CIE

Confederation of IGAD Employers

STRATEGIC PLAN

2023–2027

AUGUST 2022

VISION

“To be the empowering voice of employers in the IGAD Region.”

MISSION

“To create and enhance the business environment in the IGAD region through the representation of employers.”

CORE VALUES

Collaboration
Innovation
Exellence
(CIE)

FOREWORD

Confederation of IGAD Employers' 2023 – 2027 Strategic Plan provides a road map that will enable the Confederation to establish a perfect fit in the dynamic operational environment. Due to the changes that have taken place in the Confederation's operating environment since its inception in 2019, it is necessary to contextualize the milestones, examine challenges experienced, performance gaps, emerging issues, and lessons learned from the Confederation. These have been used to inform the development of the 2023 – 2027 Strategic Plan to guide the Confederation over the next five years.

The Confederation's vision during the strategic period is "To be the empowering voice of employers in the IGAD Region" The development of this Strategic Plan is a culmination of an extensive participatory process involving the Management, Board of Directors, CIE Members, and key stakeholders. Together, we have reviewed the Vision, Mission and agreed on the strategic objectives, and reviewed our core values, especially how they will be lived within the Confederation by embedding them into our KPIs and incorporating them into our performance management framework. This is to attain an appropriate corporate culture that supports the practical realization of our mandate, thereby enabling the incorporation of a high-performance culture into the performance of the Confederation as set out by the strategic plan.

This Strategic Plan outlines several strategic interventions to put the Confederation on track toward achieving the African Union's Agenda 2063 and Regional Development priorities set by member states and IGAD Secretariat. The plan prioritizes interventions aimed at improving the business environment in the IGAD Region, equal representation of employers in the IGAD Region, and promoting favourable labour relation in the IGAD Region. These strategies address the significant concerns of our stakeholders and the business community. The focus has been on ensuring that the Confederation has the internal capacity to deliver the mandate and that all the strategic pillars, strategic objectives, and key performance indicators are well aligned to the expected outcome at the end of the strategic period of 2023 – 2027.

I wish to acknowledge from the very onset that we face exciting challenges while executing our mandate. The development of this Strategic Plan is therefore imperative as it avails an opportunity to outline strategies for tackling the challenges we anticipate, recognizing the lessons we have learned so far, and identifying the performance gaps witnessed in the recent past; while effectively determining our critical success factors that should subsequently inform future undertaking. Based on this contextual analysis, we have formulated strategic objectives that the Confederation will pursue over the next five years while consistently engaging key stakeholders at all levels.

The Board of Directors commits to developing and operationalizing institutional frameworks and procedures that will enable the Confederation to achieve its core mandate in conformity with the African Union and IGAD Agendas. The Board of Directors recognizes the catalyst to achieve the objectives set in this Strategic Plan is developing a high-performance culture, innovation, embracing change, and effective engagement with key stakeholders, primarily through effective corporate communication.

In this regard, the Board of Directors shall give Management full support during the implementation of this Strategic Plan. The Board of Directors will also provide the necessary oversight and lobby for the required resources to achieve the goals and objectives set out in the Strategic Plan. The strategic plan development has also taken care of enterprise risk management to ensure that we take care of things that could put us off-track in delivering our mandate and exceeding our stakeholder expectations.

The Board of Directors will regularly monitor and evaluate the implementation of this Strategic Plan to ensure that any performance gaps and emerging issues in the sector are identified early enough, and mitigation measures are taken. The Board of Directors will continuously provide an enabling environment to foster the commitment and motivation of staff to ensure the achievement of the set targets. The Board of Directors will also sustain existing linkages with all the relevant Government Agencies and EBMOs in member states to ensure coherence and enhance synergy to enable the Confederation to play its contributing role toward the practical realization of an integrated and prosperous region and continent.
On behalf of CIE's Board of Directors, I take this opportunity to acknowledge the role of Management under the Secretary-General's leadership in developing this Strategic Plan. I also wish to recognize the support from the stakeholders whose contributions made this process a success. I am confident that through the continued support of all stakeholders, this Strategic Plan will be fully realized.

Finally, I take this opportunity to sincerely thank the CIE Board of Directors, Management, Members of CIE, IGAD Secretariat, the FMPT Project financed by the European Union, and the ILO for their active participation and cooperation in developing this Strategic Plan.

H.E. Hikmat Daoud
PREVIOUS PRESIDENT
BOARD OF DIRECTORS

H.E. Bol Andrew Wieu Riak
CURRENT PRESIDENT
BOARD OF DIRECTORS

PREFACE

The Confederation's 2023 – 2027 Strategic Plan defines the Confederation's roadmap for the next five years. It sets out strategic programs to enable the Confederation to build on its achievements and lessons learned to respond effectively to the ever-changing operational environment. This new plan was developed through a comprehensive consultative process involving the Management, Board of Directors, and key stakeholders. It is aligned with the requirements of the Abidjan Declaration, AU's Agenda 2063, and IGAD Regional policy instruments such as the Djibouti Declaration on Labour, Employment, and Labour Migration. It was also informed by the Board of Directors' initiative to foster a culture of evidence-based Management within the Confederation, which is key to ensuring excellence. That is even more reason we have adopted excellence as one of our core values.

This Strategic Plan is a step forward in our commitment to effectively operationalize our mandate through the aggressive pursuit of our Mission "To create a enhance the business environment in the IGAD region through the representation of employers." The Confederation shall continue to nurture a high-performing Corporate Culture that promotes the successful implementation of the Plan. This shall be guided by our Core Values of Collaboration, Innovation, and Excellence (CIE).

Favourable labour laws and policies play a pivotal role in directly facilitating the growth of the IGAD Region's economy. The Confederation's 2023 – 2027 Strategic plan has therefore affirmed our focus on creating value for our members through effective interest representation at regional, continental, and international levels in order to create a favourable environment for business across the IGAD Region.

This Plan identified four Strategic Pillars that facilitate the effective realization of the Confederation's mandate in line with its core business. These include:

a) Financial Sustainability
b) Member Service
c) Institutional Strengthening
d) Strategic Partnership

During the 2023 – 2027 plan period, the Confederation is scheduled to fully operationalize the secretariat and increase reach throughout the region through partnership with EMBOs in member states to create value for members.

The Confederation will further ensure 85% employee satisfaction and 100% compliance with policies, manuals, and guidelines. It will implement measures to promote budget utilization; the Confederation will also ensure 100% compliance with the corporate code of conduct and train the Board of Directors and Management on an annual basis on matters concerning governance. The total amount required to implement the 2023 – 2027 Strategic Plan is USD. 745,000, this will be financed through member subscription fees, development partners, the private sector, and Internally Generated Revenues. This strategic plan provides the framework necessary for effective engagement of the private sector in resource mobilization and collaboration with stakeholders in the successful implementation of the strategies.

Measures will be taken to ensure that the plan is effectively implemented by cascading it through annual work plans at all levels of the Confederation's operations. The Confederation has also developed an elaborate implementation matrix that will ensure that evidence-based Management is entrenched in our operations, thus inculcating a high-performance culture. The Management is committed to ensuring that this Strategic Plan is fully executed.

The Confederation will also strengthen partnerships with Development Partners, EMBOs in member states, and all stakeholders to promote the delivery of the planned initiatives. This will be enhanced by improved stakeholder mapping and improved corporate communication.

