



Republic of Seychelles

Decent Work Country Programme

2011-2015

SEYCHELLES

(November 2010)

TABLE OF CONTENTS

LIST OF ACRONYMS AND ABBREVIATIONS.....	4
FOREWORD	5
ACKNOWLEDGEMENTS	6
EXECUTIVE SUMMARY	7
Part 1.....	8
1.0 Situational Analysis.....	8
1.1 Socio Economic Perspective.....	8
1.2 International Labour Standards	9
1.3 Labour Legislations.....	10
1.4 The Employment Tribunal.....	10
1.5 Social Charter for Dialogue.	11
1.5.1 Workers’ Organizations	11
1.5.2 Employers’ Organizations.....	12
PART 2.....	12
2.0 Defining a Decent Work Country Programme for Seychelles.	12
2.1 Understanding the Decent Work Agenda	12
2.2 Identifying the 4 Strategic Objectives of Decent Work.....	13
2.2.1 Strategic Objective No: 1, Employment	13
2.2.2 Strategic Objective No: 2, Rights at Work.....	14
2.2.3 Strategic Objective No: 3, Social Protection	14
2.2.4 Strategic Objective No: 4 Social Dialogue	14
2.3 Government Policies and Programmes	15
2.3.1 Strategy 2017	15
2.3.2 Employment Policy.....	15
2.3.3 National Population Policy for Sustainable Development	16
2.3.4 ILO Technical Support and Experience	16

2.4 A Global Jobs Pact	17
PART 3	17
3.0 The Seychelles’ DWCP Goal	17
3.1 DWCP Priorities	17
3.2 DWCP Strategies, outcomes, indicators and outputs.....	19
PRIORITY 1	19
PRIORITY 2	22
PRIORITY 3	25
 PART 4	 27
4.0 Implementation and Management	27
4.1 Implementation Plan Matrix.....	27
 Part 5	 27
5.0 Performance Monitoring and Evaluation.	27

LIST OF ACRONYMS AND ABBREVIATIONS

ARLAC	African Regional Labour Administrative Council
ASE	Association of Seychelles Employers
CORALS	Consolidating Rights and Work and Labour Relation in Seychelles
CSOs	Civil Society Organisations
DWAA	Decent Work Agenda in Africa
DWCP	Decent Work Country Programme
EAMAT	East Advisory Multidisciplinary Advisory Team
FEAS	Federation of Employers' Association of Seychelles
G.S.T	General Services Tax
GDP	Gross Domestic Product
ILO	International Labour Organization
ILS	International Labour Standards
IRA (1994)	Industrial Relations Act 1994
LMIS	Labour Market Information System
M.E.R.P	Macro Economic Reform Programmes 2004
MEEHR	Ministry of Education, Employment and Human Resources
MOH	Ministry of Health
MSAMD	Ministry of Social Affairs and Manpower Development
NCCE	National Consultative Committee on Employment
NPPSD	National Population Policy for Sustainable Development
NTELC	National Tripartite Employment and Labour Council
OHS	Occupational Health and Safety
S.I.D.S	Small Island Development States
SEnPA	Small Enterprise Promotion Agency
SFWU	Seychelles Federation of Workers' Union
SME	Small and Medium Enterprise
SWA	Seychelles Women Association
UNSCCA	United Nations Seychelles Common Country Assessment

FOREWORD

The Government of Seychelles has an ambitious plan to double the Gross Domestic Product (GDP) by the Year 2017 translating to 7 years from 2010. This goal is specified in *Strategy 2017: Creating our nation's wealth together*. Critical to the realization of this strategic objective will undoubtedly be financial resources and other collateral requirements but equally indispensable will be the elements of labour and employment summarized in Chapter 40 of the Strategy document. For obvious reason, this five year Decent Work Country Programme (DWCP) of Seychelles could not have been initiated at a better and more opportune moment.

The development plans of Seychelles have always been a challenge to the systematization of employment and supply of labour imposed by demographic conditions of our country. Nonetheless, quality employment and unemployment marginalization is however well within our reach. The Government through the Ministry of Education, Employment and Human Resources is set to attain this important milestone in the remaining 7 years of our nation's development.

It is for this reason that the Government of the Republic of Seychelles welcomes Decent Work Country Programme initiative as it will facilitate the preparation of a coherent and focused programme that promotes decent work throughout the economy. It also consolidates labour and employment achievements to which the ILO has been an indispensable contributor. Important to highlight is the support of the social partners in the consultation and identification of the three priority areas which will subsequently translate into an effective and efficient supervisory implementation framework amongst the stakeholders.

Seychelles needs investors and from lessons learnt, a conducive environment to attract investment is a stable, transparent and user friendly labour legal framework. It includes flexible mediation structures as well as accessible legislation. The National Consultative Committee on Employment regulations strengthens the Government's objective in maintaining the dividends of industrial peace in Seychelles as motivation and stimulus for capital investment.

Employment creation especially for women and youth remains the challenge for this DWCP. Research and analysis of our Small and Medium Enterprises (SMEs), human resources development strategies amongst other policy matters will give a clearer impression on how to address unemployment through a more holistic approach.

May I conclude by warmly thanking the social partners in seeing the need to further develop the spirit of dialogue and consultation enshrined in the *Social Charter for Dialogue* (2005). It is only through capacity building and empowerment of the constituents that real and sustainable progress in the Employment and Labour Sector of Seychelles can be advanced and sustained to achieve the vision set for 2017.

Honourable Minister Macsuzy Mondon

Minister for Education, Employment and Human Resources

October 2010

ACKNOWLEDGEMENTS

The Decent Work Country Programme (DWCP) is a mechanism through which the ILO supports the efforts of tripartite constituents, find effective and long-lasting solutions to commonly identified challenges in socio economic development. This Decent Work Country Programme comes at a time when Seychelles is concerned with finding a common approach to buffer and eventually immunize the country against possible future socio economic catastrophes the likes of the recent Global Financial Crisis. This has taken into consideration the need to strengthen internal systems and structures that will act as pillars to ensure that such future external crisis causes much less collateral damage compared to what it could have done in normal circumstances.

It is in this context that the Government of the Republic of Seychelles along with social partners and stakeholders has identified common needs, defined expectations and considered strategies as a spontaneous reaction to challenges and issues that could hamper the progress of the respective organizations. The high level of cooperation and goodwill is well acknowledged and highly appreciated.

To this end, the drafting committee would like to express his gratitude and appreciation most particularly to the:

- Government of the Republic of Seychelles for accepting this important project and its commitment in realising its successful implementation
- Employment Department for its supportive and facilitating role.
- Seychelles Federation of Workers' Union, Federation of Employers' Association of Seychelles and the Non-Governmental Organisations for their indispensable contributions.
- Gender Secretariat of the Social Development Department for their technical input from a gender perspective.
- Constructive intervention of the ILO, their expertise and support in the drafting of the project document and their commitment for future technical support in materializing this vital Seychelles DWCP.

We are convinced that the implementation of the project will continue with the same vigour and spirit that has transpired in the initial consultation and drafting processes of this DWCP.

The drafting committee comprised:- Seychelles Federation of Workers' Union Mr. Jean Malbrook; Federation of Employers' Association Seychelles Ms Susan Labrosse; Employment Department, Mr Jules Baker and Ms Susan Morel; Gender Secretariat Ms Tessa Siu; Civil Society Organisations Mrs Rosemary Elizabeth.

EXECUTIVE SUMMARY

The ILO has been assisting and accompanying the development of the employment and labour sector in Seychelles since the mid 1980's. The methodology now being adopted is that of a better coordinated and more efficient programme based on national priorities as agreed with the constituents.

The objective of the Decent Work Country Program for Seychelles is to coordinate and align technical assistance support and resources around an achievable set of priority outcomes. The major issues to be addressed in the Seychelles DWCP were identified and prioritized through consultative forums with all the constituents of Seychelles being the Ministry of Education, Employment and Human Resources, the Seychelles Federation of Workers Union and the Federation of Employers' Association. In addition, relevant Government Ministries, the UN system, and other cooperating partners and civil society were consulted.

The consultative approach identified the need to review labour laws in all its multifaceted aspects of adjudication, mediation and legal format. It further, addresses unemployment particularly of women and youth through proper research and review from which a new line of action for small enterprise development will be initiated and implemented. It also endeavors to promote effective tripartism and social dialogue in the country. These elements of the DWCP are also seen as contributions towards achieving the goals of the Seychelles National Development Agenda as in Strategy 2017 Chapters 40 and 41 on Employment and Social Development respectively.

They also address concerns identified in the United Nations Seychelles Common Country Assessment 2006-2008 to which the ILO is a contributor.

These priorities are:

- ❖ **Review labour legislation and the dispute resolution framework.**
- ❖ **Promotion of quality employment and reduction of unemployment particularly for women and youth.**
- ❖ **Promotion of effective tripartism and Social Dialogue.**

The priorities were assessed in context and appraised within the framework of the four pillars and strategic objectives of the ILO's decent work agenda. These are:

- (i) rights at work
- (ii) employment creation
- (iii) social protection and
- (iv) social dialogue

Furthermore, the DWCP for Seychelles builds upon recent and ongoing programmes such as; the LMIS, OHS interventions on national policies, HIV/ AIDS and other technical cooperation activities. It also renews and incorporates the ILO's CORALS project Consolidating Rights and Work and Labour Relations in Seychelles.

Part 1

1.0 Situational Analysis

1.1 Socio Economic Perspective

Seychelles as a Small Island Developing State (SIDS), has not been spared from the various adversities and vulnerabilities faced by SIDS. Remoteness from major markets and limited natural resources resulted in heavy reliance on external financial flows for economic and social sustainability. Like many other SIDS Seychelles' economy is largely dependent on tourism and fisheries, although recently, there have been considerable effort to diversify, especially in the offshore sector and the business of sea freighting petroleum products in an endeavour to establish the third pillar of the economy.

The Seychelles could be seen, over the years, as having managed its development in a pragmatic way. Its development strategy has been the promotion of equitable growth through active participation in the economy. As development gathered pace in the 80^s Seychelles received much foreign aid which according to general opinion has been utilized judiciously. As consequence of the same, Seychelles no longer qualifies for aid, as it is not being considered a poor country. A new approach was imminent and development had to be financed from loans on commercial terms.

The Government has invested heavily in education, health, housing, and other infrastructures. As a result of the significant progress made, the country's socio-economic indicators are presently as follows: Education Literacy rate 96% for both sexes; Health (Universal coverage); Housing (72% according to National Statistic Bureau Seychellois family own their homes); and Safety net (strong support programme for the vulnerable groups). Seychelles was ranked 50th overall and remains highest ranked in the region with United Nation Human Development Index of 0.843 (HDR, 2007/08). However, this rapid pace of development has had significant effects on public finance such as persistent budget deficit, increase in external debt, growth in money supply (monetization), excess liquidity, balance of payment deficits, and slow GDP Growth.

The high cost of production in Seychelles had always been an inhibition to industrial competitiveness. However, Seychelles has had opportunities including a high level of education which is an avenue for the development of the sectors. With an average of 15% deficit, the public debt increased from 90% in 2003 to 200% in 2007 of the GDP. This made Seychelles one of the world most indebted countries. In the process, Government embarked on two Macro-Economic Reform Programmes (MERPs). The first MERP was in 2002 and the latest in 2008. The MERP of 2002 was designed to help Seychelles re-structure its economy and to prepare for the challenges ahead. It was a programme that put an emphasis in re-structuring the national economic policy, exploring ways to promote growth and raising the living standard. It recognized that the private sector had a role to play in creating wealth and job opportunities for the younger generation. It also sought to redress the negative trends in the economy without an undue social burden on its people. This would ensure that the socio-economic gains over the years are not lost and the country is placed back on its past path of sustainable economic growth¹. After consecutive years of positive growth from 2004, the Seychelles economy recorded a negative growth of (-0.9% in 2008)².The

¹Budget address 2004 Vice President

² Seychelles National Accounts Estimates

Global Financial Economic Crisis (GFEC) has tremendously affected the fragile Seychelles economy. The rise in the prices of goods and services affected all segment of the population. The effect of the GFEC in Europe affected the tourism industry as Europe being the leading tourism market for the Seychelles. This resulted into a multiplier effect on the economy in general.

