



Republic of Botswana

# DECENT WORK COUNTRY PROGRAMME FOR BOTSWANA

2011 to 2015







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2011 to 2015



February 2011



**Memorandum Of Understanding**  
**Between the**  
**International Labour Organization**  
**And**  
**The Government of Botswana**

*Emanating from the good relations between the Government of Botswana and the International Labour Organization (ILO);*

*Whereas the ILO cooperates with its member States in order to achieve the principles and objectives set forth in its Constitution as an international organization;*

*Whereas the ILO and the tripartite constituents in Botswana (Government, Employers and Workers) desire to strengthen the technical cooperation and to work together to achieve the objectives of the attached Decent Work Country Programme prepared for the purpose;*

*It has been agreed between the Government of Botswana and the Social Partners, on one side and the International Labour Organization, on the other side, the following:*

**Article I**

*To cooperate for the implementation of the Decent Work Country Programme annexed to this memorandum in accordance with its strategic objectives, with the view to enhance the capacities of each of the tripartite constituents in Botswana to achieve these objectives.*

**Article II**

*The International Labour Organization avails itself to provide the necessary technical support to implement this programme, and to undertake together with the tripartite constituents efforts to raise funds for the financing of its activities.*

**Article III**

*The programme will be implemented during the period of 2011-2015 starting from the date of the signature of this Memorandum of Understanding. The programme will be reviewed in accordance with the provisions of the document related to monitoring and evaluation. The decision to extend the programme in case of incompleteness of its implementation will be made in accordance with these provisions.*

**Article IV**

*This Memorandum of Understanding is done in four original copies in English.*

*This Memorandum of Understanding is signed on 17<sup>th</sup> February 2011, in Gaborone, Botswana.*



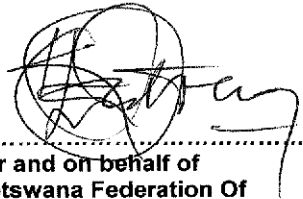
.....  
**For and on behalf of  
Government of Botswana  
Hon. Peter Letlhogonolo Siele  
Minister of Labour and Home Affairs**



.....  
**For and on behalf of  
International Labour Organization  
Mr. Vic Van Vuuren  
Director**



.....  
**For and on behalf of  
Botswana Confederation of  
Commerce Industry and Manpower  
Ms. Maria Machailo-Ellis  
Executive Director**



.....  
**For and on behalf of  
Botswana Federation Of  
Trade Unions  
Mr. Allan Keitseng  
President**

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## ACRONYMS AND ABBREVIATIONS

|                   |                                                                    |
|-------------------|--------------------------------------------------------------------|
| <b>ACTEMP</b>     | Bureau of Employers' Activities (ILO)                              |
| <b>ACTRAV</b>     | Bureau of Workers' Activities (ILO)                                |
| <b>APEC</b>       | Action Programme on the Elimination of Child Labour                |
| <b>BFTU</b>       | Botswana Federation of Trade Unions                                |
| <b>BIDPA</b>      | Botswana Institute for Development Policy Analysis                 |
| <b>BOCCIM</b>     | Botswana Confederation of Commerce, Industry and Manpower          |
| <b>CBOs</b>       | Community Based Organizations                                      |
| <b>CEDA</b>       | Citizen Entrepreneurial Development Agency                         |
| <b>CSO</b>        | Central Statistics Office                                          |
| <b>DW</b>         | Decent Work                                                        |
| <b>DWA</b>        | Decent Work Agenda                                                 |
| <b>DWCP</b>       | Decent Work Country Programme                                      |
| <b>EU</b>         | European Union                                                     |
| <b>GDP</b>        | Gross Domestic Product                                             |
| <b>GOB</b>        | Government of Botswana                                             |
| <b>GOB-UN POP</b> | Government of Botswana - United Nations Programme Operational Plan |
| <b>HIES</b>       | Household, Income and Expenditure Survey                           |
| <b>ILO</b>        | International Labour Organization                                  |
| <b>KAB</b>        | Know About Business                                                |
| <b>LEA</b>        | Local Enterprise Authority                                         |
| <b>LED</b>        | Local Economic Development                                         |
| <b>LMIAS</b>      | Labour Market Information and Analysis System                      |
| <b>LMO</b>        | Labour Market Observatory                                          |
| <b>LFS</b>        | Labour Force Survey                                                |
| <b>MDGs</b>       | Millennium Development Goals                                       |
| <b>MLHA</b>       | Ministry of Labour and Home Affairs                                |
| <b>MOFAIC</b>     | Ministry of Foreign Affairs and International Cooperation          |
| <b>NAC</b>        | National AIDS Council                                              |
| <b>NACA</b>       | National AIDS Coordinating Agency                                  |
| <b>NGOs</b>       | Non-Governmental Organization                                      |
| <b>NSPR</b>       | National Strategy for Poverty Reduction                            |
| <b>NDP 10</b>     | National Development Plan 10                                       |
| <b>NEMIC</b>      | National Employment, Manpower and Incomes Council                  |
| <b>NGO</b>        | Non-Governmental Organization                                      |
| <b>NSF</b>        | National Strategic Framework                                       |
| <b>NVQF</b>       | National Vocational Qualification Framework                        |
| <b>ODA</b>        | Official Development Assistance                                    |
| <b>PWDs</b>       | Persons With Disabilities                                          |
| <b>QAM</b>        | Quality Assessment Mechanism                                       |
| <b>ROAF</b>       | Regional Office for Africa                                         |
| <b>SMME</b>       | Small Medium and Micro Enterprises                                 |
| <b>SYIB</b>       | Start and Improve Your Business                                    |
| <b>TECL</b>       | Towards the Elimination of Child Labour                            |
| <b>UN</b>         | United Nations                                                     |
| <b>UNCT</b>       | United Nations Country Team                                        |
| <b>UNDAF</b>      | United Nations Development Assessment Framework                    |
| <b>UNDP</b>       | United Nations Development Programme                               |

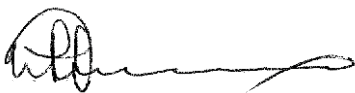
## FOREWORD

Botswana has through this Decent Work Country Programme, identified and committed to improved quality of work life through addressing the socio-economic dimensions that are critical to the world of work. Being a member of some international bodies and having made some international and regional commitments, it is the belief of Government that the implementation of the Decent Work Country Programme will significantly contribute towards the attainment of its objectives.

The cooperation of Government, Employers' and Workers' groups is fundamental to bringing about a wholesome approach to tackling the challenges of work and in creatively using the available opportunities to achieve the ultimate benefits. We have as a tripartite body, prioritized in the Botswana Decent Work Programme, four socio-economic features towards the attainment of the National Vision 2016, as well as towards achieving the Millennium Development Goals. With the problem of unemployment and its consequences among which is the scourge of poverty, the creation of opportunities to earn income for Botswana youth, men and women through employment becomes of utmost importance. It also follows that the workplace environment and conditions of work should be safe and healthy and social protection coverage should be extended and made most effective. It is befitting therefore that promotion of dialogue to achieve sound industrial relations between the employer and the worker through effective policies and programmes is also prioritized.

Challenges are there and more are expected. These challenges contextually include among others, the problem of child labour, income inequalities, skills mismatch, and inadequate regulatory framework. Through integrated efforts, well designed strategies, detailed programmes and realistic projects, much will be achieved. Being a member of the International Labour Organization (ILO), Botswana re-enforces its commitment to the strategic objectives of the ILO enshrined in the Decent Work Agenda which are embodied in the four areas that Botswana has set as its priorities. The achievement of this programme is also dependent on the support and assistance of the ILO.

The Government of Botswana, the Employers' and the Workers' organizations view this Decent Work Country Programme as a blueprint for strategic action to achieve mutually beneficial goals. As these priorities will be pursued it is important for Botswana to maintain its social, political and economic stability through the cooperation of all interested parties as this is where Botswana has and enjoys a comparative advantage.



**Honourable Peter Letlhogonolo Siele**  
Minister of Labour and Home Affairs

## EXECUTIVE SUMMARY

The Botswana Decent Work Country Programme is a joint programme of the constituents: the Government of Botswana, the social partners - Employers' and Workers' Organizations and the ILO. It is a results-oriented framework aimed at the attainment of full and productive employment and decent work for all, including women and young people in Botswana. The programme is the main vehicle for delivery of ILO support to the country during the period; 2011-2015. The DWCP will contribute towards better alignment between international development assistance and the national goals as outlined in the Government of Botswana-United Nations Programme Operational Plan (GOB-UN POP), National Development Plan (NDP) 10 and Vision 2016.

The relation between economic growth, employment and poverty has largely been overlooked, hence, efforts are required to promote growth in areas where the majority of the poor earn their living and improve access to the benefits of growth. Despite rapid and sustained economic growth, and deliberate policy measures to spread the benefits of economic growth, Botswana faces persistent and unacceptably high levels of unemployment, particularly amongst young people and the unskilled. The global economic crisis has highlighted the need for structural problems to be addressed to intensify the economy away from the over-reliance on the capital mining sector particularly diamond mining, with limited linkages with the rest of the economy.

While Botswana has made progress in a number of areas, including education and gender issues, a disturbing feature is the persistence of high levels of unemployment and poverty largely amongst the rural population, particularly young people. The relatively low performance of the agriculture sector presents an extra challenge in the fight against poverty. The adverse impact of the recent global financial and economic crisis and emergence of the HIV/AIDS pandemic has reversed some of the hard-earned gains of the past development plans, as it affects mostly the productive segment of the population

This framework, a product of a very consultative process is centered on *four priority areas* namely; ***employment creation, social protection, social dialogue and protection of workers' rights***. In order to achieve full and productive employment for poverty reduction, the ILO pursues the Decent Work Agenda which focuses on four inseparable, interrelated, and mutually supportive objectives. Together, these four pillars of the ILO's Decent Work Agenda support coherent and gender-sensitive national development strategies.

The Botswana DWCP Steering Committee will assume overall responsibility for the implementation of the country programme. The ILO will provide technical assistance to augment national efforts to promote employment particularly employment for young people, promote effective implementation of international labour standards including protection of the workers' rights and the elimination of the worst forms of child labours, on the improvement of working conditions and strengthening of workplace responses to the HIV/AIDS epidemic as well strengthening of existing social protection and social dialogue mechanism in the country. Effective collaboration between the constituents, the United Nations Country Team and development partners operational in the country is critical for the successful implementation of the Botswana DWCP.

## 1.0 INTRODUCTION

“Poverty anywhere constitutes a danger to prosperity everywhere.” The ILO promotes poverty reduction at the policy level and practice through its Decent Work Agenda. Decent work was in 2005, recognized by the UN General Assembly as the implementation of the global goal and a new development paradigm to guide national policies.

