

Country and sector	<p><u>Countries:</u>  <b>Tanzania/Zanzibar</b>, Kenya, Uganda, Rwanda and Burundi;  <b>Mozambique</b>, Malawi, Swaziland, Zambia and Zimbabwe.</p> <p><u>Sector:</u> Education (DAC code 11110)</p>
Project title	<b>Decent employment, labour market integration and social dialogue in East and Southern Africa.</b>
Development Objective (2015)	<b>Development Objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.
Immediate Objective (2013)	<p><b>Immediate Objective 1:</b> Regional trade union advocacy for the harmonisation of labour legislation based on the decent work agenda have been strengthened.</p> <p><b>Immediate Objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.</p>
Direct beneficiaries	<p><b>Regional:</b> More than 930 elected trade union leaders, union representatives, staff, and labour activists.</p> <p><b>National:</b> More than 33,000 elected trade union leaders, staff, trainers, shop stewards (school representatives), rank/file members, and potential members. Campaign activities will also target employer and government representatives and informal economy associations.</p>
Intended beneficiaries	<b>Intended beneficiaries</b> are at least 3.4 million trade union members, potential members (young and female workers), informal economy workers, and other stakeholders.
Main outputs	<i>Outputs and activities</i> are described in the document and annexes.
Risks and preconditions	<p>Implementation of the programme is based on the following <u>assumptions</u> beyond the control of the partners – positively defining the risks:</p> <ol style="list-style-type: none"> <li>1. The main assumption of the programme is first of all that the regional integration process in East Africa and Southern Africa will continue to give emphasis to harmonisation of socio-economic and labour market integration. In East Africa, Tanzania is concerned about a possible pressure from Kenyan workers. However, it is assumed that Tanzania will continue to support the regional integration process.</li> <li>2. It is assumed that there is a democratic base and endorsement behind the lobbying and advocacy initiatives of the national trade unions. Democratic endorsement and support for lobby positions will take place through leadership meetings, training networks and training of shop stewards/school representatives etc. At regional levels, national centres will through regular internal meetings actively draft - and endorse - the lobby strategies of SATUCC and EATUC.</li> </ol>

	<p>3. It is assumed that any risk related to future political turmoil in Kenya, South Sudan, Zimbabwe and Swaziland will not be seriously affect the implementation of the overall programme. The LO/FTF Council will monitor the developments and take the necessary precautions, if necessary.</p> <p>4. It is further assumed that the long-term impact of the financial and economic recession will not threaten job security, economic, and legal reforms to an extent where it seriously affects the implementation of the programme. The LO/FTF Council will monitor the developments and if necessary take initiative to adjust the programme.</p> <p>As basic preconditions for partnerships with the trade union organisations in Africa, all partner organisations must ensure:</p> <ol style="list-style-type: none"> <li>1. Continued political commitment to the cooperation, practical support to project activities, and the implementation of follow-up activities.</li> <li>2. That the direct beneficiaries are available for the activities with regards to securing training leave from their work place.</li> <li>3. That planned activities will be carried out as complementary to existing trade union projects and programmes supported by other donor organisations.</li> <li>4. That the question of sustainability of supported initiatives is on the political agenda and that efforts are made to increase economic sustainability of their organisations.</li> </ol>
Partner organisations	<p><b>1. Component – East Africa</b></p> <p>Regional: East African Trade Union Confederation, (EATUC)</p> <p>National centres: COTU (Kenya), TUCTA (Tanzania), ZATUC (Zanzibar), NOTU (Uganda), CESTRAR (Rwanda), and COSYBU (Burundi);</p> <p>National unions: TTU (Tanzania), ZATU (Zanzibar), KNUT (Kenya), SNEP (Rwanda), STEB (Burundi); Amalgated Union of Kenya Metal Workers (AUKMW).</p> <p><b>2. Component – Southern Africa</b></p> <p>Regional: Southern African Trade Union Coordination Council (SATUCC);</p> <p>National centres: OTM (Mozambique), MCTU (Malawi), SFTU (Swaziland), ZaCTU (Zambia) and ZiCTU (Zimbabwe).</p>
Amount applied for	DKK 32.311.056
Implementation period	July 2011 – June 2013
	<p><b>Executive Summary</b></p> <p>The LO/FTF Council has been supporting trade union organisations in Eastern and Southern Africa since 1997.</p> <p>This programme is focused on trade unions in East and Southern Africa to utilise their institutional position as a key driver for regional and national development strategies. They have a central role in promoting an ‘enabling environment’ for the development of pro-employment and decent-work inspired strategies in dialogue with government and employers at the labour markets.</p> <p>From an external evaluation in 2010, it was found that trade unions play an important role in the regional integration processes in EAC and SADC. In East Africa, EATUC has</p>

successfully lobbied the regional EAC and ensured that decent work agenda is integrated in the common market protocol of EAC. At national level, the support to national trade unions have improved the local social dialogue and created a higher awareness amongst workers of decent working conditions, occupational safety and health, good governance and labour rights at the workplaces.

In Southern Africa a similar evaluation found that national trade unions enjoy a comparative advantage in providing informal economy workers with a collective voice due to the institutional platform and bi/tripartite role of trade unions in the institutional framework of the labour market. Through social dialogue with government, municipalities and employers, the common focus has been to develop and extend trade union services to workers working in and around informal economy (especially youth and women) and to advocate and influence national policy-making processes on behalf of the informal economy.

Today, the growing unemployment and poverty in both East Africa and Southern Africa are compounded by an increasing casualisation and informalisation in the labour market putting pressure on – one the one hand – the quality and regulation of existing formal employment and on the other hand the precarious working conditions in the informal economy. The trade unions are faced with this double challenge, that they are forced to address nationally, sectorally as well as regionally.

It is against this background, that the programme strategy is to support the promoting of the **decent work** agenda and **decent employment** through strengthening the capacity of trade union organisations and the two sub-regional organisations to take up a more proactive and influential role in the development of more sustainable labour markets and the overall national social and economic development.

In order to contribute to the decent work agenda, the national centres and unions will receive support to strengthen their capacity on social dialogue, lobby and advocacy, organisational development, and the delivery of targeted services to informal economy workers. Both within and between the two sub-regions the exchange of best practices and lessons learned will be encouraged.

Through the secretariats of the sub-regional organisations EATUC and SATUCC, the programme will actively seek to build synergy between partners in their efforts to influence national and sub-regional decision making on social security, decent employment, social dialogue, and labour rights – all encompassed by the decent work agenda.

To facilitate the programme, and as part of the assistance provided by the LO/FTF Council, Danish unions such as Danish Teachers Federation (DLF), Danish Metal, HK-state and BUPL will participate as resource organisations.

The two ongoing and separate programmes for resp. East and Southern Africa have been extended until July 2011 and the experiences and key achievements obtained through the two programmes, now forms the basis for the two main components of this programme document. The two-year programme period is planned to be implemented from July 2011 to June 2013.

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**List of Abbreviations:**

3F	United Federation of Danish Workers
ADB	African Development Bank
AU	African Union
BSPS	Business Sector Programme Support
BUPL	Forbundet for Pædagoger og klubfolk
CAC	Component Advisory Committee
CBA	Collective Bargaining Agreement
CESTRAR	Centrale des syndicats des Travailleurs du Rwanda
COSYBU	Confederation des syndicats du Burundi
COTU	Central Organisation of Trade Unions (Kenya)
CSR	Corporate Social Responsibilities
DLF	Danish Union of Teachers
EAC	East African Community
EATUC	East African Trade Union Council
FEATU	Federation of Teachers Network
FES	Friedrich Ebert Stiftung (Germany)
FNV	Dutch Confederation of Trade Unions
GDP	Gross Domestic Product
HK	Union of Commercial and Clerical Employees in Denmark
ITUC	International Trade Union Confederation
ILO	International Labour Organisation
IMF	International Monetary Fund
KNUT	Kenya National Union of Teachers
LO Norge	Norwegian Confederation of Trade Unions
LO-TCO	Secretariat for International Trade Union Development Cooperation, Sweden
NEPAD	New Partnership for Africa's Development
MTUC	Malawi Trade Union Congress
NOTU	National Organisation of Trade Unions
OHS	Occupational Health and Safety
OTM-CS	Mozambican Federation of Trade Unions
PAC	Project Advisory Committee
SADC	Southern Africa Development community
SASK	Suomen Ammattiliittojen Solidaarisuuskeskus –Trade Union Sol. Centre of Finland
SATUCC	Southern Africa Trade Union Coordinating Council
SFTU	Swaziland Federation of Trade Unions
SINAFP	Public Sector Workers' Union (Mozambique)
STEB	Syndicat Libre des travailleurs de l'enseignement du Burundi
SNEP	Syndicat National des Enseignants du Primaire
TTU	Tanzania Teachers Union
TUCTA	Trade Union Congress of Tanzania
TUICO	Tanzania Union of Industrial and Commercial Workers
AUKMW	Amalgated Union of Kenya Metal Workers
UNATU	Uganda National Teachers Union
ZATU	Zanzibar Teachers Union
ZATUC	Zanzibar Trade Union Congress
ZaCTU	Zambia Confederation of Trade Unions
ZiCTU	Zimbabwe Confederation of Trade Unions

## Introduction and background

This regional programme takes its point of departure from the international Decent Work Agenda and its four inter-related elements – productive employment, social security, social dialogue, and rights at work are central focal points in the support to the African trade union movement to take up a proactive role in eradicating poverty and mitigating the impact of the global financial and economic crisis.

