuring skills mismatches and anticipating the development of skills strategies that increase employability.

The ILO has also assisted in the development of curricula in five programmes using the competence-based approach to address skills gaps in climate smart agriculture and renewable energy. This is seen as one of the approaches to increase employability opportunities for young people in a greener economy²⁰.



²⁰ <https://www.youtube.com/watch?v=mfyRG6st-p8>

▶ 3. Decent Work Country Programme Results Framework

The Country Programme Priorities are outcomes from a series of consultations and meetings between the government, employers', and workers' organizations. The DWCP priorities have been selected considering the national developmental needs whilst tapping into the comparative advantage of the ILO in delivering the required support to its constituents, and the impact of such interventions in achieving the overall objectives of Zimbabwe's national development strategies. In addition, lessons learnt, and the challenges encountered in the implementation of the predecessor DWCP (2012–2015/2015–2021) have been integrated into the design of the results framework.

3.1 Lessons learnt and ILO's comparative advantage

3.1.1 Lessons learnt from previous DWCP implementation

In the review of the progress of the implementation of the DWCP during the period 2012–2021, the following were flagged as key lessons learnt and can be integrated into future programme implementations:

- i. To ensure effective alignment of the DWCP beyond planning, it is important that tripartite partners effectively participate and engage in the implementation of other development programmes, including the NDS1, the ZUNSDCF, SDGs and tripartite partner strategic plans. This alignment does not only ensure collaboration but builds ownership and enables leveraging of resources to deliver decent work results.
- ii. In line with the pursuit of leaving no one behind, the DWCP needs to deliberately plan, implement, and report on gender and disability inclusion results.
- iii. The effectiveness of the DWCP is anchored on the existence of a strong institutional framework for implementation, monitoring, evaluation, and reporting. This requires the strengthening of the DWCP NSC and the Tripartite TWC on Results-based management (RBM) and evaluation.
- iv. Progress and effectiveness of the DWCP requires continuous and effective social dialogue among and between the tripartite partners to create and entrench trust and confidence in tripartism.

3.1.2 ILO's comparative advantage

Zimbabwe's Vision 2030, the NDS1 2021–2025; the country's priority SDGs and the ZUNSDCF 2022–2026 anchor ILO's mandate of promoting decent work and inclusive growth. The ILO is a resident member of the UNCT in Zimbabwe and has over the years worked with the Government of Zimbabwe and its people; its tripartite partners and other stakeholders to support the realization of national development objectives particularly those relating to employment and labour. The ILO, as a tripartite-based institution has long-standing technical expertise and experience to deliver on an agenda that brings people into growth and development, transforming their lives and those of their communities and the economy at large.

As an international standard-setting organization, the ILO has a comparative advantage, in terms of guiding Zimbabwe in strengthening its legal frameworks and policies to promote human rights in the world of work. Furthermore, with the extensive network within the region and beyond, the ILO has the capacity to provide both short- and long-term technical assistance. Having research and evidence-based policymaking at the core of its mandate, the ILO conducts high-level, up-to date, and methodologically sound research to encourage and facilitate productive and meaningful social dialogue and tripartism.

The ILO is strategically positioned to facilitate the renewing and the reinvigorating of the social contract in Zimbabwe, bringing together workers, business, government, and other stakeholders to develop and implement inclusive and transformative policies and programmes that leave no one behind. Since 1919, the ILO has maintained and developed a system of international labour standards aimed at promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and dignity. In today's globalized economy, international labour standards are an essential component in the international framework for ensuring that the growth of the global economy provides benefits to all.

The ILO has developed a global knowledge base of tools and guidelines on promoting skills development, entrepreneurship and jobs, value chain development, productivity, informal economy, gender equality, and social justice in the world of work. Some of these tools have been pioneered and deployed successfully in Zimbabwe, including the Know About Business (KAB), Start and Improve Your Business (SIYB), Generate Your Business Idea (GYBI), Grow Your Business (GYB), Green Jobs Assessment (GJA), Training for Rural Economic Empowerment (TREE) and Quality Improvements in Informal Apprenticeships (QiA). Since the 1980's ILO has executed development cooperation projects in four strategic objectives and to the broader objectives of the DWA.

The ILO leads and participates in several alliances and multi-stakeholder partnerships related to SDG 8 and other decent work-related goals and targets including jobs for the youth, social protection, child labour, digital economy, gender equality among others. These present opportunities for collaboration and joint programming with the wider UN family and other development partners for resource leveraging and knowledge sharing.

3.2 Theory of Change: DWCP for Zimbabwe

Social justice through decent work: A fair, inclusive, and secure future of work with full, productive, and freely chosen employment and decent work for all

The DWCP will deliver integrated support in three priority areas aligned to the ZUNSDCF and NDS1, to maximise positive impacts towards the attainment of decent work for all. In advancing decent work, the ILO will continuously build on the progress made and lessons learnt through previous DWCPs, development cooperation programmes and projects, and technical advisory services. The ILO will focus on catalysing decent work actions that are transformative, grounded in ILS, evidence-based and foster ownership by tripartite partners.

The Theory of Change (TOC) outlines the chain of inputs and results that will enable Zimbabwe to meet the demands of a changing world of work. The ILO will focus on enabling and accelerating critical actions and transitions in the three priority areas to address the root causes of the intersecting economic, environmental, political, and social drivers of decent work deficits namely, inadequate growth and jobs, working poverty, discrimination, gender and income inequalities, lack of social protection, lack of voice and particular vulnerabilities experienced among different groups of people buttressed by the principles of leaving no one behind and decent work for all.

Figure 1 that follows illustrates the TOC and acknowledges the multidimensional risks that are likely to impact achievement of the intended results and the underlying conditions and resources needed for the planned results to be achieved. The potential impacts on the DWCP that may undermine its success include a very fluid socio-economic environment that can affect the capacities of tripartite partners to remain engaged in implementing the DWCP especially under the framework of the TNF. The macroeconomic environment in Zimbabwe has been declining for more than two decades and this has led to insufficient investment, de-industrialization and caused high levels of informalization.

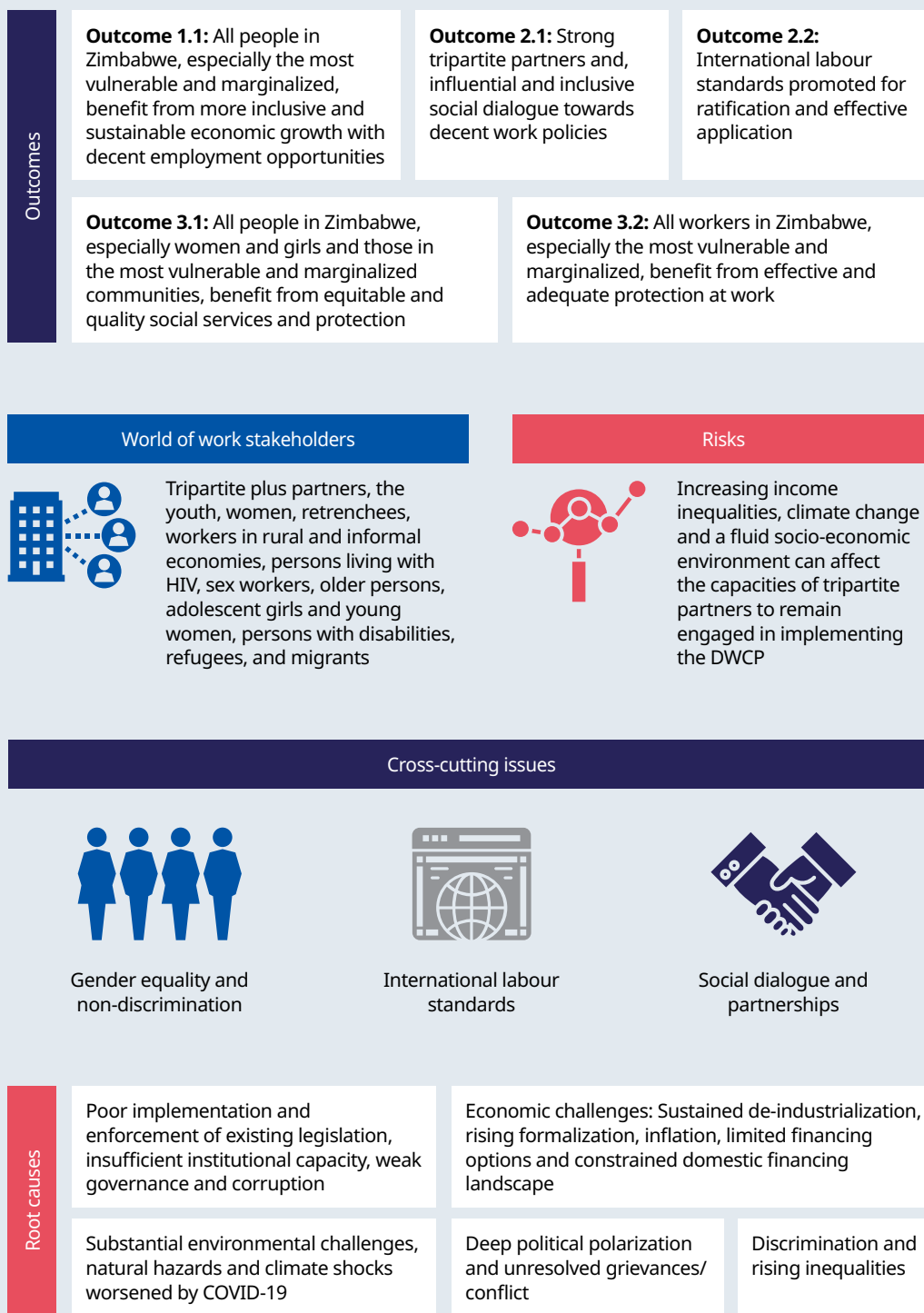
The country's complex macro and socio-economic challenges are reflected in the labour market through significant gaps in the quality and the quantity of employment especially for young people and women. The labour markets exhibit a wide range of inequalities based on individual characteristics such as age and gender; access and choices of education and training; geographic and economic; and wealth and socio-cultural factors. The emerging set of multiple and overlapping crises, compounded by the Ukraine war and subsequent negative spill over effects, are deeply impacting the world of work in Zimbabwe. The effects are being felt through food and energy inflation, declining real wages, growing inequality, and shrinking policy options. A slowdown in economic growth projections point to a reduction of demand for workers and creation of new jobs. Rising inflation and currency pressures are causing real wages to fall in addition to significant declines in income during the COVID-19 crisis that mostly affected the poor in the informal economy.

