

VALIDATION WORKSHOP REPORT

Mapping of Existing Labour Market Information and Skills Anticipation Institutions, Data Infrastructure, Capacities and Approaches in Zambia

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Table of Contents

Acronyms	3
1. Introduction	4
1.1 Meeting Objectives	4
2. Opening Remarks	5
3. Presentation by Consultants	8
4. Discussion and Feedback	11
5. Adoption of Validation Report	12
6. Next Steps.....	12
7. Close of Meeting	12

Acronyms

7NDP	Seventh National Development Plan
AU	African Union
AUDA-NEPAD	African Union Development Agency-NEPAD
Cedefop	European Centre for the Development of Vocational Training
EIZ	Engineering Institution of Zambia
ETF	European Training Foundation
EU	European Union
FGDs	Focus Group Discussions
ILO	International Labour Organization
KII	Key Informant Interviews
LMIS	Labour Market Information Systems
MNDP	Ministry of National Development and Planning
MoHE	Ministry of Higher Education
NOS	National Occupational Standard
OECD	Organisation for Economic Cooperation and Development
PDCC	Provincial Development Coordinating Committees
PES	Public Employment Services
PrEAs	Private Employment Agencies
RQF	Regional Qualifications Framework
SIFA	Skills Initiative for Africa
SPSS	Statistical Package for Social Sciences
TEVET	Technical Education, Vocational and Entrepreneurship Training
TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
ZAQA	Zambia Qualifications Authority Act
ZICA	Zambia Institute of Chartered Accountants
ZSA	Zambia Statistics Agency (ZamStats)

1. Introduction

This report contains the proceedings of a workshop attended by stakeholders from government, private sector, employers' organisation, workers', NGOs and academia with the purpose of validating the key findings of the Mapping of Existing Labour Market Information and Skills Anticipation (LMISA) Institutions, Data Infrastructure, Capacities and Approaches report for Zambia".

The meeting began with opening remarks from senior representatives of the International Labour Organization (ILO), African Union Development Agency-NEPAD (AUDA-NEPAD), Government of Zambia's Ministry of Labour and Social Security (MLSS), and the German Development Agency - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. It was followed by a presentation on key concepts, methodology, findings of the assessment. There was a facilitated discussion to gather feedback of key findings and recommendations which led to a successful validation of the report. The meeting concluded with an outline of next steps.

The 36 participants who attended the meeting represented government ministries, regulators, professional bodies, chambers of commerce, private sector, education sector and development agencies.

1.1 Meeting Objectives

Objectives for the meeting were:

- The presentation of mapping methodology, key findings and recommendations
- To garner feedback, questions and clarifications from key stakeholders
- To dialogue best practices and gaps in Zambia
- The adoption of validation report

2. Opening Remarks

The session commenced with welcoming remarks from Ms. Chama Chelemu- Jere who articulated the importance of the validation workshop and how it will contribute to the outcomes of the Skills for Africa Initiative. Participants introduced themselves and a few housekeeping rules were agreed upon. Mr. Gerald Tembo, OIC Program Unit from the International Labour Organisation (ILO) moderated the opening session.

2.1 Remarks from Mr. George Okutho, International Labour Organization (ILO), Country Director

The workshop was opened by Mr. George Okutho, the International Labour Organization (ILO), Country Director. Having experience developing labour market information systems in East African countries for many years, this workshop was very close to his heart. Mr. Okutho was particularly interested to learn what the team has done differently. He expressed concern that systems were established however did not continue because a user-friendly system should be established that stakeholders value to continue to supply information. An effective labour system can provide, “an essential basis for employment and labour policies and can inform the design, implementation, of more responsive policies that are better focused and targeted.” Its functions are to facilitate labour market analysis; provide basis for monitoring and reporting on employment and labour policy performance and act as a mechanism for coordinating different actors and institutions that produce and utilize labour market information and analysis. There needs to be assurance that the data provided is of good quality, credible, robust and up to date.

The mapping of the Zambian Labour market information and skills anticipation system, was commissioned to take stock and review existing practices and capacities; develop concrete recommendations for improvement and strengthening the skills anticipation component of the existing labour market information system. This mapping aligns with draft Decent Work Country Programme for Zambia, which aims at contributing towards having an improved framework for development of skills that increase productivity and employability among youths, advancing gender equality and contributing to Zambia’s Vision 2030.

