

Jomery Foreign Employment Agency

Strategic Plan

**March, 2025
Addis Abab**

Background

In the bustling metropolis of Addis Ababa, Ethiopia, stands Jomery Foreign Employment Agency, a key player in facilitating overseas employment opportunities for Ethiopian citizens seeking a brighter future in the Gulf region. With a particular focus on Saudi Arabia, Jomery acts as a bridge, connecting ambitious Ethiopians with semi-skilled and unskilled job opportunities, while simultaneously supporting the Ethiopian government's initiatives to expand overseas employment.

Jomery operates with a deep understanding of the challenges and aspirations of Ethiopian migrants. The agency meticulously recruits individuals from across the country, offering a lifeline to those eager to improve their socio-economic standing. Recognizing that skills and preparation are paramount for success in a foreign land, Jomery provides comprehensive training programs. These programs encompass not only practical skills relevant to the targeted job roles, but also essential language skills, cultural sensitivity training, and an awareness of Saudi Arabian labor laws and regulations. This holistic approach ensures that Jomery's recruits are well-equipped to navigate their new environment and contribute effectively to their respective workplaces.

Comprehensive Training and Ethical Practices

Unlike agencies solely focused on placement, Jomery invests heavily in pre-departure training. Recognizing the cultural differences and varying expectations of the Gulf region, the agency provides a rigorous curriculum that covers:

- **Language Skills: Basic** Arabic language classes are offered, equipping recruits with the essential communication skills needed to navigate daily life and workplace interactions.
- **Cultural Sensitivity:** Understanding Saudi Arabian customs, traditions, and etiquette is paramount. Jomery's training incorporates cultural awareness sessions, promoting respect and understanding among its recruits.

- **Job-Specific Skills:** Tailored training programs cater to the specific roles to be filled, such as domestic work, construction, or hospitality. These programs equip recruits with the practical skills and knowledge needed to excel in their respective fields.
- **Workers' Rights and Responsibilities:** Jomery emphasizes the importance of understanding and upholding workers' rights. Recruits are educated on labor laws, contract terms, and available resources for assistance in Saudi Arabia.

Beyond training, Jomery prioritizes ethical recruitment practices. The agency works closely with reputable employers in Saudi Arabia, ensuring fair wages, safe working conditions, and respectful treatment of its recruits. Thorough background checks are conducted on both employers and recruits to mitigate risks and protect the well-being of all parties involved.

Building a Sustainable Future

Jomery Foreign Employment Agency understands its pivotal role in not only facilitating employment but also contributing to the sustainable development of Ethiopia. The agency actively promotes financial literacy among its recruits, encouraging them to save and invest their earnings wisely. This not only benefits individual workers but also contributes to the economic growth of their families and communities back home.

Furthermore, Jomery is committed to responsible recruitment practices, working in partnership with government agencies and non-governmental organizations to combat human trafficking and exploitation. The agency actively monitors the well-being of its recruits abroad, providing ongoing support and assistance through established networks and communication channels.

Looking Ahead

Jomery Foreign Employment Agency envisions a future where Ethiopian workers are recognized for their skills, dedication, and work ethic in the global marketplace. The agency remains committed to continuous improvement, striving to enhance its training programs, strengthen its partnerships, and uphold the highest ethical standards. By empowering Ethiopian workers with

the skills and knowledge they need to succeed, Jomery is not just providing jobs; it is building a brighter future for individuals, families, and the entire nation.

As Jomery continues to expand its operations, it aims to become a leading example of ethical recruitment, demonstrating that foreign employment can be a positive and empowering experience for all involved. The agency stands as a testament to the ambition, resilience, and potential of the Ethiopian people, bridging the gap between aspirations and opportunities on the global stage.

A Situation Analysis of Labor Demand in Saudi Arabia and the Gulf

The Gulf Cooperation Council (GCC) countries, particularly Saudi Arabia, stand as economic powerhouses fueled by vast hydrocarbon reserves. This wealth has spurred ambitious infrastructure projects, burgeoning service industries, and a growing population, creating an insatiable demand for both semi-skilled and unskilled labor. This demand is met largely by migrant workers from countries across South Asia, Southeast Asia, and Africa, shaping the socio-economic landscape of both the host countries and the sending nations. This article analyzes the situation of labor demand in these countries, highlighting the driving forces, challenges, and potential future trends.

