



INDUSTRIAL RELATIONS COURT OF MALAWI

ANNUAL REPORT 2006-2007

November, 2006

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CHAIRPERSON'S FOREWORD

Introduction

We have the pleasure to submit our annual report for the period July 2006 to June 2007¹. In this year's report the Industrial Relations Court (IRC) is pleased to announce some very important developments that took place in the just ended year. These developments include clearing backlog; the new authorised establishment for the IRC; conducive law reform proposals; enhanced access to legal representation and improved awareness of labour jurisprudence.

Despite these welcome developments, the court is still experiencing financial and other challenges. Government funding is still pegged at 1/8th of the court's operational requirements. The court has no official accommodation and utility vehicles. It has problems to do with policy, as the court is not recognised in government circles as an institution that can formulate policy for its development and operation. In other words the head of the IRC is not in government terms a decision maker (Controlling Officer). Hence the labour market is affected in as far as the court's role on the market is concerned.

Backlog Clearing

The IRC with funding from the Body of Case Handling Institutions (BCHI) cleared its outstanding backlog stretching from 2001. The project was successfully accomplished in March 2007 leaving the IRC with zero backlog. With the backlog out of the way, the IRC is handling current cases. This development will further enhance and put into practical effect the right to fair labour practices enunciated in the Constitution. Clearing the backlog has allowed IRC to focus on current matters and also to work on other important activities such as civic education and outreach programmes to raise more awareness on labour rights and obligations. The court will not hesitate to award reinstatement so that the guaranteed right to work can be a reality. It is further envisaged that court users will reap meaningful fruits of litigation that will allow them to forge ahead in their operations and livelihood without apprehension of an unknown future. The backlog clearance project accounts for the large number of cases concluded in this period.

New IRC Establishment

In last year's report we bemoaned that the court was geographically disproportionate to the population. It did not have offices in the Northern Region. Further many districts with high employment prevalence were not able to access the court because of this geographical problem.

We are happy to report that Government has authorised the appointment and establishment of an IRC office in Mzuzu to cater for the Northern Region. This is a relief to court users as they will now have easy and cheaper access to labour justice; and it is a relief to the court which was struggling to fund court circuits in the North. Government

¹ Any specific details not included in the report may be provided on request.

funding has increased by MK1m². Meaning that the court will now establish and conduct a few court circuits in districts with high employment prevalence like Karonga and Rumphi in the Northern Region, Kasungu, Mchinji and Nkhotakota in the Central Region and Zomba in the Eastern Region. The court will continue to conduct court circuits in Chikwawa, Thyolo and Mulanje in the Southern Region. These developments are in partial realisation of the IRC vision that: *'By 2009 the IRC should be accessible to all manner of persons at the lowest cost possible'*. The authorised establishment is attached as Annex 1.

Constitutional Review of IRC Set UP

The Special Law Commission on Constitutional Review has submitted for Cabinet consideration a proposal that appeals from the IRC should lie to the Supreme Court of Appeal and strictly on matters of law and jurisdiction. This is a big jurisprudential development. If Parliament passes it, labour disputes will indeed be handled with expedience and the jurisprudence will take a consistent course unlike the current scenario where labour matters are so fragmented and the jurisprudence, disorganised, inconsistent and stagnant. Lay-persons who may not afford legal fees to argue their cases on appeal in the Supreme Court will have recourse to free legal services offered by the Department of Legal Aid.

Labour Law reform

The above development also compliments the current labour law review which has recommended that legal representation in the IRC must be as a matter of course. This means that there shall be no requirement for lawyers to seek special leave of the court in order to appear in the IRC.

Legal Representation in the IRC

The IRC noting that the court was attracting more and more legal representation, it entered into an informal agreement with the Chief Legal Aid Advocate to give priority to complainants seeking legal representation in the IRC. This development has allowed many litigants to appreciate the complexities in labour matters and to make thorough preparations for their cases in case there is appeal. This development augurs well with the intended amendment to the Constitution as it will ensure that cases are handled by lawyers who shall also appear in the Supreme Court on appeal. This development has also seen a reduction in the number of appeals from the IRC. Where both parties are represented by counsel it is easier for the lawyers to appreciate the court's reasoning in any decision.

