

# **The Future of Work in Nepal**

**Nepal Country Study**

15 December 2016

# The Future of Work in Nepal

## Executive Summary

### *Introduction:*

This report aims to assess the “future of work” in Nepal, reflecting the changes and challenges that have been taking place in the dynamics of work in Nepal. This country study was conducted as part of the International Labour Organization’s “future of work” initiative which aims to look at the transformational changes that have taken place in the world of work and their impact on the future course of action of the ILO and its member states in their pursuit of social justice.

By looking at a range of issues, including the global context and markets, technological change, national development strategies, socio-cultural factors, work-responsive governance and the integration of labour dynamics into the broader framework of nation building, this study aims to consider how best to maximize the efficiency of the national work regime, while seeking to ensure social justice for all.

It is expected that the outcomes of this initial participatory analysis will help create a platform for directing the course of the future of work in Nepal through the exploration of viable strategies for realizing decent work and economic advancement at the national level.

### *Finding:*

Determining and shaping the direction of future of work in Nepal presents many challenges as well as opportunities. Decent work has been enshrined as a fundamental right in Nepal’s recently adopted constitution and is also central to other key legal and policy documents. Promotion and implementation of a decent work framework in all sectors has emerged as a priority for positively influencing the future of work in Nepal.

### *Key Challenges:*

- Addressing serious decent work deficits caused by increasing informality and invisibility at work;
- Responding to the trend of downsizing in manufacturing sector and decreased investment in that sector, and the corresponding negative impact on job creation and decent work;
- Addressing low levels of labour productivity and the subsequent grave implications for competitiveness in most industrial sectors;
- The need to absorb large numbers in the labour market each year, thus necessitating the need for energetic job creation by 2030. Engagement of youth, mostly in unskilled migration work, continues to pose a serious challenge from the perspective of; dignity at work; increased vulnerability to exploitative work conditions; protection of workers’ fundamental rights; increased burden from the social cost of migration and the diplomatic capacity to protect and monitor labour standards for Nepali works abroad.
- Need for investment in the production ecology and technology upgrading, improvement of skills, knowledge and competence;
- Resistance to a rights-based approach in the general working environment, resulting from the deeply entrenched nature of traditional welfare approaches and cultural norms, must be addressed through capacity-building;

- Lack of culture of innovation and low level of capacity for research and development in line with changes in market dynamics, technology, production systems, competitiveness and human resource development;
- Insufficient governance capacity, effective monitoring systems and meaningful collaboration and partnerships for effective implementation of labour standards;
- Proper mainstreaming and integration of ‘work’ in the current process of governance restructuring and restructuring of policy frameworks in the context of the new federal system of state management.

*Recommendations, grouped under thematic areas:*

Work and Society

- Educational reforms, with emphasis on vocational, occupational skill-focused and work-related education at all levels;
- Sustainable job creation in all sectors, with focus on the agricultural sector
- Developing society’s awareness and responsiveness to decent work.
- Support to the development of an entrepreneurial culture.
- Empowerment of marginalized groups.
- Sustainable job creation, with focus on rural and geographically remote areas and development of traditional skills and livelihoods.

Decent Jobs for All

- Better integration of the issue of ‘decent jobs for all’ into national development frameworks and policy dialogue;
- Increasing formalization and regularization of the informal economy;
- Enhancing social justice and social inclusion in the world of work;
- Developing capacity to enforce and monitor labour standards;
- Institutionalizing social security for all;
- Redesigning foreign employment, including increased security, transparency, accountability by foreign governments, rights protection and transparency and “brain gain”-related incentives to bring home and retain citizens;

Organization of Work and Production

- Motivating enterprises to invest in new technology and production management to create new jobs and improve existing ones;
- Supporting enterprises and investors in conducting research on productivity enhancement and technological development with a view to expansion of employment opportunities, skills-development, productivity enhancement, and work satisfaction;
- Reinforcing development of micro-enterprises with special focus on handicraft production to build capacity for generating more employment opportunities and greater market reach;
- Encouraging enterprises to invest in human resource development and skills development to enhance competitiveness in the changing dimensions of work and production;
- Promoting information and communication technology for employment generation through specific strategies in skill-development interventions;

## Governance of Work

- Mainstreaming the agenda of work into all sectors of development with a dedicated 'Strategic Plan' for better realization of 'Future of Work';
- Integrating the issues of work and employment in the formation of restructured governance systems in the way federal, provincial and local executives address employment;
- Developing the capacity of the Ministry of Labour and Employment to increase the awareness of employers and workers' organizations so they may better pursue the effective implementation of ILO core conventions;
- Prioritizing employment issues in international development assistance to reinforce harmonization of investment with work;
- Strengthening collaborative structures for achieving supportive industrial relations, including an open and lively social dialogue on the improvement of labour standards in both the formal and informal sectors;

# The Future of Work in Nepal

## Chapter I

### Introduction

#### 1.1 Background : The Global Context

The world of work is undergoing a major process of transformation. Various factors including globalization and economic liberalization, liberalization of labour markets and changed patterns of labour migration, demographic changes, good governance, gender and social inclusion and increased participation of women in formal work, extensive application of information and communication technologies, human rights, reinvention in organization and management systems for work and production are having profound impacts on how we perceive 'work' and its function in society. Over the course of the past generation, but especially since the world wide web emerged in 1994, digital technologies have been transforming the nature of work, the architectures of markets and the inner dynamics of organizations. They have also been altering the global economy and national cultures, which in turn, are forcing governments to reassess how they build infrastructure, meet social needs and provide services.

Despite accelerated development in production and enhancement in productivity through technological and managerial innovations, fundamental human needs are still unmet and the human poverty still persists. A large part of the global workforce is still engaged in subsistence production. It is reported that 2.3 million workers die because of unsafe work; 21 million are in forced labour and 168 million in child labour.

The knowledge intensity in product and services has led to intangible economy with significant impact on service industry leading to informality at work. Extensive application of information and communication technologies has changed the framework of work and employment by means of virtual workplaces and networked organizations of production with impact on reinforced outsourcing and collaboration. Addressing gender and social inclusion in the regime of work has transformed the pure professionalization into socialized professionalization in the workplaces asking for deliberate efforts to integrate the issues of social justice and inclusion as integral part of employment systems. Development of innovative technologies reinforced by globalization of production system has changed the organizational and national barriers of work systems asking for deliberate efforts to utilize the opportunities offered by global dynamics to manage future of work with new strategies and actions.

In response to the rapidly changing nature of the global economy and its impact on various labour markets, the 'Future of Work' initiative, spearheaded by the ILO, aims to look strategically at the transformational changes that have been taking place in the world of work over the last decades and their impact on the future course of action of the ILO, and member states, in their ongoing pursuit of social justice. This initiative is set to play a crucial role in the development agenda for strategic dialogue between advocates of work from different constituencies, including government, workers, employers, international organizations, development actors and civil society.

## 1.2 Nepal Country Study

Global trends and challenges in the world of work are highly relevant for any discussion on the future of work in Nepal. These include; the internationalization of production systems and labour markets and the fact that quality of work is increasingly defined by the intensity of informality, decency and productivity, with consumers increasingly concerned about factory conditions and labour standards. Global poverty is decreasing with increased skills levels requiring new areas for employment. Due to demographic changes, the number of older people in the workforce is increasing with the need to explore new skills and suitable jobs for this age group. The gender pay gap still remains substantial across the globe, despite concerted efforts to address this; such a situation calls for intensive efforts to enhance job skills of women workers. Women continue to be over-represented in unorganized pattern of employment and unpaid work with increased vulnerability and challenge for decent jobs for women.

In Nepal, a huge agriculture-based and informal economy, along with the need to invest heavily in sustainable energy and other infrastructure development, tourism development, development of forestry, cottage and handicraft industry promotion are seen as the major sources for future job growth. Experiences have shown that the access of many to potential labour markets is hindered by an absence of soft skills and by behaviour and attitudes that are the consequence of social exclusion and discrimination. Deliberation on decent jobs thus needs to include the issues of job skills associated with production technology, skills and knowledge, along with appropriate culture and behavior associated with “work” as future course of action for a full and decent employment. Certainly, there is a requisite to invest in the cutting-edge skills required in the new knowledge economy, and for a better connection to be established between educational system, job market and production.

As part of this initiative and in light of the urgent need for setting a strategic platform to better realize decent work in a changing world, The Government of Nepal, Ministry of Labour and Employment (MoLE) and International Labour Organization (ILO) have launched a participatory process aiming at “Setting the Future of Work” in Nepal, in response to a rapidly changing global, national and local context. As the key international standard setting organization dealing with the world of work, the ILO has, over the last fifty years, been playing an instrumental role in developing constructive and congenial social partnerships between the government, workers and employers organizations in Nepal. Under this initiative, Nepal as a member-State of the ILO, is required to prepare a country report on the “*Future of Work*”, which will reflect the changes, challenges and prospects that have been taking place in the world of work in Nepal.

## 1.3 Purpose of Study

The study intends to lay the foundations for identifying and strategizing on best possible directions for the Future of Work in Nepal, as well as serving to reinforce the strategic positioning of “work” in national plans and international development cooperation frameworks. It is also intended that it will help with mainstreaming “work” in different sectors of development and national governance systems, with a view to furthering equitable socio-economic development in Nepal. To further these ends, it aims to help develop strategic partnerships and collaboration between different constituencies of work in Nepal. Possibilities for achieving dignity *of* work and dignity *at* work with desirable changes in the culture of work will also be addressed.

The outcomes of the study are expected to contribute towards setting a platform and developing strategies for realizing decent work and economic advancement at the national level while also taking into account the varying systems of production and human behavior associated with the regime of work.

By looking at different perspectives, including the global context and markets, technological advancement, development strategies, socio-cultural factors, work-responsive governance and integration of work dynamics in the broader framework of nation building, the study aims to see how best to maximize the efficiency of the national work regime, while also ensuring social justice for all.

It is expected that results of this initial participatory analysis of the world of work in contemporary Nepal, will contribute significantly to further analysis of the 'Future of Work in Nepal'.

#### 1.4 Objectives for Country Report Preparation

To realize the aim of preparing a country report on the "Future of Work" for Nepal reflecting the changes, challenges and prospects, the study has the following objectives:

- (a) To ***assess transformational changes*** those have been taken place in the dynamics of "Work" in Nepal.
- (b) To ***provide evidence-based resources*** for preparing Nepal country report on the "Future of Work" reflecting the changes and challenges along with prospects in Nepal.
- (c) To ***sensitize the constituents of "Work"*** on the changing dynamics of world of work in Nepal and build an enabling environment for meaningful participation of stakeholders in strategizing the "Future of Work".
- (d) To ***recommend for future course of actions*** in transforming work into a decent and highly productive "work" and reinforcing value and culture of work in Nepal.

## Chapter II

### Methodology

#### 2.1 Study Approach

In preparation of the country report on “Future of Work in Nepal”, a combination of tools and methods have been used to collect relevant, sex disaggregated, primary and secondary data and information. The research methodology includes:

- a. An examination of a baseline understanding of what the world of work looks like today with reference to the “**work and society**”, “**decent jobs for all**”, “**organization of work and production**” and “**governance of work**” in the context of Nepal,
- b. Anticipated changes, negative and affirmative, in the stakeholders’ perception on the ‘future of work’ in Nepal,
- c. Review and assessment of policies, legal framework, practices related to the four thematic areas of work and implications on the “future of work” in Nepal,
- d. Analysis and drawing inferences with respect to major *decent work deficits* in relation to the four thematic areas of work in Nepal;
- e. Recommendations for ways forward in better realization of future potentials of work and effective transformation in line with the spirit of decent jobs for all in Nepal.

In order to assure the quality of the study in terms of process, outputs and outcomes, as well as ensuring professional integrity, objectivity and ethics, the following methodology has been used:

- a. The study is based on descriptive as well as critical analysis of the situation using fact-based and reflective responses. A combined research approach has been adopted, using both qualitative and quantitative research methods.
- b. Both primary and secondary data has been collected from different sources, including from individual and groups discussions, relevant literature and institutions.
- c. Preliminary consultations with the ILO Nepal Office and the Ministry of Labour and Employment were carried out to determine study methods.
- d. A literature review was carried out to identify potential gaps and areas for reform in terms of strategic appropriateness, institutional systems, management of funds and operational systems, and also to add value to conceptualization and design of the study. This included:
  - i. Review of ILO documents/reports related to future of work initiative;
  - ii. Review of publications/reports of the ILO constituents related to labour and employment issues;
  - iii. Review of other relevant documents such as the Decent Work Country Programme (DWCP) of Nepal, National Employment Policy, National Social Security Policy, Occupational Safety and Health Policy and other relevant policies related to labour and employment in Nepal;
  - iv. Review of periodic national development plans of Nepal particularly the employment and labour policies and strategies adapted for economic development;
  - v. Review of national laws and regulations on labour and employment including human and labour rights.

- vi. Review and analysis of status of implementation of ratified ILO conventions in Nepal for ensuring the result-based application of such resources.

In the course of this study, data has been collected using participatory methods, including a national dialogue, interactions, focused group discussions and consultative workshops with ILO constituents, academia and professional communities having a meaningful stake in building future of work in Nepal. Please see Annex I for detailed matrix for data collection based on the four thematic areas (i) *Work and society*, (ii) *Decent jobs for all*, (iii) *Organization of work and production*, and (iv) *Governance at work*).

<b>A. Sources of Data</b>		
Source	Objective Means	Subjective Means
People	<ol style="list-style-type: none"> <li>1. Focus Group Discussions</li> <li>2. Formal Interactions and Consultations</li> </ol>	<ol style="list-style-type: none"> <li>a. Informal interactions</li> <li>b. Feedback and Comments</li> <li>c. Critical reflections</li> <li>d. Observations</li> <li>e. Experiential learning</li> </ol>
Documentary	<ol style="list-style-type: none"> <li>1. Desk Review</li> <li>2. Research Reports</li> <li>3. Publications</li> <li>4. Quantitative data</li> </ol>	<ol style="list-style-type: none"> <li>a. Desk Review</li> <li>b. Research Reports</li> <li>c. Publications</li> <li>d. Qualitative data</li> </ol>
<b>B. Method of Data Collection</b>		

Method	Key Participants/Respondents	Expected outputs
National Dialogue	<ol style="list-style-type: none"> <li>1. Workers</li> <li>2. Employers</li> <li>3. Government officials</li> <li>4. Experts and professionals</li> <li>5. Academicians</li> </ol>	<ol style="list-style-type: none"> <li>a. Qualitative reflections on “Future of Work”: Changes, challenges, priorities</li> <li>b. Sharing of experiences on dynamics of work</li> <li>c. Suggestions and recommendations</li> </ol>
Focus Group Discussions	<ol style="list-style-type: none"> <li>1. Workers</li> <li>2. Employers</li> <li>3. Government officials</li> <li>4. Experts and professionals</li> <li>5. Academicians</li> </ol>	<ol style="list-style-type: none"> <li>a. Qualitative reflections on “Future of Work”: Changes, challenges, priorities</li> <li>b. Sharing of experiences on dynamics of work</li> <li>c. Suggestions and recommendations</li> </ol>
Interactions	<ol style="list-style-type: none"> <li>1. Workers</li> <li>2. Employers</li> <li>3. Government officials</li> <li>4. Experts and professionals</li> <li>5. Academicians</li> </ol>	<ol style="list-style-type: none"> <li>a. Qualitative reflections on “Future of Work”: Changes, challenges, priorities</li> <li>b. Sharing of experiences on dynamics of work</li> <li>c. Suggestions and recommendations</li> </ol>
Consultative workshop	<ol style="list-style-type: none"> <li>1. Government officials</li> <li>2. Experts and professionals</li> </ol>	<ol style="list-style-type: none"> <li>a. Qualitative reflections on the report on “Future of Work”: Changes, challenges, priorities</li> <li>b. Sharing of experiences on issues of decent work</li> <li>c. Suggestions and recommendations for future course of action in building platform for future of work in Nepal</li> </ol>

## 2.2 Thematic Areas:

### ***Work and Society***

The Declaration of Philadelphia refers to the need to act to ensure that workers “*can have the satisfaction of giving the fullest measure of their skill and attainments and make their greatest contribution to the common well-being*” and also refers to the right to pursue “*their spiritual development*” as well as “*the material well-being*”. Embedded in the ILO’s mandate, is the idea that work should be an act of self-realization, filled with the notion of personal and collective purpose.