Finally, I take this opportunity to sincerely thank the CIE Board of Directors, Management, Members of CIE, IGAD Secretariat, the FMPT Project financed by the European Union, and the ILO for their active participation and cooperation in the development of this Strategic Plan.

Mr. Dawit Moges,
SECRETARY-GENERAL

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ABBREVIATIONS AND ACRONYMS

ACT/EMP:	The Bureau for Employers' Activities
AGM:	Annual General Meeting
AU:	African Union
BSC:	Balance Score Card
CBA:	Collective Bargaining Agreement
CEO/ED:	Chief Executive Officer/ Executive Director
CIE:	Confederation of IGAD Employers
CRM:	Customer Relations Management system
DECP:	Dutch employers Cooperation Program
E&LRC:	Employment & Labour Relations Court
EU:	European Union
FMPT:	Free Movement of Persons and Transhumance
FY:	For Year
HDI:	Human Development Index
ICT:	Information and Communication Technology
IGAD:	Intergovernmental Authority on Development
IHRM:	The Institute of Human Resource Management;
ILO:	International Labour Organization
IOE:	International Organization of Employers
IR:	Industrial Relations
ITC-ILO:	International Training Centre of the ILO
KPIs:	Key Performance Indicators
MCAs:	Members of County Assembly
MoUs:	Memorandum of Understanding
MSEs:	Micro and Small Enterprises
MTP:	Medium-Term Plans
NHO:	The Confederation of Norwegian Enterprise;
NITA:	The National Industrial Training Authority
NSSF:	National Social Security Fund
PA:	Personal Assistant
PESTEL:	Political, Economic, Social, Technological, Environmental and Legal
SDGs:	Sustainable Development Goals
SMEs:	Small and Medium Enterprises
UN:	United Nations

EXCUTIVE SUMMARY

The Confederation of IGAD Employers' 2023 – 2027 Strategic Plan provides the framework to guide the Confederation towards the achievement of its Vision, "To be the empowering voice of employers in the IGAD Region." and Mission, "To enhance the business environment in the IGAD region through the representation of employers."

The Plan has been aligned with the Abidjan Declaration, the African Continent free trade Area (AfCFTA), AU's Agenda 2063, the Djibouti Declaration on Labour, Employment and Labour Migration, the IGAD Protocol on Free Movement of Persons, and the Sustainable Development Goals (SDGs). The 2023-2027 Strategic Plan sets up to ensure 85% member and employee satisfaction and 100% compliance with policies, manuals, and guidelines. It also looks at achieving 60% of its budget from sponsorships and collaborations.

The strategic plan is presented in five chapters. Chapter One provides the Confederation's background and its mandate to advance decent work in the IGAD region.
Chapter Two presents an analysis of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) and outlines the Political, Economic, Social, Technological, Health, and Legal (PESTHEL) of the Confederation's operational environment.

Chapter three details the strategic model of the plan. The Plan identified the following four Strategic Pillars on which the Confederation will focus in the delivery of its mandate:

A. Institutional Development
B. Member Service
C. Strategic Partnership
D. Financial Sustainability

During the 2023 – 2027 plan period, the Confederation is scheduled to fully operationalize the secretariat and increase reach throughout the continent through partnerships with EMBOs in member states to create value for members.

Chapter Four presents the organizational structure and staffing requirements. It also projects the financing requirements for the strategic plan, highlighting the resource gaps and suggested resource mobilization strategies.

The financial resources required for implementing the strategies and programmes/activities are outlined in the implementation matrix. The total amount required to implement the FY 2023 – 2027 Strategic Plan is USD. 745,000, this will be financed through member subscription fees, development partners, the private sector, and Internally Generated Revenues.

Chapter five presents the monitoring and evaluation framework; the Confederation will make monitoring and evaluation an integral part of the entire process of implementation of the strategic plan.

1

INTRODUCTION

1.0 OVERVIEW

This chapter provides the Confederation's background and purpose of existence.

1.1. BACKGROUND

The ILO and IGAD are both committed to addressing challenges related to labour markets, decent work, labour migration and mobility governance in the region. To this end, among other things, the ILO and IGAD signed an MOU in 2012 and a supplementary Memorandum of Understanding (MoU) to facilitate the implementation of the project titled "Free Movement of Persons and Transhumance in the IGAD Region", which is financed by the European Union. The overall objective of the project is to improve opportunities for regulated labour mobility and decent work within the IGAD countries through the development of models of intervention in the broader context of regional integration.

Through social dialogue, the participation of the ILO's tripartite constituents at the local, national, bilateral, regional, interregional and global levels is central to achieving fair labour migration governance and can strengthen the effectiveness and sustainability of labour migration policies, legislation and practices.

As part of this project, the ILO and IGAD have been working to advance social dialogue and tripartism at the regional level. To this end, among other things, the two organizations supported the establishment and strengthening of the capacities of regional confederations of employers' organization named Confederation of IGAD Employers (CIE).

In October 2019, representatives of employers organizations from the IGAD Member States agreed and established the association of employers of members of the IGAD known as "Confederation of IGAD Employers (CIE)" Since its inception, CIE has been able to partner with regional Federations of Member States to participate on international platforms for negotiation of favourable labour policies in partnership with regional confederation of trade unions and Ministries of labour of all IGAD Member States.

1.2 METHODOLOGY DEPLOYED IN DEVELOPING THE FY 2023 – 2027 STRATEGIC PLAN

The Strategic Plan was developed following the review of the Confederation's internal and external environment. The review process involved moderating discussions for defining and articulating the vision, mission statement and core values of the Confederation. The process also included facilitation and moderation of the process for identifying thematic areas and strategic issues of the Plan that require improvement.

Consultative and validation meetings were held from time to time with the Board of Directors, Management and Members of the Confederation with a view to enhancing knowledge and understanding of the mandate and functions as well as the general strategic direction of the Confederation through the use of online surveys.

Consultative forums were organized and conducted for various key stakeholders to gather information on key issues that require strategic focus and formulate strategies that would suitably address them. The development of the Strategic Plan was done in line with the balanced scorecard framework and through interactive sessions with various stakeholders.

The Strategic Plan development focused on: CIE's Mandate, Vision, Mission and Core values, Key Result Areas and cross-cutting issues, Strategic Objectives, aims and goals, Institutional structure and culture, Governance and leadership, Technology and innovation, Quality assurance and risk management, Financing plan/resource mobilization and organizational sustainability, Monitoring and Evaluation Framework.

An assessment of the Confederation's external and internal environment was conducted based on a combination of documentation received as well as stakeholder engagement through surveys, interviews, and workshops. The objective of the review was to help establish the progress made in achieving the Confederation's mandate.

2
SITUATION ANALYSIS

2.1 OVERVIEW

This chapter provides an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT), Political, Economic, Social, Environmental and Legal (PESTEL) factors and stakeholder mapping.

2.2 ENVIRONMENTAL SCAN

A current situation analysis and an environmental scan were undertaken using various tools that would allow comprehensive and detailed documentation of the process and outcomes.

