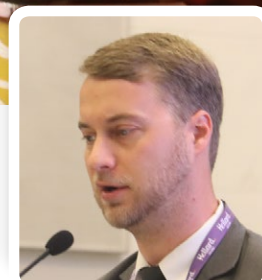
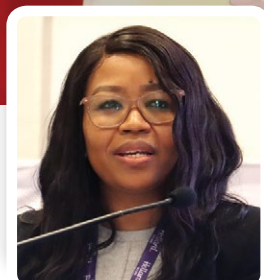
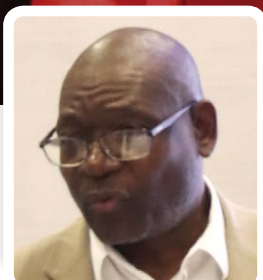


Institute for Labour and Employment Studies (ILES)

2ND ANNUAL LABOUR CONFERENCE-2023



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INTRODUCTION

The Institute for Labour and Employment Studies (ILES) was registered and accredited as an education and training provider under the Botswana Qualifications Authority Act no. 24 of 2013 in 2017. ILES is also regulated by the Companies Act.



VISION

To be a global centre of excellence in labour, education, research and employment studies.



MISSION

We exist to provide up-skilling programmes through relevant labour education and training, research, employment studies and related services in line with market dynamics.



CORE VALUES

- Integrity
- Quality
- Transparency
- Customer Centric
- Team work
- Stakeholder engagement

Institute for Labour and Employment Studies (ILES) 2ND ANNUAL LABOUR CONFERENCE-2023

**“A JUST TRANSITION AND DECENT WORK: Inclusive Job Creation Approaches
and Effective Labour Market Protection System”**

**14th-15th September 2023 | Travel Lodge, Gaborone
Programme Director: Mr. Tumisang Mothei**

DAY ONE

14th September 2023

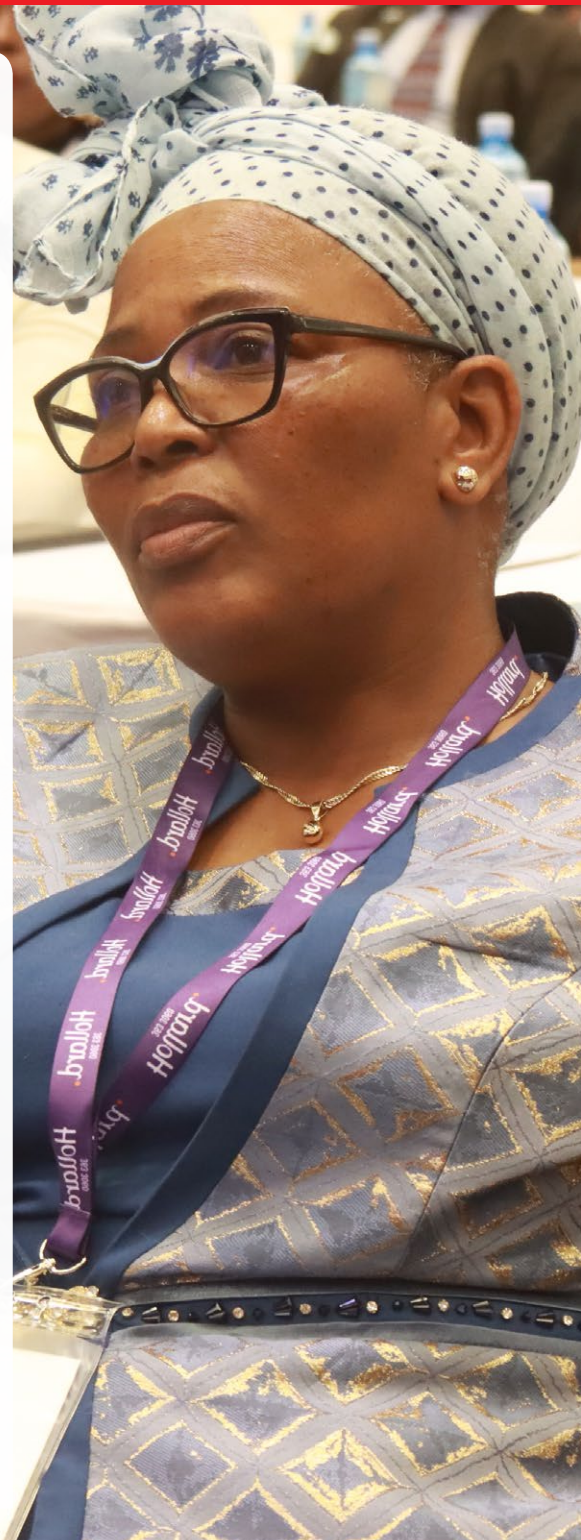
WELCOME REMARKS

Ms. Masego Mogwera
(PRESIDENT- BOPEU)

When giving welcome remarks, BOPEU President, Ms Masego Mogwera stressed that successful organisations are defined by consistency, perseverance and having a competitive advantage. By hosting the second annual labour conference, ILES continues to demonstrate capacity and resolve to be a market leader on labour and employment matters. The conference provides an opportunity to provide solutions to these pressing challenges which have a direct bearing on the labour market as a whole. The world is currently grappling with issues of just transition, climate change, green economy and decent work. There is

need to tackle these issues and come up with solutions that she hoped the Conference would provide the much-needed solutions to these pressing challenges.

She noted that the economic and social impact of ILES is felt within the industry and the country as it continues to offer trainings to workers and employers on various areas of labour law. She highlighted that it is only through a deliberate programme of training both employees and employers that we can achieve a just transition and gravitate towards decent work and inclusive job creation. Ms. Mogwera added that the Conference theme also addresses a critical point which is labour market protection systems. The BOPEU President further informed the audience that labour market protection systems are an essential ingredient in achieving decent livelihoods for the working class. She added that the working class are essentially the working poor due to insufficient labour market protection systems and programmes which will cushion workers from the adverse effects of a low-wage market, possible retrenchments and prepare them sufficiently for life after retirement. Thus, it is important to ask ourselves as trade unions and industry captains what our role is in creating employment.



CONFERENCE OVERVIEW

Mr. Shandukani Hlabano
(CHIEF EXECUTIVE OFFICER- ILES)



The Chief Executive Officer of ILES, Mr. Shandukani Hlabano informed the audience that the objective of the Conference is to establish a vital forum for social partners to engage and make decisions aligned with labour. He noted, Delegates are from various sectors including: Government, Business, Trade Unions, Academia,

Development Partners, and the Fourth Estate. He stressed that the Annual Labour Conference is an essential platform that brings together diverse perspectives and stakeholders, each playing a unique role in shaping the present and future of our nation. He referred the audience to the inaugural labour conference in 2022 which had key points of reference. Mr. Hlabano highlighted that a labour conference is a gathering of social partners. As such their view, as ILES, is that if the social partners buy in then there is a solid foundation and therefore progress in so far as achieving employment creation. He further stressed that the parties need the labour forum for engagement and make decisions for the labour market.

On the structure of the Conference, the Chief Executive Officer informed the audience that the Conference had five themes and 10 presentations, one of which is virtual from Italy. Each theme will encompass presentations and panel discussions, with one exception being the second session. In terms of inclusivity, he emphasised that the programme is gender balanced and youth as recommended by the Inaugural Annual Labour Conference in 2022. Take-homes should be actionable items for improving employment and labour relations.

Mr. Hlabano noted that policies designed to drive progress are often well-crafted but lamented that some policies lack congruence with those of other institutions sharing similar objectives or principal mandates. He observed that there are instances where the action of some regulatory authorities occasionally clash with the action of professional bodies which in turn resulting in a detrimental effect on the effective implementation of policies and, ultimately, the well-being of our country's workforce. The conference has been structured with five overarching themes and ten presentations. We should keep in mind and in our hearts that this conference wants to address job creation. Therefore, if we take anything home it should be actionable items to curb unemployment in Botswana. The conference aims at formulation of actionable recommendations. The importance of the recommendations, he added is that they are instruments for real change in our labour and employment landscape.

The CEO acknowledged that some progress has been made on employment matters, particularly in the implementation of policies such as the National Employment Policy (NEP). The policy should help in finding innovative solutions that drive our nation forward. He encouraged the audience to actively participate in the discussions, share their insights, and engage in the debates that will unfold over the course of the conference. He concluded by emphasising that, together, we can shape a brighter future for all, where a just transition and decent work are not just ideals but lived realities.

OFFICIAL OPENING

Honourable Mmusi Kgafela

(HONOURABLE MINISTER - MINISTRY OF TRADE AND INDUSTRY)

In giving opening remarks, the Honourable Minister started off by acknowledging the presence of: Government Officials, ILO experts, FES Country Representative, Business Botswana, Trade Unions, Captains of Industry and Members of the Fourth Estate.

The Honourable Minister made the following key points; He informed the audience of his intolerance of being tardy as the programme was started late. This, he likened this to the main problems at work place which amounts to poor work ethic wherein Botswana is not doing well. He felt this needs to be avoided at all costs as it negatively impacts productivity, especially that we are here discussing employment creation. He asserted that he does not agree with the discernment that Africans do not observe time. He thus urged the participants to always manage time so that we must prove that perception wrong.

He shared with the participants his view that unfair labour practice is not part of our law. He expressed the need for suppliers' regulation. The Honourable Minister also expressed the need to balance between Artificial Intelligence (AI) and manual labour in the Just Transition. He noted that our operations are marred with red tape. It took about 5 years for ILES to be accredited. Thus, mindset change is therefore required in earnest. He noted that the theme of this conference underscores the importance of creating a future where no one is left behind, where economic growth is accompanied by higher employment, not just any kind of employment but decent work, and where effective



labour protections safeguard the rights and well-being of all workers. He stressed that for this objective to be met, a mindset change is imperative, therefore we all have to change as espoused in the reset agenda that His Excellency, the President is championing "a re chencheng!"

The Honourable Minister went on to say, "Together, we will explore strategies and best practices aimed at fostering inclusive job creation while reinforcing our labour market protection systems." He emphasised the need for this conference is paramount which is characterised by technological advancements, environmental challenges,

demographic shifts, and evolving economic landscapes, the way we work and protect our workforce is evolving as well. He went on to say "We should discuss issues like entrepreneurship, skills development, sustainable industries, and digital transformation, but amongst these issues the creation of jobs is the most crucial challenge we must address". He also mentioned that the aim is not only to identify challenges, but also to discover solutions that can be translated into tangible action items for key stakeholders. Collaboration and partnership, he said, are key ingredients in achievement of this

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Entertainment

KHOISAN MUSIC GROUP

The conference was graced with a live performance of Khoisan which affirms the economic inclusion, particularly on youth, on employment matters that the Honourable Minister referred to in his official opening remarks.



Khoisan

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objective. He stressed that achieving a just transition and decent work for all requires concerted efforts across sectors and borders. Governments, he said, and stakeholders like businesses, civil society organisations, and academia must come together, leverage their unique strengths and resources to drive positive change.

The Honourable Minister further said his ministry is taking proactive steps to empower Batswana. In this regards, he said, they are facilitating Citizen Economic Empowerment, promoting economic diversification, and streamlining regulatory processes to create an enabling environment for entrepreneurship to flourish. Thus, this conference is not merely a gathering of minds; it is a platform for

actionable ideas and transformative change. Finally, The Honourable Minister concluded by stressing that as a nation, let us embrace the challenges and opportunities before us, and let our shared commitment drive us towards a more just and prosperous future. Together, we can make a difference.



Keynote Address

M S M A T L H O G O N O L O M P O N A N G

(EXECUTIVE HEAD OF HUMAN RESOURCES - DEBSWANA
DIAMOND MINING COMPANY LIMITED)

In giving the keynote address, Ms. Mponang made the following comments; She referred the audience to the ideals and realms of Vision 2036, particularly on inclusion. She also referred to the Minister's speech on fairness and equity on employment opportunities. Ms. Mponang made reference to Environmental, Social, and Governance (ESG) which she said embraces sustainability which attracts or repels foreign investors. In this regards, she gave an example of Debswana which emphasises and does a lot on the S part of the ESG. She called for transparency when developing policies which she said is supported by the late President John F. Kennedy who said that "The very word "secrecy" is repugnant in

a free and open society; and we are as a people inherently and historically opposed to secret societies, to secret oaths and to secret proceedings. We decided long ago that the dangers of excessive and unwarranted concealment of pertinent facts far outweighed the dangers which are cited to justify it".

She said that in Botswana there is a lot of the working poor. We therefore have to look at remuneration issues with parity. She argued that that is what creates unnecessary overtimes in a quest to make more money. She observed that people work and leave organisations for the entities to grow, especially in the mist of high unemployment so that they make way

for the younger generations to come in. She encouraged ILES to work more on remuneration and parity issues as part of their training. She argued that we should discourage members of the same family working for the same organisation as that easily breeds nepotism. Ms Mponang encouraged organisations to create work environments that are all inclusive and gave an example of the mining industry which have been doing very well on gender balance.

She opined that Africa must develop at Africa's pace. In this regard, she gave an example of carbon emissions where Africa still largely depends on coal

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powered electricity which may slow down the transition. She observed that we are at a stage which the west long passed. Even when we talk about the fourth industrial revolution, our pace will be behind. Botswana must stop undermining each other in the form of “go nyatsana” [being condescending to each other]. She added that in turn, creates certain paradigms, e.g. “public servants are deadwoods...” She called for the abolition of unnecessary bureaucracy. Her view is that we should not do business with those employers who do not give Botswana as a priority in employment.

Ms Mponang quoted Martin Luther King Jr. on silence about enemies who said “In the end, we will remember not the words of our enemies, but the silence of our friends”. She also quoted Isaac Newton on giants who said “If I have seen further, it is by standing on the shoulders of giants.” On this, she stressed on mentoring others like those who mentored and nurtured her to be what she is today. She thus cited the likes of Mr. Godfrey Molefe and Mr. John Phatshwe whom she noted mentored her in her days at the Water Utilities Corporation where they were Board Members. In encouraging the audience on employment, she said we should not limit ourselves within the borders of Botswana. Ms Mponang unequivocally encouraged the audience to put a lot of emphasis on implementation and not just talking, even on those things that appear to be very difficult to do. She thus quoted the late Mr. Nelson Mandela who said “It always seems impossible until it’s done”.

She also implored the audience to look at early childhood development as this helps raise and inculcate a productivity culture in children. She observed that there are many acting appointments in Government and wondered why those were not being appointed into the positions. She concluded by commending Hollard Insurance Botswana for appointing Ms Tabuya Tau as Managing Director as this resonates with the theme of the Conference in terms of inclusivity.



Vote of thanks was led by **Mr. Moranodi Esi (ILES Board Member)** on behalf of the Board Chair and recognised and emphasized the importance of women in the labour market.



Presentation of gifts to honour guests was led by **Ms. Tabuya Tau (Managing Director of Hollard Insurance Botswana)**.



SESSION 1 PRESENTATION

POLICY FRAMEWORKS, STRATEGIES AND IMPLEMENTATION PLANS FOR JOB CREATION AND QUALITY JOBS FOR ALL TO AN ENVIRONMENTALLY SUSTAINABLE ECONOMY.



Presentation by: Ms. Onneetse Makhumalo (National Project Coordinator - International Labour Organization, ILO)

A Just Transition and Decent Work Agenda

Ms. Makhumalo emphasized on restorative justice and highlighted the four pillars of the Decent Work agenda. She said that there is a need to balance between opportunities and challenges in the Just Transition and adhere to the guiding principles that have been developed. In conclusion, she highlighted the need for policy coherence and coordination which is important for us to reach the desired success.

PRESENTATION

Policy frameworks, strategies and implementation plans for job creation and quality jobs for all to an environmentally sustainable economy.



Presentation by: Prof. Siphambe, Dr Mavis Kolobe and Ms Itumeleng Moatshe.

Employment and Unemployment in Botswana, nature, challenges and key policy responses

PRESENTATIONS

Policy frameworks, strategies and implementation plans for job creation and quality jobs for all to an environmentally sustainable economy.

In his presentation, which was premised on the State of the Labour Market, Professor Siphambe highlighted the following on Botswana's Economic History, that: From the 1970s to 2000s, Botswana enjoyed high growth rates generated

by the state-led growth model. Thereafter that Botswana's economy entered a period of low growth rates. Sectors that had been identified as growth points for economic diversification to spur economic growth and job creation have not produced the intended outcomes, these are Construction, Manufacturing, Wholesale and Retail, as well as Finance Insurance, Pension Funding and Real Estate activities. The mining sector is highly capital intensive and does not generally employ large numbers of potential job seekers.

Growth Performance In terms of growth Professor Siphambe highlighted the following:

Botswana's economy experienced modest positive growth rates over the review period, with negative growth rates in 2015 and 2020. Following the recovery of the economy from the economic recession induced by global financial crisis of 2008/09, there was a fall in real GDP in 2015 as a result of a decline in Botswana's mineral exports caused by lower global market demand. Again, output growth recovered thereafter, although the growth rates that ensued followed a downward trend. The positive growth rates were interrupted by the COVID-19 pandemic.

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Growth Patterns

The sectors that are associated with economic diversification tend to have experienced relatively higher growth rates (with at least 5 percent growth rates). Water and electricity grew substantially in 2012. This reflects the fact that electricity recorded a positive growth of 202.6 percent as opposed to a decrease of 24.8 percent registered in the corresponding quarter of 2021. In terms of formal employment, although the economy experienced overall positive economic growth, this state led model of growth did not generate high employment levels. This probably reflects the fact that the Mining sector, which is the main driver of Botswana's economic growth, is capital intensive. The main contributors to employment are:

- a) the Public Administration and Defense,
- b) the Wholesale, Retail and Sales of Vehicles,
- c) Education, and
- d) Administration and Support Service Activities, in that order

Manufacturing contributes 6.7 percent to employment- very low by international standards.