Awareness of Labour Laws

The court established the Industrial Relations Court Series in 2005. It is a series of sensitisation workshops, seminars and training and publications aimed at enhancing people's awareness in labour matters and the Malawi labour market. The IRC conducted two workshops and two trainings and since 2005 published three books with a fourth one

² There has been a gradual improvement in government funding. In 2003-2004 and 2004-2005 financial years the IRC got MK2M for ORT. It improved by MK2M in the 2006-2007 year and another increment of MK1M this year.

now at the printers to improve people's understanding of labour issues especially concerning labour dispute resolution.

Set backs

The IRC still gets the least funding from government among Constitutional bodies mandated to handle violations of constitutional rights, in this case the right to fair labour practices. It is observed that although the IRC has jurisdiction over all labour and employment matters in the whole Malawi, it still receives very little funding for its operations. The court barely makes it through the year and by sheer dedication, commitment and resourcefulness of its management. Most activities in the IRC for instance, sitting with member panellists, sitting on court circuits and promotion of awareness for enhanced compliance with labour issues have been achieved through donor funding. The IRC requires at least MK50M for its yearly operations in order to be more effective and efficient.

Further the government has not built and is not considering building court structures for the IRC. The IRC operates in rented buildings whose specifications are far from an ideal court setting. For instance the court in Blantyre is located on an upper floor of a rented building. Persons with physical disabilities, ailments and such other disorders have serious problems accessing the court.

The court has no utility (pool) vehicle making it very difficult to communicate quickly and to access areas within the court's jurisdiction. This shortcoming is also a demotivating factor for professional staff working at the IRC. Lawyers working as Registrars have to take public transport to and from work when their colleagues in other departments and even within the judiciary ride official vehicles.

Although the position of Head of the IRC was elevated to P2D grade, the IRC is still ranked subordinate court and is the only specialised court in the Malawi Judiciary that is not a cost centre³. This has serious repercussions on the proper functioning of the court. Its accessibility to responsible government authorities on matters of funding, infrastructure and staff recruitment is highly prejudiced.

Conclusion

The IRC has made remarkable strides in promoting the right to fair labour practices. In this year alone over 1000 cases were heard and/ or disposed of. The court's value is being appreciated hence the positive response from donors, government, social partners and stakeholders. It is the promise of the IRC that it will strive to better its record and continue to be dedicated and efficient. This promise will easily be accomplished if the government and other stakeholders continue to recognise and support the role that the IRC plays in the Malawi labour market.

³In a sense that although it receives funding directly from Treasury coffers it does not have any say in the budget. Its budget estimates are always cut down by over 90% without any consultation with the Head of the IRC. It is the only specialized court that has no say in the recruitment and human resource development of its staff. It is a specialized court that has no say in policy direction of its operations because it is crippled in terms of power to come up with a budget and recruit or retain staff.

KEY FEATURES

Core Functions

The Industrial Relations Court has the following as its core functions:

- To hear and determine labour and employment disputes, to ensure enforcement of court decisions and to process appeal records;
- To hear and determine criminal prosecutions under the Employment Act and Labour Relations Act relating to violations of fundamental labour rights;
- To facilitate conciliation and mediation between disputing parties;
- To manage the Industrial Relations Court; and
- To promote awareness and compliance with labour and employment laws and policies.

CASE RETURNS

Cases registered:	1154
Cases Concluded:	1091
Cases Adjourned:	748
Monetary orders made:	MK110 753 262-00

FINANCIAL RETURNS

Approved ORT budget	2006-2007	MK 4 555 627-00
Estimated budget	2006-2007	MK 67 747 754-00
Approved ORT budget	2007- 2008	MK 6 173 200-00
Estimated budget	2007- 2008	MK73 634 345-00

Note: The budget estimates include staff emoluments while the Other Recurrent Transaction (ORT) approved does not include staff emoluments. The concern of the court is on low ORT funding.

