



REPUBLIC OF ZAMBIA`

REPORT

OF THE

COMMITTEE ON ECONOMIC AFFAIRS, ENERGY AND LABOUR

ON THE

**REPORT OF THE AUDITOR GENERAL ON THE MANAGEMENT OF
OCCUPATIONAL SAFETY AND HEALTH FOR THE FIFTH SESSION OF
THE ELEVENTH NATIONAL ASSEMBLY APPOINTED ON TUESDAY,
23RD SEPTEMBER, 2015**

Printed by the National Assembly of Zambia

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REPORT OF THE COMMITTEE ON ECONOMIC AFFAIRS, ENERGY AND LABOUR ON THE REPORT OF THE AUDITOR GENERAL ON THE MANAGEMENT OF OCCUPATIONAL SAFETY AND HEALTH FOR THE FIFTH SESSION OF THE ELEVENTH NATIONAL ASSEMBLY APPOINTED ON TUESDAY, 23RD SEPTEMBER, 2015

Consisting of:

Mr G G Nkombo, MP (Chairperson); Mr E K Belemu, MP; Mr F Mutati, MP; Mr K J Pande, MP; Mr D Livune, MP; Mr N Chilangwa, MP; Mr W C Simuusa, MP; and Ms P M Mulasikwanda, MP.

The Honourable Mr Speaker
National Assembly
Parliament Buildings
LUSAKA

Sir

Your Committee has the honour to present its Report on the Report of the Auditor General on the Management of Occupational Safety and Health tabled in the House on 29th December, 2015.

Functions of the Committee

2.0 The functions of your Committee are:

- a) to study, report and make recommendations to the Government through the House on the mandate, management and operations of Government ministries, departments and/or agencies under its portfolio;
- b) to carry out detailed scrutiny of certain activities being undertaken by Government ministries, departments and/or agencies under its portfolio and make appropriate recommendations to the House for ultimate consideration by the Government;
- c) to make, if considered necessary, recommendations to the Government on the need to review certain policies and/or certain existing legislation;
- d) to examine annual reports of Government ministries and departments under their portfolios in the context of the autonomy and efficiency of Government ministries and departments and determine whether the affairs of the said bodies are being managed according to relevant Acts of Parliament, established regulations, rules and general orders; and
- e) to consider any Bills that may be referred to it by the House.

Meetings of the Committee

3.0 Your Committee held a total of four meetings to consider the Report of the Auditor General on the Management of Occupational Safety and Health.

Procedure adopted by the Committee

4.0 To help it fully appreciate and understand the issues raised in the Report, your Committee requested written memoranda from the following stakeholders, who also appeared before it and made oral submissions:

- a) Ministry of Labour and Social Security;
- b) Ministry of Mines and Minerals Development;
- c) Ministry of Health;
- d) International Labour Organisation; and
- e) Zambia Congress of Trade Unions.

Auditor General's Comments

5.0 The Auditor General submitted that the human, social and economic costs of occupational accidents, injuries, diseases and major industrial disasters had long been cause for concern at workplaces at national and international levels. Measures and strategies designed to prevent, control, reduce or eliminate occupational hazards and risks had been developed and applied continuously over the years to keep pace with technological and economic changes. Yet, despite continuous improvements, occupational accidents and diseases were still too frequent and their cost in terms of human suffering and the economic burden continued to be significant. In Zambia during the period 2002 to 2009, the rate of fatal accidents ranged from 22 to 134 per year, while non-fatal accidents ranged from 313 to 1,254.

Motivation for the Audit

The Auditor General submitted that a number of factors motivated the performance audit on Occupational Safety and Health (OSH) as set out hereunder.

a) Concerns from International Labour Organisation (ILO)

According to the ILO report titled “*Decent Work Country Profile Zambia - International Labour Organisation, 2012*”, the biggest challenge to maintaining a safe work environment in Zambia lay in the inadequacies of the institutions tasked to enforce regulations. Enforcement of safety and health legislation was severely constrained by inadequate funding which resulted in the lack of support infrastructure with which to carry out inspections, thus limiting the ability to carry out statutory functions.

b) Public Outcry

There had been a public outcry on occupational safety and health conditions in workplaces. Practical examples were the BGRIMM explosion in Chambeshi which claimed about forty-five lives in 2005 and the Nkana Shopping Mall construction site where there was an accident in 2013.

c) Results of Preliminary Study

The preliminary study conducted by the Office of the Auditor General from September to October, 2013, also indicated the weaknesses as outlined below.