At the same time, the programme is in line with the Danish Africa Commission and its recommendations to put economic growth and employment in Africa higher on the international agenda.<sup>1</sup> The new development aid policy by DANIDA “Freedom from Poverty – freedom to change” focus on private sector led growth, and encompasses employment/job creation and the need for well-functioning labour markets and decent labour conditions. The Africa development aid strategy (2007-2011) adds the need for improved sub-regional integration between African countries in order to enhance regional trade and investments to boost social and economic development in the sub-regions. This is in line with the international donor community and the Breton Woods institutions increasing prioritisation of sub-regional organisations such as AU, NEPAD, SADC, EAC etc.

The “Decent work for all” in Africa focuses on decent and productive employment, social protection, standards and rights at work, and governance and social dialogue. Here, the focus is on strengthening harmonisation and standardisation across the EAC region together with employment creation (especially youth), extension of social protection and improved capacity for social dialogue (ILO, 2010). The G20 Summit in 2009 committed itself to put quality jobs at the centre of the recovery and help preserve employment and prioritise job growth without disregarding internationally recognised labour standards.<sup>2</sup>

As social partners in the labour market, trade unions in both Eastern and Southern Africa are key drivers for any both national and regional employment strategy, and at the same time a central part of the enabling environment for the implementation of such strategies.

Over the last three years the East African trade union movement and their joint East African Trade Union Confederation (EATUC) has effectively proved the importance of taking up a committed and pro-active role vis-a-vis the sub-regional integration process.

EATUC enjoys observer status at the East African Community (EAC) and has been actively lobbying for the integration of the decent work agenda in the integration process. Supported by the LO/FTF Council and based on an open dialogue with and recommendations from the EATUC, the newly ratified common market protocol includes central paragraphs on labour market and employment, international core labour standards, harmonisation of policies related to the free movement of labour etc.

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<sup>1</sup> The Danish trade union movement and the regional ITUC submitted its recommendations “Ensuring employment for young people in Africa, 2008”.

<sup>2</sup> Pittsburgh G20 Summit, April 2009

In Southern Africa the SATUCC (Southern Africa Trade Union Cooperating Council) has had a very different role in relation to the SADC. First and foremost the regional integration process in Southern Africa is only slowly progressing, and SATUCC as an institution has at the same time not had the organisational and human resources to effectively promote the decent work agenda. Focus has been on a re-vitalisation of the social dialogue within the SADC-ELS (SADC Employment and Labour Sector) – but at the same time a need to invigorate the coordination and exchange of experience between the national affiliates as basis for taking a more pro-active role in the process.<sup>3</sup> In terms of employment, the ILO decent work programme for the SADC stated that all countries in the SADC region have employment as their highest priority.<sup>4</sup> The ILO programme also supports the harmonising efforts by SADC on migration, employment and investments, and to ensure that SADC infuse social dimensions of integration into SADC programmes.

Over the last three years five national centres within the SATUCC has with a concerted effort taken the lead in developing a more dynamic exchange of best practises within trade union policy areas like Corporate Social Responsibility (CSR), Occupational Health and Safety (OHS) and not least the challenges for organised labour in addressing the majority of workers earning their living in the informal economy.

All over Eastern and Southern Africa indecent employment conditions have been and still are a significant problem in the formal private sector, just as basic labour rights are frequently violated for both public and private employees. These indecent working conditions often create negative impacts on both productivity, the quality of products and of the stable industrial relations at the company sites. An example of the importance of focussing on decent and fair salary levels to avoid increasing poverty levels in Tanzania was highlighted in 2010 during central negotiations about min. wages:

In 2010, TUCTA and its affiliated industrial unions lobbied and negotiated general minimum wages for the whole country. Although the results were not satisfactory to the trade union movement, the government expert team nevertheless found that higher minimum wages does not per se mean loss of productivity and higher unemployment in the industries.

In Eastern Africa, the public teacher organisations have expressed their concerns about increasing deterioration of their working conditions and unemployment for many public and private school teachers. The high in-take of students and reduction of public education spending puts pressure on teachers and thus the governments' contribution to reach the MDG on "quality education for all" by 2015.

At the same time, between 80-90% of the active workforce now earn their meagre living within the informal economy. Most workers in the informal economy are living on a survival level and are in most countries not covered by the labour legislation, are not having access to social security, training and education etc. Young people play a predominant factor in the informal economy especially in East Africa. For instance in Uganda, approx. 50% of the population is between 0-14 years.

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<sup>3</sup> Today, SATUCC is a member of the technical tri-partite committee under SADC.

<sup>4</sup> ILO draft decent work programme, SADC, 2010

With an employment pattern increasingly characterised of informalisation and casualisation of the formal sector and an exploding informal economy, it has become urgent for trade unions to use their institutional platform as a social partner to constructively lobby governments to influence national labour markets, employment policies and legislation to extend national services through e.g. health schemes, social security, training and education, credit schemes as well as taxation that accommodates the totality of the workforce.

With the support from the LO/FTF Council the national centre OTM in Mozambique has successfully lobbied the government to expand the social security system to provide access for workers in the informal economy.

In Zimbabwean, the national centre ZCTU has now associated more than 1.3 million workers in the informal economy and are both representing them in the national tripartite committee as well as providing services like legal assistance and training on occupational safety and health and HIV to a wide range of informal economy associations.

These developments present opportunities as well as new challenges to the trade union movement and its democratic structures. Trade unions need to expand their strategic and organisational capacity to reach beyond the formal economy to also meet the needs and priorities of the informal economy workforce. Reducing the decent work deficits within the informal economy will go a long way towards reducing poverty – especially for women and youth, who are often unskilled and first-entry workers in the total workforce.

Therefore, the programme supports the promoting of the **decent work** agenda and **decent employment** through strengthening the capacity of trade union organisations and the two regional organisations to take up a more pro-active and influential role in the development of more sustainable labour markets and the overall national social and economic development.

### **Programme design**

Within the overall frame of the decent work agenda, the programme has a dual focus: On the one hand on decent employment, and on the other hand on labour market integration and social dialogue. Building on the achievement made during the implementation of the two on-going programmes for Eastern and Southern Africa, the programme in hand will seek to consolidate and further develop the trade unions within the two sub-regions, and at the same time utilise these achievements and best practises to cross-fertilise the work of two sub-regional trade union structures.

The programme is divided into two main components. The first component is focusing on East Africa, selected trade unions and the national centres affiliated to the sub-regional EATUC. The second component is focusing on Southern Africa, a number of unions and key-affiliates to the sub-regional SATUCC.

Bridging the two components, the programme will facilitate an exchange of experience: From Southern Africa with a focus on key achievement made in reaching out to workers in and around the informal economy. From Eastern Africa with a focus on sharing experiences in positioning trade



unions in the sub-regional integration process through effective lobby and social dialogue.

As illustrated below, the EATUC and SATUCC secretariats are key partners in the regional strategy to fulfil the *first* immediate objective.

The *second* immediate objective involves national centres and a number of selected unions – primarily from the education sector.

	Component I	Component II
Objectives\Region	East Africa:	Southern Africa
<p><b>Immediate objective 1:</b> Regional trade union advocacy for the harmonisation of labour legislation based on the decent work agenda have been strengthened.</p>	East African Trade Union Confederation (EATUC)	Southern African Trade Union Coordinating Council (SATUCC)
<p><b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.</p>	<p><b>National centres</b></p> <p>CESTRAR (Rwanda) COSYBU (Burundi) COTU (Kenya) TUCTA (Tanzania) ZATUC (Zanzibar) NOTU (Uganda)</p> <p><b>Unions:</b></p> <p>TTU (Tanzania) ZATU (Zanzibar) KNUT (Kenya) STEB (Burundi) SNEP (Rwanda) AUKMW (Kenya)</p>	<p><b>National centres:</b></p> <p>OTM (Mozambique) MTUC (Malawi) SFTU (Swaziland) ZaCTU (Zambia) ZiCTU (Zimbabwe)</p>

### Previous achievements and lessons learned

The formulation of this programme builds on achievements and lessons learned during implementation of the current sub-regional programmes as well as extensive consultations with the individual trade union partners. Their prioritised needs and recommendations are basis for this programme document, application and supporting project documents.

During implementation of the current programmes lessons learned have been discussed during the annual Programme and Component Advisory Committee meetings. Recommendations from these meetings have been followed up by regular quarterly management meetings with the trade union leadership.

Some of the key lessons learned are:

- In East Africa the support to the EATUC secretariat has proved essential to the success of trade unions in the region to influence the regional integration process in EAC.
- In Southern Africa the support provided has been essential for national trade union centres in their efforts to provide services and organise workers in and around the informal economy.
- In both Eastern and Southern Africa support provided to the development of national networks of trade union trainers have been essential to strengthening the information flow and internal democracy within the trade union structures.
- In Southern Africa support provided to public sector unions has been essential in building lobby and advocacy for an increased focus on labour rights in the public sector.
- In East Africa, the synergy effects of the regional teachers' network have materialised in concrete exchanges of experiences in terms of school representative systems and the establishment of negotiation machineries through intensive advocacy work by teachers' unions.