STAFF RETURNS

Judicial officers	2
Administrative Officer	1
Law Clerks	1
Accounts Assistants	2
Accounts Clerk	1
Court Clerks	5

Copy Typists/ Stenographer	4
Court Marshals	8
Driver	2
Total establishment	26

IMPORTANT DEVELOPMENTS AT THE COURT

YEAR	KEY EVENTS
1994	The Industrial Relations Court is established in the Constitution, under section 110(2) as a court subordinate to the High Court with original jurisdiction to hear and determine labour disputes and such other disputes relating to employment.
1996	The Labour Relations Act is enacted to promote sound labour relations through the protection and promotion of freedom of association, the encouragement of effective collective bargaining and the promotion of orderly and expeditious dispute settlement, conducive to social justice and economic development.
1998	<ul style="list-style-type: none"> • First Registrar of the court appointed. • Chairperson and Deputy Chairperson of the court appointed on part time basis.
1999	<ul style="list-style-type: none"> • Industrial Relations Court (Procedure) Rules 1999 are promulgated to regulate procedure and practice in the Industrial Relations Court. • The Industrial Relations Court registered its first case at the Principal Registry in Blantyre.
2000	The Employment Act is enacted to reinforce and regulate minimum standards of employment with the purpose of ensuring equity necessary for enhancing industrial peace and accelerated economic growth and social justice.
2002	Chairperson and Deputy Chairperson of the court appointed on full time basis.
2005	Court circuits commence in the Southern Region districts of Mulanje, Thyolo and Chikwawa
2005	Industrial Relations Court website launched
2005	Industrial Relations Court Series (publications) established. Two labour law materials published
2007	Backlog cleared
2007	Court circuits launched in the Northern Region districts of Karonga and Rumphi; in the Central Region districts of Kasungu, Mchinji and Nkhatakota; and in the Eastern Region district of Zomba.
2007	Position of Chairperson upgraded to P2 from P3.

MANDATE

Original jurisdiction over labour disputes and such other issues relating to employment. “There shall be an Industrial Relations Court, subordinate to the High Court, which shall have original jurisdiction over labour disputes and such other issues relating to employment and shall have such composition and procedure as may be specified in an Act of Parliament”.(Section 110 (2) Constitution).

MISSION

To promote and protect labour and employment rights and investments through timely adjudication of disputes and provision of appropriate and adequate remedies.

VISION

By 2009 the IRC should be accessible to all manner of persons at the lowest cost possible.

CORE VALUES

JUSTICE

To ensure that Justice is not only done but is seen to be done.

INDEPENDENCE AND IMPARTIALITY

To operate without regard to external influence but with due regard only to available facts of the case and applicable law.

EFFICIENCY / SPEED / TIMELINESS

To consider and determine matters with due regard to the need for informality, economy and dispatch in the proceedings of the court.

QUALITY AND INTEGRITY

To conduct court business in a proficient, dignified and credible manner that earns trust, confidence and respect from local and international society.

ACCESSIBILITY

To strive to reach out to the lowest paid employee at the lowest cost in the remotest area of Malawi.

RESPONSIVENESS

To be dynamic and quick to respond to change and consider public demands with regard to the overall objectives of the court.

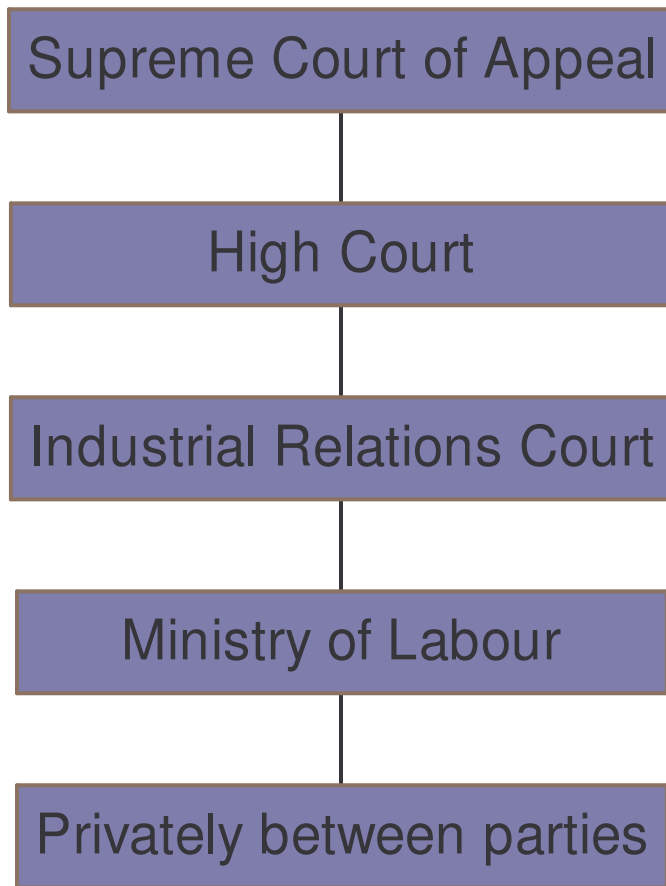
ACCOUNTABILITY

To be able to show on demand the output of the court and how it is using public resources.

