

**COMMUNICATION STRATEGY AND PLAN
FOR
THE MINISTRY OF LABOUR AND EMPLOYMENT**

August 2014

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EXECUTIVE SUMMARY

The Ministry of Labour and Employment embarked on an exercise of developing a Communication Strategy to enhance its visibility and to raise awareness among the stakeholders about the work of the Ministry. The Communications Strategy and Plan fulfills the requirements of the Key Result Area in the Ministry's Strategic Plan - **Communication**. The Strategic Plan recognizes that Communication is central in the processes that will be geared towards achieving the Ministry's mission, vision and goals. Without a sound Communications Strategy and Plan, the Ministry may struggle to achieve its mission and objectives of promoting and facilitating employment opportunities, skills development, good labour relations and healthy and safe working conditions.

The Communication Strategy maps a way through which the Ministry's local and international stakeholders will know about its mandate in a way that can promote stakeholders' support and buy-in of its programmes. The Ministry's stakeholders, including the communities based within the 10 districts of Lesotho, and the Labour and Employment organizations in Lesotho and outside the country, are the main targeted beneficiaries of the programmes implemented by the Ministry. This Communication Strategy proposes methodologies and systems that will package information in such a way that all stakeholders, in all categories, will know about the purpose of the Ministry of Labour and Employment and its programmes. Through implementation of this Strategy, stakeholders' buy-in, support and participation will be promoted. It provides solutions for communicating with internal stakeholders (those based within the Ministry) and external stakeholders.

INTRODUCTION

The Ministry of Labour and Employment developed this Communication Strategy to enhance the way it communicates with its stakeholders, both internally and externally. As the first step in the process of developing the Strategy, a situation analysis was undertaken to better understand the context and the relevance of the Strategy. The analysis was drawn from the data reviewed on relevant documents as well as stakeholders' consultations. Key to the consultations was the engagement of the members of staff from the Ministry of Labour and Employment, both at the Headquarters and at the district levels including the senior management. Other stakeholders consulted include the Trade Unions, Employers Associations, the Labour Court and the Directorate of Dispute Prevention and Resolution (DDPR). The Ministry dedicated a team of programmes coordinators to work with the Consultant to analyse the situation and to determine the messages that need to be communicated to the stakeholders.

The situation analysis is an important process for building a communications strategy as it clarifies the basis for developing such a strategy. With the situation fully analysed and understood, it was easy to develop the Strategy that clearly answers the communications needs of the Ministry, with itself and its stakeholders.

The situation analysis established the problem regarding communication of labour and employment issues in the country. It made it easy to determine what the objectives of the Strategy are. Moreover, the analysis covered the review of existing communications and outreach mechanism that have been employed by the Ministry and its partners before. Further, it allowed an analysis of stakeholders so that choosing the relevant communications channels for disseminating the messages becomes an effective task. From the situation review exercise, an analysis of strengths, weaknesses, threats and opportunities (SWOT) was done. The SWOT analysis was done and was complimented by an exercise that identified strengths that can be more enhanced, weaknesses that can be turned into strengths, threats that can be turned into opportunities and opportunities that can be maximized to benefit the Ministry even more for improved communication.

This Communication Strategy is a map that outlines how the Ministry should engage with its stakeholders. It provides a clear analysis of stakeholders by classifying them into three main categories of; (i) Primary Stakeholders, (ii) Secondary Stakeholders, (iii) Tertiary Stakeholders. The classification of stakeholders will make it easy for the Ministry to communicate relevant messages to relevant audience using relevant communication channels. Two main approaches of communication are charted in the Strategy; (i) Face-to-face / Interpersonal Communication and (ii) Mass Media Communication. Those are the main approaches that can be used to communicate to both internal and external stakeholders depending on the goal of communicating. The Strategy also contains key messages of the following programmes of the Ministry:

- i. General Administration
- ii. Migrant Liaison
- iii. Inspection and Industrial Relations
- iv. Workman's Compensation
- v. Occupational Health and Safety
- vi. National Employment Services
- vii. Labour Court and Labour Appeal Court
- viii. Trade Unions and Employers Associations

The Strategy also includes the Monitoring and Evaluation (M&E) Plan, which will be used to continuously measure the performance of implementation of the strategy. The M&E Plan outlines success indicators through which the effectiveness of the communication strategy will be evaluated. Monitoring and evaluating the implementation of the Strategy throughout its implementation phases will enable the Ministry to identify gaps about the Strategy and facilitate early re-strategizing where necessary.

The strength of every strategy is in its implementation. Its implementation depends on a good plan and allocation of necessary resources. The Communication Strategy also attaches the work plan and budget that shows what needs to be done to achieve the set objectives of the Strategy and how much it will cost. The Action plan includes the following information:

(i) Objectives of the Strategy; (ii) Activities that will be undertaken to meet the Objectives; (iii) the sub-activities under each activity; (iv) the timeframe; (v) the inputs required to undertake each of the activities, as well as; (vi) the budget needed to fund the strategy.

From the consultations made, it was revealed that the Ministry has a great gap of a clear communication protocol. Often, stakeholders are not sure whom to consult for which issues. The Ministry as well is not consistent in communicating through clear channels to its stakeholders. Another big problem that the Ministry faces is that of managing risk and crises. It was revealed that the Ministry deals with resolving crisis and managing risk concerning workers who go on strike demanding more wages or better working conditions. These strikes happen in Lesotho and in South Africa, be it in the mines, farms or other production industries. To address this need, the Strategy also includes a Communication Protocol that outlines the proposed standards and principles of engaging the Ministry's Stakeholders. There is still more work to be done on the Protocol as it has to be agreed upon by the Ministry itself. However, what is provided in this strategy, is a framework and some proposals on common standards and principles for organizations of similar nature.

METHODOLOGY

To develop this Strategy, an integrated approach was used. The Consultant started with the review of literature (relevant documents of the Government and those of the Ministry) complimented by stakeholders' consultations. Documents were sourced from the Ministry of Labour and the ILO Programme named Better Work Lesotho. They included the following: the National Strategic Development Plan (NSDP), Ministry's Strategic Plan, the Labour Code Order of 1992, Labour Code Amendment Act of 2006, Labour Court Rules, Labour Code (Codes of Good Practice) Notice of 2003, National Employment Policy, the Public Service Agenda – Concept Note to Revitalize Efforts to Improve Public Service Delivery, Technical Memorandum: Lesotho Labour Administration Needs Assessment, Labour Code Wages (Amendment) Notice of 2013 and Lesotho Decent Work Programme Phase II (2012 – 2017). On the other hand, consultations covered several members of both the internal and external stakeholders to the Ministry of Labour including Senior

Management, staff members from both Headquarters and districts, members of the Trade Unions, Employers Associations, donors representing the following organizations: The Lesotho Labour Council (LLC), Lesotho Congress of Democratic Union (LECODU), Lesotho Trade Union Congress (LTUC), Congress of the Lesotho Trade Unions (COLETU), International Labour Organization Programme – Better Work Lesotho, Lesotho National Union of Mine Workers, TEBA, Refugee Commissioner Officer at the Ministry of Home Affairs, Textile Workers Trade Union, Lesotho Employers Association, NACOLA, Directorate of Dispute Prevention and Resolutions (DDPR), Industrial Relations Council, and the Lesotho Labour Council. This exercise was particularly undertaken with the aim of enriching the analytical framework that forms a basis for designing the Communication Strategy. The following are the representatives of internal stakeholders consulted from different levels including those based in the districts; District Labour Officers (DLOs), Headquarters staff members and senior management, including the Principal Secretary and the Labour Commissioner.

The consultations were intended to reveal the communications needs of the stakeholders and to get feedback from them on the most suitable and effective methods of communication. To engage stakeholders, the following methodology was used; (i) Group discussions with the Ministry’ staff from headquarters and from the districts, as well as some external stakeholders; (ii) Group discussion with the Ministry’s management team; (iii) Interviews with individual stakeholders representing both internal and external stakeholders (iv) Targeted interviews with the media to understand the best methods of engaging them on labour and employment issues. All consultations inquired from the participants what their views were regarding the Ministry’s performance on communications. Also, the discussions were led in a way that revealed which communication strategies have been employed before; and how those worked and which challenges were experienced. The consultations created a platform where participants gave their views on the best communications strategies they think will work to advance the mandate of the Ministry of Labour and Employment.