Labour Market Overview-Labour Demand

The public sector generally absorbs large numbers of employees, but it has come under pressure to scale down due to fiscal restraint on government spending. The economy did not grow to expectations and as a consequence, the impact on job creation has been severe. A snap shot of the employment trend sector by sector from September 2015 to June 2018 for example show modest or no growth at all in key sectors that were earmarked as diversification sectors. Professor Siphambe underscored that:

- The population growth rate is declining.
- The supply of labour has grown a lot more than the growth of the economy.
- Training institutions must respond to the labour market.
- There is also a problem of people not having soft skills.

Labour Market Aggregates

Professor Siphambe shared the following statistics on labour markets:

Formal Sector Employment by Occupation and Gender

Professor Siphambe shared with the participants a graphical presentation of Sector Employment by Occupation and Gender. He noted that females dominate in Service, Clerical and Elementary Occupations. The same applies in Professional and Technicians cadres:



Professor Siphambe

Youth Unemployment

With regard to youth unemployment, he highlighted that the unemployed and seeking were estimated at 244,594 people in 2022 Q4. 157,938 or 65 percent of these unemployed individuals are youth with the highest proportion at 104,942 making 76 percent of the total are those with secondary education and no skills. The second largest group making 25,842 or 16 percent of the total are those with university education. The third largest is those with primary education making 5 percent of the total unemployed individuals.

Duration of Unemployment and Search

He felt it was also important to share with the participants, the duration one stays while searching for employment as shown below:

Possible Explanation for Unemployment

Professor Siphambe gave the following as possible reasons for unemployment:

Supply of labour is more than the growth of demand given the sluggish growth of the economy and structure of the economy that is generating jobs on the lower side of the employment spectrum. Botswana's economy is not highly industrialized and manufacturing is contributing a small proportion to employment. In general value chains are

not well developed and the country exports most of the commodities with little processing and beatification. The country is also a small market and uncompetitive given the low labour productivity.

On the supply side, graduates are generally becoming unemployable because they lack certain skills that include both technical and soft skills. The skills mismatch is in terms of both quantitative and qualitative dimensions. On the quantitative side, the education and training providers are producing certain skills while the economy is having a deficit of other skills. Education and Training have been producing many graduates with Education, Humanities and Business degrees, on the other hand, there is a shortage of graduates in some Engineering, Health and Medicine and some Science related disciplines. The second type of skills mismatch is one that is qualitative in nature. The graduates are found to lack application in terms of their discipline and are accused of being theoretical. In addition, the employers indicated in several studies that the graduates do not have the soft skills required for effective performance of the jobs. These include critical thinking, team work.

Suggested Policy Responses

- Strengthening the growth of employment- which sectors should be prioritized.
- Education and training- how do you make E&T responsive to the needs of the employers.
- LMIS/LMO- improving information and reduce search unemployment.
- Employment targeting.

Policy Responses

Strengthening the growth of employment

Professor Siphambe shared insights on how the growth of employment can be strengthened;

Agriculture and Agribusiness:

Encourage value addition by supporting food processing, agribusinesses, and the development of agricultural value chains. The “import substitution ban” should be expanded to encompass all facets of the agricultural sector’s value chains. Presently, the ban solely pertains to raw vegetables and does not encompass byproducts or the entirety of value chains. This partial restriction has allowed retailers to exploit a regulatory gap, consequently hindering the sector’s ability to generate the expected volume of employment opportunities.

Small, Micro, and Medium-sized Enterprises (SME’s):

The promotion of Small and Medium-sized Enterprises (SME’s) across many industries can act as a facilitator for the creation of employment opportunities and the expansion of economic diversity. It is imperative to protect small-scale micro and informal enterprises by instituting dedicated sales channels exclusively for specific commodities through these entities, notably indigenous food items like Phane, seswaa, morogo wa dinawa, phaphatha, magwinya, and related products. The current practice of permitting large retailers to directly compete with small and medium-sized enterprises (SMME’s) and informal businesses has adverse consequences, as it results in the displacement of SMME’s and the consequent loss of employment opportunities for unskilled laborers. Renewable energy could if supported become the new diamond for the country. Furthermore, ICT also has many job opportunities especially for the youth, this needs support in terms of regulations and support for start ups. Research, development and innovation is a key area that needs to be highly funded and ecosystem developed to allow for value chains of research to be supported- currently R&D is estimated at 0.04% of GDP target is to grow it to at least 2% of GDP.

Supply Side Responses

Alignment of Education Opportunity for Basic and Tertiary education to enhance employability of students.	<ul style="list-style-type: none"> • Curriculum enhancements e.g.: introduction of a Diamond Production course. • Outcomes Based Education (OBE) recently introduced to align the education system and prepare learners for the world of work.
Improvements at basic education level	<ul style="list-style-type: none"> • Curriculum development geared towards the current major industries • Introduce research skills at basic education level • Infusion of indigenous knowledge at the basic level • Intensify implementation of OBE • Enhance practical skills development at the basic level
Improvements at the tertiary level	<ul style="list-style-type: none"> • Mindset change to demystify technical and vocational training • Enhance collaboration between training institutions and businesses • Incentive entities employing and training youth/fresh graduates • Training aligned to industry standards • Reconcile training with industry required competencies (soft and technical skills)



Dr. Bernd Mueller

Presentation by:
Dr. Bernd Mueller
*(Employment Policy and
 Analysis Programme
 Manager- International
 Training Centre -
 International Labour
 Organization, ITC-ILO)*

Employment Policy Frameworks and Challenges in SADC.

PRESENTATIONS

Policy frameworks, strategies and implementation plans for job creation and quality jobs for all to an environmentally sustainable economy.

This presentation was done virtually. In his presentation, Dr. Mueller gave a brief history of employment policies. He stated that there are National Employment Policies (NEP's) that have been in existence around the world for over 20 years. ILO supports not only standalone NEP's but also integration of employment objectives in other public policies, linking demand, supply and matching dimensions. As from 2019, they moved into the new generation which emphasizes gender-responsive NEP's.

He added that on the demand side, this calls for structural transformation to enable implementation. The period 2020-21 was marred with COVID-19. He indicated that NEP's needed to adapt to the new challenges such as rapid situation assessments and policy support. Dr. Bernd Mueller raised concern that though there is an increase in the number of NEP's, but implementation remains a concern.

He highlighted key areas that NEP's emphasize;

Normative context

As per Employment Policy Convention, C122:

- Quantity: Work for everyone who is available and looking for work.
- Quality: Such work is as productive as possible.
- Non-discrimination: There is freedom of choice of employment and fullest possibility for each worker to utilize her/his skills, irrespective of race, sex, age, religion, political opinion, nationality or social origin.

New generation of gender-responsive NEP's

Context-specific design and implementation:

- Standalone, comprehensive policy documents
- Integration of employment targets within national/regional development plans and frameworks, as well as economic and other relevant policies
- ILO support along the entire policy cycle

Furthermore, he indicated that there is need to focus on:

- Effective implementation
- Demand-side policies
- Future of Work



- Youth
- Human-centred COVID-19 recovery and crisis response

Dr. Mueller showed concern on the Youth Unemployment Vs Youth Working Poverty, which suggests that though there are some youth in employment, some are still living in poverty. He also highlighted that NEP's are insufficient in a 'standalone' form. In this regard, he advised that we should all be honest. He posed the question that "On average, how well have NEP's performed across SADC countries?"

He believes the response is a mixed picture at best and emphasized the need for an integrated approach for pro-employment growth, that has synchronized Macroeconomic policies, Sectoral policies, Labour market policies, Policy coordination and Implementation. He also emphasized that, as recognized by SADC Council, "We need a shift in direction!". Dr. Mueller noted that NEP's are important, but implementation across government is the real challenge not just for Ministries of Labour. Furthermore, meaningful mainstreaming of employment in national development frameworks and economic policy making is important such as including employment targets in national budgets.

Hence, SADC Council urged Member States to:

- Promote job creation as an integral component in national development plans, macroeconomic policy frameworks and Sectoral plans that ensure joint sector coordination in line with the SADC Industrialization Strategy and Road map (2015-2063); and
- Implement the recommendations contained in the

Outcome Document on Joint Ministerial Dialogue on Pro-Employment Policies and Strategies in SADC.

He asserted that SADC is very much aligned with the developments at the African Union level. At the recent Specialized Technical Committee, Experts endorsed the recommendations of an ILO background paper 'Towards a transformative macroeconomic framework for employment generation in Africa'. The following decision points are awaiting Ministerial adoption:

- Member States are encouraged to implement the key recommendations of the paper towards establishing comprehensive employment policy frameworks that integrate pro-employment macroeconomic, Sectoral, and labour market policies.
- Member States are encouraged to promote greater investments towards job creation and the integration of employment targets in macro-economic policies and strategies that are based on the profiling of job creation potential in specific sectors, including allocating budgetary resources;

The AUC and ILO should provide technical support to selected Member States towards establishing and implementing such pro-employment macroeconomic policy frameworks. Dr. Mueller also showed concern on the on Youth unemployment vs Youth Working Poverty that suggested that though there are some youth in employment, they are still living in poverty in the African context. He ended by emphasizing that the AUC and ILO should provide technical support to selected Member States towards establishing and implementing such pro-employment macroeconomic policy frameworks.



Presented by: **Mmabatho Motsamai**
(CURATOR - BW JOBS 4 GRADUATES)

Youth Employment Landscape in Botswana.

In presenting on the above topic, Ms. Mmabatho Motsamai highlighted the following on the landscape of youth employment, job seekers and youth related issues in Botswana, that:

- The national youth employment forum was held between the 27 and 29th of July this year (2023).
- It was a platform where the youth contingency as well as representatives from diverse sectors of governance shared innovative practices and strategies promoting youth employment.
- It also launched the BW jobs 4 Graduates five-year long national campaign for youth employment. Furthermore, some delegates, including unions, associations, civil society and individuals joined the Botswana Alliance for Youth Employment.
- The Botswana Alliance for Youth Employment is a national network of individuals and institutions that take action and promote youth employment within the 5 years. From the forum, plans are under way for the alliance to convene at a local and district level to identify barriers, suggest promising strategies and work collaboratively towards forging recommendations and pledges made at the forum.
- Statistically, unemployed, uneducated and not-in-training youth stand at 39%. Those who are tired from job seeking stand at 50%. In terms of multi-dimensional poverty, meaning poverty beyond lack of finances - being lack of education and basic infrastructure, our country stands at 42.5%.



SESSION 2

PANEL DISCUSSIONS

POLICY ENABLING SMALL MEDIUM & MICRO ENTERPRISES (SMME'S) TO GENERATE EMPLOYMENT IN SUSTAINABLE ZONES, WHILE FOSTERING SKILL TRANSFER TO BRIDGE THE SKILLS GAP IN YOUTH.

MODERATOR: MS. SEGAMETSI MAFA (FOUNDER & MD SERVICE XCELLENCE)

Ms. Mafa started the panel discussion by questioning the organizations represented by the Panelists what are we doing about the youth to reduce unemployment.



Panelist: **Mr. Lonely Mogara** (CEO - SPECIAL ECONOMIC ZONES AUTHORITY, SEZA)

In responding to the above question, Mr. Mogara indicated that Government is doing all it can to combat unemployment. As SEZA, they target premier or anchor investors with a portfolio of P200 million and above and have robust clusters for both locals and international investors. SEZA focuses on value chain development including women, and they are building ecosystems (economic zones). This is not just for Ministry of Trade & Industry (MTI) and could be for other ministries such as Ministry of Agriculture (MoA). They have 9 economic zones now which are magnets of economic transformation, as well as, industrial sites which are for Anchor investors.

Furthermore, CEDA, NDB, BDC avail finance and SEZA is there to assist and youth are encouraged to enter this facet of the economy. Going forward they will ultimately come up with their own financing facility. In agriculture, the youth is quite advanced in terms of technology – we can involve them, or through transportation, research, security such as drones, and green technology. Government launched IAS where the youth can participate. He indicated that, there is a high shortage of grain in the country.

Panelist: **Mr. Kenneth Boikhutshwane** (COMMUNICATIONS AND PARTNERSHIPS MANAGER - NATIONAL DEVELOPMENT BANK, NDB)

In responding to the question, Mr. Boikhutshwane highlighted that, as NDB they are working on a campaign are popularising the # feed the nation slogan. He indicated that they finance, primarily the agricultural sector especially with the current rationalisation. He confirmed the figures by Prof. Siphambe on agricultural contribution which was very high in the past. We need to go back there.





Panelist: Mr. Godfrey Molefe (CEO - LOCAL ENTERPRISE AUTHORITY, LEA)

In his response indicated that they do business advisory and do business plans with the business persons for free. Furthermore, they do projects incubation and have 5 incubators in the country, currently delivering the 6th incubation centre. They also do facilitate market access and facilitate funding access and post the loan assistance. With regards to the youth, we have reaching a point where we are no longer educating you to get a job Rather focusing on the youth cox they have time and therefore have room. He indicated that the youth does not have funding, discipline and work ethic. We have not built a youth that is not part of the family business, We need a youth that is aligned to the family – succession planning, he said. It is time to make TVET great again. Mindset change needed to transform our children into TVET and no longer white collar jobs.



Panelist: Dr. Tlamele Sekambo (DIRECTOR; STATISTICS, RESEARCH DEVELOPMENT & INNOVATION - HUMAN RESOURCE DEVELOPMENT COUNCIL, HRDC)

In her response she said they believe in the cradle to the grave approach. They look at childhood development and the labour market platform as their CVP. Dr. Stated that the current curriculum does not promote the learner that can maximise their potential. It's time we implement the ETSSP and promote TVET. Furthermore, HRDC promotes that the Industry and ETP's work together to improve the curriculum. The Training Levy in place supports the private sector, including the SME's to train their staff or retooling. HRDC also promote apprenticeship she concluded.



SESSION 2

PRESENTATIONS

ENABLING SMALL MEDIUM & MICRO ENTERPRISES (SMME'S) TO GENERATE EMPLOYMENT IN SUSTAINABLE ZONES, WHILE FOSTERING SKILL TRANSFER TO BRIDGE THE SKILLS GAP IN YOUTH.

Presentation by: Executive Secretary of SATUCC
– **Ms. Mavis A. Koogotsitse**

Reviewing the Impacts of the Africa Continental Free Trade Agreement (AFCFTA) on Decent Work, Labour Migration, and Employment Creation at the SADC Regional Level.

Ms Koogotsitse started by indicating that the African Continental Free Trade Area (AFCFTA) is a landmark agreement signed by member countries of the African Union, and holds immense potential for promoting trade, economic integration, and sustainable development in the African continent. However, it is crucial to assess the impacts of this agreement on decent work, labour migration, and employment creation, particularly within the Southern African Development Community (SADC) region. Through this presentation, we aim to shed light on these important aspects and provide an overview of the potential benefits and challenges associated with the AFCFTA. The AFCFTA aims to create a single market for goods and services in Africa and is a significant step towards deepening regional economic integration. Within the SADC context, this agreement promises to boost economic growth, industrialization, and sustainable development.

By eliminating tariffs, removing trade barriers, and harmonizing trade rules, the AFCFTA seeks to unlock the vast potential of intra-African trade and enhance the competitiveness of SADC economies on the global stage. Increased market access, job creation, technology transfer, and enhanced productivity are some of the potential benefits that can be realized through the AFCFTA at the SADC regional level.





SESSION 3

PANEL DISCUSSIONS

SOCIAL DIALOGUE AND TRIPARTITE PARTNERSHIP'S RESPONSIBILITIES

IN A SUCCESSFUL IMPLEMENTATION OF AN INCLUSIVE JOB CREATION APPROACH AND EFFECTIVE
LABOUR MARKET PROTECTION SYSTEMS.

MODERATOR: MS. SHATHANI SOMOLEKAE (MANAGING ATTORNEY - SOMOLEKAE & ASSOCIATES)

Ms. Somolekae started the panel discussion by asking the Panelists to introduce organizations they represent and their role.

Panelist: Mr. Tobokani Rari (SECRETARY GENERAL -BOTSWANA FEDERATION OF PUBLIC, PARASTATAL AND PRIVATE SECTOR UNIONS, BOFEPUSU)

Stated that tripartism and social dialogue go together. Social dialogue include engagements of labour, employers and government. It could be bipartite or a tripartite plus which is employers, labour, Government, plus other players like NGO's.

Panelist: Mr. Norman Moleele (CEO - BUSINESS BOTSWANA)

Started by introducing Business Botswana as a private organisation which comprises 71% small enterprises, 17% medium size enterprises and 12% large organisations. He said that they are part of the tripartite. He continued to indicate that social dialogue is a versatile and powerful tool

that enables the legitimacy of the policy-making process so as to allow for transparency amongst tripartite constituents. It is a key instrument for economic and social cohesion and good governance and plays an important and critical role by promoting harmonious labour relations, fair and decent working conditions, job creation, inclusive growth, and competitiveness. In conclusion, he said that it is worth noting that social dialogue is one of the four strategic objectives which ILO consider necessary for putting the decent work agenda into practice, (the others are: creating jobs, guaranteeing rights, and extending social protection).

He further shared with the audience;

- **Advantages of Good Social Dialogue and Tripartism**

Democracy: Social dialogue, by allowing different actors of the workplace and society to expose their

points of view and to participate in decision making processes, is reinforcing democracy. It is critical in all democratisation processes.

Industrial peace: Norms that were made by social dialogue consensus are more likely to be respected, effective and efficient.

- **Problems of Social Dialogue and Tripartism**

Lack of enabling an environment. If the legal and political environment and framework does not protect the existence of workers' rights, social dialogue is not enabled.

Lack of capacity of the social partners. Important that all social partners have a sufficient and equal access to information, and sufficient technical capacities to defend their positions during collective bargaining.

- **Business Botswana's Responsibility Under the Tripartite**

- Business Botswana contributes to the implementation of ILO conventions and recommendation.
- To represent employers at the International Labour Conference held annual at Geneva.
- Providing guidance and assistance to employers in the field of industrial relations and to bring their concerted views on labour matters to the attention of the Government (constituent of the tripartite structure).