The impact of the two MERPs on workers

The MERP of 2002 privatized many of the Government's assets whereas the MERP of 2008 extended to review the unemployment relief schemes, youth training, beautification and home carer's schemes. Both reforms resulted in transfer of labour from public to private sector. The objectives of the 2008 MERP continues to be wider and more comprehensive as it reviews salaries and taxation systems, reforms the public service, addresses the country's external debts, protects the vulnerable, and reviews the monetary and banking systems.

The retrenchment exercise of approximately 12.5% of the public sector workforce drastically increased unemployment from 1% in 2008 to 4.5 in 2009. The government has called this strategy "A redistribution of human resources", which enables the government to assume the role of facilitator in the economy. The excess and non-core public work force is being directed towards the Private Sector, by retraining those working in the Public Sector to replace some of the 10,000 foreign workers presently working in the Seychelles. Additionally, the privatizing of services best rendered by the private sector simultaneously created new employment opportunities.

Contrary, to the first MERP the Government removed all subsidies in view of the fact that they were benefiting the privileged. In lieu, Government created a new Social Welfare Agency (SWA) to assess and assist the more vulnerable, cushioning therefore the crude impact of the Macro-Economic Reform Programme. Optimistically, the present MERP will create a solid platform for economic growth and better prosperity for the Seychellois people.

Through both MERPs, the government placed emphasis on Small Enterprise Development and more funds were made available at concessionary lending rates for both men and women. Traditionally the trends show that women have made up the bulk of the unemployed and as of April 2009 women constituted 53.69% of active job seekers. These women have been actively referred to Small Enterprise Promotion Agency (SEnPA) by the ministry and SWA, resulting in 68% of the 1517 licensed cottage industries being owned by women.

1.2 International Labour Standards

Seychelles became a member of the ILO before its Independence in 1976 under the British colony. To date, Seychelles has ratified 36 conventions, of which only 31 are currently in force. The government is presently studying the importance of ratifying other conventions in due course. Seychelles unfortunately has not had the best track record of its convention reporting schedule. However, with the emphasis on training in International Labour Standards at the ILO Training Centre, the situation has now improved.

The country has benefited from multiple co-operation programmes and training under several Conventions mainly in the area of Occupational Health and Safety. (**Refer to paragraph 2.3.4**)

Seychelles biggest challenge in the domestication of these 36 ratified conventions as manifested in the yearly Labour Standards Report of the Committee of experts has been Convention 87 (Freedom of Association and protection of the Right to organize Convention, ratified in 1978). The ILO reminded the government that workers organizations have the right to draw up their own administrative rules and regulations and that the public authorities must refrain from intervening in any way which would impair that right. ILO expertise has been requested by the Government to assist in the review of the IRA (Industrial Relation Act 1994) and assess other national issues that might be conflicting with the principles of the Convention.

1.3 Labour Legislations

The Seychelles labour and employment laws are anchored on the 36 ratified conventions as well as other recommendations. The employment and labour laws are contained in three chapters being the Employment Act 1995, the Industrial Relations Act 1993 and the Occupational Health and Safety Decree 151 including six regulations. These laws have been reviewed to adjust to changes in the macro economic framework in compliance to Ratified International Labour standards. It is understood that the present employment and labour laws have the requisite to realize the consolidation of the *Rights at work* strategic objective of *Decent Work*.

The Employment Act has been amended (*Amendment Act 2008*) to make allowance for the new Employment Tribunal functions as a quasi Judicial Court. It is on this premise that social partners believe that it is now imperative that all labour legislations be codified under one Act known as *The Labour and Industrial Relations Laws of Seychelles* and adjudicated by one *Labour and Industrial Relations Tribunal*. All stakeholders are of the opinion that the codification process includes the Occupational Health and Safety Decree, the new provisions of Conventions 81 (Labour Inspection Convention) and Conventions 73 (Medical Examination (Seafarers) amongst others, will render the employment and labour structures more transparent and henceforth more attractive for investment.

1.4 The Employment Tribunal

The Employment Tribunal is currently vested with the equal powers of a Magistrate Court. The Tribunal does no mediation, but rather adjudicates as per the mandates of the law and therefore does not generate a win, win situation. In contrast, effective mediation and arbitration outside the legal framework of the Employment Tribunal offers a wider choice of outcomes for both parties in any grievance.

The social partners agreed that the Tribunal is still in an early stage of infancy and will need to consolidate its strength to deliver fairer judgments.

Similarly, the mediation and arbitration processes will require reinforcement for better professionalism.

To achieve this aim, the mediation and arbitration functions will need to be further empowered to:

- Continuously educate the labour market on employment laws;
- Establish proper procedure, technicalities and phases of successful mediation; and

- Establish by law the accepted procedures of mediation and allow the Minister responsible for Employment, to issue best practices for fruitful mediation when required.
- Champion fair and equitable mediation and arbitration norms and practices, upholding provisions for gender equality and the special protection of vulnerable groups.

These aims when realized will make the adjudicating and mediation structures more credible to both employees and employers. The Employment Tribunal will then be in a position to adjudicate employment and labour matters only when all means of mediation has been exhausted.

1.5 Social Charter for Dialogue.

The Social Charter was signed on 23rd August 2005 as follow up to the ratification of Convention 144 (Tripartite Consultation (International Labour Standards Convention) 1976). Other than a missing statement on the Decent Work Agenda in the preamble, the Charter is vested with the spirit of the convention. The MEEHR is of the opinion that the (NCCE) is the platform that allows for consultation between the social partners and stakeholders on Employment and labour matters. However employers and workers state that much is yet to be done in the application of the Charter through meaningful consultations between the Ministry, Employers and Workers' Unions.

1.5.1 Workers' Organizations

The Seychelles Federation of Workers Union (SFWU) was formed in 1996 after the National Workers' Union was wound up after the re-introduction of multiparty democracy in Seychelles. The National Workers Union in the one party socialist era had been given an educative role whereas its bargaining function as a trade union was absorbed by the government which had taken the role of economic generator in the centrally planned economy. With the return of multiparty democracy and the introduction of the Industrial Relations Act, the SFWU is attempting to adapt to the new socio-economic environment. Amongst its areas of concerns are the empowerment of the SFWU to take on mobilization of the workforce, training in labour laws to better represent its membership at workplace recognition and collective bargaining, mediation, Employment Tribunal and Appeal Court representation.

“The SFWU’s biggest challenge is financial resources to develop the required structures to effectively uphold its motto in effectively championing the right and responsibilities of workers. Out of the 24 workplaces the SFWU has registered members; only two companies have so far signed recognition and check off agreements with the SFWU federated member unions, absurdly so in spite of the SFWU meeting the requirements of the IRA. All means to have the mentioned agreements signed have been exhausted and though brought to the attention of the MEEHR positive results have not been forthcoming.

This therefore hinders the SFWU in recuperating the potential membership contributions for the required human resources for workers representation at workplace negotiations, mediation at MEEHR and adjudication at the Employment Tribunal and the PSAB. The SFWU sole recourse therefore is to appeal to the ILO the only UN agency with the employment and labour mandate and seek the assistance of the ITUC its international affiliate. The FEAS cannot contribute to a solution for this crisis as these companies are not members of the employers' organization. The only option is for the SFWU to seek funding to take legal actions against these companies for violating the

laws.” (*The Seychelles Federation of Workers’ Unions Advocating the rights and responsibilities of workers; beyond the crisis, P5 2010*)

1.5.2 Employers’ Organizations

The Federation of Employers’ Association (FEAS) of Seychelles was registered with the Registrar of Associations in 1978. With the promulgation of the IRA in 1993 the FEAS had to form an employer’s union, the Association of Seychelles Employers (ASE) and was registered under the act.

The ASE has taken over the federations’ role in labour matters, training and tripartism. It draws its membership from open trade businesses, professional and employers associations and the chamber of commerce and industry as well as public corporations. The ASE faces the same membership and capacity issues as the trade unions and needs to be empowered.

“The Association needs and seeks to redefine and re-position itself in order to bring greater benefits to its members, respond to its members needs and have an impact towards policy and decision making at a national level. It also needs to attract new and retain the existing subscriptions and activities.” (*Ref Federation of Employers’ Association of Seychelles, Strategic Plan 2010 – 2015*)

PART 2

2.0 Defining a Decent Work Country Programme for Seychelles.

2.1 Understanding the Decent Work Agenda

From the outset of its existence, the ILO has clearly defined its conviction “that lasting peace can be established only if it is based on social justice”³. The same line of thought is applied in the concept of decent work as it brings together the four strategic objectives of the ILO being Employment, Rights at work, Social Protection and Social Dialogue in the attainment of social justice.

The DWCP simply provides the means for both the ILO and the constituents to focus and work around these distinct but interconnected goals through well coordinated and implemented programmes⁴. Although a lot has been achieved in Seychelles with regards to the Decent Work Agenda, much more can be achieved under the DWCP and its priorities should therefore be reflected in all national development plans and strategies.

The Minister for Education, Employment and Human Resources stated in the Labour Day Speech in 2009, “I am proud to say that we are well on the road to achieving the goals of decent work. That does not mean however that we should be complacent. There is more to be done. We should continue to organise and manage skills development activities to promote life-long employment and develop re-training activities for workers needing a change of career. We need to continue to develop strategies that will give young people everywhere the chance of finding decent work”.

³ *ILO Constitution*

⁴ *The Decent Work Agenda in Africa 2007-2015. Director General Report*

2.2 Identifying the 4 Strategic Objectives of Decent Work

2.2.1 Strategic Objective No: 1, Employment

It is the opinion of the social partners that of the four strategic objectives of the ILO enshrined in the Decent Work agenda, employment and enterprise development is presently the biggest challenges to be addressed by the DWCP Seychelles.

Employment policies are sufficiently transparent in Seychelles, but the challenge comes from peripheral economic and financial issues impacting the earning capacity of the general population. The most noticeable consequences were the ensuing redundancies in the public and parastatal sectors, increase in the price of commodities and the devaluation of the local currency.

Unemployment rate dramatically rose from 1% in 2008 to 4.5% as of the end of the first quarter of 2009. It is anticipated that this will further increase with more economic reforms being introduced, such as the announcements made in September 2009 to outsource all the support services of government.

“Seychelles is unable to cater for all its human resources requirements because of a shortage of certain skills at professional level and in the construction and tourism sectors where the needs of the current level of development cannot be met locally” **UNSCCA**⁵. Statistics in **table 1** show the distribution of expatriate employment vis-à-vis local unemployment in 2001 and 2009. The number of expatriates rose from 2818 in 2001 (a gap of 949 between expatriate employment and unemployment) to 10,923 in 2009 (a gap of 9922 between expatriate employment and unemployment). Gender disaggregated data is not available for these figures but construction workers form the largest group of foreign workers and it is therefore assumed that a large number of these expatriate workers are male.