RATIONALE FOR DEVELOPING THE COMMUNICATION STRATEGY

PROBLEM STATEMENT

Between 2007 to date, the Ministry has been operating without approved Strategic Plan. That prohibited the Ministry to engage strategically with itself and its partners. As part of the broad Government mandate, the Ministry of Labour is contributing to the efforts of poverty reduction and economic growth as espoused in the National Vision 2020 and the National Strategic Plan 2013 – 2017. In 2013, the Ministry embarked on an exercise of strategic plan development. The Strategic Plan (SP) is now planned to be implemented within a period of five years; 2013 – 2018. “...the Strategic Plan is expected to enable the Ministry to pursue a strategic engagement with key stakeholders and social partners to achieve its stated objectives” (Strategic Plan 2013-2018:8). The gist of the objective of developing the strategic plan rests on strategic communication. Without clear communication strategy, it will be difficult to engage key stakeholders into the business of the Ministry.

Further, as indicated in the strategic plan, despite many years of existence and many interventions targeted at addressing the labour and employment challenges, the Ministry still faces huge challenges characterized by “high levels of unemployment and under-employment, inequality and discrimination, violation of employment standards and fundamental rights at work, and unacceptably high levels of workplace accidents and injuries” (SP 2013-2018:17).

Moreover, the Ministry failed to undertake awareness campaigns on the Action Programme on Elimination of Child Labour (APEC) as well as Social Mobilization as was planned, due to lack of resources.

Inadequate communication is also implied in the SP, thereby culminating to the problems of poor leadership, no teamwork and no clarity on roles and responsibilities.

The review of the situation of the Ministry revealed that the Ministry deals with crisis resolution most of the time due to the complexity of labour issues. Among other things, crisis is caused by workers' strikes for increments, workplace fatal accidents, non-compliance to health and safety rules, etc. Dealing with crises requires a sound communication strategy to ensure that disputes are resolved harmoniously, thereby preserving image of the Ministry and the economy of the country.

RATIONALE AND OBJECTIVES OF THE COMMUNICATION STRATEGY

From the reviewed situation of the condition and status of the Ministry, it is clear that effective communication within the Ministry and between the Ministry and its stakeholders is urgently needed. If the Ministry is to achieve its Vision of being "A United and well-resourced leading Ministry in the provision of quality services to its clients and stakeholders in accordance with domestic and International standards by 2018", effective methods of communicating have to be put in place and resources be availed for efficient implementation.

In accordance with the SP, the new Vision of the Ministry is about repositioning itself in a way that it can achieve more visibility and be indispensable. It intends to build a positive profile and image to all its stakeholders, locally and internationally. Repositioning any organization means aggression in communicating the mandate of such an organization by using effective approaches that reach all the intended audience.

Having a positive image is not only good for stakeholders' buy-in but it also helps to mobilise resources from donors with ease. The SP gives a hopeful statement that the Ministry stands a good chance to be incorporated into the governing body of International Labour Organization (ILO), thereby obtaining a platform to market Lesotho. The SP further suggests some of the communications strategies that can be used to market Lesotho including participation of the Ministry in high profile international activities and contributing to relevant international publications.

The Mission Statement also highlights the importance of "promoting and facilitating employment opportunities, labour market driven skills development, harmonious labour

relations, social security, social justice, healthy and safe working conditions, efficient disputes prevention and adjudication through social dialogue and tripartism in adherence to international and domestic labour standards” (SP 2013-2018:21).

Crises within the Ministry are those ultimate unplanned activities that test the Ministry and its relevant stakeholders. During crisis, conventional management practices are inadequate and ways of responding usually insufficient. It is therefore important to have a strategy that will chart a way of communicating during crisis times to safeguard the image of the Ministry and of the country. This Communication Strategy provides a Communication Protocol that outlines basic principles and standards for communicating during crisis. It highlights the importance providing a well-managed response that will leave stakeholders with a favourable impression and renewed confidence in the affected company and the Ministry as a public service entity.

Looking at all the challenges mentioned above, it is evident that a Communication Strategy will be an answer to the Ministry’s need to be a better and efficient Ministry that is trusted and respected by its stakeholders for efficiency and effectiveness in its service delivery. The Strategy packages the methodologies to be used to communicate in a way that good results can be achieved. Without a clear direction of communicating to stakeholders, both internally and externally, the eight goals of the SP will not be achieved. The success of the Ministry of Labour in undertaking its mandate, as allocated by the Government of Lesotho, depends heavily on strategic communication. Communication is at the center of all efforts that are meant to respond to the problems outlined in the SP.

The Communication Strategy is a map and plan that outline the activities that are aimed at raising awareness to relevant stakeholders on the labour and employment issues, as well as building the profile of the Ministry. It is a document that highlights a two-way communication that provides for opportunities of feedback from stakeholders. This Strategy is aimed at ensuring the success of the Ministry’s efforts and initiatives addressing problems of Lesotho’s economy that are related to labour and employment issues, characterized by the awareness among stakeholders as well as participation and buy-in of stakeholders.

OBJECTIVES

The following are the broad objectives of the communications strategy:

1. To educate stakeholders about the issues of employment and labour.
2. To raise awareness about rights of employers and employees as provided for within the national–(labour) legislation(s) and international conventions and treaties.
3. To provide a clear guidance regarding crisis communication to employees and employers.
4. Clarify communication protocol within the Ministry and with external stakeholders.
5. Improve Public Relations of the Ministry

SWOT ANALYSIS

The following section covers the analysis of the Ministry’s Strengths, Weaknesses, Opportunities and Threats (SWOT) and outlines the suggested ways in which the conditions can be improved to better serve the interest of the Ministry.

STRENGTHS	SUGGESTED WAYS OF IMPROVING ON THE STRENGTHS
<p>1. Ministry has a Radio Programme on Radio Lesotho twice a month at 9:15pm on Wednesdays.</p>	<ul style="list-style-type: none"> ➤ Improve frequency of the Programme, and its timing to be listened by many people. ➤ Diversify and use other programmes such as Seboping on Radio Lesotho because it is listened by many people. ➤ Change the programme into phone-in to allow feedback. ➤ Advertise programmes ahead of time to ensure improved listenership. ➤ Make programmes more interesting by introducing the human element
<p>2. Ministry has an internal newsletter covering Ministry’s activities (black and white hard copies)</p>	<ul style="list-style-type: none"> ➤ Make the publication aesthetically appealing by making it glossy and colourful and share it electronically. ➤ Establish a central information center for staff who do not have access to computers.
<p>3. Ministry has allocated some budget for communication activities</p>	<ul style="list-style-type: none"> ➤ Information Office to exercise smart planning and concentrate on priority areas

4. Some tools and resources are available for communications activities (e.g. Cameras, internet, etc.)	<ul style="list-style-type: none"> ➤ Maximise the use of existing tools and resources by coming up with new ideas; e.g. photo gallery, online news, weekly calendar, etc.
5. Information Office has qualified and experienced staff	<ul style="list-style-type: none"> ➤ There is a need to advocate for refresher courses to keep staff members current, up-to-date and motivated. Also, it is important to advocate for staff members to rotate in taking part in important missions in and outside the country to strengthen confidence and capacity.
6. Political will – Management, including the Minister, is highly supportive of Communications work.	<ul style="list-style-type: none"> ➤ Use management more in the activities of media campaigns and maximise the good relations.
7. Internal Communication is established through the use of deliveries by the drivers and messengers.	<ul style="list-style-type: none"> ➤ It is important to device communication methods that are faster and more effective and efficient. For example, the use of Internet and telephone can speed up the communications internally with those at the headquarters and those based in the districts.