Reasonable assumptions including availability of financial and technical resources suggest that these risks will not reduce or subside without constructive and sustained social dialogue and partnerships. The DWCP assumes that the relations between the tripartite partners will be repaired, and robust cooperation and collaboration will drive implementation of action programmes. The MPSLSW will also be expected to lead local resources mobilization through the annual national budget cycle to support decent work initiatives under the DWCP and NDS1. Despite the institutional and membership challenges facing EMCOZ, ZCTU and ZFTU they will also be expected, through their strategic plans, to contribute resources in kind to the implementation of the DWCP. These major risks and assumptions will continue to be carefully considered in the elaboration of decent work actions under the DWCP.

The planned results to be achieved under the DWCP are detailed in Annex 1: DWCP Results Matrix.

Figure 1: Decent Work Country Programme 2022–2026 Theory of Change

Impact: Social justice through decent work: A fair, inclusive, and secure future of work with full, productive and freely chosen employment and decent work for all



Solutions and priorities to address root causes

- ▶ Evidence-based gender responsive policies, laws and programmes for inclusive and sustainable economic growth and development
- ▶ Economic empowerment for the most vulnerable and marginalized including women, girls, adolescents, and the youth to benefit from productive and decent work opportunities
- ▶ Enabling environment for sustainable enterprises in key value chains (mining, manufacturing, tourism, agriculture, services, digital and green economy)

- ▶ Capacity building for tripartite partners to engage in dialogue for ratification, application and reporting of international standards
- ▶ Integration of ILS and comments of ILO supervisory bodies into sectoral and national policies/programmes
- ▶ Labour law reforms (Health Services Act, Public Service Act, Labour Act, OSH Bill)



EMPLOYMENT
PROMOTION



INTERNATIONAL
LABOUR STANDARDS

SOCIAL AND LABOUR
PROTECTION



SOCIAL
DIALOGUE



- ▶ Strengthening inclusive quality social protection systems and services
- ▶ New or updated strategies and action plans to tackle child labour in all its forms
- ▶ Labour inspection and OSH systems strengthened
- ▶ Adequate wages and promotion of decent working time
- ▶ Fair and effective labour migration frameworks, institutions, and services to protect migrant workers
- ▶ Eliminating violence and harassment, and stigma and discrimination in the world of work

- ▶ Capacities of labour market and other key institutions and systems at national and sectoral levels to discharge their mandates (human rights, rule of law, access to justice, services to members) in a transparent and accountable manner

3.3 Country Programme priorities, outcomes and outputs

3.3.1 Country Programme Priority 1: Employment Promotion

Outcome 1.1: All people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more inclusive and sustainable economic growth with decent employment opportunities

Outcome description: This outcome is derived from the ZUNSDCF 2022–2026 and in line with the expected results therein the ILO will support the formulation of policies and programmes that support economic, social, and environmental transitions for full, productive, and freely chosen employment and decent work. The policies and programmes will target the youth, women, workers and enterprises in the rural and informal economies. They will enhance transformative and timely policy responses centred through integrated and coherent macroeconomic, trade, sectoral, industrial, and labour market policies. The policies and programmes are critical for ensuring inclusive social, economic, and environmental transitions, harnessing digital technologies, and facilitating productivity growth. The ILO will support interventions with a focus on entrepreneurship and skills development, value-chain development, access to markets, finance, and training, as well as incentives and support for SMEs to create jobs for the most vulnerable populations including PWDs. At the policy level the ILO will support the formulation and implementation of new national policies on formalization, financial inclusion, TVET and employment promotion.

Outcome Indicator(s):

- ▶ Formal Employment: Percentage of people in formal employment in total employment, by sector and sex (NDS1)
- ▶ Unemployment: Unemployment rate, by sex, age, and persons with disabilities (SDG 8.5.2)

Outcome Strategy: The ILO will build on past work including the 2010 ZiNEPF, the 2016 Sectoral Employment Promotion Potential Assessment and the 2017 EESE Assessment to promote productive employment and decent work, especially for young men and women.

The Labour Market Diagnostic Assessment (LMDA) conducted in 2021 will inform the review and development of a new National Employment Policy (NEP). The objective of the NEP will be to place jobs at the centre of economic and social policies and put decent employment at the centre of the economic development. The NEP will provide a platform for coordinating macro and regulatory policies; fiscal and monetary policies; labour policies and programmes and sectoral policies and programmes to promote employment creation and improve the quality jobs including in the informal economy. The ILO will provide technical support for tripartite partners to contribute and monitor results in the implementation of the NDS1 and seek funding for programmes from the national budget. This is expected to place a focus on addressing the structural challenges and enable private investments and employment creation; ensuring macroeconomic stability and, over the short-term, stimulate the economy and promote employment. Improvements in the business environment, including through public investments in infrastructure, will reduce transaction costs and increase rates of return on investments; reduce investment risks; ensure access to finance; and promote investments in human capital.

Employment promotion programmes for upscaling and replication can take different forms, such as supporting the development of infant industries (digital and green economy) or value chains (agriculture, mining, tourism, etc.); interventions to promote entrepreneurship and the growth of SMEs in the rural and informal economies. This will include support for innovation, productivity improvements and access to knowledge, financial services, domestic and global markets will ensure that enterprises are able to provide better incomes, improve working conditions, OSH and living standards and promote decent work, by facilitating formalization and preventing informalization of economic units and jobs. Special attention will be paid to green economy initiatives in the construction, agriculture, waste management, mining, and renewable energy sectors.

The quality of existing jobs can be improved by expanding the coverage of labour regulations and social insurance programmes in the informal economy. At the same time, well designed active labour market programmes can facilitate transitions from unemployment/inactivity into employment and from low to higher quality jobs. Labour policies and programmes also play an important role in creating employment. This includes, for example, reducing labour costs where possible, providing incentives to employers to hire first-time job seekers, or developing large scale public works and services. Mainstreaming employment in maintenance and expansion of basic social infrastructure can strengthen the resilience of communities through employment intensive initiatives to humanitarian and crises responses.

Local capacity development efforts will focus on the creation of public-private partnerships that bring together stakeholders in the local economy and key value chains to take advantage of available economic opportunities. Focus will be placed on building partnerships between universities, local economic agencies, TVETs, organizations for persons with disabilities and firms to promote knowledge sharing and skills development. This will build on past work implemented under the Green enterPRIZE Programme including the roll-out of the Sustaining Competitive and Responsible Enterprises (SCORE) programme and the renovation of the SMEs Centre in Bulawayo. Several women economic empowerment interventions have been implemented under the UBRAF and Spotlight Initiatives complementing the progress made in local economic and rural development efforts under the Youth and Women Economic Empowerment Project (YWEP).