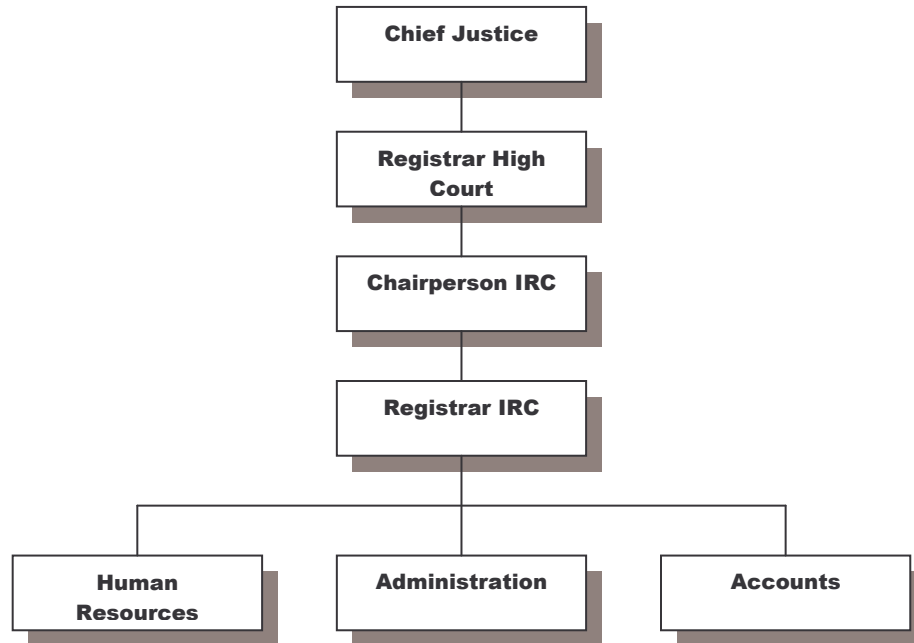
COORDINATION

Realising that Labour and employment rights are core to economic rights the court must endeavour to coordinate and work in close collaboration with government and other social partners in promoting and protecting people's economic rights and enhancing social justice.

Labour Dispute Resolution Structure



ORGANOGRAM



SENIOR MANAGEMENT

Name	Qualifications	Position	Grade
Rachel Zibelu Banda	LLB (Hons), LLM	Chairperson	P2/D
Martha Chizuma	LLB (Hons), LLM	Acting Deputy Chairperson	P7
Ruth M Chinangwa	LLB (Hons), MA	Registrar	P7
Mrs Maluwa		Assistant Accountant	

STRATEGIC PLAN AND DEVELOPMENT PROGRAMME 2005-2009

The Industrial Relations Court (IRC) launched its Strategic Plan and Development Programme on 29 September 2005. Funding and technical support for developing the document was provided by the Body of Case Handling Institutions (BCHI) to which the IRC is a member and the Danish Institute for Human Rights (DIHR). The IRC is implementing some of the activities outlined in the Development Programme which is to run to 2009. Implementation of the activities has seen a better IRC in that capacity of its staff in some areas has been enhanced therefore improving efficiency of the court's operations. This has resulted in case management and monitoring systems being established and caseflow has speeded up. The court has contributed to the labour law reform carried out by the Ministry of Labour with funding from the International Labour

Organisation (ILO), under the Improving Labour Systems in Southern Africa (ILSSA) Project .

The court has managed to solicit financial support from donors like the DIHR, BCHI, EU Rule of Law Programme and ILO (ILSSA) in order to carry out some crucial functions because government subventions were inadequate. These activities include conducting courts in districts that have high employment prevalence and high incidents of labour; conducting sensitization seminars on current labour laws with various stakeholders including the judges of the High Court and Supreme Court, Labour Officers, social partners and different other stakeholders in the labour market and labour publications.