WEAKNESSES	SUGGESTED WAYS OF TURNING THEM INTO STRENGTHS
1. The existing Radio Programme is pre-recorded and does not allow feedback.	<ul style="list-style-type: none"> ➤ Ensure that radio programmes are live to allow feedback and clarifications.
2. The existing newsletter is inconsistent and its circulation is limited to internal staff.	<ul style="list-style-type: none"> ➤ Increase the coverage of news in the newsletter so that it becomes relevant to external stakeholders.
3. The Ministry has limited resources for communications activities (e.g. transport, internet, computers).	<ul style="list-style-type: none"> ➤ Advocate for improved budget allocation and resources sharing to fulfill communications mandate of the Ministry.
4. Lack of continuity of working	<ul style="list-style-type: none"> ➤ Have an M&E Plan and regular reports on

<p>strategies (e.g. previous efforts to design website, newsletter, radio programme.</p>	<p>implementation of the Strategy.</p>
<p>5. Limited sharing of information to stakeholders (e.g. as reports, mission reports, implementation of agreements from international conference.</p>	<ul style="list-style-type: none"> ➤ Explore other media channels in disseminating messages e.g. TV programmes (short messages on TV screens), Using Cartoons to disseminate messages, Newsletter (glossy and colourful) be well written and edited, billboards, newspapers, sms, and others. ➤ For internal communication explore the use of Internet and telephone more.
<p>6. Some programme managers have no interest in communications activities and they are not supportive</p>	<ul style="list-style-type: none"> ➤ Have clear schedules of engaging managers in different programmes. Make managers accountable on their commitment to communications activities, by having the schedules endorsed by the executive management.
<p>7. Information Office sometimes is disorganised in sharing information and communicating schedules for media programmes.</p>	<ul style="list-style-type: none"> ➤ Disseminate schedules of media programmes ahead of time and make efforts to be more organized and follow up accordingly.
<p>8. Information is disseminated mainly through Government media, especially radio. Too narrow coverage.</p>	<p>Diversify and expand coverage in disseminating information by using mix of channels and other media houses besides the Government.</p>
<p>9. Internally, inspectors do not understand the law in the same way (uniform understanding of the law) and interpret messages differently and therefore give different messages to the clients.</p>	<p>Messages that are in the Communication Strategy have to be communicated consistently to avoid confusion.</p>

OPPORTUNITIES

SUGGESTED WAYS OF TAKING ADVANTAGE OF THEM

<p>1. The Ministry is in the process of improving internet connection in</p>	<ul style="list-style-type: none"> ➤ Use emails and the website to disseminate information (e.g. use intranet to communicate
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other offices.	internal issues).
2. The Ministry is in the process of developing a new website for the Ministry and will be up and running in before the end of this financial year.	➤ Use the website to disseminate the Ministry's information and ensure that it is regularly updated. Keep it current (news section, events, photos, etc).
3. The Ministry has a good rapport with the local media.	Involve media in all of the Ministry's activities through different strategies e.g. media conferences, media releases, some trainings where necessary.

THREATS	SUGGESTED WAYS OF TURNING THEM INTO OPPORTUNITIES
1. Local media lacks interest in development issues	Involve media in all of the Ministry's activities through different strategies e.g. media conferences, media releases, some trainings where necessary.
2. Governance /management at the Ministry have no system of engaging the media and no dedicated person for communicating to the media.	With the communication strategy, develop the communication protocol to be observed by all. Ensure that is endorsed by the executive management.
3. Negative image of the Ministry among stakeholders.	Implement the Communication Strategy and have workshops with all staff at different levels on customer care, improve manning of the reception, improve the reception area at HQs and in the districts, improve image of receptionists and ensure they are present at all times (here named switchboard operator), publicise complaints procedure to the clients widely and coordinate it within Information Office.
4. Customers sometimes threaten	Have one of the Information Officers based at the Technical

<p>staff due to stress caused by poor service given previously or poor understanding of the Ministry of Labour's role.</p>	<p>Labour office; disseminate messages of anti-harassment of employees of the Ministry of Labour at notice boards.</p>
<p>5. Limited funds prohibit us from providing full and efficient services to ex-miners.</p>	<p>Advocate for improved budget allocation and sharing of existing resources.</p>

TARGET AUDIENCE

The following is a list of stakeholders for the Ministry of Labour and Employment. They have been classified into three categories based on the documents reviewed and stakeholder consultations; primary, secondary and tertiary stakeholders.

(i) **Primary stakeholders** are those who are intended to benefit directly and/or participate in labour-related activities. They are people upon whose reaction (support, behaviour change, buy-in, etc) is the main indicator of success.

(ii) **Secondary stakeholders** on the other hand are those who can influence the intended reaction of the primary target stakeholders.

(iii) **Tertiary stakeholders** are those whose actions indirectly aid or hinder the expected reaction of the primary stakeholders and the secondary stakeholders (for example social, cultural and policy factors that create enabling environment to sustain desired reaction of targeted beneficiaries).

Following consultations made and the literature reviewed, it was established that the stakeholders for the Ministry of Labour and Employment in Lesotho are as follows:

PRIMARY STAKEHOLDERS

- Workers - All male and female workers found at different industries and organizations in Lesotho. This is a group of people who are governed by the Labour

Code, which is the basis for the existence of the Ministry of Labour. They are the ones upon whom change is expected to happen after this Communication Strategy is implemented.

- Male and female Basotho working in other countries; including the farms, the mines, domestic workers, and other industries.
- General public (prospective workers).
- Employers – owners of businesses and managers of different organizations in Lesotho.
- Employers of Basotho people in other countries; for example, in mines, farms, industries, homes, etc.

SECONDARY STAKEHOLDERS

- National Advisory Committee on Labour (NACOLA) – advises the Minister on a range of issues including legislation amendments.
- Wages Advisory Board (WAB) – reviews minimal wages and standards of employment.
- National Advisory Committee on Occupational Safety, Health and Welfare (NACOSH) – advises Minister on issues related to occupational health and safety.
- Industrial Relations Council (IRC) – advise on qualifications and appointment of presiding officers and Assessors of Labour Court and directors.
- Directorate of Disputes Prevention and Resolution (DDPR) – to prevent and resolve trade disputes through Conciliation and Arbitration.
- Employers Association
- Relevant Government Ministries – e.g. Ministry of Home Affairs, Ministry of Justice, etc.
- Civil Society (LCN, Christian Council of Lesotho)

- The academia (National University of Lesotho, Lerotholi Polytechnic, IDM, LIPAM, etc)
- The Private Sector (Businesses, financial institutions, development organizations, etc)
- The media and media regulatory bodies (radio stations, television stations, print media including newspapers, magazines, Lesotho Communications Authority, Media Institute of Lesotho)
- Religious Organizations

TERTIARY STAKEHOLDERS

- The Prime Minister's Office
- The Cabinet
- Parliamentarians
- The Donors (ILO and other donor agencies)

KEY MESSAGES

The following section covers the broad messages of employment and labour that are generated from the documents, and through a working session with the Ministry's technical team.

LABOUR MIGRATION

Problem

Basotho workers and ex-workers, from South Africa and other countries, have a poor understanding of labour issues and their rights as workers. This puts them at a risk of being easily cheated. Because they do not know their labour rights, they are always willing to pay for services at private companies, which are offered for free by the Ministry of Labour. For example, after retrenchments in the mines, their benefits delay to reach them. Instead of working through the Ministry to access their benefits, they go to private companies that are established to make money out of them. In cases where the workers are deceased, dependents do not know what benefits are due to them. In their attempts to

recover the deceased's benefits, they do not work through the Ministry. Instead, they engage private companies that charge them exorbitant prices for the same services that are offered for free at the Ministry. In addition, domestic workers are at more risk as they are mostly not protected by law because the law is not allowing for certain positions to be availed in other countries, especially in South Africa. There is a need to make them understand the governing laws so that they make informed decisions. There is a need to regularize migrant domestic labour.

Messages

1. There are procedures that need to be followed to work legally outside the country. For example, (obtaining work permit) most countries will request that you apply for a work permit before you start working. Unskilled and semi-skilled labour is normally very difficult to work in SA. However, if one gets a job in SA, he/she must ensure that they have a work permit before they start. Without a work permit, it may be difficult for a foreign worker's rights to be protected.
2. In accordance with the Lesotho Labour Code, all workers have rights to be paid, rights to be compensated, freedom of association, rest period, and rights to be paid while on sick leave.
3. Ex-miners are provided with free services at the Ministry of Labour and Employment. Unscrupulous companies tend to charge unreasonably high fees for services that are provided for free by the Ministry. It is advisable to be patient and wait for the Ministry to provide services freely to avoid losing money to the many companies that charge exorbitant figures (e.g. 45% of the total benefit).
4. There are many cases of trafficking in persons that Basotho need to be aware of and avoid being victims. Always verify the availability of positions in the said countries and the legitimacy of the organizations claiming to have vacancies, with the Ministry of Labour and Employment before accepting the offer.

INSPECTION AND INDUSTRIAL RELATIONS

Problem Statement

Employers and Employees have poor understanding of the Labour Code. This causes conflicts, which lead to loss of jobs by employees. Sometimes it leads to payment of compensation for unfair dismissal by employers due to lack of understanding of procedures for dismissal. Many people still do not know child labour is a criminal offense. Many employers do not comply with minimum wages. People do not understand the varying functions of the statutory bodies vs the Ministry. For example, people do not understand how minimum wages is determined. Trade unions are not assisting the workers on labour issues. Workers are sometimes given dismissal threats if they consult Ministry of Labour on unfair practices. Foreigners are also being trafficked into Lesotho and they are always in despair, as they do not know where to go for help.