The ILO will partner with other stakeholders including UNESCO and United Nations Children's Fund (UNICEF) to provide support to its constituents to foster a smooth transition to the new realities of the future world of work by assisting in the development of skills policies and systems linked to labour market needs; anticipating and building competencies for the jobs of the future; and supporting the social inclusion of disadvantaged groups in skills development. The ILO will deploy local skills development tools to promote quality apprenticeships and promote TREE, skills for trade and investment and diversification, and access to self and wage employment in key sectors of the economy. This will build on work that has been initiated by the government through the MHTEISTD on skills development including the 2019 skills audit. The ILO will support the Government of Zimbabwe to strengthen skills anticipation systems and to develop a TVET Policy and Action Plan. The intervention seeks to facilitate identification and anticipation of skills as an integral part of national labour market information systems (LMIS) to enhance the employability of the youth. Under its skills innovation facility it supports access to skills in the informal economy through low-cost rapid upgrading skills programmes, including the development of curricula and training packages in domestic workers occupations. The ILO will support the development and testing models and tools that can help TVET institutions, employers' and workers' organizations and their members to collectively understand and address stigma and discrimination patterns that exist towards PWDs under the United Nations Partnership on the Rights of Persons with Disabilities Joint Programme for ending stigma and discrimination, breaking the cycle of poverty and marginalization of PWDs.

Specific interventions targeting the informal economy will build on the analytical work done under the Labour Market Diagnostic Assessment to assess the nature and characteristics of informal enterprises and the workers they employ and to identify barriers and motivations and opportunities for formalization. This will inform efforts towards developing and implementation of evidence-based policy responses and increase awareness and understanding of the benefits of formalization. In this regard, the ILO will support the finalization of the Formalization Strategy that was initiated during the 2020/2021 biennium. The ILO will also continue to support the NSSA to develop a contributory scheme for extending social protection and an informal economy OSH policy to promote a safety and health culture.

Institutional capacities will be strengthened to enhance the organization of entrepreneurs, enterprises, and workers into cooperatives or other social and solidarity economic units to increase their production and to improve returns on their activities, facilitating access to business development services and transition to the formal economy, and strengthen labour protection and resilience. Pilot initiatives for a sample of informal economy units and workers will be identified and supported with interventions that enhance productivity, profitability and make job quality improvements with a specific focus on occupational health and safety.

The ILO will also support the strengthening of the LMIS and employment services through digitalization to measure the impacts of labour market policies and programmes. Specific support will be extended to implement key resolutions of the International Conference of Labour Statisticians (ICLS) including the full application of the resolution on measuring and compilation of statistics on work, employment and labour underutilization in the ZIMSTAT Quarterly Labour Force Framework. Tripartite partners, including the DWCP NSC will receive capacity development support on delivering, monitoring, and evaluating decent work results. This will also be complemented by technical support towards cutting-edge research for evidence generation to promote decent work and analysing and reporting on SDG 8 indicators, the impacts of climate change and emerging challenges and opportunities in labour markets.

Output(s):

- ▶ Key institutions are able to design and implement evidence-based gender responsive policies, laws and programmes for inclusive and sustainable economic growth and development
- ▶ People, especially the most vulnerable and marginalized including women, girls, adolescents, and the youth are empowered to contribute to and benefit from productive and decent work opportunities
- ▶ The business environment is strengthened to increase opportunities for private sector investment, innovation, productivity and competitiveness, trade, and industrial development in key value chains (mining, manufacturing, tourism, agriculture, services, digital and green economy).

3.3.2 Country Programme Priority 2: Social Dialogue and International Labour Standards

Outcome 2.1: Strong tripartite partners and influential and inclusive social dialogue towards decent work policies

Outcome description: The ILO will support the strengthening of tripartism and bipartite and tripartite dialogue at sector and national levels for the promotion of decent work for all. The need for strong, democratic, independent, and representative employer and business membership organizations (EBMOs) and Workers Organizations (WOs), effective and adequately resourced labour administrations, and robust and inclusive social dialogue institutions and processes are fundamental in realizing social justice and stronger labour market governance. Trade unions in Zimbabwe are in transition and need to revitalise their capacities to organize and service workers, and to speak with one voice and participate in inclusive and effective social dialogue. EBMOs have been challenged to rethink their value proposition to members, enhance resilience and membership retention strategies, adapt service provision, and increase their ability to influence policy.

Outcome Indicator(s):

- ▶ Number of TNF accords/resolutions/contracts/decisions signed by tripartite partners
- ▶ Percentage (%) increase in trade union (trade union density) and EBMOs membership
- ▶ Number of institutional frameworks for social dialogue, labour relations or dispute prevention/ resolution that address current and emerging challenges in the world of work.

Outcome Strategy: In this context, the ILO will continue to place particular emphasis on strengthening the institutional capacity of EBMOs and WOs to develop forward-looking solutions to sustain and improve their operations to reinforce their representative, leadership, and advocacy roles by renewing and growing their membership, and services and delivery mechanisms.

The ILO will continue to build on past technical assistance that saw the creation of a legal framework for social dialogue and the promulgation of the Tripartite Negotiating Forum (TNF) Act in June 2019. In this respect, the ILO will support the participation and collaboration of tripartite partners in the formulation and implementation of national policies and programmes under the TNF. The ILO will extend technical assistance towards the full establishment of the independent secretariat of the TNF and building the capacities of government, EBMOs and WOs to analyse the environment to address workers' and enterprise needs through evidence-based advocacy and effective policy dialogue at national and sectoral levels. This is expected to raise awareness and entrench the principles of the Kadoma Declaration and its founding principles.

To effectively improve the capacities of social partners, a training needs assessment will be done to point out the specific gaps. Thereafter, a training programme in dialogue, negotiation and collective bargaining skills will be developed and implemented for the tripartite partners in collaboration with the International Training Centre of the ILO (ITCILO). This capacity building will target National Employment Councils (NECs), Designated Agents (DAs), National Joint Negotiation Council (NJNC), arbitrators, and labour officers. Capacity development will also include strategic and business continuity plans, and governance models that are diverse and inclusive to ensure membership growth and retention strategies through innovative approaches to reinforce and extend the representational capacities of EBMOs and WOs, particularly in under-represented sectors, enterprises, and workers.

The ILO will also continue to support the engagement and advocacy role of the Ministry of Public Service, Labour, and Social Welfare, EBMOs and WOs in national, regional, and international forums and the wider multilateral system to show the value of tripartism and social dialogue and improved workplace relations for decent work and development. The ILO will support participation of tripartite partners in efforts towards achieving the decent work-related SDGs and interaction with the wider UN family through the implementation of the ZUNSDCF.

Output(s):

- ▶ Increased institutional capacity of EBMOs and WOs
- ▶ Strengthened capacities of labour market and other key institutions and systems at national and sectoral levels to improve social dialogue and labour relations laws and processes

Outcome 2.2: International labour standards promoted for ratification and effective application

Outcome description: International labour standards (ILS) provide a tried and trusted normative foundation to support policy coherence, a level playing field for governments, employers, and workers to push back at the inequalities and decent work deficits, drive sustainable and inclusive economic growth, productivity gains needed to sustain decent standards of living, and reinvigorate the social contract in an open global economy that leaves no one behind.

Zimbabwe has ratified, 26 ILO Conventions including the eight fundamental ones to date. Despite the ratification of these Conventions, challenges and opportunities remain in relation to ensuring the effective application of these standards in law and in practice. This has seen the ILO supervisory bodies launching various processes that include a Commission of Inquiry (CoI), Direct Contacts Mission (DCM), and a High-Level Technical Mission, as part of monitoring the observance of several ILS particularly those relating to the right to freedom of association and the right to organize and collective bargaining. These processes have led to recommendations being made to reform key legislation relating to and interacting with the world of work.

Outcome Indicator(s):

- ▶ Number of progressive cases in the application and ratification of international labour standards noted with satisfaction by ILO supervisory bodies

Outcome Strategy: Promoting the application of ILS that respond to the changing patterns of the world of work, protect workers and consider the needs of sustainable enterprises which are key to ensuring the achievement of social justice. The ILO will provide support and collaborate with the TNF, the Zimbabwe Gender Commission (ZGC) on gender equality and the Zimbabwe Human Rights Commission (ZHRC) on human rights protection, to reform labour laws, and strengthen labour dispute settlement systems in line with the comments of the ILO supervisory bodies. This will also include mainstreaming ILS in the work of the UN through the Cooperation Framework for 2022–2026 for support towards state parties reporting on various UN covenants including the Committee on Economic, Social and Cultural Rights (CESCR), Convention on the Elimination of Discrimination Against Women (CEDAW); the Committee on the Rights of the Child (CRC) and the Economic and Social Council (ECOSOC) among others.