- i) Inadequate personnel to carry out Health and Safety inspections.
- ii) Inadequate Legislation.
- iii) Lack of a National Policy.
- iv) Inadequate Funding.
- v) Lack of harmony among the various laws on OSH.
- vi) Non adherence of companies to OSH requirements.

Relationship between Key Players and Stakeholders of OSH

The Auditor General noted that there were various key players in the management of OSH who were responsible for workers' safety and health. These players are:

- a) Occupational Safety and Health Services Department (OSHSD) under the Ministry of Labour and Social Security responsible for regulating and inspecting occupational safety, health and hygiene in factories;
- b) Workers' Compensation Fund Control Board (WCFCB) under the Ministry of Labour and Social Security responsible for workers' compensation, occupational safety and health inspections in mining and non-mining private companies;
- c) Occupational Safety Health Institute (OSHI) responsible for workers health, occupational safety and health inspections; and
- d) Mines Safety Department (MSD) under the Ministry of Mines, Energy and Water Development responsible for regulating and inspecting occupational safety, health engineering and hygiene in mining companies.

Audit design

The Auditor General submitted that the objective of the audit was to assess the effectiveness of the Government's efforts to enhance occupational safety and health in Zambia. The audit focused on the provision of policy, legislative and operational frameworks by the relevant Government departments and statutory bodies to facilitate implementation of occupational safety and health services and the enforcement of standards in the country. The responsible

Government departments and statutory bodies were Occupational Safety and Health Services Department, Workers' Compensation Fund Control Board, Occupational Safety and Health Institute and Mine Safety Department. The audit covered the period from 2011 to 2014.

The audit was conducted in accordance with the mandate as provided for under Article 121(2) and (5) of the *Constitution of Zambia, the Public Audit Act, No. 8 of 1980*, Section 45 of the *Public Finance Act No. 15 of 2004* and International Standards for Supreme Audit Institutions, ISSAI 300, 3000 and 3200.

CONSIDERATION OF SUBMISSIONS ON KEY AUDIT FINDINGS

6.0 Your Committee considered submissions from stakeholders on key audit findings and made its observations and recommendations as set out below.

6.1 Lack of Policy, Legal and Implementation Frameworks on Occupational Safety and Health (Paragraph 3.2, Pages 23-26)

a) Lack of a Comprehensive National Policy on OSH

According to Articles 4 to 7 of the ILO Convention on Occupational Safety and Health No. 155 of 1981, that Zambia signed in 1981 and ratified in 2013, each member state is required to formulate, implement and periodically review a coherent national policy on occupational safety, occupational health and the working environment. Contrary to the Convention, Zambia has not formulated the comprehensive national policy on occupational safety and health in spite of OSH being a cross-cutting issue.

Comments by stakeholders

All stakeholders acknowledged the lack of a comprehensive policy on OSH. Efforts spearheaded by the Ministry of Labour and Social Security were underway to come up with a comprehensive OSH policy to address the gaps and challenges highlighted in the Auditor General's report.

Committee's Observations and Recommendations

Your Committee finds the lack of a national policy on OSH in the country not only unfortunate, but also highly unacceptable. Your Committee observes that the lack of such a policy has led to fragmentation of services and duplication of functions which has made the task of ensuring a safe workplace in Zambia unattainable.

Your Committee, therefore, strongly urges the Government to urgently formulate a comprehensive national policy on OSH and review the laws in order to streamline the overlaps and duplications on the management of OSH. Your Committee further recommends that the process of coming up with a new policy be coordinated by Cabinet Office to ensure proper coordination and success.

b) Lack of strategic planning for OSH

Three out of the four institutions audited had a strategic plan in place to guide their operations. However, the following were observed:

- Y **OSHI:** Despite the organisation having developed a strategic plan for 2009 to 2014, with the help of the Public Service Management Division, the strategic plan had not been implemented by the Institute.
- Y **OSHSD:** The Ministry of Labour and Social Security operated without a strategic plan between January 2010 and December, 2014.
- Y **WCFCB:** The Workers' Compensation Fund Control Board had a five year strategic plan for the period 2010 to 2015, which had been reviewed and updated; however, the strategic plan did not have any direct strategies on OSH.
- Y **MSD:** The Mine Safety Department under the Ministry of Mines had a strategic plan for the period 2008 - 2012, however, the strategic plan had not been reviewed or updated and the strategic plan did not have any direct strategies on occupational safety and health.