Drivers of Demand

Several factors coalesce to create the high demand for migrant labor in Saudi Arabia and other Gulf states:

Economic Diversification and Infrastructure Projects: The region is actively pursuing economic diversification strategies, moving away from pure oil dependency. This requires massive infrastructure investments in new cities, transportation networks, renewable energy

projects, and tourism facilities. These projects require a large, readily available workforce for construction, operation, and maintenance.

Rapid Population Growth and Changing Demographics: While experiencing population growth, these countries are simultaneously undergoing demographic shifts. The native population increasingly seeks higher-skilled, white-collar employment, leaving a gap in the manual labor sectors.

Affordability and Competitiveness: Migrant labor often comes at a lower cost than employing local nationals, due to differences in wage expectations and social security contributions. This makes employing migrant workers a financially attractive option for businesses.

Service Sector Expansion: The rapidly expanding service sectors, including hospitality, healthcare, and retail, require significant numbers of workers for cleaning, maintenance, food service, and other related tasks.

Traditional Social Structures: Historical reliance on domestic help and other low-skilled labor contributes to the ongoing demand, even as economies modernize.

The Labor Profile: Semi-Skilled and Unskilled

The specific types of labor in high demand include:

- **Construction Workers:** Masons, carpenters, plumbers, electricians, welders, and general laborers for construction projects.
- **Domestic Workers:** Housekeepers, nannies, drivers, cooks, and gardeners.
- **Hospitality Workers:** Cleaners, waiters, kitchen staff, and security personnel in hotels and restaurants.
- **Manufacturing Workers:** Assembly line workers, machine operators, and maintenance staff in factories
- **Agriculture Workers:** Farm workers and laborers for agricultural production.
- **Drivers:** Truck drivers, delivery drivers, and taxi drivers.

Ethiopian Government Policy Support and a Ready and Willing Workforce

Ethiopia boasts a large and readily available workforce comprised of semi-skilled and unskilled individuals seeking employment opportunities. This represents a significant untapped resource that can be strategically mobilized to address labor shortages in foreign markets.

The Ethiopian government actively supports the regulated migration of its citizens for overseas employment. Although it is frequently concentrated on low-skilled labor, semi-skilled migration from Ethiopia is also emerging as the country has formalized agreements to send engineers, nurses, architects and agriculturalists to the Gulf Region countries along with domestic workers.

Ethiopia is making a concerted effort to formalize its labor migration abroad in order to meet local employment demands and create a workforce that can compete globally. This covers standardized instruction, accreditation and support for equitable pay for Ethiopian laborers overseas.

Key policies and initiatives include:

- **Bilateral Agreements:** The Ethiopian government actively negotiates bilateral agreements with destination countries, such as Saudi Arabia, to ensure the protection and fair treatment of Ethiopian workers.
- **Licensing and Regulation:** The government regulates overseas employment agencies through licensing requirements, ensuring compliance with ethical recruitment practices and worker protection standards.
- **Skills Development Initiatives:** The government is investing in skills development programs to enhance the employability of Ethiopian workers in foreign markets.
- **National Labor Migration Policy:** The National Labor Migration Policy outlines the government's strategy for managing labor migration, promoting safe and orderly migration, and protecting the rights of migrant workers.

These policies provide a supportive framework for the establishment and operation of a successful overseas employment agency.

Vision

- To be the leading overseas employment agency that empowers semi-skilled and low-skilled workers from Ethiopia to achieve their economic aspirations through ethical and sustainable employment opportunities in Saudi Arabia, contributing to their personal growth and financial stability.