Panelist: Ms. Tebogo Mogotsi DEPUTY DIRECTOR - DIRECTORATE OF PUBLIC SERVICE MANAGEMENT (DPSM)

In her submission, Ms Mogotsi highlighted the following points with regard to the role of DPSM: Their role is to create an enabling environment through policy, for business

Botswana is part of SADC. SADC has decided that as Africa we should industrialise to benefit fully from entire value chain. That is why BW is striving to achieve a high income status. Thus, the public service should facilitate the private sector to achieve this strategic intent. That is why they see the recent rationalisation where we see the coming on MoE.

They are working with the unions in a cordial way.

Panelist: Ms. Tshepo Nkwadi DEPUTY PS - DEPARTMENT OF EMPLOYMENT SERVICES, MLHA)

In her presentation Ms. Nkwadi stated the role of Ministry of Labour & Home Affairs (MLHA) and the progress her ministry has made in responding to the employment

challenges. Employment Service was with MELSD. This was transferred to MHLH which led to the formation of DES which is a job seekers facing entity and also comprises the National Employment Policy (NEP) task team. DES goes beyond job seeking but rather will place them. The issue of skills match is done here. They also do employability training. This includes entrepreneurship and takes cognisance tripartism. MLHA is working on a comprehensive implementation plan for the NEP in a quest to help create employment. Working together with NPC to ensuring that this delivery is done, through a robust monitoring and evaluation. They will be going around the country consulting stakeholders. They are working with BNPC to chat the way forward on productivity issues which is a thorny issue.

She mentioned that there is the National Employment Coordinating Council (NECC) which provides policy oversight and coordination of all employment related matters, the committee is chaired by Hon. Minister of Labour and Home Affairs and members from; Government, Private Sector, Civil Society and the Labour Movement. NECC reports to a Cabinet Committee on Employment. She concluded by saying that the MLHA is to establish a Secretariat to support the work of the Council in coordinating implementation of the policy.



DAY TWO

SESSION 4 PRESENTATIONS

CLIMATE, TECHNOLOGY & DEMOGRAPHIC DYNAMICS AND MEASURES THAT PROMOTE A JUST
TRANSITION TOWARDS ENVIRONMENTALLY SUSTAINABLE ECONOMIES AND SOCIETIES FOR ALL.





Presentation by: **Mr. Kabo Solomon** (ACTING PRODUCTIVITY AND QUALITY MANAGER - BOTSWANA NATIONAL PRODUCTIVITY CENTRE, BNPC)

PRODUCTIVITY IN THE WORKPLACE

Mr. Solomon started off by outlining the mandate of the BNPC, and highlighted that Botswana struggles with low levels of productivity amongst its work force. Yet improving productivity is the fastest way to spearhead the required growth to escape the middle-income trap and transition to high income status. In the 1980's and 1990's worrying trends emerged indicating employee laxity and poor performance across all sectors of the economy. Between 2010 and 2017 the World Economic Forum (WEF) noted that poor work ethic was the most problematic factor for doing business in Botswana. In 2018, BNPC conducted a work ethic investigation to understand the reason for poor the work ethic in the country.

The study attributed poor work ethic to poor leadership, lack of accountability, culture of laxity, lack of formal programmes for employee succession and skills transfer, low employee engagement, poor performance management systems and poor labour management relations. He gave the following as the Employers' roles towards productivity;

- Commit to establishing an institutional framework for social dialogue.
- Promote the sharing of information e.g., economic and financial information.
- Ensure effective leadership.
- Commit to not making decisions that jeopardize hygiene, health and safety.

- Ensure that there is effective Performance Management system - Productivity linked rewards, and gain sharing.
- Promote high performance culture.
- Comply with wage regulations.
- Prohibit all forms of discrimination.
- Commit to consulting with union on issues of mutual concern.
- Commit to negotiating at previously defined periods, wages, actual working hours, work time arrangements and occupational issues.
- Effective Change Management processes.
- Conflict Resolution Mechanism.
- Foster employee Engagement.
- Adopt employment practices relevant to the future world of work e.g WFA, compressed work weeks, virtual teams.
- Strive for performance improvement all the time.
- Comply with legal, regulatory guidelines provided by the employer.
- Contribute to improving the working environment and the social climate.
- Sustain behaviours associated with high performance culture.
- Trigger alert to the employer when there are health and safety challenges.
- Good work ethic-mindset change.
- Contribute to finding appropriate solutions to prevent the problems that hinder the smooth functioning of the enterprise, i.e., absenteeism, laxity, low productivity and incompetence
- Contribute to the elimination of all the damages that can lead to a decline in sales: customer losses resulting from defective or badly presented products, machines breakdowns, poorly controlled supplies, and accidents, lack of hygiene and cleanliness, etc...
- Motivation (Intrinsic)
- Timeliness
- Allow others to learn from your strengths/Learn from others.

Mr. Solomon went on to outline the role of Government's role towards productivity as follows;

- Ensuring that labour disputes are resolved promptly.
- Protecting all workers including those in the informal sector, domestic work, farm workers, transport etc.
- Promoting Continuous review of Labour Laws including Compensation.
- Promoting decent work.
- Promoting employability in the country.
- Collaborating with other partners to promote progressive employment practices.
- Enforcing adherence to labour legislations.
- Promoting the culture of social dialogue throughout all sectors.
- Productivity Policy.

Mr. Solomon gave the following as the benefits of productivity;

- Employment creation.
- Superiority in market competition.
- Effective and efficient use of resources.
- Rewards for employees.
- Organisational Performance.

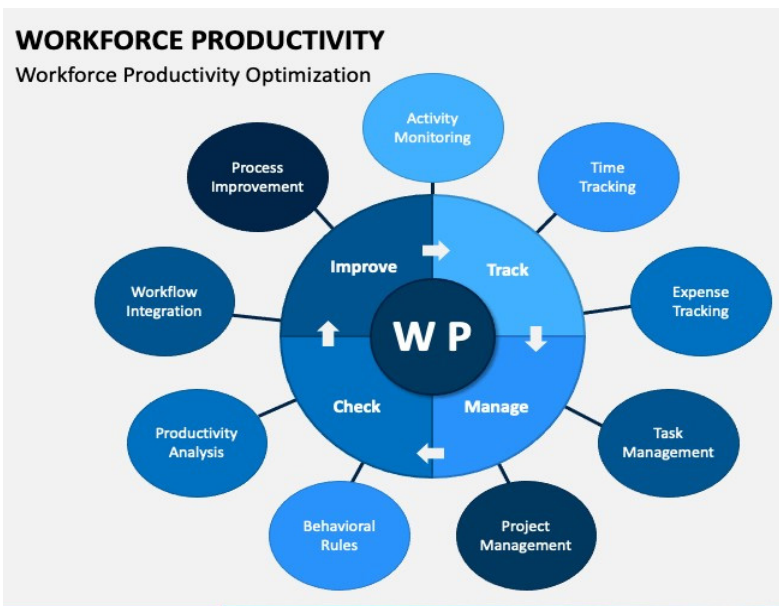
- Prosperity for all.
- Poverty alleviation.
- Sustainable Development.

He added that the level of productivity significantly affects the level of competitiveness of the country; and the level of competitiveness reflects the level of productivity and shared the below statistics about Botswana's performance in the Competitive Report:

Botswana's Rankings in the 2023 IMD Competitiveness Report (out of 64 countries) – Labor related Indicators

STRENGTHS		WEAKNESSES	
	Rank		Rank
Working hours	1	Worker motivation	64
Females in Labour force	1	Access to financial services	61
Women in Management	2	Customer Satisfaction	61
Statutory Minimum wage	4	Labour force (%) – percentage of population	61
Compensation levels	6	Labour productivity	60

Mr. Solomon concluded his presentation by sharing the below workforce productivity model and as what needs to be done improve productivity:

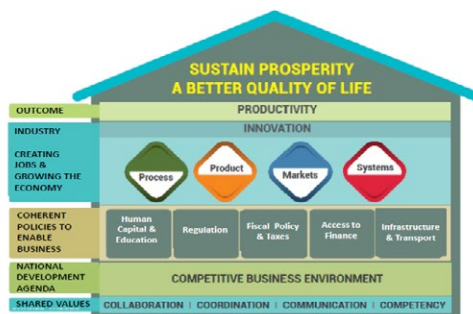


What Needs to be Done?

"An outcome of better use of resources that will improve quality of life and sustain prosperity"

"Need for managers and workers to improve their performance through improving the quality of products and services with creativity and innovation"

"Productivity is something positive and implies the utilisation of resources efficiently"



PRESENTATIONS

Climate, Technology & Demographic Dynamics and Measures that Promote A Just Transition Towards Environmentally Sustainable Economies and Societies for All.



Presentation by: **Mr. Mlungisi Jackalas**
(HUMAN RESOURCE DIRECTOR - FIRST NATIONAL BANK, FNB)

A Technical Guideline Accommodating Human Capital In a Digital Drive.

Mr. Jackalas outlined that leaders of today have to deal with the 3 D's. They have an MoU with their Zambian counterparts on talent exchange where the staff can work on either side for benchmarking and experience purposes, "If you are confused and anxious, it is not personal nor private... It is a collective experience" he stated. He continued to highlight the following key points that drive his organization.

Banking Environment

Banks face the following realities:

- Competition - War for Talent, New Entrants, MNO's.
- Regulatory Landscape - Freeing of Prime & Pension Fund Rules.
- Inflationary Pressures - Household Disposable Income & Rising Interest Rates.
- Payment Capabilities - Cheques Discontinuation & Financial Inclusion.

2025 Strategy – Bricks 2 Clicks

Digital Transformation:

- Building Digital Talent and Organisation
- Digitising Customer Relationships
- Digitising Operations and Automating Processes
- New Digital Growth & Ecosystems

Key Highlights

Operational Efficiencies:

- FNB App Revamp with Advanced Security Features.
- Leveraged off In-Country Development Capabilities to deliver Rewards on App.

Customer

- Zero Rated selected transactional fees.
- Participation in Citizen Economic Empowerment Program.
- Product Shop Launched to improve access to FNB products.
- Digital KYC solutions enabled self-service refresh through USSD.

Solutionist People

- Local Developers Recruited.
- FNB Graduate Program & First Spark.
- Leadership Development through Coaching & Mentorship.
- 10-year Succession Plan in Place.

Shared Value

- Invested in the community through the Foundation Staff Volunteer Projects.
- 92% of the Bank's procurement spend excluding SLA's was Paid to Local Companies.

Value Protection.

- Prudent risk management, compliance and governance.
- Improved Collection Efficiencies.

Productive Me - embraces the modern office space which has reduced the traditional Workplace through minimalistic furniture arrangements and created hybrid spaces enabling mobility. Through the enablement of technology and the various tools of trade, we are able to stay productive, by accessing work systems while working from remote locations.

Value Shared with the Community

1. Supported Golden Grand Prix Athletics that hosted 140 athletes worldwide.
2. Invested into the Youth Development Program in Molepolole with 489 graduates since 2020.
3. Supported FNB Kazungula Bridge Marathon with over 3500 participants. Kasane Business Community Impact-Accommodation & Leisure.
4. Impacted the community through various staff volunteer projects aimed at creating sustainable livelihoods.

Value Shared With Employees

1. Kids Lounge operates emergency child minding services during working hours for all employees.
2. A Doctors' Lounge was introduced with no cost to employees. Services include;
 - Physiotherapist
 - Dietitian
 - General Practitioner
 - Counselling Services
3. A fully equipped gym is in place to support employees with their fitness.
4. FNBB operates a cafeteria offering healthy meals to employees at subsidised rates.
5. FNB Supports a list of employee fitness and sporting clubs to encourage cohesiveness & fitness.

Value Share With Clients

1. Fee Relief.
2. Prepaid Electricity Purchases.
3. Cellphone Statements.
4. Cash@Till.
5. eWallet Withdrawal.
6. Internal Debit Orders.

Product Enhancements

1. Reserve Account for SME's.
2. Department of Transport Payment Enablement on USSD.
3. KYC Refresh on USSD
4. Rewards on App
5. Single Dealer Platform

Looking Forward

1. FNB Green Funding Marketplace & Adoption of Green Technology Initiatives.
2. Continued entrenchment of Shared Value in Business Operations.
3. Removal of Customer Pain Points and Risk Reduction through Automation.
4. Talent Retention & High Performance Culture.
5. Accelerated Platform Journey through Local Development Capabilities.

SESSION 4

PANEL DISCUSSIONS

CLIMATE, TECHNOLOGY & DEMOGRAPHIC DYNAMICS AND MEASURES THAT PROMOTE A JUST TRANSITION TOWARDS ENVIRONMENTALLY SUSTAINABLE ECONOMIES AND SOCIETIES FOR ALL.



Ms. Vanessa Nakedi

Moderator: Ms. Vanessa Nakedi
YOUTH SECRETARY - (BOTSWANA FEDERATION OF TRADE UNIONS, BFTU)

Ms. Nakedi started the panel discussions by asking the Panelists, which sectors are most vulnerable to climate change?

Social equity – what are the measures taken to ensure that all are involved especially the marginalised?

Panelist: Mr. Kabo Magama
SPECIAL PROJECT MANAGER-GENERATION, BOTSWANA POWER CORPORATION (BPC)

Mr. Magama highlighted that:

Currently, fired power stations using coal, constitute 85% of Botswana's power supply. BPC intends to reduce this figure to 50%.

The Ministry of Minerals and Energy has a project of trying to reduce Botswana's carbon footprint

Moderator:

What assessments have you made in terms of the jobs?

· Any community projects in the transition?

Mr. Magama continued to indicate that more jobs will be created in terms of ICT, security and they have started training their employees for them to see self-employment opportunities e.g. on solar projects. Funding has also been availed by the National Development Bank. He stated that people may think there is going to be a lot of job losses, in actual fact electrify will be cheaper and more businesses will be there and more jobs in the end.

Panelist: Ms. Onneetse Makhumalo
(NATIONAL PROJECT COORDINATOR - INTERNATIONAL LABOUR ORGANIZATION, ILO)

Moderator:

Which sectors are most vulnerable to climate change?

What are the opportunities that are there on just transition?

Social equity – what are the measures taken to ensure that all are involved especially the marginalised?

Ms. Makhumalo mentioned the energy sector, waste management sector & mining sector. When doing the assessment civil society was involved but the labour was left out. Trade unions should dialogue with the employers so that we are on the same page. At the ILO they focused on the world of work. They should be involved throughout so that we are on the same page. They can see opportunities

Panelist: Mr. Tshepiso Mbereki
GS BOPEU, SATUCC EXECUTIVE COMMITTEE MEMBER

Moderator:

What role does the trade union organisation play in sustainable development?

Social equity – what are the measures taken to ensure that all are involved especially the marginalised?

Mr. Mbereki in his response stated that the just element was added to the transition to greener world. This was meant to address inclusivity. It is our responsibility to make sure that we respond accordingly. But we are concerned about the aftermath and we take a human centred approach. This ensures inclusivity and this is achieved through capacitation. The tripartite approach is key in this regard to ensure having a common understanding on the transition.



Mr. Kabo Magama

SESSION 5

PRESENTATIONS

Labour market protection systems that improve the health and well-being of worker's.



Presentation by: **Mr. Thilo Schoene**
RESIDENT REPRESENTATIVE - FRIEDRICH EBERT
STIFTUNG (FES)

His presentation centred on improving the health and well-being of workers and advocated for having systems that ensure that workers are protected. In this regard, he raised the below fundamental questions:

- Do we actually talk about health?
- Is opening up threatening our jobs?
- Are employers considering it?
- Is an HR officer trained on creating safe spaces?
- Is government realising how it can be a model with its public sector?
- Are the unions negotiating for it?

Arguing on there is need to improve health and well-being of worker, he said this is so because:

- It is a moral obligation.
- It is a legal duty to care.
- There is competition for skilled labour force.
- Maximum of motivation creates maximum of production.
- Investments in skills pay off in the long term!
- We spend 1/3 of our life at work, why not making it our home?

He asserted that the following are possibilities for employers to try and address the situation in a quest for employee protection:

- OHS and anonymous feedback culture.

- Allowing for continuous learning and growth within the company and outside.
- Preventive health care ergonomic work equipment, medical checks, financial allowance for sport activities etc.
- Sport equipment in work place, common sport activities.
- Create or subsidise canteen with healthy food alternative for SME are food vouchers for restaurants.
- Social activities ease atmosphere and improve communication.
- Safe space for mental issues.
- Flexible working hours we are all different, why same hours?
- Inclusive environment with gender-neutral bathrooms, and baby changing rooms.
- Offer vouchers for nearby pre-schools

He suggested that Government's role is to:

- Make social protection a constitutional right.
- Regular widespread inspections of OHS.
- Creating incentives for employers to adhere to public ranking.
- Clear financial or operational sanctions for non-compliance.
- Create educational leave days.
- Make yearly free medical checks mandatory.

With regard to process matters, he suggested that:

- They should include employees on all levels of companies and create ownership that improves OHS.
- Safety and Welfare issues should always need mandatory consultation with shop stewards.
- Having safe feedback culture.
- Internal welfare ideas should be rewarded.
- Hierarchies can be mixed up for welfare activities.

On the contribution of those outside of the labour market he opined that:

- The unemployed need to be capacitated to enter as quickly as possible.
- Creation of unemployment scheme based on financial incentive with rights and obligations.
- Focus of public works programmes must be skills-training based on market needs and employees interests.
- Particular assistance to employees in difficult circumstances (pregnant, single mother, handicapped etc).

He concluded by saying:

- Health and well-being of workers is economic base for any democracy.
- Cordial relations of citizens, not capitalistic exploitation.
- Learning process which needs many dialogues and transparency.
- It starts before entering job market and does not end when retiring.

SESSION 5

PANEL DISCUSSIONS



Ms. Boineelo Lobelo



Mr. Thamsanqa Tefo Metsing

Labour market protection systems that improve the health and well-being of worker's.

Moderator: Mr. David Mnjama

(LABOUR LAW EXPERT - ILES)

Moderator: Labour Protection Market System? What is it? What is the role of Government in protecting the informal sector?