Productive and decent engagement of workers has long been regarded as the foundation for national and global economies.

As the Human Development Report (HDR) 2015 points out:

“The links between work and human development are synergistic. Work enhances human development by providing incomes and livelihoods, by reducing poverty, and by ensuring equitable growth. It also allows people to participate fully in society while affording them a sense of dignity and worth. And work that involves caring for others builds social cohesion and strengthens bonds within families and communities.” (UNDP, 2016)

With the transformation from welfare perspective to right-based perspectives in national and international development paradigms, the agenda of work has more significance in terms of impacting social processes in Nepal. There are several strategic questions to be considered here that relate to dynamic relationship between the “Work” and the “Society” in Nepal:

- (a) How people look at “Work” in future and how will this relate to the dynamics of Nepalese society at large beyond 2019?
- (b) What would be the right balance between work, life and society in Nepal?
- (c) How are changing labor markets and globalization of work affecting the nature of work for individuals, institutions and society in Nepal?

### ***Decent Jobs for All***

According to ILO, decent work involves opportunities for work that are productive and deliver a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

Decent work means work that expresses the essential dignity of every man and woman in the context of their particular society, and is characterized by:

- a) work that is freely chosen, effectively associating workers, both men and women, with the development of their community;

- b) work that enables the worker to be respected and free from any form of discrimination;
- c) work that makes it possible for families to meet their needs and provide schooling for children, without the children themselves being forced into labour;
- d) work that permits the workers to organize themselves freely, and to make their voices heard;
- e) work that leaves enough room for re-discovering one's roots at a personal, familial and spiritual level; work that guarantees those who have retired a decent standard of living.

The challenge is, on the one hand, how to ensure that every job created is decent and productive, while on the other, how to create more jobs to employ the growing number of young people entering the job market. The national economy in Nepal (or indeed globally) may not be able to generate enough jobs within the established policy parameters. This therefore necessitates a deliberate effort to reinvent a new platform for employment and work in Nepal. The ILO approach to work has been a source of inspiration here, as it is centered around the radically inclusive concept of “Decent Work” for all. Decent work sums up the aspirations of working people in their lives – their aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness, equity and equality.

### ***Organization of Work and Production***

Globalization and liberalization of economies, rapid technological transformations in production, a constant quest for increased competitiveness and renewed geopolitical tensions, among others, continue to generate major developments in the way that work and production are organized and managed. Development of information and communication technologies has transformed the work organization more virtual and networked. Due to this, the future may belong less to firms organized as hierarchies or rigid systems than to open, networked and outsourced platforms of work.

Performance management systems have changed the culture of organizations, placing increased the focus on competitive delivery, which implications for the quantitative dimension of workforce and more value for qualitative one. The employment relationship as the normal contractual arrangement between enterprise and the worker may increasingly depart from the classic full-time, open-ended relationship to one of a variety of “non-standard” forms, including outsourced, part-time, fixed-term and flexible contracts. Beyond this, there are also instances of enterprises producing with a directly employed workforce altogether, or for large parts of their operations, generally through processes of subcontracting, outsourcing, third-party agencies, and the operation of supply chains, which are increasingly taking on a global dimension. In the most far-reaching cases, business models have appeared in recent years which, through the mediation of internet-based technologies, connect individual customers of goods and services with those in a position to supply them and business transactions are made on-line within a matter of few minutes.

What would be the implication of all these changes in the Nepali labour market? It would seem axiomatic that these developments act unambiguously to the advantage of the enterprises. Yet there may be limits to the benefits to be gained by enterprises from this type of change. Particularly where specialized and sought after skills are in play, employers will be anxious to retain employees.

The State as a model employer in the public sector sets the regulatory and developmental frameworks to manage work with extensive reforms in work regime from the perspectives of productivity enhancement. But it is above all in the private sector, where most jobs are created, and that the real impetus and impact of the reorganization of work and production are to be found. The enterprise is the key vector of change, and the report on “Future of Work” intends to help Nepal better understand the dynamics of the enterprise and its’ contribution in shaping the future of work. The ongoing and difficult debate about how to reconcile the needs of enterprises (like flexible workforce) with the interests of workers (like job security), should not, however, obscure other aspects of innovation in work. With information and communication technologies also providing increased scope for remote working and virtual employment, new opportunities exist to reconcile professional and family responsibilities through more satisfactory and equitable work–life balance, with women and marginalized communities potentially the principal beneficiaries.

### ***The Governance of Work***

Governance of work refers to the capacity of governments to design, formulate and implement policies, enforce law and deliver services for achieving decent work in Nepal. Key elements of governance include ‘Accountability’, ‘Participation’, ‘Predictability’ and ‘Transparency’. As a key to socio-economic development, “governance of work” is ensured through better realization of work-related instruments, like national laws and regulations, international conventions and treaties, voluntarily concluded bipartite and tripartite agreements, labour market institutions, and social dialogue mechanisms, involving representatives of the government, employers’ and workers’ organizations. On the one hand, the trend in recent decades has been towards deregulation in many countries –the large number of workers in the informal economy who fall outside the realm of governance altogether cannot be overlooked here – but on the other hand, labour standards are increasingly recognized as key components of regional and sub-regional integration processes and of a rapidly increasing number of trade agreements at various levels.

In Nepal, there are several critical issues associated with governance of work. Does Nepal offer adequate national laws and regulations to ensure the rights of workers and employers? The ILO conventions not only aim to establish a level playing field between member States on the basis of common standards, but also provide a framework for socio-economic development. How the ratified conventions of the ILO are being or will be implemented in Nepal?

It is evident from the tripartite structure that the ILO regards governments, workers’ and employers’ organizations, and the processes of social dialogue that bring them together, as key to the governance of work. It is understood that strong, democratic, independent organizations interacting in conditions of mutual trust and respect are the preconditions for credible social dialogue. The future of trade unions and of employers’ organizations therefore becomes an integral part of any deliberations on the “Future of Work in Nepal”.

The growth of a wide range of voluntary initiatives commonly grouped under the heading of corporate social responsibility (CSR) in the corporate world, which although fall short of formal governance as such, indisputably play an important role in guiding enterprise behaviour and consequently the conditions in which economic activities are performed. The ILO’s standards are frequently cited in the voluntary arrangements that companies are putting in place. What would be the future of CSR vis-à-vis the future of work in Nepal?

## Chapter III

### Findings

#### 3.1 The World of Work in Nepal Today: Major Issues

##### *Demographics and the Labour Market*

Estimated at about 6.6 million people (CBS, 2011), the size of Nepal's population is significant in that a large proportion of it is economically active and demographically centred. The country is relatively young with 40% of the population below 15 years of age; 30% between 15 and 49 years of age; and 56% of people 20-40 years of age (MoHP, 2012). With 40% of the population currently under the age of 15, the rate of growth can only be expected to increase. The entry of this relatively large percentage of young people into the workforce can be assessed as a great opportunity as well as a challenge in terms of managing meaningful work.

Currently in Nepal, there are about 450,000 new entrants per year into the labour market, requiring at least 500,000 jobs per year (NPCS, 2013). The Nepal Labour Force Survey shows only about a 2.2% increase per year in employment generation in the country. In total 81.7% of the economically active population is engaged in employment, 85.5% men and 78.5% women. The unemployment rate is 2.2% among men and 2.0% among women. 96.2% of workers are engaged in informal sector work, with decent work deficits in terms of quality employment, social protection and remuneration as well as skill enhancement (CBS, 2011).

In terms of the overall employment rate, the Nepal Living Standards Survey 2010-11 shows that only 2% of the population in Nepal is unemployed (CBS, 2011). However, more than 81 percent of workers continue to engage in 'vulnerable employment', defined as unpaid family workers and own-account workers (self-employed) as a percentage of total employment. The low level of unemployment reflects the compulsion of most workers to take up any kind of work available to them since there are no social protection or welfare schemes. In this regard, it is estimated that approximately 30% of Nepal's labour force is underutilized, and this percentage is much higher in urban areas (49.9%) than in rural areas (32.2%). Furthermore, the labour under-utilization rate is highest for the 20-24 years age group (ILO, 2010).

The recent trends and demographic developments particularly, the 'demographic dividend', in terms of the burgeoning youth population means that there is significant potential for the country's economic growth and development. However, the challenge for the coming years is for the country to be able to absorb the working-age population into productive and decent jobs. The rapid rate of urbanization, the problem of youth unemployment, particularly in urban areas, the shift from agriculture to the service sector, and rising levels of education, also mean that much focus is required on generating employment opportunities for young men and women (ILO, 2013).

The composition of the labour force in Nepal has been changing significantly in recent years, with women now constituting a larger share of the labour market. The percentage of youth participating in the labour market has gone down, while the proportion of the population living in urban areas has increased significantly, thus placing high pressures on urban employment.

### ***The Informal Economy***

As in the other developing countries, the informal sector is a pervasive and persistent economic feature of Nepalese economy, contributing significantly to employment creation, production and income generation. According to the World Development Report 2011 the informal economy of Nepal constitutes about 37.5% of the Gross Domestic Product (GDP), a size higher than in the other countries of South Asia<sup>3</sup>. A large number of the country's population is still involved in the informal sector.

In terms of providing quality employment and decent work opportunities, the informal sector is known to provide low quality, unproductive and poorly remunerated employment opportunities. Most of the workers are low skilled or disempowered as a result of them belonging to socially disadvantaged groups; this is also reflected in their level of income. They frequently face barriers to enter into the formal market because of lengthy registration requirements, complicated taxation policy and private property rights. The informal economy provides a safety net for people who are unable to find work in the formal economy especially where people lack skills, knowledge and literacy.

Employment in the non-agricultural, informal sector is growing; according to the 2008 Labour Force Survey, it is estimated that of the total population employed in the non-agriculture sector, 86.4% are engaged in the informal sector. Barred from any form of workers' rights, these informal sector workers toil in dismal conditions, without legal recognition, social protection and often without any voice or representation in the workplace (ILO, 2013).

### ***Gender and Social Inclusion***

In addition to the problems associated with labour markets, Nepal also faces considerable challenges with respect to socio-economic inclusion, particularly of vulnerable groups, including women, Dalits and indigenous nationalities. Child labour, including its worst forms, is pervasive with 2.1 million out of the total child population of 6.2 million currently engaged in economic activities. Similarly, practices of bonded and forced labour are still highly prevalent in Nepal, with more than 100,000 bonded labourer households involved in agriculture and approximately 12,000 girls being trafficked annually from Nepal (adapted from ILO, 2013).

Of the total share of wage employment in the agricultural sector, women's share is 44.8 %, Furthermore, 74.8 % of unpaid family labour force is female, a fact suggesting that a large number of economically active women have no access to economic resources. According to the UN Nepal Gender Profile (2015), female labour force participation is 54.3%. Women's participation in and contributions to the country's progress are severely constrained by lack of formal employment or alternative livelihood opportunities. This situation is compounded by their limited access to economic resources, with the result that most women remain engaged in unpaid, home-based labour.

In the formal economy, women's access to employment, especially in the service sector and as teachers in primary, lower secondary and secondary levels (37.5%, 20.1% and 13.1% respectively) is found to have increased (NPC 2014). Similarly, women's representation in Civil Service Gazetted level position has increased from 2.4 % in 2001 to 16.9 % in 2013 (NPC 2014). This is a positive and welcome development and can be directly attributed to the efforts over the last decade towards increased inclusion and participation of the women in the labour force.

A recent assessment by ILO (2016) clearly concludes that, ‘for substantive gender equality at work to be achieved, it is essential that societies recognize that both women and men have a right and responsibility to work and care. For that reason, governments should put forward a set of integrated policy measures, informed by international labour standards, to recognize unpaid care work and reduce and redistribute it between women and men, and also between families and societies. Paid care work should also be valued and remunerated according to its core role for the maintenance, prosperity and well-being of societies. Achieving gender equality, in line with the 2030 Agenda for Sustainable Development, is an indispensable precondition for the realization of a sustainable development that leaves no one behind and ensures that the future of work is decent work’.

Inspired by the outcomes of International Conference on Population and Development of 1994 and reinforced by the Beijing Platform for Action, Nepal headed towards streamlining women and employment by implementing The ‘*National Policy and Plan of Action on Gender Equality and Empowerment of Women*’ in 1997. Implementation of ‘*The Convention on Elimination of All Forms of Discrimination against Women*’ (CEDAW) through the National Plan of Action and subsequent reforms in policy, law and systemic provisions, has contributed in making the systems of work and employment more gender-responsive. Nevertheless, this is only the tip of the iceberg and much work still needs to be done in terms of gender equality in Nepal. Realizing women’s significant participation in informal work and their high employment in unpaid and unorganized work, various policy instruments have attempted to mainstream gender in employment and work, by eliminating discriminatory provisions, integrating positive discrimination and affirmative action policies and emphasizing women’s empowerment for national economic prosperity.

### ***Unemployment***

High unemployment is another critical issue facing Nepal. Currently around 450,000 people join the labour market annually. According to a study report conducted by ILO, among Nepali youth between 15 and 29, 26.1 % of university graduates are unemployed. According to the Foreign Employment Promotion Board, everyday 1,800 youths leave Nepal for employment abroad (See below).

In terms of unemployment, from 1995/1996 to 2010/11, the proportion of unemployed decreased slightly from approximately 3 percent down to 2 percent while the share of inactive population decreased by 9 percentage points and currently stands at 20 percent (ILO, 2014).

### ***Migration***

Over the past decade, Nepal has experienced a surge in labour migration to a number of different countries, most prominently South East Asia and the Gulf states. As more and younger Nepali workers aspire and depart for jobs in foreign countries, policy makers and regulators must find appropriate ways to address this growing trend and the serious challenges associated with it. Foreign employment is now the most significant motivation for international migration from Nepal.

The Economic Survey 2015-16 (MoF, 2016) reveals that more than 512 active youth enter into Nepal's labour market each year. However, there is a large gap between supply and demand of labour, while the growth of skilled manpower and employment creation remains unsatisfactory, with the result that over 1,300 youths leave the country every day. The survey recorded that amongst the approximate 3.48 million foreign employees who left the country, 1.5 percent are categorized as skilled, 23 percent semi-skilled and 75.5 percent unskilled.

The outflow of migrants in the past decade has been momentous in transforming the country's economic, social and cultural fabric, with the result that Nepal has emerged as a remittance economy, shaped by migrants' cash flows, so much so that it was the third-largest recipient of remittances—as a share of GDP—in the world in 2012 and the top recipient among least developed countries. (World Bank, 2011). Foreign employment has provided alternative livelihood opportunities, and remittances have helped to augment household incomes.

More than 3.8 million permits to work abroad (excluding India) were issued by the Government during the 1993/94–2014/15 fiscal years, which represents almost 14 % of the current population. As well, according to the recent census data, nearly 71% cent of the total absent population (1,921,494), or people living out of the country (including living in India) cited private and institutional jobs abroad as the reasons for leaving (CBS, 2011). Subsequently, there has been a huge increase in the inflow of remittances, from 58.6 billion rupees (NPR) in 2003/04 to 589.5 billion in 2014/15. Remittances contributed a 10.9 percentage share of the gross domestic product (GDP) in 2003/04 and 27.7 percent in 2014/15. The remittance flow, therefore, is a major contributor to development financing in Nepal (MoLE, 2016)

Yearly rate of increase in permits issued to labour migrants during the period of 2008/09 to 2014/15 is as follows:

The above data excludes migrant workers going to India (because work permits are not required) and also to the Republic of Korea through the government-to-government agreement, because they are managed under the Employment Permit System Korea Section in the Department of Foreign Employment. The Government of Nepal issued a directive in 2008 for the smooth implementation of the Employment Permit System (EPS). The Republic of Korea introduced the scheme in 2004 and has made bilateral agreements with several countries to receive labour migrants. Of the fifteen sending countries participating in the scheme, Nepal received the Best Practice Outstanding Award from EPS Korea in 2009, 2011 and 2013. According to the EPS Korea Section records, a total of 33,960 labour migrants (31,771 men and 2,189 women) have participated in the programme since 2008.