2.2.1 PESTHEL (Political, Economic, Social, Technology, Health, Legal)

The plan analyzed PESTHEL, rather than PESTEL since Health matters have dominated Political, Economic, Social, Technology and even Legal matters. The review of the Confederation's PESTHEL is summarized below:

Table 1: CIE's PESTHEL Analysis

CATEGORY	ISSUE	DESCRIPTION
Political	Policy and legislative environment	This reflects how and to what degree a government intervenes in the economy. This can include– government policy, political stability or instability, foreign trade policy, tax policy, labour law, environmental law, and trade restrictions, just to mention. It is clear from the list above that political factors often have an impact on organisations and how they do business. CIE shall need to be able to respond to the current and anticipated future legislation and adjust internal policies accordingly.
	The political climate in the region.	The current political movement in Africa has a significant impact on CIE operation causing continuous policy change and increased pressure from employers for favourable policies and labour regulations.
Economic	Exponential Economic Growth	Economic factors have a significant impact on how an organization does business and delivers on its mandate. The factors include economic growth, interest rates, exchange rates, inflation, and Forex, disposable income of consumers and businesses. We note that Forex does affect CIE, especially in contract management. Changing interest rates also affect the minimum wage and lead to inflation rate fluctuation, which has a negative impact on employers. The economic slowdown caused by the Covid-19 pandemic affects CIE's ability to provide relevant support to employers and their employees, especially in harder-hit sectors.
Socio-cultural	Socio cultural factors	The socio-cultural factors are the areas that involve the shared belief and attitudes of the population. These factors include – population growth, age distribution, health consciousness, career attitudes and so on. These factors are of particular interest as they have a direct effect on how organizations understand customers and what drives them.
	Improved livelihoods	Advocation for favourable labour policies can result in employment and wealth creation, which has a ripple effect on national GDP and better livelihood for individuals.
	Social and cultural integration	Happy employers provide favourable working conditions for employees, thereby bringing social and cultural integration within the communities they work.
Technological	Utilization of emerging ICT opportunities and platforms	Technological factors affect organizational operations due to new ways of producing goods and services, working with suppliers, and advanced supply chains. This necessitates new ways of communicating with stakeholders.

CATEGORY	ISSUE	DESCRIPTION
		These changes provide room for operational efficiency. Other implications of the technological changes are reduced need for a physical office and loss of privacy to Staff. The impact social media tools have on the driving perception and messaging of goods and services can serve to help CIE explore the potential of corporate blogging and digital communication for the Confederation's publicity and recognition.
Health	Impact of Covid 19	The Covid 19 pandemic has brought the risk of funds being diverted to fight the pandemic, which could lead to delays in funds for the private sector, which represents many of CIE's members.
Environmental	Impact of CIE on the environment	The environmental impact of organisations has become important due to the increasing scarcity of raw materials, doing business as an ethical & sustainable entity and COP26 targets. Now it's very trendy to talk about SDGs and environmentally sustainable business. The environmental impact of CIE's members will be questioned moving forward, and the Confederation has to play a role in educating its members on best practices.
	Compliance and mitigation of environmental pollution	Changes in environmental laws demand stringent measures in the management of environmental issues, thereby calling for CIE's involvement in reporting the impact of Employers in the IGAD Region on the positive and negative scale of environmental protection.
Legal	Increased lawsuits	Legal factors include - health and safety, equal opportunities, advertising standards, consumer rights and laws, product labelling and product safety. Companies need to know what is and what is not legal in order to trade successfully. With the level of lawsuits against employers across the IGAD Region, CIE needs to come up with strategies to deal with the legal exposure that impacts the labour relation across the region.

2.2.2 SWOT

The Strengths, Weaknesses, Opportunities, and Threats are presented below:

Table 2: CIE's SWOT Analysis

STRENGTHS	WEAKNESSES
• Confidence from various stakeholders • Skilled and experienced personnel • Good working environment • Good leadership • Knowledge and Experience in employment, labour relations and social policy matters - Subject matter Experts • Strong Membership base • Regional, Continental and global network. • Professionalism • Good support and established partnerships with the ILO, IGAD,IOE and donor organizations like EU. • Recognition by the IGAD Secretariat as a regional confederation of Employers in the region	• An under-established institution • Understaffed Secretariat • Inadequate resources (finance or capital) to meet the members' needs • Communications, publicity and engagement with members and other stakeholders. • Over-reliance on external funding

OPPORTUNITIES	THREATS
• Due to the sensitivity of the area, IGAD Region CIE can leverage that for more budgetary allocation. • Potential members (2 other IGAD Member States). • Increased demand for advice to address the emerging employment, labour relations and social development challenges in the region. • Alignment with regional, continental, and global frameworks such as SDGs, UN Guiding Principles on Business and Human Rights • ILO Decent Work Agenda AU Agenda 2063, ACFTA and IGAD policy frameworks • Political goodwill from IGAD Secretariat and Member States	• Changing political environment • Climate change impacting businesses across the region. • The emergence of policymakers' actions aimed at weakening, undermining or disregarding tripartite consultations and labour market structures. • Changing Management and labour interests among employers. • COVID-19 and other pandemic-level medical threats

2.2.3 STAKEHOLDER MAPPING AND ENGAGEMENT FRAMEWORK

The strategic plan presents an analysis of the stakeholders based on the desirable social good that they represent based on their power, legitimacy, and urgency attributes; this will improve the stakeholder engagement strategy. The stakeholders with three attributes (Power + Urgency + Legitimacy) are definitive stakeholders and have high salience. The ones with two attributes are expectant stakeholders and have middle salience, while those with one attribute are called latent stakeholders, who have low salience. Stakeholders that have none of the three attributes are fringe stakeholders.

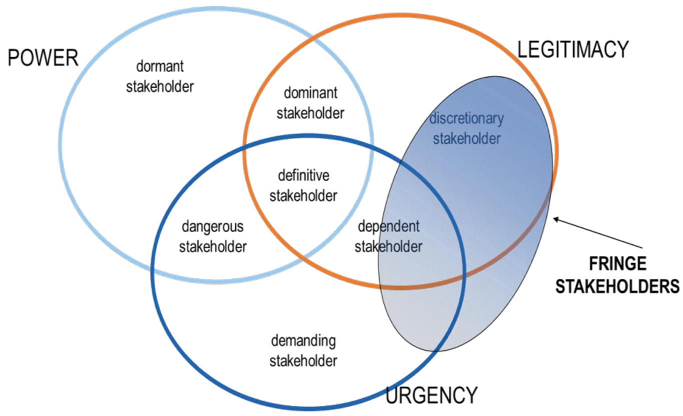


Figure 1: Stakeholder Mapping Conceptual Model

Table 3: Stakeholder's categorization based on power, legitimacy, Urgency

TYPE OF STAKEHOLDER	CIE STAKEHOLDERS
Definitive Stakeholder (Power + Legitimacy +Urgency) High salience Must participate in the decision-making of the Confederation	• CIE Board of Directors • Members through AGM • Governments of member states • IGAD Secretariat • Social partners • CIE Employees • ILO (International Labour Organization) • IOE (International Organization of Employers) • Pension Funds • Ministry Of Labour • Ministry Of Interior • Trade Unions • Ministry of Foreign Affairs

TYPE OF STAKEHOLDER	CIE STAKEHOLDERS
Expectant stakeholder With two qualities (Power + Legitimacy+ Urgency) Middle salience Confederation ought to consult them	• Utility providers • Development partners • Regulatory Authorities • UN (United Nations) • AU (African Union) • ILO (International Labour Organization) • IOE (International Organisation of Employers) • EAEO (East African Employers Organization) • EU (European Union)
Latent stakeholder Low salience The balance between informing and consulting them.	• Religious Groups/Civil Societies • Politicians • Contractors/Consultants/Suppliers • Media (traditional and social media/digital)
Fringe stakeholder Work with CSR projects only	Communities where CIE is located.