Comments by stakeholders

Ministry of Mines and Minerals Development: The Permanent Secretary submitted that the 2008 -2012 Strategic Plan was revised and replaced with the 2014 - 2016 Strategic Plan. However, as was the case with the previous Plan, there were no direct strategies on OSH. The omission of safety and health would be dealt with as the new strategic plan for the Ministry was being developed.

Ministry of Labour and Social Security: The Permanent Secretary submitted that the strategic plan was now fully operational for the period 2014 - 2016. However, in accordance with ILO Conventions 187, Zambia was required to also formulate an OSH Programme to effectively implement and domesticate the requirements of the Conventions. The Government was committed to doing so.

Committee's Observations and Recommendations

Your Committee observes that strategic planning is key to any organisation's success because it provides direction and outlines measurable goals. Your Committee notes that strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when necessary moving forward. Your Committee, therefore, expresses concern that the Auditor General revealed that the institutions that were subject of the audit either had no up to date strategic plans or their plans lacked direct strategies on how to address occupational safety and health issues.

Your Committee, therefore, urges all institutions that were found wanting by the Auditor General to urgently take appropriate measures to update their respective strategic plans in

order to bring them to the required standards as recommended by the Auditor General. Specifically, your Committee urges the affected institutions to develop and incorporate goals and strategies on how to address OSH issues.

6.2 Incompatibility of Current Laws with ILO Standards (Paragraph 3.2, page 27)

A review of the ILO report revealed that the current laws, namely: *the Mines and Mineral Development Act No.7 of 2008*, (in particular, Mining Regulations 1973), *Explosives Act No.10 of 1974*, *Occupation Safety and Health Act of 2010* and the *Workers' Compensation Act of 1999*, did not meet ILO standards on recording and notification.

Comments by stakeholders

Ministry of Mines and Minerals Development: The Permanent Secretary submitted that it was not possible for the Mines Safety Department to cover commuting accidents because MSD regulated operations covered by mining rights and confined to boundaries of mining rights. Therefore, commuting accidents were outside the jurisdiction of the Mines Safety Department.

Ministry of Labour and Social Security: The Permanent Secretary submitted that the Ministry was in agreement with the observations made in the report and the concerns had been included in both the draft National OSH Policy and the Draft revised Factories Act. He noted that both documents had been formulated in conformity with the necessary ILO Conventions Zambia had ratified.

Ministry of Health: The Permanent Secretary acknowledged the gaps identified and accepted that the review of the law was necessary in order to accommodate emerging events and challenges. The development of a comprehensive occupational health and safety policy would take into consideration the International Labour Organisation standards as well. The Occupational Safety and Health Institute had already embarked on conducting regulatory assessment through a consultant with the foresight to have recommendations from the assessment enshrined in the revision and updating of the laws and regulations.

Other stakeholders submitted that there was need to domesticate ILO Conventions in order to extend coverage of occupational safety and health services to various sectors, including agriculture and the informal sector.

Committee's Observations and Recommendations

Your Committee observes that ILO standards on occupation safety and health provide a comprehensive guide to all members that have ratified the respective conventions. Your Committee is, however, concerned that Zambia, despite having signed the relevant conventions on OSH, has not domesticated the standards into national law. In this regard, your Committee notes that the *Mines and Mineral Development Act, No.7 of 2008*, (Mining Regulation 1973), *Explosives Act, Chapter115, No.10 of 1974*,

Occupational Safety and Health Act of 2010 and the Workers' Compensation Act of 1999, do not meet ILO standards in many respects.

Your Committee, therefore, urges the Government to ensure that all the relevant pieces of legislation on occupational safety and health are urgently reviewed to bring them in line with ILO standards.

6.3 Effects of Underfunding on the Inspection of Workplaces (page 33)

The Department of OSHSD under the Ministry of Labour and Social Security received 99 percent of its funding in 2011. This, however, reduced to 67 percent of its total budgeted amount in 2012 and the situation further worsened in 2013, when the Department received only 28 percent. In addition, out of a total amount of K5,719,717 released by Ministry of Finance, 15 percent was not spent on occupational safety and health activities. This ultimately meant that not all funds were used on occupational safety and health activities. The Mine Safety Department under the Ministry of Mines and Minerals Development had also experienced a downward trend in funding from 99 percent of total budget in 2011 to 28 percent in 2013.