Panelist: Ms. Boineelo Lobelo

DEPUTY PS (MLHA; DEPARTMENT OF OCCUPATIONAL SAFETY & HEALTH)

Ms. Lobelo started by saying Labour Protection Market System .is what an entity does to protect its workers. Is it a safe place in terms of minimising harm to the employees? Are they any hierarchy of controls which are critical to ensure protection of the workers. It's important to recognise that the informal sector employs a quite a substantial number especially women. Efforts are being made by Government to the extent the MoE has been established. Structures to support – we need short term to medium term. The need to involve the informal sector. The inspectorate function is key. There is ratification of conventions 79 and 181.

Panelist: Mr. Thamsanqa Tefo Metsing

EXECUTIVE SECRETARY - BOTSWANA INFORMAL SECTOR ASSOCIATION (BOISA)

Mr. Metsing indicated that Government departments should recognise them as the informal sector. MLHA did not involve them in the NEP. Furthermore, they want to see the informal sector in the national budget. He posed the question are Headmen protected? As it no protective clothing given.

Panelist: Mr. Keaoleboga Dipogiso

(EXECUTIVE DIRECTOR, LABOUR POLICY EXPERTS BOTSWANA)

Social dialogue is to ensure the interest of the employee is protected that plays an inspection function. The is need for financial services and the private sector is willing to assist, the challenge is the provision of security. He indicated the need for networking, including educational facility. There is also need for research and development in the informal employment sector of the economy as they is shortage of data.

SESSION 6

PRESENTATIONS

Presentation by: **Dr. Patrick Molutsi**
(PRINCIPAL CONSULTANT - JOINT MINDS CONSULT)



State of Poverty in Botswana.

In his presentation, he highlighted that:

In 2021, a total of 17.2% or 446 000 people in Botswana were estimated to be living in poverty. Another 19.7% of the population were, on average or highly vulnerable to fall into poverty. The 17.2% and the 19.7% amounted to 509 000 the 2.3 million people living in poverty. Income poverty refers to lack of necessities of life or lack of access to material well-being. Human poverty refers to denial of access to opportunity to decent standard of living. He referred the audience capability poverty as defined by Prof. Amartya Sen (Development as Freedom 1997) and gave the following as characteristics of the poor in Botswana:

- Largely live in rural areas, but there is urban poverty too.
- They have above average family size.
- They rely highly on agricultural sector for a living.
- They lack access to other material resources.
- They have low quality of human resource capital (low educational attainment).
- Low income.
- They lack basic needs.

He gave the following as other faces of poverty:

- 244 000 Batswana are currently unemployed.
- 157 000 (65%) of the unemployed are young people aged between 20 and 39 years.
- 104 000 of the unemployed have no/lack skills.

Statistics Botswana and Bank of Botswana reports show that Botswanas economy has the past 15 years or so growing between 4% and 5%, when it needs to grow at more than 6% per annum. He gave the following as typical examples of vulnerable groups that need to be considered when discussing poverty:

Those who sell airtime and sweets, Hawkers, traditional beer brewers, car washers, sellers of cooked food on the streets. boys who manage parking spaces for a tip, people who sell grain and clothes in the malls, people who sell ice pops on the roads in between traffic lights, people with disability, ethnic and other minority groups.

Nature of life of the poor

Dr. Molutsi cited Paulo Freire (1970), who, in his book "Pedagogy of the oppressed", described the life of the poor / peasants as follows:

"The peasant is a dependent. He can't say what he wants. Before he discovers his dependence, he suffers. He lets off steam at home, where he shouts at his children, beats them, and despairs. He complains about is wife and thinks everything is dreadful. He doesn't let off steam with the boss because he thinks the boss is a superior being. Lots of times, the peasant gives vent to his sorrows by drinking" (Freire, (1970:39). He adds, "This emotional dependence can lead the oppressed to what Fromm calls necrophilic behaviour: the destruction of life – their own or that of their oppressed." P39.

Dr. Molutsi also described poverty as a source of family violence and other social ills. This, he said, is characterised by: Child abuse, Gender based violence, Drug abuse, General abuse, General crime, Passion killings, Corruption etc. He asserted that green economy offers opportunities for job creation and poverty eradication in the following areas:

- Energy sector solar, wind, hydro / Geo energy Botswana is rich in these.
- Environmental management trees re-planting and recycling of used products.
- Sustainable use of natural resources land, concrete sand, gravel.
- Forests, wild animals, and veld products.
- Underground and open resources.

He concluded by giving the following as requirements to tap into green economy opportunities as per the findings of their research.Green economy is suited for poverty eradication programmes (PEP's) by:

- Skills training – to re-skill and empower the poor.
- Access to sustainable use of resources such as renewable energy.
- Supportive policies.
- Access relevant technology.
- Access to information and knowledge.
- Access to finance.



PRESENTATION

Presentation by: **Mr. Boyce L. Sebetlela**
(CHIEF OF STAFF - OFFICE OF THE PRESIDENT)

Mindset Change and Job Creation

In his presentation, the Chief of Staff Mr. Boyce Lephimotswe Sebetlela highlighted the following: "Your mindset is a set of beliefs that shape how you make sense of the world and yourself." It influences how you think, feel, and behave in any given situation. It means that what you believe about yourself impacts your success or failure.

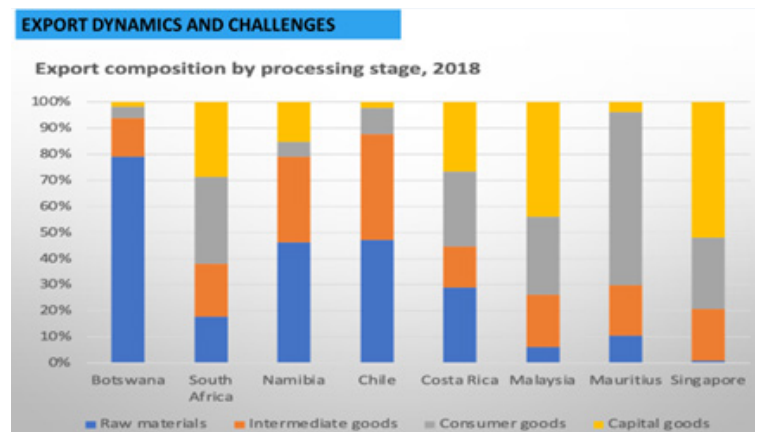
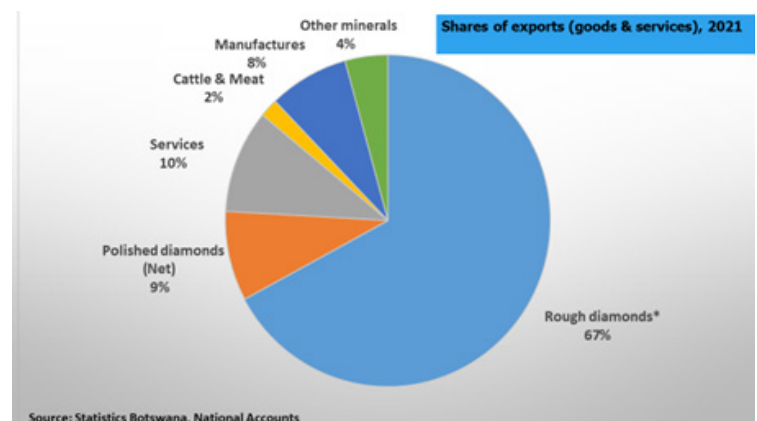
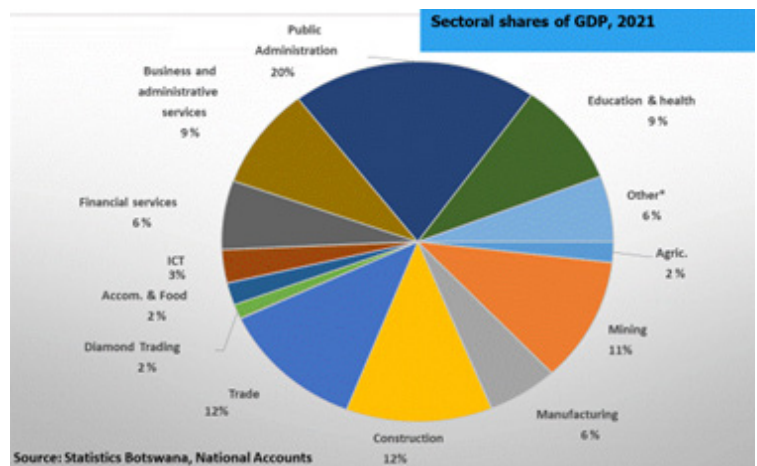
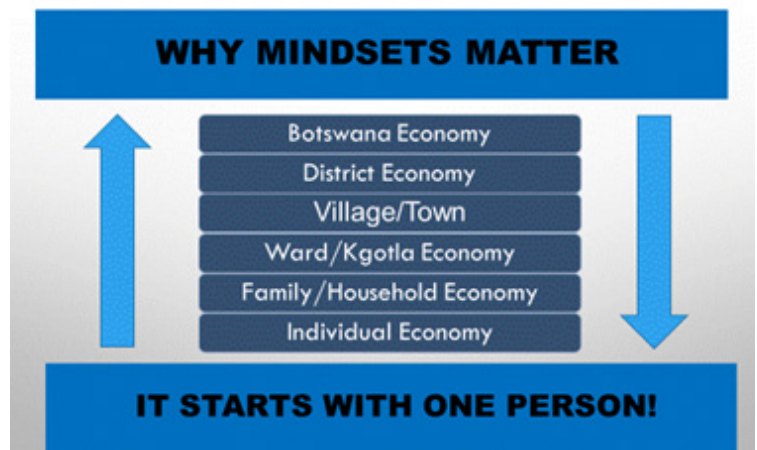
1. Fixed mindset - no way out. Vision 2036 impossible. Middle to high? How?
2. Growth mindset - there's always a way out. Vision 2036 possible. Middle to high? Yes, smaller and poorer nations have done it!

Vision imperatives

- Transformation – game changers
- Flexibility and resilience – unprecedented change and complexity
- Innovation – new ideas
- Implementation

Fixed mindsets against job creation

- Educated to be employed
- Permanent & pensionable
- Diamonds are forever
- Consultation/engagement to inform (policy)
- Small business is poverty
- Micro business is destitution!
- Botswana Small population and economy (but in SACU, SADC and AfCFTA)
- Botswana Landlocked (but land-linked)
- Indigenous products have no value
- Heritage has no value





Closing Remarks: **Mr. Jimmy Rule Opelo** (Permanent Secretary, Ministry of Labour and Home Affairs)

In his closing remarks, the Permanent Secretary thanked the participants for the commitment they have shown in addressing current challenges in labour and employment matters through exploration and collaboration. He challenged the participants to imagine countries which do well in economics and yet they do not have mineral wealth but rather do best in all what they have which in most cases talks to their skills and labour. He emphasised the importance of job creation in the transition from current forms of energy into renewable energy and noted that climate change has triggered a lot of action such as the coming up of clean energy policies to mitigate and reduce continued environmental degradation.

Mr. Opelo, appreciated that the conferenced discussed innovative approaches and insights in order to deal with unemployment matters that are currently bedevilling the country, and thanked all the speakers, panellists, and presenters for their invaluable contribution to the momentous conference. Furthermore, he appreciated ILES' dedication and meticulous planning and tireless efforts in making the conference a success, and assured ILES and stakeholders of MLHA's undivided support in all their endeavours to achieve objectives of the conference. He also appreciated all those in attendance for their commitment

and sacrifice to attending the conference, which goes in line with the tenets and principles of teams in pursuing a common goal or purpose. He implored the participants to use the knowledge that was shared throughout the conference as that could be the transformation that Botswana needs.

He asserted that the concepts of "A Just Transition" and "Decent Work" should not be viewed as mere theoretical constructs but rather as our commitment to building a world where every individual has an opportunity to flourish, where economic growth is shared equally, and where the dignity of work is upheld. Thus, to cause this much needed change, we all have to trigger it, as it is always said, that "Be the change that you want to see". The Permanent Secretary acknowledged that the Ministry of Labour and Home Affairs has a shared commitment with the Ministry of Trade and Industry under the philosophy of "One Government" and "Shared Vision", and emphasised that job creation is not just an economic necessity, but a moral imperative. Thus, the importance of working together in fostering an environment that is conducive for sustainable employment needs not to be overemphasised.

He pledged MLHA's unwavering drive under Government's "Mindset Change Agenda" to support labour and employment initiatives. This, he said is supported by the Fourth Industrial Revolution drive. He further noted that we all have to prioritise bridging the skills gap and placing human potential at the forefront. Thus, our staff should be equipped with the right skills to cope with the opportunities and challenges brought by automation and digitalisation and highlighted that the just transition is essential as it ensures that the economic shift towards sustainability does not come at the expense of workers and communities. He implored participants that it is our duty and role to ensure safeguarding the rights and well-being of workers during the transition.

In closing, the Permanent Secretary urged the participants to take the lessons learnt and transform them into real-world solutions. He further urged them to advocate for just policies, support inclusive job creation, champion labour market protection systems, and prioritise human potential in the Fourth Industrial Revolution.

CONFERENCE QUESTIONS & ANSWERS

Policy frameworks, strategies and implementation plans for job creation and quality jobs for all to an environmentally sustainable economy.

- **Q.** (Mr. Thamsanga Tefo Metsing-BOISA): A lot of cases are recorded as they're no contracts in place. Employers use their ID's to benefit from the workman's compensations. Labour officers are being biased and receive bribes. Where can the informal sector access funding?
- A.** (Ms. Onneetse Makhumalo- ILO): UNDP has been assisting the Informal Sector by providing funding using their post Covid-19 recovery plan in place more especially women.
- **Q.** (Ms. Onkabetse Nkabe Ketshabile- People Living With Disabilities): With regards to inclusive implementation programmes, are persons with disability's included in the programmes?
- A.** (Ms. Onneetse Makhumalo- ILO): They promote policies which are inclusive for all, MET will expand more on implementation.
- **Q.** (Mr. Edward Tswaipe): With regards to migrant labour are we experiencing any growth or reduction in numbers. What is the status of relaxed job seekers. What are we saying about loss of employment in the informal sector?
- A.** (Prof. Happy Siphambe): Government categorizes Ipegeleng programme as employment and is indicated and calculated within the employment data. The programme needs to be restructured. In addition to unemployment emphasis and focuses also has to be directed to underemployment.
- **Q.** (Mr. Bame Pete- The Voice Newspapers): We still buy fresh produce such as onions for P4-P5, why not produce ourselves? With regards to the FDI that we are currently promoting, what should

be done in the interim?

- A.** (Prof. Happy Siphambe): Even though closure of borders for import restrictions if good, they is also need to consider demand and strike for a balance. We need more interventions from institutions such LEA and CEDA to help address business failures.
- **Q.** (Ms. Onkabetse Nkabe Ketshabile- People Living With Disabilities): Even though unemployment rate is said to have gone down from 30% to 25% statistics indicate that 90% of people living with disabilities are unemployed.
- A.** (Prof. Happy Siphambe): Most of our statistics need to be more disaggregated and be more inclusive.
- **Q.** (Mr. Thamsanga Tefo Metsing-BOISA): Can something be done to protect photographers at Railpark Mall from eviction. Government should co-create and protect them.
- A.** (Mr. Siphon Ndlovu, Representative- ILO Office, Pretoria): In the National Youth Forum, they need more buy on from both Government and private sector to strengthen their data. They employ more than 18 000 youth through their programme.
- A.** (Ms. Boingotlo Matlho- PPARA) – youth are abused by employers and they are aware and they try to engage the perpetrators.

Enabling small medium & micro enterprises (SMME's) to generate employment in sustainable zones, while fostering skill transfer to bridge the skills gap in youth.

- **Q.** (Ms. Galaletsang Dintsi- Fredrich Ebert Stiftung, FES): Who makes sure that jobs are created, it is policy makers, are perspectives of youth factored in when making policies?
- **Q.** (Ms. Shathani Somolekae- Somolekae & Associates): Are we going to wait for 10 years for

HRDC to execute their mandate? What kind of training can we put in place in the meantime? If as a child you don't see parents actively involved then there is already failure.

- **Q.** (Mr. Moranodi Esi): Parastatals don't seem to be aligned, they work in Silo's. NDB overlooks the informal sector, Seza's requires P50 million to partner with investors, where do youth get that amount of money. LEA trains but does not seem to encourage local consumption.
- A.** (Mr. Godfrey Molefe -Local Enterprise Authority, LEA): They have a platform for promoting local brands. There is a requirement of certification of local brands for those to whom we are exporting, unfortunately when cutting down on costs we comprise on quality than other things.
- A.** (Mr. Lonely Mugara- Special Economic Zones Authority, SEZA): Highlighted that there are so many opportunities and encouraged partnerships.
- A.** (Mr. Kenneth Boikhutshwane- National Development Bank, NDB): Reset agenda, let's do things differently like self-financing in education, reduction of exorbitant costs on vehicles and offices. On financing, there is responsible lending. If no payment, then NDB collapses.

Social dialogue and tripartite partnership's responsibilities in a successful implementation of an inclusive job creation approach and effective labour market protection systems

- **Q.** (Ms. Onkabetse Nkabe Ketshabile) – What is being done to encourage an inclusive labour engagement.
- A.** (Ms. Tebogo Mogotsi- Directorate of Public Service Management,



DPSM): They are working on HR policies recruitment which are given priority. The Office of President is leading on people living with disability as there is a department dedicated to the disadvantaged group. She acknowledged that some policies are outdated but are being reviewed with social partners. In April there was a global conference where BW wasn't represented.

- **Q.** (Mr. Timothy Rantaung - Institute for Labour and Employment Studies, ILES): What other policies is Business Botswana advocating for?
- A.** (Mr. Norman Moleele- Business Botswana, BB): The activities are taken as an entire process where at BB is fully engaged. They have a particular interest in what SEZA is doing on economic zones so that private sector can be involved. But where there is labour shortage we import accordingly. There is a continuous improvement throughout.
- **Q.** (Mr. Edward Tswaipe): what is being done to ensure that tenets of decent work country programme are followed and are inclusive.
- A.** (Mr. Tobokani Rari- Botswana Federation of Public Servants Union, BOFEPUSU): There is social dialogue in that regard. They have started capacitating employees.
- **Q.** (Ms. Boingotlo Matlho- PPARA – Are they any programmes to teach Batswana on roof top solar energy?