In East Africa, the teachers unions carried out a mid-term review in 2009, and in September 2010, the LO/FTF Council carried out an evaluation of the current programmes for East Africa and Southern Africa, which produced a range of recommendations to the future support until 2015.

### **PART A: Regional Context and problem analysis**

In line with the Millennium Development Goal 1 “Eradicate extreme poverty and hunger”, and specifically with the second target “Achieve full and productive employment and decent work for all, including women and young people”, the focus of this programme is employment generation and decent work in Eastern and Southern Africa.

It is at the same time one of the key focus areas of the Danish Development Strategy: “Freedom from Poverty – Freedom to Change” – and in line with the Danish Africa Commission setting economic growth and employment in Africa high on the international agenda. It is at the same time an agenda and a process supported by both the Danish and African trade unions<sup>5</sup>.

Employment generation and decent work are development parameters closely tied to an economic development in both the private and public sectors. As social partners in the labour market, trade unions in developing countries are both a key driver for any national employment strategy, and a central part of the ‘enabling environment’ for the implementation of such strategies. As a consequence of this, the fundamental approach of the LO/FTF Council Employment and Poverty Strategy is to help build the capacity of the partner organisations from the developing countries in Africa, Asia and Latin America.

Common to any national trade union employment generating intervention is democratic ownership. Workers' participation in decision-making processes at the labour market is an important contributor to pro-poor economic growth and employment generation. It is important that the poor and

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<sup>5</sup> Reference is made to the Trade Union Recommendations to the Africa Commission “Ensuring employment for young people in Africa” 2008 and the Danish LO's ‘Udviklingspolitiske Strategi’, 2010.

marginalized workers have an ownership to the process of lifting them out of poverty, be it social, democratic or economic.

Without the belonging to a legitimate democratic process and organization, the local development processes are not possible.

Since the adoption of the Millennium Development Goals in 1999, there has been a growing recognition of the vital role of the Decent Work Agenda as a balanced and integrated approach to pursue the objectives of full and productive employment and decent work for all at the global, regional, national and local levels.

Decent work has been defined by the ILO and endorsed by the international community as being productive work for women and men in conditions of freedom, equity, security and human dignity. Decent work involves opportunities for work that is productive and delivers a fair income; provides security in the workplace and social protection for workers and their families; offers better prospects for personal development and encourages social integration; gives people the freedom to express their concerns, to organize and to participate in decisions that affect their lives; and guarantees equal opportunities and equal treatment for all.<sup>6</sup>

Informal economy work, on the whole, cannot be described as “decent” work as it is often not secure, protected nor recognized in national budgets.

In line with the ILO definitions, the term “informal economy” covers the diverse group of workers and enterprises in both rural and urban areas operating informally. They include own-account workers in survival-type activities, such as street vendors, shoe-shiners, garbage collectors, paid domestic workers, home-workers and workers in sweatshops; they include the self-employed in micro-enterprises operating on their own or with contributing family workers or apprentices; and they include employees in these informal businesses.

The problems and needs of the different groups and trades are obviously different, but they share one important characteristic: They are hardly ever protected by the labour laws or other protective legislation and most often they are living on a survival level. Reducing these deficits will go a long way towards reducing poverty.

A large bulk of the workers in the informal economy is women and youth. The informal economy serves as the outlet for those who are unable to find paid employment in the formal economy, and yet must earn an income somehow. Therefore, they take up whatever work is available in the informal economy, where they generally work long hours with no security and low pay that is not sufficient to remove them and their families from poverty.

This is not just a social disaster and a huge wasted economic asset, but at the same time constitutes a risk of destroying the political and social structures even of countries that are at present stable, especially when combined with the alarming demographic trends in many African countries.

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<sup>6</sup> ILO Toolkit for mainstreaming employment and decent work, 2007.

**A1: East Africa**

With the revitalisation of the East African Community, the ambition has been to boost the liberal market strategies by increasing competitiveness, trade and investments in a single East African market. In 2008, it was found that the internal trade within EAC amounted to a 45% increase from 2005 (USD 1.874 billion to 2.715 USD billion in 2008).

The EAC member states aims at widening and deepening their co-operation to consolidate the long standing traditional ties and associations between its peoples. Most of the East African countries share common social, cultural and political background dating back to colonial times. Languages, culture, migrating labour, and, to a large extent, similarities in legislative and administrative structures are tying the countries together. However, while bearing in mind that inclusion of Burundi and Rwanda represents economies of scale in terms of inter-regional trade, it also challenges the integration process due to their history and French language.

With the recent ratification of the common market protocol, the regional integration within East Africa has gained momentum and is gradually becoming more coherent and unified with its institutionalisation of free movement of labour, goods and services. Especially, free movement of labour requires a gradual harmonisation of social security, labour and education legislation.

The main challenge for the EAC in the coming years is to implement the provisions in the common market protocol of the EAC, and to raise awareness amongst its citizens about the prospects and implications of e.g. free movement of labour including issues relating to harmonisation of labour, social security and education legislation across countries.

Especially in the education sectors, the free movement of teachers and harmonisation of qualifications and social security is high on the agenda since teachers have already started migrating between Kenya, Tanzania, Uganda and the two new-coming French speaking countries (in need of English speaking teachers).

The employers organisations have historically not be democratically organised at EAC level. Only the East African Business Council has existed as a regional body to represent a sample of business and employer organisations, individual companies etc. In 2010, however, ILO with the support of DANIDA, Danish Industry (DI), and other donors has been supporting the employer organisations in setting up a regional employer platform. In this process EATUC has been sharing their experience in utilising the observer status within the EAC as a platform for advocacy and advising on the organisational set-up.

**A1.1 Labour market situation**

The distribution of and structure of employment in the East African region indicates that a majority of the workforce works in the agricultural sectors. In Kenya, it remains the third largest source of formal employment after public service and community services. The communication and transport sectors contribute most to the total GNP.

However, by all governments in East Africa, unemployment has been recognized as a key concern for the development in their national countries.<sup>7</sup> An average of 12% of the labour force was unemployed in 2008, although urban unemployment in some cities is up to 45%. Formal employment in these countries is relatively limited.

In Kenya, total employment was 67% of an active labour force of 15 mio. in 2008 (formal employment counted for approx. 12%), while the remaining 79% is in the informal economy *Jua Kali*. The Tanzanian official statistics refer to an unemployment rate of 12%, while the informal economy is accounting 88-90% of the total labour force. In Zanzibar, the unemployment ranges from 11% (urban) to 20% (rural). In Uganda, approx. 5% are engaged in formal employment. Similar pictures exist in Rwanda and Burundi (reliable official statistics are not available).

Most of the East African countries are facing an increase unemployment rate, and the ILO especially points to the problems of youth unemployment in East Africa of about 13% (15-24 yrs). One of the major challenges is that youth constitutes over 50% of the East African population, and the youth unemployment rate is about four times the adult unemployment rate, and is growing at the double rate. The youth group is further likely to be most affected of the crisis due to their lack of skills and experiences. Especially Tanzania and Kenya report of a large influx of young new entrants to a shrinking formal labour market with low absorption capacity (annually approx. 7-800,000 new entrants to the labour market). Uganda has the highest youth unemployment rate and the youngest population in the world.<sup>8</sup> Approx. 83 percent of the Ugandan youth is unemployed.<sup>9</sup>

The challenges faced today is to find ways to provide a decent job for all workers in East Africa, of whom more than half earn poverty wages.

### A1.2: Labour legislation

The national labour markets of Uganda, Kenya, Tanzania, Rwanda and Burundi share similar legal frameworks, policies and practices. With the exception of Convention 87 (Freedom of Association and Protection of the Right to Organise) in Kenya, they have ratified all the fundamental ILO conventions, and have similar labour regulations such as labour institutions act, labour relations acts and labour courts (and mediation units).

Ratifications of the ILO fundamental human rights conventions East Africa								
	Freedom of association and collective bargaining		Elimination of forced and compulsory labour		Elimination of discrimination in respect of employment and occupation		Abolition of child labour	
	C-87	C-98	C-29	C-105	C-100	C-111	C-138	C-182
Kenya	-	1964	1964	1964	2001	2001	1979	2001
Tanzania	2000	1962	1962	1962	2002	2002	1998	2001

<sup>7</sup> Collecting accurate statistics on unemployment in East Africa is difficult due to the outdated statistics and because they do not take into account those who are self-employed or in the informal economy.

<sup>8</sup> World Bank report, 2008;

<sup>9</sup> African Development Indicators, 2009.

Uganda	2005	1963	1963	1963	2005	2005	2003	2001
Rwanda	1988	1988	2001	1962	1980	1981	1981	2002
Burundi	1993	1997	1963	1963	1993	1993	2000	2002

Even though the labour market frameworks and above ratified ILO conventions in most of the East African countries guarantee the rights to organise and bargain collectively, a high level of anti-union climate nevertheless exists. In the worst cases trade union leaders are denied access to their members at private workplaces, and often employers are outright hostile and discriminate against unionised workers. Shop stewards are denied time-off for training and time to deal with union matters as otherwise legally secured. In the education sector, the Government of Kenya have severely restricted labour rights e.g. by suspending agreed salary payments, while the suspension of government check-off systems for public teachers in Burundi, Rwanda and Uganda are examples of violations of labour rights previously agreed between government and teachers unions.