The ILO will promote the application and ratification of key ILS on migration, OSH, employment policy, domestic workers and violence and harassment in the world of work: C.097, C.143, C.122, C.143, C.151, C.187, C.189, and C.190. The ILO will explore opportunities to apply sectoral ILS and develop tools to promote decent work in selected sectors including the rural economy and agriculture. Sensitization capacity building initiatives will be targeted to law enforcement agents, the judiciary, relevant Parliamentary Portfolio Committees, and the media on ILS. Support will be extended towards strengthening tripartite and consultative processes on advocacy for application and ratification; reporting and addressing comments of ILO supervisory bodies through the TNF.

This will include support for the finalization of the labour law reforms, particularly the Labour Amendment Bill, the Public Service Act, the Health Services Act and OSH legislation in line with comments from the ILO supervisory bodies.

Output(s):

- ▶ Tripartite partners formulate specific contributions for ratification, application, and reporting of international labour standards.
- ▶ Sectoral and national policies/programmes integrate principles of international labour standards and comments from the ILO supervisory bodies
- ▶ International labour standards are mainstreamed in labour law reforms (Health Services Act, Public Service Act, Labour Act, OSH Bill)

3.3.3 Country Programme Priority 3: Strengthen Social and Labour Protection

Outcome 3.1: All people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalized communities, benefit from equitable and quality social services and protection

Outcome description: Social protection is an important social and economic stabilizer that enables people to better navigate life and work transitions, structural changes in the labour market and systemic shocks, complementing employment policies and contribute to the achievement of the 2030 Agenda. The interventions under this outcome will be targeted at increasing coverage and benefits capability and improving governance and sustainability of social protection systems to support and protect workers and employers through their life and work transitions. The principle of leaving no one behind by addressing underlying social norms, promoting gender equality, and reaching the most vulnerable and marginalized, including women and PWDs, workers in the informal economy and those in humanitarian settings while building resilience.

Outcome Indicator(s):

- ▶ Proportion of population covered by social protection floors/systems, by sex, distinguishing employed and unemployed persons, older persons, persons with disabilities, women, work-injury victims and the poor and the vulnerable (SDG indicator 1.3.1).

Outcome Strategy: The ILO will support the strengthening and expansion of coverage of social protection systems informed by ILS, in particular the Social Security (Minimum Standards) Convention, 1952 (No. 102), and the Social Protection Floors Recommendation, 2012 (No. 202). This focus on strengthening social protection systems will be with an aim of achieving universal health coverage and extending income security to workers in all types of employment, including in the informal and rural economies, own-account workers, migrant workers, and other groups in vulnerable situations. Assistance will focus on health insurance, sickness, and unemployment benefits, and on accelerating the development of social protection floors.

The ILO will support the development of new or reformed sustainable national social protection strategies, policies, or legal frameworks to extend coverage and enhance benefit adequacy for schemes under the NSSA; these include the Maternity Benefit Scheme; the Informal Economy Scheme; the Unemployment Insurance Fund, Social Pension Scheme for vulnerable persons including the elderly and technical advisory services for the development of the National Health Insurance Scheme (NHIS) as a step towards Universal Health Cover. The ILO will also respond to requests to improve the governance and sustainability of NSSA and its social security systems.

Output(s):

- ▶ Strengthened capacities of tripartite plus partners to develop new or reform strategies, policies, or legal frameworks to effectively manage and deliver sustainable and inclusive quality social and protection services.

Outcome 3.2: All workers in Zimbabwe, especially the most vulnerable and marginalized, benefit from effective and adequate protection at work

Outcome description: A well-functioning labour market where both the needs of employers and workers are met within a framework of established rights and guarantees, requires a sound labour administration system capable of identifying trends, generating knowledge, anticipating transformation, addressing risks in a timely manner and adopting responsive policies and measures to shape social and economic policies.

The transformations in the world of work are bringing in new challenges for unsafe and unhealthy working conditions on top of the long-standing concerns such as informality, labour abuse including child and forced labour, inadequacies of labour inspection systems, HIV and AIDS, exclusion of PWDs and new pandemics including COVID-19. Many workers find themselves in situations of vulnerability at work especially migrants and many are exposed to violence and harassment. Ensuring the adequate and effective protection of all at work is essential to achieving the DWA as set out by the 2030 Agenda in relation to SDG 8.

Outcome Indicator(s):

- ▶ Proportion and number of children aged 5–17 years engaged in child labour, by sex and age (SDG 8.7.1)
- ▶ Frequency rates of fatal and non-fatal occupational injuries, by sex (SDG 8.8.1)
- ▶ Share of workers working excessive hours/average wages/earnings by sex and sector
- ▶ Number of migrant workers and refugees benefiting from measures, strategies, policies, and mechanisms to protect their labour rights
- ▶ Number of measures, policies and legislation developed to ensure equality of opportunities and treatment for women, persons with disabilities and persons living with HIV

Outcome Strategy: The ILO will contribute to strengthening the capacity of labour administrations through a gender responsive and integrated approach to labour market regulation and labour law compliance based on social dialogue. This is expected to realize the ambition to strengthen institutions of work to ensure adequate and effective protection of all workers. The ILO will seek to promote the application of the fundamental principles and rights at work in law and in practice.

Efforts to promote the fundamental principles and rights at work as an integral whole will be boosted through expanded capacity development initiatives in OSH promotion, the elimination of the worst forms of child labour particularly and eradicating child labour, human trafficking and forced labour in general; strengthening the HIV and AIDS world of responses for vulnerable groups including the youth and workers in the informal economy; increasing national and regional responses to promoting safe and fair labour migration; strengthening gender equality and equal opportunities and treatment in the world of work including for PWDs and strengthening the labour inspectorate system.

Building on the conclusions of the Global Conference on Child Labour, the ILO will support efforts by the government and other stakeholders including the International Organization for Migration (IOM), United Nations Office on Drugs and Crime (UNODC), UNICEF and UNESCO to make contributions towards the elimination of child labour, human trafficking and forced labour in Zimbabwe. In this respect initiatives to gather data on child labour and its worst forms will be supported in domestic work, tea and coffee farming and artisanal mining. The ILO will also support the comprehensive measurement and reporting of child labour and occupational accidents and diseases and OSH statistics through ZIMSTAT's LFCLS. The ILO will also support the reviewing of national policies and programmes, and the development of capacities of NSSA, occupational health services, professional associations, and EBMOs and WOs, in line with relevant ILS as enablers to building an integrated national and workplace culture of safety and health. Special attention will be paid to initiatives on developing a culture of safety and health in the informal economy through policies and programmes to address existing and emerging challenges and risks.

The ILO will also provide support towards assessing, strengthening, and adapting the labour inspection systems in line with ILS and reinforcing the capacities of labour inspectors to manage new issues in the world of work including violence and harassment. As part of the Spotlight Initiative the ILO will support the development and strengthening of laws, workplace policies and processes, in consultation with the social partners to promote gender equality and end violence and harassment in the world of work in collaboration with EBMOs and WOs. Under the AfDB supported Sustainable Enterprise Development for Women and Youth (SEDWAY) programme the ILO will support development of tools to mainstream gender equality in economic empowerment policies and programmes.

In the context of pressures for labour market liberalization and flexibility, the ILO will support tripartite partners to increase their knowledge on wage and pricing developments to support collective bargaining at sectoral level through the NECs and at national level through the TNF. This will include technical advice on the revision of the national minimum wage²¹ and the measurement of labour productivity to facilitate wage negotiations in both the private and public sector. Technical assistance will also be extended, as part of broader strengthening of social protection and gender equality to ensure equality of opportunity and treatment and the realization of the right to equal remuneration for work of equal value between men and women.

²¹ <https://www.veritaszim.net/node/5668>

The ILO will continue its twin track approach to HIV and AIDS programming under the framework of the UN Joint Team on HIV and AIDS led by UNAIDS to promote rights, providing HIV capacity-building and HIV information and services for government, EBMOs and WOs at or near the workplace for all. This includes promoting and protecting fundamental rights at work, in particular ensuring equality and non-discrimination irrespective of HIV status, preventing and addressing violence and harassment, and promoting the employment of workers affected by or at risk of HIV.