1. Employers must have a reliable insurance for themselves and their employees against work-related accidents and fatalities.
2. Employees need to distinguish between the dispute of right (the law already provides for, e.g. non-payment of wages) and dispute of interest (e.g. increment beyond statutory requirements). Failure to do so will lead to loss of jobs by engaging in illegal strikes. Sometimes, employers may incur unnecessary costs for unfair dismissals.
3. Employers have to understand that it is a fundamental right of the employees to join trade unions of their choice without approval/ consent by the employer.
4. Employees need to know the Ministry of Labour and Employment can represent them during all disputes for free.
5. Many workers start working without knowing the biographic details of their employers. When they have disputes, it is always difficult to follow-up on the

employer. It is important for employees to always get those details and where possible, always require a written contract before they start work.

6. Foreigners trafficked into Lesotho is on the rise. Employees are encouraged to report any suspected incidences to the Ministry. Employers are cautioned that trafficking in persons is a crime in Lesotho.

WORKMEN'S COMPENSATION

Problem Statement

Workmen's Compensation is a fund established to administer benefits of mineworkers from South Africa. We have established an account in SA that is keeping the benefits of workers. Sometimes it is difficult to trace beneficiaries to a point that those benefits accumulate and they are not claimed. (Not sure whether the candidate is dead). Tracing them is always a problem as they do not give clear physical addresses. Private companies charge exorbitant fees for assisting to recover the benefit as opposed to the Ministry, which does it for free.

On the other hand, local companies are obliged by the Workmen's Compensation Act to compensate employees for injuries sustained at work and for occupational diseases. Sometimes employers do not insure the workers as per requirement of the law. Where they are insured, they do not report the cases to the Labour Commissioner, which is against the required procedure. (Maybe they are avoiding increase of premiums). Employers sometimes dismiss employees for claiming compensation or sometimes the relations become sour. Workers are not aware of their rights regarding workmen's compensation. Sometimes those who know, voluntarily injure themselves or expose themselves to risky situations so they can be compensated, even though they do not even know the procedure to be followed in claiming for compensation.

Messages

1. It is the right of every employee to get compensation for getting an accident or death at work.
2. Employers and employees are obliged to report accidents that happen at work as soon as possible.
3. Ex-miners are provided with free services at the Ministry of Labour and Employment. Unscrupulous companies tend to charge unreasonably high fees for services that are provided for free by the Ministry. It is advisable to be patient and wait for the Ministry to provide services freely to avoid losing money to the many companies that charge exorbitant figures (e.g. 45% of the total benefit).
4. Employers need to know that it is a legal requirement to insure employees against workplace accidents and death.
5. Ministry of Labour and Employment does not compensate workers for accidents or deaths but it ONLY facilitates and ensures payment of compensation by the relevant employer.

OCCUPATIONAL HEALTH AND SAFETY

Problem Statement

Employers and Employees have poor understanding of the Labour Code. Employees are given protective clothing but sometimes they do not use them. Sometimes they are given protective equipment, which is not accredited and therefore unsafe. Employers do not report accidents and we are not able to assist in prevention mechanisms. Workers are always threatened with dismissal when they do not agree to work without protective equipment. Such dismissal would be judged as unfair.

Messages

1. It is important to comply with law pertaining to the use of appropriate personal protective clothing/equipment at work to avoid unnecessary accidents and fatalities.
2. Employers should undertake a risk assessment at the workplace in order to prevent accidents and injuries and the outcome of the Assessment must be shared with employees. This will help to raise consciousness of workers to complying with the law of using PPE/clothing.
3. Employers need to ensure that they report accidents to the Labour Commissioner within three days. It is the responsibility of the employees to report all accidents to the employer and the office of the Labour Commissioner regardless of the severity of the accident. (Section 101 and Section 102 of the Labour Code).
4. Employees need to know that if they are found to have self-inflicted, they will not be legible for compensation.

NATIONAL EMPLOYMENT SERVICES

Problem

Employers and Employees have limited knowledge and understanding and appreciation of services provided by the National Employment Services (NES) and they reject or are reluctant to allow NES to provide services in their areas. There are no laws protecting NES to demand information from relevant stakeholders, especially regarding the collection of information for Labour Market Information. The Ministry is now on the campaign for localization. We do not have laws and clear monitoring mechanisms to enforce the action. The country faces increasing problems of unemployment for skilled and unskilled job seekers. Most young people do not have proper career guidance on the right choices for the careers they want to pursue.

Messages

1. We provide job seekers registration, job canvassing, vacancy registration, placement, career guidance and counseling, self-employment promotion, labour market information;we enroll students for Ntlatso Skills Training Center (NSTC) countrywide.
2. Labour Market Information is important for informing and guiding policy makers and other stakeholders on relevant employment issues.
3. Job seekers are advised to register with NES regardless of their qualifications so they can be assisted with placement and or training on employable basic skills.
4. Ntlatso Skills Training offers three months courses on basic employable skills such as carpentry, brick laying catering, sewing, plumbing, motor mechanics, panel beating and spray painting, etc. They are offered to people with Primary Certificate (Std 7) ageing between 15-55 years.
5. We provide career guidance to enable high school students to make informed career decisions.

LABOUR COURT AND LABOUR APPEAL COURT

Problem Statement

People are not able to distinguish between disputes that need to go to DDPR and those that need to go to Labour Court. Some insist on taking disputes that are supposed to be taken to DDPR to the Labour Court. People do not know the timeframes set for opening cases. Sometimes they end up losing the case because of late filing. Most people are not aware of the role of the Labour Court and how it operates. There is a misconception that Labour Courtsupersede the tribunal offered by DDPR.

Messages

1. Labour Court of Law have exclusive jurisdiction on certain labour related matters. We deal with retrenchments, cases of unfair labour practice, cases of unfair

dismissal where the reason for dismissal is participation in a strike or lock-out, interpretation of the labour law. Labour Court reviews the decisions of the DDPR. It enforces arbitral awards of the DDPR (e.g. to make them pay, or perform required action, e.g. reinstatement)

2. DDPR on the other hand, resolves disputes by arbitration of the following nature:
 - I. Disputes referred by agreement,
 - II. Disputes concerning application or interpretation of a:
 - a) Collective agreement
 - b) Breach of a contract of employment
 - c) Wages order
3. Dispute concerning underpayment of any monies due under the provisions of the code.
4. Unfair dismissal for any reason other than the reason referred to in Labour Court.(Amendment Act Section 226).
5. The difference between Labour Court and Labour Appeal Court – Labour Appeal Court hears appeals and reviews decisions of the Labour Court.
6. How Labour Court relates with DDPR – when a case is referred from DDPR, Review application is lodged with Labour Court within 30 days of receipt of the date the award was served on the applicant. Labour Court may condone late filing of an application, for good reasons shown.
7. Labour Appeal Court hears all decisions of the Labour Court. Appeal maybe lodged with Labour Appeal Court within 6 weeks of the judgment of the Labour Court. Labour Appeal Court may condone late filing for good reasons shown.
8. Criminal Labour Appeals – can be heard at Labour Appeal Court from Magistrate courts.
9. Labour Appeal Court hears administrative decisions; (e.g. severance pays)
10. Labour Court hears appeals from the decisions of the public service tribunal.

11. Labour Court hears disputes of workers unrepresented and for free. Complainant may need to pay for the revenue stamp only.

TRADE UNIONS AND EMPLOYERS ASSOCIATIONS

Problem Statement

Most people join unions when they have problems. They do not know that even those who are not members of the union can still get assisted from the Ministry. Registered unions do not comply by submitting annual returns. When they change physical address, they do not notify the office of the Registrar of Trade Unions and Employers Association. Trade Unions cheat workers when they are paid through the union. Monies paid through the union are usually charged certain fees and that is fraud, theft and cheating.

1. People must make decisions of joining unions not when they already have problems with their employers because they will be taken advantage of by such unions. E.g. they get charged high joining fees, and other monies claiming to be fees for express services.
2. Unions must comply with the law to return annual returns. Failure to do so can lead to deregistration.
3. It is an obligation of the Union to notify the Ministry when they change physical address or even administration/governance structures. Failure to do so is an offense liable to a fine.
4. It is a constitutional right of every worker to join any union they want to join without the approval of their employers (Freedom of Association - A right to join and not to join).
5. It is a criminal offense for unions to take workers money when they are paid through such a union. Unions should not take benefits of the workers when the employer had agreed to pay through the union. Complainants must know that they are entitled to receiving their money in full.