In most of the east African countries, a key concern for both employers and trade unions over the past years has been the ineffective national tripartite labour relations. In Tanzania, the LESCO has not been given proper priority by the Ministry of Labour, and the minimum wage setting processes have been almost chaotic. Despite lack of political priority and generally ineffective and understaffed secretariats, the national tripartite bodies nevertheless define the principles for social dialogue.

The picture is the same in Kenya. The National Labour Board and the associated wage councils are not operating effectively despite the recognition by the labour commissioner of the importance of social dialogue with organized labour to ensure industrial peace and stability at the workplaces.

In Burundi, Uganda and Rwanda there has not been a long tradition for institutionalised tripartite consultations. While new Rwandan and Ugandan labour codes and tripartite institutions like National Labour Council/Board have recently been established, national social dialogue and negotiations are weak. Lack of political priority goes hand in hand with a lack of skilled manpower and well staffed secretariats.

Recognising the need to build a more sustainable labour market, the East African region has witnessed series of labour market reforms aimed at improving the industrial and labour relations and overall growth and development of the economies.

In Kenya, Tanzania and to a lesser extent Uganda, the labour laws already focuses on tripartite consultations and mediation with the establishment of industrial/labour courts, tripartite labour, advisory council/boards and bipartite wage boards.

In Rwanda, the relatively new labour laws build on the ILO conventions and establishment of a labour court and a tripartite National Labour Council for labour issues including employment, social security, collective agreement structures in future, labour law reforms etc.

The Burundian labour market is regulated by labour legislation dating back to the early 1990's. The National Labour Council and the board for the social security fund are tripartite structures recognized in the labor code. Local social dialogue is taking place within sectors such as education, health and

industry.

In the education sector, the Kenyan and Tanzanian teachers unions negotiate working and employment conditions for teachers with government employers in Teachers' Service Commission in Kenya and the negotiation machinery in Tanzania.

#### A1.4: Trade unions and the social dialogue

During the last three years, the East African trade union movement – through its East African Trade Union Confederation (EATUC)<sup>10</sup> - has intensified its collaboration with the EAC. The EATUC enjoys an observer status within the EAC, and within the last two years, EATUC has effectively utilised this position to carry out highly competent and effective lobby on e.g. the attachment of a social charter to the Common Market Protocol, which was ratified in November 2009. It now includes paragraphs on decent work, labour markets, decent employment – and job creation and other socio-economic issues. The major discussion relates to the free movement of workers and their labour rights.<sup>11</sup>

In light of the recent years of effective lobbying and social dialogue with EAC and its high-level Task Force delegates, it is important for trade union movement in East Africa to consolidate its capacity building within the national centres to strengthen lobby and advocate nationally on issues concerning the regional integration. Here, the national trade union centres have only to a limited extent managed to get access and/or effectively influence the national delegations to the EAC. In effect, only EATUC and a representative from COTU in Kenya have systematically been representing workers in the different regional forums.

In the process of reforming national policies, the trade unions are actively promoting the national employment policies and legislation to become pro-poor and aiming at generating decent jobs.

In Uganda, NOTU is active in pushing for the implementation of an employment policy as a way of contributing to solve the youth unemployment problem.

A valid indicator of effective advocacy work towards national political and economic development is COTU's successful lobbying for a new pro-poor and pro-worker constitution<sup>12</sup>. Through a systematic training programme, it was possible for COTU to ensure that advocacy work in the national constitutional process was in line with the view of its membership.

In recent years, the six national centres have increasingly promoted labour-intensive and employment-friendly investments and policies through their participation in the bi/tripartite boards/institutions, employment and retrenchment boards, legislative portfolio committees, reform processes (e.g. education), sectoral employment councils and others.

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<sup>10</sup> East African Trade Union Council (EATUC) is the umbrella organisation bringing together the national trade union centres TUCTA, ZATUC, NOTU, COTU, COSYBU and CESTRAR from the five member states: Tanzania/Zanzibar, Uganda, Kenya, Burundi and Rwanda.

<sup>11</sup> An ILO "Decent Work" programme was signed by the EAC Heads of State.

<sup>12</sup> The new Bill of Rights now recognises Collective Bargaining Agreements (CBA) as an important instrument in workers' rights as well as the rights to strikes, picketing and fair remuneration that are now constitutional rights to Kenyan workers.

COTU, NOTU and CESTRAR are actively utilising their representation in national tripartite institutions such as national social security funds to promote the inclusion of informal workers.

The trade unions in Tanzania use their social dialogue with government and employers to ensure that the principles of equal remuneration for work of equal value are reflected in collective agreements, and that when wage boards determine minimum wage rates, jobs predominantly or exclusively undertaken by women are not being undervalued in comparison with those undertaken by men.<sup>13</sup>

The difficulty for many East African national trade union centres seems to be fully grasping the challenges of informal workers and adopting strategies that can assist them in their needs. But trade unions have in recent years started to focus on the needs and provision of services to informal economy workers. For instance, industrial unions like TUICO in Tanzania have started to provide membership services to informal economy worker groups and cooperatives. In most of the countries, the trade union movement is discussing how to promote the national social security schemes to cover the informal economy as well.

Similarly, the new privatisation drive in the primary and secondary schooling in East Africa has seen a mushrooming of formal and informal early childhood caretakers employed – but not organised – in small private owned “institutions” under hazardous and indecent working conditions.

## **A2: Southern Africa**

Politically and economically, the southern Africa region is united through the Southern Africa Development Community (SADC), with its declared goal to further socio-economic cooperation and increased integration. Originally being an organisation formed to support the liberation struggle in South Africa, the organization comprises 15 southern African states. The SADC was modernized in 2001 to give it more political power vis-à-vis its members, seeking to do away with past policies of non-interference and aiming at creating greater political stability through a peer pressure mechanism. Although leaders have agreed to these changes on paper, in reality, the tradition of African leaders not meddling with each other’s internal affairs have continued. The inability of the SADC to intervene effectively to solve the political and economic crisis in Zimbabwe illustrates this.

When it comes to economic power, the SADC is split into two blocks – South Africa on the one side, and all the other member states on the other. Unlike the other SADC countries, the South African economy is well diversified, with only 3 percent of GDP coming from agriculture and with industry accounting for 31.1 percent<sup>14</sup>. In fact, South Africa accounts for 50 percent of the entire Sub-Saharan GDP and South Africa is without any doubt the regional economic power house. Not only is 80 percent of all international trade in the southern Africa region done with South Africa, but South African investments also accounts for almost half of the Foreign Direct Investment (FDI) in the region. South African consumer and industrial products, retailers, mining companies and breweries have

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<sup>13</sup> The Tanzanian government adopted the Employment and Labour Relations (Code of Good Practice) Rules, 2007, which, inter alia, make provision for the elimination of discrimination at the workplace and the promotion of equality of opportunity and treatment in employment.

<sup>14</sup> CIA World Fact Book, 2010



become increasingly visible in the economies of the region.

Over 50 percent of export earnings from southern African countries are from minerals and agriculture, again, with the notable exception of South Africa. For example, 85 percent of Angola's GDP comes from oil. In Botswana, diamond mining alone contributes 36 percent to GDP compared to just 4 percent for manufacturing, while Malawi's single largest export earner is tobacco, accounting for 30 percent of the value of agricultural produce.

The SADC has taken several steps to improve economic cooperation and integration in the region, by doing away with trade barriers to boost regional trade. A free trade agreement was ratified in 2000 and the SADC has since then adopted various policies and strategies such as the 'Employment and Labour in the SADC', the 'Charter of Fundamental Social Rights in SADC' as well as 'SADC codes of conduct on Child Labour', 'HIV and AIDS and Employment', 'Safe Use of Chemicals' and 'Social Security'.

Since 2008, producers and consumers pay no import tariffs on an estimated 85 percent of all trade within the SADC. A customs union has also been on the drawing board for a number of years, but the deadline for 2010 was postponed in 2009<sup>15</sup>. A common market was originally scheduled to be a reality in 2015, with a monetary union to follow suit in 2016, leading to the adoption of a single currency in 2018<sup>16</sup>.

In practice, the economic dominance of South Africa generates political tension in the region with South Africa often seen as a predator by the smaller economies, fearing that any economic cooperation with South Africa will be to their disadvantage.

#### A2.2: Labour market situation

The general picture is one where working conditions are poor and where labour rights often are completely ignored or only complied with sporadically. Poor working conditions not only lead to (fatal) accidents and work related diseases, but also negatively affect productivity, thereby also impacting negatively on the regions industries to compete in the global markets. Although all countries formally protect their workers through laws and regulations concerning working conditions, making sure that companies comply with these regulations are often not enforced.

Corruption surely plays a part here, but often the institutions assigned with the task of enforcing the law are not prioritized by government. In Malawi, for example, the Ministry of Labour and Vocational Training has only employed nine labour inspectors to cover the entire country, and with only one doctor trained in occupational health and safety<sup>17</sup>.

Given the fact that national enforcement capacities are minimal, both private and public employers often ignore labour laws. In Mozambique, for example, the labour court is swamped with cases, and with a back-log of four to five years, employers risk little by not adhering to the letter of the law.