Workers who know about HIV, know their rights, and are economically empowered through the Women Economic Empowerment (WEE) programme to enjoy improved negotiating power to refuse unprotected sex, to challenge unfair recruitment and employment practices and to prevent gender or HIV-based violence and harassment. The ILO will integrate HIV and AIDS programming in other work areas, to further expand outreach programmes to provide services including voluntary confidential counselling and testing (VCT@WORK) to more workers, including referrals to treatment focusing on reaching informal and rural economy workers and youths under UBRAF support.

HIV-specific support will be delivered or enhanced through programmes and measures, designed in consultation with national tripartite constituents and HIV and AIDS stakeholders, that will provide capacity-building for public sector officials and EBMOs and WOs to better enable them to implement Recommendation No. 200, increase knowledge of HIV issues and rights at work and address discrimination against workers living with or affected by HIV.

On fair and effective labour migration frameworks, institutions, and services to protect migrant workers, the ILO will collaborate with IOM to support the implementation of the National Labour Migration Policy (NLMP) adopted in 2021 with a specific focus on fostering tripartite interregional and intraregional dialogue and institutional capacity for the adoption of national, bilateral, and regional fair labour migration frameworks based on relevant ILS. Other initiatives will include scaling up interventions to support improvements in labour migration statistics, recognition of migrant workers' skills, fair and ethical recruitment; socio-economic integration, reintegration of returning migrants; and productive employment and decent work for migrant workers, particularly women and the youth. These would be implemented in the context of regional and continental initiatives under SADC, COMESA and the AU.

Output(s):

- ▶ New or updated strategies and action plans to tackle child labour in all its forms developed
- ▶ Capacities for labour inspection and OSH management systems strengthened
- ▶ Evidence-based positions to set adequate statutory or negotiated wages and promote decent working time developed
- ▶ Fair and effective labour migration, gender responsive frameworks, institutions, and services to protect migrant workers developed
- ▶ Gender responsive legislation, policies, and measures for a world of work free of violence and harassment scaled-up.

3.4 Cross cutting policy drivers

Throughout the DWCP, Zimbabwe will mainstream the following cross-cutting policy drivers at all levels of the results framework: social dialogue and ILS; just transition and green economy, gender equality and non-discrimination and institutional capacity building for tripartite partners to ensure sustainable results are achieved.

Tripartism and social dialogue are the ILO's key comparative advantage and will play a central role in the formulation of policies for decent work and delivery of support to constituents and other stakeholders. ILS remain the benchmark for ensuring decent work and human rights in the world of work. Additionally, they will be mainstreamed in all outcomes focused on building bridges between the work of the supervisory bodies and the technical assistance to be provided to constituents at the country level. The DWCP will mainstream gender across all outcomes based on an analysis of the gender dimensions of the decent work deficits to be addressed and develop specific strategies and activities to deliver change. This will also be complemented by addressing specific issues that form the basis for discrimination, including HIV and AIDS status, disability, and demographics.

Capacity building initiatives will seek to build the capacities of ILO tripartite constituents to the construction of participatory processes to build back better from the COVID-19 crisis and to deliver on the 2030 Agenda. Emphasis will be placed on supporting a just transition towards a better and greener world of work, addressing challenges and seizing opportunities arising from accelerated future of work trends, such as digitalization and telework. A significant part of this will include delivery of green economy initiatives in the informal economy, SMEs sector and development of relevant skills and policy frameworks to ensure a just transition.

3.5 Alignment of DWCP to national, regional, and global development frameworks

The tripartite partners and their constituents in consultation with the ILO and guided by the strategic priorities outlined in the ZUNSDCF (2022–2026) identified three strategic areas of focus during the fourth generation DWCP (2022–2026) period. The priority areas are aligned and integrate with the SDGs, NDS1 and ZUNSDCF as illustrated in the table that follows.

ZUNSDCF Results Framework					
Transformative change in the quality of life for all people in Zimbabwe					
SDGs	NDS1				DWCP for Zimbabwe
	Priorities	Pillar	Strategic Priorities	Outcomes	
1, 2, 3, 4, 5, 6, 10, 12, 17	Health and Well-being; Human Capital Development and Innovation; Social Protection; Devolution and Decentralisation	PEOPLE	People-centred – inclusive, equitable human development and wellbeing	People: By 2026, all people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalized communities, realize their rights to equitable and quality social services and protection.	Country Programme Priority 3: Strengthen Social and Labour Protection Country Programme Outcomes: All people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalized communities, benefit from equitable and quality social services and protection. All workers in Zimbabwe, especially the most vulnerable and marginalized, benefit from effective and adequate protection at work.
2, 5, 7, 9, 10, 12, 13, 15, 17	Food and Nutrition Security; Environmental Protection; Climate Resilience and Natural Resources Management	PLANET	Environmental protection, climate resilience and natural resources management	Planet: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable, and resilient livelihoods.	Country Programme Priority 1: Employment Promotion Country Programme Outcome: All people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more inclusive and sustainable economic growth with decent employment opportunities.

ZUNSDCF Results Framework					
Transformative change in the quality of life for all people in Zimbabwe					
SDGs	NDS1				DWCP for Zimbabwe
	Priorities	Pillar	Strategic Priorities	Outcomes	
1, 5, 7, 8, 9, 10, 11, 12, 17	Economic Growth and Stability; Structural Transformation and Value Chains, Infrastructure, Utilities and Digital Economy	PROSPERITY	Economic transformation, equitable and inclusive growth	Prosperity: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more inclusive and sustainable economic growth with decent employment opportunities.	Country Programme Priority 1: Employment Promotion Country Programme Outcome: All people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more inclusive and sustainable economic growth with decent employment opportunities.
5,10, 16, 17	NDS1 cross-cutting themes Governance, Public Service Delivery, Justice Delivery, Combating Corruption, Human Rights and Freedoms, Social Cohesion, National Unity, Peace and Reconciliation, Transparency and Accountability	PEACE	Transformative, accountable, equitable and inclusive governance	Peace: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more accountable institutions and systems for rule of law, human rights, and access to justice.	Country Programme Priority 2: Social Dialogue and International Labour Standards Country Programme Outcomes: Strong tripartite partners and influential and inclusive social dialogue towards decent work policies. International labour standards promoted for ratification and effective application.

The DWCP (2022–2026) priorities and outcomes are also aligned with the ILO’s Programme and Budget for the Biennium 2020–23 and the Abidjan Declaration and its Implementation Plan. The alignment with the ZUNSDCF to UNCT Country Programme Documents (CPDs) was agreed to at the Annual Workplan level. This is to allow UN agencies including the ILO and its constituents to have the flexibility to implement the DWCP linking it to selected and relevant ZUNSDCF outputs. This will also allow for the delivery of specific decent work results that do not fit in the results chain of the ZUNSDCF, as well as accommodate the participation and contribution of social partners, who are not fully an integral part of the implementation arrangements of the ZUNSDCF.

Specifically, the outcomes of the DWCP (2022–2026) will draw from all the seven work areas of the Abidjan Declaration and will contribute to specific activities linked to outputs of the ZUNSDCF as shown below:

Country Programme Outcomes	Abidjan Declaration Work Area	ZUNSDCF Outputs
1.1 All people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more inclusive and sustainable economic growth with decent employment opportunities.	1: Decent jobs for Africa, for young women and men	PROSPERITY: 3.1. Key institutions are able to design and implement evidence-based gender responsive policies, laws and programmes for inclusive and sustainable economic growth and development
	4: A conducive environment for sustainable enterprises	PROSPERITY: 3.3. The business environment is strengthened to increase opportunities for private sector investment, innovation, productivity and competitiveness, trade, and industrial development in key value chains. (Mining, manufacturing, tourism, agriculture, services, digital and green economy) PLANET: 2.2: People especially the vulnerable and marginalized including women, girls, adolescents, and the youth are empowered to cope with climate change and build resilience for household food, and nutrition and water security demonstrating optimal attitudes, knowledge, and attitudes
	3: Inclusive transformation for decent work in the informal and rural economy	PROSPERITY: 3.2. People, especially the most vulnerable and marginalized including women, girls, adolescents, and the youth are empowered to contribute to and benefit from productive and decent work opportunities
	2: Improved skills and technology	PLANET: 2.1: Strengthened capacity of government and non-government institutions at national and subnational levels to sustainably manage and protect natural resources, the environment and promote climate change resiliency
2.1 Strong tripartite partners and influential and inclusive social dialogue towards decent work policies.	5: Effective and inclusive tripartism and social dialogue	PEACE: 4.1. Capacity of institutions and systems at national and sub-national levels is strengthened to discharge their mandate (human rights, rule of law, access to justice) in a transparent and accountable manner
2.2 International labour standards promoted for ratification and effective application.	7: Effectively applied up-to-date labour standards and promotion of gender equality	
3.1 All people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalized communities, benefit from equitable and quality social services and protection.	6: Social and labour protection for all	PEOPLE: 1.1. Government and non-government institutions and systems are strengthened at national and sub national levels to effectively manage and deliver sustainable and inclusive quality social and protection services
3.2 All workers in Zimbabwe, especially the most vulnerable and marginalized, benefit from effective and adequate protection at work.		