3
STRATEGIC MODEL

3.1 OVERVIEW

This chapter provides the Vision, Mission and Core values. It also covers the Key Result Areas, Strategic Objectives and Outputs.

3.2 ORGANIZATIONAL TENETS

CIE recognizes that it must anchor its operations on certain principles and values. The implementation of its objectives, strategies and activities will be guided by the Vision, Mission and Core Values.

3.2.1 Vision

Our ultimate Vision is our statement of intent, which aims to energize and drive our organisation and people to new heights and constant achievement.

"To be the empowering voice of employers in the IGAD Region."

3.2.2 Mission

The mission is an umbrella statement defining the basic nature and scope of CIE's business, which is to be served, how to serve them and key stakeholders.

"To create and enhance the business environment in the IGAD region through the representation of employers."

3.2.3 Core Values

We believe that the following core values would help us achieve our Vision, Mission and Goals by ensuring a consistent operation mode. The following are our three (3) corporate values.

Collaboration
Innovation
Excellence

3.3 Key Pillars/Strategic Themes 2023 – 2027. The strategic themes include:

a. Institutional Development: this pillar focus on strengthening the institutional capacity of CIE to be a vibrant regional confederation which serves the needs of its members. Among other things, the pillar focuses on human resource development, putting in place and complying with internal organizational policies, use of information technology as well as enhancing institutional reputation and branding.
b. Member Service: the focus of this pillar is to enhance responsiveness of CIE to members needs and priorities and improving members experience by designing diversified services.
c. Financial Sustainability: this pillar aims to enhance financial sustainability of the organization through mobilizing resources and ensuring efficient utilization of resources
d. Strategic Partnership: establishing and forging partnership with key stakeholders and taking concrete actions to enhance regional integration, development and regular labour migration and mobility.

3.4 Objectives

The four pillars of Strategic Plan (2023 – 2027) are further translated in to the following seven Objectives namely:

a. Improve human resource capacity
b. Enhance Governance compliance and Policy compliance
c. Enhance institutional reputation, brand and information and communication technology
d. enhance quality and diversity of services offered to members

e. Improve efficient utilization of resources
f. Increased partnership between CIE and all other similar regional and international institutions to strengthen CIE's institutional capacity and productivity
g. Advance regional Integration, development and regular Labour migration and mobility through an increased partnership with all the relevant regional and international institutions

Table 4: Strategic Pillars , Objectives, Strategies and Activities

Pillar 1: Institutional Development		
OBJECTIVES	**STRATEGIES**	**ACTIVITY**
Improve human resource capacity	Attract, recruit, develop and retain the right human capital for CIE	Act1.1.1.1: Review CIE organizational structure to identify gaps in recruitment
		Act1.1.1.2: Train and develop staff and management/Team building
		Act1.1.1.3: Motivate and retain staff through incentives, rewards and bonuses
		Act1.1.1.4: Increase volunteer human resource/personnel support to CIE secretariat from Members
Enhance Governance compliance and Policy compliance	Develop and review internal organizational policies with the view of compliance with all the existing laws governing the labour market	Act1.1.1.5: Develop appropriate internal procedures and policies where there are gaps
	Adhere to corporate codes of conduct by IOE and other regional organizations such as African Union and IGAD.	Act1.1.1.6: Carry out Regular Board Meetings
		Act1.1.1.7: Prepare and submit annual financial statements from every respective jurisdiction CIE operates.
		Act1.1.1.8: Prepare and submit annual performance reports to the Board of Directors
	Enhance competency in Governance	Act1.1.1.9: Prepare annual compliance reports on all cross-cutting issues.
		Act1.1.1.10: Train the Board of Directors and Management on governance.
Enhance institutional reputation, brand and information and communication technology	Public Relations and communication	Act1.1.1.11: Develop and Implement Communication strategy
	Strategic branding of the Institution	Act1.1.1.12: Engage stakeholders on institutional branding.
		Act1.1.1.13: Align the brand with Institutional strategy
		Act1.1.1.14: Roll out the brand and communicate with stakeholders.
	Digitization of CIE Operations	Act1.1.1.15: Develop information security mechanism and fully integrated Customer Relationship Management (CRM) for efficient operations.

Pillar 2: Member Service

OBJECTIVE	STRATEGIES	ACTIVITY
To enhance the quality and diversity of services offered to members	Develop a stakeholder service charter	Act1.1.2.1: Develop a stakeholder service charter for Staff, Members, Suppliers, Regulators, Financial Institutions. Resellers, Sub, Contractors, Local, Suppliers, Consultants, Media, Executive Council
	Improve member experience	Act1.1.2.2: Develop customized member trainings
		Act1.1.2.3: Continuous communication with members
		Act1.1.2.4: Develop a feedback mechanism tool and analyze & evaluate the member feedback.
	Positioning CIE as the voice of IGAD employers	Act1.1.2.5: Carry out advocacy on pertinent issues
	Increasing access to information on labour and employment matters within the IGAD region	Act1.1.2.6: Design an online information platform to increase access to IGAD resources, including a member satisfaction and best place to work survey function
	Strengthening recruitment and retention	Act1.1.2.7: Develop a member recruitment and retention strategy
	Enhancing the visibility of CIE	Act1.1.2.8: Conduct one IGAD employers' conference and exhibition,

Pillar 3: Financial Sustainability

OBJECTIVE	STRATEGIES	ACTIVITY
Improve efficient utilization of resources	Membership subscription (friends of CIE)	Act1.1.3.1: Develop Membership types, categories, privileges formulation
	Resource mobilization and retention through projects and program	Act1.1.3.2: Promotions of services to members through communication
	Corporate sponsorship (private companies, corporations)	Act1.1.3.3: Prepare package deals with the service-added value
	Budget implementation SOP	Act1.1.3.4: Implementation of internationally accepted financial instruments and tools
	Compliance with the financial rules and regulation	Act1.1.3.5: Place skilled and capable financial professional
	Frequent financial reporting and auditing exercise	Act1.1.3.6: Hiring a reputable external audit firm

Pillar 4: Strategic Partnership

OBJECTIVE	STRATEGIES	ACTIVITY
Increased partnership between CIE and all other similar regional and international institutions to strengthen CIE's institutional capacity and productivity	Partner with IGAD to ease travel restrictions in the region through an IGAD Diplomatic passport.	Act1.1.4.1: Develop a CIE partnership policy Act1.1.4.2: Conduct a partners' mapping to identify potential partners Act1.1.4.3: Strengthen CIE capacity on strategic partnership management Act1.1.4.4: Develop and sign MOUs with all partners
	Partner with ILO to enhance technical capacities in Social Dialogue	
	Partner with IOE for digitization and trainings in trading in the region.	
	Partner with Business Africa and other employer confederations in the region to create value for CIE members	
	Establish a CIE antenna in each Member State to work permanently with headquarters in Addis Ababa.	Act1.1.4.5: Recruit a CIE Representative in every EBMO in the IGAD Member States' offices to report to the head office in Addis Ababa.
	Enhance CIE's Impact on regional development and integration through partnerships with IGAD, AU, COMESA, EAC and other relevant institutions	Act1.4.6: forge partnerships, develop and sign MOUs with key partners
Advance regional Integration, development and regular Labour migration and mobility through an increased partnership with all the relevant regional and international institutions	Enhance CIE's Impact on National enterprises through a partnership with Governments, ILO, the UNDP and other relevant private institutions.	Act1.1.4.7: Identify priority areas for CIE contribution, such as industrial integration, regulated labour mobility, skills recognition, fair recruitment, protection of migrant workers, women and men paying particular attention to the needs of women, men, social protection, and more. Act1.1.4.8: Develop a CIE partnership policy Act1.1.4.9: Conduct a partners' mapping to identify potential partners Act1.1.4.11: Develop proposals for partnership projects and associated initiatives to address the identified priority areas. Act1.1.4.12: Tender the development of the knowledge-sharing platform to competent experts.
	Enhance CIE's Impact on job creation and decent work for women, youth and migrant workers to promote fundamental principles and rights at work as well as relevant conventions on migration (C97, C143, C181) and gender (C157, C189, C190) through a partnership with ILO, UNDP, IOM, donors and development partners and other relevant institutions.	
	Develop a platform for information sharing, including skills availability and needs in IGAD Member States for effective collaboration on international recruitment processes in line with ILO General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs..	