Decent work sums the aspirations of people in their working lives worldwide; their aspirations to opportunity and income to rights, voice and recognition. The recognition that employment and decent work are legitimate and fundamental goals in their own right, and are not automatic by-products of economic growth, resulted in the inclusion in 2005, of a new Millennium Development Goal Target (1B); “achieving full and productive employment and decent work for all, including women and young people”.

The ILO approach to the eradication of extreme poverty and hunger (Millennium Development Goal 1) is to promote decent work for all. The Decent Work Agenda in Botswana seeks to:

- Promote rights at work through the improved compliance with and implementation of labour standards; and improved support services to the labour market,
- Promote employment creation through an enabling environment for job rich economic growth, enterprise development, skills development and formalization of the informal sector,
- Strengthen and broadening social protection coverage through better managed and more equitable access to social security and health benefits, occupational safety and health, and improved workplace responses to the HIV/ AIDS epidemic,
- Strengthen social dialogue amongst the Government and social partners to promote sound industrial relations and inclusive decision and policy making.

The central place of decent work in a new development paradigm for the continent has been underscored by a number of key institutions and in the course of several events. The Heads of State, and Government, participating in the AU Extraordinary Summit on Employment and Poverty Alleviation in Africa (Ouagadougou, September 2004) overwhelmingly endorsed the Decent Work Agenda. The Summit adopted a Declaration, Plan of Action and Follow-up Mechanism, which committed member States to placing employment at the centre of economic and social policies. The primary goal of the plan of action is “to reverse the current trends of pervasive and persistent poverty, unemployment and under-employment on the continent; and to have tangible improvement in the living standards of the people and their families at the national and community levels in Africa”.

There is also a strong recognition of the strategic relevance of the Decent Work Agenda in ensuring measurable progress towards achieving the Millennium Development Goals (MDGs). The goal of full and productive employment and decent work as a logical means to reduce poverty and inequality is increasingly being embraced by policy-makers at the international, regional and country levels.

At the country level, global endorsements of the Decent Work Agenda are implemented through Decent Work Country Programmes that have become the main vehicle for delivery of ILO support to member states. The responsibility however, for implementing the DWCP does

not only lie with the ILO that provides mainly technical assistance and advisory support in its implementation, but also involves the ILO constituents, other key national stakeholders who influence the formulation and implementation of policy and legislation, and development partners, including the donor community. The Decent Work Agenda can be best pursued when employers, workers, governments and other relevant actors in society work together to address key obstacles and offer balanced responses. Therefore, social partner participation in the implementation of the DWCP becomes critical in ensuring continued national ownership and sustainability of interventions. Also critical in the implementation of the DWCP is donor commitment and support through the provision of resources.

The Botswana DWCP is centered on four country programme priorities namely; employment creation particularly for women, youth, and people with disabilities; social protection (including improved conditions of work and occupational safety and health and strengthening of workplace responses to the HIV/AIDS epidemic); promotion of tripartism and national social dialogue and the protection of workers' rights. The above priorities were agreed upon after extensive consultations, between the national tripartite constituents and development partners and the ILO.

The priorities of the Botswana DWCP reflect the challenges of the constituents and also, resonate with the national development objectives outlined in the National Development Plan 10, the United Nations Development Framework, and the internationally agreed upon MDGs, as well as the 2004 Ouagadougou Summit adopted a Declaration, Plan of Action and Follow-up mechanism on Employment and Poverty Alleviation in Africa. These are also anchored on the ILO mandate to promote opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity.

The DWCP also takes cognizance of the significance of making contributions towards the national efforts on gender equality – mainstreaming a gender perspective in any planned action, including legislation, policies and programmes/strategies.

## **2.0 THE COUNTRY CONTEXT**

### **2.1 The Socio-Economic Overview**

Botswana has over the years experienced rapid and sustained economic growth, and implemented deliberate policy measures to spread the benefits of growth to sectors other than mining. However, the country continues to face the challenge of high and persistent levels of unemployment, estimated at 17.5%, (CSO 2007) and poverty (30.6% during 2002/3) mainly due to the country's heavy reliance on capital intensive mining and quarrying activities. Labour intensive sectors such as agriculture and construction do not contribute as much to the country's overall Gross Domestic Product (GDP).

The 2005/06 Labour Force Survey shows that a majority of the unemployed, 55.4% were women. Despite a lower female labour force participating rate of 50.5% (compared to 64.5% for men), women had an unemployment rate of 19.7%, while men had an unemployment rate of 15.3%. The unemployment rate for young women was 28.7%, while that of males was 21.2%. The youth are largely unemployed, because they have lower on-the-job-experience. Some of the issues could also be due to their late entry into the labour market compared to the older

cohort (CSO 2006). The majority of the unemployed persons had junior secondary (36.3%), followed by those with primary at 25.5% and senior secondary at 21.6%. Unemployment is higher for urban villages (23.5%), followed by towns/cities (16.6%), and rural areas with 13.5%. If discouraged job-seekers are included in the unemployed figures, the CSO estimates that the rate of unemployment as 31% (CSO,2007).

The private sector is the country's largest employer, accounting for 43.1% of the total labour force, of whom 49.9% are women. Subsistence farming accounts for the second largest employer, 24% (43% of whom are women). The public sector (central and local government) is third largest employer, absorbing 20.7% of the country's total employment, 51.9% of whom are women.

**2.1.1 Gender Equality** The Botswana Constitution recognizes and acknowledges that women and men are equal before the law and gender dimensions remain central in the country's development agenda. Generally, structures are in place in both Government and non-Governmental organizations through which gender issues are addressed.

In an effort to promote gender equality, the Government established the Women's Affairs Department whose primary role is to promote the enhancement of the status of women within the Botswana society. From an institutional and capacity perspective, since 2003, the GOB has, in collaboration with the development partners in the country, embarked to mainstream gender in several ministries' initiatives. Programmes for gender mainstreaming awareness are also in place. Institutions addressing gender issues have been established to ensure the effective implementation, co-ordination, monitoring and evaluation of programmes in the areas of gender and development. The 2007 Grant Thornton Survey on Women Empowerment in Botswana shows that 48.7% of decision making positions in public service, NGOs and private sector are headed by women.

**2.1.2 Education and Training** A number of policies aimed at the development of quality education are in place in Botswana. The Revised National Policy on Education (1994) seeks to produce a competent and productive workforce, to provide life-long education to achieve efficiency on educational development (GOB, 1994). The country has made substantial investments in education and training with annual recurrent and development budgets of 25% allocated to education.

With respect to school enrolment, the country has attained the MDG target on parity in education enrolment: the 2005 enrolments at primary, secondary and tertiary education are 98, 105 and 100 girls for every 100 boys respectively: (CSO Stats Brief, 2008). As a result, there has been an increase in total number of graduates from the primary and secondary education, who needed further training for the labour market than the available jobs.

Although the country's vocational and technical training has been expanding over the years, there are important concerns however, about the quality of the country's education system. Some of these include minimal participation of industry in training has made most training programmes less relevant for the labour market; the artisan skills' training has often lagged behind in favour of producing the workforce that could take over the "white collar" jobs. High enrolment rates alone do not justify higher wages; students have to acquire adequate skills while they are in school. To the extent that this is not happening, it contributes to a

wage/productivity mismatch in Botswana. Due to over reliance on the capital intensive diamond mining, the country is facing high unemployment especially of young women and men.

**2.1.3 Persons with Disabilities** This sector constitutes 3.5% of the country's population (2001 Population Census) and 66% of these people lived in the rural areas, compared with 76% of the population as a whole. Only 12% of the adults were economically active. The Office of People with Disabilities was established in August 2009 to develop and coordinate implementation of policies and programmes aimed at empowering people with disabilities. A Coordinator was appointed in January 2010 in order to coordinate development, implementation, monitoring and evaluation of national policies, strategies and programmes, aimed at the empowerment of people with disabilities.

Challenges faced by people with disabilities include: lack of accessible (infrastructure and information), training and employment, social safety nets, housing, transport, medication, supporting appliances, educational assessment and rehabilitation services.

**2.1.4 The informal sector** The sector absorbs 14.4% of the country's total labour force and has been one of the fastest growing sectors in the last ten years. Informal workers are predominantly women (60.5%), urban (55.3%) and slightly younger than the average labour force as a whole (73% are aged between 15 and 44 years). Retail trade (45.4%) is the predominant activity within the informal sector. Informal trading has a high correlation with increased migration, largely from neighboring Zimbabwe as a result of the continued deterioration of the political and economic environment over the past decade.

**2.1.5 Poverty situation and income equality** Poverty remains a serious social challenge for the country with approximately 30.4% of the 1.9 million population (2004) living below the poverty line. Botswana has world's third highest recorded Gini coefficient at 0.57. 50 percent of female-headed households live below the national poverty line in comparison to 44% of male-headed households. In the rural sector, agricultural productivity is low and geography, demography and current income levels mean that there are few viable economic opportunities (GOB, 1997b: 5-6, 11). Rural poverty remains high because of lack of employment opportunities in rural areas, and the fact that agricultural GDP is low and has stagnated over time. Poverty status is largely influenced by, amongst others, large household sizes, single parenthood, marital status, gender of household head and employment status.

To address this challenge, the Government has adopted a National Strategy for Poverty Reduction (NSPR; 2003). Currently Government is in the process of reviewing the NSPR and developing a policy on poverty. The revised policy will focus on economic diversification, employment creation and poverty reduction, safety nets and the environment.

According to the 2010 budget speech, "These are critical in transforming our economy to deliver the benefits of development to all Botswana."

**2.1.6 Child Labour** The 2005/06 Labour Force Survey showed that 6.9% of the employed population are children aged between 7 and 17 years. However, the situation of children in Botswana continues to gradually improve, with the greatest risk being the negative impact of the AIDS epidemic. As a consequence of HIV/AIDS and income poverty, child labour exists in Botswana. The very existence of child labour, particularly its worst forms is a significant pointer

<sup>1</sup> Central Statistic Office's Labour Force Survey for 2005/06 estimated the total number of informal sector workers at 78,117.

<sup>2</sup> LFS 2005/06, CCA, 2007:7.

of major decent work deficits. The Labour Force Survey (2005/06) shows that child labour affects some 20% of all Botswana children (82,400), in particular in the geographically spread out rural areas. 15% of Botswana's children are orphans, and the Census of 2001 indicated that there were 8,666 child-headed households in the country. Monitoring and psychosocial support remain weak and some children are moved between relatives' homes, where they are not fully integrated but are exploited for their domestic labour.