Below are seven outputs identified by the IRC in its Development Programme:

OUTPUT 1: CAPACITY AND WORK ETHICS OF MEMBERS AND STAFF OF IRC ENHANCED

The IRC has benefited from a number of local training on capacity building for support staff and judicial officers. The IRC staff establishment has improved by increasing number of legally trained officers from three to 7.

OUTPUT 2: CASE FLOW MANAGEMENT AND MONITORING SYSTEMS IMPROVED

Officers in the IRC have since 2005 been participating in short seminars and workshops on different subjects to enhance their capacity in case management. The IRC has an electronic database funded by the ILO.

OUTPUT 3: MORE CONDUCTIVE LEGAL FRAMEWORK FOR IRC ESTABLISHED

The labour law reform and constitutional law review have taken on board some views from the IRC. These recommendations if passed into law, will clear some ambiguities created by the law or by some judicial pronouncements.

OUTPUT 4: ADEQUATE AND APPROPRIATE COURT SPACE, EQUIPMENT AND OTHER FACILITIES ACQUIRED

The IRC was establishment in 1999 but no office facilities were built for it. Currently the IRC is accommodated in rented buildings in the capital city and in Blantyre. The court has no utility vehicle and no budget for any capital investments.

OUTPUT: 5

LINKS AND RELATIONSHIPS WITH OTHER AGENCIES ESTABLISHED AND MAINTAINED

The IRC has established cordial working relationships with various stakeholders in administration and management of labour disputes including; the Ministry of Labour, the Malawi Congress of Trade Unions (MCTU), the Congress for Malawi Trade Unions (COMATU), the Employers Consultative Association of Malawi (ECAM), the High Court and Magistrates Courts, Malawi Human Rights Commission, Office of the Ombudsman and the donor community especially DIHR, ILO, and the EU. (Annex 2 list of stakeholders).

OUTPUT 6:

RESOURCE MOBILISATION DIVERSIFIED AND STRENGTHENED

Previously the IRC depended on government monthly subventions in order to carry out its mandate. At its establishment the government envisioned that the court would be handling approximately 200 cases per year. However this was a gross under estimation as the court's workload has been increasing steadily every year. This is a result of increased awareness of people's labour rights, labour market developments especially retrenchments and the labour court's existence. This year the court has registered over 1000 cases. Funding is improving but very gradually and disproportionate to the demands of the court and court users. Meanwhile the court supplements government funding with sheriff fees from warrants of execution issued by the IRC (not reliable source as it depends on value of the warrant and default to pay) and the court has sourced funding from development partners mentioned above.

OUTPUT 7:

GENERAL AND FINANCIAL MANAGEMENT OF IRC STRENGTHENED

The government has authorised a new staff established for the IRC that will see more senior and qualified personnel in the critical sections of Registry, Human Resources and Administration and Accounts. The Registrar's office is now headed by a qualified lawyer therefore capable of giving proper legal advice to court users.

CASE MANAGEMENT

Registration of Cases

The Industrial Relations Court registers cases that are within its jurisdiction in terms of nature of the claim, that is, it must be a labour dispute involving any person other than a police officer, prison officer or army officer. The matter must be brought through referral from the Ministry of Labour where it must have been registered within the prescribed time limit. The court has seen an increase in labour disputes from the time that the court was established. In the year under review, the court registered 1154 up by 201 cases from the previous year.

Completed cases

A case in the IRC is completed in at least six ways namely; after full hearing, after pre-hearing conference, after default judgment is entered, after the complainant (applicant) fails to come to court and the case is dismissed for want of prosecution, where parties opt to settle out of court or where a party withdraws the case. In the year under review 1091 cases were completed⁴. It is much more than last year because of the backlog clearance activity that ensured that with funding from BCHI more cases than normal were set down for hearing and concluded⁵. A case may be resolved after going through any one or more of the following processes:

- **Full hearing**

This is the main means of disposal of cases. The matter comes for hearing where either parties or one party give evidence on oath and the matter is decided basing on the sworn evidence. The decision is on merit and any party dissatisfied with it is at liberty to appeal to the High Court. During the reporting period, 132 judgments on merit were delivered at the Principal Registry. Similar breakdowns from Lilongwe and Mzuzu were not available at the time of compiling this report.

- **Pre-hearing conference**

Before a matter is set down for full hearing it is brought before either the Registrar or Chairperson or the Deputy for a pre-hearing conference which basically aims at streamlining the issues. At this stage the matter can be resolved through conciliation or mediation with the judicial officer acting as conciliator.