Table1: Distribution of Expatriate Employment and Unemployment, 2001 and 2009

Sector	Years	
	2001	2009
Private Sector Expatriate Employment	2,264	10,445
Public Sector Expatriate Employment	390	109
Parastatal Expatriate Employment	164	369
Total Expatriate Employment	2,818	10,923
Total Unemployment	1,869	1,001 ⁶
Gap between Expat Employment and Unemployment	949	7,495

Source: M.E.E.H.R.

The above statistics indicate that there exists a mismatch between the demand and supply of labour, related to the limited human resources and the capacity of the training and education system to meet the existing demand. This has been exacerbated by the preference of employers to recruit experienced skilled labour from overseas, rather than local graduates from the post-

⁵ United Nations (2009) *Seychelles Common Country Assessment 2006-2008*, p8

⁶ As at August 2009

secondary institutions. It is therefore imperative that the localization policy become the guide for expatriate recruitment and replacement.

Another challenge to the employment agenda is the multi-faceted brain drain issue which is a phenomenon evident in most developing countries around the world. It has been debated that apart from existing policies on retaining graduates, one potential response could be the development of policies to attract and retain skilled Seychellois living overseas.

2.2.2 Strategic Objective No: 2, Rights at Work

This critical strategic objective is sustained by ratified conventions, its related recommendations, codes of practice with major emphasis on the 8 core conventions. With the recent economic reforms a diversely opinionated debate has started on the overprotection of workers by law in the Seychelles. The Union has taken a firm position that the Employment Laws are not overprotective but rather needs to be reinforced. The government is of the opinion that a revision is required to curb abuse at the workplace whereas employers strongly advocate that laws need to be changed and with high priority on the agenda is the sick Leave Regulations. However the vast majority of participants in the first DWCP is of the opinion that a compromising strategy needs to be adopted by educating the population that their Rights and Responsibilities as citizens and workers are two interdependent and interconnected pillars. This will culminate in the enhancement of productivity for effective economic growth.

2.2.3 Strategic Objective No: 3, Social Protection

The Social Security Act of 1987 and Pension Act of 2005 of Seychelles both combine to lay a solid foundation on which social justice is upheld. The Social Security Act makes provisions for accidents, diseases, invalidity, disability, survivors, funeral dependant, orphan and other benefits. This structure is transparent with clear auditing and reporting systems. The economic situation of Seychelles has brought about several reviews in the present Social Security structures. However the social partners have stated that the time is now proficient for a general review of the Social Security Act. It is also a reality that should the government decide to ratify ILO Social Security Convention, it would stand to benefit from technical co-operation available and thus further strengthen social welfare.

2.2.4 Strategic Objective No: 4 Social Dialogue

Social Dialogue is rated as good by the government and average by the workers' and employers' organisations. The Government points to the National Consultative Committee on Employment and the Health and Safety Board as evidence of social dialogue. The employers' and the workers' unions are of the opinion that these are merely structures which do not encompass the spirit of real and fair consultation yet to be achieved. It is also difficult for the Workers' Union to enter into recognition and check off agreements in the workplace despite fulfilling the stipulations of the IRA. This is due to a general lack of awareness amongst employers on employee's right to unionise. The same legislations provide for legal action in situations where employers refuse to enter into collective agreement. In spite of the existing social dialogue structures, the unions are often

incapacitated to follow through for lack of funds, human resources capacity and facilitation. Therefore, employers and workers see the establishment of a formal national bipartite structure between themselves as a priority to further strengthen social dialogue.

2.3 Government Policies and Programmes

The government development plans of the Seychelles has for the last 22 years been people centred by providing a comprehensive social welfare system. *“The vision of the government is to create a state of full employment, stable employer /employee relations and safe working environment for all workers” UNSCCA*⁷ The most relevant programmes, policies and visions that have contributed to consolidate past achievements and address present and future challenges are the followings.

2.3.1 Strategy 2017

Seychelles strategy 2017 provides a template for sustained growth through a strategic positioning of government as a facilitator. Wealth creation which will benefit the whole population is at the heart of this approach. To achieve this end, the President highlighted in the foreword to the strategic document that *“To do this, we will require increased flexibility within the Seychellois workforce and our Human Resource Development initiatives will reflect this. We need an adaptive and results orientated workforce, fully prepared for the challenges that lie ahead.* The main objective of the plan is to double the GDP by 2017 through focused fisheries and tourism expansion programmes, the development of the functional services industry and the resultant growth of other economic sectors. With regards to employment the strategy intends to foster an active empowered and multi skilled and flexible workplace through training, skills and attitude development.

However the strategy 2017 identifies that like all small island states: “the limited size of Seychelles population will, despite increased training, result in human resources shortages presenting the need for expatriate employment to support the country’s development process and economic growth target. Expatriate workers will be employed to augment and supplement, not replace the local workforce”⁸. There exists a need to ensure the continued efforts of including expatriate labour statistics in the existing Labour Market Information System, in order to analyse the developing trends of the status of expatriate labour.

A minimum wage introduced in 2007 will uphold a dignified level of living standards. The strategy also focuses on the re-integration of the marginalized but able bodied persons into the workforce through training schemes and other supporting initiatives.

2.3.2 Employment Policy

The employment policy of 1984 which is presently being reviewed represents the commitment of the government to ensure that sound employment and industrial relations remains in focus in its development programmes. The successful implementation of the policy will depend on good networking with other sectoral and national development policies. Though the policy refers ILO conventions, it makes no mention to the Decent Work Agenda, an element the revised document is to incorporate if the suggestions of the social partners are to be considered by the government. The

⁷ United Nations (2009) *Seychelles Common Country Assessment 2006-2008*, p8

⁸ *Strategy 2017, Article 40*

policy other than encompassing directly related employment and labour matter also reaffirms the government's commitment to the education system as framework for career development. The present policy review stems from the policy's commitment "to be reviewed when necessary, to take into account and reflect changes in trends of development and to adapt to challenges in the new millennium and beyond"⁹.

2.3.3 National Population Policy for Sustainable Development

The policy and plan of action takes into focus the challenges from its social perspectives. It considers that the sectoral issues of the population are taken into account whilst addressing broader national needs of the country. There has been "a gradual shift from a young to an ageing population and projection shows that the elderly will increase both in number and as a percentage of the total population in the future". The Population policy also clearly spells out the problems created by lowering fertility rates, the increased labour force participation, youth unemployment, brain drain and dependence on expatriate labour (p27).

The goal of the policy "is to ensure that consideration is given to the issues that matter and their effects on our population: HIV/AIDS, social ill like substance abuse, child and domestic abuse must be addressed because they also have the potential to impact negatively on our economy. Our task is to ensure sustainability in the continued delivery of quality health care, education, employment opportunities, food security and nutrition and housing as well as assuring gender equality and equity"¹⁰.

2.3.4 ILO Technical Support and Experience

Technical cooperation programmes between the ILO and Seychelles dates back to the 1980's. In 1995, the ILO Technical staff participated in a mission to Seychelles. Their role was to assess the economic and social settings to formulate country objectives in respect of needs in the areas of vocational education and training, small scale enterprises and management development, employment promotion and labour market information, industrial relations system and OSH. As a result, projects have been realized in vocational education, training and enterprise management under the programme of action for industrial relations. Additionally, fellowships have been granted to Employment Department staff at the ILO training centre in management development, international labour standards and Occupational Safety and Health.

In Health and Safety matters Ministerial staff has attended many seminars and trainings held abroad and organized locally by the ILO OHS department. These were also inclusive of specialized training for OHS in ports, ILO assistance in formulating OHS country papers and National Policies. The most recent structured cooperation programme between the ILO and Seychelles (CORALS) of 2002 proposed the strengthening of the achieved objectives namely the revision of all Employment Laws, the eventual set up of Labour Court, the codification of the Employment Laws and the development of a LMIS all of which have materialized except for the codification of the laws now being proposed in this DWCP. These experiences show that a systematic approach of

⁹ *Employment Policy (1984), p1*

¹⁰ *National Population Policy for Sustainable Development*

implementation, monitoring and evaluation in which the tripartite partners and other stakeholders are involved, has to be adopted to ensure the effective implementation of Decent Work Country Programme Priorities.

2.4 A Global Jobs Pact

This DWCP comes at an opportune moment where the ILO constituents have adopted the Global Jobs Pact as a tool to orient relevant national and international policies stimulate economic recovery. The DWCP Seychelles therefore has the relevant benchmark and guiding principles (of The Global Jobs Pact) as it guides to recovery and development through the seamless process of creating sustainable enterprises, generating decent productive jobs, providing social protection of which most have been incorporated into the DWCP by the constituents of Seychelles. Also, the country draws its programmes from the road map for the implementation of the Global Jobs Pact in Africa of Ouagadougou 2009

PART 3

3.0 The Seychelles' DWCP Goal

More Decent jobs for women and men of Seychelles by combining the four strategic objectives of the Decent Work Agenda in the realization of strategy 2017 within a strengthened legal framework in a collaborative spirit of consultation and tripartism with all social partners and stakeholders in the next 5 years.

3.1 DWCP Priorities

Whilst consulting with the ILO constituents on the need to identify priority issues needing redress, labour legislations, unemployment and social dialogue strongly emerged as challenges needing a sustainable solution. After thorough consultation by social partners with technical advice from the ILO, it was mutually agreed the three priorities to be addressed in the current DWCP were to be:

(1) Review labour legislation and strengthen the dispute resolution framework.

Identified by constituents to address the issues of the dispersed and often conflictive pieces of labour legislations. They moreover are being adjudicated in different courts rendering it therefore more complicated for all users. The compiled law will be under the administration of one court system. The UN SCCA 2006 2008 indicates that *“There is a need for a comprehensive and complete piece of legislation regarding employment. It is the view of many concerned that labour laws need a complete revision because of changes brought about by development in terms of the type of work which is now available, the changing needs of the working population and the different work environment. A comprehensive piece of legislation that would take into accounts (a) the existing laws / acts / decrees amendments for employment and (b) incorporate any revisions that might be needed at this point to change the perception and behaviour of local employees and employers.”*¹¹ Speed up grievance handling procedures at mediation level and enforce existing legislations on OHS at all levels in the

¹¹ United Nations (2009) *Seychelles Common Country Assessment 2006-2008*, p 27

workplace. Vulnerable segments of the workforce will also be identified and the discriminatory practices eliminated.

(2) Promotion of quality employment and reduction of unemployment, particularly for women and youth.

This priority will address the issue of unemployment within the contradictory situation of an expatriate employment figure tripling the total unemployed labour force. It will also address the need for clear national policies and plan of actions for human resources development and employment/ unemployment monitoring.

Establish the correct statuesque of small business development in the present environment for both its vulnerability and financial sustainability. Its objective is to promote equality of opportunity for access to employment between men and women as well as the youths as ratified ILO Conventions 100 and 111 contains.

(3) Promotion of effective tripartism and Social Dialogue.

This priority will address the need to improve the quality of dialogue between the social partners. It will increase the few and existing recognition agreements between employers and the unions and therefore create conditions for better consultation at the workplace reducing antagonism between employers and workers, thus enhancing productivity, improving industrial relations and reducing the number of grievances registered at the mediation structures.

The bipartite structure between the Union and the employers will aim at improving the working relationships between the two parties. This will empower them to better consult with the government in national consultative forums.

Accessibility to the LMIS by both employers and workers union will enrich their decision making process at all levels. This will enable them to consult the government on issues of their concern before decisions are taken at national level.