2.2 Remarks from Ms. Unami Mpofu, African Union Development Agency-NEPAD (AUDA-NEPAD), Senior Programme Officer - Skills and Employment for Youth

Upon welcoming all distinguished participants in attendance, Ms. Mpofu noted the diversity of actors was confident that there will be a rich level of engagement. The Skills and Employment for Youth Programme works in the collaboration with SIFA programme through the support of the German Development Cooperation (GIZ) and the European Union (EU). The African Union (AU) Development Agency is emerging from the Kagame Reforms which were instituted the African Union Heads of State in 2017. AUDA-NEPAD has been accorded the mandate to provide technical advisory support and capacity development to member states. These activities occur in one-third of the fifty-five (55) countries of the AU. Therefore, there is keen interest to understand and learn the best practices in Zambia. Ms. Mpofu underscored that the LMIS is only useful if it is effective in that the data mining, analysis and used for evident based policy making. She conveyed that, “We can develop a system that can enable us to predict the number of the jobs and quality of skills required to drive economic growth.” A 2017 study showed that by 2030, we would require 440 million jobs, i.e. 20 million jobs per year. Therefore, this activity is at the centre of the African Union Agenda 2063 and now ‘we’ can assert what an inclusive and prosperous continent and Zambia look like. To contextualise, for those persons born in 2017, they are accounted for in 440 million. There is need to understand which jobs will be created and enable young people to have hope and the future. It is imperative to make a difference at household level or challenges of the youth resulting to malice such as drugs and trafficking that could affect communities and societies. By looking at the supply and demand one can predict, understand the which jobs will be created in Zambia’s productive sectors and institutions ready to deliver skills training at a quality

required. The expansion of the African Free Trade Area requires the sectors to grow, be productive and be competitive, and this can only happen if we have the right skills in place. Once studies have been conducted, AUDA-NEPAD will compile and broadly share the body of work with other member states. As a final observation, Ms. Mpofu commended the leadership and concerted efforts of all the team, ILO and institutions represented in the workshop.

2.3 Key Note Address by Mr. Chanda Kaziya, Permanent Secretary, Ministry of Labour and Social Security (MLSS) delivered by Mr. Cyprian Mayamba, Director – National Productivity Development

The Permanent secretary's address focused on the importance and rationale of an effective Labour Market Information System. The mapping exercise was conducted with the ultimate objective of providing concrete and actionable recommendations for the improvement and strengthening of the existing system. Zambia, recognises the important role that an effective LMIS plays in informing policy, development of forward-looking human resource plans and tracking the impact of national programs toward achieving more equitable labour market outcomes. Specifically, the rapidly growing young population in Zambia and the relatively low pace of job creation are a cause for more determined action. In line with the Seventh National Development Plan (7NDP), the Ministry of Labour and Social Security acknowledges that the accurate capturing and dissemination of labour market information is fundamental to the development of more informed and responsive policies and development strategies.

Mr. Mayamba walked through Zambia's progress, mentioning in the recent establishment of a Labour Market Information System, the regular execution of Labour Force Surveys, since 2008; the institutionalization of National Skills Surveys, development of the Industrialisation and Job Creation Strategy (IJCS), and the establishment of the Skills Development Fund (SDF). Thus, the results of the mapping exercise can improve employment realities for Zambian youth. A more effective system can support students and workers to make wiser career moves through facilitated access to employment oriented education, trainings, and skill development. Moreover, improve employers' growth prospects because they will more easily access their skill and competency needs from the labour market.

MLSS thanked the ILO for commissioning the relevant assignment as well as the African Union Commission, the AUDA (NEPAD), the German Development Agency (GIZ) and the European Union for supporting this Skills Initiative for Africa Programme in Zambia by providing availing the resources that made the assignment possible. MLSS looks forward to continued collaboration to implement the recommendations presented in the report.

2.4 Remarks by Ms. Sabine Klaus, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Deputy Program Manager - Skills Initiative for Africa (SIFA) Programme

Despite not being physically present, Ms. Klaus was honoured to present virtually and engage in the different components. As Skills Initiative for Africa (SIFA) brings together different organisation and institutions, her presentation will provide information on Skills Initiative for Africa (SIFA) Programme and indicate areas in where parties can participate with the programme.