Common for all countries is, that national labour laws and regulations stipulating working conditions

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<sup>15</sup> [www.tralac.org](http://www.tralac.org), 2010

<sup>16</sup> [www.sadc.int](http://www.sadc.int), 2010

<sup>17</sup> WageIndicator.org, Country Report No.6, 2009

and minimum wages, do not apply to the informal economy. People working in the informal economy are thus not at all protected, often leading to dismal working conditions and incomes below the official minimum wage.

Ratifications of the ILO fundamental human rights conventions Southern Africa								
	Freedom of association and collective bargaining		Elimination of forced and compulsory labour		Elimination of discrimination in respect of employment and occupation		Abolition of child labour	
	C-87	C-98	C-29	C-105	C-100	C-111	C-138	C-182
Mozambique	1996	1996	2003	1977	1977	1977	2003	2003
Malawi	1999	1965	1999	1999	1965	1965	1999	1999
Swaziland	1978	1978	1978	1979	1981	1981	2002	2002
Zambia	1996	1996	1964	1965	1972	1979	1976	2001
Zimbabwe	2003	1998	1998	1998	1989	1999	2000	2000

Although labour rights, in the form of the core ILO Conventions, have been ratified, in many cases these rights are ignored, making it difficult for workers to organise and negotiate. In Zambia collectively bargained agreements can only be negotiated at work places employing more than 25 workers. In Swaziland, Zimbabwe, and Zambia, employees of the civil service are not allowed to strike. In Mozambique, teachers and employees in the civil service have been barred from organising themselves in recognised trade unions. And in Zimbabwe, political interference with collectively bargained agreements is taking place regularly.

### A2.3: Trade unions and Social dialogue

In 2008 the SADC established a range of labour-related tripartite committees on employment, labour and social security in order to enhance the capacity of the secretariat a view to develop the SADC decent work framework and protocol on employment and labour. These documents affirm that social dialogue and tripartite systems are seen to be essential elements to create social stable societies, secure a sustainable development and guarantee decent employment in the southern Africa region. However, as with labour rights and working conditions, governments do not always practice the policies that they adopt and what they publicly subscribe to in the way of international and regional treaties and conventions.

In practice, negotiations are often undermined by direct political interference, as is the case in Zimbabwe and Swaziland. In other countries, such as Malawi, decisions taken in tri-partite forums are not even binding, whereas negotiators from the labour movement in Zambia often experiences that there is a more subtle political interference, where government negotiators often leak information to the media, undermining the negotiations and the quality of their outcome.

Furthermore, labour negotiators are often hampered in their work in securing a good negotiation outcome, seen from an employee perspective, as labour movements in the region generally possess very little research capacity capable of generating credible, evidence based data which can serve as a

realistic platform for negotiations.

Even though most of the workforce is employed within the informal economy, informal economy workers have traditionally not had much voice or opportunity to enter into dialogue with government. All too often, authorities have harassed informal economy operators and workers, chasing them away from city streets, confiscating their merchandise, and doing very little to positively engage them and try to further their plight.

In recent years, trade unions in southern Africa have sought to improve conditions for social dialogue by organising the informal economy. National informal economy organisations have been formed, either organising formal economy workers directly or organising informal economy associations under an umbrella organisation. To varying degrees these national informal economy organisations have affiliated themselves to national labour centres, thereby securing a certain degree of voice in social dialogue forums.

As the informal economy gains political weight, it also becomes harder to ignore the issues that it raises. In some countries, such as Mozambique, lobby work has shown some success, with the social security system about to become accessible for (parts of) the informal economy.

### **A3: Problem Analysis**

*“To overcome Africa’s great demographic and economic challenges, the large and growing group of young African women and men must be given opportunities through decent employment. In a few decades one in every four young person in the world will be an African. This situation underlines the need for growth and jobs for the youth.”*

*“Employment will be the most important engine for creating development in Africa. In that sense, the growing population of youth represents a unique opportunity for Africa which must be utilized<sup>18</sup>”*

The magnitude of the challenge to create decent jobs to the growing population of youth in Africa is to say the least – overwhelming. With 6 -700.000 new entrants annually to the labour market in East Africa, and possibly as many as 10 mill in Africa as a whole, there is a need for governments as well as the social partners to mobilise a broad-based public commitment to the employment agenda.

At the same time as it is necessary to build a public commitment in all the countries, it makes little sense for any one nation to take up the challenge on its own. To meet ambitious employment targets, and facilitate a socially balanced growth in both the private and public sectors, there is a need to harmonize both economic and social policies. Here both EAC and SADC play a significant role as the two possibly most potent and dynamic economic co-operating communities in Africa.

All over Africa, there is a lack of productive employment opportunities. The great majority of people are working – and often even working very long hours – but productivity is low, working conditions are poor, and income is unstable and insecure.

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<sup>18</sup> Synopsis from the second meeting of the Africa Commission in Adis Ababa, 20 November 2008.

At the same time, large parts of the institutionalised society are often not recognising the current or even the potential productive contribution to society from specially the urban informal economy workers/operators. Large parts of the population are as such excluded from any kind of 'social contract' with the state – being denied access to even the most basic legal protection and social services. Summarizing from the context description, the result is – with few exceptions – societies characterised by economic, social and even political exclusion.

Looking more specifically at the labour market, the context descriptions on the situation in both Eastern and Southern Africa have also to a large extent pointed at the same main challenges:

- Lack of functioning social dialogue
- Lack of legal protection
- Lack of social protection for the majority of workers
- Poor working conditions
- Widespread violations of fundamental labour rights

Economic growth and decent employment is a precondition for poverty alleviation. Employment – labour – obviously necessary for any production, but at the same time a necessity for the distribution of wealth. This implicates, that decent employment for all as not only being a goal – but to a large extend the basis for mobilising not only a few 'entrepreneurs', but broad-based productive forces in society.

In the developed countries it is widely accepted and well documented, that decent working conditions are a precondition for productive work. That basic social security is a precondition for people being inclined to take risks – and venture into innovation. That respect for basic human rights and labour standards are a precondition for any 'social contract' and commitment to society.

For the situation to change in the countries in both Eastern and Southern Africa there is a need for governments to develop much more inclusive labour market policies and practises seeking to mobilise the social partners as well as individual employers and workers.

In this context and from implementation of the two current LO/FTF programmes in East and Southern Africa respectively there are a number of areas, where trade unions not only have shown their commitment to influence national and regional policies, but where national and regional authorities have shown the foresight and strategic interest in developing more inclusive labour market policies and practises:

- On issues related to the free movement of labour – specifically within the EAC.
- On issues related to the development of national policies covering a broader spectre of workers in and around the informal economy – most significant in Southern Africa.
- On specific issues related to the development of national tri-partite structures dealing with wage-negotiations, mediation and arbitration, professional development etc.
- On the development on local social dialogue at the company level.

As earlier stated, trade unions have as social partners in both Eastern and Southern Africa both a strategic interest and role to contribute to the development of both national and regional employment strategies. There is a need to strengthen their limited capacity – and most specifically to capacitate them to provide input on issues where social dialogue is in demand.

#### **A4: Stakeholders**

Key relevant stakeholders in different countries are: (please also refer to Annex 8)

##### *National stakeholders:*

- a. Ministries of Labour and Employment, Commissioners of Labour, Labour Inspectorates, Ministry of Education, Teachers/Public Service Commission, Ministry of Health and public/private health clinics, and HIV/AIDS commissions/councils;
- b. Local district authorities;
- c. Employers and employers organisations;
- d. Neighbouring communities at workplaces;
- e. Universities and Research Centres;

##### *International stakeholders and donors:*

- East African Community (EAC);
- Southern African Development Community (SADC);
- International donors e.g. Danish embassies, EU, etc.;
- The umbrella organisation for the international trade union movement (ITUC)<sup>19</sup>.
- Global Union Federations like Education International and International Metal Workers Federation;
- International Labour Organisation and other UN agencies. The ILO provides financial and technical assistance to all national centres on an ad-hoc basis. ILO runs “decent work programmes” with the social partners (either jointly or bilaterally) in East Africa, Zambia, Mozambique and Zimbabwe.
- Danish Industry (DI) currently supporting the network of employers organisations in East Africa – and seeking to expand their assistance to women entrepreneurs in the same region.

The East African trade union organisations are co-supported by international partners like FES Germany, LO-Norway, and the Belgium embassy (Burundi). In Southern Africa, selected trade unions are supported by LO/TCO Sweden, SASK Finland, LO-Norway, FES/Germany and the Dutch FNV. Apart from other sector-programmes and budget support, the Danish Government has extended its business sector support programme in Tanzania to 2013, and has in late 2010 launched a Private Sector Development Programme in Mozambique, where OTM in the component on advocacy and business research is planned to be provided some support for strengthening their research capacity. In the new phase of the business sector support programme (2011-2015) in Kenya, COTU is no longer a direct partner, but will have access to apply for assistance from an advocacy challenge fund.

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➤ <sup>19</sup> All LO/FTF Council activities are coordinated with ITUC as all national centres are ITUC members;

## A5: Partners

### a) Regional level:

In the **East African Region**, the East African Trade Union Council (EATUC) is the umbrella organisation bringing together all six national trade union centres from the five East African countries. EATUC was established in 1988, and its broad objective is to integrate workers interests and efforts in the East African region with a view to advocate for all labour issues regarding regional integration, institute tripartism, promote ILO standards, harmonisation of labour laws and promote the concept of free movement of goods or production in the region.