Climate, Technology & Demographic Dynamics and Measures that Promote A Just Transition Towards Environmentally Sustainable Economies and Societies for All.

- A.** (Mr. Kabo Magama- Botswana Power Corporation, BPC): There is rooftop programme that has been launched. It says if you generate more than you require, you can be rewarded. There is an education programme.
- **Q.** (Mr. Kealeboga Dipogiso- Labour Policy Experts

Botswana): How are addressing the voiceless people like through kgotla?

- **Q.** (Lebogang- BPC): In the context of Artificial Intelligence (AI), how do we see its impact on the community?
- A.** (Mr. Tshepiso Mbereki- Botswana Federation of Trade Unions, BFTU): As trade unions worry about jobs loss by robots. There is need to balance AI and manual.
- A.** (Ms. Onneetse Makhumalo): We need to train our labour force for the jobs that are coming in future. Let's leverage on the advantages that come with AI.
- **Q.** (Mr. Boyce Sebetlela): When we talk about climate change we do not talk about energy for cooking? Solar ... and everything solar, it is possible that Batswana are being sold poor quality. Does BPC ensure that Batswana are not cheated with low quality products?
- A.** (Mr. Kabo Magama- Botswana Power Corporation, BPC): BPC comes at commissioning stage. Quality will be addressed. They have noted that the correct standard is controlled given a free market economy. The products should last up to about 20 years and they is need for suppliers' regulation.

Labour market protection systems that improve the health and well-being of worker's.

- **Q.** (Mr. Thamsanga Tefo Metsing- BOISA): In case of informal workers with no job description? How are they protected from abuse like no protective clothing where it is necessary?
- A.** (Mr. Thilo Schoene- FRIEDRICH EBERT STIFTUNG, FES): Whenever companies abuse workers Government should enforce the law.
- A.** (Mr. Siphon Ndlovu, Representative- ILO Office, Pretoria): Live stream policy development, Government needs to respond to why this is not happening.

RECOMMENDATIONS

Day 1

- Let us move away from just talking for which we are famous for, but doing / implementing.
- We need to have policies that are congruent.
- We need to promote SME's, especially the indigenous ones.
- The need to boldly address employment in the informal sector.
- Disaggregate statistics on employment to address the inclusivity.
- More initiatives by Government to protect the informal sector such as the photographers.
- Include youth when developing policy to properly address their pains. Introduce awards initiatives for employment on targets. The National Youth Forum needs more buy in from government and the private sector to strengthen their data.
- Ensuring that tenets of decent work country programme are followed to ensure inclusiveness.
- HRDC should speed up their processes to address the skills mismatch issue.
- Now, from Rhetoric to action / implementation.

Day 2

- The need for more public education on transition into the greener economy.
- Promote more occupational health and safety in the transition.
- Need to develop standards of products (BOBS).
- Need for suppliers' regulation.
- Consider the name and shame philosophy for companies.
- Continuous external evaluation of policies.
- Have safe feedback culture.



ANNEXURE

PRESENTATION

Policy frameworks, strategies and implementation plans for job creation and quality jobs for all to an environmentally sustainable economy.

Presentation by: **Ms. Onneetse Makhumalo**
(National Project Coordinator - International Labour Organization, ILO)



**International
Labour
Organization**

A Just Transition and Decent Work Agenda.

BACKGROUND

- Our daily business activities can have a negative effect on the environment through air and water pollution, the disposal of waste, or the overuse of natural resources, among others.
- Since the industrial revolution, we have also relied on the use of fossil fuels to power economic growth and development.
- This unfortunately, has had a negative bearing on the climate. As a direct result, we are today in a climate emergency due to climate change.
- At the same time, businesses depend on the environment to access different inputs, such as land, energy, or water. In instances where natural disasters, pollution, climate change and resource depletion are experienced, businesses are negatively affected.
- This led nations to reflect and find a balance on how they address climate change while continuing to develop. Hence the term Sustainable Development.
- There is global agenda to address climate change set through the United Nations Framework Convention on Climate Change (UNFCCC)
- At the Country level, there are Nationally Determined Contributions (NDC)

BACKGROUND – WHY A JUST TRANSITION

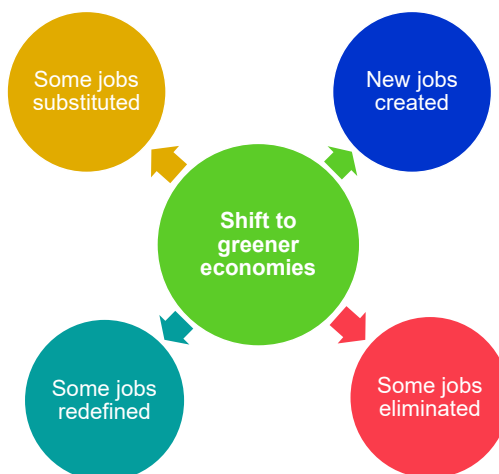
- The history of the concept **Just Transition** is traced to **organised labour in the USA who** advocated for policies that protect the environment as well as workers.
- Over time, however, just transition came to mean something much broader for unions and their partners:
- **Paris Agreement (2015)** - highlights “just transition and decent work” as essential elements to responses to climate change
- **UN Climate Action Summit (2019)** - countries committing to place jobs at the heart of climate action and to promote a just transition.
- **COP 25 (2019)** - Climate Action for Jobs Initiative launched, bringing together governments, workers’ and employers’ organizations, international institutions, academia and civil society to deliver change.
- **ILO Guidelines for a just transition towards environmentally sustainable economies and societies for all (2015)** – offer policy framework to guide the transformation

WHAT IS A JUST TRANSITION?

- Just Transition means greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities and leaving no one behind;
- From the ILO tripartite perspective, the transition to a green economy should be “just” in terms of both its outcome, which increases decent work opportunities, as well as the process, which must be inclusive and based on social dialogue.
- Long-term objective is that a focus on Just Transition becomes an integral part of policy frameworks, socio-economic and environmental action programmes and the sustainable development agenda.

CLIMATE CHANGE IMPACT ON JOBS AND PRODUCTIVITY

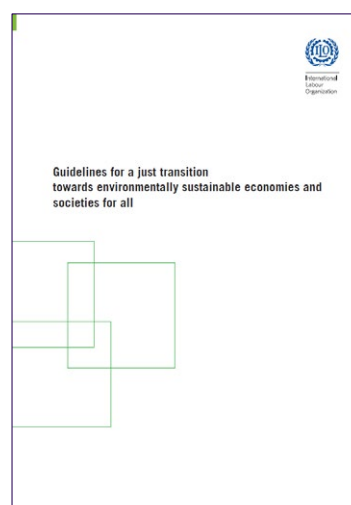
- ▶ By 2030, 2% of working hours could be lost, with decline to labour productivity.
- ▶ 1.2 billion jobs are closely linked to eco-system services.
- ▶ Achieving the 2degree target brings net employment gains of 18 million new jobs by 2030.



- ▶ Latest IPCC report: “rapidly closing window” - impact is more widespread and severe than expected (droughts, extreme heat, record floods, food insecurity)
- ▶ We must act and address climate change to deliver more and better jobs, with the right set of policies

▶ The vision for a “Just Transition”

- The four pillars of the Decent Work Agenda – social dialogue, social protection, rights at work and employment creation – **are indispensable building blocks**
- A just transition for all towards an environmentally sustainable economy **must be well managed** and contribute to the goals of decent work for all, social inclusion and the eradication of poverty and
- Just transition should also be a **strong driver of job creation, social justice and poverty eradication.**
- Sustainable development means that the needs of the present generation should be met without compromising the ability of future generations to meet their own needs **Economic, social and environmental dimensions are interrelated**



▶ Opportunities and challenges for a Just Transition

Opportunities

- net gains in total employment** from realizing the potential to create significant numbers of additional decent jobs through investments into environmentally sustainable production and consumption and management of natural resources
- improvements in job quality and incomes** on a large scale from more productive processes, as well as greener products and services in sectors like agriculture, construction, recycling and tourism
- social inclusion** through improved access to affordable, environmentally sustainable energy and payments for environmental services (women, rural population, vulnerable communities)

Challenges

- economic restructuring**, resulting in the displacement of workers and possible job losses and job creation attributable to the greening of enterprises and workplaces
- the need for enterprises, workplaces and communities to **adapt to climate change** to avoid loss of assets and livelihoods and involuntary migration
- adverse effects on the incomes of poor households from higher energy and commodity prices during a transition (in the short term)

▶ Guiding principles

- Strong social consensus, social dialogue and respect for fundamental principles and rights at work is critical for JT policy making
- Policies and programmes need to take into account the strong gender dimension of many environmental challenges and opportunities
- Coherent policies must provide an enabling environment for enterprises, workers, investors and consumers to embrace and drive the transition

- framework to promote the creation of more decent jobs, anticipating impacts on employment, adequate and sustainable social protection for job losses and displacement, skills development
- There is no “one size fits all”, policies and programmes need to be designed in line with the specific conditions of countries
- International cooperation

Policy Areas for intervention



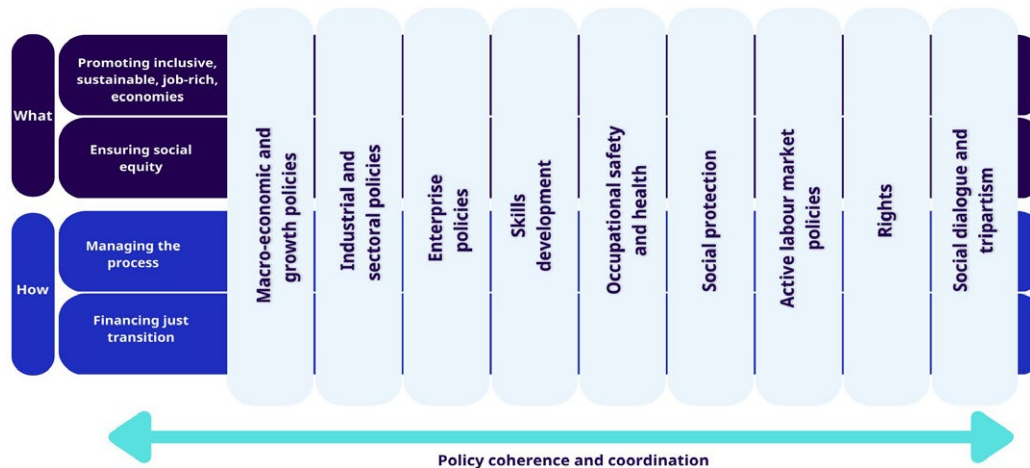
2015



9 policy areas for intervention;

- ▶ Macroeconomic and growth policies;
- ▶ Industrial and sectoral policies;
- ▶ Enterprise policies;
- ▶ Skills development;
- ▶ Occupational safety and health;
- ▶ Social protection;
- ▶ Active labour market policies;
- ▶ Rights;
- ▶ Social dialogue and tripartism

▶ An action framework for a just transition



▶ Current trends in key policy and implementation areas for a just transition (ILC 2023)



Macroeconomic and growth policies Ensuring fiscal space for social spending, and using financial steering instruments can expedite green transitions



Increased focus on **industrial policies and technology** with potential impacts of global trade and investment.



Smart use of incentives, creation of an **enabling business environment**, and regulatory practices for due diligence can unleash the potential of the private sector for enterprise development.



Anticipating skills needs and strengthening systems to provide equitable access to **skills and lifelong learning** for all individuals, including those in the informal economy, is still constrained in many countries



Social protection is a facilitator of, not just a buffer for, a just transition. Social protection policies together with **active labour market policies** can ease and accelerate transition leaving no one behind.



International labour standards, including the right to freedom of association and the right to a safe and healthy working environment and gender equality, are not often part of the just transition policies – scope for normative dialogue.



Social dialogue and collective bargaining has been used to build consensus for some, but not all, policy processes.



Mobilizing **public and private finance** from domestic and international sources. Leveraging the expertise and resources of IFIs and MDBs and aligning financial flows. ilo.org

PRESENTATION

Policy frameworks, strategies and implementation plans for job creation and quality jobs for all to an environmentally sustainable economy.

Presentation by: **Prof. Siphambe, Dr Mavis Kolobe and Ms Itumeleng Moatshe.**

Employment and Unemployment in Botswana, nature, challenges and key policy responses

Botswana economic history



From the 1970s to 2000s, Botswana enjoyed high growth rates generated by the state-led growth model.



Thereafter that Botswana's economy has entered a period of low growth rates.



Sectors that had been identified as growth points for economic diversification to spur economic growth and job creation have not produced the intended outcomes

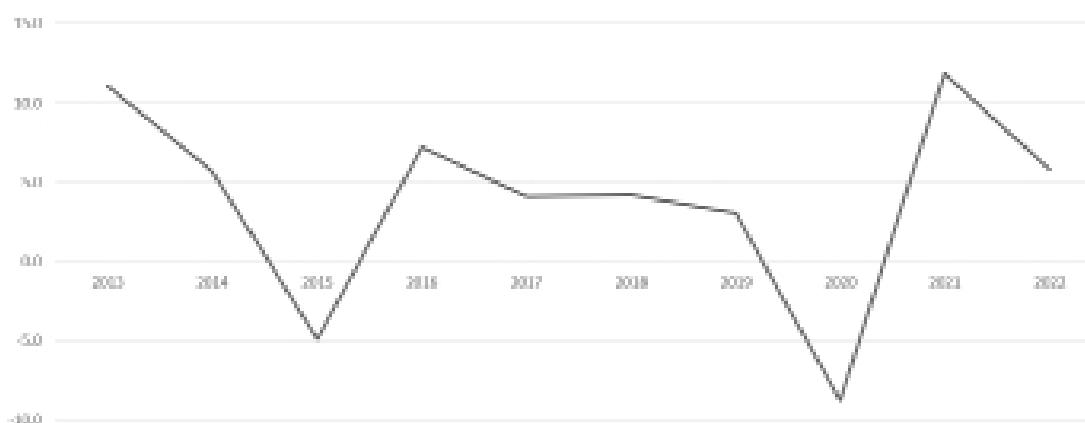


construction, manufacturing, wholesale and retail, as well as finance insurance and pension funding and real estate activities registered an average of 5%.



The mining sector is highly capital intensive and does not generally employ large numbers of potential job seekers.

Total Output Growth (2016 Prices)



Growth Performance



Botswana's economy experienced modest positive growth rates over the review period, with negative growth rates in 2015 and 2020.



Following the recovery of the economy from the economic recession induced by global financial crisis of 2008/09, there was a fall in real GDP in 2015 as a result of a decline in Botswana's mineral exports caused by lower global market demand.

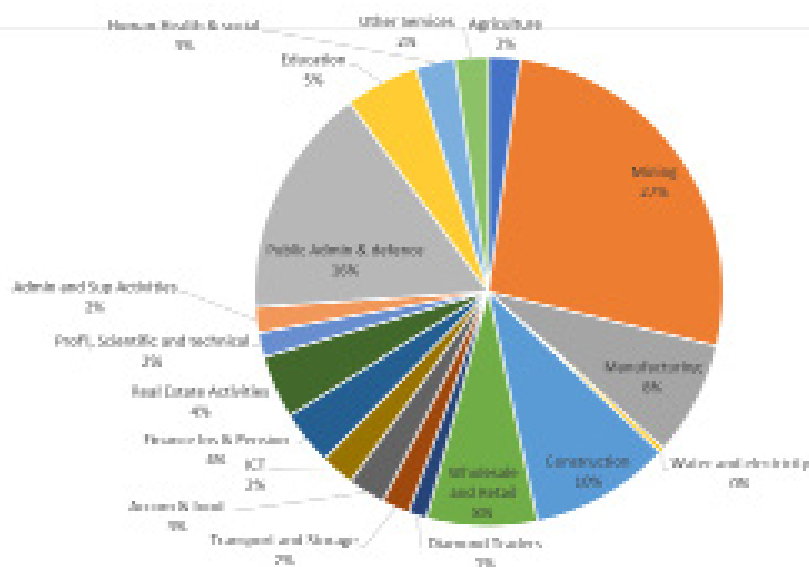


Again, output growth recovered thereafter, although the growth rates that ensued followed a downward trend.

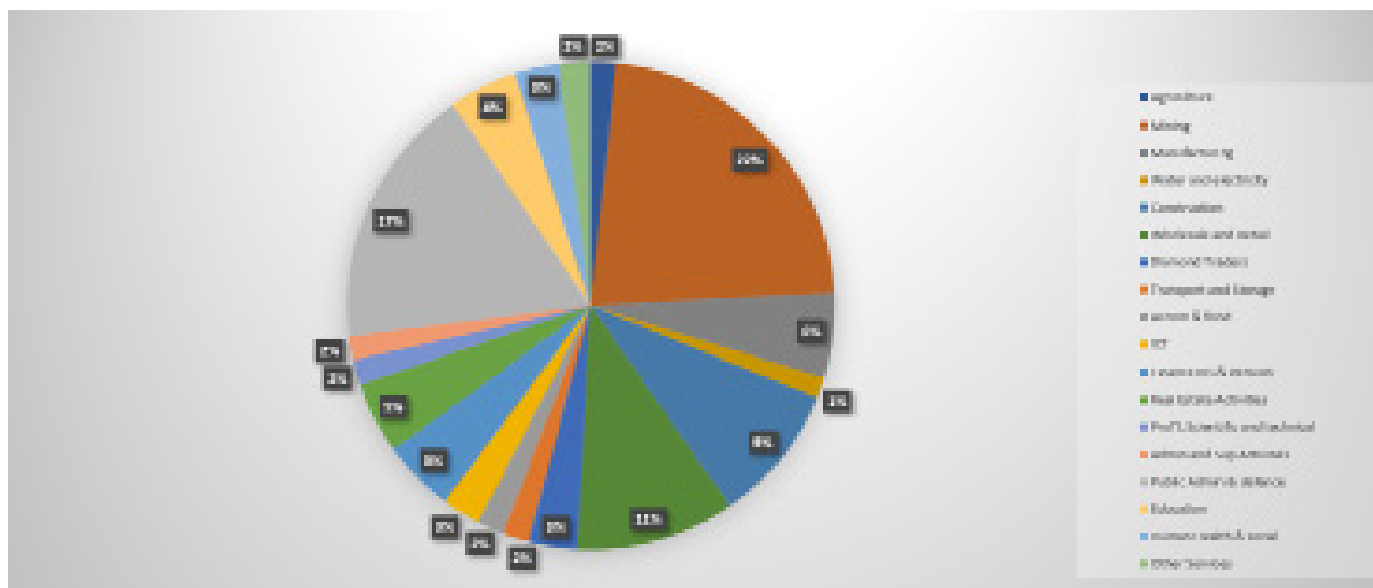


The positive growth rates were interrupted by the COVID-19 pandemic.