The social partners do not anticipate insurmountable issues with regards to the aspects of financial and human resources from the perspective of the governments contribution because the priorities in the Seychelles DWCP harmonises with the national priorities and plans already identified by the government and other national stakeholders in Chapters 40 on employment in the **Seychelles Strategy 2017**. It is stipulated that, *“The government will introduce policies to foster an active, empowered multi skilled flexible workforce, able to meet the needs of existing and emerging industries. This will be achieved through training to develop both skills and attitudes and will be accompanied by a review of existing employment legislation and employment schemes both intended to foster clear development paths and positive attitudes to work. In all sectors emphasis will be placed on improving human capacity through partnerships with the private sector, improved and defined career development structures,”*¹²

Therefore, the Ministry of Education, Employment and Human Resources, Five Year Strategic Plan 2007-2012 is the first part of the implementation tool of Strategy 2017 and the budgetary allocations of the Ministry of Finance is proof of the overall financial commitment to achieve the same.

¹² Strategy 2017, chapter 40

These priorities are supported by workers and employers as they all go to directly strengthen the objectives of Employers, Employees and their respective organizations in all their multifaceted functions and structures. To achieve this, the proposed DWCP 2011-2015 for Seychelles does not just focus on employment creation in isolation, but also includes the perspective of the principle and rights at work, social protection and social dialogue.

3.2 DWCP Strategies, outcomes, indicators and outputs

All Strategies henceforth are made in context of the National Consultative Committee on Employment, the social charter for dialogue, and the Employment Policy and Strategy 2017.

PRIORITY 1

REVIEW LABOUR LEGISLATIONS AND STRENGTHEN THE DISPUTE RESOLUTION FRAMEWORK

Outcome 1.1

Gender sensitive labour laws compatible with International Labour Instruments reviewed and compiled.

Outcome indicator(s)

- One gender balanced and gender sensitive tribunal adjudicating on all Employment/Labour, Industrial Relations and OHS matters in Seychelles solving the present isolated legislations being adjudicated in different courts.
- A binding of all labour law and legal procedures.

Strategy

- A consultancy supervised by the Attorney General's office assisted by legal expertise of the ILO to study and review existing employment and labour legislations, keeping the 2009 ILC resolution on gender equality in sight, with a view of working on their compatibility and that of ILS, and eventually harmonize and codify into one Legislation.
- Domestication of all ratified Conventions.
- Revise the law to empower Competent Officers to offer other concessionary alternatives in mediation cases.
- Review of the present Employment Tribunal structure with the objective of empowering it to adjudicate on the new labour legislation.
- Training of the judiciary including the Employment Tribunal on the new legislative framework and ILS

Outputs

Output 1.1.1: All labour laws harmonized and compiled.

Output 1.1.2:

All national institutions appointing tribunal and judiciary staff sensitised in gender responsive decision making.

Outcome 1.2

An effective and efficient dispute resolution framework in place.

Outcome indicator(s)

- Increase by 20% the usage of the Industrial Relations Sections by Employers and Workers for counselling on employment and labour issues.
- Better policies, methods, resources and legal knowledge.

Strategy

- Training of Competent Officers from the Employment Department on the best methods and strategies of professional mediation and negotiation practices at the ILO International Training Centre and other mediation training centres.

Outputs

Output 1.2.1: An equal balance of male and female Competent Officers trained in labour mediation and negotiation.

Outcome 1.3

A pro active Occupational Health and Safety interface at enterprise and ministerial levels in conformity with ILO instruments, national legislations and policies.

Outcome indicator(s)

- Reduction by 10% OHS related accidents at all levels and in all sectors
- Increase to 60% OHS administrative structures at the workplace.

Strategy

- Strengthen OHS by orienting to the OHS country profile, review domestication of Convention 155, finalize National OHS Policy, review previous tripartite recommendations, consider ratification of Convention 187 Promotional Framework for OHS. And train equal numbers of male and female in Occupational Health and Safety Officers.

Outputs

Output 1.3.1: An equal balance of male and female OHS officers and OHS Labour Inspectors trained at the workplace and OHS offices in safe-work to promote gender equality and gender analysis.

Output 1.3.2: Reviewed OHS policy and Act in line with ILO standards

Output 1.3.3: Ratified Convention 187 (Promotional Framework for OHS) and launched National Policy on OHS.

Outcome 1.4***All forms of discrimination in the world of work eliminated.*****Outcome indicator(s)**

- Findings and recommendations of a baseline study on the situation of vulnerable groups.
- Increased awareness of different types of discrimination in the world of work amongst tripartite partners.
- Increased number of sexual harassment cases registered and resolved through the Employment Tribunal.
- 75% decrease of termination of employment contracts on grounds of discrimination.
- 75% reduction in grievances registered on grounds of termination of contract on grounds of victimization by the hands of the employer.

Strategy

- Conduct a baseline study on the situation of vulnerable groups(women, men, youth, the disabled and foreign workers), making recommendations for policy intervention
- Sensitisation of tripartite partners on extent, causes and consequences of discrimination against women, men, youth, the disabled and foreign workers in Seychelles.
- Strengthen existing legislative and administrative provisions preventing and redressing discrimination of vulnerable groups (women, men, youth, the disabled and foreign workers).
- Consideration for ratification of Convention 158(Termination of employment)
- Consideration for ratification of Conventions 156 and 183.

Outputs

Output 1.4.1: Baseline study conducted on the situation of vulnerable (women, men, youth, the disabled and foreign workers).

Output 1.4.2: Legislative and administrative provisions reviewed to strengthen protection of vulnerable groups (women, men, youth, the disabled and foreign workers) against discrimination, and domesticate provisions of ILO Gender Equality Conventions.

Output 1.4.3: Equal gender balance of tripartite partners trained at ITC-Turin in labour discrimination alleviation tools and practices.

PRIORITY 2

PROMOTION OF QUALITY EMPLOYMENT AND REDUCTION OF UNEMPLOYMENT PARTICULARLY FOR WOMEN AND YOUTH.

Outcome 2.1

Policies, legislations, plan of actions and programmes to facilitate the localization process strengthened.¹³

Outcome indicator(s)

- Reduce by 5% per annum in the number of expatriate workers in the permanent workforce.
- Increase of 8% per annum in employment of male and female locals in all sectors and at all levels.
- Equal balance of female and male locals employed in senior decision making posts in all sectors.
- Retaining at least 75% of highly trained male and female Seychellois.

Strategy

- Prepare action plans to review administrative capacity of the government, stakeholders and social partners to assist the localization policy review and implementation.
- Complete revision of existing Human Resources Development Policies and training at all levels with the aim of empowering human resources to take the ownership of localization implementation.
- To advocate the replacement of all human resources expatriate managers with male and female Seychellois within three years.
- Consideration for ratification of Convention 181 Convention on Private employment agencies.

Outputs

Output 2.1.1: National Policy on the conditions to recruit foreign workers defined.

Output 2.1.2: A new localization policy adopted.

Output 2.1.3: An elaborated action plan and programme on localization to address demand and supply of labour on the labour market.

Outcome 2.2

Clear national policies with plan of actions enhancing effective human resources development and management adopted and promoted as well as employment and unemployment situation monitored.

¹³ Localization is the process where foreign workers on contract are replaced by Seychellois

Outcome Indicator(s)

- Increase good practices at the work place by 20%.
- Increase productive work among Seychellois male and female workers¹⁴ by 20%.
- Reduce occupational gender stereotyping by 20%
- Monitoring progress in HR management and decent work.

Strategy

- Follow up on plans to review career guidance policy and implementation at National Level including education campaigns to educate jobseekers to take available jobs.
- To advocate for qualified male and female Seychellois Careers Guidance Officers in the Ministry of Education, Employment and Human Resources.

Outputs

Output 2.2.1: Reviewed and updated HRD Policy focusing on gender transformative career guidance training and retention.

Output 2.2.2: Reviewed HRDP, to mainstream gender throughout the document.

Output 2.2.3: Trained sectoral and national gender focal persons.

Output 2.2.4: Priority on decent work indicators and monitoring mechanism set up.

Outcome 2.3

Viable cottage industries and small business enterprises resources and plans to facilitate the development of sustainable and profitable small and medium entrepreneurship enhanced.

Outcome Indicator(s)

- A country programme to set out new policies, legislation, action plans, strategies, resources to facilitate the development of sustainable and profitable small and medium entrepreneurship schemes.

Strategy

- To undertake a comprehensive review of cottage industry and small business development in Seychelles to identify gaps in policy provisions and implementation process.
- Build technical capacity for equal balance of male and female SEnPA officers on ILO gender mainstreaming approaches and tools for gender responsive employment policy
- Build technical capacity for equal balance of male and female SEnPA and CSOs members in business development.

¹⁴ The MEEHR is carrying out a sensitization campaign to encourage Seychellois workers to develop a comprehensive sense of ownership for their work and contribute to increase the work output (productivity) at the work place.

Outputs

Output 2.3.1: An elaborated country paper on the profile and history of small and medium business enterprise, achievements, failures, challenges and plan of action.

Output 2.3.2: Equal balance of male and female SEnPA staff trained in ILO tools on mainstreaming gender in the design of employment policy.

Output 2.3.3: Equal balance of male and female SEnPA and CSO members trained in ILO tools on local economic development cycles.

Output 2.3.4: An elaborated national policy and plan of action on small and medium business development for the next 5 years.

Outcome 2.4

A conducive environment for the economic empowerment of women and youth particularly their participation in cottage industries established.

Outcome Indicator(s)

- An increase by 25% of the number of women, youth and the disabled in SMEs
- An increase of 10% profit margins by women, youth and the disabled in SMEs

Strategy

- Ensure the country's LMIS is used to monitor progress in effective HR management and in the country's decent work agenda in general.

Outputs

Output 2.4.1: Action plan set up to support and reinforce women, youth and the disabled, thus maximizing the benefits generated from the development of small and medium enterprises.

Output 2.4.2: Action plan implemented.

Output 2.4.3: Monitoring and evaluation mechanism developed.

Outcome 2.5

Positive attitude towards work and career choices promoted.

Outcome Indicator(s)

- An enhanced existing career guidance program
- Decrease by 30% in career change turnover of postsecondary graduates.
- 50% increase of Seychellois men and women taking up vocational jobs in all sectors.

Strategy

- Strengthen the existing Productivity Unit of the MEEHR and promote productivity education campaigns.
- Adoption of Recommendation 195 (Concerning Human Resources Development ; Education Training and Lifelong Learning)as working tool for the MEEHR

Outputs

Output 2.6.1: A clear and concise national career guidance implementation policy developed.

Output 2.6.2: Vocational training to male and female Seychellois workers promoted.

PRIORITY 3

PROMOTION OF EFFECTIVE TRIPARTISM AND SOCIAL DIALOGUE

Outcome 3.1

Signatories of recognition, check off and collective bargaining agreements increased.

Outcome indicator(s)

- Decrease of 25% in grievance registrations for dispute settlements at all level of mediation and adjudication.
- Reduction by 50% in grievances at the workplace.

Strategy

- Training in collective bargaining issues for the workers' and employers' unions.

Outputs

Output 3.1.1: Enhanced capacity building of social partners to sustain social dialogue.

Output 3.1.2: Collective bargaining agreement signed.

Outcome 3.2:

Effective national tripartite consultation strengthened.

Outcome indicator(s)

- Efficient functioning of the national tripartite employment institutions.
- A more effective running of the NCCE and decrease in delays at all levels to implement approved plans of actions.

Strategy

- Training of equal balance of male and female NCCE members on labour standards, industrial relations management techniques and gender-sensitive decision making.

Outputs

Output 3.2.1: Regular and effective consultation on labour are being conducted.

Outcome 3.3:***Bipartite mechanism established at national level and at the workplaces.*****Outcome indicator(s)**

- Using the LMIS by Workers' and Employers' unions in the national consultation process on employment and labour issues.