Mission

- Jomery Foreign Employment Agency is committed to providing comprehensive, ethical, and efficient overseas recruitment services, connecting qualified semi-skilled and low-skilled workers with reputable employers in the Gulf countries, particularly in Saudi Arabia, while ensuring the highest standards of training, certification, and ethical practices and ensuring fair treatment, safe working conditions, and contributing to the economic development of both the origin country and host country

Core Values

- **Integrity:** We uphold the highest ethical standards and transparency in all our operations.
- **Professionalism:** We provide high-quality services and maintain professionalism in our dealings with clients, partners, and employees.
- **Empowerment:** We empower our clients by providing them with the necessary skills and knowledge to succeed in their careers abroad.
- **Collaboration:** We believe in working together with various stakeholders to achieve our mission and vision.

SWOT Analysis

Strengths	Weaknesses
* Large pool of available semi-skilled and low-skilled workforce.	* Limited access to funding for training and operational expenses.

Strengths	Weaknesses
* Government support for overseas employment.	* Vulnerability of workers to exploitation and abuse.
* Strong cultural ties with some Gulf countries.	* Logistical challenges in recruitment and deployment processes.
* Potential to generate significant revenue and create jobs.	* Competition from other labor-exporting countries.
	* Lack of comprehensive data on migrant worker needs and experiences.
Opportunities	Threats
* Growing demand for migrant workers in the Gulf region.	* Changing labor laws and regulations in destination countries.
* Expansion into new markets and sectors within the Gulf region.	* Economic downturns in the Gulf region impacting job availability.
* Increased access to technology for recruitment and training.	* Negative media coverage related to migrant worker exploitation.
* Development of new training programs to meet evolving skill demands.	* Political instability in destination countries.
* Collaboration with international organizations to promote ethical recruitment.	* Brain drain from Ethiopia if skilled workers leave permanently.

Goals and Objectives:

- To recruit and train a minimum of 5,000 semi-skilled and low-skilled migrants annually.
- To achieve a 90% success rate in job placement for certified migrants.
- To establish partnerships with at least five Gulf countries, with a primary focus on Saudi Arabia.
- To expand the agency's services to include pre-departure orientation, language training, and cultural immersion.
- To increase the agency's revenue by 15% annually.

Strategic Objectives:

- **Establish a Robust Recruitment Pipeline:** Develop efficient and ethical methods for sourcing qualified candidates from across Ethiopia.
- **Provide High-Quality Training and Certification:** Equip workers with the necessary skills and knowledge to succeed in their designated roles and adapt to the cultural nuances of the Gulf region.
- **Secure Strong Partnerships with Gulf Employers:** Cultivate long-term relationships with reputable employers that offer fair wages, decent working conditions, and respect for worker rights.
- **Ensure Ethical and Transparent Operations:** Adhere to the highest ethical standards, complying with Ethiopian and international laws and regulations related to worker rights and migration.
- **Achieve Sustainable Profitability:** Develop a financially sound business model that ensures long-term sustainability and allows for reinvestment in worker development.

Key Strategies:

A. Recruiting, Training, and Certification (COC)

- **Goal:** To develop a robust system for identifying, training, and certifying qualified candidates to meet the labor demands of the Gulf region.

Recruiting Strategy:

- Establish a network of regional recruiters and partnerships with local vocational training centers and community organizations throughout Ethiopia.
- Utilize online platforms and social media to attract potential candidates.
- Conduct regular information sessions and awareness campaigns in rural and urban areas, highlighting the benefits and responsibilities of overseas employment.
- Implement a transparent and ethical application process to ensure fairness and prevent exploitation.

Training Programs:

- Develop standardized training modules aligned with the specific skill requirements of employers in Saudi Arabia and other Gulf countries.
- Offer comprehensive training in areas such as:
 - ✓ Domestic work (cleaning, cooking, childcare).
 - ✓ Construction (masonry, carpentry, welding – basic levels).
 - ✓ Agriculture (farm work, animal husbandry).
 - ✓ Hospitality (waitressing, housekeeping).
- Incorporate language training (Arabic, English) to facilitate communication.
- Provide cultural orientation to prepare workers for life in a different cultural context.
- Emphasize ethical conduct, labor rights, and conflict resolution skills.