The distribution of labour migrants by age and gender as in 2014/15 is as follows:

Fiscal Year	Yearly rate of increase in issuing permits (%)	Rate of increase in absolute terms (% male)	Rate of increase in absolute terms (% female)
2008-09	-	-	-
2009-10	33.70	34.37	17.0
2010-11	20.61	21.21	3.6
2011-12	8.44	5.05	120.4
2012-13	17.21	16.97	20.94
2013-14	15.24	15.92	4.87
2014-15	-3.8	-2.51	-26.44

Source: Department of Foreign Employment, 2016

Age group	Male	Female	Total
18-25 years	6452 (20.68%)	819 (25.70%)	7271 (21.14%)
26-35 years	14707 (47.14%)	1507 (47.30%)	16214 (47.15%)
36-45 years	8108 (25.98%)	783 (24.57%)	8891 (25.85%)
46 years and above	1931 (6.2%)	77 (2.43%)	2008 (5.86%)
Total	31198	3186	34384

Source: DoFE, 2016

### 3.2 Legal and Policy Framework : Implication for Future of Work in Nepal

#### *The Constitution of Nepal, 2072:*

After decades of political instability and lack of consensus among political parties, the adoption of the new Constitution in Nepal is an historic achievement; one which will hopefully mark a new chapter in terms of equitable development and social justice in Nepal. Indeed, implementation of the Constitution is key to economic growth in Nepal.

As the key instrument of socio-economic transformation, the Constitution of Nepal, 2072 values work as the fundamental basis of the State and has attributed due importance for 'work' in the context of the new governance system, human rights, economic prosperity, and social justice and inclusion. The federalisation of governance intends to open an expanded space for entrepreneurship development and job creation, while empowering local governing structures with expanded jurisdictions vis-à-vis economic matters. It is hoped that implementation of this will have positive implications for productive activities and the expansion of job-oriented and income generation activities.

The new Constitution reflects a marked departure from previous welfare based approaches to a rights-based perspective, advocating rights, choice and voice in the workplace. This new approach is evident in the following provisions :

- a) *Right to equality and non-discrimination* on grounds of gender with regard to remuneration and social security for the same work.
- b) *Right to employment*; ensuring every citizen shall have the right to employment and the right to choose employment
- c) *Right to Labour*; with right to practice appropriate labour, right to appropriate remuneration, facilities and contributory social security, right to form and join trade unions and to engage in collective bargaining, as provided by the law.
- d) *Right of Women*, with right to inclusive participation in public positions, right to obtain special opportunity in employment and social security on the basis of positive discrimination.
- e) *Right of Dalits*; giving special priority to Dalits in modern business related to their traditional occupations and provision of skills and resources required for work.
- f) *Right to Social Security* for all workers including workers engaged in informal work.

The Constitution has also ensured the enforcement of such provisions within a three year period, through appropriate legal provisioning and enforcement mechanisms.

The new Constitution has made further policy commitments to ensure future of work in Nepal by:

- a) Achieving decent work through rights, freedom, protection from exploitative labour practices and elimination of all forms of labour exploitation;
- b) Modernization of work through use of information technology;
- c) Pursuing land-use policies to enhance agricultural produce and productivity, while protecting and promoting the rights and interests of the farmers;
- d) Developing competence and professionalism of labour force and development of enabling environment for work;
- e) Guaranteeing social security, ensuring the basic rights of all labourers in consonance with the concept of decent work;

- f) Abolishing all forms of exploitative labour, including child labour;
- g) Ensuring participation of labour in management and enhancing congenial relations between entrepreneurs and workers;
- h) Ensuring safe, systematic, exploitation-free and decent foreign employment, along with guaranteeing the employment rights of labourers;
- i) Encouraging mobilization of capital, skills, technology and experience gained from foreign employment in productive sectors in the country;
- j) Developing livelihoods and employment on the basis of inclusion of marginalized sections of the population;
- k) Strengthening monitoring and accountability mechanisms for effective implementation of such policies set forth by the Constitution.

### ***ILO Conventions and status of implementation in Nepal***

The International Labour Organization as a specialized agency of the UN System and a standard setting organization in the field of work-related issues, has been the source of inspiration for promoting decent work in Nepal. It has contributed in promoting and realizing fundamental principles and standards of work, crafting greater opportunities for women and men to secure decent employment, enhancing coverage and effectiveness of social protection for all, and strengthening meaningful relationships between workers, employers and governments with emphasis placed on social dialogue and meaningful collective bargaining.

The ILO in Nepal has played an important role in developing a constructive and congenial social partnership between government, workers' and employers' organizations in Nepal. Based on this partnership, the tripartite constituents have been able to unionize informal workers, implement a range of social protection measures, amend labour laws, establish a social dialogue mechanism, and ratify various ILO Conventions (see table below). The mission of ILO is therefore to enshrine values of social justice in the larger work culture, thereby encouraging a 'Decent work culture' in Nepal.

Nepal has ratified eleven ILO Conventions related to work, including seven out of eight *Fundamental or Core* Conventions. The Conventions follow several principles in giving effect to decent work for all, including; '*Principle of State Obligation to Decent Work*', '*Principle of Effective Enforcement of Labour Standards*', '*Principle of Accountability to achieve results*' and '*Principle of Participation and Collaboration for achieving synergy*'. The summary of Conventions ratified and their implications for the future of work, including progress of implementation, are presented below:

Ratified ILO Fundamental Conventions	Ratified Year	Key Area of Focus	Implications/Significance in Future of Work	Progress of Implementation
C.29 - Forced Labour Convention, 1930	2002	Elimination of forced and exploitative labour	<ol style="list-style-type: none"> <li>1. State obligation to suppress use of forced or compulsory labour by all possible means.</li> <li>2. Legal, administrative and moral capability required to implement.</li> </ol>	<p>Policy and law</p> <p>Institutional mechanism</p> <p>Monitoring system</p> <p>Capacity development</p> <p>Collaboration and partnerships</p>
C.98 - Right to Organise and Collective Bargaining Convention, 1949	1996	Ensure rights of workers to engage in social dialogue for collective bargaining	<ol style="list-style-type: none"> <li>1. Protective justice for workers in case of unionization</li> <li>2. Mutuality between government, workers' organization and employers' organization</li> <li>3. Opportunity and capacity to bargain collectively</li> <li>4. National, capable machinery for collective bargaining</li> </ol>	<p>Policy and law</p> <p>Institutional mechanism</p> <p>Monitoring system</p> <p>Capacity development</p> <p>Collaboration and partnerships</p>
C.100 - Equal Remuneration Convention, 1951	1976	Equal remuneration for equal work	<ol style="list-style-type: none"> <li>1. Equal remuneration for men and women workers for work of equal value</li> <li>2. Ensuring legal, collective and managerial applications</li> </ol>	<p>Policy and law</p> <p>Institutional mechanism</p> <p>Monitoring system</p> <p>Capacity development</p> <p>Collaboration and partnerships</p>

C.105 - Abolition of Forced Labour Convention, 1957	2007	Abolition of all forms of forced labour	<ol style="list-style-type: none"> <li>1. Abolition of slavery practices of labour all forms of forced or compulsory labour</li> <li>2. Legal and administrative capacity to enforce</li> </ol>	<p>Policy and law</p> <p>Institutional mechanism</p> <p>Monitoring system</p> <p>Capacity development</p> <p>Collaboration and partnerships</p>
C.111 - Discrimination (Employment and Occupation) Convention, 1958	1974	Equality and non- discrimination in all forms of employment and occupation	<ol style="list-style-type: none"> <li>1. Right to equality and non-discrimination in employment and occupation</li> <li>2. Dignity, security and opportunity of development and freedom for all workers from human development perspective</li> <li>3. Policy and legal capacity to realize</li> </ol>	<p>Policy and law</p> <p>Institutional mechanism</p> <p>Monitoring system</p> <p>Capacity development</p> <p>Collaboration and partnerships</p>
C.138 - Minimum Age Convention, 1973	1997	Fixation of minimum wage for workers	<ol style="list-style-type: none"> <li>1. Integrated measures for compliance to minimum age in employment</li> <li>2. Abolition of child labour</li> <li>3. Policy and legal measures for effective application</li> <li>4. Physical and mental development of young persons</li> </ol>	<p>Policy and law</p> <p>Institutional mechanism</p> <p>Monitoring system</p> <p>Capacity development</p> <p>Collaboration and partnerships</p>

C.182 - Worst Forms of Child Labour Convention, 1999	2002	Elimination of all worst forms of child labour	<ol style="list-style-type: none"> <li>1. Prohibition and elimination of worst forms of child labour</li> <li>2. International cooperation and assistance</li> <li>3. Development, rehabilitation and reintegration of children at worst forms of labour practices</li> <li>4. Accountable and competent state mechanism</li> </ol>	<p>Policy and law</p> <p>Institutional mechanism</p> <p>Monitoring system</p> <p>Capacity development</p> <p>Collaboration and partnerships</p>
--	------	--	---	---

The international conventions on ‘work’ have been the source of inspiration for reforming policy, law and institutions in Nepal. Such resources have helped set systems of accountability towards implementing labour standards and working towards ensuring decent jobs for all workers in Nepal. Recognition and fulfillment of rights at work, employment-centric reforms, pressure for comprehensive social protection to workers and capacity development for meaningful social dialogue are principal impacts of such standard setting mechanisms. Key to effective implementation of all conventions depends on the creation of enabling environment for enforcement, competent institutional set-up, effective monitoring and meaningful collaboration and partnership between the constituents of work.

### ***Sustainable Development Goals (SDG) 2030***

Productive and decent engagement of workers has been regarded as the foundation for national and global economies. With this in mind, “the 2030 Agenda for Sustainable Development”, (UNDP, 2016) of which Goal 8 has “Decent Work and Economic Growth” as the strategic intervention, the aim is to encourage sustained economic growth by achieving higher levels of job productivity through technological innovation. It has envisioned promoting inclusive and sustainable economic growth and employment and decent work for all. Driving strategic actions that encourage entrepreneurship and job creation are seen as key to this, as are effective measures to eradicate forced labour, slavery and all forms of exploitative labour, including human trafficking. With these targets in mind, the goal is to achieve full and productive employment, and decent work, for all women and men by 2030. Nepal has nationally and internationally affirmed its commitment to fulfill these goals.

### ***Nepal Human Development Report (NHDR) 2014***

The NHDR 2014 (NPC, 2015) made an assessment of work and employment in Nepal with the following policy implications:

1. Rapid expansion of productive and gainful employment opportunities will help absorb the increasing youth population.
2. Pursuing strategies to derive maximum employment and income advantages from safe labour migration.

3. Significantly raise the budget allocated to technical education to enhance the employability of youth currently in the labour market or about to enter it.

### ***Approach Paper of 14<sup>th</sup> Plan of Nepal***

The assessment of the 13<sup>th</sup> Plan of Nepal clearly says that there has been a 9.86% decrease in production industries in 2015/16, with an average of 1.3% decrease in 3 years. Furthermore, a growth rate of only 2.92% growth in GDP has also had a significant impact on employment creation in the industrial sector. The number of people employed in the industry sector has risen by only 90,000, compared to the target of 150,000, while in the agricultural sector, there has been a 2.22% growth, against the target of 4.5%. During the plan period, there were 138,000 jobs created in the tourism sector, as against the target of 200,000 (whereas in the previous Plan, 160,000 new jobs were created in the tourism sector). Overall, there has been a 2.9% increase in employment generation as against the target of 3.2% (NPC, 2016).

The strategic objective of the Plan clearly spells out:

*“Economic and social transformation through poverty alleviation by high increase in economic growth with productive employment-orientation and equitable and just distribution.”*

The strategies adopted by the Plan related to future of work include “increase in production in agriculture, tourism and industry, and transformation of the agriculture sector”. The Plan has set investment priority for commercialization of agriculture, employment generation and employment opportunities for employable workforce in the labour market.

As a significant contribution in the area of future of work in Nepal, the Plan has prioritized private sector development for the promotion of investment and employment generation with a view to increasing the competitive ability of the private sector. For this, the Plan has adopted strategies such as; enabling an investment-friendly environment; increasing productive investment and flexible labour policy with harmonized social security for labour protection.

In the agricultural sector, the Plan aims to address the prevailing situation of low labour productivity and the prevalence of informal work, through increasing commercialization of agriculture and enhancing agriculture productivity.

In the industry sector, the Plan has been strategic in reinforcing work by increasing investment in industry, production and employment generation. It has set the priority of entrepreneurship development, development of industrial production skills and an industry-friendly society which values employment and work.

In the tourism sector, in terms of setting the course of work in the future, the Plan has strategized increasing employment opportunities in tourism through promotion of investment and capacity development.

In the education sector, the Plan sets a platform for action with ‘Education for Employment’ through enhancement of vocational skills.

Reflecting increased awareness of employment challenges in Nepal such as significant employment deficits, lack of decent jobs, lack of dignity of work and increased unsafe migration for work, the Plan emphasizes ensuring work and employment guarantee with 100 day employment support, employment-oriented skill delivery and institutional arrangements for delivery of employment services.

For addressing labour and employment in terms of developing a work-friendly society, increasing productivity, ensuring decent jobs for all and improving governance of work, the Plan has set the vision of 'skillful and production-oriented human resource development for employment generation, with the goal of 400,000 jobs created each year'. It has also set the performance objectives of (a) decent jobs for all, (b) employable skill development, (c) safe, decent and qualitative foreign employment, (d) investment-friendly environment for employment generation, (e) protection of informal work, and (f) social security for all workers.

In 'gender and social inclusion', the Plan has made strategies for achieving gender equality in work; mainstreaming gender in work and employment; reinforcing social inclusion in employment; eliminating all forms of exploitative work and employment practices and developing skill and entrepreneurship for decent employment for women.

As a central policy document for guiding the future of work, the Plan makes 'human resource development' a priority area. Under this intervention, the Plan emphasizes capacity development for economic prosperity; technical and vocational skill development; employment oriented human resource development and training aimed at increasing knowledge of the labour market.

The projected investment for key sectors with significant positioning of work and employment during the Plan period is as follows:

					%
	Public	Private	Cooperatives	Sector	
Agriculture	140240	103360	38970	282560	11.7
Industry	298850	308440	26660	633950	26.1
Service	515330	915500	77610	1508450	62.2
Total	954420	1327300	143240	2424960	100

Source: NPC, Approach Paper of the 14<sup>th</sup> Plan, 2016.

**The National Employment Policy, 2014** (MoLE, 2014) has recognized employment as the key foundation for poverty reduction and economic development of Nepal.

The policy has identified four different causes of unemployment in Nepal.

- (a) *Cultural unemployment* due to a lack of culture of work and absence of dignity of work in the society;
- (b) *Structural unemployment* because of changes in the demand and supply of jobs;
- (c) *Frictional unemployment* due to lack of proper knowledge about jobs and necessary requirements for the job;
- (d) *Systemic unemployment* due to lack of entrepreneurial qualities, skills, technology and investment.

The key problems of the labour market in Nepal as identified by the policy include:

- (a) Lack of productive labour, in terms of low productivity, low wages and low skills;
- (b) Weak labour administration and lack of labour market information system;
- (c) Weak investment and support mechanisms

With the aim of promoting employment opportunities, addressing unemployment and labour market inefficiencies in Nepal, the policy aims to develop a more competitive workforce, while ensuring productive, decent and safe employment for workers by contributing to the national economy and poverty alleviation through increased employment.