Strategy

- Meeting of the Employers and the Unions in bipartite meeting before NCCE meetings.

Outputs**Output 3.3.1:** National Development Strategies on relevant employment issues elaborated.**Outcome 3.4:*****National socio-economic policies influenced by the tripartite partners.*****Outcome indicator(s)**

- Websites developed to disseminate and educate the public on the role of the Trade Union and Employment Unions on decent work.

Strategy

- Empower social partners to organize media education programmes on productivity issues.
- Information and technology empowerment and link with the LMIS.

Outputs**Output 3.4.1:** Established credible IT networks data management systems with the Government, Employers and Workers organizations.**Output 3.4.2:** Capacity building of workers and employers to influence national policies conducted.**Output 3.4.3:** Capacity building of Government, Employers and Workers organizations to contribute to LMIS conducted.**Outcome 3.5:*****Women's participation and leadership promoted and enhanced.*****Outcome indicator(s)**

- 50% of women in key national position.
- Gender balance at all levels and in all sectors.

Strategy

- Ensure women participation and increase in leadership role

Outputs

Output 3.5.1: Developed MEEHR policy gender mainstreaming.

Output 3.5.2: Developed a high level gender sensitization programme.

Output 3.5.3: Introduced affirmative action at recruitment and selection processes.

Output 3.5.4: Established law on paternal leave in Seychelles.

PART 4

4.0 Implementation and Management

The implementation of the DWCP for Seychelles will be managed by the Department of Employment under the Ministry of Education, Employment and Human Resources (MEEHR,) within its existing structure in close collaboration with the social partners and supported by the ILO through the mobilization of technical and financial resources.

For effective implementation, monitoring and evaluation, a permanent DWCP advisory and monitoring committee will be established under the auspices of the Ministry of Education, Employment and Human Resources, which will comprise of government, social partners, CSOs, other stakeholders (local and international) and (potential donors). The Ministry will provide policy and strategic guideline to the DWCP advisory committee in the context of national priorities such as Strategy 2017 and other imperative national statements. The role of the advisory committee will be to advise the Ministry at regular intervals on progress of the outcomes of the Implementation Plan. The priorities of the DWCP have been long term challenges for the Ministry and incorporated in its five year Strategic Plan. In this perspective, the Government will partly contribute through an annual budget for the successful implementation and realisation of the project.

4.1 IMPLEMENTATION PLAN MATRIX *(see attached appendix on implementation plan)*

Part 5

5.0 Performance Monitoring and Evaluation.

Performance monitoring and evaluation will be conducted by the DWCP advisory and monitoring committee, in line with national practices and the ILO standards through bi annual, mid and end of programme reports. These reports will show the qualitative as well as quantitative perspectives and will draw on the DWCP indicators and others when required to reflect the impact of these three cross cutting priorities coming from the strategic objectives of the ILO Decent Work Agenda in part 3 of this DWCP.

The wholehearted participation of the social partners will need to be clearly discernible in the performance monitoring and evaluation to ensure the success this Seychelles Decent Work Country Programme.

Priority Area One: Review Labour Legislations and strengthen the dispute resolution framework.

										57,100.00	Government Contribution for Priority One (30%)	ILO Contribution for Priority One (70%)	
Outcome 1.1: Gender sensitive labour laws compatible with International Labour Instruments reviewed and compiled.													
Output 1.1.1: All Laws harmonized and compiled.										32,100.00			
	Y1	Y2	Y3	Y4	Y5	Responsibility	Partners	Est. Cost in US \$	Est. Cost in US \$	Est. Cost in US \$	Funding		
A1: One consultancy to research and report on the compatibility of the Industrial Relation Act, the Employment Act, OSH Decree 151 & ILS (6 regulations) and propose draft amendments to ratify all irregularities.						MEEHR	ILO, AG's Office & Social Partners	20,100.00			Government, ILO & Donors		
A2: Technical consultancy for compilation and drafting of the new labour code and review the structure of the present Employment Tribunal to adjudicate on the new legislation.						MEEHR	ILO, AG/s Office & Social Partners	12,000.00			Government, ILO & Donors		
A3: Ratification of Convention 158 (Termination of employment).						MEEHR	ILO, & AG/s Office	0.00			Government, ILO & Donors		
Output 1.1.2: All national institutions appointing tribunal and judiciary staff sensitised in gender responsive decision making.										25,000.00			
A1: Training of the judiciary and members of Labour Tribunal.						MEEHR	Social Partners	25,000.00			Government, ILO & Donors		
Outcome 1.2: An effective and efficient dispute resolution framework in place.										21,000.00			
Output 1.2.1: An equal balance of male and female Competent officers trained in labour mediation and negotiation.										21,000.00			
A1: One consultancy to review present mediation structure in line with recommendations of the employment act, and proposed recommendations to enhance the industrial relations set up.						MEEHR	ILO & Social Partners	6,000.00			Government, ILO & Donors		
A2: Train competent officers of the ministry, union and employer representatives on mediation and negotiation skills.						MEEHR	ILO & Social Partners	15,000.00			Government, ILO & Donors		
Outcome 1.3: A proactive Occupational Health & Safety interface at enterprise and ministerial levels conformity with ILO instruments, national legislation and policies.										45,000.00			
Output 1.3.1: An equal balance of male and female OHS officers and OHS Labour Inspectors trained at the workplace and OHS offices. in safe-work to promote gender equality and gender analysis.										15,500.00			
A1: Training of OSH officers at the workplace and enforcement of OSH legislations.						MEEHR	ILO & Social Partners	12,000.00			Government, ILO & Donors		
A2: Training on adoption of R164 (Recommendation concerning occupational health safety and health and the working environment).						MEEHR	ILO & Social Partners	2,000.00			Government, ILO & Donors		
A3: Workshop on adoption of R164 (Recommendation concerning OSH and the working environment).						MEEHR	ILO & Social Partners	1,500.00			Government, ILO & Donors		
Output 1.3.2: Reviewed OHS policy and Act in line with ILO standards										20,000.00			
A1: Training of labour inspectors on International Labour Standards and the new provisions of the revised labour laws.						MEEHR	ILO & Social Partners	10,000.00			Government, ILO & Donors		
A2: Training the health inspectors on relevant ILS on OSH.						MEEHR	ILO & Social Partners	10,000.00			Government, ILO & Donors		

Output 1.3.3: Ratification of Conventions 187 (promotional framework for OSH) and launched National Policy on OSH.							9,500.00			
A1: Launch the National Policy on OSH in workshop with all social partners and stakeholders.					MEEHR	Social Partners & Stakeholders	2,000.00			Government, ILO & Donors
A2: Perform a risk assesment of hazards and risk in each sector of the economy for action by social partners and stakeholders.					MEEHR & MOH	Social Partners & Stakeholders	5,000.00			Government, ILO & Donors
A3: ILO sensitisation & awareness workshop with social partners & stakeholders on importance of C 187					MEEHR	ILO	2,500.00			Government, ILO & Donors
A4: Ratification of Convention C 187.					MEEHR	Social Partners	0.00			Government, ILO & Donors
Outcome 1.4: All forms of discrimination in the world of work eliminated.							32,000.00			
Output 1.4.1: Baseline study conducted on the situation of vulnerable (women, men, youth, the disabled and foreign workers).							20,000.00			
A1: A research done at all levels on the vulnerability of foreign workers, women, men and youth, elderly & disabled in employment and on labour related matters.					MEEHR	Social Partners & Stakeholders	8,000.00			Government, ILO & Donors
A2: A national workshop on the vulnerability research study.					MEEHR	Social Partners & Stakeholders	2,000.00			Government, ILO & Donors
A3: Eight Sectorial Workshops.					MEEHR	Social Partners & Stakeholders	10,000.00			Government, ILO & Donors
Output 1.4.2: Legislative and administrative provisions reviewed to strengthen protection of vulnerable groups (women, men, youth, the disabled and foreign workers) against discrimination, and domesticate provisions of ILO Gender Equality Conventions.							9,000.00			
A1: Develop the action plan.					MEEHR	Social Partners & Stakeholders	2,000.00			Government, ILO & Donors
A2: Workshop with all stakeholders on Convention 158 (termination of Employment).					MEEHR	Social Partners & Stakeholders	2,000.00			Government, ILO & Donors
A3: Workshop with Human Resources Managers and union workplace representatives on existing legislations of contracts and disciplinary procedures.					MEEHR	Social Partners	5,000.00			Government, ILO & Donors
Output 1.4.3: Output 1.4.3: Equal gender balance of tripartite partners trained at ITC-Turin in labour discrimination alleviation tools and practices.							3,000.00			
A1: Desifgn data collection formats for grievance registration of work discrimination.					MEEHR	Social Partners	3,000.00			Government, ILO & Donors
TOTAL ESTIMATED COST PRIORITY ONE							155,100.00	46,530.00	108,570.00	
Priority Two: Promotion of quality employment and reduction of unemployment , particularly for women and youth.										
Outcome 2.1: Policies, legislations, plan of actions and programmes to facilitate the localisation process strengthened.							32,000.00	Government Contribution for Priority Two (80%)	ILO Contribution for Priority Two (20%)	
Output 2.1.1: National Policy on the conditions to recruit expatriate workers defined.							5,000.00			
A1: A consultative meeting to review present working committee orientation towards priority No. 2 of the DWCP of Seychelles from the localisation of expatriate employment perspective.					MEEHR	Social Partners	5,000.00			Government, ILO & Donors
Output 2.1.2: A new localization policy adopted.							1,000.00			
A1: Review of present chapters and draft amendments for new expatriate employment and localisation legislations to adapt to the comperative advantages of Seychelles.					MEEHR	Social Partners	1,000.00			Government, ILO & Donors
A2: Sensitize Human Resources managers at all work places employing expatriate employment on the new localisation policy.					MEEHR	Social Partners & Stakeholders	0.00			Government and Stakeholders
Output 2.1.3: An elaborated of action plan and programme on localization to address the supply and demand of labour on the labour market..							26,000.00			
A1: A consultancy to determine the replacement of expatriate workers in all sectors of the country.					MEEHR	Social Partners	6,000.00			ICFTU, Union & Government
A2: Yearly submission of succession plan on localisation of posts within					MEEHR	Social Partners	0.00			ICFTU, Union &