Sectoral Shares of GDP, 2012



Sectoral Shares of GDP, 2022



Growth Patterns



The sectors that are associated with economic diversification tend to have experienced relatively higher growth rates (with at least 5 percent growth rates)



Water and electricity grew substantially in 2021 - this reflects the fact that electricity recorded a positive growth of 202.6 percent as opposed to a decrease of 24.8 percent registered in the corresponding quarter of 2020.



In terms of formal employment, although the economy experienced overall positive economic growth, this state led model of growth did not generate high employment levels.



this probably reflects the fact that the Mining sector, which is the main driver of Botswana's economic growth, is capital intensive



The main contributors to employment are (i) the Public Administration and Defence, (ii) the Wholesale, Retail and Sales of vehicles, (iii) Education and (iv) Administration and Support Service Activities, in that order



Manufacturing contributes 6.7 percent to employment - very low by international standards

Labour Market Overview-Labour Demand

The public sector generally absorbs large numbers of employees, but it has come under pressure to scale down due to fiscal restraint on government spending.

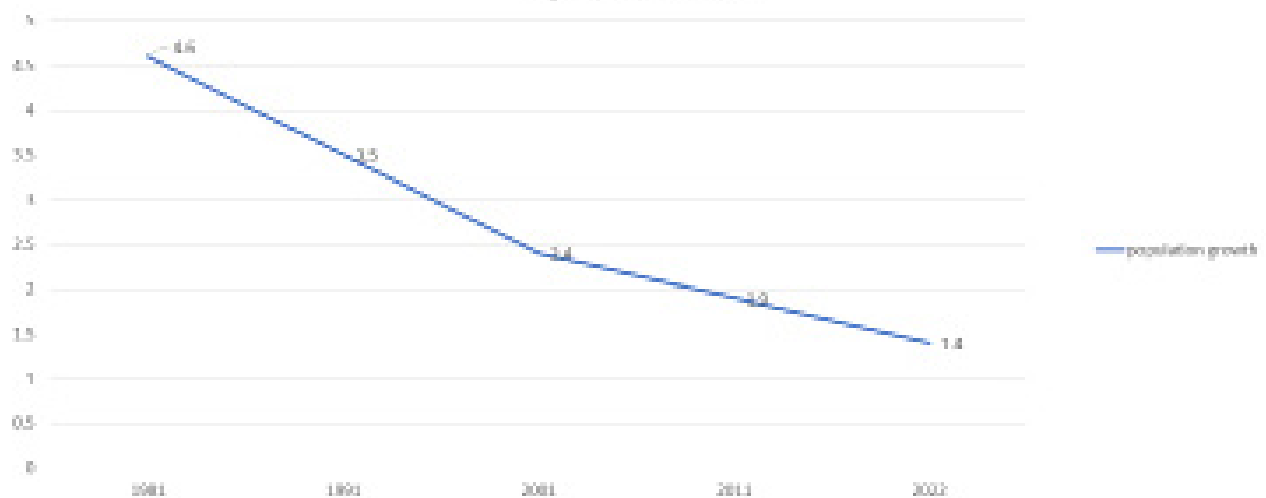
The economy did not grow to expectations and as a consequence, the impact on job creation was severe.

A snap shot of the employment trend sector by sector from September 2015 to June 2018 for example show modest or no growth at all in key sectors that were earmarked as diversification sectors.

Labour Market Overview-Labour Supply

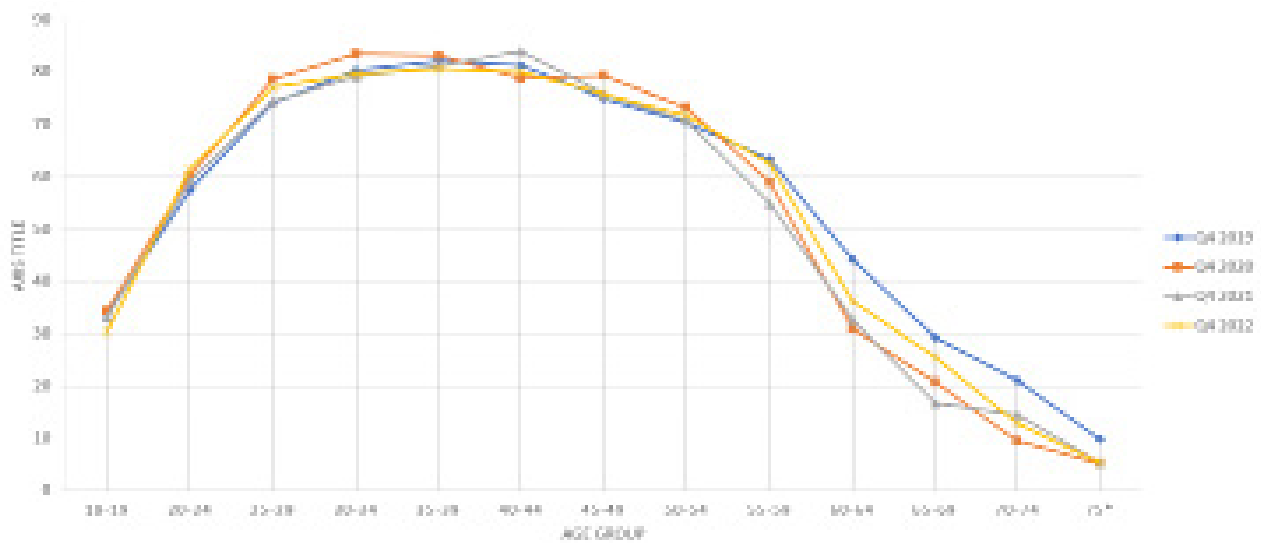
Botswana's population continues to grow, albeit at a decreasing rate

Population Growth



Labour Market Overview-Labour Supply

LIFPR has remained at about 60% with usual pattern



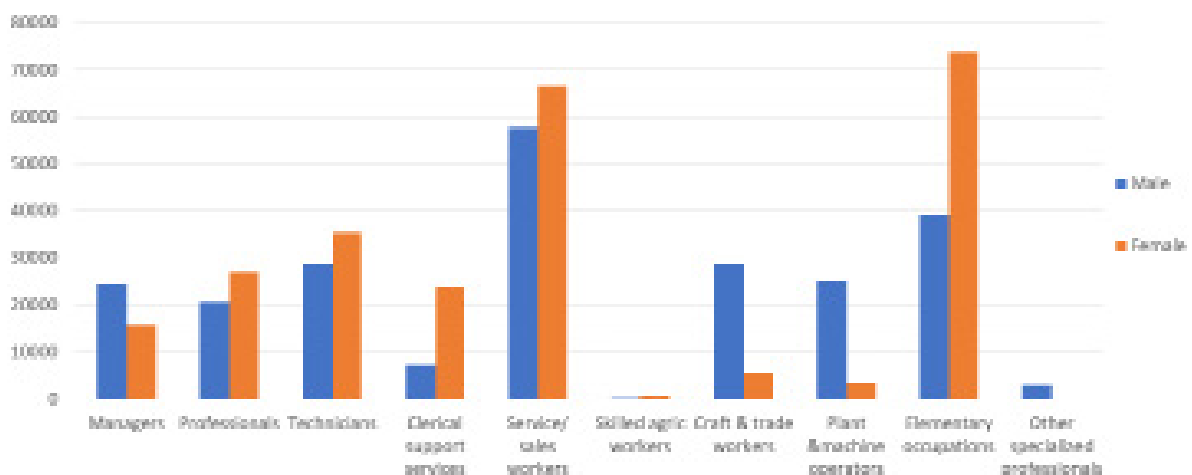
Labour Market Aggregates

Unemployment generally Rising and NEET too!

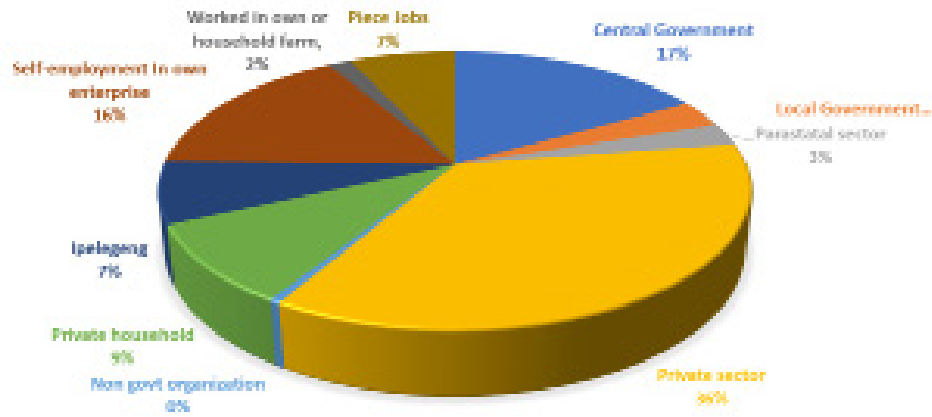
Aggregate	Q4 2019	Q4 2020	Q4 2021	Q4 2022
Population 18+	1,470,731	1,481,036	1,504,263	1,484,278
Labour Force 18+	949,104	970,139	965,680	956,134
Employed Population 18+	741,131	732,914	716,510	716,120
Unemployed population 18+	208,171	237,225	249,171	240,004
Youth Labour Force	474,193	509,195	486,706	471,139
Labour Force Participation Rate	69	60	69.2	69.7
Unemployment rate 18+	21.9	24.5	26	25.1
Extended Unemployment Rate	27.3	30.3	31.1	31.4
Youth unemployment rate	28.8	32.4	34.4	35.5
NEET Rate	36.1	37.5	39.4	39.9

Formal Sector Employment by Occupation and Gender

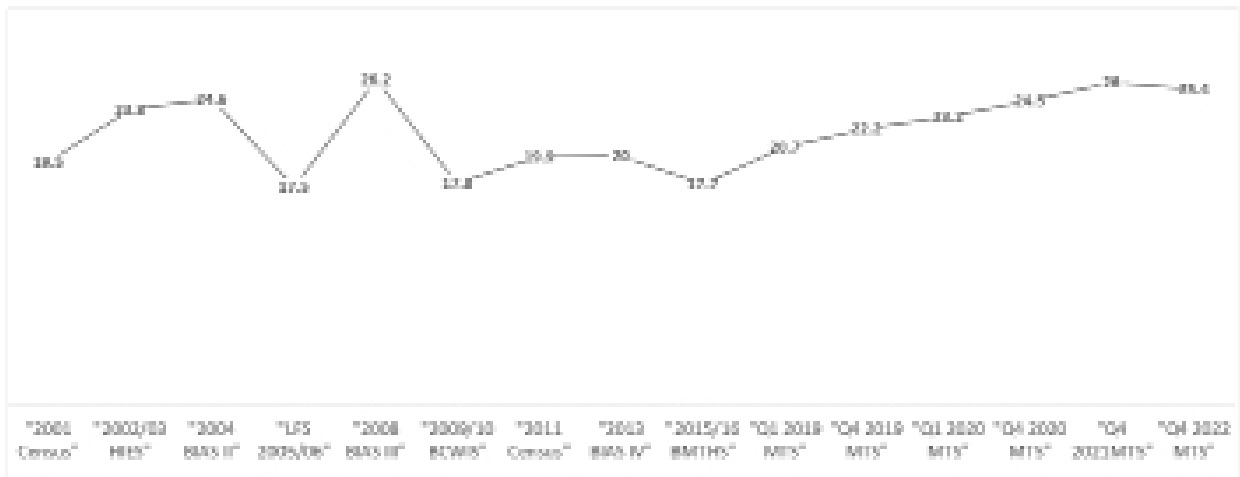
Females dominate in Service, clerical and Elementary occupations. Also Professional and Technicians



Employment by Sector in 2022 Fourth Quarter

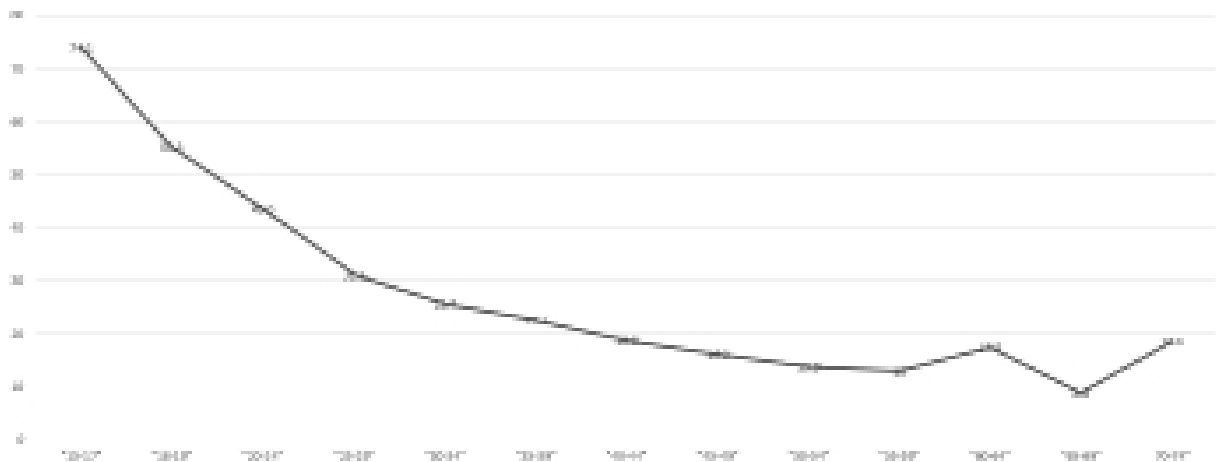


Unemployment trend 2001-2022



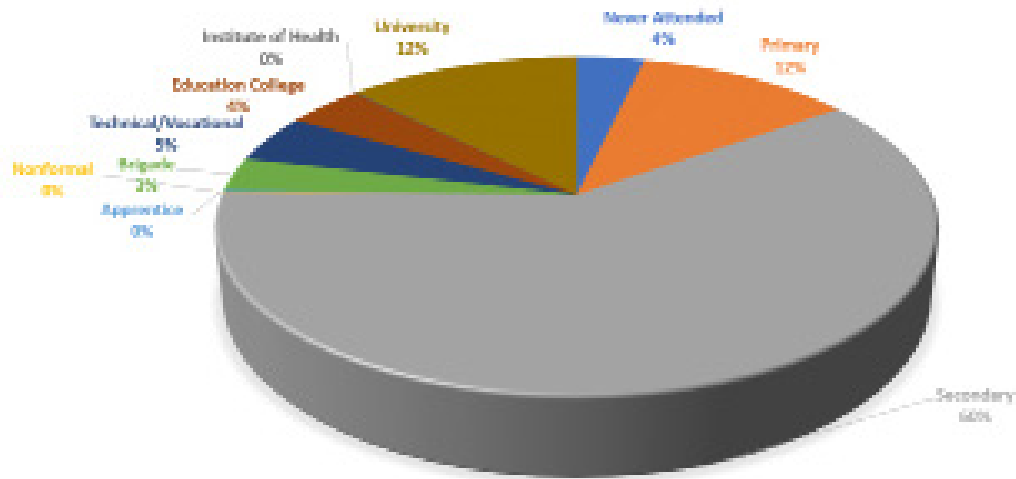
Unemployment by Age

Unemployment falls as age increases.