The strategic objectives of the policy include:

- (a) To increase productive employment opportunities
- (b) To transform informal work and improve quality of employment
- (c) To develop knowledge and a skill-based workforce
- (d) To ensure appropriate management of migrant workers and immigrant workers
- (e) To generate youth employment
- (f) To institutionalize a labour market information system
- (g) To develop congenial labour relations
- (h) To promote employment-friendly investment

The policy has incorporated sector-focused employment policies for maximizing the use of sector-specific competitive advantages in employment and work. For example, in the *agricultural sector*, the policy has prioritized the increase of productivity through efficient management of agriculture. This includes agricultural value chain development for increased employment opportunities and enhancement of productivity; development of agricultural cooperatives for better production and marketing; entrepreneurship and skill development of marginalized farmers for productivity enhancement at work; encouragement of youth employment in agriculture and positive reinforcement for employment generation in agricultural farming.

In the *manufacturing sector*, the policy has provisioned a one-stop service for industrial promotion; the encouragement of labour intensive and indigenous skill-based industries; encouragement of domestic and foreign investment; development of professional management and dynamic linkages; improvement of labour productivity through entrepreneurship and skill development, and better industrial relations for job creation and productivity enhancement.

In the *construction sector*, several measures have been adopted by the policy. Such measures include; training for skill development to improve productivity of construction labour; use of labour intensive technology for employment creation and promoting investment in infrastructure development.

In the *tourism sector*, identified priority areas of intervention include employment generation through tourism product diversification, quality tourism, increased access for trekking and exploration of new tourist destinations, promoting investment and occupation skill development.

As a key emerging sector, the policy focuses on *information technology* (IT) as a vital sector for generating employment by harmonizing IT with job creation. Focus areas in this sector include; skill development, delivery of IT education to increase employment opportunities, increased investment in IT infrastructure, provision of integrated employment support services in IT, and the development of an IT culture.

In the *water resource and energy sector*, the policy highlights the potential for employment generation through the construction of hydropower projects, the promotion of investment and transfer of technology; optimum use of local skills and technology; development of employable skills and mobilization of local resources.

**Labour Act, 1992** has been a framework legislation for implementing ILO conventions related to ‘work’ and has played an instrumental role in the promotion of decent work in Nepal through management of industrial relations, formalization of employment and work, prevention of all forms of exploitative works and discriminatory labour practices, enforcement of labour standards and minimum standards of occupational health and safety of workers.

**Trade Union Act of 1992** has provided a legitimate space for workers’ organizations to engage meaningfully in building industrial relations through social dialogue and has also contributed towards enforcement of labour standards. The Act gives responsibility to the trade unions to play an instrumental role in formalizing work, protecting workers’ rights and building capacity for social protection for all workers and also encourages collaboration with entrepreneurs with a view to creating productive employment opportunities.

In 2016, a **Social security Fund** was established to provide economic security for retired people in formal economy, also offering protection to people who are socially and economically at risk. In the first eight months of the fiscal year 2015/16 around 2464 organized institutions have been included under the coverage of social security tax, among them 82 percent are from the government sector, while the remaining 18 percent are from the non-governmental sector. A Working Manual has also been prepared for social security programs like, maternity security, accident insurance, medical insurance and sickness insurance. By the end of the fiscal year 2014/15, a total revenue of Rs.8,088,200,000 was collected for the social security scheme, with an additional Rs. 1,592,200,000 tax revenue generated by the end of first eight months of fiscal year 2015/16, bringing the total budget of the social security fund to Rs. 9,680,400,000 (MoF, 2016).

The ‘**Youth and Small Entrepreneurs Self-Employment Fund**’ has been an instrumental programme framework to help reduce the youth unemployment in the country and encourage aspiring youths to engage in the productive activities. Effective implementation of such intervention will prove to be the transformative departure to give effect to drive future of work in Nepal.

### ***Industrial Policy 2010***

The Industrial Policy, 2010 (Ministry of Industry, 2010) addresses the problematic issues of weak industrial culture, unfavourable labour relations, lack of competent human resources, low levels of productivity and adaptation to new technology, and low intensity in industrial employment. The main objective of the

policy is to achieve growth in national income and employment through expansion of industries in terms of productivity, technology and investment. It has strategized entrepreneurship development and development of industrial skills for achieving meaningful industrial works. Downsizing of the manufacturing sector in Nepal has resulted in increased dependence on imports. This trend is having a severe impact on industrial development in Nepal and also has serious implications for employment creation and dignity of work in the country. Nevertheless, managed in the right way, industrial development still carries the potential to shape the 'future of work' in Nepal.

To help develop women's entrepreneurship and provide financial support for women-run businesses, the Ministry of Industry has put into force '*Women Entrepreneurship Development Fund Procedural Guidelines, 2013*' (MoI, 2013). This is an important step in encouraging women to set up small businesses and participate in the labour market, especially given the growing trend of female-headed households as a result of high levels of male migration for work.

The Enactment of the Special Economic Zone Act, 2072 and the recent amendment in the Industrial Enterprises Act, which focuses on increasing investment and employment opportunities in the industrial sector in Nepal, is likely to have a significant impact on shaping the future of work in Nepal.

### ***Foreign Employment in Nepal: A Bridging Strategy for Nepal's Economy***

In an attempt to increase governance of foreign employment in Nepal, the new version of the Foreign Employment Act, 2007 is in place to manage and regulate labour migration. The Foreign Employment Act, 2007 and the accompanying Rules (2008) govern all matters related to migration for foreign employment from Nepal. The law and its rules promote the security and welfare of foreign labour migrants, with provisions for the protection of their rights and for the regularization and monitoring of the businesses that facilitate the migration process. The provisions include the creation of a Foreign Employment Welfare Fund, insurance coverage, pre-departure orientation and training, compensation to migrant workers and their families, rescue and repatriation of migrant workers and repatriation of workers' income. In addition, they specify the provision of monitoring mechanisms, such as a facility at the international airport, a mechanism to receive, investigate and adjudicate complaints as well as a tribunal to settle cases and penalize perpetrators (MoLE, 2016).

Several directives and manuals are also being used by the Government to regulate the business of foreign employment, including; the Standard on the Enlisting Process of the Health Examination Institution for Workers Going for Foreign Employment, 2013; the Directive on the Procedure on Individual Labour Permission, 2013; the Manual on Registration and Renewal of Orientation Training Institutions, 2014; the Manual on Extending Objective Assistance to Skill Trained Human Resources, 2014; and the Directive on Sending Domestic Helpers for Foreign Employment, 2015.

The government continues to introduce necessary amendments to existing legislation, while also proposing new laws where necessary. Since the enactment of the Foreign Employment Act in 2007, it revised the accompanying Rules in 2011 and issued a Directive on the Management of Sending Technical Interns to Japan in 2008 and a Directive for Acquiring Labour Permits through Individual Process in 2012, along with the 2015 directive on domestic workers previously cited. As already noted, the Ministry is currently reviewing the Foreign Employment Act to make necessary amendments.

These provisions are implemented through various institutional mechanisms established by the enactment of the Act: the Department of Foreign Employment (DoFE), the Foreign Employment Promotion Board and the Foreign Employment Tribunal. Labour attachés are posted as appointees to Nepali embassies in the destination countries to facilitate the redress of labour migrants' grievances and problems. The Migrant Workers' Welfare Fund was created under the Foreign Employment Promotion Board, and a Labour Desk has been established at Kathmandu International Airport. Keeping pace with the expanding challenges and dynamics of foreign labour migration, necessary amendments to the 2008 Foreign Employment Rules were made in 2011, and the Act is now under review. When this development is completed, it is expected that labour migration will be safer, more decent and dignified. (DoFE, 2016)

A separate 'Foreign Employment Policy' was announced in 2012 as the first policy by the Government to address the socio-economic dimension of the increasing trend and need to regulate and manage foreign labour employment. The policy recognizes irregularities in the management of the process of migration for employment and lack of good governance as major problems. It also recognizes that poorly informed and weakly prepared migrant workers are at greater risk of exploitation and vulnerable situations. It acknowledges the increasing trend of female labour migration and their increased vulnerability in the migration cycle. It also addresses the needs and issues associated with the families left behind and points out the need to strategize a re-integration process for returning migrants.

The policy sets a goal to "ensure safe, organized, respectable and reliable foreign employment to contribute to poverty reduction along with sustainable economic and social development through economic and non-economic benefits of foreign employment" and specifies the following seven "policy pillars":

1. Identify and promote employment opportunities in the international market.
2. Develop skilled human resources to a competitive capacity to maximize the benefits from foreign employment.
3. Make each step of the foreign employment process simple, transparent, organized and safe.
4. Address the concerns of female migrant workers and ensure their rights in the overall migration cycle.
5. Ensure good governance in the management of foreign employment.
6. Marshal local, national and international resources for managing foreign employment and promote collaborative efforts by increasing sector partnerships.
7. Help foreign labour migrants utilize their remittances for their own "human development" as much as possible.

Key strategies to realize the policy include:

1. Foreign employment as integral component of economic diplomacy
2. Institutional strengthening for safe foreign employment
3. Private sector development through collaboration and partnerships
4. Labour market research and development
5. Occupational skill development of potential migrant workers
6. Decent jobs for migrant workers

The Ministry launched a detailed five-year National Strategic Action Plan for the period of 2015 to 2020, which has been approved by the cabinet. The action plan seeks to translate the objective, aim and seven policy pillars of the Foreign Employment Policy into reality by creating safe, organized and respectable foreign employment opportunities that will contribute towards poverty reduction as well as sustainable economic and social development. The strategies within the action plan intend also to help Nepal graduate from its least developed country status by 2022, by encouraging investment of remittances in the productive sectors. The major programmatic highlights of the National Strategic Action Plan are; socio-economic reintegration of returned workers; formulating remittance policy and reducing the social costs of foreign employment.

For effective delivery of foreign employment services along with regulation and management of labour migration, the key institutional mechanisms include MoLE and DoFE as well as Foreign Employment Promotion Board as key governing institutions. In an effort to expand the Government's extraterritorial jurisdiction and accord more protection to migrant workers abroad, the Government signed bilateral agreements or memoranda of understanding with the following countries; Qatar (2005), United Arab Emirates (2007), the Republic of Korea (2007), Bahrain (2008), Japan (2009) and Israel (2015).

The DoFE was restructured in 2013 in an attempt to better manage the changing context of labour migration and its impact at the national level. Towards these ends, the Ministry of Labour and Employment (MoLE) established a "Labour Village" in Kathmandu to make the migration process more efficient by putting all services in a one-stop location. The Kathmandu Office, Malaysia Section, Qatar Section and Saudi Arabia Section of Department of Foreign Employment are now located in this Labour Village, each headed by three Under Secretaries, while the Department of Foreign Employment is headed by the Joint Secretary who handles the tasks related to all other destination countries. The Labour Village is intended to provide smooth, quality, timely and transparent services to job seekers.

Established under the Foreign Employment Act and its Rules, the Foreign Employment Tribunal is a semi-judicial body consisting of three members: chaired by the Judge of the Appellate Court, a case trying officer of the Labour Court and the high-level official of Nepal judicial service.

The Foreign Employment Act (Section 68) has provisioned the appointment of a labour attaché in destination countries where 5,000 or more Nepali migrant workers are based. The Government has appointed labour attachés in eight countries: Bahrain, Kuwait, Malaysia, Oman, Qatar, the Republic of Korea, Saudi Arabia and the United Arab Emirates.

Despite the increasing policy and legislative attempts to by the Government of Nepal to regulate labour migration and the recognition of the contribution foreign employment makes in terms of providing youth employment and foreign remittances, this trend remains highly controversial in Nepal, the social and long term costs remain large. While safe and decent foreign employment is obviously the desired situation, many questions remain surrounding its governance, such as; the extent of regulation and promotion of migration for employment; should be dealt as a bridging strategy or long-term strategy of employment? Should it be accounted quantitatively or be qualitative (skilled); should it be dealt with from rights perspective or from welfare perspective? Despite these concerns, it is clear that the present capacity of managing and regulating labour migration is far from ensuring decent jobs for migrant workers and falls far short of compliance with international human rights and labour standards. How this situation is addressed has serious implications for the 'future of work in Nepal'.

As the Workers' delegate in the 105<sup>th</sup> International Labour Conference expressed:

“We have been struggling to protect our migrant workers in the destination countries. They could not entertain right to organize and bargain collectively, they are not getting minimum wage, lack of social protection and poor OHS provisions in the destination countries where our Nepalese migrant workers are dying every day.”(Dahal, 2016)

### ***Agriculture Development Strategy (ADS), 2015***

For a country where two-thirds of the labour force is engaged in agriculture, improvement in the productivity of this primary sector is a prerequisite for overall increases in the productivity of the economy, and consequent economic transformation and prosperity. A two pronged approach—first, transformation of agriculture from subsistence to commercialization and modernization, and second, absorption of the growing labour force into secondary and tertiary sectors by utilizing available and potential resources—needs high priority.

Knowledge, skills and infrastructure, including agricultural extension services, are key to augmenting labour productivity from a human development perspective. The very low aggregate labour productivity seen in the Hills and Mountain regions of Nepal points to the need for area-specific policies linked to, among other goals, the development of human capital and physical infrastructure.

As the long-term strategy for agricultural development in Nepal, ADS (MoAD, 2015) has been in force since 2015. The ADS recognizes agriculture as the key sector of employment, which needs extensive reforms in terms of realization of decent work, rights at work, employment and income generation, modernization of agriculture production technologies and improved management of production.

The main focus of proposed intervention is on improved governance for agriculture work through achieving policy effectiveness in generating results in productivity and competitiveness. Productivity enhancement through improved management and business orientation of agriculture works; occupational empowerment of farmers through development of skills, knowledge, production systems and value chains, and integration of gender and social inclusion in agriculture works for ensuring distributive justice.

### ***Decent Work Country Programme in Nepal: A Review***

Decent Work Country Programme (DWCP) provide the framework for pulling together a diverse range of initiatives and constituents in order to achieve better work outcomes for national populations globally. As the primary tool of achieving decent jobs for all, DWCPs can be viewed as the rallying point for addressing country-specific Decent Work Agenda (DWA). There are four DWA strategic objectives - with gender equality as a crosscutting issue - that are considered in DWCP evaluation (ILO, 2014):

1. *Creating jobs* – an economy that generates opportunities for investment, entrepreneurship, skills development, job creation and sustainable livelihoods.
2. *Guaranteeing rights at work* – to obtain recognition and respect for the rights of workers. All workers, and in particular disadvantaged or poor workers, need representation, participation, and laws that work for their interests.

3. *Extending social protection* – to promote both inclusion and productivity by ensuring that women and men enjoy working conditions that are safe, allow adequate free time and rest, take into account family and social values, provide for adequate compensation in case of lost or reduced income and permit access to adequate health care.

4. *Promoting social dialogue* – involving strong and independent workers’ and employers’ organizations is central to increasing productivity, avoiding disputes at work, and building cohesive societies.