Figure 2: Nomenclature of the Strategy

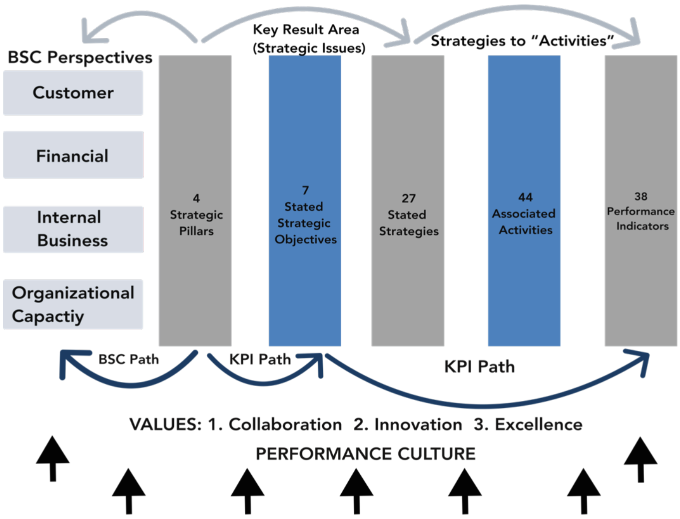
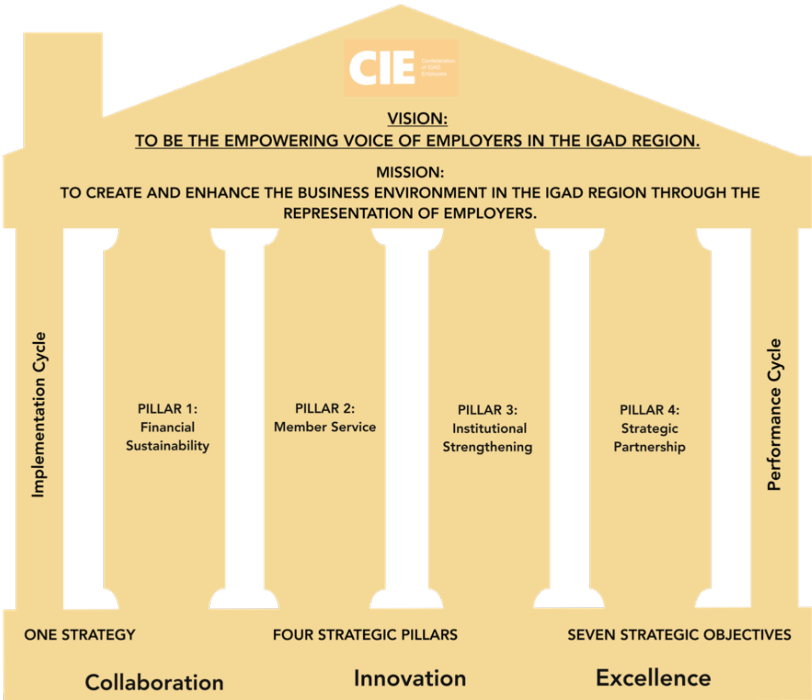


Figure 3: Strategy House



3.5 Assumptions of the Strategic Plan 2023 – 2027

The assumptions made in developing the Strategic Plan are as follows:

3.5.1 Financing

a) CIE shall develop internal income-generating services to support its programs, such as training courses for members and employers in member states and lobbying for employers in member states.
b) All registered members shall pay their annual membership fees in full.
c) The development partner's support will be sustained.

3.5.2 Legal and Policy

a) The legal, policy and regulatory environment will remain stable.

3.5.3 Socio-economic

a) Stakeholder support will be sustained.
b) The macroeconomic environment will improve or remain stable.

4
IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 OVERVIEW

This chapter presents the Confederation's organizational structure and staffing requirements. Further, the chapter projects the reviewed financing requirements for the strategic plan 5-year period, highlights the resource gaps, suggested resource mobilization strategies and presents the strategic risks identified and associated mitigation measures.

4.2 STRUCTURE OF THE ORGANIZATION

The structure has the following Departments;

1. Office of the Secretary-General
2. Advocacy and Partnerships
3. PR and Communications
4. Finance, Human Resources and Administration
5. Membership Services.

4.2.1 The Board of Directors

The leadership of CIE is entrusted to the Board of Directors headed by a President. The Confederation reports to the General Assembly, which is the appointing authority. The Board of Directors is responsible for providing strategic leadership and oversight to Management. Specifically, the Board of Directors is mandated to undertake the following under the leadership of its President:

1. Provide leadership in the Management of the organization and in particular articulating the goals of the organization and planning how these goals are achieved;
2. Ensure that good corporate governance is integrated at all levels of the organization;
3. Provide guidance to Management in the development of policy in key result areas of the organization; approving policy and ensuring management compliance with the Board of Directors approved policy;
4. Approve organizational structures and staff complement;
5. Monitor Management and corporate performance against the Strategic Plans and Budgets approved by the Board of Directors.
6. Nurture a positive relationship with Stakeholders;
7. Ensure compliance with statutory and regulatory frameworks for the organization.

4.2.2 The Office of Secretary General

The day-to-day operation of the Confederation is delegated to Management headed by the Secretary-General, who is responsible for providing leadership in the formulation, promotion and implementation of strategies and policies of the Confederation in line with its mandate. The Secretary-General is supported by departmental heads, senior managers and officers. The Secretary-General reports to the Board of Directors. The Management has the responsibility of implementing the strategic plan and reporting to the Board of Directors on the progress towards the achievement of the planned activities.

4.2.3 Department of Advocacy and Partnerships

The department is headed by a Chief / Manager who reports to the Secretary-General on matters of advocacy and partnerships. The department is responsible for representing member complaints, concerns or requests at regional, continental and international levels through lobbying and advocacy for policy development and change. The department is also responsible for managing strategic partnerships that aim towards achieving the Confederation's mandate through joint implementation of projects.