Certification (COC):

- Collaborate with relevant Ethiopian government agencies (e.g., Ministry of Labour and Skills) to establish a standardized certification process.
- Develop assessment tools to evaluate the competency of trainees in their respective fields.
- Issue Certificates of Competency (COC) to successful candidates, recognized by employers in the Gulf region.
- Maintain a database of certified workers accessible to potential employers.

B. Employer Partnerships:

- **Target Reputable Employers:** Focus on building relationships with employers who have a proven track record of treating their employees fairly and providing decent working conditions.
- **Due Diligence:** Conduct thorough due diligence on potential employers to ensure they comply with labor laws and ethical standards.
- **Negotiate Fair Contracts:** Negotiate employment contracts that clearly outline the terms of employment, including wages, working hours, benefits, and grievance procedures.
- **Regular Communication:** Maintain regular communication with employers to address any issues or concerns that may arise.

C. Ethical and Transparent Operations:

- **Compliance with Laws and Regulations:** Adhere to all applicable Ethiopian and international laws and regulations related to worker rights and migration.
- **Transparent Fees and Charges:** Clearly disclose all fees and charges to applicants before they commit to the recruitment process.
- **Worker Welfare:** Prioritize the well-being of workers throughout the recruitment and deployment process, including:
 - **Pre-Departure Counseling:** Provide comprehensive pre-departure counseling to prepare workers for their new life in the Gulf region.
 - **Post-Arrival Support:** Offer post-arrival support to help workers adjust to their new environment and address any challenges they may face.
- **Grievance Mechanism:** Establish a clear and accessible grievance mechanism for workers to report any concerns or complaints.
- **Anti-Trafficking Measures:** Implement strict anti-trafficking measures to prevent the exploitation of workers.

Job Opportunities in the Gulf (Saudi Arabia Focus)

- **Market Analysis:** Continuously monitor and analyze the labor market in Saudi Arabia and other Gulf countries to identify high-demand occupations for semi-skilled and low-skilled workers.
- **Employer Partnerships:** Forge strong partnerships with reputable employers and recruitment agencies in the Gulf region to secure guaranteed job placements for Ethiopian workers.
- **Focus Areas:** Prioritize job opportunities in sectors with consistent demand, such as:
 - **Domestic Work:** Address the persistent demand for domestic helpers, ensuring fair wages and working conditions through contractual agreements.
 - **Construction:** Capitalize on ongoing infrastructure development projects by providing skilled construction workers.
 - **Agriculture:** Target agricultural jobs, particularly in date palm farming and animal husbandry.

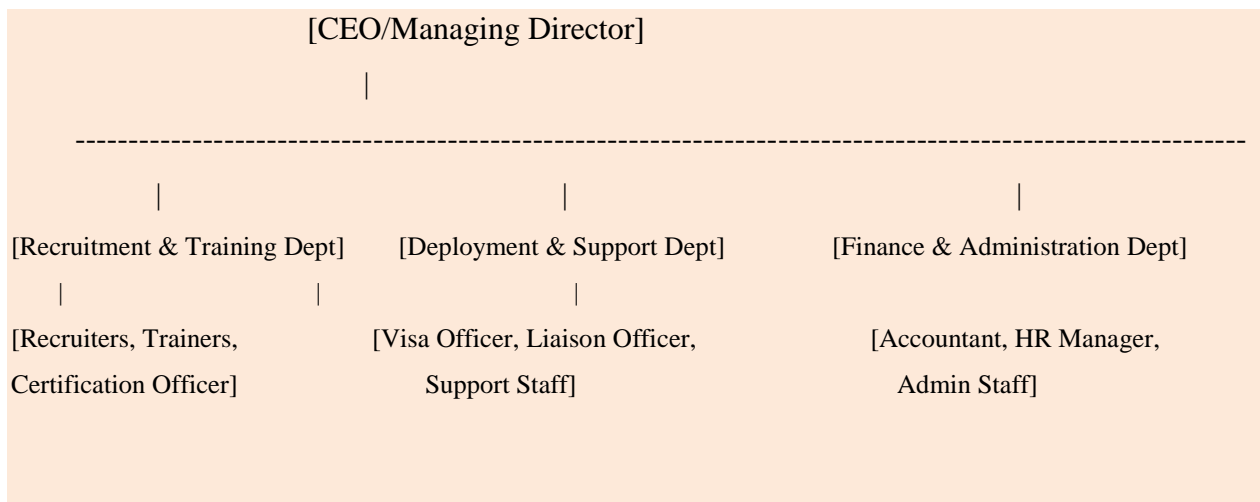
- Hospitality: Meet the growing demand in the tourism and hospitality sectors.