Unemployment by Education

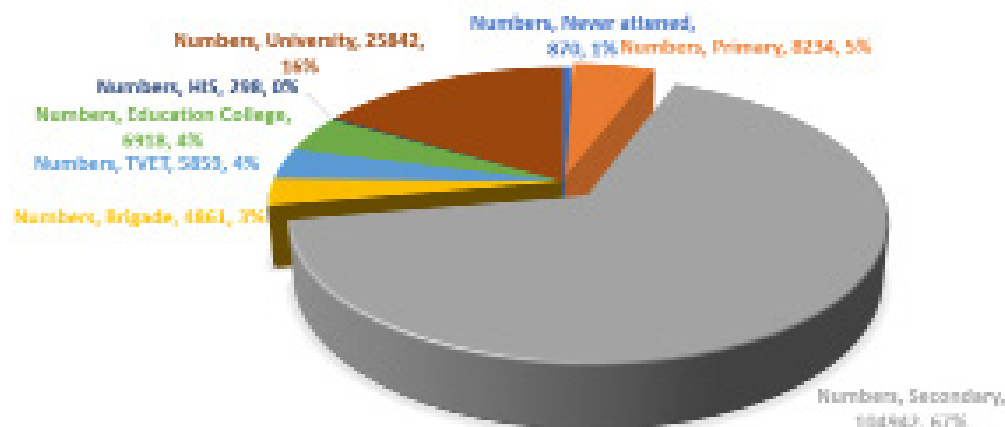
Highest proportion is those with secondary education and no skills



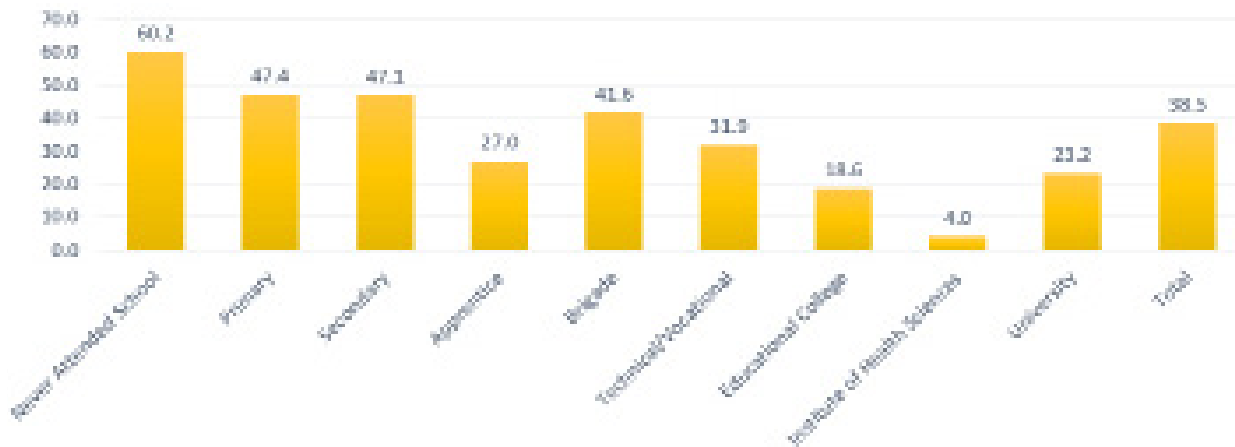
Youth Unemployment

- + The unemployed and seeking were estimated at 244,594 people in 2022 Q4.
- + Of these 157,938 or 65 percent of these unemployed individuals are young
- + The highest proportion at 104,942 making 76 percent of the total are those with secondary education and no skills.
- + The second largest group making 25,842 or 16 percent of the total are those with university education.
- + The third largest is those with primary education making 5 percent of the total unemployed individuals

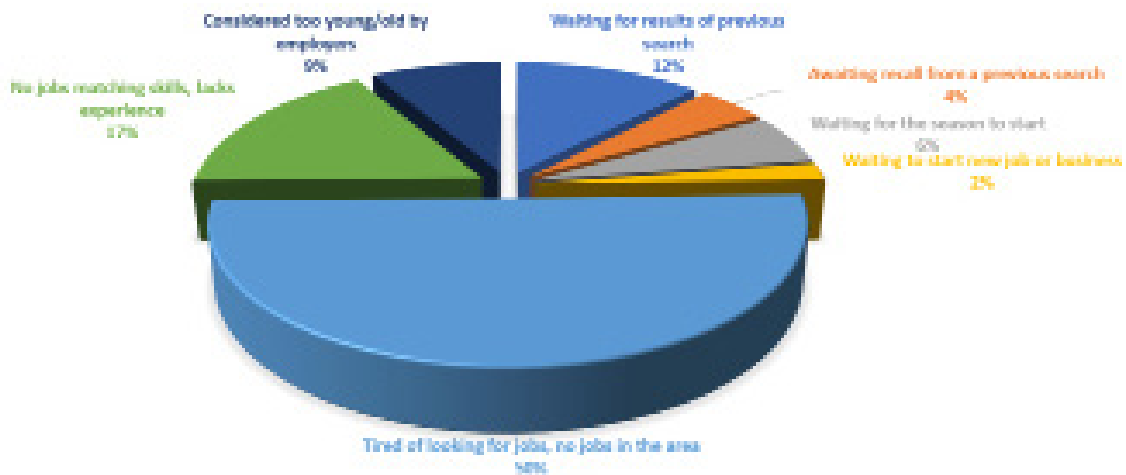
Youth Unemployment by Education



Unemployment Rate by Education



Currently not seeking employment by reasons



Duration of unemployment and search

Length without work and looking for a job	Frequency	Percentage
Less than one month	9308	3.8
One month to less than 3 months	25060	10.2
Three months to less than six months	22211	9.1
Six months to less than 12 months	31552	12.9
One year to less than 2 years	63270	25.9
Two years or more	93194	38.1
Total	244595	100

Possible explanation for unemployment

Supply of labour is more than the growth of demand given the sluggish growth of the economy and structure of the economy that is generating jobs on the lower side of the employment spectrum.

Botswana's economy is not highly industrialized and manufacturing is contributing a small proportion to employment.

In general value chains are not well developed and the country exports most of the commodities with little processing and beneficiation.

The country is also a small market and uncompetitive given the low labour productivity.

Possible explanation for unemployment



On the supply side, graduates are generally becoming unemployable because they lack certain skills that include both technical and soft skills.



The skills mismatch is in terms of both quantitative and qualitative dimensions.



On the quantitative side, the education and training providers are producing certain skills while the economy is having a deficit of other skills.



Education and training has been producing many graduates with education, humanities and business degrees.

Possible explanation for unemployment

On the other hand, there is a shortage of graduates in some Engineering, Health and medicine and some Science related disciplines.

The second type of skills mismatch is one that is qualitative in nature.

The graduates are found to lack application in terms of their discipline and are accused of being theoretical.

In addition the employers indicated in several studies that the graduates do not have the soft skills required for effective performance of the jobs. These include critical thinking, team work.

Policy Responses



Strengthening the growth of employment- which sectors should be prioritised



Education and training- how do you make E&T responsive to the needs of the employers



LMIS/LMO- improving information and reduce search unemployment



Employment targeting?

Policy Responses

Strengthening the growth of employment



- **Agriculture and Agribusiness:** Encourage value addition by supporting food processing, agribusinesses, and the development of agricultural value chains.
 - The "import substitution ban" should be expanded to encompass all facets of the agricultural sector's value chains. Presently, the ban solely pertains to raw vegetables and does not encompass byproducts or the entirety of value chains.
 - This partial restriction has allowed retailers to exploit a regulatory gap, consequently hindering the sector's ability to generate the expected volume of employment opportunities.

Policy Responses

Strengthening the growth of employment



- **Small, Micro, and Medium-sized Enterprises (SMEs):** The promotion of Small and Medium-sized Enterprises (SMEs) across many industries can act as a facilitator for the creation of employment opportunities and the expansion of economic diversity.
- It is imperative to protect small-scale micro and informal enterprises by instituting dedicated sales channels exclusively for specific commodities through these entities, notably indigenous food items like Phane, sewaa, morogo wa dinawa, phaphatha, magwinya, and related products.
- The current practice of permitting large retailers to directly compete with small and medium-sized enterprises (SMMEs) and informal businesses has adverse consequences, as it results in the displacement of SMMEs and the consequent loss of employment opportunities for unskilled laborers.
- Renewable energy could if supported become the new diamond for the country
- ICT also has many job opportunities especially for the youth- this needs support in terms of regulations and support for start ups
- Research, development and innovation is a key area that needs to be highly funded and ecosystem developed to allow for value chains of research to be supported- currently R&D is estimated at 0.04% of GDP- target is to grow it to at least 2% of GDP

Supply Side Responses - Alignment of the Education

<p>Opportunity for Basic and Tertiary education to enhance employability of students</p>	<ul style="list-style-type: none"> • Curriculum enhancements e.g.: introduction of a Diamond Production course. • Outcomes Based Education (OBE) recently introduced to align the education system and prepare learners for the world of work.
<p>Improvements at basic education level</p>	<ul style="list-style-type: none"> • Curriculum development geared towards the current major industries • Introduce research skills at basic education level • Infusion of indigenous knowledge at the basic level • Intensify implementation of OBE • Enhance practical skills development at the basic level.
<p>Improvements at the tertiary level</p>	<ul style="list-style-type: none"> • Mindset change to demystify technical and vocational training • Enhance collaboration between training institutions and businesses • Incentivize entities employing and training youth/fresh graduates • Training aligned to industry standards • Reconcile training with industry required competencies (soft and technical skills)

PRESENTATION

Policy frameworks, strategies and implementation plans for job creation and quality jobs for all to an environmentally sustainable economy

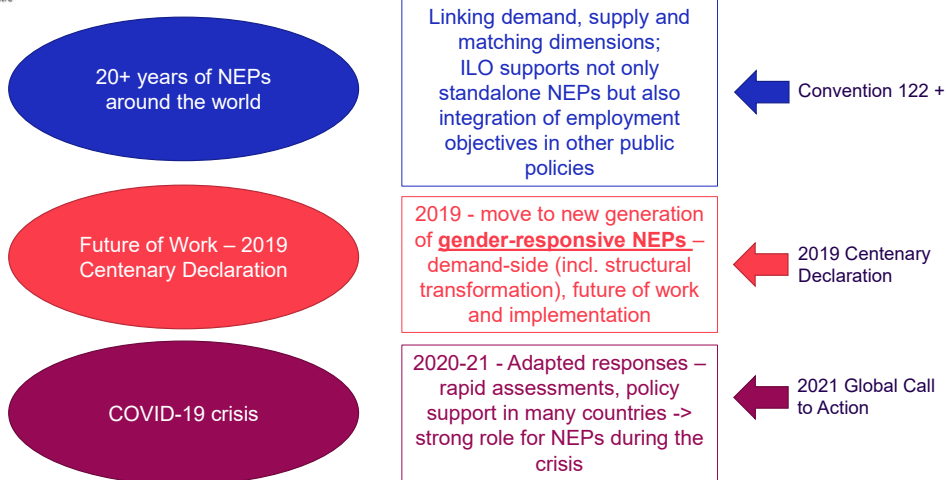
Presentation by: **Dr. Bernd Mueller** (Employment Policy And Analysis Programme Manager- International Training Centre - International Labour Organization, ITC-ILO)

Employment Policy Frameworks and Challenges in SADC.

□ This presentation was done virtually from Turin, Italy and highlighted the following:



A brief history of employment policies



- Dr. Bernd Mueller raised a concern that though there is an increase in the number of National Employment Policies (NEP's) as indicated in the below graph, implementation remains a concern.

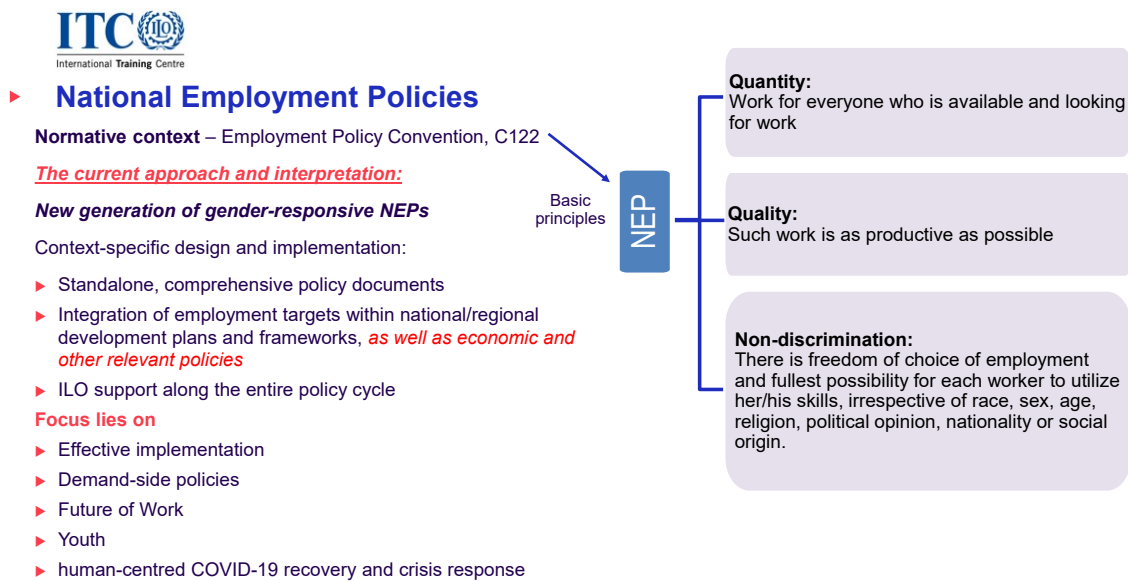


Increasing number of employment policies around the world

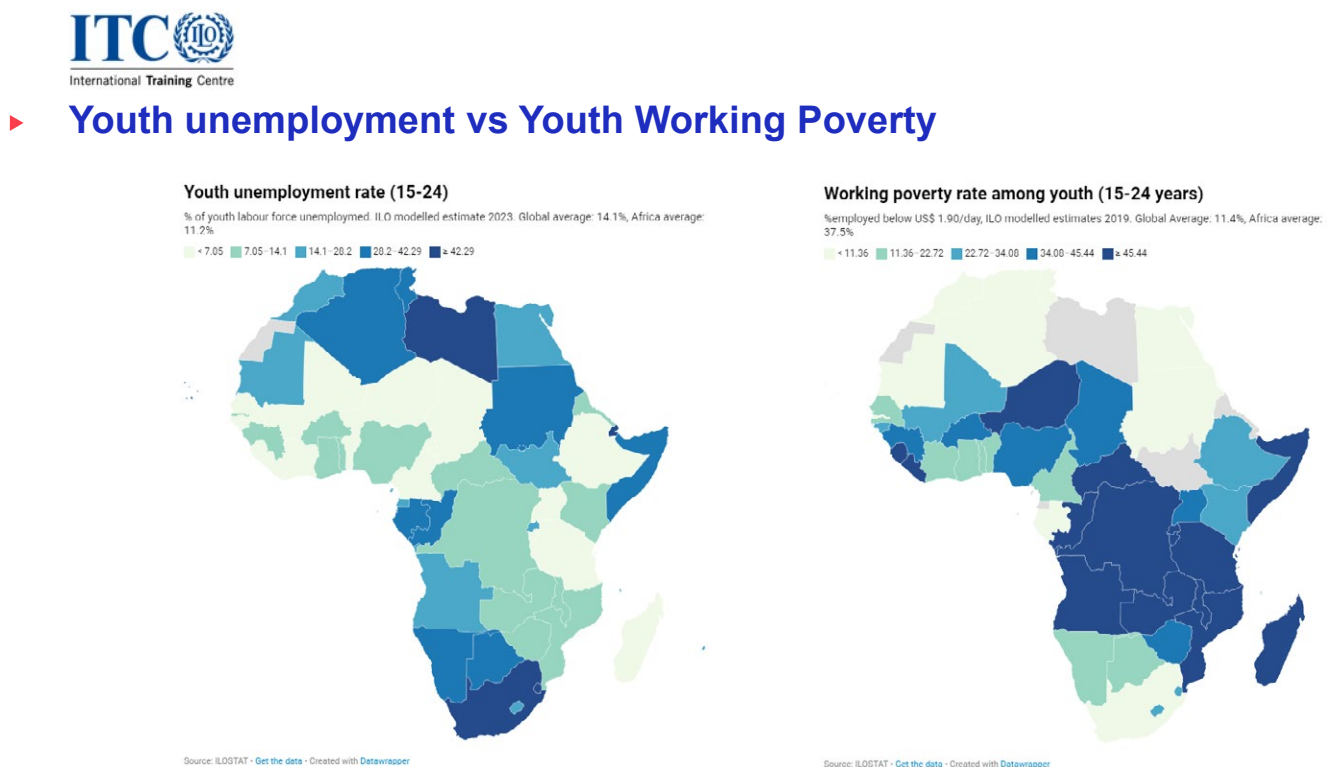
Overview of national employment policies adoption



- He thus shared the below graphic portraying the situation on the ground:



- He showed concern on the **Youth unemployment vs Youth Working Poverty** that suggested that though there are some youth in employment, they are still living in poverty as shown below:



He argued that NEP's are insufficient in a 'standalone' form and questioned how well NEP's have performed across SADC countries? Given this observation, he suggested that in order to pro-employment growth there is need for an integrated approach of macroeconomic policies, sectoral policies, labour market policies, as well as policy coordination and implementation.

He informed the audience that SADC Council feels there need for a shift in direction as;

- NEP's are important, but **implementation across government is the real challenge** – not just Ministries of Labour
- **Meaningful main-streaming of employment** in national development frameworks and economic policy making
- Importance of including employment targets in **national budgets**

He further informed the audience that Council urged Member States to promote job creation as an integral component in national development plans, macroeconomic policy frameworks and sectoral plans that ensure joint sector coordination in line with the SADC Industrialisation Strategy and Roadmap (2015-2063) and Implement the recommendations contained in the outcome document on Joint Ministerial Dialogue on Pro-Employment Policies and Strategies in SADC.

Dr. Mueller concluded by saying that SADC is indeed aligned with latest developments at AU level, and highlighted that:

- At recent Specialised Technical Committee, experts endorsed the recommendations of an ILO background paper **‘Towards a transformative macroeconomic framework for employment generation in Africa’**

The following decision points are awaiting Ministerial adoption:

- Member States are encouraged to implement the key recommendations of the paper towards establishing comprehensive employment policy frameworks that integrate pro-employment macroeconomic, sectoral, and labour market policies
- Member States are encouraged to promote greater investments towards job creation and the integration of employment targets in macro-economic policies and strategies that are based on the profiling of job creation potential in specific sectors, including allocating budgetary resources;

The AUC and ILO should provide technical support to selected Member States towards establishing and implementing such pro-employment macroeconomic policy frameworks.



Dr. Bernd Mueller

PRESENTATION

Enabling small medium & micro enterprises (SMME’s) to generate employment in sustainable zones, while fostering skill transfer to bridge the skills gap in youth.

Presentation by: **Executive Secretary of SATUCC – Ms. Mavis A. Koogotsitse**

Reviewing the Impacts of the Africa Continental Free Trade Agreement (AFCFTA) on Decent Work, Labour Migration, and Employment Creation at the SADC Regional Level.



Reviewing the Impacts of the Africa Continental Free Trade Agreement (AFCFTA) on Decent Work, Labour Migration, and Employment Creation at the SADC Regional Level: Executive Secretary of SATUCC - Mavis A. Koogotsitse

Introduction

Ladies and gentlemen, esteemed colleagues, I am honoured to present to you today on the topic of “Reviewing the Impacts of the Africa Continental Free Trade Agreement (AFCFTA) on Decent Work, Labour Migration, and Employment Creation at the SADC Regional Level.” The AFCFTA, a landmark agreement signed by member countries of the African Union, holds immense potential for promoting trade, economic integration, and sustainable development in the African continent. However, it is crucial to assess the impacts of this agreement on decent work, labour migration, and employment creation, particularly within the Southern African Development Community (SADC) region. Through this presentation, we aim to shed light on these important aspects and provide an overview of the potential benefits and challenges associated with the AFCFTA.