- **Default judgment**

Where a party files his case, the other party (the respondent) is given 14 days within which to respond. Where after 14 days the respondent fails to reply to the summons, a judgment is entered for the applicant. This judgment is not on merit as none of the parties gives evidence on oath. The default judgment can be set aside by the respondent if good reasons are shown as to why he failed to respond. Where default judgment is removed, the matter is set down for pre-hearing conference or for full hearing. In this reporting period, default judgments were entered in 83 cases at the Principal Registry.

⁴ Completed cases include cases that were pending for hearing from the previous years. A few of the completed cases account for the current year's lot because cases are heard on first come first serve.

⁵ For last years report check with the Registrar of the IRC on 08 553 989.

- **Dismissed for want of prosecution**

In some cases the applicant fails to appear to give evidence. Where no good reasons are given for the failure to attend court, the matter is dismissed for want of prosecution. If a party turns up eventually and gives a good reason, the matter is restored on the cause list and is set down for pre-hearing conference or for full hearing. During the period of this report 328 cases were dismissed at the Principal Registry for want of prosecution.

- **Settled out of court**

Sometimes parties agree to resolve their matters out of court. A consent order is issued by the court and parties are bound by the order. Parties can not appeal against this order because it is arrived at after agreement. During the period 43 cases were settled out of court from the Principal Registry.

- **Withdrawn case**

The applicant may decide to withdraw his case from court for various reasons. During the period eight cases were withdrawn from the Principal Registry.

- **Referred**

Where a matter is not within the IRC jurisdiction it is referred to the relevant institution for redress. Some of these institutions are, the Ministry of Labour and Social Development, Office of the Ombudsman, Human Rights Commission, Magistrate Court and for Alternative Dispute Resolution (ADR). Thirteen cases were referred elsewhere during this period.

ORDERS

The court has jurisdiction to make orders of reinstatement, reengagement, compensation and interim relief. Re-engagement is an order where the party is offered an alternative job or a fresh contract of employment. It is rarely pleaded.

Reinstatement is where a party who was unfairly dismissed is allowed to go back to his work place in his original position, without any break in service. This order is rarely made because cases take too long to conclude. By the time a case is concluded, the employer may have ceased operations or restructured or indeed the position would have been filled by another employee or the employee is deceased.

Re-engagement is where a court may order an employee to go back to work but not necessarily in his/her original position before the labour dispute. For instance, the position may have been filled and the employer may have a different position to engage an employee. It also means that employment is starting all over again. Previous service is lost. The person is re-employed.

Compensation is monetary order against the employer for unfairly dismissing the applicant. It is the common and popular order. In the year under review over 38 million kwacha was ordered against various respondents.

Interim relief; court can grant orders that are aimed at providing temporary remedy as the matter awaits full hearing. These orders include injunctions, specific performance or monetary orders for instance withheld wages.

CASE STATISTICS

Below are statistics of cases registered, concluded and pending after an adjournment in Blantyre (Principal Registry), Lilongwe, Mzuzu, Chikwawa, Thyolo and Mulanje:

PRINCIPAL REGISTRY

YEAR	REGISTERED	CONCLUDED	ADJOURNED
2006-2007	503	607	262

LILONGWE REGISTRY

YEAR	REGISTERED	CONCLUDED	ADJOURNED
2006-2007	461	351	393

MZUZU REGISTRY

YEAR	REGISTERED	CONCLUDED	ADJOURNED
2006-2007	120	88	68

CHIKWAWA

YEAR	REGISTERED	CONCLUDED	ADJOURNED
2006-2007	26	20	6

THYOLO

YEAR	REGISTERED	CONCLUDED	ADJOURNED
2006-2007	35	23	12

MULANJE

YEAR	REGISTERED	CONCLUDED	ADJOURNED
2006-2007	9	2	7

ADJOURNMENTS

Matters are adjourned for several reasons. An adjournment is where a case can not proceed to hearing because either one of the parties, their lawyers or witnesses or the judicial officer is not available on the date set to hear and conclude a case.