Comments by stakeholders

Ministry of Mines and Minerals Development: The Permanent Secretary submitted that funding to the entire Ministry had generally declined and the Department of OSHSD had not been spared.

Ministry of Labour and Social Security: The Permanent Secretary acknowledged that underfunding had led to a shortage of equipment for conducting inspections. He noted that this was despite the fact that these institutions needed modern laboratories with adequate equipment to evaluate the hazards at places of work.

Ministry of Health: The Permanent Secretary indicated that funding to the Occupational Health and Safety Institute had been inadequate considering that most of the equipment required to conduct effective inspections was costly. He noted that OSH Institute had identified and submitted a list of equipment required to the Ministry of Health. The Ministry was engaging co-operating partners with a view of procuring adequate equipment for occupational safety and health activities.

Other stakeholders also observed that underfunding led to operational challenges such as inadequate manpower and logistics faced by public OSH authorities which made it difficult for them to provide sufficient coverage at the workplaces. It was important for the Government to allocate sufficient resources occupational safety and health to deliver on their mandate.

Committee's Observations and Recommendations

Your Committee observes that most of the fatalities that take place in workplaces are generally preventable through the implementation of sound prevention, reporting and inspection practices. Your Committee is, however, concerned that the country cannot implement sound prevention and inspection practices mainly because of poor funding to the implementing agencies and departments.

Your Committee, therefore, strongly urges the Government to prioritise and increase the funding to institutions responsible for occupation safety and health in Zambia so as to enhance their operations.

6.4 Lack of Coordination among Occupational Health and Safety Institutions (Paragraph 3.2, page 26)

The roles that the four institutions play was outlined in the Acts which is generally to control OSH activities in the country, starting from preventive to curative. For this reason, collaboration among these institutions was expected. However, it was not spelt out how these institutions were supposed to collaborate and feed into each other.

Comments by stakeholders

Ministry of Labour and Social Security: The Permanent Secretary acknowledged the concern and informed your Committee that stakeholders who met to identify gaps in the administration of occupational safety and health when consulting on the development of national policy on occupational safety and health, also made similar observations. The matter would be addressed through the national occupational safety and health policy.

Ministry of Health: Your Committee was informed by the Permanent Secretary that lack of coordination among occupational safety and health institutions was due to lack of a comprehensive policy on occupational safety and health. There were no laws that had identified one institution among the key players in occupational health and safety to coordinate the recording and notification of activities occurring in the different institutions in a manner that could harmonise the system. However, the Ministry of Health had pushed for the enactment of the *Occupational Safety and Health Act (2010)* and the Occupation Health and Safety Institute had started developing guidelines which included Standard Operating Procedures (SOPs) (2015), and the Joint Health and Safety Committee Guidelines (2016). The Joint Health and Safety Committee included the Ministry of Labour and Social Security and Ministry of Mines and Minerals Development, among other key stakeholders.

Other stakeholders recommended that the Ministry of Labour and Social Security should coordinate the various institutions dealing with different aspects of OSH to ensure that the work of these institutions did not overlap. The Ministry should establish a coordinating wing which should collaborate the efforts of the major institutions dealing with OSH and this division should give advice to Government on matters pertaining to OSH.

Committee's Observations and Recommendations

Your Committee observes that one of the major problems identified by the Auditor General is the lack of coordination of health and safety activities in the country as each concerned institution operates independently. Your Committee notes that as a result of this, many services are duplicated and the health and safety system is fragmented. The fragmentation is compounded by lack of centralised data repositories. Your Committee finds this situation highly anomalous.

Your Committee, therefore, recommends that the Government considers establishing a single regulatory authority to serve as a one stop shop for all matters relating occupational safety and health. Your Committee further recommends that such an authority should be well funded in order to enable it to attract and retain competent personnel and procure necessary equipment. Your Committee is of the view that this is the surest way most challenges highlighted by the Auditor General can be addressed.

6.5 Fragmentation of Information and Statistics on Occupational Safety and Health (page 30)

Various institutions dealt with occupational safety and health in the country, but there was no central place where complete information on occupational health and safety was held. There was no “one stop shop” for information such as total number of injuries or accidents in a year in the country. The relevant Government departments and statutory bodies failed to coordinate information flow during the period under review.