COMMUNICATION APPROACHES

INTERNAL COMMUNICATION

The Strategy addresses both the internal and external communication generated by the Ministry of Labour and Employment in communicating with itself (internal communication) and with its stakeholders (external stakeholders). The Ministry's success in implementing this Communication Strategy is centered around effective internal communication. Internal stakeholders; management, staff members of all levels, are the brand ambassadors of the Ministry. They are the ones who need to know fully the mandate of the Ministry, its programmes and activities so as to spread the same messages in different forums where they communicate with external stakeholders. **Internal Communication** is an integral part of communicating issues of labour and employment in this country. Effective internal communication is one of the key enablers of employee engagement towards achieving a common goal. Key to the success of an organization is communication from within. In order to effectively engage in two-way symmetrical information sharing, communicating internally is essential.

External Communication, on the other hand, covers how the Ministry interacts with stakeholders outside the organization as classified under three categories. This may be with the public, partners, community organizations, local authorities as well as funding organizations.

Internal communication on labour and employment issues is targeted at members of staff working within the Ministry of Labour and Employment

COMMUNICATION WITHIN THE MINISTRY OF LABOUR AND EMPLOYMENT

The modes of communication to be used internally will be electronic, through print media and through face-to-face communication, also known as interpersonal communication. Communication between the Ministry and other government ministries/departments is vital for increased knowledge and understanding of labour issues, including the labour code. Due to the fact that labour and employment issues affects the majority of the population of Lesotho in all its cadres and categories, it is important that communication strategies drawn take that into consideration and caters for a wide spectrum of tastes, interests and aspirations. The following strategies are seen as vital for communicating internally with the Ministry staff members and the relevant Lesotho Government Ministries.

ELECTRONIC COMMUNICATION- Messages will be delivered and accessed electronically through computers and telephone.

- **INTRANET:**The Office of Communication is advised to develop an intranet, which will be computer network that uses Internet protocol technology to share information, operational systems, or computing services within an organization. The term is used in contrast to Internet, a network between organizations, and instead refers to a network within an organization. An Intranet will be used within the Ministry as a tool that facilitates communication between staff members to improve the data sharing capability and overall knowledge base. This communication tool will be an internal website and will be useful for communicating internal issues of the Ministry. The Intranet will have controlled access and will be used to communicate to staff relevant internal information on labour and employment; for example important reports, missions, announcements on meetings, new appointments and other related issues.
- **E-MAIL:**Has become a vital part of daily communication in most businesses. It delivers messages instantly and to multiple receivers without much cost. It is recommended that the e-mail platform be adopted by the Ministry, as an official communication channel to communicate official messages to internal stakeholders.

An email is part of the strategy to enhance communication amongst the Ministry's staff, including those who are based in the districts. E-mail is a platform that will be used to also communicate with external stakeholders faster and with less cost. Having e-mails as an official communication model will require the Ministry to set up a central mail storage management with backup system. Once e-mail is regarded as official business communication model, it is recommended that the Ministry sets all staff on an e-mail platform and create groups for ease of communication to multiple receivers. With the system set up, e-mail will then be used to share important messages including documents and source feedback on issues. E-mail allows this process to happen quickly and easily. Once the e-mail is established as an official platform, decisions communicated via this platform will be taken as official, just as letters are. For example, notifying people about missions, acting positions, etc, can be communicated through the e-mail platform. For that reason, it will be important that the Ministry applies security measures to the e-mail system so that it is not easily violated. The more ways the Ministry will use the e-mail platform for running business, the more necessary it will be to engage the Information Technology department to assist with an effective e-mail storage management.

- **TELEPHONE:** Short of talking with someone face-to-face, a phone call is the best way to get a personal response. If the person called is available, one can take care of business on the spot. With other forms of communication, such as texting or email, one leaves a message and hope for a quick response. Phone calls have a vocal backup in the form of voice mail. The caller can leave a detailed voice message, without the restriction of a certain number of characters or typing a text message on a tiny cell-phone keypad. An effective telephone system is also important to enhance internal communication. Telephone communication can be between two or various employees when teleconferencing is used. The Ministry's offices at Headquarters and other offices including those based at the district can enhance communication and disseminate certain messages verbally among employees. For example, announcements, certain updates, invitations to meetings and events, can easily be discussed through a telephone conversation. As part of the Strategy, it is recommended that the Ministry install telephone connection to all its

offices. Updates, announcements and invitations can be discussed verbally over the phone amongst employees. A telephone can also be used as a verbal interactive communication platform by creating a teleconference. Teleconferencing calls bring people together from all over the organization at a fraction of the cost of travel and meeting facilities. Attendees can phone to join a virtual conference room where members can interact with the moderator and other members. Where necessary, conference calls can be used in conjunction with video conferencing to view presentations, ask questions via the Internet and discuss answers with all attendees.

USE OF MEDIA FOR INTERNAL COMMUNICATION–Media can also be used to deliver internal messages. Over and above the use of an intranet and e-mails to share internal messages, it is recommended that the Ministry can use Print Media to disseminate internal messages.

- **PRINT MEDIA:** The most relevant media channel for internal communication within the Ministry is the print media in a form of a newsletter, which can be produced periodically and disseminated to internal staff members. The advantage of a newsletter is that it is a record that can be referred to in future. As an internal publication, it does not need to be expensively produced. To augment communication that go through Internet based networks, the Ministry can produce a newsletter and other printed materials (e.g. brochures, leaflets, posters, etc.) and disseminate them to internal stakeholders. The newsletter will contain internal news, including for example, capacity building stories, sharing of latest reports on missions attended by the staff members, as well as human resource issues. The Newsletter can be produced monthly and be brief, interesting and easy to read.

INTERNAL FACE-TO-FACE COMMUNICATION– This is a very effective form of communication as it provides immediate feedback between the sender and the receiver/s of the message.

- **MEETINGS:** Team meetings are very effective for sharing information on internal issues with staff members. The Ministry is encouraged to use scheduled periodic

meetings to discuss issues and ensure that feedback is sought from members of staff. The Ministry of Labour and Employment is criticized by its staff members for lack of teamwork and engagement of staff on issues that concern them. Meetings are usually very good for engaging people and interacting with them personally. They are helpful in building good relations. They make people feel important and valued. If used effectively, meetings can solidify the Ministry team and boost the morale of the staff members, who are currently feeling unvalued and with no sense of belonging within the Ministry. To enhance the engagement of staff further, it is important to have scheduled meetings with the district officers as well. This is a group of staff members who usually feel left out and not valued within the Ministry. The same forums can be used to get feedback from stakeholders so as to influence decision-making. General staff meetings are also vital for sharing information on labour and employment issues, especially on the progress of implementing certain laws, policies, treaties, as well as reports and results of studies and surveys. It is through such forums that all staff members will be empowered to be a brand ambassador for the Ministry to be able to share appropriate messages where relevant. Labour issues are many and varied and affect almost all of us. It is therefore important that employees are well equipped with information and have a common understanding and interpretation of the laws such they can comfortably share relevant messages to fellow citizens even in the villages where they reside.

EXTERNAL COMMUNICATION

External Communication refers to messages that are communicated to external stakeholders within the three levels of primary, secondary and tertiary. The specific messages for each priority stakeholder will vary depending on the target population. In general terms, the strategy will rely on the use of Multimedia (mass media, small media, and internet) and Face-to-Face/Interpersonal Communication. Each of these methods is useful for communicating different types of information to different stakeholders. For example, mass media such as TV advertisements is quite effective for delivering simple messages or small bits of information. In some cases, mass media is most effective if it is

supported by interpersonal communications, which can reinforce messages delivered from multimedia channels by providing detailed information tailored to specific individuals.

The Ministry of Labour and Employment Communications Strategy uses both methods of communication in order to provide for maximum reinforcement of messages. Taken together, these methods form an integrated, multi-channel approach. Messages delivered by one channel will be reinforced by complementary messages from other channels. The following section describes the suggested channels of communication for climate change.