the mandated time frame permissible.																			Government	
A3: Set up the Productivity Unit of the MEEHR.									MEEHR	Social Partners	5,000.00								Government & Sponsors	
A4: A structure to follow-up and enforcement on localisation policy.									MEEHR	Social Partners	0.00								Government	
A5: Train Trade Union representatives on productivity management at the work place.									SFWU	Social Partners	10,000.00								ICFTU, Union & Government	
A6: Mass Media education programs on productivity.									MEEHR	Social Partners	5,000.00								Government	
A7: Yearly submission of report on absorption of returning graduate.									MEEHR	Social Partners & Stakeholders	0.00								Government	
Outcome 2.2: Clear national policies with plan of actions enhancing effective human resources development and management adopted and promoted as well as employment and unemployment situation monitored.											13,250.00									
Output 2.2.1: Reviewed and updated HRD Policy focusing on gender transformative career guidance training and retention.											6,000.00									
A1: Reviewed and updated HRD Policy focusing on gender sensitive career guidance training and retention. present employment challenges and recommend amendments to th new draft.									MEEHR	Social Partners	3,000.00								Government	
A2: MEEHR and stakeholders prepare a 5 year plan to enhance the level of human rsources management at all levels.									MEEHR	Social Partners	0.00								Government	
A3: A plan to replace all expatriate HR Managers with seychellois,									MEEHR	Social Partners	0.00								Government	
A4: A national workshop on recommendation 195 (Concerning Human Resources Development, Education, Training and Lifelong leraning) used as a working tool.									MEEHR	Social Partners	3,000.00								Government	
Output 2.2.2: Reviewed HRDP to mainstream gender throughout the document.											2,083.33									
A1: Conduct review session of HRDP with inclusion of gender secretariat inputs on an annual basis.									MEEHR	MEEHR and Gender Secretariat	2,250.00								Government	
Output 2.2.3: Trained sectoral and national gender focal persons.											4,166.67									
A1: Conduct training workshops for sectoral and national gender focal persons on an annual basis.									Gender Secretariat	Social Partners	4,000.00								Government	
Output 2.2.4: Priority on decent work indicators and monitoring mechanism set up.											1,000.00									
A1. Representatives and other social partners involved in the respective priority areas.									MEEHR	Social Partners	1,000.00								Government	
									MEEHR	Social Partners	1,000.00								Government	
Outcome 2.3: Viable cottage industries and small business enterprises resources and plans to facilitate the development of sustainable and profitable small and medium entrepreneurship enhanced.											20,500.00									
Output 2.3.1: An elaborated country paper on the profile and history of small and medium business enterprise, achievements, failures, challenges and plan of action.											10,000.00									
A1: A baseline gender sensitive research on the consequences of the micro and macro economic, financial, environment of Seychelles and its consequences on small and medium business development.									MINRI & MOF	MEEHR & Stakeholders	10,000.00								Government	
Output 2.3.2: Equal balance of male and female SENPA staff trained in ILO tools on mainstreaming gender in the design of employment policy .											3,000.00									
A1: A national evaluation workshop on financing procedures for accessibility to women and youth.									MOF & SENPA	MEEHR & Stakeholders	3,000.00								Government	
Output 2.3.3: An elaborated national plan of action on small and medium business development for the next 5 years.											7,500.00									
A1: A national working group (of training instruments, banks and financing institutions, relevant authorities, social partners and									MOF & MINRI	MEEHR & Stakeholders	7,500.00								Government & ILO	

international expertise) to effect a short (3 yrs) and medium (5 yrs) plan of action.																			
Outcome 2.4: A conducive environment for the economic empowerment of women and youth particularly their participation in cottage industries established.											3,500.00								
Output 2.4.1: Action plan set up to support and reinforce women, youth and the disabled, thus maximizing the benefits generated from the development of small											3,000.00								
A1: Organise workshop to develop plan of action in collaboration with all stakeholders							MOF & MINRI	MEEHR & Stakeholders		3,000.00									Government & ILO
Output 2.4.2: Action plan implemented.											0.00								
A1: Implementation of Plan of Action by Stakeholders							MEEHR	Social Partners		0.00									Government & ILO
Output 2.4.3: Monitoring and evaluation mechanism developed.											500.00								
A1: Monitoring the implementation of the action plan							MINRI	Stakeholders		500.00									Government & ILO
Outcome 2.5: Positive attitude towards work and career choices promoted.											26,000.00								
Output 2.6.1: A clear and concise national career guidance implementation policy developed.											16,000.00								
A1: A research and evaluation carry out by career guidance experts to evaluate the strengths and weaknesses of the present careers guidance structure.							MEEHR	MEEHR		3,000.00									Government & ILO
A2: Findings of research presented to a national tripartite and stakeholders workshop for recommendations to government.							MEEHR	Social Partners		3,000.00									Government
A3: A national policy and plan of action to be presented to all stakeholders in a national forum.							MEEHR	Social Partners		5,000.00									Government
A4: A research to establish the present Labour supply mismatch in Seychelles and results to be handed to the Human Resources Development authority for action.							MEEHR	Social Partners		5,000.00									Government & ILO
Output 2.6.2: Vocational training to male and female Seychellois workers promoted.											10,000.00								
A1: Research on the causal factors and attitude problems to certain works.							MEEHR	MEEHR		5,000.00									Government
A2: Media Education Campaigns on the concept and importance of work targeting the non professionals.							MEEHR	MEEHR		5,000.00									Government
TOTAL ESTIMATED COST PRIORITY TWO											95,250.00	76,200.00	19,050.00						
Priority Three: Promotion of Effective Tripartism and Social Dialogue.																			
Outcome 3.1: Signatories of Recognition, check off and collective bargaining agreements increased.											18,000.00	Government Contribution for Priority Three (90%)	Government Contribution for Priority Three (10%)						
Output 3.1.1: Enhanced capacity building of social partners to sustain social dialogue.											12,000.00								
A1: Management sensitisation / training workshops in all economic sectors on the Industrial Relations Act (IRA).							FEAS	MEEHR, ILO		6,000.00									ILO & Donors
A2: Workshop training of all union workplaces committees on negotiations and mediation skill.							SFWU	ICFTU, ILO & MEEHR		6,000.00									ILO & Donors
Output 3.1.2: Collective bargaining agreement signed.											6,000.00								
A1: Workshop training of all union workplaces committees on IRA and collective bargaining.							SFWU	ICFTU, ILO & MEEHR		6,000.00									Government, ILO & Donors
Outcome 3.2: Effective national tripartite consultation strengthened.											2,000.00								
Output 3.2.1: Regular and effective consultation on labour are being conducted.											2,000.00								
A1: National Workshop for all NCCE members on International Labour Standards and Employment Policies and Legislations.							MEEHR	ILO & Social Partners		2,000.00									Government & ILO

Outcome 3.3: Bipartite mechanism established at national level and at the workplace.							7,000.00				
elaborated.											
							7,000.00				
A1: Drafting of a Memorandum Of Understanding (M.O.U) between Workers and Employers Unions.						SFWU & FEAS	ICFTU, ILO & MEEHR	3,000.00		Government, ILO & Donors	
A2: Workshop by ILO (ACTRAV) on the new bipartite structure with both Employers and Workers Unions.						SFWU & FEAS	ICFTU, ILO & MEEHR	4,000.00		Government, ILO & Donors	
Outcome 3.4: National socio-economic policies influenced by the tripartite partners.							39,000.00				
Output 3.4.1: Established credible IT networks data management systems with the Government, Employers and Workers organizations.							25,000.00				
A1: Establishing credible IT network and gender sensitive data management systems with the Employers and Workers' Unions.						SFWU & FEAS	ILO & International Unions	10,000.00		ILO & Donors	
A2: Connecting both Employer Federation and Workers Unions to the Labour Market Information System.						SFWU & FEAS	MEEHR	5,000.00		ILO & Donors	
A3: Training of Workers Union and Employers in IT development.						SFWU & FEAS	MEEHR	10,000.00		ILO & Donors	
Output 3.4.2: Capacity building of workers and employers to influence national policies conducted.							8,000.00				
A1: A research on the effectiveness and application of existing legislations regulating tripartite consultations.						MEEHR	Social Partners	5,000.00		Government & ILO	
A2: A national workshop on findings of study with lines of actions.						MEEHR	Social Partners	3,000.00		Government & ILO	
Output 3.4.3: Capacity building of Government, Employers and Workers organizations to contribute to LMIS conducted.							6,000.00				
A1: Technical evaluation of the Employers and Workers Unions to connect to the LMIS						MEEHR	Social Partners	3,000.00		Government & ILO	
A2: Prepare projects to empower the HR and IT interface of the Employers to the LMIS						MEEHR	Social Partners	3,000.00		Government & ILO	
Outcome 3.5: Women's participation and leadership promoted and enhanced.							26,000.00				
Output 3.5.1: Developed MEHRD policy gender mainstreaming.							8,000.00				
A1: A national workshop to review existing policies on gender parity at decision making level.						MEEHR & MCSD	Social Partners	3,000.00		Government, ILO & Sponsors	
A2: Formulation, adoption, review policy on gender parity						MEEHR & MCSD	Social Partners	5,000.00		Government, ILO & Sponsors	
Output 3.5.2: Developed a high level gender sensitization programme.							10,000.00				
A1: High level workshops on gender sensitization in all sectors.						MEEHR & MCSD	Social Partners	10,000.00		Government, ILO & Sponsors	
Output 3.5.3: Introduced affirmative action at recruitment and selection processes.							5,000.00				
A1: Media Education Campaign for positive action..						MEEHR & MCSD	Social Partners	5,000.00		Government, ILO & Sponsors	
Output 3.5.4: Established law on paternal leave in Seychelles.							3,000.00				
A1: A consultancy to conduct a feasibility study on paternity leave in Seychelles.						MEEHR & MCSD	Social Partners	3,000.00		Government, ILO & Sponsors	
TOTAL ESTIMATED COST PRIORITY THREE							92,000.00	82,800.00	9,200.00		
TOTAL ESTIMATED COST OF ALL THREE PRIORITIES							342,350.00				
TOTAL ESTIMATED COST OF GOVERNMENT CONTRIBUTION								205,530.00	136,820.00		

M&E Plan for Seychelles DWCP - Part 1: Progress monitoring

Country: Seychelles

Date of preparation: June, 2010

Priority 1: Preview Labour Legislations and strengthen the dispute resolution framework.

Outcome 1.1: Gender sensitive Labour Laws compatible with International Labour Instruments reviewed and compiled.

Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
One gender balanced and gender sensitive tribunal adjudicating on all Employment / Labour, Industrial Relations and OHS matters in Seychelles solving the present isolated legislations being adjudicated in different courts.	Labour Tribunal Reports, Employment Department Reports and Gender Secretariat Reports	Annual	Effective cooperation & commitment by the social partners, Gender Secretariat & AG's Office.	ILO Consultant, AG's Office, MEEHR & Social Partners
A binding of all labour law and legal procedures.	Record of binded documents on labour law and legal procedures. (MEEHR & AG's Office)	once		Project Manager, AG's Office & MEEHR

Outcome 1.2: An effective and efficient dispute resolution framework in place.

Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
Increase by 20% the usage of the Industrial Relations Sections by Employers and Workers for counselling on employment and labour issues.	Industrial Relation Section & Inspectorate Section Reports (MEEHR)	Bi-annual	Assuming that records are being kept on a daily basis.	MEEHR & Social Partners
Better policies, methods, resources and legal knowledge.	Trained officers in employment & legal aspects and external customers appreciation.	Quarterly	Fund available to conduct training and evaluation mechanism in place.	ILO, MEEHR & Social Partners

Outcome 1.3: A proactive Occupational Health & Safety interface at enterprise and ministerial levels conformity with the ILO instruments, national legislations and policies.

Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
Reduction by 10% OHS related accidents at all levels and in all sectors	Inspectorate Section Reports (MEEHR) and the Occupational & Safety Unit of the Ministry of Health.	Quarterly	Close collaboration and cooperation between the two Ministries.	MEEHR, MOH & Other Stakeholders
Increase to 60% OHS administrative structures at the workplace.	Inspectorate Section Reports (MEEHR)	Quarterly		

Outcome 1.4: All forms of discrimination in the world of work eliminated.				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
Findings and recommendations of a baseline study on the situation of vulnerable groups	Report of the baseline study on situation of vulnerable groups	once	Effective monitoring mechanism is set up with the involvement of all social partners concern.	Project Manager MEEHR & Social partners
Increased awareness of different types of discrimination in the world of work amongst tripartite partners.	Reports of grievances registered at the Ministry on ground of discrimination and reports from the Labour Inspectorate Unit of the MEEHR	Quarterly		
Increased number of sexual harassment cases registered and resolved through the Employment Tribunal				
75% decrease of termination of employment contracts on grounds of discrimination.				
75% reduction in grievances registered on grounds of termination of contract on grounds of victimization by the hands of the employer.				
Priority 2:Promotion of Quality Employment and Reduction of Unemployment particularly for Women and Youth				
Outcome 2.1: Policies, legislations, plan of actions and programmes to facilitate the localization process strengthened				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
Reduce by 5% per annum in the number of expatriate workers in the permanent workforce.	Reports on Expatriate Employment & Gainful Occupation Permit (MEEHR)	Annual	Continued commitment by government to ensure that relevant data is collected by national agencies and ministries concerned.	MEEHR & Social Partners
Increase of 8% per annum in employment of male and female locals in all sectors and at all levels	Employment Report (MEEHR), Employment Bulletin & Seychelles in Figures (NSB)	Bi-Annual & Annual		
Retaining at least 75% of highly trained male and female Seychellois.	Reports from NHRDC and Department of Immigration	Annual		
Equal balance of female and male locals employed in senior decision making posts in all sectors.	Employment Bulletins & Seychelles in Figures (NSB)	Bi-Annual & Annual		
Outcome 2.2: Clear national policies with plan of actions enhancing effective human resources development and management adopted and promoted as well as employment and unemployment situation monitored.				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility

Increased good practices at the work place by 20%.	Inspectorate Report from Inspectorate Section of Employment Department (MEEHR)	Annual	Assuming that the different stakeholders are providing the correct information on relevant issues.	Inspectorate Section & Productivity Unit (MEEHR) , workplaces Human Resource Officers & the Workers' Unions.
Reduce occupations all gender stereotyping by 20%.	Reports from the Gender Secretariat of the Social Department.	Annual		
Increase productive work among seychellois male and female by 20%	Productivity Unit Report Annual (MEEHR) & Employment Report (MEEHR)	Annual		
Monitoring progress in HR management and decent work	NHRDC Report (MEEHR), FEAS Report, SFWU Report & Inspectorate Report	Annual		

Outcome 2.3: Viable cottage industries and small business enterprises resources and plans to facilitate the development of sustainable and profitable small and medium entrepreneurship enhanced

Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
A country programme to set out new policies, legislation, action plans, strategies, resources and plans to facilitate the development of sustainable and profitable small and medium entrepreneurship schemes	Reports Development of SME (SENPA), Government Policies on the Development of SME & Economic Reports on economic growth from the Ministry of Finance.	Annual	Fiscal and monetary conditions are conducive for the development of SME.	SENPA, MoF & MINRI

Outcome 2.4: A conducive environment for the economic empowerment of women and youth particularly their participation in cottage industries established.

Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
An increase by 25% of the number of women, youth and the disabled in SMEs	Employment Report (MEEHR), Employment Bulletin & Seychelles in Figures (NSB), Reports from Gender Secretariat	Annual	Fiscal and monetary conditions are conducive for the development of SME.	MEEHR, SENPA, MoF & MINRI
An increase of 10% profit margins by women, youth and the disabled in SMEs	Employment Report (MEEHR), Employment Bulletin & Seychelles in Figures (NSB), Reports from Gender Secretariat			MEEHR, SENPA, MoF & MINRI

Outcome 2.5: Positive attitude towards work and career choices promoted.

Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
-----------	--	-----------	----------------------------	----------------

An enhanced existing career guidance program	Career Guidance Report (Career Guidance Section, Department of Education, MEEHR)	Annual	Proper training are provided for the career guidance officers.	MEEHR & Social Partners
Decrease by 30% in career change turnover of post Secondary graduates.	Career Guidance Report (Career Guidance Section, Department of Education, MEEHR)	Annual		
50% of increase of Seychellois taking up vocational jobs.	Reports from Vocational Training Institutions	Annual		
Priority 3: Promotion of effective Tripartite and Social Dialogue.				
Outcome 3.1: Signatories of recognition, check off and collective bargaining agreements increased.				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
Decrease by 25% in grievance registrations for dispute settlements at all level of mediation and adjudication.	Industrial Relations Report and Employment Tribunal Report	Annual	Trade Union Representatives and human resource cadres empowered with the right training on employment laws and negotiation skills.	MEEHR, SFWU & FEAS
Reduction by 50% grievances at the workplace	Industrial Relations Report and Employment Tribunal Report	Annual		
Outcome 3.2: Effective national tripartite consultation strengthened.				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
Efficient functioning of the national tripartite employment institutions	Tripartite forums and tripartite consultative meetings	Occasionally	All stakeholders see the importance of involving the ILO social partners in National consultations on matters with a direct implication in employment issues.	MEEHR, SFWU & FEAS
A more effective running of the NCCE and decrease in delays at all levels to implement approved plans of action.	Number of NCCE meetings	Occasionally		MEEHR, SFWU & FEAS
Outcome 3.3: Bipartite mechanism established at national level and at the workplaces.				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
Using of LMIS by Workers' and Employers' Unions in the national consultation process on employment and labour issues.	LMIS fully operational and Tripartite making use of LMIS	All times	The LMIS finalised and operational	MEEHR, SFWU & FEAS
Outcome 3.4: National socio-economic policies influenced by the tripartite partners.				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility

Website developed to disseminate and educate the public on the role of Trade Union and Employment Unions on decent work.	Website operational	All times		MEEHR, SFWU & FEAS
Outcome 3.5: Women's participation and leadership promoted and enhanced.				
Indicator	Means of Verification (Data Sources and Collection Methods)	Frequency	Assumptions (and Risks)	Responsibility
50% of women in key national positions.	Report from Gender Secretariat	Annual		Gender Secretariat (MCSD), MEEHR & Public Administration Department
Gender balance at all levels and in all sectors.	Report from Gender Secretariat	Annual		Gender Secretariat (MCSD), MEEHR Public Administration Department & Private Sector

Seychelles DWCP Strategic Alignment

Country: Seychelles

Date of preparation: June, 2010

Priority 1: Review Labour Legislations and strengthen the dispute resolution framework.

Outcomes of DWCP	Link to P&B outcomes	Link to the Regional Decent Work Agenda	Link to Regional Agenda	Strategic partners (For whom, with whom)	Main actions (How) Clusters of activities or projects by which you plan to achieve the outcome
Outcome 1.1: Gender sensitive Labour Laws compatible with International Labour Instruments reviewd and compiled.	Outcome 11; Outcome 18				
Outcome 1.2: An effective and efficient dispute resolution framework in place.	Outcome 11; Outcome 14				
Outcome 1.3: A proactive Occupational Health & Safety interface at enterprice aand ministerial levels conformity with the ILO instruments, national legislations and policies.	Outcome 6; Outcome 18				
Outcome 1.4: All forms of discrimination in the world of work eliminated.	Outcome 17				

Priority 2: Promotion of quality employment and reduction of unemployment, particularly of women and youth.

Outcomes of DWCP	Link to P&B outcomes	Link to the Regional Decent Work Agenda	Link to Regional Agenda	Strategic partners (For whom, with whom)	Main actions (How) Clusters of activities or projects by which you plan to achieve the outcome

Outcome 2.1: Policies, legislations, plan of actions and programmes to facilitate the localisation process strengthened.	Outcome 7				
Outcome 2.2: Clear national policies with plan of actions for enhancing effective human resources development and management adopted and promoted as well as employment and unemployment situation monitored.	Outcome 2				
Outcome 2.3: Viable cottage industries and small business enterprises resources and plans to facilitate the development of sustainable and profitable small and medium entrepreneurship enhanced.	Outcome 1 , Outcome 3				
Outcome 2.4: A conducive environment for the empowerment of women and youth, particularly their participation in cottage industries established.	Outcome 3				
Outcome 2.5: Capacity building for gender mainstreaming institutionalised.					
Outcome 2.6: Positive attitude towards work and career choices promoted.					

Priority 3: Promotion of Effective Tripartite and Social Dialogue.					
Outcomes of DWCP	Link to P&B outcomes	Link to the Regional Decent Work Agenda	Link to Regional Agenda	Strategic partners (For whom, with whom)	Main actions (How) Clusters of activities or projects by which you plan to achieve the outcome
Outcome 3.1: Signatories of recognition, check off and collective bargaining agreements increased.	Outcome 14				
Outcome 3.2: Effective national tripartite consultation strengthened.	Outcome 12; Outcome 14				
Outcome 3.3: Bipartite mechanism established at national level and at the workplaces.	Outcome 9; Outcome 10				
Outcome 3.4: National Socio-economic policies influenced by tripartite partners.	Outcome 12; Outcome 13				
Outcome 3.5: Women's participation and leadership promoted and enhanced.					

Reduction by 10% OHS related accidents at all levels and in all sectors	Record of registered OHS cases in all sectors of the economy	Reduce OHS related accidents in all sectors by 10%	With the assistance of ILO consultant on OHS, design a standard format for collecting of data on OHS related accidents	Collect and analysis of data in relation to target set	Collect and analysis of data in relation to target set	Collect and analysis of data in relation to target set	
Increase to 60% OHS administrative structures at the workplace.	Existing OHS administrative structure at workplaces	Increase by 60% OHS administrative structure at the workplace	Luanching of OHS National Policy with all sectors	Conduct training for OHS officers at workplaces and assist them in setting up appropriate structures at the workplace			
Outcome 1.4: All forms of discrimination in the world of work eliminated.		Main assumption: Effective monitoring mechanism is set up with the involvement of all social partners concern.					
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
Findings and recommendations of a baseline study on the situation of vulnerable groups	Use Existing study which have been conducted.		Conduct	Conduct	Conduct	Start implement	
Increased awareness of different types of discrimination in the world of work amongst tripartite partners.							
Increased number of sexual harassment cases registered and resolved through the Employment Tribunal							
75% decrease of termination of employment contracts on grounds of discrimination.	Use existing records from MEEHR & Employment Tribunal	To decrease termination of contract baased on grounds of discrimination by 75%.	Conduct working sessions on all existing workplace policies with all sectors of the economy.	Conduct specific sessions with HR managers of HR issues.		Analyse of Employment Department and Employment Tribunal records on ground for termination of employment.in public and private sectors.	

75% reduction in grievances registered on grounds of termination of contract on grounds of victimization by the hands of the employer.	Use existing records from MEEHR, SFWU & Employment Tribunal	To reduce by 75% grievances register on ground of victimization by employers.	Conduct working sessions on all existing workplace policies with all sectors of the economy.	Conduct tripartite training sessions in all sectors on roles & responsibilities at workplaces.	Conduct a research study on victimization & discrimination at workplaces with the assistance of ILO consultant.	Assess the result of the study to see the impact of victimizations and discriminations on termination of contract in all sectors of the economy.	
--	---	---	--	--	---	--	--

Priority 2: Promotion of Quality Employment and Reduction of Unemployment particularly for Women and Youth

Outcome 2.1: Policies, legislations, plan of actions and programmes to facilitate the localisation process strengthened. **Main assumption:** Continued commitment by government to ensure that relevant data is collected by national agencies and ministries concerned.

Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
Reduce by 5% per annum in the number of expatriate workers in the permanent workforce..	Existing data on foreign workers.		Review & reinforce the Localisation Policy to address Labour Market needs.	An effective monitoring mechanism in place with the capacity to assess the situation.	Set up of an effective database on expatriate employment for effective monitoring of the localisation policy.		
Increase of 8% per annum in employment of male and female locals in all sectors and at all levels	Existing employment figures	Increase employment by 40% where foreign employment can be replaced.					Succession plans are being implemented and monitored in all sectors where foreign employment exist.
Retaining at least 75% of highly trained male and female Seychellois.							
Equal balance of female and male locals employed in senior decision making posts in all sectors.	Existing data on returning graduates and highly trained seychellois professionals.	To retain 75% of returning graduates and highly trained seychellois professionals.	Conduct a research study on factors that influence the migration of returning graduates and highly trained seychellois professionals.	Address the recommendations and findings of the research study in accordance with national priorities.	Create an effective database on returning graduates and highly trained seychellois professionals for future analysis.		