Botswana adapted its Labour Force Survey (2005/06) so as to capture information on legitimate work (such as household chores, within reason) by children and child labour (all harmful work done by children). However, it is important to note that Botswana has ratified the ILO Convention No.182 on the Elimination of the Worst Forms of Child Labour and has an Action Plan in place to achieve the goal of elimination by 2015.

**2.1.7 The Global Financial and Economic Crisis** The challenge that the country faces is how to weather the storm of the recent global economic and financial crisis. Growth estimates for 2009/10 are expected to contract significantly following growth of 2.9 % in 2008/09. During the last quarter of 2009 and the first quarter of 2009, the country's largest diamond producer, Debswana closed one small mine. Other smaller mines (producing diamonds, nickel and copper) followed suit with at least 2000 employees losing their jobs. The resultant substantial negative impact on Government revenue was a signal for a 12% fiscal deficit during 2009/2010. The 2010 National Budget Speech presented by the Honourable Minister of Finance and Development Planning to the National Assembly in February 2010, was based on the theme: "Transforming our National Economy after the Crisis: 2010 and Beyond." The budget acknowledges the adverse impact of the crisis on, inter alia; the country's labour market, Government revenues, and economic growth. The Honourable Minister emphasized the need for the country "to accept that today's challenges require a new set of solutions and strategies ...." and the need to learn new skills required in a changed environment.

Government recurrent and development allocations have however been significantly reduced and Government departments have had to re-prioritize national expenditure plans for the implementation of the National Development Plan 10 as well as the Government of Botswana-United Nations (UN-GOB) Programme Operational Plan. However, a substantial portion of the 2009/10 national budget was allocated for infrastructure development to boost economic activity and employment creation.

## **2.2 Standards and fundamental principles and rights at work**

Since becoming a member of the ILO in 1978, the country has made significant progress towards implementation of international labour standards. It has ratified 15 international labour conventions including all eight fundamental human instruments of the ILO (Please refer to Annex 1). Most ratifications were undertaken in 1997 and the last ratification was in 2000. However, the Committee of Experts of the ILO has identified some gaps with respect to implementation and compliance with some of the ratified ILO Conventions, especially Convention 87 on Freedom of Association and Protection of the Right to Organize. In addition, of the four key gender equality conventions, Botswana has ratified only two; Convention No. 100 and Convention No. 111 but not No. 156 on Workers with Family Responsibilities and Convention No. 183 on Maternity Protection. There is limited knowledge amongst the social partners on international labour standards, ratification and implementation of ratified

<sup>3</sup>The ILO differentiates child work which is not bad for a child's health, schooling or development, and child labour, which is exploitative, hazardous or otherwise inappropriate for the child's age.

conventions vis-à-vis national labour legislation. An increasing number of workers in the expanding informal sector remain unaware of their rights.

Botswana is a signatory to a number of international commitments which could facilitate attainment of the Decent Work Agenda in the country. Some of these commitments include *inter alia*; the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women. In 2008, Botswana participated in the finalization of the African Union Social Policy Framework for Africa. This framework, states that *inter alia*;

*“...a social policy must be concerned with the redistributive effects of economic policy, protect people from the vagaries of the market and the changing circumstances of age, illness and disability, enhance the productive potential of members of society, and reconcile the burden of reproduction with that of other social tasks.”*

## 2.3 Social Protection

**2.3.1 National Social Security** According to the National Policy for Rural Development (GOB, 2002a: 7-8), Botswana has an extensive range of social protection programmes that already reach most poor and vulnerable groups largely residing in rural communities. These services are aimed at reducing poverty as well as providing a social safety net for individuals, groups and families. Some of these programmes include amongst others, the programme for destitute persons, Orphan Care Programme, Supplementary Feeding for Vulnerable Groups, Labour Based Drought Relief Programme and others. The challenge therefore is how to improve the coverage, targeting, adequacy, efficiency and effectiveness of the social protection schemes.

In 1965 the GOB enacted a law introducing non-contributory pensions for public employees (GOB, 1965). The Pensions Act, Chapter 27:01 has a broader mandate in that it provides regulations on the management of funds not only in the public, but also in the private and parastatal sectors. Pensions play the role of enhancing the income of the country's workforce after retirement. This would assist in that the burden of social protection of the elderly is not left solely in the purview of the public sector, in the form of social assistance. The Government has indicated a renewed focus on improving the existing social security framework with an emphasis on income generation activities and psycho-social support to prevent people from falling into the poverty trap. The envisioned focus should be viewed within the context of the longer term impacts of the economic slowdown following the global economic crisis, which threaten the levels of expected employment creation and economic stability in certain sectors.

**2.3.2 Occupational Safety and Health** While the country has ratified 15 ILO Conventions including the eight core conventions, it has neither ratified nor adopted the Occupational Safety and Health (OSH) Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). Implementation of the relevant ILO-OSH instruments is essential to restrict unsustainable development practices that do not promote employability, the creation of good-quality safe jobs and productive work. Botswana constituents have identified strengthening of the labour inspectorate as a matter of priority in the country given the recent financial crisis where workers have become particularly vulnerable.

**2.3.3 HIV/AIDS** In recent years, much of the social progress made by Botswana has been undermined by the HIV/AIDS pandemic, which is very widespread in the country - the second highest HIV/AIDS adult prevalence rate in the world, at 23.9% (after Swaziland; 2007). There is however evidence that the HIV prevalence rate has stabilized and that the rate of new infection in the most vulnerable age groups has declined, indicating a change in behaviour. The prevalence rate recorded by sentinel surveys of pregnant women fell from a high of 37.4% (2003) to 32.4% (2006).

Recent national studies on the macro-economic impact of HIV/AIDS in Botswana project that AIDS will have an impact on GDP and average incomes, household incomes, and direct effects on Government revenues and spending. These studies predict that the rate of GDP is expected to fall from the projected 3.9% a year without AIDS to between 2.0 and 3.1% with AIDS.

## **2.4 Tripartism and Social Dialogue**

The High-Level Consultative Council, (HLCC) National Employment Manpower and Incomes Council (NEMIC) and the Labour Advisory Board (LAB) are some of the recognized institutions of social dialogue in Botswana. There is no formal platform for an effective national tripartite social dialogue on socio economic policies in the country. However, opportunities exist to enhance the capacity of the Employers' and Workers' Organizations to effectively engage in social dialogue and influence economic and social policy within the prevailing national social dialogue environment. The HLCC, chaired by the country's President, is a bi-partite and informal structure which seeks to promote partnership between the Government and organized business in the country. The National Business Conference is another bi-partite forum, with Government and business as the main members. The Business Economic Advisor also provides inter-ministerial support to businesses, as well as the Botswana Chamber of Commerce. The NEMIC within the Ministry of Finance and Development Planning, provides policy advice on labour market issues.

## **2.5 Social Partners**

The social partners in Botswana are well recognized and play a significant role in labour market governance in the country. However, their capacity could still be improved so that they can effectively influence socio economic and labour market policy and governance.

**2.5.1 Workers' Organizations** Botswana Federation of Trade Unions (BFTU) is the workers labour federation representing the voice of the workers in the country.

**2.5.2 Employers' Organizations** The Botswana Confederation of Commerce Industry and Manpower (BOCCIM) was formed in 1971 (and registered under the Trade Unions and Employers' Organizations' Act No.23 of 1983); represents employers in all sectors of the Botswana economy. As at 2009, BOCCIM had a membership of 1,900. Over the years, BOCCIM has been the vanguard and the main voice of the private sector in Botswana protecting the "economic interests of the business community".

### 3.0 THE NATIONAL POLICY ENVIRONMENT

Decent Work for all can only be attained within a policy and regulatory environment where policies and legislation coherently and consistently support pro-employment approaches and better implementation of ratified Conventions and enhanced respect for fundamental principles and rights at work.

#### 3.1 Vision 2016

This is the main policy document driving Botswana's development, it states that, "Botswana will be a compassionate and caring society, offering support and opportunity to those who are poor and including all people in the benefits of growth." Vision 2016 is supported by successive National Development Plans which articulate national programmes, projects and priorities for five years at a time.

#### 3.2 National Development Plan 10 (NDP 10): 2009 - 2016

The NDP 10's overarching objective is to accelerate and diversify economic activity in order to create decent employment opportunities. The national plan gives priority to investment in private sector development as the main stimulus for economic growth and economic diversification, particularly with focus on labour-intensive productive sectors and in education and training. Strong emphasis is particularly placed on enterprise development, which in turn has resulted in the formation of the Local Enterprise Authority (LEA) and Citizen Entrepreneurial Development Agency (CEDA). The revised National Policy on Incomes, Prices and Profits (2005) is central to employment promotion.

##### **Box 1. Guiding Principles for Botswana's Development**

1. Economic Diversification and Sustainable Economic Growth
2. Social Justice
3. Economic Independence
4. Sustained Development
5. Botho

Source: NDP 10.

#### 3.3 National Human Resource Development Strategy (2008)

This strategy outlines specific national objectives with implementation guidelines covering various stages of human resource development: primary to tertiary education, employment, skills training and development, and lifelong learning. Key projects under the strategy include the establishment of a Human Resource Development Council and the formulation of sector-specific and national human resource development plans using the Council's planning system and database.

The Government has established a Labour Market Observatory (LMO) system to link demand and supply for skills in the country in an endeavour to produce the right skills for the economy and to make Botswana, particularly women and, the youth, more employable.

## 4.0 DEVELOPMENT COOPERATION PARTNERS

The overall strategy for implementation of the Botswana DWCP envisages strengthened partnerships with the UN System and major development cooperation partners in the country as a pre-requisite for successful delivery of the outcomes outlined in this DWCP.

### 4.1 United Nations Development Framework: 2010-2016

The United Nations Development Assistance Framework (UNDAF) coordinates the joint UN assistance at country level. The second Botswana UNDAF is well aligned, in terms of timing and priorities with both national development priorities as outlined in the NDP10 and Vision 2016. The UNDAF has identified five key priorities as outlined in Box 2 below.

#### **Box 2. Key Priority Areas for the Botswana UNDAF:**

1. Effective and efficient delivery of services for the fulfillment of human rights;
2. A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities;
3. Country capacity to address Health and HIV / AIDS challenges towards achieving universal access to quality services is strengthened;
4. Rural poor, especially women, enjoy greater access to and benefits from the environment and natural ecosystems;
5. Increased child, youth and women empowerment and participation at all levels.

Source: Botswana UNDAF: 2010-2016

The UN Country Team (UNCT) has agreed on a single coordinated programme, the UN Programme: GOB-UN POP signed in 2009 between the UN System and Ministry of Finance and Development Planning (MFDP).