The Programme has two components, Finance Facility (KfW) and Technical Cooperation (GIZ). With the finance facility, the programme works in 8 countries namely, Cameroon, Ethiopia, Ghana, Kenya, Nigeria, South Africa, Togo and Tunisia. While the Technical Cooperation components aims to reach all AU member countries. The Finance facility has 3 investment windows, that is: (I) Large Skills Development Investment Projects (II) Skills Development Investment Projects and (III) Innovation Skills Promotion Pilot Projects all proposed by training entities and/or private sector companies.

The core of SIFA, as mentioned by Unami Mpofu, is to dialogue on good practices, examine knowledge base and use this knowledge effectively and create partnerships between supply and demand side and match the youth to employment opportunities. Then underline this with policy recommendations that to do this efficiently.

The African Skills Portal for Youth Employment and Entrepreneurship (ASPYEE), under the AU webpage features good practices in member states. There is material on advancements, profiles,

policies, private sector engagement, recognition of high learning, formalising the informal sector and macro-economic studies. Participants are invited to have a look at the portal for access valuable information and can submit information regarding Zambia for the portal to be livelier and engaging. Another portal brought together in 2017 titled Africa Talks Jobs to Africa Create Jobs. In 2018, more employers came to table to discuss how to engage in the area on skills development. The private sector demanded more labour market information and models on how partnerships can be organised for training and employment. Currently, regional coordinators have been assigned to map stakeholders, collect and disseminate knowledge and explore opportunities. GIZ also works on the African Continental Qualification Framework with the European Training Foundation to facilitate mobility of learners and workers and recognition of diplomas and certificates between countries. Ms. Klaus urged the participants to engage with SIFA in order to achieve activities together.

2.5 Presentation by Ms. Naomi Lintini, International Labour Organization (ILO), Chief Technical Advisor - Skills Initiative for Africa (SIFA) Programme

Ms. Lintini made a presentation explaining the Skills Initiative for Africa (SIFA) Programme – Skills Anticipation Component. The component interacts with African Union (AU) Commission, the AUDA-NEPAD, the German Development Agency (GIZ) and the European Union to support capacity building of member states to identify and strategically address current and future labour market skills needs. It has the ultimate objective minimizing gaps between demand and supply of skills within countries and in the continent. The purpose of SIFA-Skills Anticipation Component is to address mismatch between demand and supply of skills which contributes to costly economic inefficiencies, leading to, difficult transition from education to productive employment for citizens; under-utilization of existing skills and limited portability of skills and qualifications within the country, across countries, and regions. Referring to Ms. Klaus's introduction to the African Continental Qualification Framework, if a country has the intention for their qualified citizens to travel to other countries and gain employment then a country to ensure the skills they possess are responsive to labour market needs.

Ms. Lintini emphasized governments should make Skills Anticipation a strategic imperative to ensure labour market actors identify and prepare to address future skills needs, with the view to avoid gaps between the demand and supply of skills. On the demand side, employers cannot locate skilled individuals and on the supply side training institutions express individuals are trained but cannot locate jobs, resulting in a mismatch. It needs to be adopted a national level to ensure that skills are available for the productive sectors that have been prioritized in the country. Training development systems should be aligned to produce the skills needed to priority sectors grow, develop and productive.

This component contributes to broader SIFA objectives that economic and social perspectives of young Africans are improved by improving the conditions for employment oriented Technical and Vocational Education and Training (TVET) in AU Member States. ILO specifically implements Component 3 titled "Capacities for Labour Market Forecasting and Skills Anticipation Enhanced". While ILO is aimed in supporting the whole African Union, activities currently are in 11 member states Burundi, Ghana, Guinea, Ethiopia, Kingdom of Eswatini, Mali, Mauritania, Tanzania, Tunisia, Zambia and Zimbabwe. The programme intends to cross fertilize ideas and strategies to ensure training systems produce skills needed for present and future needs of private sector.

The expected outcomes of the project are to increase appreciation of skills anticipation as means to achieve labour market responsive skills development in Africa and Zambia; provide guidance to member states on how to use skills anticipation as strategy for addressing imbalance in demand and supply of skills; provide tools and guidance note for Rapid Skills Assessment for quick identification of reskilling and upskilling needs arising from impact of COVID 19. Zambia has completed this Rapid Assessment. And lastly capacity building of labour market and skills development practitioners for effective generation, analysis and interpretation of labour market information and trends. All this to minimize the gaps between the demand and supply of skills.

