

A graphic on the left side of the header banner. It consists of several overlapping circular arcs in shades of red, orange, and blue. The text 'The future of work centenary initiative' is written in a sans-serif font, with 'future' in red and 'of work' in blue. The words 'The', 'centenary', and 'initiative' are in black.

The future of work centenary initiative

Draft: The Future of Work Centenary Initiative: Zimbabwe Thought Leaders Survey

1. Thought Leaders Survey

As part of the on-going Future of Work activities, Country Office for Zimbabwe and Namibia administered a thought leader's survey, through an online questionnaire (Survey Monkey) in September 2016. The survey was developed and administered to experts in various technical fields relevant to the decent work agenda as well as to those who have an impact on policy making. The questions probed the respondents on the following themes:

- Work and society - What does work mean to you?
- Decent jobs for all -Where do you think future jobs will come from for Zimbabwe?
- The organization of work and production - What do you think the enterprises of tomorrow will look like?
- The governance of work - How can we make the future fair for all?

The respondents were drawn from 6 key government ministries ; employers and business associations; workers associations; 4 academic institutions; human resources practitioners; labour law experts; audit firms, work and production and their HR consultants; development partners; industrialists; economic analysts and civil society. A draft paper has been prepared synthesising the outcomes. A total of 45 respondents contributed to the survey below is a summary of their inputs.

2. Key highlights from survey

2.1 Work and society

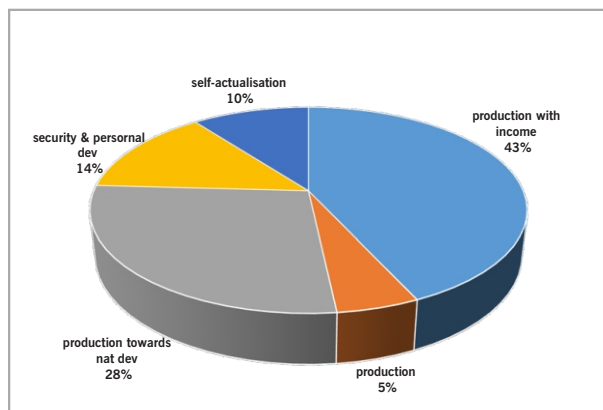
What does work mean to you?

The Oxford-English dictionary defines work as, “activity involving mental or physical effort done in order to achieve a result.” Work meant many things to the respondents, some of the respondents provided are:

- a. Labour provided for an income in return, thus producing goods and getting remunerated- 43 per cent;
- b. Labour provided without an income- 5 per cent;
- c. Production for national development- 28 per cent;
- d. Security and personal development- 14 per cent; and
- e. Self-actualisation: self-realization, self-fulfilment and ability to influence- 10 per cent.

The majority of thought leaders, noted once labour is provided, one should be remunerated. They note that one should earn a living and be able to have a decent life from the work they undertake. The use of acquired skills and the presence of social security were noted as integral components of work, productive work.

Figure 1: Defining Work



Individual responses:

*Work to me implies security in all matters. Security in the sense that you will be earning a living through it as such you are guaranteed a normal life. Normal in the sense that you are not depended on anyone. Work means independence and freedom as such no one can say they own you. To a single woman work means I have a choice to say yes or no to situations I am not comfortable with because I am not being lured by certain things I cannot afford. **To me work is everything.***

*I am a well-educated and well skilled Zimbabwean citizen who has not had full time employment since 2009. Once I got over the initial shock and stress of what this meant to me and my family, and the loss of our social support systems such as pension, health insurance, I created my own work and am self-employed. While I enjoy having my own work, I miss having a society where all of us wake up and have the certainty of **a dignified job with a decent wage**. I look forward to a future where that changes. My education was hard won. It is the only inheritance my father left me. He worked himself to the bone to give me the best academic opportunities. **It's a huge tragedy that my skills are being underutilised.***

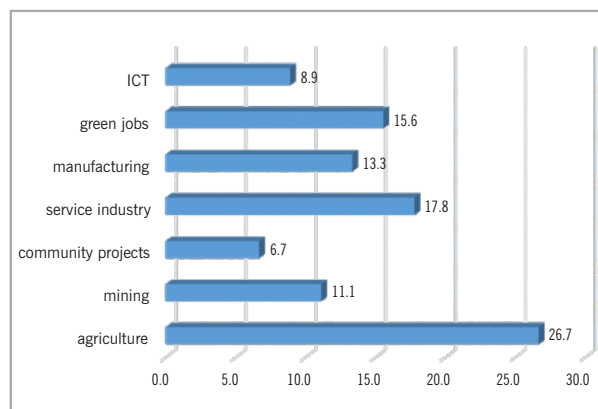
2.2 Decent jobs for all

Where do you think future jobs will come from for Zimbabwe?

Respondents were asked to provide their opinions on where future jobs would come from for Zimbabwe. It is notable that most still believe that Zimbabwe will remain agro-based. Agriculture will remain the largest source of employment in the future; this was the opinion of 26.7 per cent of

respondents, followed by service industry at 17.8 per cent of respondents. Green Jobs also rated highly on the list of future jobs at 15.4 per cent.