The implementation of the Botswana DWCP will contribute to attainment of all the objectives of all of UNDAF five focus areas outlined in Box 2, within the context of the ILO's comparative advantage.

The ILO will cooperate with the UN System in the implementation of the UNDAF and the GOB-POP. It is imperative that ILO tripartite constituents are effectively engaged in UNDAF processes and activities in the country to ensure that employment and labour market issues are mainstreamed in macro economic policies and programmes.

### 4.2 Bilateral and Multilateral Development Partners

With Botswana being classified as an upper Middle-Income Country, this has resulted in a gradual decline in overseas development assistance. Some key development partners active in the country have in recent years provided development assistance largely focused on HIV/AIDS, health services, economic infrastructure, development of human resources development and acquisition of labour market information.

## 5.0 DEVELOPMENT OF THE BOTSWANA DECENT WORK COUNTRY PROGRAMME

### 5.1 ILO Technical Cooperation activities in Botswana

Since becoming a member of the ILO in 1978, the ILO has provided technical support on capacity building for the tripartite constituents in the following areas: ratification and compliance with international labour standards, labour-intensive public works programme, labour law reform, HIV/AIDS workplace interventions, social security and the elimination of the worst forms of child labour. Implementation of the Botswana DWCP will continue to focus on capacity building and partnership with the UNCT and other development partners in Botswana, in pursuing the objectives of the Decent Work Agenda within the context of the national development priorities.

### 5.2 The Consultation Process

The Botswana DWCP is a result of extensive consultations with the Government, Employers' and Workers' Organizations and other key stakeholders in the country. The DWCP was formulated with inputs from the ILO Regional Office and ILO Technical Specialists based in ILO Offices (Harare, Addis Ababa and Pretoria). The formulation and consultation process included the following:

- Country Situation Analysis in July 2008, carried out by a national external consultant vis-à-vis, the ILO's four strategic objectives,
- The first tripartite consultative forum in September 2008. During the workshop ILO constituents and partners engaged in discussions to address emergent issues in the country situational analysis. Key planning areas of focus for this DWCP were outlined and these formed the basis of the initial draft of the Botswana DWCP,
- The second tripartite consultative forum in July 2009 during which the four country programme priorities, outcomes and outputs for the Botswana DWCP were validated and adopted.

The deliberations of the workshop informed the final draft Botswana DWCP submitted for comments and inputs by the ILO's internal Quality Assessment Mechanism (QAM).

- The final draft was also informed by another consultative workshop involving the Workers' Specialist with BFTU in August 2009,
- Endorsement of the final draft Botswana DWCP country priorities, outcomes, outputs and indicators with the respective constituents prior to the signing of the document during the first quarter of 2011.

#### **Box 3. Priorities for the Botswana Decent Work Country Programme:**

1. Employment Creation
2. Social Protection
3. Tripartism and Social Dialogue
4. Workers' Rights

### 5.3 Botswana Decent Work Country Programme: Priorities, Outcomes and Outputs

The country programme priorities outlined in Box 3 above with the respective outcomes and outputs are the core of the Botswana DWCP - the basis for collaboration between the ILO and tripartite constituents, the UN System as well as other development partners to contribute towards elimination of decent work deficits in the country. Table 1 below is a summary outline of the Botswana DWCP priorities and outcomes.

Effective cooperation with ILO Technical Specialists (from the Decent Work Support Team (Pretoria, the ILO Training Centre (Turin), as well as relevant ILO Units/Departments (ILO HQ, Geneva) and the ILO ROAF, (Addis Ababa) is expected to enhance delivery of the outcomes of the Botswana DWCP. ILO technical projects and activities will also be designed within the context of the Botswana DWCP outcomes.

**Table 1 Botswana DWCP: Country Programme Priorities, and Outcomes**

|            |                                                                                                                                                                    |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>I</b>   | <b>Employment Creation</b>                                                                                                                                         |
| 1.         | More women and men, including the youth and people with disabilities have access to productive and decent employment through inclusive job-rich growth.            |
| 2.         | Skills development contributes to increased employability of workers, especially the youth and to improve, the competitiveness of enterprises and job-rich growth. |
| 3.         | Sustainable enterprises create productive and decent jobs for all, including women, young people and people with disabilities.                                     |
| <b>II</b>  | <b>Social Protection</b>                                                                                                                                           |
| 4.         | Improved and extended social security coverage.                                                                                                                    |
| 5.         | Government and the social partners respond effectively to the HIV/AIDS epidemic in the workplace.                                                                  |
| 6.         | Workers and enterprises benefit from improved safety and health conditions at work.                                                                                |
| <b>III</b> | <b>Tripartism and Social Dialogue</b>                                                                                                                              |
| 7.         | Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations.                                       |
| 8.         | Labour administration apply up-to-date labour legislation and provide effective services                                                                           |
| 9.         | Employers' and Workers' Organizations are strong, independent and are representative institutions.                                                                 |
| <b>IV</b>  | <b>Workers' Rights</b>                                                                                                                                             |
| 10.        | Improved application of international labour standards and effective respect for fundamental principles and rights at work.                                        |
| 11.        | The Government and social partners effectively eliminate the worst forms of Child labour in Botswana.                                                              |

|                                                               |
|---------------------------------------------------------------|
| <b>Country Programme Priority I:      Employment Creation</b> |
|---------------------------------------------------------------|

**Outcome 1      More women and men, including the youth and people with disabilities have access to productive and decent employment through inclusive job-rich growth.**

***Indicators of Achievement:***

- 1.1 Number of national development frameworks that prioritize the creation of productive employment, decent work and income opportunities for poverty alleviation.
- 1.2 Number of policy initiatives taken by Government and social partners to facilitate transition of informal activities to formality.
- 1.3 Number of jobs created disaggregated by formal and informal sectors
- 1.4 A National Employment Policy formulated with women empowerment and gender-equality mainstreamed into national policy frameworks.
- 1.5 Information on national labour market trend is disseminated.
- 1.6 Number of employment-intensive programmes for local development implemented
- 1.7 Number of jobs created through employment-intensive programmes.

***Programme Strategy***

The ILO will focus on providing technical support to the Government and social partners to create an enabling policy environment for better access to productive and decent employment opportunities through improved labour market policy coherence and information, easier transition from informal to formal labour as well as employment-intensive investment programmes. The review, strengthening and implementation of an employment policy framework will put employment creation at the centre of macro-economic policies and assist in supporting of an economic diversification strategy.

To ensure policy coherence, the policy review process will be developed against the background of, first, national commitments, exemplified through the Vision 2016, the NDP 10, the National Strategy for Poverty Reduction (NSPR: 2003); and the Botswana UNDAF. The overall employment policy framework will outline the elements of sectoral and labour market policies to ensure greater access to employment and self-employment opportunities for such target groups like young women and men, and people with disabilities.

The ILO in cooperation with the GOB and other development partners will seek to promote the Disability Inclusion Initiative as well as seek to cooperate with the ILO Turin Centre on a training programme on labour market and disability. The employment policy framework will also make provisions in support of the establishment of a Labour Information System which will update, collect, analyze and disseminate labour market information in a timely manner to users of labour market indicators. The Bureau of Statistics (STAT) and the ILO Disability Team are expected to provide guidance on national methodologies used to collect data on persons with disabilities.

**Output 1.1      Employment policies and strategies lead to greater labour market policy coherence.**

***Proposed activities:***

1. Formulate Employment Policy
2. Establish a sub-committee of NEMIC to focus on employment policy implementation

3. Assess existing labour market legislations
4. Develop programmes to support the implementation of a reviewed national employment policy

**Output 1.2      Practical policy measures are implemented to facilitate easier transition from informal to formal businesses, employers and workers to formal employment regulation and coverage**

*Proposed activities:*

1. Facilitate transition to formality in the revised employment policy to include practical measures in at least two of the following policy areas of the revised employment policy: the adequacy of the regulatory framework and its enforcement; entrepreneurship, skills and financial support; extension of social protection; and representation and organization
2. Support the implementation of practical measures in at least two of the policy areas selected of the revised employment policy

**Output 1.3      The institutional framework and mechanisms for collecting, analyzing and disseminating labour market information are strengthened**

*Proposed activities:*

1. Formulate, adopt and implement active labour market policies as part of the Employment Policy Framework.
2. Establish the monitoring, institutional and evaluation arrangements of the Labour Market Information System, including council of high-level representatives of producers and users of information.
3. Identify and assess policy issues and gaps in the existing repositories of information and select data needed to be produced.
4. Train constituents officials on labour market data collection, analysis and dissemination.
5. Support the implementation of labour market policies.

**Output 1.4      Multi-sectoral employment intensive investment policy and programme in selected sectors of the economy with a potential for labour intensive investments to create decent employment opportunities**

*Proposed activities:*

1. Review the use of employment-intensive multi-sectoral approaches towards employment creation and poverty reduction in the construction sector.
2. Develop strategies for multi-sectoral application of employment intensive approaches in a more sustainable and effective manner.
3. Support the Government to implement labour-intensive in selected sectors, the focus being on the construction industry.

**Outcome 2      Skills development increases the employability of workers, especially youth, the competitiveness of enterprises, and the inclusiveness of growth**

***Indicators of Achievement:***

The Government, in collaboration with Workers' and Employers' Organizations:

- 2.1 Number of people enrolled in institutions and programmes relevant that match demand.
- 2.2 Number of institutions and programmes offering relevant skills in demand
- 2.3 A national youth employment action plan implemented.
- 2.4 Number of programmes implemented to promote decent employment for young people.
- 2.5 Number of programmes to promote decent employment for all, and particularly for women.

***Programme Strategy***

The ILO will provide technical and advisory support in accordance with the National Human Resource Development Strategy (2008) which lays the basis for the ILO work in skills development in the country. Technical and advisory support will also be directed towards enhancing the responsiveness of skills development institutions to the requirements of the labour market.

The strategy is to build on the recommendations made from a training needs assessment report for Botswana produced by the ILO in 2008, and consult further with national constituents regarding furthering the study as needed and implementing the recommendations. ILO Skills has commissioned a global study on the National Qualifications Frameworks (NQF). This will provide a basis for clarifying and improving existing NQF classifications, identifying the different types of NQF, their priorities, their implementation strategies, and the extent to which they are serving different policy objectives. Drawing on new country studies and analysis of existing research, the research will lead to recommendations for policy makers in countries thinking of adopting an NQF (or reviewing their existing NQF) in terms of the appropriateness of different models, strategies for specific contexts and policy objectives, the level of required resources (human and other) to develop and sustain NQFs, and realistic assessment of likely outcomes.