FACE-TO-FACE/INTERPERSONAL COMMUNICATIONS

(Meetings, workshops, training sessions, public gatherings, etc)

Interpersonal communications, also known as face-to-face communication will be used as a platform to discuss labour and employment issues with relevant stakeholders. Interpersonal communication is an information sharing platforms not only to benefit the beneficiaries but also to serve as feedback mechanism for the Ministry. Interventions using interpersonal communications will be undertaken through the following activities:

- **MEETINGS:** Stakeholders meetings will be used to share relevant information with stakeholders regarding the issues of labour and employment, reports, new changes in laws and policies and treaties, results of relevant studies, etc. During the stakeholders' consultations, meetings were cited as very effective ways of sharing information with stakeholders and giving the Ministry feedback personally. Such meeting will need to be well structured, with schedules communicated ahead of time and participants invited ahead of time. Pre-scheduled meetings where possible are recommended to enable good participation of stakeholders. It is recommended that all issues affecting the stakeholders of the tripartite body be shared through meetings to allow stakeholders to ask questions and get clarification and understand their role in implementing changes regarding labour and employment (for example changes in Labour Code, Treaties, Ministry structural changes, etc.). Meetings are also good for building strong relations with stakeholders as it gives them a platform to interact personally. Where relevant, meetings will be reinforced

by workshops and/or detailed training sessions whenever need arises for skills development for stakeholders.

- **SPECIAL STRATEGIC EVENTS:**It is important that citizens see the Ministry of Labour as a caring Government body, advocating for and protecting the rights of workers. Celebrating important days that are relevant to workers is very important for boosting the image of the Ministry. The celebrations must be celebrated in collaboration with workers, unions, employers, and other relevant stakeholders. The following Important International Days are seen as needing attention from the Ministry. The Ministry is encouraged to consult the International Labour Organization and where possible partner with them to celebrate the following days:
 - i. INTERNATIONAL WORKERS DAY – ON THE 1ST OF MAY
 - ii. WORLD DAY FOR SAFETY AND HEALTH AT WORK – ON THE 28TH OF APRIL
 - iii. WORLD DAY AGAINST CHILD LABOUR – 12 JUNE
 - iv. WORLD AIDS DAY – 1ST DECEMBER

Celebration/commemoration of the mentioned days has to be well structured and organized, targeting high profile personnel to participate. For example, events have to feature the Honourable Minister of Labour and Employment and a representative of the UN family in Lesotho. Where possible, some of the events can even target the Prime Minister to participate. An important element of organizing events of this nature is to ensure publicity, as part of raising awareness about important subject matter of the day, thereby raising the profile of the organization by showing how important the Ministry is on labour and employment issues in the country. Media therefore, should be the Ministry's greatest partners to achieve wider publicity on its different issues.

- **STRATEGIES FOR INVOLVING MEDIA IN MINISTRY'S ACTIVITIES:**The Media plays a very important role in disseminating information in Lesotho. The consultant consulted with Media Institute of Lesotho (MILES) and some journalists representing different media houses to determine how much they know about issues of labour and employment and how best media can be utilized to publicise information from the Ministry. The main issue that all sectors in this industry raised werethat they lacked

knowledge on what the Ministry does and the laws governing labour and employment. The following are the suggested strategies for media involvement in the Ministry's business:

- i. **MEDIA TRAINING:** There is a need to train journalists to report appropriately on issues of labour and employment as a way of empowering them with knowledge and skills. With the media trained, it will be easy for them to analyse complex issues and make them palatable for the ordinary Basotho who consume their news.
- ii. **MEDIA AWARDS:** To motivate an improved reporting on labour and employment issues, it is recommended that the media be given awards annually for outstanding performance on reporting on labour issues. The awards should target both individual journalists and the media houses. With such incentives, the media will be motivated to report on labour and employment issues, thereby improving awareness of such to workers and employers.
- iii. **NEWS RELEASE/PRESS RELEASE:** The Office of Communications needs to write news release, which is usually a brief piece of information shared with the media on the upcoming/past event, and it covers all the basic information of what, where, why, when, who and how. Every News Release has to bear all contact details and a contact person because the expectation is that there will be follow-ups with the Ministry for the media to expand on the perspective they want to take of the information shared. News Releases were cited as very effective by the local media during consultations. They provide researched information and relevant facts and that minimizes misrepresentation of the organization by the media.
- iv. **NEWS/PRESS CONFERENCES:** This is usually an event where an organization invites journalists to listen to a certain specific message to give them an opportunity to ask questions and take photos. The Ministry is encouraged to hold news conferences periodically to report to media how they are implementing their programmes. Over and above the scheduled news

conferences, they can also be made part of all the important events, e.g. celebration of important days, to allow media a platform to raise their questions on topical issues for appropriate reporting. To ensure effectiveness of news conferences, it is important to always prepare a statement for the Minister, Principal Secretary or Commissioner to read to the media. The statements should, as much as possible, have researched facts and statistics to assist the media to report appropriately and quote reliable facts and statistics.

- v. SEMINARS/CONFERENCES: The Office of Communications is encouraged to hold a seminar or conference once a year to raise awareness about a certain selected topic. It can be a topic on one of the thematic areas of the Ministry where a forum, in a form of a conference or seminar can debate and share information on that subject. For example, as part of raising awareness about wage increment, the Office can arrange a session where stakeholders can share information regarding the reasons for adjusting wages with a particular rate. With this kind of publicity, citizens will be aware of the relevance of the Ministry and will have more trust that it represents them and protect their rights.

- vi. USE OF EXISTING MEETINGS AT THE DISTRICT LEVEL: The Ministry of Labour and Employment is encouraged to always find a way of including a relevant agenda item on the agenda of the District Administrator's meetings. Sharing information at this platform will be highly effective as the important offices at the district level will be aware of the work and activities run by the Ministry. With knowledge shared at this forum, it will be easy to turn the district stakeholders into brand ambassadors of labour and employment issues, which affect all of us.

- vii. REFRESHER WORKSHOPS: Refresher workshops and training sessions on emerging issues that relate to labour and employment should be organized as per need for different relevant stakeholders, to build capacity and empower stakeholders with knowledge on issues of labour and employment.

- viii. PUBLIC GATHERINGS: These are common for addressing a big group of people through community structure, especially using the area chief as the convener. Public gatherings have to be held for big groups of workers to make them aware of certain issues that affect them. For example, the Ministry can have periodic public gatherings with prospective foreign and local farm workers before they leave for seasonal jobs and share relevant information at that forum. Public gatherings are traditional methods of communicating to the masses and they are effective as they create a platform for seeking clarifications and giving feedback. It is important that when this strategy is used, the area chief is involved and is used as a convener. With the area chief being the convener of the meeting, community will believe in the message they are told better than when it is the Ministry Officers. The area chief is supposed to be the ones to introduce the Labour and Employment officers to the community as his guests. If the community protocol is observed in undertaking public gatherings, the Ministry is sure to get the best out of such events and the messages will be more believable and the community members supportive.

- ix. ROAD SHOWS: They are very effective with pulling multitudes of people to a specific place to share a certain message. Its strength is in pulling the crowds through use of theatrical performances, music performance and other interesting activities. The Ministry will hold road shows at least once a year around the 10 districts of Lesotho sharing messages about the programmes and services offered at the Ministry to general public who will gather at

selected places. Road shows can be held in main towns or other popular places. They become more effective if advertised ahead of time.

USE OF MULTIMEDIA

Both mass media and small media will be used to raise awareness, increase knowledge about labour and employment issues and raise the profile of the Ministry of Labour and Employment.

The following are the channels of mass media and small media identified for use as part of the communication strategy; Print Media, Television, Radio, Billboards, Mobile phones, Internet based platforms including websites and social networks.

- **TELEVISION**–Television is a very powerful medium of communication due to its combination of sight, sound and motion in transmitting messages. However, in Lesotho, this medium cannot be used alone without complimenting it with other channels. Lesotho’s only TV station, Lesotho Television is accessible throughout the country through DSTV. However, due to the cost of installing a DSTV technology and maintaining it, through monthly or quarterly or annual payments, many people are not able to afford and therefore do not access the Lesotho Television station. There is a very small number of citizens who access it through a normal aerial though they receive it with a very poor signal and its coverage goes as far as Molepolole in the south of the country and Leribe in the north of the country. Television messages will be reinforced by messages broadcast on Radio. The Ministry should use television in disseminating its messages on labour and employment. However, due to its limitation of accessibility, it should be complimented by other channels of communication, such as radio and print media. Television programmes will be structured in such a way that they are made very interesting and are able to beat the competition with other foreign television stations accessed through the same

platform of a DSTV. The following are the suggested ways of packaging the messages:

- i. **USE OF DRAMA THEATRE:** It is recommended that the Ministry should have a drama programme on TV capturing salient issues of labour and employment in an educational manner using a lot of humour. Drama is used widely to disseminate development messages to capture many viewers.
 - ii. **USE OF SPECIAL PROGRAMMES:** The Ministry will have a standing programme on TV Lesotho using different anchors to bring out issues of employment and labour in a professional yet entertaining way. Using celebrities or public figure for such programmes can make them very popular and will be explored. Such programmes have to be well advertised through different media channels such as newspapers, radio and billboards, to ensure a good audience when they are shown. Featuring real workers can also make the programme popular, as people will identify with different stories and people they see on TV. With the stories of other workers told, others will be learning and understanding better the role of the Ministry and its programmes.
 - iii. **USING TV TO DISSEMINATE NEWS:** The Ministry should organize a schedule with TV Lesotho to feature news and advertorials about the Ministry and its work periodically. Such programmes should be phone in programmes allowing listeners to ask questions of clarity where necessary.
- **RADIO:** Radio is a widely accessed media channel compared to others such as television, print and Internet. Lesotho has a National Radio Station – Radio Lesotho, which provides coverage of almost 98% in the country. Apart from Radio Lesotho there are five commercial radio stations, namely MoAfrika FM, Harvest FM, PC FM, Thaha-khube FM, Tšenolo FM and Motjoli FM. Most of the commercial radio stations, except MoAfrica FM broadcast within a limited radius of Maseru up to Mohale’sHoek in the south and up to Botha-Bothe in the north. MoAfrika FM on the other hand, covers even some of the rural areas of Lesotho with about 60% coverage. Lesotho has only four community radio stations. Three of them belong to churches; Catholic Radio, Lesotho Evangelical Church Radio and JesukeKarabo FM.

There is only one community radio station that belongs to the residents of a particular area – Mafeteng FM. Mafeteng FM broadcasts within the area of Mafeteng only and cannot be accessed by listeners outside that area.

Radio is therefore to be used in the following manner to get the best results towards meeting the objectives of this Communication Strategy:

- i. SPECIAL PROGRAMMES ON LABOUR ISSUES – depending on the target audience, the strength of all radio stations have to be reviewed before taking a programme on radio. For example, to ensure that messages disseminated through radio reach the majority of the citizens of the country, it is advisable to use Radio Lesotho, which reaches even the remotest of areas in the country. However, with the competition posed by all the mentioned radio stations, the listenership of Radio Lesotho has declined in the past years. It is therefore recommended that, over and above using Radio Lesotho to disseminate the Ministry’s messages, other radio stations should also be used. MoAfrika FM is one of the popular radio stations among the ordinary Basotho and has a wider coverage. It should be used as an alternative to Radio Lesotho as it is also accessed in some of the remote and rural areas of the country. For the audience living in Maseru and the main towns where textile workers are found, for example Maputsoeand Mohale’sHoek, it is recommended that other commercial radio stations be used. Among them, PC FM and Harvest FM are very popular for their coverage of political and controversial issues.

However, it is important that in deciding to use any of the specified radio stations, the timing of programmes is reviewed thoroughly. Prime time; i.e. in the morning hours between 5:00 am and 9:00 am and in the evening hours between 6:00 pm to 9:00 pm, has to be considered for programmes. As revealed by stakeholders during consultations, the Ministry’s programme on Radio Lesotho, which is broadcast at 09:15 pm to 09:45 pm twice a month, is

not very popular. As a solution for this Strategy, it is recommended that the Ministry use radio slots that run over the weekend, and particularly Sunday afternoon. The assumption for lack of popularity of this programme is that, it is broadcast while most workers are still on their way home and during the week when there is so much competition with other radio stations. A Sunday afternoon programme is expected to catch them while they are relaxing after churches. To ensure that the programme catches the attention of the intended audience, it should be widely advertised on other media channels, including newspapers and television. A mix of radio stations has to be used for such programmes to catch varying audiences.

- ii. **RADIO DRAMA:** The Ministry is encouraged to develop a radio drama capturing important issues of labour and employment in an educational and entertaining way. Use of drama to disseminate messages is known to be highly effective, especially among people with a busy lifestyle, like workers. A radio programme can be structured into longer series and should rotate among different radio stations.
- **PRINT MEDIA** - The printed material ranging from brochures, flyers, booklets, newspapers, magazines and posters should also be explored for communicating issues of labour and employment. Printed communication products have a lasting lifetime compared to messages that are sent through other channels including radio and television. They can be archived for use as reference later. Small and catchy messages, which at times will be followed by pictures, are usually more catchy and can transmit messages faster, even to people who do not like reading or who cannot read. The printed material will be presented in both Sesotho and English depending on the target audience. The following print media products are targeted for use as part of this Communication Strategy:
 - i. **NEWSPAPERS:**In Lesotho, there are many newspapers with varying ownership, style and target audience. Commercial newspapers are more popular and are read by the majority of the literate citizens of Lesotho. Commercial Newspapers in Lesotho are the following: Lesotho Times, Public

Eye, Informative, Mosotho and Sunday Express. They are all published weekly on different days of the week. All the commercial newspapers are written in English language except Mosotho, which is in Sesotho. There are two main community newspapers and both of them are written in Sesotho. They are; (i) Moeletsi Oa Basotho owned by the Catholic Church and (ii) Leselinyana la Basotho owned by the Lesotho Evangelical Church. The other community newspapers are those that are owned by political parties and often sell the propaganda of particular political parties. For messages that are meant to be received by those members of the society who do not know English, the Ministry will use the Sesotho newspapers to communicate. Otherwise, all the English newspapers are at the disposal for the Ministry to use. One of these papers, Public Eye, is distributed even in South Africa, especially in the Free State and other areas where Basotho miners are known to be in big numbers. This newspaper will be used to target migrant workers who are in South Africa.

- ii. **MAGAZINES:** Lesotho does not have as many magazines as South Africa. Currently, there are only one lifestyle magazine, Finite magazine, which focuses on women's issues and lifestyle. There are two magazines that cover hard news such as business, politics and tourism. These are Visions Magazine and The Pinnacle. The other magazines are those that cover specific topics; Achiever is a Youth magazine covering issues of young people; while Faith is a religion-based magazine covering religious issues. It is therefore recommended that all the magazines be explored for use by the Ministry of Labour and Employment. For example, information regarding issues of National Employment Services (NES) can be shared through the youth magazine – Achiever. On the other hand, issues of labour court, migrant labour and other Ministry portfolio can be discussed through the hard news magazines. In a nutshell, all the magazines can be used to disseminate different messages on labour and employment issues targeting different audiences.

- iii. **INFORMATION, EDUCATIONAL AND PROMOTIONAL MATERIAL:** Those are the publications that will be developed by the Ministry and are published to be shared with different audiences. The Ministry will produce the following publications to raise awareness about the Ministry's programmes and educate people about the Labour Law:
- iv. **NEWSLETTER:** A quarterly newsletter will be produced and shared with different stakeholders across the country and in South Africa at different workplaces where Basotho work (e.g. mines and farms). The newsletter will share latest news of the Ministry and the new changes of the legislature concerning workers, where relevant. The Newsletter will be written in both official languages of Sesotho and English so that even employers who are not Basotho can be able to read it. It can feature statistics of accidents that happen at work, cases of compensation, best practices of complying with the Labour Code, results from the inspections, information on trafficking in persons and many more. The newsletter will be a glossy colourful publication to attract more readers. It will be branded by giving it an interesting title and by always presenting it with corporate colours for easy identification by the expected readers. For example, it can be named "Workers Bulletin", as a short and straight-forward title.
- v. **BROCHURES/LEAFLETS/FLYERS:** These will be glossy and colourful material containing specific messages about the Ministry of Labour and Employment. As part of branding the Ministry, they will always be branded with a logo, corporate colours and will bear the vision, mission and goals of the Ministry. These publications will be used to raise awareness about certain topics or programmes. They will also be used to educate the public about the Labour Law, policies, and regulations that concern workers and employers.
- vi. **BOOKLETS:** The Ministry will also produce easy to read booklets that interpret complex issues of the Labour Code. The Booklets will be written in both English and Sesotho so that they can meet the needs of all Basotho. The booklets will be shared widely with different stakeholders in Lesotho and

outside the country. The Labour Code booklet can even be developed into a publication that can be accessed easily through retail stores. If sold, it can generate some income for the Ministry, which can be used to increase awareness, education and advocacy for compliance with the law by all.