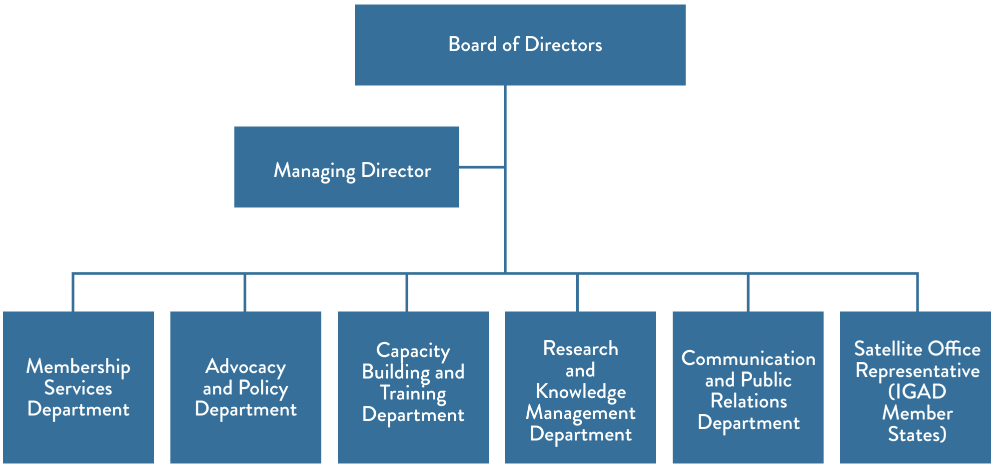
4.2.4 Department of PR and Communications

The department is headed by a Chief / Manager who reports to the Secretary-General on matters of public communication and strategic communication. The Department is charged with the responsibility of managing stakeholder communications on behalf of the Confederation.

4.2.5 Department of Finance, Human Resources and Administration

The Department is headed by the Chief Manager, who reports to the Secretary-General. The department is responsible for coordinating the preparation of CIE strategy, monitoring its implementation, financial planning, analysis, budgeting, maintenance of an asset register, debt management and reporting on CIE corporate performance as well as recruitment, safety, employee relations, compensation and benefits, training and development, as well as, compliance. The department is also responsible for spearheading corporate research quality assurance and provides assistance to staff, prepares salaries and wages.

Figure 4: CIE Proposed Organization Structure



4.6 HUMAN RESOURCE DEVELOPMENT STRATEGY

The Confederation will progressively fill the vacant positions during the Plan Period as and when the need arises to ensure that the staffing levels are optimal to guarantee the delivery of the Plan. The plan proposes strategies to build the capacity of staff with technical and soft skills necessary for the effective delivery of its strategy. The Confederation will prioritize training to develop the technical capacity of staff. CIE shall also assign the different departments to different members until the time CIE will have the financial means to employ staff.

Equally, focus shall be made on training in Leadership, Integrity, Change Management, Emotional Intelligence and Communication Skills to equip staff with the soft skills necessary to institutionalize the high-performance culture for the execution of the strategic plan in order to realize the Transformation to Greatness through Values. The Confederation will undertake Business Process Re-engineering with the aim of increasing efficiency in operations, coordination and staff productivity enhancement.

Measures will be put in place to institutionalize knowledge management within the Confederation. Knowledge-sharing forums will be organized periodically to enable staff to share information and strengthen the storage of information through an ICT platform. The Plan also provides for the development and implementation of policies and guidelines that will guarantee the development of staff, matching of skills to tasks and effective succession management.

4.7 FINANCIAL RESOURCES

The programmes and activities in this Strategic Plan will be financed by both internal and external sources. The anticipated sources of finance include:

a) Membership Subscription;
b) Grants from Development Partners;
c) Internally Generated Funds.

4.7.1 Financial Resource Requirements

The four strategic pillars will be implemented through various strategies and activities as outlined in the Strategic Model (Chapter three) to achieve the desired objective. The financial resources required for implementing the strategies and programmes/activities are outlined in the Implementation Matrix (Appendix 1).

The total amount required to implement the Strategic Plan is USD. 745,000. Table 5 below presents a summary of the cost of implementation of the FY2023 – 2027 Strategic Plan as per the key pillars.

Table 5: Financial Resource Requirements

	STRATEGIC PILLAR	COST IN MILLIONS($)
1.	Institutional Strengthening	$190,000
2.	Member Service	$70,000
3.	Financial Sustainability	$750,000
4.	Strategic Partnership	$410,000
	Totals	$745,000

4.7.2 Resources through Traditional Sources

The Confederation will utilize internal and external sources of funds to finance the plan. During the period, the Confederation anticipates receiving a total of USD.20,000 from the member subscriptions to support the implementation of the plan. A summary of the different sources of funds to finance the implementation of the Strategic Plan is provided in table 6 below.

Table 6: Resources from Traditional Sources

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Development Partner	$80,000	$120,000	$140,000	$100,000	$90,000	$530,000
Member Subscription	$20,000	$30,000	$20,000	$30,000	$40,000	$140,000
Other Internally Generated Revenues	$10,000	$10,000	$15,000	$20,000	$20,000	$750,000
Total						$745,000

5
STRATEGIC RISK ANALYSIS

5.1 OVERVIEW

This chapter outlines the risks that would be faced by the Confederation while performing its roles and duties to achieve the strategic objectives stated in this strategic plan. It also proposes mitigation measures to be implemented to address the risks and presents the framework for risk management over the Strategic Plan period.

5.2 RISK MANAGEMENT

The Confederation faces potential risks that may hamper the successful implementation of this Strategic Plan. To ensure effective implementation of the proposed strategies, the Confederation has developed and integrated into the Plan a robust risk management strategy. The strategy shall ensure that risks are identified in a timely manner and mitigation measures are promptly implemented to minimize their negative impact.

Risk Management shall form an integral part of planning, controlling, and reporting procedures in the Confederation. All programmes and activities of the Confederation will be subjected to risk assessment and appropriate mitigation measures put in place to ensure that risks are effectively managed as per the enterprise risk management framework. The Confederation shall identify uncertainties, analyse risks and prioritize risks to effectively mitigate on their potential impact. In controlling the risks, the Confederation shall act to minimize the effect of the risks and implement an emergency plan for risks deemed to be significant.

5.3 ENTERPRISE RISK MANAGEMENT POLICY

The Confederation will develop an Enterprise Risk Management Policy, which provides the framework to manage the risks associated with its strategies. The Policy provides guidelines for risk assessment, monitoring and Management. To ensure key risks are identified and analyzed, the Confederation has defined risks in the context of its strategy; prepared risk profiles including a description of the material risks, the risk level and action plans used to mitigate the risk and regularly reviewed and updated the risk profiles.

During the Plan period, the Confederation shall use an enterprise-wide approach for the Management of key corporate risks. The Board of Directors shall monitor the effectiveness of the management system and ensure follow-up on all major risks. Among others, the Board of Directors will have oversight responsibility to review risk management policies, processes and accountabilities within the Confederation and the adequacy and effectiveness of the overall programmes set up by Management to manage risks.

5.3.1 Key Risks that could affect the achievement of the Strategic Objectives

The Confederation is cognizant of the emerging risks that accompany the implementation of the Strategic Plan which need to be addressed for the plan's successful implementation. The Confederation has put in place a risk management framework to ensure alignment of the strategy, processes, people, technology, and funds to evaluate and manage the threats to the implementation of this strategic plan.

The Confederation has identified several key Risks that may affect the achievement of its Strategic Objectives as stated in the plan. Consequently, the plan has programmed strategies and activities to be implemented to mitigate on the effects of the risks. The following are the major risks to the Strategic Plan's execution that may undermine the effective functioning of the Confederation and the required mitigation measures.