▶ 4. Management, implementation, planning, monitoring, reporting and evaluation arrangements

4.1. Implementation and role of ILO constituents

The implementation of the DWCP will be undertaken by the DWCP National Steering Committee, which is a 19-member committee, comprising the Ministry of Public Service, Labour, and Social Welfare and eight other Ministries, as indicated in the DWCP NSC Terms of Reference of 04 May 2011, as well as five representatives from business and five representatives from Labour. The detailed terms of reference of the DWCP NSC are outlined in Annex 2.

The ILO Country Office for Zimbabwe and Namibia serves as the Secretariat. The Committee is also charged with the responsibility of addressing operational issues relating to the DWCP, ILO interventions in Zimbabwe, as well as plan or adjust concrete activities aimed at assisting the constituents. Therefore, it will oversee the formulation and planning of projects and activities developed within the framework of the DWCP and approve projects before their implementation. It will also lead the resource mobilization efforts.

The Committee will be responsible for overseeing the work of the tripartite structures created for the management and implementation of all the technical cooperation projects, for example tripartite project advisory committees. As a way of popularizing the DWA, the DWCP NSC will present an annual DWCP Implementation Report to the TNF. This opportunity will also allow the principals of the TNF to reflect and assess progress and showcase decent work results. The ILO is responsible for promoting the DWCP within the UNCT.

4.2 Monitoring and evaluation

The monitoring and evaluation process will be executed by the DWCP NSC. The Committee will approve an implementation plan and monitoring and evaluation framework with key monitoring indicators for the DWCP outputs and outcomes, which will be used to review and evaluate implementation of the programme. The DWCP National Steering Committee will meet bi-annually to review updates and reports on outcomes, indicators and activities undertaken within the framework of the DWCP. The following key monitoring and evaluation activities will be executed through the DWCP NSC:

- ▶ Reinforced collaboration in planned and ad hoc assessments and monitoring of ILO programmes and projects. Joint field monitoring visits will be conducted regularly comprising tripartite partners and the ILO. This will be the main tool for collection of field-level qualitative and quantitative information on decent work results, processes, and activities. This will feed into the production of yearly plans and progress reports for accountability, learning, communication and advocacy. The Committee will also rely on the QLFS to collect and analyse information and statistics on long-term trends on decent work results.
- ▶ Independent mid-term and final evaluations of the DWCP with the technical support of ILO.

4.2.1 Strategic risk register

Risk	Mitigating Strategy
Inadequate technical and financial resources	<ul style="list-style-type: none"> ▶ A Local Resource Mobilization Strategy will be developed to guide tripartite efforts to mobilize resources to implement the DWCP including leveraging on the national budget and contributions of tripartite partners. ▶ The ILO will seek and benefit from technical and administrative guidance of the ILO Decent Work Team in Pretoria, the ILO Regional Office for Africa, ILO/HQ in Geneva, local experts, and tripartite constituents.
Constituents and development partners modify their commitments to decent work initiatives	<ul style="list-style-type: none"> ▶ Development of a communication strategy to undertake advocacy to demonstrate the relevance and the social and economic return on investment from supporting decent work initiatives. ▶ The ILO will seek to build new strategic partnerships, and reinforce existing ones, especially through international and national policy forums; adapting decent work interventions to meet merging needs and requirements; and demonstrate value for money with results and impacts.
Significant changes in NDS1 and ZUNSDCF priorities has an impact on the role and influence of tripartite partners, their policies, and programmes	<ul style="list-style-type: none"> ▶ The ILO will continue to actively participate in the UNCT reforms and UN system wide efforts in Zimbabwe to build back better at all levels, including the Programme Management Team (PMT), and the Operations Management Team (OMT) among others, ensuring the recognition of tripartism and the ILO's normative function in the Common Country Analysis and Cooperation Framework processes. A key focus will be on promoting a human-centred adjustment with decent work for all through stronger partnerships and policy coherence with other organizations. ▶ The ILO will seek and benefit from joint reviews with the UNCT, local experts, and the advice and guidance of tripartite constituents.
Tripartite partners are incapacitated and cannot coordinate and implement the DWCP	<ul style="list-style-type: none"> ▶ The DWCP NSC will be reinforced and supported by the ILO to plan and direct the DWCP implementation, monitoring, evaluation, and reporting. The ILO will seek to transfer the Secretariat role to the TWC and establish the DWCP as a work programme of the TNF.
Disruption of DWCP operations due to natural disasters and or macroeconomic challenges including inflation, resurgence of COVID-19	<ul style="list-style-type: none"> ▶ The ILO will continue to review and revise its approaches to its operations and business continuity practices, based on lessons learnt from the response to COVID-19 and other past hyperinflationary periods and events to improve the resilience of its operations. The ILO will also continue to rely on its mature set of internal and management controls covering fraud and corruption.

▶ 5. Funding plan

The DWCP for Zimbabwe for 2022–2026 has been costed at US\$15 million, integrating available funding from all sources of funds including ILO Regular Budget (core funds), Regular Budget Supplementary Account (RBSA), Regular Budget Technical Cooperation (RBTC) and Extra-Budgetary Development Cooperation (XBDC). The DWCP will require US\$12million to support the full implementation and delivery of the results outlined in the implementation plan.

Financial resource mobilization will be conducted by the DWCP NSC with the assistance of the ILO. The DWCP NSC will come up with and implement a Local Resource Mobilization strategy to mobilize resources for funding gaps. The LRM strategy implementation will include the following:

- ▶ Undertake local development cooperation partner mapping to match donor priorities with DWCP priorities.
- ▶ Lobby for the allocation of funds from the national budget.
- ▶ Map alignment of DWCP with national development plans and the ZUNSDCF.
- ▶ Formulate joint concept notes, project summaries and project documents for discussion with UN agencies.
- ▶ Leverage on the tripartite partnership particularly with employers to explore public-private partnerships.

Government through the MPSLSW will provide financial resources to support implementation of the DWCP. Treasury has been allocating funds for the promotion of decent work under the social dialogue vote. It is important to note that various other programmes will be funded through their normal allocations while contributing to the activities of the DWCP.

The role of ILO in the resource mobilization:

- ▶ Provide technical support to/through design and formulation of concept notes, project summaries and project documents that meet DWCP priorities and match donor requirements;
- ▶ Share information and provide guidance on funding mechanisms and opportunities;
- ▶ Appraise concept notes, project summaries and project documents;
- ▶ Facilitate dialogue between interested development cooperation partners and constituents and other partners; and
- ▶ Offer training to DWCP NSC on specific issues related to resource mobilization.

For the DWCP to be timely and effectively implemented, adequate financial resources must be made available from various sources. The 2022–2026 DWCP will seek to build on on-going development cooperation interventions to mobilize resources for its implementation in consultative process with all the relevant stakeholders. The funding framework will be developed as part of elaboration of the detailed implementation plan with inputs of tripartite plus partners.

▶ 6. Advocacy and communication

The DWCP NSC will develop an advocacy and communication strategy. This strategy will be dynamic and be subject to changes during the programme to cater for the evolving environment. This flexible and proactive approach will focus on establishing permanent and sustainable mechanisms of dialogue with target audiences and ensure participation of all groups in society. An immediate objective of the strategy will be to establish effective communications with stakeholders and to highlight the achievements of the work carried out in the programme through the **Zimbabwe Working** initiative. In the medium term, it aims to change attitudes, perceptions, and actions of stakeholders towards the DWA.

The purpose of the advocacy and communication strategy is to ensure that all programmes and projects under CO-Harare document their good practices and impact stories and disseminate them through existing communication channels and knowledge sharing platforms to showcase decent work results.