In the **Southern African** region, the SATUCC is the umbrella organisation for a total of 15 national centres in Southern Africa (+ Tanzania), where this programme covers five national centres (see below). SATUCC was established in 1983 and has like the EATUC a broad objective to integrate workers interests and efforts in the region. Over the years SATUCC has played a significant political role in the liberation struggle, but is today more focused on lobby and advocacy towards SADC.

### b) National centre level:

For the sake of an overview, below is a brief presentation of all national partners (see also annex with detailed partner description).

<b>Partners – East Africa:</b>	Country:	Established in:	Affiliated unions	Members:
Central Organisation of Trade Unions (COTU)	Kenya	1965	35	1.300.000
National Organisation of Trade Unions (NOTU)	Uganda	1973	20	167.500
Trade Union Congress of Tanzania (TUCTA)	Tanzania	2001	14	403.800
Zanzibar Trade Union Congress (ZATUC)	Zanzibar	2003	9	17.200
Confederation des syndicats du Burundi (COSYBU)	Burundi	1995	27	44.200
Centrale des syndicats des Travailleurs du Rwanda (CESTRAR)	Rwanda	1985	20	40.200

<b>Partners - Southern Africa :</b>	Country	Established	Affiliated unions	Members
Organização dos Trabalhadores de Mocambique (OTM-CS)	Mozambique	1976	14	212.200
Malawi Congress of Trade Unions (MCTU)	Malawi	1995	22	143.400
Zambia Congress of Trade Unions (ZaCTU)	Zambia	1965	30	317.200
Zimbabwe Congress of Trade Unions (ZiCTU)	Zimbabwe	1981	36	247.000
Swaziland Federation of Trade Unions (SFTU)	Swaziland	1984	19	43.500

## c) Union/Branch level:

Partner - East Africa:	Country	Established:	Members:
KNUT	Kenya	1959	200.000
TTU	Tanzania	1993	171.000
ZATU	Zanzibar	2002	5.500
SNEP	Rwanda	1996	8.500
STEB	Burundi	1993	9.000
Amalg. union of Metal Workers.	Kenya	1962	25.000
Regional networking (education)	Regional	2007	(see above)

Although SATUCC has 12 national centres as member organisations, the LO/FTF Council has limited the numbers of strategic partners to five national centres below that LO/FTF Council already have had a bilateral collaboration with in the region. In the previous cooperation the two national centres in Angola (UNTA and CGSILA) have been partners in the programme. Due to the positive development of the GNP of Angola, they will in this programme only participate in regional activities.

Through SATUCC information, experiences and lessons learned will be made available to all member organisations.

In **Mozambique**, the national centre, Organização dos Trabalhadores de Mocambique – Central Sindical (OTM-CS) has 212.200 members affiliated to 14 unions. The OTM-CS was founded in 1976 (at the time close to the governing Frelimo party), but has for some years asserted its independent role as representative for workers, lately e.g. through the negotiation of minimum wages in tripartite structures. The OTM-CS also represents informal economy workers through the associated member umbrella organisation with currently approx. 60.000 members. The public sector union SINAFP will receive support as part of the collaboration with OTM-CS. SINAFP organises 20.000 public sector workers. In collaboration with HK/Denmark, SINAFP works towards legal recognition of their union and the right to collective negotiation.

In **Swaziland**, the national centre SFTU represents 43.500 workers. SFTU fights for workers' interests, and has as a broad based and legally recognised civil society organisation politically engaged the authoritarian regime and the last absolute monarchy in Africa. The SFTU and the smaller national centre SFL (Swaziland Federation of Labour) intend to merge soon to a total of 57.000 members. Also associated with and represented by the SFTU is the informal workers' association, CIEA (approx. 5.500 members).

In **Zambia**, the ZCTU (Zambia) is one of the oldest national centres in the southern Africa region, representing around 317.200 members in total from the private and public sectors. The informal economy association, the AZIEA, is an associated affiliate to ZCTU.

In **Malawi**, the MCTU was reconstituted in 1995 after having been banned shortly after independence in 1964. The MCTU presently represents around 143.400 members from the formal sectors as well as around 2,350 members organised in the informal economy trade union MUFIS. The MUFIS is directly affiliated to the MCTU.

In **Zimbabwe**, the ZCTU (Zimbabwe) represents 247.000 members from 36 affiliated unions. The unions and the national centre have an important role as some of the strongest civil society organisations engaging the government and fighting for more democracy and greater freedom in the country. The informal economy umbrella association ZCIEA represents 1.5 mio workers, and is associated to the ZCTU.

In **Kenya**, the national centre Central Organisation of Trade Unions (COTU, 1961) with its 1.300.000 members plays an important role in the labour market as well as in the general public debate in e.g. the recent constitutional process. In East Africa, COTU has been at the forefront of promoting the decent work agenda in the regional integration processes at the EAC. The Danish Teachers Union collaborates with the Kenyan national Union of Teachers (KNUT), which is not an affiliate of COTU, but organises more than 200.000 public teachers employed by the Teachers Service Commission. KNUT is a member of FEATU. The Danish Metalworkers Federation has recently entered a bilateral collaboration with the Amalgated Union of Kenya Metal Workers (AUKMW) to build their capacity on issues related to occupational health and safety.

In **Tanzania**, the national centre Trade Union Congress of Tanzania (TUCTA, 2001) organises 403.800 members in 22 affiliated unions and has during 2010 taken a very visible role, confronting government on minimum wages, taxation etc. The Danish Teachers Union (DLF) collaborates with the Tanzania Teachers Union, which organises 171.000 public teachers. TTU enjoys the presidency of the federation of teachers network FEATU.

In **Zanzibar**, the national centre Zanzibar Trade Union Congress (ZATUC, 2003) organises 17.200 members from the private and public sectors. Although ZATUC is a relatively new national centre, a very difficult merger process between a number of public sector unions has already been completed. DLF collaborates with the Zanzibar Teachers Union (ZATU) in a co-financing model together with the Swedish Lärerförbundet. ZATU is a member of FEATU.

In **Uganda**, the national centre National Organisation of Trade Unions (NOTU, 1973) is the largest national centre in Uganda affiliating 20 unions with 167,500 workers. NOTU represents the trade union movement in tripartite structures as well as in the national parliament.

In **Burundi**, the Confederation des syndicats du Burundi (COSYBU) was established in 1995 and organises 44,200 workers in 27 affiliated unions. COSYBU is organisationally weak, and at the same time under heavy pressure and intimidation by government, which has e.g. been withholding salaries and union dues for public employees. COSYBU is a new member of EATUC. DLF works with the teachers union STEB (approx. 9,000), who is a new member of FEATU.

In **Rwanda**, the Centrale des syndicats des Travailleurs du Rwanda (CESTRAR) was established in 1985 and organises 40,200 workers in 20 affiliated unions. CESTRAR has gradually built up its internal leadership capacity. CESTRAR is a new member of EATUC. DLF collaborates with the teachers union STEP (approx. 8,500), who is also a new member of FEATU.



## **PART B: Programme description**

The overall aim of this programme is to support trade unions at the labour markets in Eastern and Southern Africa to take up a more pro-active role in the development of decent employment and to promote a more sustainable labour market in alliances with other stakeholders.

As social partners in the labour market, the trade unions in Eastern and Southern Africa are both key drivers for any national employment strategy, and a central part of the enabling environment for the implementation of such strategies.

Trade union advocacy and policy-influencing strategies encompasses issues ranging from the promotion of core labour standards to a wide spectre of social and economic policies. Common to them are that they are important pro-poor labour market mechanisms as they influence the working and living conditions of a large group of workers and their families.

However, economic development (job and income generation) alone is not sufficient for the poor and marginalized workers for whom it is often equally important with a reasonable level of social security, fair taxation policies, access to training, education, and health services etc.

The LO/FTF partners in Africa already play politically and socially significant roles in their respective countries, and they express a political will to take a stronger role as change agents.

Each of the national organisations not only has the need to build their capacity to carry out lobby and advocacy as well to impact on the process of social dialogue, but also to strengthen their networking with other centres in the region and build new alliances with relevant stakeholders.

To facilitate regional synergy effects and the exchange of experiences, the programme will be anchored in the sub-regional trade union structures EATUC in East Africa and SATUCC in Southern Africa.