The DWCP for Nepal (2013-17) provides a framework to determine priority areas of intervention in accordance with the collaborative framework of action between the Government of Nepal and the ILO and through tripartite partnerships between the government, workers and employers. It focuses on promoting employment-centric inclusive growth, thus improving the labour market. The national DWCP strategically positions the decent work agenda within the economic development framework of the country, with the following three priority areas of intervention, expected outcomes and objectively verifiable performance indicators:

Priority	Outcome	Key Performance Indicators
<b>Priority 1: Promotion of employment-centric and inclusive growth</b>	1.1 Policies, strategies and regulatory frameworks are strengthened for the promotion of employment-centric and inclusive growth	<ul style="list-style-type: none"> <li>a) Number of new or modified legislations, regulations, or policies adopted that promote transition or informal activities to formality.</li> <li>b) Gender sensitive labour and employment policy adopted. %age of recommendations of the sectoral studies for employment targeting by priority growth sectors (agriculture, tourism, construction and manufacturing industries) implemented</li> <li>c) Number of District Development Committees (DDCs), Municipalities and Village Development Committees (VDCs) that are targeting, monitoring and evaluating employment content of investments with a gender lens in potential growth sectors through ILO Technical Assistance and demonstration projects.</li> </ul>
	1.2 Vulnerable groups, especially the young men and women have improved access to employment services and to productive employment and income opportunities	<ul style="list-style-type: none"> <li>a) Labour Management Information Analysis System (LMIAS) is established and functional.</li> <li>b) Number of Employment Information Centres (EIC) of MoLE providing information and counseling services.</li> <li>c) Updated data (disaggregated by sex) on school-to-work transition available and used.</li> <li>d) Number of young men and women employed through TC projects.</li> </ul>

	1.3 Institutional capacity, legal and policy frameworks are strengthened for the improvement and extension of social protection coverage	<ul style="list-style-type: none"> <li>a) National framework for social protection floor endorsed by the NPC Board.</li> <li>b) Social Security Fund (SSF) implements prioritized social security schemes (i.e., maternity benefit, sickness benefit, workplace accident and unemployment insurance benefit).</li> <li>c) Social Security Organization Act and Unemployment Insurance Benefit Act enacted.</li> </ul>
<b>Priority 2: Improved labour market governance and industrial relations</b>	2.1 Labour legislations, regulations and policies are developed and enacted in line with international standards.	<ul style="list-style-type: none"> <li>a) Gender responsive labour laws (Labour Act, National Labour Commission Act, Freedom of Association Act) are endorsed by the Parliament reflect relevant International Labour Standards (ILS).</li> <li>b) Regulations adopted to extend labour administration services to workers and employers in the informal economy.</li> <li>c) Code of good practices on collective bargaining, non-discrimination and termination of employment adopted and implemented.</li> </ul>
	2.2 The Constituents (MoLE, Workers Organizations (Wos) and Employers' organizations (Eos) have strengthened capacity to achieve better industrial relations.	<ul style="list-style-type: none"> <li>a) Gender balanced bi-partite and tripartite forums at national and local level functioning effectively (meet regularly and take common decisions).</li> <li>b) Number of Collective Bargaining Agreements (CBA) that include vulnerable workers' (women, indigenous people, Dalits, differently abled) concerns and priorities signed and implemented at national and plant levels.</li> <li>c) Number of units/Departments within the Workers' and Employers' Organizations with dedicated human and financial resources.</li> </ul>
	2.3 Improved labour administration for effective implementation and monitoring of labour legislation.	<ul style="list-style-type: none"> <li>a) %age reduction in days taken for dispute settlement.</li> <li>b) Number of enterprises for which labour administration has recorded statistics (sex disaggregated) concerning conditions of employment and work.</li> </ul>
<b>Priority 3: Promotion of fundamental principles and rights at work</b>	3.1 Constituents and major stakeholders have improved capacities to address the implementation gap in respect of conventions 29, 105, 169 and 182 and to ratify conventions of national priorities.	<ul style="list-style-type: none"> <li>a) The National Master Plan of Child Labour endorsed and Hazardous Child Labour List (sector and activity-wise) adopted by the GoN.</li> <li>b) Number of selected zones free from child labour, Kamaiya Labour (Prohibition) Act, 2002 reformed in line with other relevant conventions and endorsed to address all forms of bonded labour in agriculture sector.</li> </ul>

		<p>c) Number of actions points from the National Action Plan (NAP) of Convention 169 implemented.</p> <p>d) Number of potential migrant workers (men, women and girls) benefitting from targeted trafficking prevention services.</p>
--	--	---

The following crosscutting issues associated with the decent work priorities are set to be mainstreamed accordingly:

- a) Gender equality
- b) Tripartism and social dialogue
- c) International labour standards

For effective implementation of DWCP, the following strategic, structural, systematic and behavioural measures are necessary:

- a) Development of enabling environment for effective implementation.
- b) Mainstreaming into respective sectoral ministries and agencies.
- c) Result-based collaboration and partnerships between ILO and tripartite constituents of work.
- d) Capacity development of ILO constituents for monitoring of labour standards, social dialogue and project implementation.
- e) Review and continuous improvements.

As the platform for integrated action, DWCP has placed and recognized ‘work’ and its’ decency as a national priority of development and as a central instrument for socio-economic transformation. The programme has served to create a platform for concerted action to address decent work deficits in the country, while helping to direct investment in employment generation. It also provides a sound framework implementation of targeted programmes on employment generation and at the same time highlights the importance of employment generation as a cross-cutting issue of development.

### 3.3 Analysis of decent work deficits

Decent work deficits are expressed in the absence of sufficient employment opportunities, inadequate social protection, the denial of rights at work and weak social dialogue. In 1999, the ILO stated that the key reasons for decent work deficits were caused by a gap between the world that we work in and the hopes that people have for a better life (ILO, 2001). Prolonged political instability, rising conflicts among political parties, poor economic growth and de-motivation of foreign investors to invest in the country are key factors that impede the proper implementation of DW objectives. The following decent work deficits were identified based on the outcomes of the national dialogue and independent constituent-wise consultations for this study.

The first is **employment gap**, measured as the total of lack of employment opportunities and the intensity of vulnerable employment. It is also measured in terms of a gap between the total number of employment aspirants and the total number of employment opportunities. In Nepal, there is a significant gap between the number of new entrants into the labour market and the absorptive capacity of the labour market. Most of the youth aspirants are either under-employed or engaged in vulnerable employment. Currently, most of the unskilled youth population are utilized by the international labour market, therefore there is less pressure on the national labour market to provide employment. Value chain in employment, especially the supply chain is not up to the mark of satisfaction. There are also severe deficits in terms of inculcation of a healthy culture of work and dignity of work in Nepal's labour market. Where available, employment opportunities are not attractive to young workers, with the result that many are seduced by offers of foreign employment, which in reality are often insecure and exploitative.

There is a **skill and knowledge gap** that defines the situational gap between the workers' occupational skills and knowledge required for delivering efficient and competitive performance and the actual position of workers knowledge and skill in occupation and work. Advancement in employment, technical know-how, use of new technology and IT for competitive performance, are almost non-existent in the Nepalese job market. There is a gender gap in employable skills and knowledge due to gender disparity in education and skills training. Lack of investment in human resource development in most enterprises also fuels such gaps.

The third is a **rights gap**, measured in terms of disparities between the required capacity of labour standards enforcement and the actual capacity of enforcement. For example, the rights-based approach to work envisaged in many policy documents and legislation, as opposed to the welfare-based approach to work, which continues to have a firm hold on the ground. In Nepal, monitoring capacities are weak, as is the capacity to respect and fulfill rights at work, despite them being legally recognized in national labour laws and ratified conventions. Gender-based violence and sexual harassment at the workplace remain common, along with high rates of child and forced labour.

The fourth is a **social protection gap**, which includes disparities in the adequacy and quality of social protection provided to all forms of work, including protection to informal workers and unorganized workers. In Nepal, most of the workers work in vulnerable situations, a fact that is often exacerbated in foreign employment. Lack of a comprehensive social security mechanism, lack of social protection information system, weak monitoring to enforce protection standards, are all issues that have been highlighted by the constituents of work.

The fifth gap is a **social dialogue gap** that reflects shortfalls in the predominant culture of organizations and institutions. In Nepal, there is a gap in terms of capacity and representation with regard to social dialogue deliberations. The professional capacity of social dialogue among the constituents of work, especially workers' organizations, effective implementation of collective bargaining agreements, strong mechanisms of social dialogue remain under-developed in Nepal.

### 3.7 Key Findings

In terms of exploring possibilities and likely outcomes related to the 'Future of Work' in Nepal, several challenges emerge out of the current situation in Nepal with regards to work, employment and the associated global processes affecting them. These challenges need to be addressed with appropriate and carefully planned responses and interventions if the future of work in Nepal is to be positive and inclusive all.

- a) How best to achieve dignity *of* work and dignity *at* work in Nepal, and how to inculcate a positive work culture by changing the value system associated with work and employment in Nepali society;
- b) Harmonization of decent work standards in the context of increased decent work deficits caused by increased informality and invisibility at work;
- c) Responding to the trend of downsizing of manufacturing sector and decreased investment in productive sector, which is having a negative impact on job creation and decent work;
- d) Addressing low levels of labour productivity and the subsequent grave implications for competitiveness in most industrial sectors;
- e) The need to absorb large numbers in the labour market each year, thus necessitating the need for energetic job creation by 2030. Engagement of youth, mostly in unskilled migration work, continues to pose a serious challenge from the perspective of; dignity at work; increased vulnerability to exploitative work conditions; protection of workers' fundamental rights; increased burden from the social cost of migration and the diplomatic capacity to protect and monitor labour standards for Nepali works abroad.
- f) Increased need for investment in production management reform and application of production technology, development of workers' skills, knowledge and competence;
- g) Realization of right-based approach in the general working environment remains a challenge due to limited capacity and willingness based on traditional welfare-based perspectives and deeply entrenched cultural norms;
- h) Lack of a culture of innovation and low level of capacity for research and development in line with changes in market dynamics, technology, production systems, competitiveness and human resource development;
- i) Building capacity for effective enforcement of labour standards, guided by the international convention on 'work', in the context of insufficient governance capacity, effective monitoring systems and meaningful collaboration and partnerships;
- j) Proper mainstreaming and integration of 'work' in the forthcoming process of governance restructuring and restructuring of policy frameworks in the context of the new federal system of state management.

Addressing the economic and job crisis in Nepal, globalization has presented key challenges, including, a massive increase in migration for employment and loss of jobs due to technological advancement, competitive skills, productivity enhancement and labour market flexibility. Promotion of decent work in all sectors and employment generation for Nepali youth, have emerged at priority areas for determining the future of work in Nepal.

## Chapter 4

### Conclusion and Recommendations

#### 4.1 Conclusions

- a) The direction and form of “future of work” in Nepal will be determined by the ability to develop ‘dignity of work’, ‘dignity at work’, a ‘positive work culture’ and a supportive socio-cultural environment which values work for its higher aspirations as a means of human development and evolution. Such an environment is vital in the development of a culture of production and productivity, entrepreneurship development, industriousness and work-driven human development.
- b) The ‘Future of Work’ agenda is an opportunity as well as a challenge for better realization of the trends and developments in the field of decent work in Nepal. Decent work is the foundational strategy for transforming work systems and the basis to address future realities in the world of work. Decent work deficits in Nepal continue to be a serious concern. The combined deficits related to employment, skills and knowledge, rights at work, social protection and social dialogue, continue to severely impact the future of work in Nepal.
- c) Guarantees provided by Constitutional provisions, international conventions and legal and policy frameworks on labour and employment in Nepal are satisfactory, but although ‘work’ has been highlighted as a governance priority, there continues to be a massive gap in implementation. This can be attributed to lack of an enabling environment for implementation, together with a paucity of capable institutions for enforcement and effective monitoring and evaluation, with the necessary continuous reforms. More attention also needs to be made on ensuring meaningful collaboration between the constituents of work in terms of advancing coordinated strategies.
- d) Transformation from a knowledge-focused education system to a job and employment-focused education system is needed for a more positive and inclusive ‘future of work’ in Nepal.
- e) Effective strategies to formalize work in all sectors require more than just registration. Focus must be given to improving the overall business climate for investors and employers. Lowering barriers increases business as well as opportunities for employment generation, while at the same time facilitating compliance to international standards. Simply put, informal entrepreneurs, as well as workers, have tremendous potential, but in order for them to realize that potential they must be empowered and encouraged to make the shift into the globalized market economy. This would allow a level playing field for all entrepreneurs and also help to create new decent jobs.
- f) A supportive environment for promoting investment and employment creation is vital, together with strong political support and commitment, social support, proper incentive system and effective work governance. A strategic shift is required in incentive structures to help motivate and encourage investors and commercial enterprises to invest in job creation and help transform informal work into visible employment.

- g) Foreign employment should be regarded as a bridging solution for the transitional economy and should not be promoted; instead focus needs to be given to effective regulation and management for ensuring safe and quality labour migration. Migration has come at a heavy social cost and has drained the country of potential youth workforce. Focus needs to be on developing an industrial economy for job creation and sustainable employment in the country if the 'future of work' in Nepal is to be sustainable and equitable for its citizens and the country as a whole.
- h) There has been a paradigm shift in systems of work, driven by increased virtuality due to extensive application of information and communication technologies, advancement in production technology, new patterns of employment relationships, performance management systems, outsourcing of jobs and works and effective networks and collaboration. The new system of work and production in Nepal should internalize this shift and integrate appropriate responses accordingly into its strategic and systemic frameworks.
- i) Developing the professional capacity of workers' unions is a prerequisite for achieving competence in policy reforms, results-based monitoring of labour standards enforcement, meaningful social dialogue and implementation of collective bargaining agreements. Synergic tripartism between the government, workers and employers forms the ground for professional dedication in this respect.
- j) Innovative changes in 'work' in Nepal will only become possible through dedicated and targeted research and development efforts.
- k) International Conventions ratified by Nepal provide an inspiring platform for directing the 'future of work' in Nepal. Effective implementation of labour standards reinforced by the core ILO conventions is determined by building an enabling environment for implementation; competent governance with capacity and willingness; effective monitoring and continuous reforms, and meaningful collaboration and partnerships between the constituents of work.
- l) ILO in Nepal continues to play an important role in national development, including through; strategizing, standard setting and institution building. Such roles of ILO have always been instrumental and inspiring in the process of better realization of labour standards, ensuring decent work, job creation, formalizing employment and capacity development of constituents of work. It is desirable that ILO's role in Nepal be reinforced in the context of better use of the opportunities to be forwarded by the 'future of work' agenda.

## 4.2 Recommendations by thematic area:

As the outcome of the desk review, consultations with the constituents and wider stakeholders, and focus group discussions with the government agencies, workers' organizations and employers, the following recommendations and suggestions have been highlighted for achieving positive outcomes for the 'future of work' in Nepal:

### *Work and Society*

1. **Valuing education as foundation of work**, a deliberate transformation is needed to develop culture of work especially among the youth right from the primary education. For this the following actions are needed
  - a. Reforming education system from general knowledge-based education to vocational, occupational skill-focused and work-related education at all levels;
  - b. Integration of work culture contents in the curriculum of basic and higher education.
2. **Developing society's responsiveness towards work**, the following actions are recommended
  - a. Carrying out 'Information-Education-Communication strategy' for building the culture of work and development of society's responsiveness towards work;
  - b. Mobilizing community based organizations in campaigning for developing dignity of work in the society through social change interventions.
3. **Building an entrepreneurial society** in the context of future of work, the priority actions include
  - a. Implementing specific strategies for attracting young people to work in the country;
  - b. Expanding entrepreneurship development activities targeting the youth population focusing on the value of work and entrepreneurship;
  - c. Integrating returnee migrant workers' knowledge, skills and competencies through appropriate reintegration programmes;
  - d. Implementing a start-up fund for supporting innovative ways to generate employment and develop entrepreneurship;
  - e. Harmonizing 'rights at work' and 'productivity at work' for encouraging investment with a view to generating greater employment opportunities.

### *Decent Jobs for All*

- I. **Better integration of the issue of 'decent jobs for all'** into national development frameworks:
  - a. Mainstreaming decent work agenda in macro-economic policy;
  - b. Adopting specific investment strategies for employment generation in the public as well as private sectors;
  - c. Introducing fiscal incentives for the private sector on the basis of job creation for the aspiring youth population;
  - d. Implementing sector specific employment strategies for job creation in agriculture, tourism, construction, industry, service, information technology and handicrafts;
  - e. Harmonizing 'rights at work' and 'productivity at work' for employment generation and balancing workers' rights with investor's rights to encourage investment in job creation;
  - f. Implementing and institutionalizing a sustainable employment guarantee scheme for the youth population.