A linked but separate strategy to overall employment promotion is needed to target youth in particular as youth unemployment remains a serious challenge in the country. The ILO will work with other development partners and agencies to promote national youth employment action plans based on the specific country situation, challenges and opportunities regarding youth employment. In addition, focus on gender issues is important and in particular in the case of Botswana where young women are the single biggest group of unemployed. The ILO will share best practices from other countries throughout this process.

**Output 2.1      Skills development research and policy recommendation for labour market policies are conducted and presented and supported at implementation**

***Proposed activities:***

- 1. Review National Vocational Qualification Framework (NVQF).
- 2. Review National Policies on Vocational Education and Training and Technical Training.
- 3. Support the implementation of the recommendations emanating from reviews.

**Output 2.2      A national youth employment strategy is developed and implemented*****Proposed activities:***

1. Assist the review of the existing youth action plan using the ILO “Guidelines for Developing National Action Plans on Youth Employment” with key focus on projects and programmes.
2. Support the establishment of a national institutional framework, implementation, monitoring and evaluation procedures.
3. Validate the national Youth Action Plan at a national workshop.
4. Support the implementation of projects and programmes which have been formulated in the National Youth Action Plan.

**Outcome 3      Sustainable enterprises create productive and decent jobs; particularly for women, young people and persons with disabilities*****Indicators of Achievement:***

- 3.1 Policy and regulatory framework for an improved enabling environment for sustainable enterprises is adopted.
- 3.2 Policies and programmes on socially responsible enterprises adopted by Government and social partners.
- 3.3 Policies that integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) adopted by Government and social partners.
- 3.4 Number of sustainable enterprises created.
- 3.5 Increase in turnover of the enterprises,

***Programme Strategy***

ILO technical support will be devoted to protecting and growing employment through sustainable enterprises, all as part of ongoing international and national action to aid recovery and development attention will be given to sustainable enterprises and will cover four areas of focus namely; a sector specific business development programme, a sector specific productivity improvement programme, a multi-level initiative on SMME development and building an entrepreneurship culture in young people.

Each intervention builds on the systemic enterprise development approach of the ILO. This approach acknowledges the inter-dependence between stakeholder groups within a given social system, whether the frame of reference is a local territory, an industry or a national economy. Social dialogue processes will be used to reinforce linkages between stakeholder groups and across system levels.

The first intervention will seek to boost rural employment by way of a sector specific business development programme focused on clusters of small- and medium scale tourist lodges. The main emphasis of the programme is on building these clusters of tourist lodges into growth nodes for local economic development. The proposed intervention will be closely linked to the Sustaining Competitiveness through Responsible Enterprise (SCORE) programme currently implemented in South Africa. SCORE South Africa has a focus on clusters of small- to medium-scale wildlife tourist lodges in, among others, North-West Province and the intention is to facilitate linkages between these businesses in a cross-border exercise.

The second intervention will facilitate the design of a sector specific productivity improvement programme is geared towards small and medium-scale export-oriented manufacturing businesses in

the Garment industry, for implementation through the tripartite Botswana National Productivity Center (BNPC). The main emphasis of the programme is on boosting quality and volume of outputs and cut input costs through workforce centered productivity improvement programmes that emphasize on workplace cooperation. The programme will follow the model established by the global ILO Factory Improvement Programme and implemented successfully in India, Cambodia, Sri Lanka and South Africa, among other countries.

A third intervention focuses on a multi-level initiative reaching out for SMME in the local construction industry. The construction industry was chosen since it offers high growth potential, is employment intensive, has comparatively low barriers to market entry for SMME and offers good potential for indigenous business development. ILO proposes a sector-specific project to assist indigenous entrepreneurs to step by step formalize and then expand their construction businesses.

**Output 3.1      Local communities supported to develop rural economic development initiatives largely based on agricultural activities**

*Proposed activities:*

1. Use ILO's Local Economic Development (LED) approach to mobilize agricultural-based joint initiatives to support rural communities.
2. Introduce selected LED tools to step by empower the community and the lodge operators to jointly explore and next exploit micro business development opportunities linked to the operations of the lodges proper, with a focus on the creation of green jobs, e.g. by growing and supplying organic food or by supplying community based environmentally sustainable tourism services.
3. Assist lodge operators to receive access to workforce-centered productivity improvement training programmes that are meant to boost business profitability.

**Output 3.2      A more competitive textile and garment industry retains its local manufacturing base**

*Proposed activities:*

1. The programme will follow the model established by the global ILO Factory Improvement Programme and implemented successfully in India, Cambodia, Sri Lanka and South Africa, among other countries
2. Activities will focus on productivity improvement through better labour and management cooperation

**Output 3.3      Indigenous small-scale enterprises in selected sectors such as construction, agriculture, tourism and others are empowered to formalize and expand their businesses**

*Proposed activities:*

1. Raise awareness of and appreciation for, the benefits of compliance among SMMEs in the construction sector.
2. Fine-tune the Policy, Legal and Regulatory Framework (PLRF) for the local construction industry so that semi-formal enterprises can step by step phase in compliance and meet industry service standards

3. Strengthen the capacity of local business support service providers to train and advise semi-formal businesses how to step-by-step meet industry service standards and comply with laws and regulations
4. Link small-scale businesses up with prospective clients, both at the level of municipal authorities and with corporate business

**Output 3.4 Know About Business (KAB) continued and expanded**

*Proposed activities:*

1. Review current activities, KAB and develop a national roll-out plan
2. Develop master KAB trainers and train more KAB trainers nationally
3. Provide after-training technical assistance based on in
4. Develop an integrated enterprise development model for Botswana.

**Country Programme Priority II. Social Protection**

**Outcome 4 Improved and extended coverage of the national social security scheme.**

*Indicators of Achievement:*

- 4.1 Government and social partners have adopted policies that seek to improve the performance, management of the national social security scheme in line with ILO Conventions.
- 4.2 Number of people accessing social security timeously.

*Programme Strategy*

The ILO will provide technical assistance to define national action plan, support local efforts to extend coverage, share experiences and raise priority of social security extension on the development and poverty reduction for Botswana. The development of a more effective national social security policy seeks to integrate an existing proliferation of policies scattered in various Government institutions. The Botswana Government currently has some social safety nets such as amongst others; the Destitute Policy, Orphan Care Policy, Old Age Pensions etc. Consultations are currently on-going on the establishment of Occupational-Based Pension Scheme for workers based on which technical support will be provided.

**Output 4.1 A comprehensive national social security policy developed and implemented – embracing all other policies scattered in different departments**

*Proposed activities:*

1. Review and update the situational analysis on national the social security policy environment.
2. Conduct tripartite consultations on the development of a national the social security policy.
3. Develop and benchmark the above based on a review of similar international experiences.

**Output 4.2      Financial studies are conducted for the establishment of a new Occupational Based Pension Scheme**

*Proposed activities:*

1. Conduct a preliminary financial or actuarial assessment for the establishment of a new Occupational-Based Pension Scheme
2. Conduct tripartite consultations on the development of such new Social Security Scheme.
3. Provide a final report with technical recommendations on the basis of the said study.

**Outcome 5      The Government and social partners respond effectively to the HIV/AIDS epidemic in the workplace**

*Indicators of Achievement:*

- 5.1 The Government, in collaboration with Workers and Employers, fully implement the national workplace policy on HIV/ AIDS
- 5.2 Government, in collaboration with social partners implement labour legislation in line with regional and international standards.
- 5.3 Number of HIV/ AIDS programmes implemented regularly at workplaces by the Government, in collaboration with Workers and Employers

*Programme Strategy.*

The strategy is to build on the achievements of the existing technical cooperation project on HIV/ AIDS Education in Workplace. Interventions need to enhance advocacy for the implementation of legislation and policies on HIV and AIDS at the enterprise level to ensure protection of workers against HIV-related discrimination including people with disabilities. This includes having an HIV and AIDS code of conduct for the workplace embedded in the Codes of Good Practice and within the national HIV and AIDS policy. This will be achieved through capacity building and strengthening of Employer's and Workers' Organizations and other private sector institutions for internal resource leveraging within businesses.

**Output 5.1      A national strategic framework on HIV and AIDS in the workplace developed**

*Proposed activities:*

1. Tripartite consultations to build consensus on the development of a HIV and AIDS policy and labour relations legislation.
2. Support the review of labour inspection forms to include HIV and AIDS and training of Labour and Health and Safety Inspection to foster compliance with the workplace education programme.
3. Conduct workshops with the MLHA leadership and labour and factory inspectors to consider revising the inspectorate form to include HIV and AIDS aspects
4. Hold consultation meetings to review the Codes of Good Practice on HIV and AIDS to motivate for its adoption and implementation.
5. Support constituents to adapt and implement HIV and AIDS policy guidelines in the Codes of Good Practice.

**Output 5.2      HIV and AIDS workplace policy at enterprise level supported and implemented**

*Proposed activities:*

1. Carry out an economic impact assessment of HIV and AIDS on identified key sectors in Botswana to use as an advocacy tool for a strategic response to HIV and AIDS.
2. Facilitate implementation of sectoral and enterprise level policies and programmes on HIV and AIDS in identified priority sectors at enterprise level.
3. Facilitate implementation work plan policies and programmes on HIV and AIDS in SMMEs and the informal sector.
4. Conduct advocacy and sensitization workshops for board members of businesses and chief executives on responding to the pandemic through commitment to policy implementation and leveraging resources for scaling up implementation of HIV and AIDS programmes.
5. Conduct capacity building for employers and workers organizations to reflect HIV and AIDS needs into their policies/ strategies, including collective bargaining will be enhanced as well as identification and documentation of private sector initiatives and best practices on HIV and AIDS to enhance scaling up of universal access to HIV prevention treatment care and support
6. Support constituents to run HIV and AIDS workplace programmes independently for businesses at enterprise level.

**Output 5.3      Social partners' capacity built to develop and implement gender-sensitive HIV and AIDS workplace policies and programmes**

*Proposed activities:*

1. Conduct training workshops for workers and employers organizations on how to develop comprehensive gender sensitive workplace policies and programmes at enterprise level.
2. Identify and train informal sector associations on HIV and AIDS programme development to facilitate implementation of simplified education and awareness behaviour change interventions such as peer education.
3. Conduct policy sensitization and advocacy workshops for enterprise level management to ensure leadership commitment and resource leveraging at enterprise level.
4. Conduct negotiation skills training workshops to strengthen the capacity of trade union leadership and shop steward to include HIV and AIDS into their bargaining agreements.
5. Conduct skills development workshops on how to identify and document best practices to enhance scaling up universal access to prevention, treatment care and support programmes on HIV and AIDS.
6. Build capacity of social partners/constituents how to run policies and programmes at enterprise level.