FINANCIAL MANAGEMENT

1. GOVERNMENT FUNDING

The IRC appears as Sub Programme 12 under the judiciary. The IRC has in its best year received over MK6M for ORT. The IRC has never been allocated funds for capital investments like infrastructure and equipment. It has no budget allocation for training and capacity building. These areas are shot down before the budget is presented to Parliament. As a result the IRC operates without official court structure (owned by government); it has no utility vehicle; it has never received funding for chairs, desks, computers and such equipment. For these equipment the IRC has depended on donor funding.

2. DONOR FUNDING

2.1 DIHR

The major IRC donor so far is the Danish Institute for Human Rights (DIHR). Through funding from DIHR, the court has acquired two laptops to facilitate quick disposal of cases (judgment writing and electronic research); establishment of court circuits to provide access to labour justice at affordable rate; conducted sensitisation workshops for social partners and stakeholders to enhance capacity in labour matters; furnished the new courtroom in Blantyre and published the first annual report 2005-2006 and the current report, handbook for court staff and Sources and Institutions of Labour Law in Malawi (a book). This year's funding from DIHR was over MK4M.

2.2 EU: RULE OF LAW PROGRAMME

The EU Rule of Law Programme funded the IRC through the High Court main stream. It funded a workshop for labour officers from the Ministry of Labour. It has a provision for a photocopier and a motor vehicle but are yet to be delivered to the IRC. Total funding is over MK8M.

2.3 BCHI

The Body of Case Handling Institutions (BCHI) funded a back log clearing project for the IRC. Total funding was over MK3M.

3. WARRANTS OF EXECUTION

The IRC issues warrants of execution where its orders for money to be paid to a successful litigant are disobeyed. The Sheriff executes on the defaulter. The IRC retains 10% of the total value of the warrant less any expenses incurred by the executing Sheriff

Officer. In the period the IRC issued MK71 125 987-00 worth of warrants. Of this amount the IRC accessed MK648 540-00 as sheriff fees to supplement its ORT needs.

AUTHORISED ESTABLISHMENT

Government through the Issuance of Establishment Warrant Number 5 of 2007/2008 advised the new authorized establishment of the IRC as follows:-

- 1 x Chairperson P2/D
- 1 x Personal Secretary (D2/J)

Legal Section

- 1 X Deputy Chairperson (P4/E)
- 3 x Assessor (P7/G)
- 1 x Senior Law Clerk (SEO/J)
- 2 x Senior Court Clerk (SCO/L)
- 2 x Corporal/Messenger (SC 11/O)
- 3 x Court Marshal (SC IV//P)

Administration Section

- 1 x Assistant Registrar (P5/F)

Accounting Services

- 1 x Senior Accountant (P8/H)
- 1 x Senior Accounts Assistant (SCO/L)
- 2 x Accounts Assistant (CO/M)

Office Services

- 2 x Shorthand Typist (D3/4/K)
- 1 x Senior Clerical Officer (SCO/L)
- 2 x Clerical Officer (CO/M)

Regional Office Centre

- 1 x Deputy Chairperson (P4/E)
- 1 x Assistant Registrar (P5/F)
- 3 x Assessor (P7/G)
- 1 x Senior Court Clerk (SCO/L)
- 1 x Accounts Assistant (CO/M)
- 1 x Corporal Messenger (SC 111/O)
- 3 x Court Marshal (SC IV/O)

Regional Office North

- 1 x Deputy Chairperson (P4/E)
- 1 x Assistant Registrar (P5/F)
- 3 x Assessor (P7/G)
- 1 x Assistant Accountant (EO/K)
- 2 x Court Clerk (CO/M)
- 2 x Court Marshal (SC 11/P)

Annex 2

STAKEHOLDERS IN THE ADMINISTRATION AND MANAGEMENT OF THE LABOUR MARKET

Body of Case Handling Institutions
Congress of Malawi Trade Unions (COMATU)
Danish Institute for Human Rights
Democracy Consolidation Programme
Department of Legal Aid
Employers Consultative Association of Malawi (ECAM)
EU Rule of Law Programme
High Court
International Labour Organization (ILO)
Magistrate Courts
Malawi Congress of Trade Unions (MCTU)
Malawi Human Rights Commission
Malawi Human Rights Resources Centre
Malawi Law Commission
Malawi Law Society
Malawi Supreme Court Appeal
Ministry of Justice
Ministry of Labour
National Initiative for Civic Education (NICE)
Office of the Attorney General
Office of the Ombudsman
Office of the Solicitor General