- II. **Formalizing the informal employment sector:**
- a. Enforcing compulsory identification and registration system for all workers;
  - b. Institutionalizing informal workers in the national information system and accounting system and recognition of the contribution of informal work in the national economy;
  - c. Carrying out a periodic national survey on informal workers and publication of a periodic national report on the situation of informal workers;
  - d. Expanding incentive mechanisms through motivational packages for the private sector to formalize and transform informal work into decent jobs;
  - e. Launching specific programmes for skill development of workers engaged in informal work;
  - f. Promoting traditional skills and occupational knowledge of indigenous workers;
  - g. Operationalizing a labour market information system, to better recognize informal sector works;
  - h. Independent research on the socio-economic situation of informal workers;
  - i. Formulating a national human resource development plan for informal workers.
- III. **Enhancing social justice/social inclusion in the world of work:**
- a. Introducing deliberate investment for entrepreneurship development and employment services to the youth population of marginalized communities;
  - b. Conducting periodic social auditing for assessing the effectiveness of work regimes in enhancing social justice and realizing social inclusion;
  - c. Carrying out independent research to determine ways for better realization of a social justice framework in the context of future of work in Nepal.
- IV. **Developing the capacity to enforce and monitor labour standards,**
- a. Institutional strengthening of the Ministry of Labour and Employment for enforcement and monitoring of labour standards and for effective implementation of DWCP;
  - b. Strengthening institutional capacity of labour offices for effective enforcement and monitoring of labour standards with competent staff, budget, operating systems and infrastructure;
  - c. Furthering capacity enhancement measures for workers' unions to effectively deliberate for carrying out monitoring and social dialogue activities;
  - d. Building the capacity of labour attaché organizations abroad to have competence in supervision, monitoring and facilitation to assure decent jobs for migrant workers abroad;
  - e. Conducting strategic planning exercises with the participation of constituents of work in developing preparedness for ratification of UN Convention on Protection of Migrant Workers and Their Families, 1990 and ILO Convention on Migrant Workers, C 189;
  - f. Enforcing minimum labour protection standards for outsourced workers;
  - g. Operationalizing labour market information system to track the progress of decent job implementation.

- V. **Institutionalizing social security for all'**
  - a. Executing 'Social Security Fund' for social protection of all workers including informal workers as a matter of national priority;
  - b. Building constructive understanding between the constituents of work towards achieving operational efficiency in executing social security fund for the protection of all workers.
  
- VI. **Redesigning foreign employment**
  - a. Transforming unskilled migration to semi-skilled and skilled migration work and for skill level to be used as benchmark for workers entering into foreign employment;
  - b. Investing in provision of free skills training for the workers aspiring to enter into a regulated foreign employment system;
  - c. Capacity development and empowerment of diplomatic missions, including labour attaches responsible of taking care of migrant workers abroad with competent staff, adequate budget and authority to monitor the employment situation and facilitate access to decent employment;
  - d. Carrying out vocational guidance and counseling services as a compulsory tool for workers entering into foreign employment;

#### ***Organization of Work and Production***

1. **Motivating entrepreneurs to invest in new technology** and production management to create new jobs;
2. **Supporting entrepreneurs and investors in conducting research** on productivity enhancement and technological development with a view to expansion of employment opportunities;
3. Reinforcing **development of micro-enterprises** with special focus on handicraft production to build capacity for generating more employment opportunities;
4. **Encouraging enterprises for human resource development** and investing more on skills development to be competitive in the changing dimensions of work and production;
5. **Promoting information and communication technology for employment generation** through specific strategies in skill development interventions;

#### ***Governance of Work***

1. **Mainstreaming the agenda of work** into all sectors of development with a dedicated 'Strategic Plan' for better realization of 'Future of Work';
2. **Integrating the issue of work and employment** in the formation of restructured governance systems of federal, provincial and local executives;
3. **Developing the capacity** of the Ministry of Labour and Employment, including the capacities of employers and workers' organizations, in effective implementation of core convention of work;
4. **Prioritizing employment issues in international development assistance** to reinforce harmonization of investment with work;
5. **Strengthening collaborative structures** for achieving supportive industrial relations, better delivery of social dialogue and enforcement of labour standards in both the formal and informal sectors;

To provide a positive direction for the 'Future of Work' in Nepal, consideration of the above recommendations would be a good starting point. However, the relevance of such recommendations depends on effective implementation.

Effective implementation of decent work is determined by several factors. Firstly an **enabling environment** for implementation is crucial and includes, political commitment, support and the capability to lead identified strategic actions. Advocacy and sensitization of relevant stakeholders, using appropriate information-education-communication strategies that reinforce 'work', along with motivation and 'ownership' of the concept of 'decent work,' are prerequisites for the development of a culture of decent work. .

Likewise, a **competent execution mechanism**, embedded in the strategic plan is essential. This would require rationalization of legislation and policies; capable executing organizations to lead and manage the process; adequate and proper programming and resource management; effective operating systems to facilitate autonomy and accountability and an effective coordination mechanism.

For the **planned implementation of critical priority interventions**, a dedicated plan of action needs to be formulated. This can be done by organizing a national strategic planning exercise with the participation of constituents of work, international development agencies, experts and professionals and civil society organizations. Such an exercise will include prioritizing actions; identification of strategies for implementation; formulating an action plan and ensuring effective implementation through capable institutions, proper programming, a responsibility framework, accountability mechanisms and continuous improvements.

The effective realization of the agenda of decent jobs in the future can be achieved by **effective monitoring** to ensure accountability of results. This can best be done by monitoring the plan of action through; targeted resource commitments; a performance management system with result indicators; a competent monitoring agency with authority and capability; an information management and reporting mechanism;

A problem solving mechanism; a performance-based incentive system and continuous improvements through research and development initiatives.

A **broad-based as well as meaningful collaboration** between the constituents of work is crucial. There must be collective accountability and networking if decent work is to become a reality in the future in Nepal.

\*\*\*

\*\*\*

\*\*\*

## Selected Bibliographies

- Born, N., and Drori, E. (2015) *What factors will transform the contemporary work environment and characterize the future of work*, Cornell University, USA.
- Central Bureau of Statistics (2011). *National Population Census of 2011*.
- Central Bureau of Statistics/NPC/ILO (2011). *Nepal Labour Force Standard Survey 2011*.
- Dahal K.N. (2016) President of Nepal Trade Union Congress (NTUC) and workers delegate from Nepal, *speech delivered at the plenary session of the 105th International Labour Conference*, 6 June 2016, Geneva)
- ILO (2001). *Reducing the decent work deficit: a global Challenge*, report of the Director-General, ILC, 89<sup>th</sup> Session, Geneva.
- ILO (2002). *Measuring Decent Work with Statistical Indicators*, Geneva, 2002.
- ILO (2007a). *The Informal Economy, Committee on Employment and Social Policy, for Debate and Guidance*, International Labour Office, Geneva.
- ILO (2008). *Decent Work Indicators for Asia and the Pacific: A guidebook for Policy-makers and Researchers*, Bangkok, ROSA.)
- ILO/NPC (2010) *Labour and Social Trends in Nepal 2010*.
- ILO (2013). *Decent Work Country Programme 2013-17*.
- ILO (2014). *Delivering better outcomes: A meta-analysis of 15 ILO Decent Work Country Programme review*, Geneva, March 2014.
- ILO (2014), *Enhancing Employment-Centric Growth in Nepal: Situational Analysis for the Proposed Employment Policy, Government of Nepal*, A report prepared by Bandita Sijapati for ILO, April 2014.
- ILO (2016). *Women at Work – Trends 2016*, Geneva.
- Ministry of Agriculture Development (2015). *Agriculture Development Strategy, 2015*.
- Ministry of Finance (2016). *Economic Survey 2015-16*.
- Ministry of Health and Population (2012) *Nepal Demographic Health Survey 2011*.
- Ministry of Industry (2010). *Industrial Policy 2010*.
- Ministry of Industry (2013). *Women Entrepreneurship Development Fund Procedural Guidelines, 2013'*.
- MoLE (2016). *Labour Migration for Employment: A Status Report for Nepal - 2014/15*, Kathmandu, Nepal.
- MoLE (2014). *National Employment Policy 2014*.
- Ministry of Law, Justice and Parliamentary Affairs (2015). *Constitution of Nepal, 2072*.

- Morin, Estelle M. (2004). paper presented on “The Meaning of work in modern times” in the 10<sup>th</sup> World Congress on Human Resource Management, Rio de Janeiro, 20 August 2004, page 8.
- National Planning Commission Secretariat (2013). *Thirteenth Plan – 2013/2016*.
- National Planning Commission Secretariat (2016). *Approach Paper of 14<sup>th</sup> Plan*.
- National Planning Commission (2015). *Nepal Human Development Report of 2014*.
- National Planning Commission(2014). *Nepal MDG Progress Report 2013*.
- Peccoud, D (ed.) (2004). *Philosophical and Spiritual Perspectives on Decent Work*, ILO, Geneva, ILO International Institute for Labour Studies and World Council of Churches.
- Riggs, F,(1964). Adapted from *Administration in Developing Countries: The Theory of Prismatic Society*, USA.)
- Sengenberger, W. (2001) ‘Decent work: The International Labour Organization agenda’, *Dialogue and Cooperation*, vol. 2, pp.39–54.
- UNDP (2016). *2030 Agenda for Sustainable Development*.
- UNDP (2016). *Human Development Report of 2015*.
- UNDP (2015). *UN Nepal Gender Profile*.

## Annex I

### Worksheet/Matrix for data collection based on the four thematic areas

Checklist for Data Collection	Indicator	Sources of Data	Sampling Technique	Method of Collection	Triangulation of Data
<b>Theme 1: Work and Society</b>					
1. What are the changes in society that have implications on “dignity of work”?	Values and norms of society on work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction Document review	Cross-stakeholder verification Documentary analysis
2. What are the key impacts of government’s policy and law in harmonizing social change and work for the best interests of constituents of “work”?	Impacts of policy and law on work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction Document review	Cross-stakeholder verification Documentary analysis
3. What are the critical issues and challenges in valuing “work” in society for decent work environment?	Facts on changes on decent work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction, document review	Cross-stakeholder verification Documentary analysis
4. What are the key roles employers/workers/government have to play in developing the “future of work” in Nepal?	Expected role of constituents of work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction, document review	Cross-stakeholder verification Documentary analysis
5. What should be the agenda of transformation in ensuring “society” and “work” interface complementing each other so as to contribute for socio-economic development of Nepalese society?	Changes in society and work relationships	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction, document review	Cross-stakeholder verification Documentary analysis
<b>Theme 2: Decent Jobs for All</b>					

1. What are the key changes with respect to ensuring decent work for all in Nepal?	Changes on decent work situation	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
2. What are the key impacts of government's policy, law and institutional delivery system in harmonizing "work" and "decency"?	Impacts of policy and law on decent work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
3. What are the critical issues and challenges in transforming "employment" and "work" into the standards of "decent work"?	Facts on changes on decent work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction Document review	Cross-stakeholder verification  Documentary analysis
4. What are the key role workers/government have to play in integrating decent work in the prospect of "future of work" in Nepal?	Expected role of constituents of work for decent work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
5. What should be the priority areas of intervention for transforming informal work, unorganized work and exploitative works into "decent employment" so as to ensure "decent jobs for all"?	Changes in society and work relationships	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
<b>Theme 3: Organization of Work and Production</b>					

1. What are the key changes with respect to organization and management of “work “ in Nepal?	Changes of values and norms organization and management	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
2. What are the key impacts of government’s policy, law and institutional delivery system in developing organization and management system for “work” and “production”?	Impacts of policy and law on work organization	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
3. What are the critical issues and challenges of globalization and economic liberalization, technological changes in the organizational management system of “work”?	Facts on changes on management of work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
4. What are the key role workers/employers/government have to play in developing organizational and management capacity for enhancing productivity and employment creation and contributing to economic development of Nepal?	Expected role of constituents of work	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
5. What should be the priority areas of intervention for transforming organization and management of “work” and “production” so as to be effective in the “future of work” in Nepal?	Priority areas for change	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
<b>Theme 4: Governance of Work</b>					

1. What are the key changes observed in the area of “governance of work” and possible implications in Nepal’s work regime?	Values and norms of work governance	Policy makers,  Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
2. How you assess government’s policy, law and institutional delivery system in transforming governance system for better integration of “work” and “employment” into socio-economic development?	Impacts of policy and law on work governance	Policy makers, Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
3. What are the critical issues and challenges in transforming governance system associated with “employment” and “work” into the standards of “decent work”?	Facts on changes on work governance	Policy makers,  Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
4. What are the key role workers/employers/government have to play in transforming the present system of “work governance” into a legitimate, participatory, accountable and professionally oriented system in the prospect of “future of work” in Nepal?	Expected role of constituents of work	Policy makers,  Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis
5. What should be the priority areas of intervention for harmonizing the “future of work” in Nepal in the context of changing dimensions of governance?	Changes in governance and work relationships	Policy makers,  Workers, experts, employers	Purposive sampling	Dialogue, consultation, Interaction  Document review	Cross-stakeholder verification  Documentary analysis

## Annex II

### Proceedings and Outcomes of the National Dialogue on “Future of Work in Nepal”

#### **Background**

ILO is going to complete its 100 years in 2019. Therefore it is planning to execute centenary celebration in 2019 with the theme “Future of Work”. For this reason, a “future of work” initiative was proposed as one of the seven that would mark the ILO’s centenary in 2019.

The main objectives behind the preparation of this country preliminary report on the “Future of Work in Nepal” is to reflect the changes and challenges along with prospects in Nepal and also to sensitize the constituents of “Work” on the changing dynamics of world of work in Nepal and to enable environment for meaningful participation of stakeholders in strategizing “Future of Work” and the way forward.

Since the developments of change is taking place at such speed and scale therefore it becomes important to recognize a change of the world of work and the impact on the future of ILO’s Strategy and action in the coming days. Hence, it is essential that the ILO needed to understand and to respond effectively to them in order to be able to advance its mandate for social justice and to way forward.

Currently, the office provides support to the government and social partners who promotes employment-centric and inclusive growth through improved labour market governance, industrial relations, and rights in the workplace. Gender equality, tripartism, social dialogue, and international labour standards are crosscutting issues mainstreamed under the three priority areas, which allows the ILO Nepal to play an important role in developing a constructive and congenial social partnership involving the Government, workers’ and employers’ organizations.

#### **Introduction**

The concept of work with time has been changed. The world of work is undergoing major process of change, and this is affecting the character of production and employment.

How the people used to take work in the past what is the situation of work at the present and what would be the situation of work and how would people look at the work in the future and will relate to the dynamics of Nepalese society at large beyond 2019” is the major concern of this report. The report basically focuses on what kind of change is occurring so that the right strategy could be made for the way forward. How changing labor markets and globalization of work affect the nature of work for individuals, institutions and society is the major concern where country needs to prepare itself from now on to face the challenge brought by the transformation in the world on future of work.

ILO jointly with its tripartite conducted a focus group discussion so as to know what is the condition of work at the present, and what sort of strategy to follow to way forward.

The Scope of “Future of Work” is basically centered round the four thematic areas.

- work and Society
- Decent Job for all
- The organization of work and production
- The governance of work

Besides these above four major pillars of “future of work”, the key issues discussed were the Informal Economy, Investment and job creation, international migration, social protection unemployment, social protection, Gender and social inclusion, climate change, worker- employer relationship.

### **Objectives of the National Dialogue**

To realize the aim of having a deliberative dialogue on the “Future of Work” for Nepal reflecting the changes, challenges and prospects, the national dialogue had the following objectives:

- To **assess transformational changes** those have been taken place in the dynamics of “Work” in Nepal.
- To **provide evidence-based resources** for preparing Nepal country report on the “Future of Work” reflecting the changes and challenges along with prospects in Nepal.
- To **sensitize the constituents of “Work”** on the changing dynamics of world of work in Nepal and build enable environment for meaningful participation of stakeholders in strategizing “Future of Work”.
- To **recommend for future course of actions** in transforming work into a decent and highly productive “work” and reinforcing value and culture of work in Nepal.

### **Key Issues Discussed**

#### ***Work and Society***

As in the other developing countries, the informal sector is a pervasive and persistent economic feature of Nepalese economy creating significantly to employment creation, production and income generation, According to the World Development Report 2011 the informal economy of Nepal constitutes about 37.5% of the Gross Domestic Product( GDP), a size higher than in the other countries of South Asia<sup>3</sup>. A large number of country’s population is still involved in the informal sector. The informal economy in many developing countries is large both in terms of number of actors and in terms of contribution to GDP. Moreover, the informal economy is growing in developing countries rather than shrinking

Bishnu Prasad Lamsal, Secretary of Ministry of Labour and Employment (MOLE) said that there is a great need to formalize the Informal work by registering them as our country’s major population is still involved in informal economy which is an important source of employment.