**Outcome 6 Workers and enterprises benefit from improved safety and health conditions at work**

*Indicators of Achievement:*

- 6.1 National Occupational Safety and Health policy adopted
- 6.2 Number of Occupational Safety and Health programmes implemented
- 6.3 Number of work related illness, injuries and fatalities reduced.

***Programme Strategy***

Technical support will be provided to develop a national Occupational Safety and Health (OSH) policy to strengthen and streamline the existing management of OSH. A national OSH policy will furthermore address the fragmentation of OSH services. ILO Conventions 155 (The Occupational Safety and Health Convention, 2006) and 187 (Promotional Framework Convention on Occupational Safety and Health, 1981) contain the basic internationally acknowledged principles of establishing a national OSH policy. In addition to these, the strategy includes the promotion of the ratification of Convention no 81 (Labour Inspection Policy, 1947) and 161 (The Occupational Health Services Convention, 1985). The aim of the policy development is to create an enabling policy environment to raise productivity and improve the living and working conditions of workers, which is a key priority of the tripartite constituents in Botswana. The focus is on bringing up to date both the content and means of implementation of laws and collective agreements concerning basic minimum working conditions including strengthening of the labour inspectorate.

**Output 6.1          Capacity of Employers' and Workers' Organizations for voluntary compliance with safety and health regulations to improve workplace safety and health is enhanced.**

***Proposed Activities:***

1. Conduct tripartite workshop to raise awareness, sensitize and motivate Government, Workers and Employers to apply gender-sensitive ILO tools to develop and implement a systematic approach to improving OSH infrastructure, policies and programmes at the national and workplace level.
2. Provide technical support to undertake an OSH situational analysis and National OSH Profile.

**Output 6.2          National Occupational Safety and Health Policy and programme developed for the strengthening and streamlining of the existing OSH system and management.**

***Proposed Activities:***

1. Provide technical support to draft national OSH Policy for review and adoption by the tripartite constituents.
2. ILO constituents popularize and implement the new national OSH policy.
3. Provide technical support to tripartite constituents:
  - 3.1 On the formulation of an effective, occupational accidents and diseases notification classification and reporting system.
  - 3.2 On the restoration of the CIS - national OSH Information Centre.
  - 3.3 To popularize and implement the new OSH policy.
  - 3.4 To enhance the management of OSH, as well as supporting the establishment of structures and modalities to implement the new national OSH policy with proper monitoring and evaluation tools

|                                                                           |
|---------------------------------------------------------------------------|
| <b>Country Programme Priority III:     Tripartism and Social Dialogue</b> |
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**Outcome 7            Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations**

*Indicators of Achievement:*

- 7.1    A model of the social dialogue institution adopted by the Government and social partners
- 7.2    Number of national economic, social and labour policies adopted and implemented with effective participation of the social partners
- 7.3    Number of national economic, social and labour programmes adopted and implemented with effective participation of the social partners
- 7.4    Number of social and economic policies adopted, with a deliberate focus on gender-mainstreaming.

*Programme Strategy*

The ILO will provide technical support to strengthen and revitalize existing consultative bi-partite and tripartite institutions and/ or create a new structure, if deemed necessary. The proposed tripartite social dialogue body will broaden its scope of action to include the objectives of the DWA into national economic and social policy-making and be benchmarked against similar institutions and practices in other selected countries, regionally and internationally. The strategy on tripartism and social dialogue seeks to strengthen the institutional framework and platform for engaging the tripartite partners in the labour market on labour and employment issues within the socio-economic focus of the country. Technical support to the tripartite constituents will also be anchored on gender equality as an essential component of sound social and economic policy.

**Output 7.1            An effective national Social Dialogue institution is established**

*Proposed activities:*

- 1.    Carry out a review and investigation of existing institutions such as the HLLC and the NEMIC to determine the extent to which tripartite social dialogue is, and could be addressed.
- 2.    Convene a multi-stakeholder workshop to deliberate on the proposed national social dialogue institution for enhanced tripartism and effective participation of social partners in national economic and social policy-making and implementation.
- 3.    National constituents develop a road map for the establishment of a national social dialogue institution.

**Output 7.2            Enhanced capacity of the Employers' and Workers' Organizations to effectively influence social and economic policies**

*Proposed activities:*

- 1.    Review the capacity of social partners to effectively participate in the national social and economic, policy processes.
- 2.    Conduct training workshops for ILO Constituents to enhance the capacity of the social partners to influence social and economic national and sectoral policies and programmes.

**Outcome 8      Labour administration apply up-to- date labour legislation and provide effective services**

***Indicators of Achievement.***

The Government has an improved labour administration system in line with international labour standards leading to an:

- 8.1    Increase in the turn around time of cases in the industrial court
- 8.2    Increase in collective bargaining
- 8.3    Increase in the number of labour inspections

***Programme Strategy***

Technical assistance provided will also focus on the strengthening of the labour administration and its institutions, in particular the mediation and conciliation mechanisms and to capacitate national constituents to undertake collective bargaining and to improve labour inspection.

The focus will be on tripartism and strengthening the current labour administration in order to capacitate it to make dispute resolution an effective mechanism within the labour administration. The Public Service Act which was passed in 2008, made collective bargaining mandatory in the public service. In this regard, an intervention of the strategy will provide sensitization and training on collective bargaining for the public service. The strategy will particularly support the improvement of the Industrial Court, which due to slow turn-around time of settlement of disputes, warrant applicants a waiting period of up to three years.

**Output 8.1      Labour inspection systems in both the public and private sector are strengthened**

***Proposed activities:***

- 1.    Develop an implementation matrix of the labour inspection audit report in consultation with the tripartite partners
- 2.    Train labour inspectors in improved inspection systems and foster compliance with labour laws in the workplace.
- 3.    Support the Government and social partners in strengthening the dispute resolution system and the function of the Industrial Court.
- 4.    Sensitize national tripartite constituents on the ratification of Labour Inspection Convention, 1947 (C.81).
- 5.    Provide technical support to Government finalize a labour inspection policy.

**Output 8.2      Government officials and the labour administration system have improved capacity to service collective bargaining, dispute resolution, mediation and arbitration needs in the country in line with international standards**

***Proposed activities:***

- 1.    Train Permanent Secretaries on collective bargaining following enactment of the Public Service Act (2008).
- 2.    Provide technical support for the review of mediation, arbitration skills to national constituents and making recommendations on how to improve the dispute, resolution and conciliation mechanisms.
- 3.    Support constituents in the review of the effectiveness of the labour administration and related institutions in the country.

4. Sensitize national tripartite constituents on the ratification of Labour Administration Convention, 1978 (C. 150)
5. Develop an education and dissemination strategy of key provisions of the national labour law.

**Outcome 9      Employers' and Workers' Organization are strong, independent and representative organizations.**

***Indicators of Achievement:***

- 9.1 social partners' strategic plans aligned to the Decent Work Agenda.
- 9.2 social partners implement training programmes that seek to increase effectiveness of management structures, practices and incorporating gender-equality perspectives in the workplace.
- 9.3 Number of services provided to membership within the Employers' and Workers' Organizations.
- 9.4 Reported satisfaction with services provided by members of Employers and Workers Organisations.
- 9.5 Number of research papers/submissions produced by the social partners to influence policy.

***Programme Strategy***

The strategy is to build on previous experiences and lessons learned, to strengthen the organizational structure and internal management of both of Employers and Workers' Organizations, enabling them to develop new and improved services that make them more valuable to member enterprises. Strategic planning and staff competence building are essential in pursuing this aim. The ILO will provide technical support to enhance the awareness and the ability to advocate for realization of the DWA and of fundamental workers' rights, and respect for the international labour standards.

A twinning programme will also facilitate knowledge sharing and transfer between the employers' organizations. This programme will build on an executive management training initiative. In addition a community service programme will incorporate informal sector interventions. The ILO will assist Workers' Organizations in reviewing the implementation status of ratified International Labour Conventions and to actively participate to promote implementation where needed. Focus will be on increased capacity for the greater respect and promotion for workers' rights in Botswana.

Technical assistance will be provided where applicable, to ensure that the gender-perspectives are mainstreamed at all levels in its policies and programmes. Women workers require particular support to be organized and to be represented in areas of work where they are the majority. Special emphasis will be placed in strengthening the participation of Employer's and Workers' Organizations in the delivery and evaluation of the Botswana DWCP and activities of the UNCT as outlined in the UNDAF and the GOB-UN POP.

**Output 9.1      Employers' Organizations adopt a strategic plan to increase effectiveness of their management structures and practices.**

***Proposed activities:***

1. Review the Employers' Organizational Strategic Plan to increase its effectiveness.
2. Review the Employers' Organizational structure to improve governance, management systems and build capacity to deliver on the new Strategic Plan.

3. Review the constitution of the organization to strengthen sector-based interest groups to respond to membership needs.
4. Review the value proposition offer of the organization to reach out to SMMEs and women entrepreneurs.

**Output 9.2      Employers' Organizations have extended and improved representation and services to SMMEs.**

*Proposed activities:*

1. Carry out a study on the nature and needs of the informal sector as well SMMEs in relation to the nature of services the respective Employers' Organizations could provide.
2. Undertake workshop to validate the study.
3. Provide support for the publication of new improved services as provided by the employers' organization and marketed to meet the needs of membership (large, medium, small and micro enterprises as well as geographical area coverage).
4. Provide technical assistance to the Employers' Organizations to extend business development services to members.

**Output 9.3      Enhanced capacity Employers' Organizations to analyze the business environment and influence policy development at the national, regional and international level.**

*Proposed activities:*

1. Undertake research study on the impact of the global financial crisis on the national business environment as part of a sub-regional-wide study and follow-up with recommendations towards enterprise and employment recovery.
2. Conduct annual business environment surveys as well as on membership needs for evidence based advocacy to influence policies for enterprise development.