Ms. Mavis A. Koogotsitse

Overview of the AFCFTA

The AFCFTA, which aims to create a single market for goods and services in Africa, is a significant step towards deepening regional economic integration. Within the SADC context, this agreement promises to boost economic growth, industrialization, and sustainable development. By eliminating tariffs, removing trade barriers, and harmonizing trade rules, the AFCFTA seeks to unlock the vast potential of intra-African trade and enhance the competitiveness of SADC economies on the global stage. Increased market access, job creation, technology transfer, and enhanced productivity are some of the potential benefits that can be realized through the AFCFTA at the SADC regional level.

Decent Work

The concept of decent work, as defined by the International Labour Organization (ILO), encompasses various dimensions essential for sustainable development. It emphasizes fair

wages, job security, social protection, and equality in the workplace. Decent work is not only a fundamental right but also crucial for poverty reduction, social justice, and economic well-being. In the context of the AFCFTA, it is essential to assess how this agreement can contribute to the promotion of decent work in the SADC region. By fostering trade and investment, the AFCFTA has the potential to create new job opportunities, improve working conditions, and promote inclusive growth. For trade to have a positive impact on the labour market there is need for the agreement to have explicitly state labour provisions. The impact of labour provisions depends crucially on first,

the extent to which they involve stakeholders, notably suitably social partners in the implementation. The objectives of the AfCFTA do not explicitly consider concerns of labour markets, decent work, labour migration or employment creation. Instead, these issues are assumed to be following from socio-economic development and growth, the “trickle-down effect”. However, experience has shown that growth is not a sufficient condition for employment creation, as well as sustainable developmental outcomes and decent work for the wider population. The relationship between trade and decent work captioned in trade agreements should primarily manifest itself through the extent to which labour provisions are incorporated in the agreements. Trade related labour provisions take into account any standard which addresses labour relations or minimum working terms and conditions; mechanisms for monitoring or promoting compliance; and or a framework for cooperation.

As can be seen from the objectives above, the AfCFTA objectives do not explicitly consider concerns of labour markets, decent work or employment creation. Instead, these issues are assumed to be following from socio-economic development and growth. However, experience across the continent shows that growth is not a sufficient condition for employment creation, as well as sustainable developmental outcomes and decent work for the wider population. The relationship between trade and decent work captioned in trade agreements should primarily manifest itself through the extent to which labour provisions are incorporated in the agreements. Trade related labour provisions take into account any standard which addresses labour relations or minimum working terms and conditions; mechanisms for monitoring or promoting compliance; and or a framework for cooperation. Employment creation can be expected as a result of growth-inducing effects that a free trade area may create. However, it is important to pay attention to the quality of any new jobs, and that countries do not engage in “beggar-thy neighbour” practices, such as wage dumping or other forms of labour-based competition between countries. Otherwise, any positive economic effects of a free trade agreement may not translate into benefits especially for the poorest groups and countries. All signatories to trade agreements must ratify and fully implement the International Labour Organization's

fundamental conventions and other essential norms and standards.” Whilst “alternative trade and industrial policies are key to industrialization, the AfCFTA as a trade policy should be innovative, inclusive and sustainable, and be guided by the developmental needs of the African countries to enable them to meet the UN sustainable development goals. The policies must also promote decent work and create jobs. The abuse of workers’ rights in global and African supply chains must be brought to a halt through the agreement.” Thus, the AfCFTA legal frameworks, must endeavour to protect enforceable industrial relations and international labour standards that most Africa Union member states have already included in their national labour laws and legislative frameworks.

Labour Migration

Labour migration has significantly shaped the SADC region’s economic landscape, with intra regional and international migration patterns. The AfCFTA is expected to have implications for labour migration within the SADC region, with potential benefits and challenges. On the one hand, increased trade and investment can promote skills transfer, job creation, and the mobility of workers. On the other hand, there might be concerns about brain drain, exploitation, and unfair labour practices. It is crucial to analyse the potential impact of the AfCFTA on labour migration and develop strategies to ensure the protection of migrant workers’ rights and the maximization of benefits for both sending and receiving countries. Signed at the same time as the Establishment of the AfCFTA, the Protocol to the Treaty Establishing the African Economic Community relating to the Free Movement of Persons, Right of Residence and Right of Establishment (African Union, 2018) captures the commitment of AU Member States to establish mechanisms for the free movement of persons, capital, goods and services so as to promote integration of the African people, and facilitate intra-African trade, investment and mobility of labour. These freedoms shall be realized ‘progressively’, (Article 5), by first implementing the right of entry and abolition of visa requirements (phase 1), implementing the right of residence (phase 2) and finally implementing the right of establishment (phase 3). Article 14, speaks to the Free Movement of Workers. It notes that (i) Nationals of a Member State shall have the right to seek and accept employment without discrimination in any other Member State in accordance with the laws and policies of the host Member State; (ii) A national of a Member State accepting and taking up employment in another Member State may be accompanied by a spouse and dependants. Article 17, speaks to the Right of Establishment. Under the Article, (i) Nationals of a Member State shall have the right of establishment within the territory of another Member State in accordance with the laws and policies of the host Member State; and (ii) the right of establishment shall include the right to set up in the territory of the host Member State: (a) business, trade, profession, vocation; or (b) an economic activity as a self-employed person. Article 18, speaks to the Mutual Recognition of Qualifications, stating that (i)

States Parties shall individually or through bilateral, multilateral or regional arrangements, mutually recognize academic, professional and technical qualifications of their nationals to promote the movement of persons among the Member States; and (ii) States Parties shall establish a continental qualifications framework to encourage and promote the free movement of persons. Portability of Social Security Benefits is Covered under Article 19, which states that, States Parties shall, through bilateral, regional or continental arrangements, facilitate the portability of social security benefits to nationals of another Member State residing or established in that Member State.

The AfCFTA and the SADC Protocol on Free Movement of Persons are both integral to regional economic integration efforts. They encourage closer economic cooperation and integration, leading to increased trade, investment, and exchanges between member states. Labour migration can play a crucial role in fostering economic integration by enabling the movement of workers across borders and facilitating the development of regional value chains. The implementation of the AfCFTA and the SADC Protocol on Free Movement of Persons may also bring about challenges related to labour market competition, wage levels, and social protection. However, these challenges can also present opportunities for regional collaboration on labour market policies, harmonization of standards, and the establishment of mechanisms to ensure the fair and equitable treatment of workers across member states.

Employment Creation

One of the key objectives of the AfCFTA is to facilitate employment creation and address the persistently high levels of unemployment in the SADC region. By fostering trade, investment, and industrial development, the AfCFTA can unlock new opportunities for employment in various sectors such as agriculture, manufacturing, and services. However, it is vital to understand the potential challenges and opportunities associated with employment creation. Skills development, entrepreneurship promotion, and the inclusion of marginalized groups, particularly women and youth, are critical strategies to ensure inclusive growth and sustainable employment generation under the AfCFTA.

Case Studies and Research Findings

To further assess the impacts of the AfCFTA on decent work, labour migration, and employment creation in the SADC region, several case studies and research findings can provide valuable insights. For example, SATUCC undertook a study in 2021 on the impacts of AfCFTA on decent work, labour migration and employment creation at the SADC region level. The findings on the study noted that there were no labour provisions in the Agreement. The study also reviewed that a quick search for trade unions, workers, worker’s rights yielded zero results.

This meant that labour rights, trade unions and workers were not recognised in the set up of the Agreement. Similarly, a report by our Research Institute highlighted the challenges faced by migrant workers in the manufacturing sector and made recommendations to improve their working conditions. These case studies and research findings demonstrate the multidimensional impacts of the AfCFTA and provide valuable lessons for policy-makers, social partners, and other stakeholders. The most common reasons for labour provisions assert that there are indeed links between commerce and labour standards, and that both must be regulated. The central argument is made up of two interconnected lines of reasoning. On the one hand, there are many who argue that labour protections are a way to compensate for the possible negative consequences of trade liberalization that come with trade agreements. These arguments are concerned that countries' freedom to set their own labour standards without any global minimum standards combined with increased international competition through trade opening, will lead to a "race to the bottom," in which countries are incentivized to lower labour standards due to competitive pressure. To avoid such a race, labour regulations are needed to preserve workers' rights and ensure that they are not surrendered for economic gain, either because of moral reasons or a perceived unfairness (ILO 2017). Arguments that flexible labour standards are a trade-distorting tool, on the other side, exist. From this perspective, "social dumping" - the practice of lowering labour restrictions to obtain a competitive advantage - can be compared to other types of dumping that are prohibited under WTO (and FTA) trade rules (Bernaciak, 2012). After that, labour regulations are required to maintain a "fair playing field," in which countries cannot compete on a basic problem like labour standards. Other potentially trade-distorting measures, including competition policy, environmental control, and currency manipulation, have been promoted in the WTO using similar reasons.

Policy Implications and Recommendations

Based on the review findings, it is evident that the AfCFTA has the potential to significantly impact decent work, labour migration, and employment creation at the SADC regional level. To harness the benefits and mitigate the potential challenges, it is crucial to adopt a comprehensive and inclusive approach. Policy-makers should prioritize the development of complementary policies, including strengthening social protection systems, investing in skills development and education, promoting entrepreneurship and innovation, and ensuring the enforcement of labour standards. Collaboration among SADC member states, labour unions, employers' associations, and other stakeholders is vital to ensure that the AfCFTA contributes to inclusive and sustainable development in the region. The connection between inclusive job creation approaches, effective labour market protection systems, and the African Continental Free Trade Area (AfCFTA) is significant as the AfCFTA aims to promote economic integration, trade



liberalization, and inclusive growth in Africa. Here's how these elements tie together: Inclusive job creation is a critical component of the AfCFTA's goals. By eliminating barriers to trade and promoting regional economic integration, the AfCFTA creates opportunities for businesses to expand, innovate, and generate employment. Inclusive job creation approaches ensure that these employment opportunities are accessible to all segments of society, including marginalized groups. This is particularly important to ensure that the benefits of increased trade and economic activity under the AfCFTA are distributed equitably across countries and populations. Effective labour market protection systems are necessary to safeguard workers' rights, ensure fair and decent working conditions, and provide social protection. As trade and economic integration increase under the AfCFTA, it is crucial to have robust labour market protection systems in place to prevent exploitation, unfair labour practices, and social dumping. These systems can be reinforced through the harmonization of labour standards, occupational health and safety regulations, collective bargaining mechanisms, and social protection measures at the regional level. There is a complementary Role between Inclusive job creation approaches, and effective labour market protection systems, these work together to maximize the benefits of the AfCFTA and have the potential to stimulate economic growth, increase investment, and create job opportunities across the continent. The connection between these factors lies in the potential synergies and complementary effects they can generate. By adopting inclusive job creation approaches, countries can foster entrepreneurship, innovation, and productivity, which can in turn enhance their competitiveness within the AfCFTA. On the other hand, the AfCFTA can provide a larger market for goods and services, enabling enterprises to scale up and create more jobs. Additionally, an effective labour market protection system ensures that the benefits of trade and economic integration are distributed fairly, and workers are adequately protected. In a nutshell, the AfCFTA can serve as an opportunity for inclusive job creation approaches to thrive, while effective labour market protection systems help ensure that the benefits of trade are shared equitably, and workers' rights are protected in the process.



Conclusion

The reality is that many African governments have resource and capability constraints in developing and implementing the policies mentioned by the World Bank. In terms of trade union power, trade liberalization has a negative impact on worker mobilization as well. It has been established that liberalization has a negative impact on unionisation and employee bargaining power. Trade liberalization through accords like the AfCFTA has the potential to have disastrous implications for jobs, worker protection, social security, and labor rights. As a result, it could stymie the continent's execution of the Decent Work Agenda. Because labor is such an important aspect of commerce, it should be included in agreements. In this regard, it is quite distressing to learn that the AfCFTA contains no labor requirements or mention of the development of decent work. Trade unions need to demand the following:

- a. Labour provisions should become an integrated part of the AfCFTA agreement. There should be a dedicated section to labour in addition to labour integrated or main-streamed into all sections. Labour must become a determining factor in all decisions and processes.
- b. Their inclusion as key stakeholders in the implementation of the AfCFTA. In the same manner that there has been creation of the African Business Council (ABC) and AfCFTA Civil Society Forum, there must be a Forum for workers and Trade Unions too.
- c. The establishment of a tripartite structure in the implementation of the AfCFTA, and especially the development, implementation and evaluation of labour provisions.
- d. Promote the inclusion of promotional compliance labour mechanisms. In this manner, capacity building can be enacted and domestic labour institutions strengthened. Countries should be helped rather than punished. It

will also work towards bridging the capacity shortages within many African states and labour organisations.

- e. Gender main-streaming should happen in unison with labour main-streaming in AfCFTA. It must be realised by those involved within AfCFTA that without the inclusion of labour provisions, the gender objectives set out in the agreement will not be achieved.
- f. Develop an advocacy/campaign to ensure that the trade unions are involved in the implementation of the AfCFTA both at the regional and continental level; and, g. Develop working relationships/exchange programmes with other regional labour bodies on the continent and ITUC-Africa and OUAUU to ensure that the voice of workers is heard.

In terms of education and training:

- i. Develop national and regional action plans for the protection of workers' rights during the implementation of the AfCFTA; and,
- ii. Build capacities for affiliate union researchers to undertake country analysis on the impact of the AfCFTA on labour.

Research

In order to undertake policy-oriented advocacy and engagement from an informed position, the affiliate unions need to undertake evidence-based research and analysis on the following:

- a. In-country research on the impact of the agreement on the labour market and its implications for workers focusing on quantity and quality of jobs.
- b. In-country labour provision initiatives as well as documenting, generating, recording and analysing data on job creation.
- c. International good practices on FTA and worker-participation success stories. In conclusion, the AFCFTA holds immense potential for fostering trade, economic integration, and sustainable development in the SADC region. However, assessing its impacts on decent work, labour migration, and employment creation is essential. The review of the AFCFTA reveals that it can contribute to the promotion of decent work, facilitate labour migration management, and create employment opportunities across various sectors. By adopting a comprehensive and inclusive approach, policymakers can maximize the benefits of the AFCFTA while minimizing potential negative effects. Continued research, dialogue, and collaboration among stakeholders are crucial to ensure that the AFCFTA becomes a catalyst for inclusive and sustainable development in the SADC region.

PRESENTATION

Labour market protection systems that improve the health and well-being of worker's.

Presentation by: **Mr. Thilo Schoene**
RESIDENT REPRESENTATIVE - FRIEDRICH EBERT STIFTUNG (FES)



CONVERSATION STARTER ON:

Labour Market Protection Systems that improve the health and well-being of workers

FRIEDRICH EBERT STIFTUNG | 15.09.2023
THILO SCHÖNE, RESIDENT REPRESENTATIVE FES BOTSWANA

1

Labour Market Protection Systems that improve the health and well-being of workers

STRUCTURE

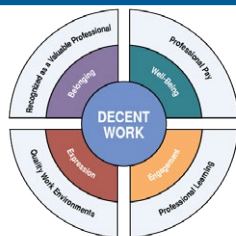
1. Why improving health and well-being?
2. What are possibilities for employers?
3. What could government do?
4. The process matters as well! (democracy, inclusion, feedback culture...)
5. And those outside of the labour market?
6. Conclusion

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2

1. Why improving health and well-being?

- Moral obligation
- Legal duty to care
- Competition for skilled labour force
- Maximum of motivation creates maximum of production
- Investments in skills pay off in long term!
- We spend 1/3 of our life at work, why not making it our home?



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4

Labour Market Protection Systems that improve the health and well-being of workers

- Do we actually talk about health?
- Is opening up threatening our jobs?
- Are employers considering it?
- Is an HR officer trained on creating safe spaces?
- Is government realising how it can be a model with its public sector?
- Are the unions negotiating for it?

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2. What are possibilities for employers? (I)

- OHS and anonymous feedback culture
- Allowing for continuous learning and growth within the company and outside
- Preventive health care → ergonomic work equipment, medical checks, financial allowance for sport activities etc.
- Sport equipment in work place, common sport activities
- Create or subsidise canteen with healthy food → alternative for SME are food vouchers for restaurants

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2. What are possibilities for employers? (II)

- Social activities ease atmosphere and improve communication
- Safe space for mental issues
- Flexible working hours → we are all different, why same hours?
- Inclusive environment with gender-neutral bathrooms, baby changing room
- Offer of or voucher for nearby pre-schools

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3. What could government do?

- Make social protection a constitutional right
- Regular widespread inspections of OHS
- Creating incentives for employers to adhere → public ranking
- Clear financial or operational sanctions for not-compliance!
- Create educational leave days
- Make yearly free medical checks mandatory
- Provide subsidies for using sport facilities
- Subsidising pre-schools for working mothers and create places for public services employees
- Include free mental care in all public care without referral
- Most importantly: Continuous external evaluations of policies!

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4. Process matters!

- Including employees on all level of company creates ownership and improves OHS
- Safety and Welfare issues should always need mandatory consultation with shop stewards
- Having safe feedback culture
- Internal welfare ideas should be rewarded
- Hierarchies can be mixed up for welfare activities

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5. And those outside of the labour market?

- Unemployed need to be capacitated to enter as quickly as possible!
- Creation of unemployment scheme based on financial incentive with rights and obligations
- Focus of public works programmes must be skills-training based on market needs and employees interests
- Particular assistance to employees in difficult circumstances (pregnant, single mother, handicapped etc.)

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6. Conclusion

- Health and well-being of workers is economic base for any democracy
- Cordial relations of citizens, not capitalistic exploitation!
- Learning process which needs many dialogues and transparency
- It starts before entering job market and does not end when retiring!

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