According to Chairman of Centre for Economic Development and Administration (CEDA) , Mr. Ram Chandra Dhakal, there is less identification of the situation of the informal sector of Nepal, the data is still not clear, there is no identification and are heterogeneous in nature. The primary need is to identify that sector, and to find out real situation through data collection which could help in the further step of formulation plan. So, informal sector data is essential for the preparation of good policies.

According to Mr. Indra Deo Mishra, General Secretary of NTUC (Nepal Trade Union Committee), subsequently the larger population of informal sector are involved in the traditional work, the more focus should be done on the promotion of the traditional work through capacity building.

The Paltan Thakur of Madhesi Trade Union Further states “The development of the informal sector is not complete until and unless the grassroots levels are addressed”. For the development of quality of life, education, empowerment, social protection, the institution like schools and hospital should be opened for them.

In terms of providing quality employment and decent work opportunities, this informal sector is known to provide low quality unproductive and poorly remunerated employment opportunities. Since they are the low skilled worker the effect can be seen in the level of income. They find barriers to enter into the formal market because of the lengthy registration requirements and complication taxation policy and private property rights. It mainly the informal economy provides a safety net for people who lose, unable to find work in the formal economy especially where people lack skills, knowledge and literacy.

There is a great need to transform the informal to formal sector. To provide better paid, more sustainable employment, to broaden the tax base, to strengthen the framework for policy, advocacy and to increase the welfare of marginalized group. Besides, the lack for the respect for every job and less paid for the work done, the traditional skills are diminishing. Since Nepal has a diversified society, Professor of Population studies Mr. Yogendra Gurung says that Nepal should bring the strategy of “Demographic dividend” and “employment windows”, which rest of the world has already started following for the holistic development. Further he suggested for the inclusive education to give effect to establish better linkage between education and employment in an inclusive way.

High unemployment is another critical issue that our country is going through. Currently around 450,000 people join the labour market annually. According to the study report conducted by ILO , Nepali youth between 15 and 29 says 26.1 % of university graduates are unemployed. According to the Foreign Employment Promotion Board everyday 1,800 youths leave Nepal for employment abroad. The country has to face the challenge of growing unemployment. Due to the growing unemployment in the country, the country has to witness a heavy amount of migration especially those of youth.

Therefore one of the main reasons for migration is growing unemployment. Though the recent constitution says “Every citizen has the right to employment”, things are only limited to paper. Things works well if what is in paper be in practical. Therefore instead of distributing the unemployment allowances government should focus more on creating employment for them. Instead of giving fish to eat, it’s better to teach how to fish, which could be beneficial for them in the long run.

Migration of people from one place to another is a usual phenomenon since the beginning of human civilization. The migration in the beginning was for the sake of food and exploring new places for security purpose. But gradually the migration took the shape in diverse form and now has become a very essential and common in each and every corner of the world. International labour migration is one of the integral components while talking about international migration. Millions of people from around the world (especially from the developing world) are leaving their usual place of residence for seeking better employment opportunities and supply food for their dependents. Globalization and integration of regional economics have added impetus to the growing mobility of workers across borders. Poverty and the inability to earn enough or produce enough to support oneself or a family are major reasons behind the movement of work seekers from one place to another. These are not only characteristics of migration from poor to rich states; poverty also fuels movement from one developing country to others where work prospects seem-at a distance, at least-to be better.

International labour migration is basically in the countries like Gulf States, Malaysia, and other south east countries. The figure of a government authority says that there are more than 500 thousand documented migrant workers abroad. . According to the data given by the government report Nepal receives 3-7 dead bodies each day of the migrated workers

In context of Nepal the scenario of economy is changed i.e. agricultural based economy turned toward remittance based economy which has been proved by several studies conducted by governmental and nongovernmental agencies. Thus, it is needed to address the issue of international labour migration from the policy level, which could assist to promote safe migration and the management of labour migration in an effective way. According to Secretary of MOLE, Mr. Bishnu Prasad Lamsal, a country should create such an environment in the home country which compels the youth to stay in their own country. As the large number of youth is migrating every day in foreign land a country is witnessing a heavy loss in the economic sectors. Therefore the youth-friendly agriculture policies could probably stop the huge number of youths looking to head out of country.

After the youth migrating for work, most of the women, children and the old aged people are left behind the country, which might occur as a heavy loss for a country in the long run. For the sake of living a large number of women are entering into the job market. The state of female are too are pitiable since they have to bear the burden of dual responsibility, having no skills and less paid, they later end up by migrating as well.

Bijaya Rai Shrestha of "Pourakhi" who herself is a migrant women worker, says the condition of women migrant work is more vulnerable as they work as a domestic workers. They are exploited physically and mentally by their landlords, suffer through depression. Therefore prior to migration the training program and skill development may improve the quality of the workers. In Nepal, existing policies on labour and migration have not pictured the management of migration in a holistic manner and a broader framework for maximizing the economic impacts of migration, remittance transfer, and skills enhancement of workers alongside protection of migrant workers is lacking. Because of the lack of proper program to youth, they are compelled to leave the country. Consequently, the program should be made focusing on how to make the Nepalese youth stay in their own country. Before formulation plan Government of Nepal

should not forget to contemplate about foreign returnees. Since the large number of youth have already left the country, the lacking of the active population in home country, the lands of Nepal are barren. Heavy amount of fruits, vegetables and cattle are imported from the neighboring countries. Consequently its high time government should support the activities that promote agricultural opportunities.

According to Mr. Indra Deo Mishra, General Secretary of Joint Trade Union and Coordination Committee (JTUCC ), we have lots of scope in our country in different sectors. In agriculture lot more can be done through the production of herbal medicine. Nepal is also rich in tourism sector. Through infrastructure development different field of tourism like trekking, mountaineering and other famous religious places like Lumbini, birth place of Gautam Buddha and Pashupatinath can be promoted. Motivational and inspirational programs should be implemented. No social empowerment can be done without economic empower, therefore government should focus programs more on economic empowerment. Government can support the programme on “Barren Free state/Bajho Muktachetra ” to promote the agricultural activities.

Government should also not forget about the foreign returnee before formulating any policy. Niraj Thapa, Chairperson of Asian Forum, who is also a foreign returnee, said government should bring such a policy to attract the citizen who after retuning is trying to do something in their home country. Some attraction should be there for them as well for them to retain in their country. For instance, government can provide them with less interest rate to start up the business. Cham Bahadur Thapa received national prize for his contribution in “Bangoor Palan”, was one of the inspiration works done by the government for the promotion and encouragement for the foreign returnee for his contribution. It was an inspiration for hundreds of other people who were thinking of starting up a business.

The role of a media is equally important in Nepalese context. It should play a vital role for the right portrayal of the situation. Media should be able to show the real picture of the misery, suffering, the difficulties people are going through their work life .Media should revealed the right picture. The media should also highlight people who had returned from abroad used their skills and knowledge and started up an enterprise. It works as a motivation, encouragement for the rest.

It’s a global world. Our country won’t be left behind from the globalization, it would affect in a way or the other. The form of job will also change in the future. Technological innovation has always been an important factor of change in work. Shekhar Golchha, Vice President of FNCCI says that the form of the jobs will be changed in the coming years. Many jobs will be replaced by the automation in future. The jobs that require the human judgment and creativity like marketing and sales will be there whereas job dealing with the accounting will be replaced by the computer itself. The use of less manpower and more of productivity will be there as a need in near future.

### ***Decent job for all***

Decent job involves opportunities for work that is productive and delivers fair income, security in the work place, social protection for families, better prospect for personal development, freedom for people to express their concern, participate in the decision that affect their lives and equality of opportunity and treatment for all women and men. The concentration should be on promoting job and enterprise guaranteeing rights at works extending social protection and promoting social dialogue.

### ***Social protection***

Social protection is an inseparable part of social justice. It is an extended form of social security basically to reduce risks as well as assuring compensation in time of needs. Social security has been categorized as a fundamental right by the constitution of Nepal and hence is responsibility of the Nation.

Basic social security guarantees that universal access to essential health care and income security while also improving existing social protection scheme to provide higher level of benefit, progressively to as many people as possible. Workplace accidents, Disability benefit, Insurance plan to those who survive above the certain age are a form of social security that does social justice to the citizens.

### ***Job creation and employment***

Most developing countries like ours are struggling with high unemployment and underemployment rate. Therefore creating new jobs, also improving income and working condition for existing job is the priorities of the most of the countries. . Many people can hardly survive from what they earn. According to the Federation of Nepalese Chambers of Commerce and Industry (FNCCI) Vice President Shekhar Golchha, Economic growth, reducing poverty and generating employment are the global issues at present. He said though the declaration of the new Constitution is historic achievement, its implementation is the key to the economic growth.

This year country has to witness heavy economic upheaval. Border blockade and earthquake has pulled down the economic growth. Therefore to boost the economy from this state it is equally essential to generate employment. Inclusive economic growth and creation of better jobs are the common concern and challenge to all. Thus for economic development, job creation is a must. High growth rate and generation of more jobs is possible only through additional investment. It is necessary that attracting investment requires suitable policy and environment. Mr. Golchha added, Nepal has been experiencing the problem of low investment, low economic growth, and low job creation. Many factors like political instability, poor infrastructure and lack of suitable policy environment are some of the major factors that have been hindering the economic development of Nepal. He further added

Everything has two sides so it is government duty to look at things from both the parts. It has to look at things from the employer's part as well. If an enterprise is established, what are the things a government can do from its part for the encouragement, motivation to the employers. Whether a government can minimize the tax subsidies to the entrepreneur. In case of a heavy loss in the business, whether a government can provide any incentives, Insurance plan and protection given to the Entrepreneur.

A country can foster development only if industries are established, if investment is done, job creation is there. A country should create job, enterprise development would make a country prosperous. A survival of a country on remittance can't help a country in long run. The examples of the Philippines which was dependent on the remittance whereas country like Malaysia, Thailand and South Korea established their own industries, a great difference in the progress can be witnessed.

### ***The organization of work and production***

An increasingly globalized economy experiencing rapid change under the drive of technological transformations is generating major developments in the way that work and production are organized.

The very existence of the employment relationship as the normal contractual arrangement between enterprise and worker is being called into question. Where it does exist, that relationship may increasingly depart from the classic full-time, open-ended relationship, taking instead one of a variety of "non-standard" forms, including part-time, fixed-term and flexible contracts. Beyond this, there are also instances of enterprises provision with a directly employed workforce altogether, or for large parts of their operations, generally through processes of subcontracting, outsourcing, third-party agencies, and the operation of supply chains, which are increasingly taking on a global dimension.

The business models appeared in recent years through the mediation of Internet-based technologies, connect individual demanders of goods and services with those in a position to supply them, in a transitory commercial relationship that lasts no longer than the time taken to deliver that product or service, within a few seconds and the transaction are made online. What would be the implication of all these changes in the pursuit of the ILO's mandate for social justice?

More than half of workers in five Southeast Asian countries are at high risk of losing their jobs to automation in the next two decades, an International Labour Organization study found, with those in the garments industry particularly vulnerable. Therefore they have to face the risk of their jobs being replaced.

Tomoko Nishimoto, assistant director-general and regional director for Asia and the Pacific of the International Labour Organization (ILO), said that the view and the rapid change of technology and society we have to think of formulating the policy in terms of future of work. The world economy is not growing fast to create jobs to everyone. There is a global job crisis around 200 million people are jobless. Even in the job sector the inequality still pertain. No equal distribution of Income is there. Meanwhile, technological changes are occurring fast. Many works is replaced by automation. People no more sends letter. It's being replaced by the e-mail now. She further talked about how the world's largest online transportation network company "Uber" works having no cars of its own. Therefore the rapid change in the technology has brought fragmentation in the production. Tomoko Nishimoto further stated that

future is in our hand; therefore we should be prepared for it and have to make rules, regulations, policy, and action right from now so that we might not find ourselves in the crisis later. We should think global but act local.

There is increasing probability that various permanent forms of self-employment will become alternative destinations and what the implications are for the pursuit of the ILO's mandate for social justice.

### ***The governance of work***

- a. The governance of work is key to the ILO's goal of justice. Governance of work is ensured through a combination of instruments like national laws and regulations, international conventions, and treaties, voluntarily concluded bipartite and tripartite agreement, labour market institutions and social dialogue mechanism involving the representatives of the government, employees and worker's organizations. ILO's conventions, it basically works as a framework for the guidance of economic development.
- b. According to Madhu Paudel of Human Resource Society (HRS), No participation was there from Human Resource society was there while preparing the Labour Act. Since Human Resource Society possess better understanding and knowledge about the human capitals development perspective which could contribute in the development process.
- c. According to the ILO only 10% of vacancies in Nepal are filled through advertisement, while the rest are taken by the acquaintances and relatives of the rich and powerful. Nepotism prevails a lot in Nepal. According to Tomoko Nishimoto, assistant director-general and regional director for Asia and the Pacific of the International Labour Organization (ILO), the fair recruitment guidelines will be useful tool in helping deal with the challenges.
- d. The wide range of enterprises commonly grouped under the heading of corporate social responsibility (CSR). Whether or not these are properly regarded as elements of governance, they indisputably play an important role in guiding enterprise behavior and consequently the conditions in which economic activities are performed.
- e. The government too should improve their system of performing works by giving late services and should be more transparent regarding the facts.
- f. For industrial peace the development of the platform of social dialogue must be there which is weak in context of Nepal. The provision of advancement in employment by the state in service sector should be there like skill development, empowerment and promotion. As it is said happy workers are the productive workers.
- g. The future of trade unions and of employers' organizations must therefore be part of this centenary conversation. It is understood that strong, democratic, independent organizations interacting in conditions of mutual trust and respect are the preconditions for credible social dialogue.

## **KEY RECOMMENDATIONS OF THE NATIONAL DIALOGUE**

- a. Business communities represented by FNCCI should identify the cluster where the informal enterprise are likely to be based and should encourage, facilitate and coach them to become a part of the formal sector.
- b. Should encourage the financial institution especially under their CSR provision to provide them the low interest rate if they are to start their business.
- c. Under the CSR they should bring scheme to help the informal sector with less percent of interest.
- d. Informal enterprise operating in the manufacturing sector should be encouraged and facilitated to use the testing standardization, quality assurance, service offered by the government to improve their product and market development capacity.
- e. Government should create such an environment to bring the informal sector into the mainstream with the following
  - 1. Policy maker should give the significant consideration before planning policy.
  - 2. Women, handicapped children and other socially disadvantage group living with
- f. Fair recruitment guidelines should be implemented in the work force.
- g. Work preparing rules, regulations, policy, action right from now so that we might not find ourselves in the crisis later.
- h. Media should do the right portrayal.
- i. Should formalize the Informal work for more employment creation, production and income generation.
- j. More focused programs to be implemented in the field of employment-centric and inclusive growth related field.

## **Conclusion**

- a. Policies aimed at reducing the barrier to formalization can bring considerable impact on the incomes and rights protection of women and through them positive impact on families.
- b. Informal sector data should be clear so as to bring the right kind of policies needed.
- c. Bring change in the education system itself. Education system should be applied and practical. So that one can enter into a job market once the education is completed. Syllabus should be redesigned.
- d. The mindset is deep rooted. Positive Psychological changes come only through education system.
- e. Government policies and programs, it is found several lacking to protect the rights of the migrant workers and assure their safe migration in the country of destination.

Government has made promotional policy regarding foreign employment but at the same time less attention has been paid to provide services and facilities in the home ground.

- f. Develop a skills-qualification framework that meets international standards so that there is greater recognition of migrants' qualifications as well as of their experience abroad.
- g. Develop a comprehensive framework for foreign labour migration that would broadly define the scope as well as actions for managing the labour migration process, protecting migrant workers and harnessing the benefits of migration and remittances.
- h. Social dialogue is a must for the industrial peace.
- i. Fair recruitment guidelines should be implemented for the right person in the right place.