3. Presentation by Consultants

3.1 Presentation of Mapping methodology, process and limitations by Chana Chelemu – Jere – Team Leader

Mrs Chana Chelemu – Jere gave a short introduction of the team responsible for the mapping exercise, which comprised as herself as Team Leader, Mr. David C Chakonta, Former Director TVET as Skills Development Specialist and Mr. Bruce Sianyeka as Statistical Specialist.

The presentation focused on the mapping methodology, process, limitations and definitions on key concepts. The objective the exercise was to (i) map existing labour market information and skills anticipation (LMISA) institutions; (ii) Examine their capacities, both weaknesses and strengths in collecting, analysing and disseminating data. In addition, (iii) look at the data infrastructure available and technologies. Lastly (iv) identify the approaches used in Zambia and highlight the best practices used to share.

Mrs. Chelemu – Jere described the adopted methodology. The study approach was a collection of quantitative and qualitative data, highly qualitative and primary data in nature. Primary data was collected through key informant interviews (KIIs) and focus group discussions (FDGs) with supply and demand side of the labour market and skills development actors.

Target respondents were supply (government policy makers, regulators, academia and research institutions) and demand (employers' organisations, associations, public sector ministries) and intermediary actors (public and private employment services) whom play a key role in matching skills.

The sampling framework contacted a final 121 respondents in 5 provinces, namely Lusaka (48%), Central (7%), Eastern (16%), Luapula (10%) and Southern (19%). The sampling framework as informed by Governments Regional Economic Strategy which highlighted key priority investment sectors through public pronouncements and organisation of Provincial Investment Expos. Probability and non-probability sampling designs were used. Through the probability the team selected institutions that were listed on ZAMSTATS register. Stratified sampling was adopted to have a representation of institutions from all different categories.

The tools for data collection included key informant interviews guides, focus group discussion (FGD) guides and structured questionnaires for key informants, selected employers and students/learners. 4 interviews took place, 2 focus group discussions (learners, lecturers and workers within the informal sector) took place. Secondary data was desk review of literature related to policy and legal frameworks, studies undertaken by ILO and ETF related to Labour Market information and Skills Anticipation.

The qualitative data as processed and analysed through ATLAS.ti which identified key thematic notes and clustered the information to derive the generic understanding and the quantitative data was assessed used SPSS where data was inputted into database to generate graphics presented in the report.

Respondents by category were largely from the demand side actors. The distribution of respondents per province and by LMISA system stakeholder categories were 48% Employers Organisations, Trade Unions, Associations, Chambers, Professional Bodies; 22% Learners; 22% Govt. Ministries, Sector Regulators and Professional bodies; 6% Informal Inclusive of Gig Economy) and 2% Research Institutions.

Finally, Ms. Chelemu – Jere explained the efforts that had been employed to collect information and presented limitations which included; (i) slow responsiveness of informants and securing appointments amid COVID 19; (ii) due to social and travel restrictions, research had to be conducted virtually, the team faced technology challenges due to intermittent internet and electricity access; (iii) low level of understandings of key concepts (LMI and Skills Anticipation) by actors; (iv) the sample size 121 is small but sizeable enough to make inferences and derive findings and provide sound recommendations; and (v) conflict meetings limited access to respondents of respondents at provincial level.

To wrap up this session, key concepts were defined and clarified. Labour Market Information was described using European Training foundation working definition. Labour Market Information was also

defined using the ILO/SAMAT Policy Paper No. 10 definition as: “Statistical and non-statistical information concerning labour market actors and their environment, as well as information concerning labour market institutions, policies and regulations that serves the needs of users and has been collected through the application of accepted methodologies and practice to the largest possible extent.” Skill Anticipation as “...a strategic and systematic process through which labour market actors identify and prepare to meet future skills needs.” Skills anticipation exercises can be carried out in two ways, forecasts and foresights.

3.2 Presentation of Key findings by Mr. David Chakonta, Skills Development Specialist – Former Director TVET

Mr. David C Chakonta reflected on the five key findings of the report.

Firstly, he shared graphics of conceptual models on how a LMIS can be built, structured and used. The models included, Components of Skills Needs Anticipation System developed by ILO; Approaches to Skills Anticipations by ILO; Integrated Labour Market Information (ILMIS) System; Centralized Governance Skills Anticipation System and Decentralized Governance Skills Anticipation System developed by the Organisation for Economic Co-operation and Development (OCED), European Union (EU) and ILO.