**Output 9.4      Workers' Organizations have greater knowledge and appreciation of the Decent Work Agenda.**

*Proposed activities:*

1. Support Workers' Organizations develop strategic planning and training programmes for members on the Decent Work Agenda
2. Support Workers' Organizations to implement training programmes for members

**Output 9.5      Workers' Organizations have extended and improved services for both existing and potential members, particularly women workers.**

*Proposed activities:*

1. Support Workers' Organizations conduct training for its members on fundamental workers' rights and international labour standards, with inter alia focus on key gender-equality conventions.
2. Support Workers' Organizations to review the implementation status of current International Labour Conventions which the country has ratified and to effectively participate to promote and monitor the implementation thereof.
3. Lobby and advocate for the effective implementation of the Botswana DWCP.
4. Provide technical support for improved information dissemination to members.

|                                                           |
|-----------------------------------------------------------|
| <b>Country Programme Priority IV:     Workers' Rights</b> |
|-----------------------------------------------------------|

**Outcome 10        Improved applications of international labour standards and effective respect for fundamental principles and rights at work.**

***Indicators of Achievement:***

- 10.1 Number of timeous responses by Government to issues raised by supervisory bodies concerning labour standards.
- 10.2 Compliance with ratified conventions
- 10.3 Number of selected conventions ratified

***Programme Strategy***

The strategy is to sensitize and raise awareness of national social partners, in addition to provide training programmes on international labour standards. The ILO will provide the necessary support, which would be an essential first step for a better implementation of ratified conventions. This will be done mainly through tripartite seminars and advisory missions aimed at information provision and expert advice on possible legislative reform to address the relevant comments of the Committee of Experts. Technical assistance will also be provided on the application, awareness-raising and training component designed for relevant Government departments and the social partners, as well as institutions such as the Judiciary and Parliamentarians.

In addition, the ILO will provide assistance with a view to addressing gaps in ratifications which reflect Decent Work deficits. ILO will provide advice in the form of preliminary comparative analyses between national legislation and ILO Conventions with a view to determining standards that do not raise obstacles to their ratification, or standards for which additional efforts are needed to open the way to ratification. The ILO will also provide advocacy material and carry out tripartite seminars with a view to raising awareness and working towards the ratification of selected conventions in collaboration with the Government and the social partners.

**Output 10.1        National tripartite constituents have improved capacity to implement existing labour Conventions and to ratify new Conventions**

***Proposed activities:***

- 1. Hold training workshops to build constituent capacity to ratify new conventions.
- 2. Hold training workshops to build constituent capacity on reporting on ratified conventions.
- 3. Assist constituents to operationalize and apply ratified ILO Conventions.

**Outcome 11        The Government and social partners effectively eliminate the worst forms of child labour in Botswana**

***Indicators of achievement***

- 6.1 Number of children prevented and withdrawn from child labour
- 6.2 Labour laws in Botswana are amended to create a protective environment for children and better comply with international labour standards particularly Conventions on the Rights of the Child, C.138 and C. 182
- 6.3 Number of law enforcement officers whose capacity has been built around child labour.

***Programme Strategy***

The strategy seeks to kick-start, expand or promote actions and initiatives aimed at the elimination of child labour including the worst forms of child labour and other prioritized forms of child labour. The aim is to strengthen groundwork for ongoing sustainable action by government and other stakeholders, including employers' and workers' organizations through policy and legislative reforms as well as direct action programme to prevent and withdraw children from the worst forms of child labour. This will be achieved through national awareness raising initiatives; capacity building for the employers and workers organizations including Non-Governmental Organizations (NGOs), Community Based organizations (CBOs) as well as law enforcement officers.

**Output 6.1      Children are prevented and withdrawn from child labour*****Proposed Activities***

1. Tripartite consultations to build consensus on strategies and priorities for eliminating child labour
2. Training of law enforcement officers (labour inspectors, the police and social workers to foster compliance with the labour laws in the country
3. Capacity building for NGOs and CBOs on child labour for child labour identification, reporting and referral of such cases
4. Facilitate awareness raising interventions for community leaderships such as Chiefs and full council meeting for leadership support and advocacy
5. Develop a data base of children reported to be child labour cases
6. Reintegrate children in schools, vocational training centers or non formal education wherever possible

**Output 6.2      Labour laws in Botswana are amended to create a protective environment for children.*****Proposed Activities***

1. Tripartite constituents to facilitate the review and amendment of labour laws including the employment act for a better protective environment for the children's welfare and wellbeing.
2. Government in conjunction with social partners develops a list of hazardous work for children in compliance with international labour standards.
3. Child labour is mainstreamed into labour inspection forms to strengthen compliance with the law

**Output 6.3      Capacity building for of law enforcement officers and other key personnel to foster reporting and compliance with the law*****Proposed Activities***

1. Conduct workshops labour inspectors, the police and social workers and explore their collaborative areas for effective management of child labour cases
2. Review and strengthen the child labour component into the labour inspectorate forms
3. Build capacity of teachers to effectively Impart Supporting Children's Rights through Education, the Arts and the Media (SCREAM).
4. Strengthen the child labour component in the primary school curriculum
5. Integrate child labour the police recruits curriculum as well as make it an integral component of their in-service training.

## 6.0 MANAGEMENT AND INSTITUTIONAL ARRANGEMENTS

### 6.1 Decent Work Country Programme Steering Committee

*The Botswana DWCP Steering Committee (DSC)* will be formed to provide overall guidance and leadership for the delivery of the Botswana DWCP. The DSC will oversee the formulation and planning of projects and activities developed within the framework of the Botswana DWCP. To ensure that projects and activities formulated reflect national priorities. The DSC will approve all new technical cooperation projects and so engage in the prioritization of programme outputs for implementation during each biennium in the DWCP cycle.

*Thematic Sub-Committees* The DSC can on an ad hoc basis, where necessary, convene Thematic Sub-Committees. Membership of the ad hoc sub-committee will be determined by the DSC.

*Project Advisory Committees* may also be set up to provide project specific technical guidance and support and each will comprise of the relevant project partners representing Government and the social partners, the UN System and relevant donor agency funding the project, ILO Management, Technical Specialists and Project Managers (either Chief Technical Advisor or National Project Coordinators).

Project Advisory Committees and the respective Project Managers will ensure that the implementation of technical cooperation projects is aligned with the outcomes and Outputs. The DSC will ensure that the execution of each technical cooperation project contributes towards the attainment of the Botswana DWCP outcomes.

### 6.2 Role of Government and National Stakeholders

The Ministry of Labour and Home Affairs (MLHA) will be responsible for effective coordination of both the development and implementation of the Botswana DWCP. It will seek to cooperate with other Ministries/Departments to ensure that the Decent Work Agenda is mainstreamed in national development strategies, policies and programmes.

### 6.3 Role of the International Labour Organization (ILO)

The ILO Pretoria Office Director is the ILO representative in Botswana responsible for the overall management of ILO activities in the country, in collaboration with the MLHA, as the principal entry point and in consultation with the Botswana DWCP Steering Committee. The DWCP focal person based in the ILO Pretoria Office will be the focal point of contact for the Botswana DWCP. He/She will ensure that the constituents and other implementing partners are provided with high-quality, timely and well-coordinated services and the requisite technical support for the effective implementation and attainment of the DWCP outcomes and outputs.

*ILO Specialists, Regional Office for Africa, ILO Turin Centre and HQ Technical Units* The Decent Work Support Team (Pretoria), the ILO Regional Office's for Africa (ROAF, Addis Ababa) Programming Unit relevant ILO HQ technical units, as well as the ILO Turin International Training Centre will all play key and different roles towards the implementation of the Botswana DWCP.

The ILO technical specialists will provide supervision of the implementation of technical cooperation projects within their respective technical areas. They will collaborate with the relevant ILO technical units/departments in ILO HQ, Geneva and where applicable, with the ILO Training Centre in Turin (Italy) for requisite technical support to enhance delivery and implementation of the Botswana DWCP. The ILO Regional Office for Africa will provide technical, financial and administrative support in the implementation of all areas of work managed by the ILO Pretoria Office.

#### **6.4 Communication**

The ILO Director will share regular updates on the implementation of the Botswana DWCP the stakeholders through the DSC and the UNCT through the UN Resident Coordinator's Office. The DWCP focal person will prepare such updates based on the technical cooperation projects' semi-annual and annual reports, mid-term reviews, reports of the ILO official missions to Botswana as well as the end-of project evaluation reports. The ILO Director will prepare technical reports together with financial expenditure reports that indicate the delivery rates, highlighting possible resource gaps for the implementation of the Botswana DWCP. The DSC will develop and adopt a communication strategy and the Decent Work Agenda promote sensitization and awareness for the Botswana DWCP.

### **7.0 MONITORING AND EVALUATION**

The constituents and the ILO will adopt the Results-Based Management approach in monitoring progress towards the implementation of the country programme. This requires tracking and self-assessment of progress towards the achievement of the results and reporting on progress in the delivery of outputs and outcomes articulated in the Botswana DWCP. Progress will be tracked using the Implementation Plan and Monitoring Plan adopted from the DWCP.

Monitoring processes will regularly examine performance in both quantitative and qualitative terms, based on the indicators of achievement outlined in the DWCP. The DSC will meet bi-annually to review half-yearly and annually the DWCP implementation progress reports prepared on the basis of updates/reports on the implementation of technical cooperation projects and activities undertaken with ILO support within the framework of the Botswana DWCP and to review an update the monitoring plan and achievements thereof.

The DSC will monitor the key performance indicators for the DWCP Outcomes which will be used to review and evaluate implementation of the DWCP. The ILO Pretoria Office will, in close cooperation with DSC regularly review the implementation of the Botswana DWCP to ensure relevance to emerging national development priorities.

Mid and end-term evaluations of the implementation of DWCP will be conducted as follows:

- (a) A mid-cycle review, the first Country Programme Review during third quarter of 2012 and,
- (b) End-of-cycle evaluation during third quarter of 2015.

The evaluation will be carried out in close cooperation with ILO HQ Evaluation Unit (EVAL) and ROAF Programming Unit, the Government of Botswana, the social partners, the UN System and other development cooperation partners.

## **8.0 ESTIMATED RESOURCE REQUIREMENTS**

The Botswana DWCP provides an opportunity for the constituents and the ILO to secure development assistance in support of the identified national priorities, benefiting both ILO supported and other national programmes and projects based on resource gaps identified. The total estimated resources required to work towards the attainment of the Botswana DWCP outcomes amount to about US\$10 million as outlined in Table 2 below. The programme implementation plan, provides more accurate estimates on the resource requirements for each of the country programme outcomes.

## **9.0 RISKS AND MITIGANTS**

An underlying assumption for the implementation of the Botswana DWCP is the continued social, political and economic stability in the country. Access to extra-budgetary resources for the envisaged interventions in the Botswana DWCP could negatively affect the delivery of the expected outcomes. However, willingness of the Government to utilize its own resources could be explored in close cooperation with relevant Government Ministries/Departments stakeholders, will share responsibility with the ILO to mobilize resources to fund programmes and projects, and in some cases cost-share activities and projects. Effective collaboration with the GOB-UN POP, development cooperation partners in the country, the private sector and civil society will be an integral part of the resource mobilization strategy to enhance the delivery of the Botswana DWCP.