- vii. POSTERS: Short messages will be disseminated through posters written in Sesotho and bearing graphic images to emphasise messages even for those who are not able to read. The posters will capture short messages such as the following: “Child labour is a crime in Lesotho”, Don’t be a victim of Trafficking in person, always ask the following questions when offered a job outside the country or in another district...”, and many others. They will then be distributed to all public places including schools, clinics, churches, district administration offices, chiefs’ offices, etc.
 - viii. BILLBOARDS: These will be produced as part of awareness campaign on certain topics concerning labour and employment. They will be placed periodically along the main roads in all the 10 districts of Lesotho. Messages sent through billboards are often very short and are emphasized by graphics to make them easy to read and to remember.
- SHORT MESSAGE SERVICE (SMS)–is a text messaging service component of phone, Web, or mobile communication systems. It uses standardized communications protocols to allow fixed line or mobile phone devices to exchange short text messages. If there are recent studies showing how many Basotho have active mobile phones, the prediction is cell phones are so popular among communities, even in the rural areas. Sending messages through cell phones is very economical and fast. Messages sent through the cell phones have to be short and powerful. SMS can be used for announcements of events, changes in laws, and other important information, which can be shared shortened. However, it is important to inquire about coverage of existing networks prior to making a decision on the one to use, given that some places have coverage by Vodacom not Econet and vice versa. The

SMS can be entailed on the *call back* option and it takes only 24 hours for a client's message to reach intended beneficiaries.

- INTERNET-BASED PLATFORMS - Internet is mostly accessible to Basotho residing in the urban areas. It is difficult to access Internet in the rural areas. The Ministry of Labour and Employment will take advantage of the internet-based platform to disseminate messages on labour and employment issues. The following are some of the platforms that are proven to be highly effective for people who can access the Internet:

- i. WEBSITE: The Ministry is in the process of developing a website, which will contain all the information of the Ministry including news, photo gallery and labour and employment laws. This is a channel that will be mostly utilized to reach audiences living in the urban areas with Internet access. The good thing about the website is that it can be accessed throughout the world to those who have access to the Internet. It is therefore a very important communication tool that the Ministry will be having to share information with its stakeholders in Lesotho and internationally. It has to be a credible and reliable source of information. An effort has to be made to keep it current by regularly updating it with news, reports, photos, etc. The Office of Communication has to organize itself in such a way that it has someone dedicated to updating the website daily if needs be.
- ii. SOCIAL NETWORKS: This is a web-based service that allows individuals/institutions to create a public profile and to create a list of users with whom to share connection. Social network sites are varied and they incorporate new information and communication tools such as mobile connectivity, photo and video sharing and blogging. Social networking sites allow users to share ideas, pictures, posts, activities, events with people on their contact list. In Lesotho, the most popularly used social networks are facebook, twitter and Linked-in. The Ministry will create pages on such sites to share information about the Ministry with those users who can access the

Internet. The most effective element for using the social networks is their ability to create a platform where stakeholders will interact with the Ministry, give feedback and simply share relevant information.

MONITORING AND EVALUATION (M&E) FRAMEWORK

It is important to check periodically whether the objectives set within the Communications strategies are being achieved. Monitoring and evaluation is about measuring the results of communications so that necessary adjustments can be made to the strategy during implementation.

The Following is a table showing the implementation plan and indicators of success per activities mentioned.

NB: A detailed work plan with clear dates can only be finalized once the Strategy is adopted and approved.

Objective	Activities	Sub-Activities	Time Frame	Success Indicators
1. To educate stakeholders about the issues of employment and labour.	Undertaking of in-depth training on Labour Code and other labour related issues of the Ministry	Conduct training for trade unions and for the employers' associations and representatives.	Within 6 months from implementation period	2 main Trainings, conducted per annum focusing on employers separately and employees separately
	Build Capacity of staff to handle labour and employment issues, with the aim of empowering them to be good brand ambassadors for the Ministry.	Conduct a training workshop/ Meeting on Strategy implementation, Review with all staff and share information about the Ministry's programmes.	Within 6 months from implementation period	2 meetings per annum

2. To raise awareness about rights of employers and employees as provided for within the national legislation and international conventions and treaties.	Undertake publicity initiatives to inform different stakeholders about the role of the Ministry and its programmes.	Hold public gatherings at community level in all 10 districts of Lesotho.	Within 6 months from implementation period	1 public gatherings per district
		Hold Road shows for the public on labour and employment issues - for example to publicise NES and to raise awareness about trafficking in persons in the 10 district towns of Lesotho.	Once a year per district.	10 roadshows per annum
	Involve media to raise awareness on labour and employment issues	Train journalists on labour and employment issues.	Once a year	1 media training per annum
		Organise Media awards for remarkable performance in reporting on labour issues.	Once a year	1 event of media awards
		Organise news conferences for the media periodically	At least twice a year; one at the beginning of the year and the other at the end of the year.	2 news conferences per annum

	Use different media channels to disseminate messages on labour and employment	Conduct Radio Programmes in various radio stations	Weekly	At least 60 programmes per annum
		Conduct TV programmes on TV Lesotho	Monthly	1 TV programme a month
		Disseminate information through newspaper Adverts	Quarterly	4 copies of newspaper articles
		Disseminate messages through advertorials on selected newspapers	Quarterly	4 copies of advertorials articles
		Disseminate messages through selected newspapers inserts	Half yearly	2 inserts per year
	Produce Information, Educational and Communications Materials to raise awareness about the Ministry's mandate and labour laws.	Produce Quarterly Newsletter	Quarterly	4 Newsletters per Year
		Produce an Annual Report	Annually	1 Published Report per year
		Produce Information Brochures in Sesotho and English	Half yearly	2 Brochures per year (1 in Sesotho and 1 in English)
		Produce Posters Programme in English and Sesotho	Quarterly	8 Posters per year (4 with messages in Sesotho and 4 with messages in English)

		Produce information pamphlets on Labour and Employment issues	Annually	1 pamphlet per Annum reflecting short messages about labour and employment (1 in English and 1 in Sesotho).
		Send messages through cell phone sms	Quarterly	4 messages per year every quarterly disseminated through two main service providers
	Produce promotional materials to improve the corporate image of the Ministry	Produce corporate clothing bearing messages of the Ministry (e.g. T-shirts, Caps, Umbrellas, etc.)	Annually	400 caps, 400 t-shirts, caps and umbrellas
		Produce pull up banners bearing messages about labour and employment	Annually	10 banners bearing various messages, 5 in Sesotho and 5 in English.
		Produce gazebos with messages on labour and employment	Annually	2 gazebos bearing English and Sesotho messages
		Produce pen and pencil set with labour and employment messages	Annually	500 pen and pencils sets
		Produce calendars bearing messages on labour and employment	Annually	1,000 calendars
		Produce branded diaries bearing messages	Annually	1,000 diaries

3. To provide a clear guidance regarding crisis communication to employees and employers.	Build Capacity of relevant officials to communicate during crisis	Conduct a training workshop on crisis communication for the Minister and senior managers including the Spokesperson of the Ministry	Once a year	1 crisis communication training per annum
		Develop crisis communication guideline for the Ministry	Once off	1 crisis communication guideline
4. Clarify communication protocol within the Ministry and with external stakeholders.	Advocate for adoption of the suggested communication protocol through a communications mapping exercise	Hold a communication protocol workshop and map communication processes and agree on the right protocol	Once off	Approved communications protocol
5. Improve Public Relations of the Ministry with its stakeholders	Strengthen partnerships with relevant stakeholders for integrated approach to dealing with labour and employment issues	Attend joint training sessions to strategise on use of existing partnership between civil society and donor.	Quarterly	At least 4 meetings
	Jointly undertake activities to commemorate important international days that are related to labour and employment such as INTERNATIONAL WORKERS DAY – ON THE 1ST OF MAY ii. WORLD DAY FOR SAFETY AND HEALTH AT WORK	Establish an events committee to plan the commemorations and ensure that the events are well publicised and well attended	Observe days as per the calendar	Commemoration of all the 4 important days mentioned as per the calendar

	- ON THE 28TH OF APRIL iii. WORLD DAY AGAINST CHILD LABOUR - 12 JUNE iv. WORLD AIDS DAY - 1ST DECEMBER.			
To enhance communication with internal stakeholders	Maintain relations with internal stakeholders	Develop intranet as a communicating tool	Fortnightly	Intranet up and running
		Organise internal strategic meetings	Monthly	12 strategic meetings
		Produce internal bulletin/newsletter	Monthly	12 issues of the bulletin
		Organise internal workshops	Half yearly	2 workshop reports

STRATEGY REVIEW AND UPDATING

The Communications Strategy is a living document that is reviewed periodically (can be monthly, quarterly or yearly) to decide which strategies are effective and therefore need to be maintained and which ones need to be replaced. Out of every newly reviewed strategy will be an updated work plan and budget adjustments where necessary. The strategy is also reviewed such that it can be relevant to the dynamics of the ever-changing projects.

WORK PLAN AND BUDGET

Please attached.