The Office will make use of its official website, social media account and other communication materials to regularly disseminate information on the DWCP activities and results. In addition, through participation in the United Nations Communication Group (UNCG) in Zimbabwe (under the auspices of the UNCT Communications Strategy) and engagement with the media the ILO will seek to leverage the public profile of decent work issues.

► Annex 1: DWCP Results Matrix

Results	Performance Indicators (Disaggregated)	Baseline (Year)	Target (End of Programme)	Source/Means of Verification	Assumption Statement
Country Programme Priority 1: Employment Promotion					
Outcome 1.1: All people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more inclusive and sustainable economic growth with decent employment opportunities.	Formal Employment: Percentage of people in formal employment in total employment, by sector and sex (NDS1).	24% (2020-NDS1)	30% (NDS1)	TNF, social partners, MPSSLW, NEC, LMIS portal, ZIMSTAT QLFS	Timely and accurate date will be provided
	Unemployment: Unemployment rate, by sex, age, and persons with disabilities (SDG 8.5.2).	2022: Male 15+ years – 18.1%; Female 15+ years – 23.1%	TBD	MPSSLW, LMIS portal, ILO reports, ZIMSTAT QLFS	Timely and accurate date will be provided
Output 1.1.1: Key institutions are able to design and implement evidence-based gender responsive policies, laws and programmes for inclusive and sustainable economic growth and development.	Number of policies, platforms and frameworks developed and implemented to promote decent employment.	2013 ZiNEPF	NEP adopted and implemented, LMIS portal developed and operational	TNF, social partners, MPSSLW, NEC	
Output 1.1.2: People, especially the most vulnerable and marginalized including women, girls, adolescents, and the youth are empowered to contribute to and benefit from productive and decent work opportunities.	Number of people that receive business development services and skills development support by data disaggregation.	16,000 (2020)	20,000	Reports from: TNF, social partners, Government of Zimbabwe, NEC, ILO	

Results	Performance Indicators (Disaggregated)	Baseline (Year)	Target (End of Programme)	Source/Mean of Verification	Assumption Statement
Output 1.1.3: The business environment is strengthened to increase opportunities for private sector investment, innovation, productivity and competitiveness, trade, and industrial development in key value chains (mining, manufacturing, tourism, agriculture, services, digital and green economy).	Number of policies, reforms and frameworks that promote and strengthen the ease of doing business.	TREE (2015), 2017 (Enabling Environment for Sustainable Enterprises (EESE) report)	Three recommendations adopted for implementation; Reforms adopted to improve EESE; sector productivity report.	TNF, MoYSAR, MPSSLW, ILO, LMIS portal, ZNCC, MoIC	
Country Programme Priority 2: Social Dialogue and International Labour Standards					
Outcome 2.1: Strong tripartite partners and influential and inclusive social dialogue towards decent work policies.	Number of TNF accords/resolutions/contracts/decisions signed by tripartite partners.	TNF Act, 2020 (COVID-19 responses)	TNF Secretariat	TNF reports, ILO, social partners, Office of the President and Cabinet (OPC), MPSSLW	TNF is fully functional with an independent secretariat
	Percentage (%) increases in trade union (trade union density) and EBMOs membership	2020 EMCOZ, ZFTU, ZCTU	10%	ILO, TNF reports, MPSSLW	
	Number of institutional frameworks for social dialogue, labour relations or dispute prevention/resolution that address current and emerging challenges in the world of work.	2020, COVID-19	Four (EMCOZ, ZFTU, ZCTU, ZICOPSTU)	TNF reports, ILO, social partners, OPC, MPSSLW	

Results	Performance Indicators (Disaggregated)	Baseline (Year)	Target (End of Programme)	Source/Mean of Verification	Assumption Statement
Output 2.1.1: Increased institutional capacity of EBMOs and WOs.	Number of proposals developed by EBMOs, and WOs considered in social dialogue mechanisms for policy making.	2020 EMCOZ, ZCTU	Four (EMCOZ, ZFTU, ZCTU, ZICOPSTU)	TNF reports, ILO, social partners, OPC, MPSSLW	
Output 2.1.2: Strengthened capacities of labour market and other key institutions and systems at national and sectoral levels to improve social dialogue and labour relations laws and processes.	Number of strengthened labour market and other key institutions and systems at national and sectoral levels who discharge their mandates in a transparent and accountable manner.	2021 (TNF/ Standard Operating Procedures)	TNF Secretariat	TNF reports, ILO, social partners, OPC, MPSSLW	
Outcome 2.2: International labour standards promoted for ratification and effective application.	Number of progressive cases in the application and ratification of international labour standards noted with satisfaction by ILO supervisory bodies.	C081 (1993), C129 (1993), C144 (1989)	Three ratifications (C122, C189 and C190); Four cases related to (C087, C098, C105, C144)	ILO, Committee on the Application of Standards (CAS), TNF, MPSSLW, Committee of Experts on the Application of Conventions and Recommendations (CEACR), social partners	Government agrees on ratification of Conventions. Implementation and timely submission of reports
Output 2.2.1: Tripartite partners formulate specific contributions for ratification, application, and reporting of international labour standards.	Number of tripartite partners capacitated to engage and dialogue in the development and reporting of ILS.	One (2021)	Five (EMCOZ, ZFTU, ZCTU, ZICOPSTU, MPSSLW). 100% reporting through 2022-2026	TNF, ILO, OPC, MPSSLW, CAS and CEACR reports, training reports	
Output 2.2.2: Sectoral and national policies/ programmes integrate principles of international labour standards and comments of ILO supervisory bodies.	Number of policies/ programmes integrating the ILS and comments from supervisory body.	2020 Informal Economy Strategy and Violence and harassment at work	Two (NEP and TVET)	UN RCO, ILO, OPC, MPSSLW, trade unions	

Results	Performance Indicators (Disaggregated)	Baseline (Year)	Target (End of Programme)	Source/Mean of Verification	Assumption Statement
Output 2.2.3: International labour standards are mainstreamed in labour law reforms (Health Services Act, Public Service Act, Labour Act, OSH Bill).	Number of labour laws adopted or revised in line with the ILS.	NIL (2021)	Four (HSA, LA, PSA and OSH Bill adopted)	CAS report, TNF, MPPLSW, OPC	
Country Programme Priority 3: Strengthen Social and Labour Protection					
Outcome 3.1: All people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalized communities, benefit from equitable and quality social services and protection.	Proportion of population covered by social protection floors/systems, by sex, distinguishing employed and unemployed persons, older persons, persons with disabilities, women, work-injury victims and the poor and the vulnerable (SDG indicator 1.3.1).	65% (2021-NDS1)	85%	NSSA, trade unions, workers, MPPLSW, NEC, LMIS portal	Resources will be mobilized to fund new schemes
Output 3.1.1: Strengthened capacities of tripartite plus partners to develop new or reform strategies, policies, or legal frameworks to effectively manage and deliver sustainable and inclusive quality social and protection services.	Number of institutions/systems strengthened to deliver social protection services.	NIL (2021)	Three (NSSA, MPPLSW, Zimbabwe Chamber of Informal Economy Associations)	NSSA, social partners, Min of SMEs, MPPLSW, Zimbabwe Revenue Authority, TNF, IPEC	

Results	Performance Indicators (Disaggregated)	Baseline (Year)	Target (End of Programme)	Source/Means of Verification	Assumption Statement
Outcome 3.2: All workers in Zimbabwe, especially the most vulnerable and marginalized, benefit from effective and adequate protection at work.	Proportion and number of children aged 5–17 years engaged in child labour, by sex and age (SDG indicator 8.7.1).	2% boys and 1% girls (LFCLS, 2019)	0%	NSSA, social partners, MPSSLW, ZIMSTAT	Accurate and timely data will be provided
	Frequency rates of fatal and non-fatal occupational injuries, by sex (SDG indicator 8.8.1).	Fatal – 55% males and 3% female; non-fatal 264 cases (NSSA, 2019)	0%	NSSA, social partners, MPSSLW, ZIMSTAT	Stakeholders are capacitated to report
	Share of workers working excessive hours/average wages/earnings by sex and sector.	33% males and 21% females (LFCLS, 2019)	TBD	NSSA, social Partners, MPSSLW, ZIMSTAT	
	Number of migrant workers and refugees benefiting from measures, strategies, policies, and mechanisms to protect the labour rights.	NIL (2021)	TBD	NSSA, social partners, MPSSLW, ZIMSTAT	
	Number of measures, polices and legislation developed to ensure equality of opportunities and treatment for women, persons with disabilities and persons living with HIV.	C111; 2021 Disability Bill, 2020 (Informal Economy programme)	C190	NSSA, social partners, MPSSLW, TNF	
Output 3.2.1: New or updated strategies and action plans to tackle child labour in all its forms developed.	Number of strategies and action plans applied to eliminate child labour.	2019 (Tobacco Sector Survey)	National Action Plans adopted and implemented	NSSA, social partners, MPSSLW, TNF	
Output 3.2.2: Capacities for labour inspection and OSH management systems strengthened.	Number of measures implemented to strengthen labour inspection and OSH systems.	NIL (2021)	Two	NSSA, social partners, MPSSLW	