Comments by stakeholders

Ministry of Mines and Minerals Development: The Permanent Secretary acknowledged that a central database would be beneficial to OSH regulators to share relevant information. This aspect was still under consideration by the Government.

Ministry of Labour and Social Security: The Permanent Secretary explained that information fragmentation amongst the various institutions had been of concern to all stakeholders and there was need to strengthen the management of occupational safety and health data/information which was a priority as outlined in the draft national policy on occupational health and safety. The Government was ready to establish the database.

Ministry of Health: Your Committee was informed by the Permanent Secretary that the laws that regulated OSH were administered under different institutions. Therefore, it was desirable that each institution should have its own database on fatal and non-fatal accidents as mandated by the laws and regulations that governed their functionality. However, harmonisation of the system of recording and notification of occupational hazards and events would be part of the review in the development of the occupational safety and health policy. The establishment of a central database had been planned for in the 2016-2020 Occupational Safety and Health Strategic Plan.

Other stakeholders submitted that lack of a central database for the compilation, analysis and dissemination of information relating to OSH made it difficult to have a clear understanding of the number, nature and impact of workplace accidents and other health related issues.

Committee's Observations and Recommendations

Your Committee observes that there are many players involved in OSH and that there is lack of coordination among them, as well as lack of a comprehensive policy on occupational safety and health.

Your Committee, therefore, reiterates its recommendation that the Government considers establishing a single regulatory authority to serve as a one stop shop for all matters relating to OSH including having one consolidated data bank.

6.6 Inadequate Equipment for Carrying out Inspections (page 34)

The audit revealed that OSHSD and MSD did not have most of the required and modern equipment for carrying out their work to satisfactory levels.

Comments by Stakeholders

All the stakeholders acknowledged that the inadequate funding to occupational safety and health had resulted into the institutions failing to acquire necessary equipment to conduct effective inspections.

Committee's Observations and Recommendations

Your Committee expresses concern that funding from the Government to occupational safety and health has constantly been low, which has resulted in the implementing units facing massive operational challenges, including lack of equipment and personnel to conduct inspections.

Your Committee, therefore, strongly urges the Government to take urgent steps to redress the situation by providing adequate funding for the effective functioning of institutions responsible for OSH.

6.7 Lack of Adequate Measures for Enforcement of Compliance to Occupational Safety and Health Laws (page 35)

A review of records at the Government departments and statutory bodies revealed that after an inspection, an inspection report was issued to the inspected company, indicating the areas of weaknesses. However, the inspection reports did not specify the timeframe in which the issues raised were to be addressed. For instance, out of nineteen mining companies that were inspected by MSD, reports in respect of fourteen companies

representing 74 percent did not specify the timeframe in which the mining companies were to address anomalies identified.

Comments by Stakeholders

Ministry of Mines and Minerals Development: The Permanent Secretary submitted that due to omissions, the Mines Safety Department did not, in some cases, indicate the timeframe given for rectifying identified non-compliance issues in the reports. On the other hand, lack of adequate follow up inspections was mainly attributed to inadequate financial and human resources.

Ministry of Labour and Social Security: The Permanent Secretary indicated that The Ministry agreed with the observations in the report by the Auditor General. He added that an inspector should specify some timeframe within which action needed to be taken by a particular company, especially when the workers were at serious risk. In an ideal situation, a workplace should be visited at least three times in a year. Further, the Permanent Secretary indicated that follow up inspections were minimal due to inadequate staff, logistics and funds.

Ministry of Health: The Permanent Secretary acknowledged the weaknesses of non-compliance and submitted that in order to strengthen the monitoring of workplace compliance, the Occupational Safety and Health Institute Board resolved to designate officers in Environmental Health Departments to help in the monitoring of companies on the OSH requirements.

Other stakeholders observed that the lack of compliance was real but was mostly as a result of the lack of funding, inadequate equipment and understaffing.

Committee's Observations and Recommendations

Your Committee, while noting the challenges the institutions are facing, observes that the anomalies revealed in the Report of the Auditor General could have been avoided as they are mere omissions on the part of the institutions than operational challenges.

Your Committee, therefore, urges all the concerned institutions to put in place necessary measures to address the matter as recommended by the Auditor General.