Table 7: Risk Analysis

RISK CLASS	RISK CATEGORY	RISK	CONSEQUENCE OF RISK	IMPACT	LIKELIHOOD	MITIGATION MEASURES	RESPONSIBILITY
External	Financial risk	Inadequate funding	• Delay in completion of projects • Inability to deliver on value proposition to members due to the current institutional setting	High	Medium	• Pursue alternative financing streams • Sustain existing Partnerships • Branding (Reputational) Positioning	Secretary General
Internal	Reputational risk	Governance, leadership challenges	• Reduced Development Partners' goodwill • Reduced funding • Reduced political support • Corporate reputation affected, brand image	High	Medium	• Entrenchment of corporate governance mechanisms • Continuous staff training and implementation of the ethics and governance strengthening measures • Building corporate image	Board of Directors, Secretary General
Internal	Operational risk	Working with only volunteers	• Loss of institutional memory and talent • Low staff performance • Low staff attention and focus • Costly litigation	High	Medium	• Recruit and develop • Develop a career progression guideline to retain competent staff • Introduce various incentives to motivate and retain staff • Knowledge management Strategy	Secretary General HR Manager
Internal	Operational risk	Likelihood of Non-Compli-ance with Laws, Regulations in the different contexts of member states, Corporate reputation affected		High	Low	• Carry out compliance audits	Secretary-General Finance and Administration Manager

5.4 RISK MITIGATION AND MONITORING

The Plan has prioritized interventions that address the operational risks faced by the Confederation. This Plan assumes that adequate resources will be mobilized to finance the strategies. The proposed interventions have been prioritized based on the projected financial resources. To mitigate financial risk, the plan will be reviewed every two years and at the end of the plan period. The review will be utilized for early detection of formative risks and program timely interventions to address them. The Strategic Plan targets will be reviewed in line with the available financial resources.

6

MONITORING, EVALUATION AND REPORTING

6.1 OVERVIEW

This Chapter provides the institutional framework and frequency of monitoring and reporting. The Confederation shall undertake Monitoring, Evaluation and Reporting to ensure that the Strategic Plan implementation is as planned, timely remedial action will be taken to correct any deviation.

6.2 MONITORING

The Monitoring, Evaluation and Reporting process will be undertaken both at the Board of Directors and Management levels. The nature and scope of reporting will include:

a. Progress made in implementation against what was planned;
b. Causes of deviation from Plan, if any;
c. Areas of difficulties and suggested solutions to challenges that may adversely affect implementation; and
d. Proposed corrective measures.

6.2.1 Board of Directors

Annual review meetings will be held between the Senior Management and the Board of Directors. During these meetings, the Board of Directors will review progress reports from the Secretary-General indicating overall progress made on key strategic objectives.

6.2.2 Management Level

The Department of Partnership and Advocacy will coordinate Monitoring, Evaluation and reporting on the implementation of the strategic plan to the Management. The Department will provide technical support and facilitate M&E capacity building across the Confederation.

The Senior Management will take full responsibility for overseeing the implementation of the Plan over the entire Strategic Planning period. The Senior Management will continuously monitor and evaluate all strategies, activities and outcomes with a view to advising the Board of Directors on a quarterly basis on the implementation status as well as offer feasible policy and strategic alternatives. The Confederation will document the lessons learnt during the implementation of the Plan and ensure that this information is available on its knowledge management platform.

The Confederation will also cascade the Strategic Plan downwards to all departments, regions and all staff through the Annual work plans and performance management tools. The Departments will monitor programmes and projects administered within their respective jurisdictions and subsequently submit semi-annual and Annual Monitoring reports to the Department of Finance and Administration, which will, in turn, submit the same to the Senior Management. These reports will be reviewed regularly against the set targets to measure progress.

6.3 EVALUATION

This Plan sets the course and direction for CIE's business for the next five years. It prioritizes the Confederation's forward programmes through successive Business Plans, annual work plans and other delivery mechanisms. To assess whether the Confederation will have realized its Vision, meaningful performance measures have been defined for each of the four Strategic Pillars. Progress will be monitored through annual targets emanating from the Strategic Plan, which will be set out within the annual work plans, and achievements against which will be published in Annual Reports. The Confederation will be deemed to be realizing its mandate when the strategic objectives have been achieved.

6.4 REVIEW OF THE STRATEGIC PLAN

The Strategic Plan implementation will be reviewed periodically every two years and at the end of the plan period. The review will be carried out to determine the relevance, efficiency, effectiveness, sustainability, and impact of the strategies.

APPENDIX 1 STRATEGIC PLAN IMPLEMENTATION MATRIX

Strategic Pillar 1: Institutional Strengthening
Objective 1: Improve human capital capacity

STRATEGY	KEY ACTIVITIES	SUB-ACTIVITIES	PERFORMANCE INDICATORS	RESPONSIBILITY	BASELINE AS AT 01.01.22	TARGET MEASURE	ESTIMATED COST $('000)	REVIEW DATE
Attract, recruit, develop retain the right human capital for CIE	Act1.1.1.1: Review CIE organizational structure to identify gaps for recruitment		% of the staff gaps filled	HR Manager	30	100	20	01.08.2023
	Act1.1.1.4: Increase volunteer human resource/personnel support to CIE secretariat from Members							
	Act1.1.1.2: Train and develop staff and management/Team building		% Of Staff trained	HR Manager	40	100		
	Act1.1.1.3: Motivate and retain staff through incentives, rewards and bonuses		%Improvement in staff performance	HR Manager	20	100		

Strategic Pillar 1: Institutional Strengthening
Objective 2: Enhance Governance compliance and Policy compliance

STRATEGY	KEY ACTIVITIES		PERFORMANCE INDICATORS	RESPONSIBILITY	BASELINE AS AT 01.01.22	TARGET MEASURE	ESTIMATED COST $('000)	REVIEW DATE
Develop and review internal organizational policies with the view of compliance with all the existing laws governing the labour market	Act1.1.1.5: Develop appropriate internal procedures and policies where there are gaps		% Compliance	CIE Secretariat	0	100	120	01.08.2023
Adhere to corporate codes of conduct by IOE and other regional organizations such as African Union and IGAD.	Act1.1.1.6: Carry out Regular Board Meetings		% Compliance	CIE Secretariat	0	100		
	Act1.1.1.7: Prepare and submit annual financial statements from every respective jurisdiction CIE operates.							
	Act1.1.1.8: Prepare and submit annual performance reports to the Board of Directors							
Enhance competency in Governance	Act1.1.1.9: Prepare annual compliance reports on all cross-cutting issues.		% Compliance	CIE Secretariat	0	100		
	Act1.1.1.10: Train the Board of Directors and Management on governance.							