Second findings related to outlining local and international best practices. Mr. Chakonta presented International best practices guidelines to establish effective LMIS, which were listed as: Guidelines to establish an Integrated Labour Market Information (ILMIS) System by ILO; Development of Labour Market Information System (LMIS) Concept Paper by National Skill Development Corporation India (NSDC) and Skills anticipation in Finland developed by Cedefop Skills Panorama. The criteria to selecting the best practices were the potential for customization, adaption, use to improve Zambia’s labour information and skills anticipation system.

A local best practice is the delegated authority for professional bodies for self-regulation through acts of Parliament, such as accountants, engineers, surveyors, procurement. One of the legal requirements are annual reporting to parliament which includes membership data and can be used to project skills anticipation. Listing other local best practice, he proceeded to add:

- Governments level annual reports systems;
- Legal establishments of ZAMSTATS;
- Employment Code 2019 which established a skills advisory committee in Ministry of Labour and Social Security (MLSS);
- Water and Supply and Sanitation Council’s skills advisory group;
- Establishment of the Labour Force Survey;
- Consistent Skills and Demand Survey Programme established in partnership with Ministry of Labour and Social Security, Ministry of Higher Education (MoHE), Zambia Statistics Agency ZamStats and Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA)
- Introduction of National Occupational Standards (NOS) developed 12 occupations standards in 2 of the priority sectors of the 7NDP

He explained that the third key findings were regarding Labour Market Information and Skills Anticipation Policy and Legal, demand and supply side Frameworks. Government has prioritized potential sectors cited in Vision 2030 and National Development plans which the addition of Labour Market Information Policy. Provision of ZamStats Act No. 13 Of 2018 also trigger more coordination and synergies of LMISA Actors.

Through analysing the institutions governance, coordination and structure it was identified that the missing components regarding LMISA Governance are lack of comprehensive Labour Market Information System; Lack of dedicated LMIS Unit (in MLSS there is a desk coordinated by Planning Department); No functional electronic LMIS database, there is manual database coordinated by Planning Department there has been support from development partners but there is challenges faced by capacity to populate the database and no electronic software to make it fully functional.

National social dialogue and coordination structure was lacking, there were sectoral committees however not a national level. The existing collaborative partnership between MLSS, ZamStats, MoHE and TEVETA has potential to drive advancements in LMISA. There is an underutilization of Vision 2030 primary reference to stimulate social dialogue and coordination of LMIS, though it does highlight key priority sectors, yet there is no explicit programme or role the LMISA system in 7NDP (2017 to 2021). However, the National Employments and Labour Market Policy it provides for the establish as system with no description of governance of the labour market.

In relation to Data Methods and Tools, findings revealed that Zambia's Labour Force Survey and other surveys are aligned to international standards and has indicators that can be used can contribute to LMISA. Findings further revealed that challenges related to the utilization of data; no data infrastructure that different actors can access and store; retrieving data is also bureaucratic process; government is no longer requesting information from ministries and lack of mandates on responsibilities which leads to delays and gaps in planning. It was found that Ethiopia has an established a LMISA which regularly reports to directorates to influence the national development plan, which is a case Zambia can adapt.

Lastly, the study expounded on the analytical capacity of institutions related to data tools, analysis, synthesis, interpretation, validation and dissemination. While there was relatively high capacity in developing tools and carrying out analysis, there was a gap in in interpretation which infers that translation of data into policy and institutional reforms is affected.

Presentation of recommendations by Chana Chelemu – Jere – Team Leader

The finding of the study made the following recommendations to address challenges identified and build on good practices;

1. MLSS should have an integrated LMIS and have a core unit that facilitates the governance of the systems and interact at various levels with task teams, advisory groups, advisory committees and steering committees. In addition, establish memorandums of understanding on how data can be accessed and regulated for information exchange.
2. Comprehensive support of the implementation of statutory provisions, policies and strategies is needed.
3. There is need for an electronic and online data and procurement of software to as a repository for data. As well as a need to establish and design vacancy barometers for employer service institutions to access demand and supply of skills.
4. It is essential standardized tools are developed for institutions that did not have these tools in place.
5. Trainings for labour market economists and analysts within MLSS and ZAMSTATS that would inform labour market information system users. In addition, Capacity building of actors ZamStats, MLSS, TEVETA, regulators, Public Employment Services (PES) and Private Employment Agencies (PREAS) to support design and development of tools, data collection, analysis, interpretation. As well as key concepts and responsibilities.
6. Need to establish a business repository to access micro- level data.