Figure 2: Source of Future Jobs



Source: ILO CO Harare, 2016

2.3 The organization of work and production

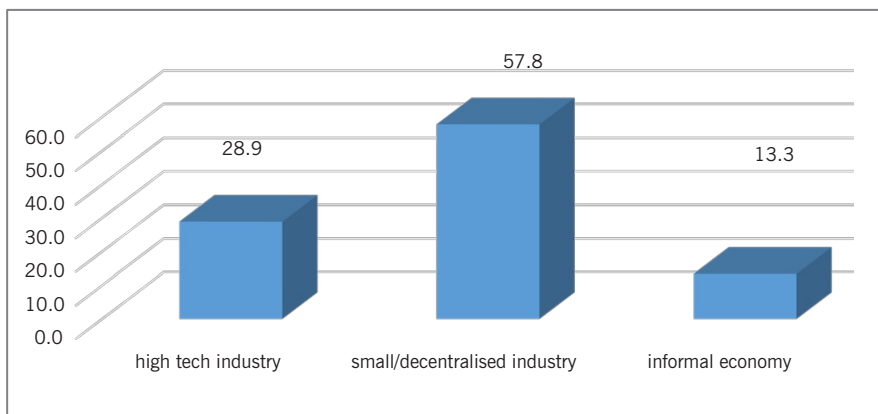
What do you think the enterprises of tomorrow will look like?

PriceWaterhouseCopper noted that there are three categories that future organisations will look like, these are:

- Blue (Big company capitalism rules as organisations continue to grow bigger and individual preferences trump beliefs about social responsibility);
- Green (Social responsibility dominates the corporate agenda with concerns about demographic changes, climate and sustainability becoming the key drivers of business); and
- Orange (Companies begin to break down into collaboration networks of smaller organisations; specialisation dominates the world economy).

The Orange world will be the future of work and establishments. Thus, small businesses are the future and the need to develop mechanisms and systems that promote the sustainability and growth of such business will be critical for economic growth and employment creation. This also raises the need to support and promote innovation. Unlocking entrepreneurship potentials among citizens, promoting small and medium enterprises through training on improving services and products that are viable for exporting, should be the focus for policy makers.

Figure 3: The Enterprise of Tomorrow



Source: ILO CO Harare, 2016

The thought leaders noted that the future enterprises will be highly technical and the use of technology will be the basis by which industries/ companies survive. This will see the need of more skilled personnel who are more techno-savvy.

Individual response:

Formalised small to medium scale enterprises forming industrial and farming consortiums as emerging conglomerates leveraged on economies of scale and organised factory hubs and market chains, locally, nationally, regionally and internationally

Enterprises with less physical assets, and maybe many large businesses will mainly exist online like Uber, Airbnb, Ali-baba, Facebook and Twitter.

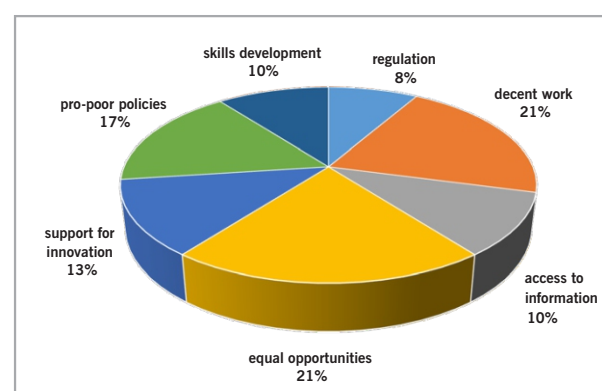
2.4 The governance of work

How can we make the future fair for all?

To promote a fair future, Thought Leaders noted that that the promoting equal opportunities for all and decent work were rated high at (21 per cent), this followed by support for innovation (14 per cent). The support for innovation is essential as it allows people to full express themselves and not be discriminated.

The establishment of pro-poor policies (17 per cent) which are inclusive was also noted a one of the ways to ensure that the future is fair for everyone. Pro-poor policies allow all people to participate in the development of the nation and also benefit from the development. Skills development was pegged at 10 per cent and regulations at 8 per cent.

Figure 4: Initiatives towards a Fair Future



Source: ILO CO Harare, 2016

Individual responses:

There are several steps Zimbabwe could take to make it happen: (i) free the economy for outside investments, even if it means policy reversals to facilitate that process, (ii) have a business friendly environment leap frogging in ease of doing business like in say, Rwanda, (iii) have clear property rights in place, (iv) improve governance both public and corporate, (v), invest heavily on human capital development including through investments in health and education to ensure quality of human capital available for the economy to move into the new frontier, (vi) develop the financial market and financial literacy of the masses, (vii) build infrastructure (with special attention to providing access to energy by all) and other requisites that are key for the economy to grow and (viii) provide a comprehensive social protection for the people who are vulnerable.

The Future is driven by access to information, if we can guarantee free and fair access to information, then we can make more significant progress towards securing a future fair for all.