Strategic Pillar 1: Institutional Strengthening
Objective 3: Enhance institutional reputation, brand and information and communicaiton technology

STRATEGY	KEY ACTIVITIES	SUB-ACTIVITIES	PERFORMANCE INDICATORS	RESPONSIBILITY	BASELINE AS AT 01.01.22	TARGET MEASURE	ESTIMATED COST $('000)	REVIEW DATE
Public Relations and communication	Act1.1.1.11: Develop and Implement Communication strategy		%Compliance	Secretary-General	0	100	50	01.08.2023
	Act1.1.1.12: Engage stakeholders on institutional branding.		%Compliance	Secretary-General	0	100		
Strategic branding of the Institution	Act1.1.1.13: Align the brand with Institutional strategy		%Compliance	Secretary-General	0	100		
	Act1.1.1.14: Roll out the brand and communicate with stakeholders.		%Compliance	Secretary-General	0	100		
	Act1.1.1.11: Develop and Implement Communication strategy		%Compliance	Secretary-General	0	100		
	Act1.1.1.12: Engage stakeholders on institutional branding.		%Compliance	Secretary-General	0	100		
	Act1.1.1.13: Align the brand with Institutional strategy		%Compliance	Secretary-General	0	100		
	Act1.1.1.14: Roll out the brand and communicate with stakeholders.		%Compliance	Secretary-General	0	100		
Digitization of CIE Operations	Act1.1.1.15: Develop an information security mechanism and fully integrated Customer Relationship Management (CRM) for efficient operations.		%Compliance	Secretary-General	0	100		

Strategic Pillar 2: Member Service
Objective 4: Enhance quality and diversity of services offered to members

STRATEGY	KEY ACTIVITIES		PERFORMANCE INDICATORS	RESPONSIBILITY	BASELINE AS AT 01.01.22	TARGET MEASURE	ESTIMATED COST $('000)	REVIEW DATE
Develop a stakeholder service charter	Act1.1.2.1: Develop a stakeholder service charter for Staff, Members, Suppliers, Regulators, Financial Institutions. Resellers, Sub, Contractors, Local, Suppliers, Consultants, Media, Executive Council		% Compliance with the number of identified charters identified	Advocacy and Partnerships Department	0	100	70	
Improve member experience	Act1.1.2.2: Develop customized member trainings		%Member Satisfaction	Membership Services Department	30	80		
	Act1.1.2.3: Continuous communication with members		% members satisfaction	Membership Services Department	50	100		
	Act1.1.2.4: Develop a feedback mechanism tool and analyze & evaluate the member feedback.		% member satisfaction	Membership Services Department	50	100		
Positioning CIE as the voice of IGAD employers	Act1.1.2.5: Carry out advocacy on pertinent issues		% Increase in net promoter	Secretariat				Quarterly
Increasing access to information on labour and employment matters within the IGAD region	Act1.1.2.6: Design an online information platform to increase access to IGAD resources, including a member satisfaction and best place to work survey function		% Compliance	Secretariat		100		Quarterly
Strengthening recruitment and retention	Act1.1.2.7: Develop a member recruitment and retention strategy		% Compliance	Secretariat		100		Quarterly
Enhancing the visibility of CIE	Act1.1.2.8: Conduct one IGAD employers' conference and exhibition		% Compliance	Secretariat		100		Quarterly

Pillar 3: Financial Sustainability
Objective 5: Improve efficient utilization of resources

STRATEGY	KEY ACTIVITIES	SUB-ACTIVITIES	PERFORMANCE INDICATORS	RESPONSIBILITY	BASELINE AS AT 01.01.22	TARGET MEASURE	ESTIMATED COST $('000)	REVIEW DATE
Membership subscription (friends of CIE)	Act1.1.3.1: Develop Membership types, categories, privileges formulation		Quarterly (Virtually) And Biannually (In Person)	% Compliance with the timely completion of the four documents	V/P Membership Service	60%	75	0
Resource mobilization and retention through projects and program	Act1.1.3.2: Promotions of services to members through communication	Develop Communication Portal	Quarterly	% Revenue From Projects And Programs	V/P Finance	.>50%		
Corporate sponsorship (private companies, corporations)	Act1.1.3.3: Prepare package deals with the service-added value	Networking Activities	Monthly	% Revenue For Corporate Sponsorships	N/A	>80% Of the Total Budget		V/P Customer Relations
Budget implementation SOP	Act1.1.3.4: Implementation of internationally accepted financial instruments and tools	Adoption Of Financial Documents, Forms, Checklists	Daily Basis Activities	% Compliance Of Budget (Eg 80% payment Before Launching Any Activities)	V/P Finance	100		V/P Finance
Compliance with the financial rules and regulation	Act1.1.3.5: Place skilled and capable financial professional	Financial Policy	Daily Basis	% Compliance To The Rules And Regulations	N/A	100		Auditor
Frequent financial reporting and auditing exercise	Act1.1.3.6: Hiring a reputable external audit firm	Audit Plan	Annually	% Compliance With Audit Plan	N/A	100		External auditor

Strategic Pillar 4: Strategic Partnership
Objective 6: Increased partnership between CIE and all other similar regional and international institutions to strengthen CIE's institutional capacity and productivity

STRATEGY	KEY ACTIVITIES	SUB-ACTIVITIES	PERFORMANCE INDICATORS	RESPONSIBILITY	BASELINE AS AT 01.01.22	TARGET MEASURE	ESTIMATED COST $('000)	REVIEW DATE
Partner with IGAD to ease travel restrictions in the region through an IGAD Diplomatic passport.	Act1.1.4.1: Develop a CIE partnership policy Act1.1.4.2: Conduct a partners' mapping to identify potential partners Act1.1.4.3: Strengthen CIE capacity on strategic partnership management Act1.1.4.4: Develop and sign MOUs with all partners		% of travel restriction incidences	Secretariat	50%	0	60	
Partner with ILO to enhance technical capacities in Social Dialogue			% Partner Satisfaction	Secretariat	0	80		
Partner with IOE for digitization and trainings in trading in the region.			% partner satisfaction	Secretariat	0	70		
Business Africa and other employer confederations in the region to create value for CIE members								
Establish a CIE antenna in each Member State to work in permanence with headquarters in Addis Ababa.	Act1.1.4.5: Recruit a CIE Representative in every EBMO in the IGAD Member States' offices to report to the head office in Addis Ababa.							
Enhance CIE's Impact on regional development and integration through partnerships with IGAD, AU, COMESA, EAC and other relevant institutions	Act1.4.6: forge partnerships, develop and sign MOUs with key partners		% Compliance	Secretariat		100		Quarterly

Strategic Pillar 4: Strategic Partnership
Objective 2: Regional Integration and Labour migration through Increased partnership between CIE and all the relevant regional and international institutions to strengthen CIE's impact in the IGAD region

STRATEGY	KEY ACTIVITIES	SUB-ACTIVITIES	PERFORMANCE INDICATORS	RESPONSIBILITY	BASELINE AS AT 01.01.22	TARGET MEASURE	ESTIMATED COST $('000)	REVIEW DATE
Enhance CIE's Impact on National enterprises through partnerships with Governments, ILO, the UNDP and other relevant private institutions.	Act1.1.4.7: Identify and implement activities on economic integration, industrial peace, regulated labour mobility, skills recognition, social protection, fair recruitment, protection of migrant workers rights, paying particular attention to the needs of women, men, and so on.		% Of CIE Resources from strategic partnership	Secretariat	30	55	350	Q2 of 2023
	Act1.1.4.8: Develop a CIE partnership policy		% Partner Satisfaction	Secretariat	30	80		
	Act1.1.4.9: Conduct a partners' mapping to identify potential partners		% Success rate per priority area chosen	Secretariat	25	60		
	Act1.1.4.10: Develop and sign MOUs with all partners		% Compliance	Secretariat		100		Quarterly
	Act1.1.4.11 Develop a platform for information sharing, including skills availability and needs in IGAD Member States for effective collaboration on international recruitment processes in line with ILO General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs	Act1.1.4.12: Tender the development of the knowledge-sharing platform to competent experts.	% Compliance	Secretariat		100		Quarterly