## Annex III

### National Dialogue on “Future of Work in Nepal”

#### List of Participants

Date: 28 June, 2016,

Venue: Lalitpur, Nepal

S.No.	Name of the Participant	Office/Organization	Telephone/Email
1	Indra Deo Mishra	JTUCC	mishraid2@gmail.com
2	Chirag Man Singh Kunwar	NDFONT	98510-24044
3	Jagat Bahadur Baram	NEFIN	9851005691
4	Nagendra Kumal	NEFIN	9851177557
5	Bijaya Rai Shrestha	Pourakhi, Nepal	9841404337
6	Pratap Kumar Pathak	ILO	9851058799
7	Bharat Bahadur Goley Tamang	National foundation for Development of Indigenous Nationalities	9860811297
8	Khila Nath Dahal	President, NTUC/JTUCC	9851091107
9	Tanka Prasad Bhattarai	HR Society Nepal	9851176748
10	Rewati Prasad Sapkota	Ministry of Population and Environment	9841384579
11	Usha Devkota	JTUCC	9851139606
12	Arjun Lamsal	NDCONT-I	9841479249 <a href="mailto:arjunlamsal2007@gmail.com">arjunlamsal2007@gmail.com</a>
13	Om B. Sedhain	MoLJPA	9851181885 <a href="mailto:sedhain-30@gmail.com">sedhain-30@gmail.com</a>
14	Mohan Ojha	HR Society Nepal	9851014403
15	Kumar Joshi	HR Society Nepal	9851085491
16	Shekhar Babu Kafle	MoCTCA	9841458396
17	Giri Raj Gyawali	CCJAN	9851099522
18	Dambar Regmi	FNCSI	9851091507
19	Yogendra Gurung	TU	9851044877
20	Ramesh Prasad Paneru	MoLE	9841859744
21	Rajendra Prasad Shrestha	TU	9841709822
22	Prof. Ram Chandra Dhaka.	CEDA, TU	9851052741
23	Durga Prasad Parajuli	Mol	9841787905
24	Shiva Shrestha	NLA	9841685003
25	Hansa Ram Pandey	FNCCI	9851007125
26	Narayan Bhattarai	ILO	9851018811
27	Mahendra Prasad Yadav	NTUC	9851103277
28	Madhu Paudel	HR Society Nepal	9851030949
29	Bishnu Prasad Lamsal	Secretary, MoLE	9851132045
30	Shakuntala Shrestha	FNCCI	9841821052
31	Bishnu Prasad Lamichhane	CONep	9851209007
32	Paltu Thakur	Madhesi Trade Union	9841405392

33	Jiwan Kumar Aryal	Under Secretary, GoN	9841337057
34	Prakash Sharma	ILO	9841224252
35	Narendra Singh Kunwar	MoLE	9841771266
36	Kabita Shrestha	FNCCI	9841201906
37	Youba Raj Bhatta	OSH Expert	9841201906
38	Bharat Raut	INDCON	9841155553
39	Shekhar Golchha	FNCCI, Employer Council	4250001
40	Shailendra Raj Giri	HR Society Nepal	9851065474
41	Rameshwari Shrestha	FHAN	9851052470
42	Uday H. Gupta	MoLE	9851071164
43	Sobhyata Khanal	High Vision Service	9847190597
44	Ram Chandra Gaihre	High Vision Service	9851198022
45	Bhagawati Neupane	High Vision Service	9860022460
46	Jose Assalino	ILO, Nepal Office	
47	Gyanendra Dhakal	MoWCSW	9851107833
48	Jibendra Jonchhe	GEFONT	9841855657
49	Bishwa Nath Pyakuryel	CONEP	9851198414
50	Bhumishwor Pokhrel	MoLE	9841595933
51	Janardan Babu Kattel	NEFON	9851185533
52	Shalik Ram Jamarkattel	ANTUF	9851100109
53	Yagyana Shahi	FNCCI	9851171554
54	Rameshwor Shrestha	NDCONT	9851035794
55	Chhiring Sherpa	CCIAN	9851022400
56	P. Upadhyay	MoF	9841243680
57	Siddhi Chandra Baral	Asian Forum	9851000948
58	Niraj Thapa	Asian Forum	9746030273
59	Bina Rana	Standard Chartered Bank Ltd.	9851075695
60	Chhabindra Parajuli	Ministry of Commerce	9841417860
61	Megh Raj Shankar	MoLE	9843503019
62	Dr. Ram Kumar Phuyal	CEDA, TU	9851170527
63	Sudhir Bhattarai	MoFA	9860450371
64	Kiran Barma	NEFIN	9851026411
65	Bipina Sharma	ILO	9851088871
66	Ghanendra Shrestha	HAN	9851051819
67	Narayan Manandhar		9841404867
68	Saurav Ram Joshi	ILO	9841287458
69	Narayan Bhattarai	ILO	9850018811
70	Bina Thapa	ILO	9851153703
71	Anita Manandhar	ILO	9851106639
72	Bir Kamal Shrestha	High Vision Service	
73	Saloman Rajbanshi	ILO	
74	Tomoko Nishimoto	Regional Director, ILO/ROAP Bangkok	

## Annex IV

### List of Participants in Focus Group Discussions on “Future of Work in Nepal”

Focus Group Discussion (Government) convened jointly by Ministry of Labour and Employment and ILO  
Nepal Office

Date: 21<sup>st</sup> June 2016

Venue: Ministry of Labour Employment, Government of Nepal

#### Attendance Sheet

S. No	Participant's Name	Office	Designation	Email address	Mobile No
1	Bishnu Prasad Lamsal	MOLE	Secretary	Bishnulamsal2003@yahoo.com	9851132045
2	Binod Kumar Bhattarai	MOLJPA	Under Secretary	binodkbhattarai@yahoo.com	9841368761
3	Jiwan Kumar Rai	MOLE	Under Secretary	jiwankumarrai@yahoo.com	9841337987
4	Shiva Raj Sedhain	MOLE	Under Secretary	shvrjsdhn@gmail.com	9841382302
5	Aabha Shrestha	MOLE	Joint Secretary	aabhashree@yahoo.com	
6	Devraj Raj Dhakal	GoN	Joint Secretary	<a href="mailto:Devraj.dhakal1960@gmail.com">Devraj.dhakal1960@gmail.com</a>	

## Annex IV

Focus Group Discussion convened jointly by FNCCI, Employer's Council and ILO Nepal Office

Date: 2073/3/12

Venue: FNCCI Complex

### Attendance Sheet of Participants

S. No	Participant's Name	Office	Designation	Email address	Mobile No
1	Shekhar Golchha	FNCCI	Vice President and Chairperson of Employer Council		9851020682
2	Hansa Ram Panday	FNCCI	Director	hansa@fncci.org	9851007125
3	Yagya Man Shakya	FNCCI	Deputy Director	yagyaman@fncci.org	9851171554

## Annex V

### A. Focus Group Discussion convened jointly by Joint Trade Unions Coordination Center (JTUCC) and ILO Nepal Office

Date: 2073/3/10

Venue: JTUCC Complex

#### Attendance Sheet

S. No	Participant's Name	Office	Designation	Email address	Mobile No
1	Indradeo Mishra	JTUCC	G.S.	Mishra1d2@gmail.com	9851223555
2	Janardan Babu Kattel	NEFON	G.S.	Janardan3412@gmail.com	9851185533
3	Bidur	GEFONT	V.P.	bidur@gefont.org	9841321091
4	Gunanand Pathak	INTUC	G.S.	visitonlygunanand@gmail.com	9851152245
5	Hikmat J. Bhandari	NDFONT	G.S.	Bhandarihikmat01@gmail.com	9851097496
6	Mahendra Pd. yadav	NTUC	G.S.	generalsecretary@ntuc.org.np	9851103277
7	Arjun Lamsal	NDLONT	D.G.S.	Arjunlamsal2007@gmail.com	9841479249
8	Sadhana Yadav	MTUC		sbirasi@yahoo.com	9808775278
9	Dr. Reena Yadav	MTUC	M.P.	y.reenabhu@yahoo.in	9813417606
10	Rameshwor Shrestha	NDLONT	G.S.	Rameshwor.sh@gmail.com	9851035794

## Annex VI

### Intensive Consultation and Interaction with Key Ministries of Government of Nepal on “Future of Work in Nepal”

S.No.	Name of Official	Designation	Office
1	Yam Kumari Khatiwada	Joint Secretary	Ministry of Industry
2	Ghanashyam Upadhyaya	Joint Secretary	Ministry of Culture, Tourism and Civil Aviation
3	Pushpa Katwal	Under Secretary	Ministry of Culture, Tourism and Civil Aviation
4	Janaki Ballabh Adhikari	Joint Secretary	Ministry of Livestock Development
5	Yogendra Bahadur Karki	Joint Secretary	Ministry of Agriculture Development

## Annex V

### Key Issues for Consultation and Discussion: Government Agencies/Workers/Employers' Organization

#### 1. Government

##### A. Work and Society

S.N.	Issue/Discussion Area
1	What are the changes in society that have implications on “dignity of work”?
2	What are the key impacts of government’s policy and law in harmonizing social change and work for the best interests of constituents of “work”?
3	What are the critical issues and challenges in valuing “work” in society for decent work environment?
4	What are the key role government organizations have to play in developing the “future of work” in Nepal?
5	What should be the agenda of transformation in ensuring “society” and “work” interface complementing each other so as to contribute for socio-economic development of Nepalese society?
6	Any other critical questions? ...

##### B. Decent Jobs for All

S.N.	Issue/Discussion Area
1	What are the key changes with respect to ensuring decent work for all in Nepal?
2	What are the key impacts of government’s policy, law and institutional delivery system in harmonizing “work” and “decency”
3	What are the critical issues and challenges in transforming “employment” and “work” into the standards of “decent work”?
4	What are the key roles government has to play in integrating decent work in the prospect of “future of work” in Nepal?
5	What should be the priority areas of intervention for transforming informal work, unorganized work and exploitative works into “decent employment” so as to ensure “decent jobs for all”?
6	Any other critical questions? ...

### C. Organization of Production and Work

S.N.	Issue/Discussion Area
1	What are the key changes with respect to organization and management of “work “ in Nepal?
2	What are the key impacts of government’s policy, law and institutional delivery system in developing organization and management system for “work” and “production”?
3	What are the critical issues and challenges of globalization and economic liberalization, technological changes in the organizational management system of “work”?
4	What are the key role government agencies unions have to play in developing organizational and management capacity for enhancing productivity and employment creation and contributing to economic development of Nepal?
5	What should be the priority areas of intervention for transforming organization and management of “work” and “production” so as to be effective in the “future of work” in Nepal?
6	Any other critical questions? ...

### D. Governance of Work

S.N.	Issue/Discussion Area
1	What are the key changes observed in the area of “governance of work” and possible implications in Nepal’s work regime?
2	How you assess government’s policy, law and institutional delivery system in transforming governance system for better integration of “work” and “employment” into socio-economic development?
3	What are the critical issues and challenges in transforming governance system associated with “employment” and “work” into the standards of “decent work”?
4	What are the key role government has to play in transforming the present system of “work governance” into a legitimate, participatory, accountable and professionally oriented system in the prospect of “future of work” in Nepal?
5	What should be the priority areas of intervention for harmonizing the “future of work” in Nepal in the context of changing dimensions of governance?
6	Any other critical questions? ...

## 2. Workers' Organizations

### A. Work and Society

S.N.	Issue/Discussion Area
1	What are the changes in society that have implications on "dignity of work"?
2	What are the key impacts of government's policy and law in harmonizing social change and work for the best interests of constituents of "work"?
3	What are the critical issues and challenges in valuing "work" in society for decent work environment?
4	What are the key role worker's unions have to play in developing the "future of work" in Nepal?
5	What should be the agenda of transformation in ensuring "society" and "work" interface complementing each other so as to contribute for socio-economic development of Nepalese society?
6	Any other critical questions? ...

### B. Decent Jobs for All

S.N.	Issue/Discussion Area
1	What are the key changes with respect to ensuring decent work for all in Nepal?
2	What are the key impacts of government's policy, law and institutional delivery system in harmonizing "work" and "decency"?
3	What are the critical issues and challenges in transforming "employment" and "work" into the standards of "decent work"?
4	What are the key role worker's unions have to play in integrating decent work in the prospect of "future of work" in Nepal?
5	What should be the priority areas of intervention for transforming informal work, unorganized work and exploitative works into "decent employment" so as to ensure "decent jobs for all"?
6	Any other critical questions? ...

### C. Organization of Production and Work

S.N.	Issue/Discussion Area
1	What are the key changes with respect to organization and management of “work “ in Nepal?
2	What are the key impacts of government’s policy, law and institutional delivery system in developing organization and management system for “work” and “production”?
3	What are the critical issues and challenges of globalization and economic liberalization, technological changes in the organizational management system of “work”?
4	What are the key role worker’s unions have to play in developing organizational and management capacity for enhancing productivity and employment creation and contributing to economic development of Nepal?
5	What should be the priority areas of intervention for transforming organization and management of “work” and “production” so as to be effective in the “future of work” in Nepal?
6	Any other critical questions? ...

### D. Governance of Work

S.N.	Issue/Discussion Area
1	What are the key changes observed in the area of “governance of work” and possible implications in Nepal’s work regime?
2	How you assess government’s policy, law and institutional delivery system in transforming governance system for better integration of “work” and “employment” into socio-economic development?
3	What are the critical issues and challenges in transforming governance system associated with “employment” and “work” into the standards of “decent work”?
4	What are the key role worker’s unions have to play in transforming the present system of “work governance” into a legitimate, participatory, accountable and professionally oriented system in the prospect of “future of work” in Nepal?
5	What should be the priority areas of intervention for harmonizing the “future of work” in Nepal in the context of changing dimensions of governance?
6	Any other critical questions? ...

### 3. Employers' Organizations

#### A. Work and Society

S.N.	Issue/Discussion Area
1	What are the changes in society that have implications on "dignity of work"?
2	What are the key impacts of government's policy and law in harmonizing social change and work for the best interests of constituents of "work"?
3	What are the critical issues and challenges in valuing "work" in society for decent work environment?
4	What are the key role employers have to play in developing the "future of work" in Nepal?
5	What should be the agenda of transformation in ensuring "society" and "work" interface complementing each other so as to contribute for socio-economic development of Nepalese society?
6	Any other critical questions? ...

#### B. Decent Jobs for All

S.N.	Issue/Discussion Area
1	What are the key changes with respect to ensuring decent work for all in Nepal?
2	What are the key impacts of government's policy, law and institutional delivery system in harmonizing "work" and "decency"?
3	What are the critical issues and challenges in transforming "employment" and "work" into the standards of "decent work"?
4	What are the key role employers have to play in integrating decent work in the prospect of "future of work" in Nepal?
5	What should be the priority areas of intervention for transforming informal work, unorganized work and exploitative works into "decent employment" so as to ensure "decent jobs for all"?
6	Any other critical questions? ...

### C. Organization of Production and Work

S.N.	Issue/Discussion Area
1	What are the key changes with respect to organization and management of “work “ in Nepal?
2	What are the key impacts of government’s policy, law and institutional delivery system in developing organization and management system for “work” and “production”?
3	What are the critical issues and challenges of globalization and economic liberalization, technological changes in the organizational management system of “work”?
4	What are the key role employers have to play in developing organizational and management capacity for enhancing productivity and employment creation and contributing to economic development of Nepal?
5	What should be the priority areas of intervention for transforming organization and management of “work” and “production” so as to be effective in the “future of work” in Nepal?
6	Any other critical questions? ...

### D. Governance of Work

S.N.	Issue/Discussion Area
1	What are the key changes observed in the area of “governance of work” and possible implications in Nepal’s work regime?
2	How you assess government’s policy, law and institutional delivery system in transforming governance system for better integration of “work” and “employment” into socio-economic development?
3	What are the critical issues and challenges in transforming governance system associated with “employment” and “work” into the standards of “decent work”?
4	What are the key role employers have to play in transforming the present system of “work governance” into a legitimate, participatory, accountable and professionally oriented system in the prospect of “future of work” in Nepal?
5	What should be the priority areas of intervention for harmonizing the “future of work” in Nepal in the context of changing dimensions of governance?
6	Any other critical questions? ...