## GLOSSARY OF TERMS

**Activity** - actions taken to produce specific outputs from inputs such as funds, technical assistance, and other resources

**Baseline** - information that provides a point of comparison to measure changes in the results of the programme- impact, outcome and outputs. Description of the situation at, or prior to, the start of the timeframe for the intervention, against which progress can be assessed or comparisons can be made. The first time that data is collected on the indicators, a baseline is established.

**Targets** - level of change/ achievements expected organization's commitment by the end of a given period. It states how much progress is anticipated towards outcome. Targets are the baseline measurement plus the amount of improvement one hopes to realize.

**Data** - specific quantitative and qualitative information or facts that are collected.

**Decent Work** - entails productive work where rights are protected, generating adequate income, with adequate social protection. Decent work also implies employment, income and social protection are achieved without undermining worker's rights and social standards.

The ILO defines "decent work" as secure work that respects core labour standards, guarantees adequate income and social security and respects the freedom to enter into social dialogue as well as the freedom of association.

**Decent Work Deficits** - Workers throughout the world face myriad decent work deficits and these include amongst others: Gaps and exclusions in the form of unemployment and underemployment, indecent wages, insecure income, unsafe work, poor quality and unproductive jobs, rights that are denied at work, gender inequality; pay differentials between women and men, lack of representation and voice, shortcomings in social dialogue, inadequate protection of the worker in the face of job loss, disease, disability, and old age; discrimination at the workplace on the basis of sex, age, perceived or real HIV/ AIDS status; minority status; and child labour.

**Decent Work Agenda** - The Decent Work Agenda is the balanced and integrated programmatic approach to pursue the objectives of full and productive employment and decent work for all at global, regional, national, sectoral and local levels. It has four pillars: standards and rights at work, employment creation and enterprise development, social protection and social dialogue.

**Monitoring** - routine tracking and reporting of priority information about a program and its intended outputs and outcomes. Data are obtained through recordkeeping and regular reporting as well as observations. Data are obtained through recordkeeping and regular reporting as well as observations

**Monitoring and Evaluation (M&E) Plan** - a comprehensive planning document for all M&E activities. An M&E plan documents the key M&E questions to be addressed, including what indicators are collected; how, how often, from where, and why they will be collected; what baselines, targets, and assumptions will be included; how the indicators are going to be analyzed or interpreted; and how or how often reports will be developed and distributed on these indicators.

**Impact** - the longer range, cumulative effect of programs over time on what they ultimately aim to change. Often, this effect will be a population-level health outcome, such as a change in HIV infection, morbidity, and mortality. Impacts are rarely, if ever, attributable to a single program, but a program may, with other programs, contribute to impacts on a population.

Impact can also be used in the context of a specific program. In this case, it implies a much closer link to attribution of the program and a conceptual model underlying it.

**Indicator** - a quantitative or qualitative variable that provides simple and reliable means to measure achievement, monitor performance, or to reflect changes connected to an intervention. A unit of information measured over time that can help show changes in a condition.

**Milestones** - targets are divided into time-bound increments called milestones. These define what the programme aims to achieve by certain points in time (e.g. end of each year). Milestones tell us whether we are advancing in the right direction at the right pace to reach that destination as planned – or whether change is needed

**Outputs** - the results of program activities. This term relates to the direct products or deliverables of program activities, such as the number of counseling sessions completed, the number of people reached, and the number of materials distributed.

**Outcome** - changes in development conditions that result from interventions. These changes can include policy in legislation changes, increased capacity policy of stakeholders individually or together, increases in income or employment opportunities etc. The changes effected by programme interventions would also include change in knowledge, attitudes, beliefs, skills, behaviors, access to services, policies, and environmental conditions.

**Table 2      Estimated Resource Requirements**

| <b>Botswana DWCP Outcomes: 2011 – 2015</b> |                                                                                                                              | <b>Resource Mobilization Target (US\$)</b> |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| <b>Outcome 1</b>                           | More women and men, including the youth and people with disabilities have access to decent employment.                       | 2,200,000                                  |
| <b>Outcome 2</b>                           | Skills development contributes to increased employability of workers.                                                        | 1,200,000                                  |
| <b>Outcome 3</b>                           | Sustainable enterprises create productive and decent jobs for all, including women, young people and people with disability  | 3,100,000                                  |
| <b>Outcome 4</b>                           | Improved and extended social security coverage.                                                                              | 1,200,000                                  |
| <b>Outcome 5</b>                           | Government and the social partners respond effectively to the HIV/ AIDS epidemic in the workplace.                           | 550,000                                    |
| <b>Outcome 6</b>                           | Enterprises and workers benefit from improved safety and health conditions at work.                                          | 650,000                                    |
| <b>Outcome 7</b>                           | Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations. | 450,000.                                   |
| <b>Outcome 8</b>                           | Labour administrations apply up-to-date labour legislation and provide effective services.                                   | 250,000.                                   |
| <b>Outcome 9</b>                           | Employer' and Workers' Organizations are strong, independent and representative institutions.                                | 450,000                                    |
| <b>Outcome 10</b>                          | Improved application of international labour standards and effective respect for fundamental principles and rights at work.  | 110,000                                    |
| <b>Outcome 11</b>                          | The Government and social partners effectively eliminate the worst forms of child labour.                                    | 350,000                                    |
|                                            | <b>TOTAL</b>                                                                                                                 | <b>10,510,000</b>                          |

**Annex 1 ILO Conventions ratified by Botswana (15)**

| Convention                                                                          | Ratification date |
|-------------------------------------------------------------------------------------|-------------------|
| C19 Equality of Treatment (Accident Compensation) Convention, 1925                  | 03:02:1988        |
| C29 Forced Labour Convention, 1930                                                  | 05:06:1997        |
| C87 Freedom of Association and Protection of the Right to Organize Convention, 1948 | 22:12:1997        |
| C95 Protection of Wages Convention, 1949                                            | 05:06:1997        |
| C98 Right to Organize and Collective Bargaining Convention, 1949                    | 22:12:1997        |
| C100 Equal Remuneration Convention, 1951                                            | 05:06:1997        |
| C105 Abolition of Forced Labour Convention, 1957                                    | 05:06:1997        |
| C111 Discrimination (Employment and Occupation) Convention, 1958                    | 05:06:1997        |
| C138 Minimum Age Convention, 1973                                                   | 05:06:1997        |
| C144 Tripartite Consultation (International Labour Standards) Convention, 1976      | 05:06:1997        |
| C151 Labour Relations (Public Service) Convention, 1978                             | 22:12:1997        |
| C173 Protection of Workers' Claims (Employer's Insolvency) Convention, 1992         | 05:06:1997        |
| C176 Safety and Health in Mines Convention, 1995                                    | 05:06:1997        |
| C182 Worst Forms of Child Labour Convention, 1999                                   | 03:01:2000        |

## Annex 2

### List of Sources of Information

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ILO Decent Work Country Programmes a Guidebook Version 2, ILO July 2008

"ILO Strategic Policy Framework 2010 – 2015 – Making Decent Work Happen", GB.304/PFA/2, ILO March 2009

"International training compendium on labour statistics", Module 1: statistics of employment, unemployment, and underemployment: economically active population, Bureau of Statistics, Policy Integration Department, ILO 2003

Macro-economic Outline and policy framework for NDP 10 First draft, MFDP October 2007

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## ANNEX 3

## OVERSEAS DEVELOPMENT ASSISTANCE TO BOTSWANA (2005 – 2007)

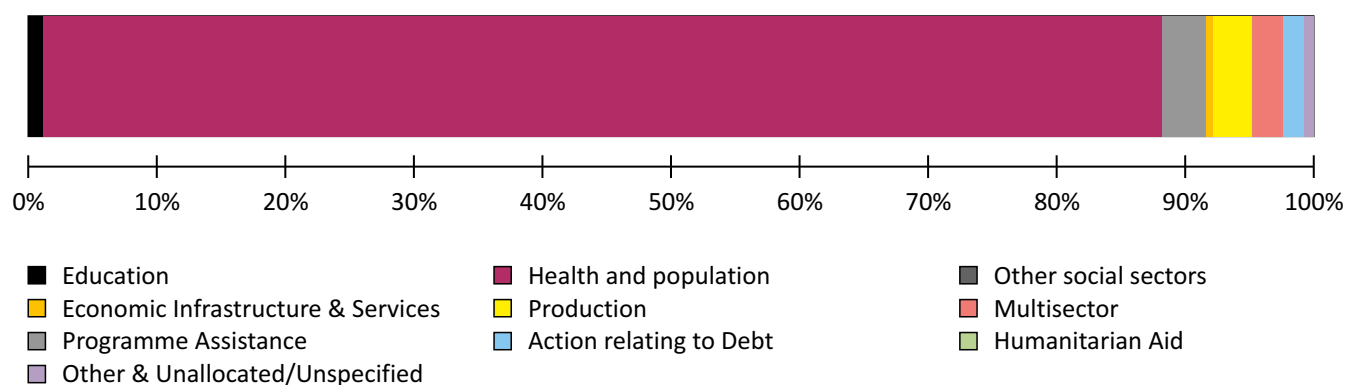
## Botswana

| Receipts                        | 2005 | 2006 | 2007 |
|---------------------------------|------|------|------|
| Net ODA (USD million)           | 48   | 66   | 104  |
| Bilateral share (gross ODA)     | 49%  | 53%  | 60%  |
| Net ODA/GNI                     | 0.5% | 0.6% | 1.0% |
| Net Private flows (USD million) | 18   | 28   | -53  |

| For reference              | 2005  | 2006  | 2007  |
|----------------------------|-------|-------|-------|
| Population (million)       | 1.8   | 1.9   | 1.9   |
| GNI per capita (Atlas USD) | 5 360 | 5 680 | 5 840 |

| Top Ten Donors of gross ODA (2006-07 average) |               | (USD m) |
|-----------------------------------------------|---------------|---------|
| 1                                             | EC            | 36      |
| 2                                             | United States | 36      |
| 3                                             | France        | 6       |
| 4                                             | Japan         | 5       |
| 5                                             | Sweden        | 3       |
| 6                                             | Germany       | 3       |
| 7                                             | Norway        | 2       |
| 8                                             | Canada        | 2       |
| 9                                             | Global Fund   | 2       |
| 10                                            | Arab agencies | 2       |

Bilateral ODA by Sector (2006-07)



Sources: OECD, World Bank, [www.oecd.org/dac/stats](http://www.oecd.org/dac/stats)

## NOTES

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