Outcome 2.2: Clear national policies with plan of actions for enhancing effective human resources development and management adopted and promoted as well as employment and unemployment situation monitored.		Main assumption: Assuming that the different stakeholders are providing the correct information on relevant issues.					
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
Increase good practices at the work place by 20%.				Train Trade Unions representatives on the importance of productivity and productivity management at workplaces.			
Reduce occupational gender stereotyping by 20%.							
Increase productive work among Seychellois male and female by 20%		Increase in productivity at workplaces.	Conduct mass educational & sensitization programmes on productivity in media..	Enhance the capacity of the existing Productivity Unit at Employment Department for addressing in			
Monitoring progress in HR management and decent work		Monitoring mechanism set up and function effectively.	Set up monitoring mechanism for HR management & decent work				
Outcome 2.3: Viable cottage industries and small business enterprises resources and plans to facilitate the development of sustainable and profitable small and medium entrepreneurship enhanced.		Main assumption: Fiscal and monetary conditions are conducive for the development of SME.					
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015

A country programme to set out new policies, legislations,, strategies resources and action plans to facilitate the development of sustainable and profitable small and medium entrepreneurship schemes			Set up a multi sectoral working group to develop a country programme on the development of sustainable and profitable small and medium enterprises.		Start implement the developed country programme.		
Outcome 2.4: A conducive environment for the empowerment of women and youth, particularly their participation in cottage industries established.			Main assumption: Fiscal and monetary conditions are conducive for the development of SME.				
Indicators	Baselines	Targets	Milestones				
An increase by 25% of the number of women, youth and the disabled in SMEs	Disaggregated employment data	25% increase by women and youth in SMEs activities.	Organise yearly trainings for women and youth on development of SMEs and related issues with ILO assistance.		Set up a SMEs disaggregated database for future analysis, decision and policy makings.		
An increase of 10% profit margin by women and youth in SMEs			Conduct a national workshop on funding procedures & accessibility of women & youth to funding.	Develop a SMEs Action Plan with the involvement of multi sectoral groupings to address the issue of M&E in SMEs..			
Outcome 2.5: Positive attitude towards work and career choices promoted.			Main assumption: Proper training are provided for Career Guidance Officers.				
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015

-An enhanced existing career guidance program			Carry out research on the present career guidance structures with the assistance of ILO	Presentation of findings of the research in a national tripartite & stakeholders workshop for preparing recommendations to government.			
Decrease by 30% in career change turnover of post Secondary graduates.					A national policy & Plan of Action to address all weaknesses identified in the research on career guidance to present to all stakeholders in a national forum for validation.		Conduct media educational campaign on importance of work targeting the non-professionals.
50% of increase of Seychellois men and women in all sectors.			Conduct research on casual factors & attitude problems to certain works.	Conduct media educational campaign on importance of work targeting the non-professionals.	Conduct media educational campaign on importance of work targeting the non-professionals.	Conduct media educational campaign on importance of work targeting the non-professionals.	Conduct media educational campaign on importance of work targeting the non-professionals.
Priority 3: Promotion of Effective Tripartite and Social Dialogue.							
Outcome 3.1: Signatories of recognition, check off and collective bargaining agreements increased.			Main assumption: Trade Unions representatives and Human Resource Cadres empowered with the right training on employment laws and negotiation skills.				
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
Decrease by 25% in grievance registrations for dispute settlements at all level of mediation and adjudication.				Conduct management sensitization trainings & workshops in all economic sectors on Industrial Relations Act (IRA).			Conduct training for all Union workplace committees on negotiations & mediations skill with ILO technical assistance.

Reduction by 50% grievances at the workplace			Enhance capacity building of social partners to sustain social dialogue through trainings on all aspects of social dialogue.				
Outcome 3.2: Effective national tripartite consultation strengthened.							
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
Efficient functioning of the national tripartite employment institutions				National workshop for all NCCE members on International Labour Standard and Employment Policies & Legislations with technical assistance of ILO			
A more effective running of the NCCE and decrease in delays at all levels to implement approved plans of action.			Conduct NCCE meetings at least as plan with the participation of all members, especially the tripartite members.				
Outcome 3.3: Bipartite mechanism established at national level and at the workplaces.			Main assumptions: <i>Good understanding within the bipartite structure.</i>				
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
Using of LMIS by Workers' and Employers' Unions in the national consultation process on employment and labour issues.			Drafting a M.O.U between Workers & Employers Unions.		Workshop by ILO (ACTRAV) on the bipartite structure with both Employers and Workers Unions.		Develop the Labour Market Information System.

Outcome 3.4: National Socio-economic policies influenced by tripartite partners.							
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
Website developed to disseminate and educate the public on the role of Trade Union and Employment Unions on decent work.			Establish a credible data management system with indept involvement of tripartite for future decision & policy makings.	Training of Workers & Employers representatives on Information Technology (IT) and its importance in dissemination of information for socio-economic development.			
Outcome 3.5: Women's participation and leadership promoted and enhanced.							
Indicators	Baselines	Targets	Milestones				
			2011	2012	2013	2014	2015
50% of women in key national positions.				A national workshop to assess and review existing policies on gender parity at decision making level.			
Gender balance at all levels and in all sectors.			National Media sensitization Campaign on gender issues.			Consultancy Study on Paternity Leave in Seychelles.	

Estimated Budget Per Priority One By Outputs		
Outputs	Amount in SR	Amount in US \$
Output 1.1.1: All labour laws harmonized and compiled.	385,200.00	32,100.00
Output 1.1.2: All national institutions appointing tribunal and judiciary staff sensitised in gender responsive decision making.	300,000.00	25,000.00
Output 1.2.1: An equal balance of male and female Competent officers trained in labour mediation and negotiation.	252,000.00	21,000.00
Output 1.3.1: n equal balance of male and female OHS officers and OHS Labour Inspectors trained at the workplace and OHS offices. in safe-work to promote gender equality and gender analysis.	186,000.00	15,500.00
Output 1.3.2: Reviewed OHS policy and Act in line with ILO standards	240,000.00	20,000.00
Output 1.3.3: Ratified Convention 187 (Promotional Framework for OHS) and launched National Policy on OHS.	114,000.00	9,500.00
Output 1.4.1: Baseline study conducted on the situation of vulnerable (women, men, youth, the disabled and foreign workers).	240,000.00	20,000.00
Output 1.4.2: Legislative and administrative provisions reviewed to strengthen protection of vulnerable groups (women, men, youth, the disabled and foreign workers) against discrimination, and domesticate provisions of ILO Gender Equality Conventions.	108,000.00	9,000.00
Output 1.4.3: Output 1.4.3: Equal gender balance of tripartite partners trained at ITC-Turin in labour discrimination alleviation tools and practices.	36,000.00	3,000.00
Total Cost For Priority One	1,861,200.00	155,100.00

Note Exchange Rate = SR 12

Estimated Budget Per Priority Two By Outputs

Outputs	Amount in SR	Amount in US \$
Output 2.1.1: National Policy on the conditions to recruit foreign workers defined.	60,000.00	5,000.00
Output 2.1.2: A new localisation policy adopted.	12,000.00	1,000.00
Output 2.1.3: An elaborated action plan and programme on localization to address demand and supply of labour on the labour market.	312,000.00	26,000.00
Output 2.2.1: Reviewed and updated HRD Policy focusing on gender transformative career guidance training and retention.	72,000.00	6,000.00
Output 2.2.2: Reviewed HRDP to mainstream gender throughout the document.	25,000.00	2,083.33
Output 2.2.3: Trained sectoral and national gender focal persons.	50,000.00	4,166.67
Output 2.2.4: Priority on decent work indicators and monitoring mechanism set up.	12,000.00	1,000.00
Output 2.3.1: An elaborated country paper on the profile and history of small and medium business enterprise, achievements, failures, challenges and plan of action.	120,000.00	10,000.00
Output 2.3.2: Equal balance of male and female SEnPA staff trained in ILO tools on mainstreaming gender in the design of employment policy .	36,000.00	3,000.00
Output 2.3.3: An elaborated national plan of action on small and medium business development for the next 5 years.	90,000.00	7,500.00
Output 2.4.1: Action plan set up to support and reinforce women, youth and the disabled, thus maximizing the benefits generated from the development of small and medium enterprises.	36,000.00	3,000.00
Output 2.4.2: Action plan implemented.	0.00	0.00
Output 2.4.3: Monitoring and evaluation mechanism developed.	6,000.00	500.00
Output 2.5.1: A clear and concise national career guidance implementation policy developed.	192,000.00	16,000.00
Output 2.5.2: : Vocational training to male and female Seychellois workers promoted.	120,000.00	10,000.00
Total Cost For Priority Two	1,143,000.00	95,250.00

Note Exchange Rate = SR 12

Estimated Budget Per Priority Three By Outputs

Outputs	Amount in SR	Amount in US \$
Output 3.1.1: Enhanced capacity building of social partners to sustain social dialogue.	144,000.00	12,000.00
Output 3.1.2: Collective bargaining agreement signed.	72,000.00	6,000.00
Output 3.2.1: Regular and effective consultation on labour are being conducted.	24,000.00	2,000.00
Output 3.3.1: National Development Strategies on relevant employment issues elaborated.	84,000.00	7,000.00
Output 3.4.1: Established credible IT networks data management systems with the Government, Employers and Workers organizations.	300,000.00	25,000.00
Output 3.4.2: Capacity building of workers and employers to influence national policies conducted.	96,000.00	8,000.00
Output 3.4.3: Capacity building of Government, Employers and Workers organizations to contribute to LMIS conducted.	72,000.00	6,000.00
Output 3.5.1: Developed MEHRD policy gender mainstreaming.	96,000.00	8,000.00
Output 3.5.2: Developed a high level gender sensitization programme.	120,000.00	10,000.00
Output 3.5.3: Introduced affirmative action at recruitment and selection processes.	60,000.00	5,000.00
Output 3.5.4: Established law on paternal leave in Seychelles.	36,000.00	3,000.00
Total Cost For Priority Three	1,104,000.00	92,000.00

Note Exchange Rate = SR 12

Estimated Budget for DWCP - Seychelles							
Priority	Amount in SR	Amount in US \$	Contribution by the Government in US\$	Contribution by the Government in %	Contribution by the ILO in US\$	Contribution by the ILO in %	% Cost of Priority Areas
Priority 1: Review Labour Legislations and Strengthen the dispute resolution framework.	1,861,200.00	155,100.00	46,530.00	30%	108,570.00	70%	45%
Priority 2: Promotion of quality employment and reduction of unemployment, particularly for women and youth.	1,143,000.00	95,250.00	76,200.00	80%	19,050.00	20%	28%
Priority 3: Promotion of effective Tripartism and Social Dialogue.	1,104,000.00	92,000.00	82,800.00	90%	9,200.00	10%	27%
Total Cost	4,108,200.00	342,350.00	205,530.00		136,820.00		100%
Total Contribution in Percentage				60%		40%	

Note:

The budget represents the activities that will be implemented under each output of each priority areas depending on the amount of contribution required either technical or financial from both the Government of Seychelles and the ILO.

Calculation of Government contribution: total contribution cost/ total in US\$ * 100

Calculation of ILO contribution: total contribution cost/ total in US\$ * 100

Exchange rate: SR 12