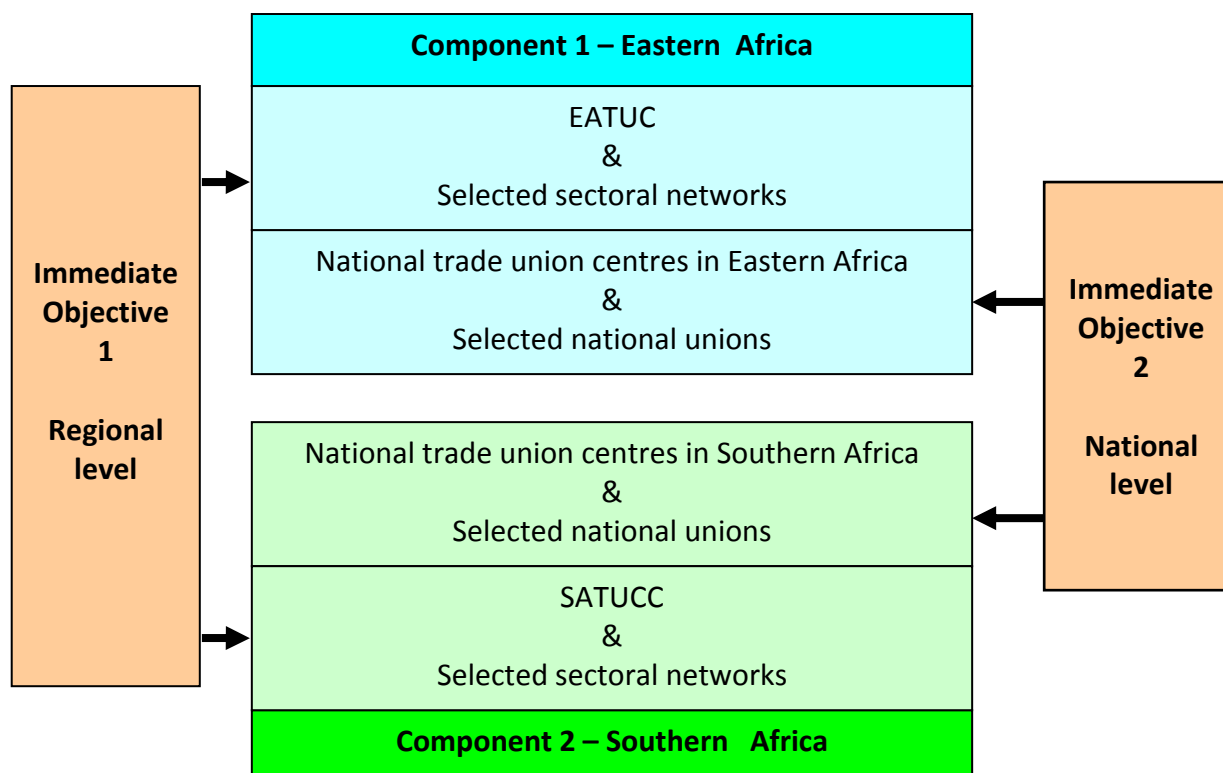
Capacitating the two sub-regional structures will closely tie in with the programme “Decent employment in West Africa”, currently being implemented by the LO/FTF Council in co-operation with ITUC-Africa through its headquarters in Lomé.

The role of the ITUC-Africa is to represent the totality of the democratic trade unions in Africa and carry out regional lobby of regional stakeholders such as African Union and regional employer organisations. Through a simultaneous support in the three sub-regions, the ITUC-Africa will, through lobby and advocacy, have a stronger impact on the implementation of the decent work agenda as a means to facilitate an economic growth strategy for Africa.

### **B1: Objectives and indicators**

The development objective is describing the long-term aim of the programme, i.e. by the end of 2015. However, in order to be able to revise the content of the programme to changes in partner organisations as well as the political and economic situation in the programme countries, the implementation of the programme will be divided into two sub-periods. The first two years sub-period is from July 2011 to August 2013 and defined by two immediate objectives targeting the

regional and national level respectively.



Development objective (2015)	Impact indicators
Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.	Harmonisation of labour market legislation in Eastern and Southern Africa is based on the four pillars of the decent work agenda.
	Labour legislation in all partner countries recognises the right to organise for workers in the public sector.

Immediate objectives (2013)	Key Indicators <sup>20</sup>
<b>Immediate objective 1:</b> Regional trade union advocacy for the harmonisation of labour legislation based on the decent work agenda have been strengthened.	At least three policy-papers on e.g. social security, women and youth employment, certification of educations, and vocational training, have been produced and presented by EATUC and SATUCC respectively in the relevant regional forums encompassing the EAC/SADC, the ILO, ADB, and the regional employers associations.

<sup>20</sup> Key indicators have been customised to each partner in the component annexes.

<p><b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.</p>	<p>National campaigns on the implementation of key issues under the decent work agenda have reached national media.</p> <p>Public sector unions have organised at least 100.000 new members.</p> <p>Partners carry out regular training of shop stewards in their respective countries.</p> <p>At least 100 new collective agreements on improved working conditions are negotiated and agreed upon through local social dialogue at the workplaces.</p> <p>A minimum of 2 mill workers in informal employment has improved access to social security and/or other basic services.</p> <p>National employment policies are reflecting trade union priorities.</p>
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## B2: Target group

In this programme, the *direct beneficiaries* are elected trade union leaders, trade union representatives and other labour activists.

**Regional:** More than 930 elected trade union leaders, union representatives, staff, and labour activists.

**National:**  
National centres: More than 19,000 elected trade union leaders, staff, trainers, shop stewards, rank/file members. Campaign activities will also target employer and government representatives, stakeholders and informal economy associations.

Union/Branch: More than 14,000 elected leaders, trade union representatives, trainers, staff, shop stewards (school representatives) and other labour activists. Campaign activities will also target employer and government representatives, and other stakeholders.

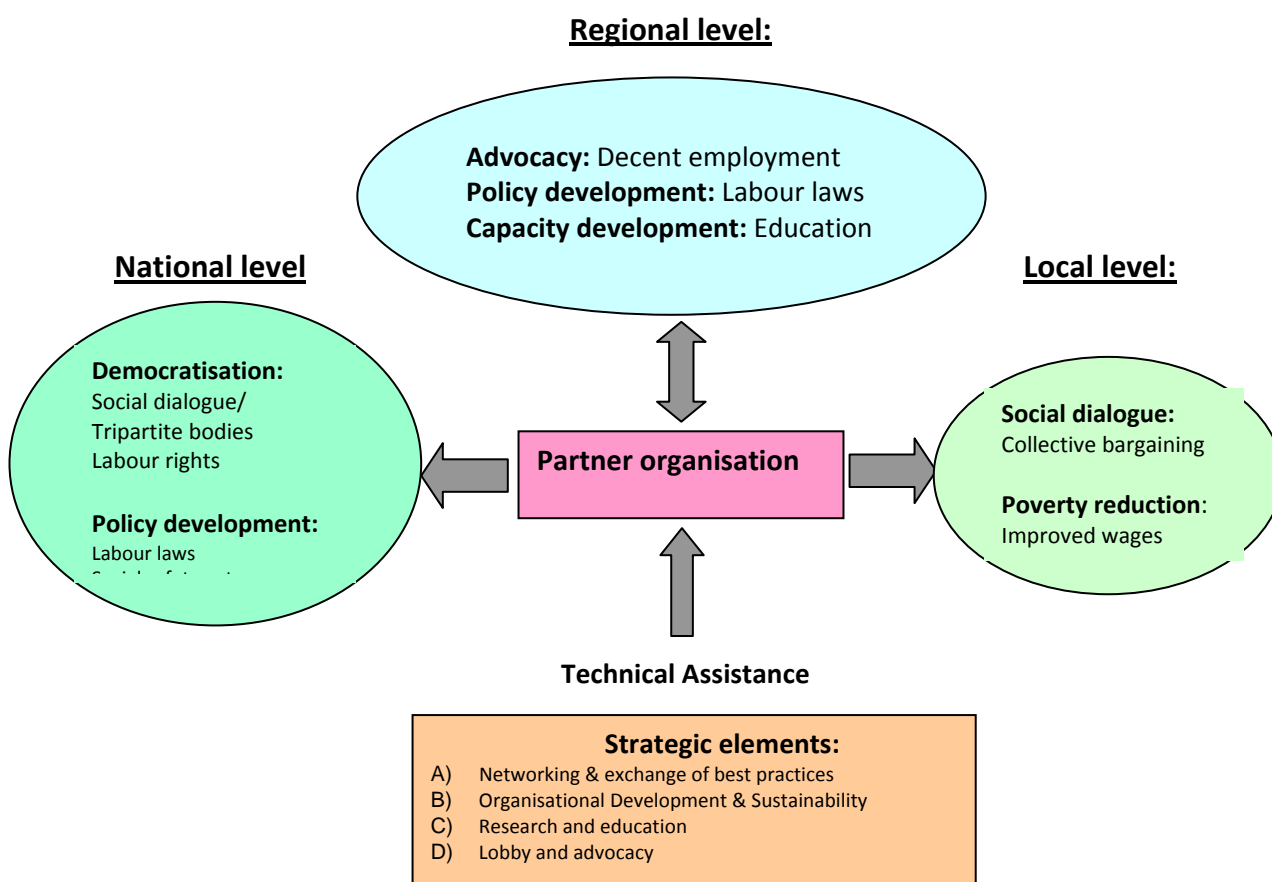
The *intended beneficiaries* are at least 3.4 million trade union members, potential members (young and female workers), informal economy workers, and other stakeholders as government and employers' representatives. It is required that at least 30 % of participants are women in LO/FTF supported activities

### B3: Strategy

#### B.3.1. Overall Strategy

This programme seeks to ensure that by 2015 the trade union movement in Eastern and Southern Africa has enhanced its capacity to advocate for workers' rights on the labour market and will be able to influence the economic development at national and (sub)regional levels, thus, contributing to eradicate poverty, democratise society, and improve the human rights situation.

In order for the trade union movement to become a *change agent* for the development of a just and democratic society, capacity building for advocacy and participation is required.



A strengthened capacity of the union organisations to enter into social dialogue constitutes an important means to develop *a sustainable labour market, growth and poverty eradication*.

#### B.3.2. Strategic Elements

The LO/FTF Council and partner organisations employ different **strategic elements**, and increasingly use the programme cooperation as a joint platform to further develop these.