Sending Migrants to the Gulf Region

- Goal: To safely and efficiently deploy qualified workers to the Gulf region, ensuring their well-being and protection.
- Pre-Departure Orientation: Mandatory sessions covering labor rights, cultural norms, communication protocols, emergency procedures, and contact information for relevant support services.
- Contract Negotiation: Actively negotiate fair and transparent employment contracts on behalf of workers, ensuring adequate wages, working hours, benefits, and dispute resolution mechanisms.
- Visa Processing and Travel Arrangements: Provide assistance with visa applications, passport renewals, and affordable travel arrangements.
- Post-Arrival Support: Establish a system for monitoring worker well-being and providing assistance in case of emergencies or disputes. This includes partnering with Ethiopian embassies/consulates in destination countries.

Organogram of the Agency

This organogram outlines the key departments and their respective responsibilities.



Human Resources Required

- CEO/Managing Director: Oversees all aspects of the agency's operations.

Recruitment & Training Department:

- Recruiters (5): Responsible for identifying and recruiting potential candidates.
- Trainers (3): Deliver training programs in various skill areas.
- Certification Officer (1): Manages the certification process and database.

Deployment & Support Department:

- Visa Officer (1): Assists with visa processing and travel arrangements.
- Liaison Officer (1): Maintains relationships with employers and overseas partners.

Finance & Administration Department:

- Accountant (1): Manages the agency's finances and prepares financial reports.
- HR Manager (1): Handles recruitment, employee relations, and compliance.
- Admin Staff (1): Provides general administrative support.

Human Resources Plan:

- Recruitment and Retention: Attract and retain qualified staff with competitive salaries and benefits.
- Training and Development: Provide ongoing training and development opportunities for staff to enhance their skills and knowledge.
- Performance Management: Implement a performance-based management system to motivate and reward high-performing employees.
- Ethical Conduct: Establish a code of conduct that emphasizes ethical behavior and professionalism.

Risk Management:

- Market Risks: Monitor changes in the labor market in Ethiopia and the Gulf region.
- Regulatory Risks: Stay informed about changes in laws and regulations related to worker rights and migration.

- Operational Risks: Implement measures to mitigate operational risks such as fraud, corruption, and worker exploitation.
- Reputational Risks: Maintain a strong reputation by adhering to ethical standards and prioritizing worker welfare.

Key Performance Indicators (KPIs):

- Number of Workers Recruited and Deployed: Track the agency's recruitment and placement performance.
- Worker Satisfaction: Measure worker satisfaction with the agency's services.
- Employer Satisfaction: Measure employer satisfaction with the quality of workers provided by the agency.
- Revenue and Profitability: Track the agency's financial performance.
- Compliance Rate: Measure the agency's compliance with laws and regulations.

Stakeholder Analysis:

- Job seekers: Provide high-quality recruitment, training, and certification services to help them secure employment abroad.
- Partners in the Gulf region: Establish and maintain strong relationships to ensure a steady flow of job opportunities for certified migrants.
- Government: Comply with all regulations and policies related to migration and employment.
- Employers: Provide skilled and certified migrants who meet their employment needs.
- Staff: Foster a positive work environment that encourages professional growth and development.

Implementation and Evaluation

This strategic plan will be implemented in phases, with regular monitoring and evaluation to ensure progress towards the stated goals and objectives. The agency's performance will be evaluated annually based on the KPIs, and adjustments will be made as necessary to ensure continuous improvement. The agency's management team will be responsible for overseeing the implementation and evaluation of the strategic plan.