Results	Performance Indicators (Disaggregated)	Baseline (Year)	Target (End of Programme)	Source/Mean of Verification	Assumption Statement
Output 3.2.3: Evidence-based positions to set adequate statutory or negotiated wages and promote decent working time developed.	Number of evidence-based policies or measures on wages and working time adopted.	NIL (2021)	Four	NSSA, social partners, MPSSLW, ILO	
Output 3.2.4: Fair and effective labour migration, gender responsive frameworks, institutions, and services to protect migrant workers developed.	Number of position papers developed by tripartite partners frameworks, policies, institutional mechanisms, and services developed	2021 (NLMP)	Three	NSSA, social partners, MPSSLW, ILO	
Output 3.2.5: Gender responsive legislation, policies and measures for the world of work, free of violence and harassment scaled-up.	Number of new programmes implemented to eliminate violence and harassment at work.	2021 (Spotlight Initiative)	Two	NAC, ILO, MPSSLW, social partners, media	

► Annex 2: Terms of Reference of the DWCP NSC

Introduction

The Decent Work Country Programme (DWCP) for Zimbabwe 2022–2026 is the main vehicle for delivery of support to the Government of Zimbabwe and ILO constituents in line with its national development objectives, as outlined in the NDS 12021–2025. The DWCP seeks to promote decent work as a key component of national development strategies and programmes by organizing ILO knowledge, instruments, advocacy, and cooperation to serve the tripartite constituents – Government, EBMOs and WOs in a results-based framework to advance the DWA.

The DWA is an agenda for the world of work that seeks to deliver policy outcomes integrating job creation, rights at work, social protection, and social dialogue. Tripartism and social dialogue are central to the planning and implementation of a coherent and integrated ILO programme of assistance to constituents in member states.

The DWCP for Zimbabwe is the distinct ILO contribution to the 2030 Agenda and the work of the United Nations in Zimbabwe under the Zimbabwe United Nations Sustainable Development Cooperation Framework (ZUNSDCF) 2022–2026.

The DWCP is organized around country programme priorities, outcomes and outputs comprising a results framework that is detailed in results and implementation monitoring plans. The country programme priorities and outcomes reflect the strategic results framework of the ILO's Strategic Plans and the respective programme and budget cycles adapted to the national context.

Background

Zimbabwe adopted its first DWCP in 2005 and has implemented three generations of DWCPs from 2005–2008, 2009–2011 and 2012–2017. An exceptional extension to 2021 was made to align the DWCP with the timeframe of the country's national development planning cycle under the NDS1 2021–2025 and the ZUNSDCF 2022–2026.

The first DWCP NSC was established through terms of reference adopted by tripartite partners on 04 May 2011. The Committee appointed a TWC comprising technical experts from all the tripartite partners and members of the DWCP NSC to provide leadership to the technical delivery of the DWCP.

Over the years, the focus of the country's DWCP has been to contribute to economic growth and development through sustainable enterprises and job creation for poverty alleviation, while upholding ILS. Key lessons drawn from the past DWCPs have shown that successful implementation is a function of strong political ownership of the development and implementation of the DWCP.

In this respect, the DWCP was jointly developed under the leadership of the MPSTSW, EMCOZ, ZCTU and the ZFTU. The ILO CO-Harare provided Secretariat support including financial and technical inputs during the consultations.

The DWCP also benefitted from consultations and engagement with UN RCO and the UNCT in Zimbabwe in April 2022. Various elements of the DWCP results framework have been discussed with development partners that have supported recent and on-going programmes, including the AfDB, Government of Sweden, the EU and the UNAIDS UBRAF.

Fourth Decent Work Country Programme for Zimbabwe 2022–2026

The tripartite partners agreed on the following priorities for the DWCP for Zimbabwe for the period 2022–2026:

- ▶ **Employment Promotion;**
- ▶ **Social Dialogue and International Labour Standards; and**
- ▶ **Strengthen Social and Labour Protection.**

The three identified country priorities will constitute the strategic areas upon which performance of the fourth generation DWCP 2022–2026 will be based and measured. The country priorities are drawn from the country diagnostics and situation analysis, the ZUNSDCF (2022–2026), Zimbabwe's Common Country Analysis (CCA, 2021), the NDS1, other regional and global development aspirations, and consultations with tripartite-plus partners.

In addition to the three priorities, the DWCP will mainstream the promotion of social dialogue and ILS; gender equality and non-discrimination of vulnerable groups; just transition to environmental sustainability and institutional capacity building in its results framework. These priorities and accompanying results framework reflect Zimbabwe's response to regional, continental, and global commitments and obligations under the 2030 Agenda for SDGs, the AU Agenda 2063, SADC Decent Work Programme (DWP), ILO Africa's Abidjan Declaration, and the Global Call to Action-for a human-centred recovery from the COVID-19 crisis that is inclusive, sustainable, and resilient.

The DWCP will run under the theme, *Zimbabwe Working* and will seek to deliver social justice through decent work: A fair, inclusive, and secure future of work with full, productive, and freely chosen employment and decent work for all.

Implementation, performance monitoring and evaluation arrangements, including roles of ILO constituents

The implementation of the DWCP will be under the overall oversight of the DWCP NSC and the technical stewardship of the TWC that drove the processes to undertake a context analysis of decent work diagnostics and drafted the 4th cycle of the DWCP. The ILO CO-Harare serves as the Secretariat.

Composition and membership

The DWCP NSC is a 19-member committee, comprising the MPSSLW and eight other Ministries as indicated in the DWCP NSC Terms of Reference of 04 May 2011, as well as five representatives from business and five representatives from labour. Gender equality and relevant expertise is a prime consideration in nominating members to the Committee.

Roles and responsibilities

The Committee is also charged with the responsibility of addressing operational issues relating to the DWCP, ILO interventions in Zimbabwe as well as plan or adjust concrete activities aimed at assisting the constituents. Therefore, it will oversee the formulation and planning of projects and activities developed within the framework of the DWCP and to approve projects before their implementation. It will also lead the resource mobilization efforts.

The Committee will also be responsible for overseeing the work of the tripartite structures created for the management and implementation of all the technical cooperation projects, for example tripartite project advisory committees. The Committee will also be responsible for popularizing the DWCP *vis-a-vis* government ministers, members of parliament, government departments, agencies and institutions, members of employers' and workers' organizations, other stakeholders, and the public at large, to create greater awareness, understanding and visibility and to ensure that the programme's impact is as wide-ranging as possible.

The Committee will also provide policy guidance to the ILO Office and the implementing partners to ensure that the DWCP remains aligned with national priorities and is integrated with other national policies and programmes including the implementation of the ZUNSDCF and strategic plans of tripartite partners. As a way of popularizing the DWA, the DWCP NSC will present an annual DWCP Implementation Report to the TNF. This opportunity will also allow the principals of the TNF to reflect and assess progress and showcase decent work results. The ILO is responsible for promoting the DWCP within the UNCT.

Monitoring and evaluation

The monitoring and evaluation process will be executed by the DWCP NSC. The Committee will approve an implementation plan and a monitoring and evaluation framework with key monitoring indicators for the DWCP outcomes, which will be used to review and evaluate implementation of the programme. The following key monitoring and evaluation activities will be executed through the DWCP NSC:

- ▶ Regularly monitoring the implementation of the DWCP as per the monitoring plan and accompanying results and monitoring framework.
- ▶ Ensuring the active participation of all stakeholders and collaboration in planned and ad hoc assessments and monitoring of ILO programmes and projects.
- ▶ Monitoring of activities and production of yearly plans and progress reports.
- ▶ Advising on any adjustments to areas of work in support of the results framework.
- ▶ Periodically reviewing and evaluating activities and their impact on Zimbabwe.

Frequency of meetings

The DWCP NSC will meet bi-annually to review updates and reports on outcomes, indicators and activities undertaken within the framework of the DWCP. The Chair of the DWCP – MPSLSW may convene meetings of the steering committee on an ad hoc basis to address issues of major concern at the request of the members of the committee.