Taking everything into account, there is a need to address the identified gaps and adopting a comprehensive and integrated Labour Market System, which is functional and coordinated by the capacities of actors that are strengthened to collect, analysis, interpret, disseminate data, aligned to international standards with the ultimate objective to address skills mismatches in Zambia.

4. Discussion and Feedback

There were a number of exceptional suggestions made by the group, summarized below, that are related to additions to the report and collaboration in the establishment and implementation of an integrated Labour Market Information and Skills Anticipation system.

A representative from the Ministry of National Development and Planning made a comment that the National Development Plan indeed did not mention establishment of an LMISA. Currently the Ministry is drafting the Eightieth National Development Plan therefore it is this timely assessment and it will be pursued with consultation with the Ministry of Labour and ZAMSTATS. There are smaller systems that are being developed due to financial cost however synergies can be developed to develop a large system.

A member of the consulting team submitted that the Special Advisor to the President inquired if monthly job creation returns can be submitted to the Ministries and Statutory bodies.

The Ministry of Higher Education representation questioned the difference on the concept models presented and those in the report and asked all models are included in the report. The consultants responded that a follow up report will be send and models will be included in the Annex. More observations and inputs from the stakeholders are welcome.

Zambia Chamber of Commerce and Industry (ZACCI) expressed the presentation was insightful contribution and more facilitation with stakeholders is needed for key stakeholders to advance at the same pace.

The Ministry of Labour and Social Security did not establish LMIS yet introduced the National Employment Labour Market Policy cited in the report. Previously funding challenges affected implementation and government agencies have to mobilise and leverage on resources to establish a comprehensive system. These initiatives need to be supported financially.

Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) expressed the strong interest from TEVETA of the skills advisory group (SAG) and the National Occupational Standards. During curriculum development, there is a consideration amount of stakeholder consultation, however if the SAGs are institutionalised it will document all the skills that are required. This process is often long and costly therefore the introduction of the SAGs will ensure that TEVETA is more responsiveness to demands in a timely manner.

On behalf of Zambia Institute for Policy Analysis and Research (ZIPAR), a representative congratulated the consultants on thorough and extensive report and he iterated the importance of capturing micro-level information, examples are ZICA and EIZ who can contribute to providing micro-level information. Ms. Chelemu responded and agreed that as an add on to the report, the consulting team would look into non-traditional partners and identify other entities who have the capacity to generate data on the demand and supply side.

Ministry of Higher Education (MoHE) questioned if there was a timeline, scope and including a diagram on how the institutional framework would look like. The consultants informed that as a facilitator they are unable to provide a timeline however government will take ownership and implement the recommendations. The consultants are able to support the implementation of recommendations but timeline would be determined by the government. Regarding the pictorial representation of the institutional frameworks and arrangements, this can be inserted in the report.

The ILO Lusaka office proposed that for the purpose of sustainability, Ministry of Labour and Social Security are appropriately positioned to convene with stakeholders.

5. Adoption of Validation Report

Finally, the participants endorsed the report and on behalf of the Ministry of Labour and Social Security, Ms. Patricia Muchanje thanked all consultants, participants in attendance at the workshop and accepted the report.

6. Next Steps

There will be several immediate outputs from the workshop which include finalisation of the report by the consulting team. Inputs from the participants and their representative organisations can be sent to Mr. Gerald Tembo of the International Labour Organisation or any member of the consulting team. The summary report of the meeting and presentations to circulated to participants.

The next steps towards implementation involve cross-examining recommendations of the report and finalise and publish the report and begin cooperation with government and key stakeholders on the chosen recommendations.

7. Close of Meeting

Mr. Gideon Chibuye representing ZACCI congratulated the team on reaching consensus and thanked the consultants in their effort in preparing the report. He emphasised that the private sector would like to continue to be involved to bring about accomplish economic objectives. Mr. Chibuye strongly encouraged the Secretariat to move forward on the next phase of the development of LMISA as soon as possible.