6.8 Inadequate Personnel to carry out meaningful Safety and Health Inspections (page 33)

A review of the establishments and comparisons with the actual staff compliments revealed that all the Government departments and statutory bodies put together had inadequate staff to carry out inspections of workplaces throughout the country. Despite that the total staff establishment was increased in 2013 and 2014, by thirteen inspectors from seventy-three in 2011 and 2012, the actual number of inspectors was still below the approved establishment. For instance, the actual number of inspectors was thirty-two in 2011 and 2012, representing

43.8 percent of the establishment, while in 2013 and 2014, the number of inspectors increased by eight to forty, representing 46.5 percent which was still below the approved establishment.

Comments by Stakeholders

Ministry of Mines and Minerals Development: The Permanent Secretary acknowledged that the limited number of inspections was mainly due to lack of financial and human resources. The Permanent Secretary, however, submitted that a holder of a mining licence was required to give notice of commencement of operations under *Mining Regulations 201*. There was lead time between grant of a mining licence and commencement of operations. This meant that not all holders of mining licences would be in operation at any given time.

Ministry of Labour and Social Security: The Permanent Secretary agreed with the Report on the matter and hoped that the Ministry of Finance would grant Treasury Authority to deal with the challenge. The Permanent Secretary further stated that there were currently only thirteen inspectors covering the whole country.

Ministry of Health: The Permanent Secretary submitted that the problem of inadequate staffing bordered around a limited resource envelop to hire and retain competent personnel. The OSHI had resolved to conduct an institutional assessment which would lead to the development of a robust structure to deal with the expanded roles and mandates. The OSHI board had approved a structure which would be filled in as soon as resources were made available. In the interim, the OHSI had embarked on training of staff in specialties and would appoint health workers with delegated authority to carry out OHS inspections.

Other stakeholders stated that the Government should take urgent and necessary steps to train more labour inspectors in integrated labour inspection strategies.

Committee's Observations and Recommendations

Your Committee expresses concern that the Government has over the years not prioritised occupational health and safety in as far as ensuring adequate personnel are recruited for the concerned institutions. Your Committee observes that this has greatly contributed to having the unsafe workplace environment in Zambia.

Your Committee, therefore, reiterates its recommendation that the Government considers setting up an authority that will be responsible for administration, reporting, enforcement and monitoring all matters pertaining OSH. Such an institution should be well funded to be able to attract and retain qualified staff. Adequate funding should also be provided for that institution to procure modern inspection equipment.

6.9 Effect of Follow up Inspections and Enforcement of Occupational Safety and Health Standards

It was revealed that there was lack of written workplace occupational safety and health policy, lack of dedicated staff to manage workplace occupational health and safety and inadequacies in fire protection and prevention.

Comments by Stakeholders

Ministry of Labour and Social Security: The Permanent Secretary submitted that there was a lot of follow up work on inspections in the mines and factories in Zambia. There was need for awareness amongst employers and workers. Factory owners should be encouraged to understand the law and also have copies of the pieces of legislation for their reference and not wait to be informed by the inspectors.

Other stakeholders observed that the lack of follow up inspections on various sites such as mines and factories was due to inadequate personnel and equipment needed to make such follow ups. Further, most institutions that dealt with OSH matters were underfunded and therefore, not able to undertake such activities as the implementation of health standards.

Committee's Observations and Recommendations

Your Committee observes that this was one of the many challenges arising from poor funding and support by the Government to occupational safety and health.

Your Committee, therefore, strongly urges Government to take urgent steps to redress the situation by providing adequate funding for the effective functioning of institutions responsible for occupational safety and health.

CONCLUSION

7.0 Your Committee wishes to pay tribute to all stakeholders who appeared before it and tendered both oral and written submissions. Your Members also wishes to thank you, Mr Speaker, for affording them the opportunity to serve on your Committee. Your Committee also appreciates the services rendered by the office of the Clerk of the National Assembly.

Mr. G G Nkombo, MP
CHAIRPERSON

April, 2016
LUSAKA

APPENDIX I

LIST OF OFFICIALS

National Assembly

Mr S C Kawimbe, Principal Clerk of Committees
Ms M K Sampa, Deputy Principal Clerk of Committees
Ms C Musonda, Committee Clerk (FC)
Mr S Chiwota, Assistant Committee Clerk
Mr E Chipuka, Intern
Ms A Maluwa, Typist
Mr R Mumba, Committee Assistant
Mr C Bulaya, Committee Assistant
Mr M Chikome, Parliamentary Messenger