They are:

- A) Networking and exchange of experiences;
- B) Organisational development & sustainability;
- C) Research and education, and
- D) Lobby and advocacy

These four basic strategic elements applied in the implementation strategies also constitute the major elements of the assistance provided by the LO/FTF Council, when supporting capacity building and empowerment of a partner organisation. The methods are adapted to local conditions and developed in cooperation with the partner organisation during the process of implementation, as and when new action areas have been identified.

#### *Strategic element A: Networking & exchange of best practises*

In order for the voice of the trade union movement to be recognised, it is necessary for the trade union organisations to intensify their cooperation. The support from the LO/FTF Council includes providing trade union organisations with possibilities to meet, exchange experiences, as well as planning joint political initiatives – helping to create national and regional platforms and resource bases for dialogue.

#### *Strategic Element B: Organisational development & sustainability*

If requested by the partner organisation, cooperation may include support to the development of formal organisational structures. It may be to support the process of unifying unions within a sector, or it may be support to the legalisation of national or regional institutions or confederations. Within this programme focus will be on facilitating the development of concepts, tools and services for unions and associations within the informal economy. An important element of the support provided is to strengthen the administrative capacity, the financial base, and the management structures of the partner organisations.

The support provided by the LO/FTF Council also includes assistance to strengthen local organisational structures within the trade union movement, increasing unions' proximity to the rank and file, at the same time facilitating members' access to, and influence on their trade union.

#### *Strategic Element C: Research and education*

For trade unions to participate in tripartite discussions on a knowledge based and non-confrontational basis, it is necessary that data and information is accessible and available within the organisations. Closely tied in with this, it is mandatory for trade unions, that all elected representatives are offered education to obtain a broad insight into social and economic contexts, enabling them not only to represent their members and defend their basic human rights – but also to gain social legitimacy. In this sense, knowledge is power.

Training of unionist is a basic methodological foundation for the activities supported by the LO/FTF Council. Education is used as strategic tool for internal democratisation, empowerment, and development of the organisational capacity. If requested, support is given to the establishment or further development of an education system with joint training of trainers, who not only after, but also during the training, will pass on their knowledge to other unionists in their respective organisations.

#### *Strategic Element D: Lobby and advocacy*

In strengthening the trade union visibility and recognition as a social partner in any development strategy based on growth and employment, the organisations need to build their capacity to

effectively employ a range of lobby- and advocacy tools reaching out to decision makers, raising awareness, and building public support through the media, campaigns etc.

The LO/FTF Council give emphasis to provide support to the partner organisations in building capacity and developing a set of tools strengthening their ability to influence decision making at all levels of society.

### **B. 3.3 Implementation strategy**

Exchange of experiences and best practises between the two sub-regions is a cornerstone and reason for the programme encompassing both Eastern and Southern African partners. It is here recognised that national centres in Southern Africa have gained substantial experiences in reaching out and providing trade union services to workers in the informal economy. The challenges represented by the informal economy have to a lesser extent been addressed in East Africa where only recently the need for a more concerted effort has been recognised.

Equally important is it that EATUC and the national trade union centres in East Africa have been able to facilitate the regional integration process with an effective lobbying and quality input to the EAC. These experiences should be an inspiration for the SATUCC secretariat in their future social dialogue through SADC-ELS and other parts of the SADC.

The LO/FTF Council will give emphasis to the documentation of achievements and lessons learned in both components. The aim is to intensify the sharing of experiences and make them available to other trade union organisations in Africa in co-operation with EATUC, SATUCC and the ITUC-Africa, with whom the LO/FTF Council has a programme co-operation in West-Africa focussing on reaching out and developing services to workers in the informal economy.

At sub-regional level, the programme will focus on building capacity for co-ordinated and professional trade union advocacy in the regional integration process in Eastern and Southern Africa. Building on the existing regional trade union structures in the two sub-regions the programme will focus on two key areas of intervention:

- Strengthening the capacity for lobby and advocacy of the EATUC and SATUCC secretariats.
- Through the two secretariats, strengthen the professional networking among national centres and unions to promote the co-ordination and development of joint position papers and inputs from the trade union movement towards the EAC and SADC.

At national level the key support will be directed to strengthening the strategic capacity of trade union centres and their affiliates to actively engage in social dialogue at all levels – with a specific emphasis on how to create opportunities and a higher level of integration of women and youth at the labour market. The specific areas of intervention have been developed in the national contexts (see component annexes), but are focused on:

- Strategic planning and leadership development.
- Research and documentation.
- Organisational development.
- Development of concepts, tools and services for informal economy workers.

B3.3.1: Component 1 - East Africa. (Burundi, Kenya, Rwanda, Tanzania, Uganda, Zanzibar).

Regionally, the component will seek to consolidate and further develop the capacity of the EATUC, not only to carry out lobby and advocacy towards EAC and its institutions, but also to strengthen the co-ordination of the contributions made by the national trade union centres and selected affiliates towards their respective governments in the sub-regional labour market integration processes.

The *first* area of intervention is to consolidate the capacity of the **EATUC secretariat** in Arusha and strengthen the capacity and functions of the committee of experts as the co-ordinating body between the EATUC and the national centres. A range of thematic workshops will be held with the aim of facilitating the development of trade union policies on e.g. decent work and employment, informal economy (women/youth). These policy positions will be used as inputs to the lobbying of EAC.

The *second* area of intervention is to seek to strengthen the **networking** between EATUC and selected regional sector organisations with focus on education and industrial policies. Through support to the East African teachers unions and their regional coordinating body (FEATU) it is e.g. the intention to promote a regular dialogue between EATUC and FEATU on joint lobby approach towards EAC on issues related to the education sector and the free movement of labour (here teachers) between the EAC member-states.

The *third* area of intervention is to promote **alliance-building** with the coming regional employer's organisation and other stakeholders in the regional integration process. Here, meetings with employer representatives will be carried out to enhance the social dialogue at regional level to exchange mutual positions on labour issues as part of lobbying EAC.

The *fourth* area of intervention is to conduct a range of information meetings with **national centres and public stakeholders** to strengthen the awareness on the common market protocol of the EAC.

Nationally and closely tied to the above, the component will focus on strengthening the strategic capacity of trade union centres and their affiliates to actively engage in social dialogue at all levels – with a specific emphasis on how to create opportunities and a higher level of integration of women and youth at the labour market.

The *first* area of intervention is to secure and if necessary facilitate **strategic planning** to define an action plan for the trade union role in promoting the decent work agenda through lobby and advocacy utilising the existing negotiation machinery, social dialogue and alliance building with other national stakeholders.

*Second* area of intervention is to strengthen the **research capacity** of the national centres to focus on data collection and documentation for knowledge-based social dialogue at bi/tripartite levels (e.g. for labour law or social security reforms and collective bargaining processes). Focus areas should be closely coordinated and tied in with the regional advocacy.

The *third* area of intervention is to strengthen **leadership capacity** through training of leadership at different levels on knowledge based negotiation techniques, on lobby and advocacy at both regional and national levels, and on the use of media. As an extension, support will be provided for training of local leadership, public campaigns and stakeholder conferences to address key labour issues on e.g. decent employment, informal economy, social security, education policy and other labour market related issues.

The *fourth* area of intervention is to strengthen the **internal democratic structures** of the national trade union movement through support to a systematic training of a network of trainers from affiliated unions. Such networks are key to secure an effective information flow through the organisational structures and facilitate a stronger interaction between national centres and affiliates. Training will include basic training methodologies and thematic labour issues e.g. labour rights, local negotiations, employment creation etc. Relevant materials based on regional experience will be developed if not available already.

The *fifth* area of intervention is to train **union leaders, staff and coordinators** on how to reach out to the informal economy associations. On the basis of needs identified, a range of training sessions for informal economy leaders and coordinators will be carried out by the above union trainers. The training could e.g. cover labour rights in the informal economy, OHS and HIV at the workplace, how to get access to technical and vocational training, social security etc. Etc.

The support to each partner will vary according to their previous achievements. For some of the new collaborating unions e.g. from Burundi and Rwanda, the strategic focus is likely to be on a primary level i.e. organisational strengthening. In other countries like Kenya the main focus will be on a more strategic level.

As most East African partners do not have informal economy experiences, the LO/FTF Council will facilitate sharing of 'best practices' from Southern Africa (as well as other external resource organisations) to East Africa. This is an example of synergy mechanisms between the two components, which will be utilised by the partners.

### B3.3.2: Component 2 - Southern Africa. (Malawi, Mozambique, Swaziland, Zambia, Zimbabwe)

At the sub-regional level, the programme will seek to consolidate and further develop the capacity of the SATUCC to carry out lobby and advocacy towards SADC and its institutions, but also to strengthen the co-ordination of the contributions made by the national trade union centres and selected affiliates towards their respective governments.

The *first* area of intervention is to strengthen the **capacity of the SATUCC secretariat** in Gaborone with technical support to build the capacity to utilise the internet to secure an effective exchange of experience between affiliates on priority issues. This capacity will be closely tied to the ability of SATUCC to carry out campaigns on key issues within the decent work agenda: Employment, labour rights, social dialogue and social security. These campaigns will be linked with the on-going lobbying of SADC.



The *second* area of intervention is to establish and facilitate a new **network of resource persons**. The resource persons represent experienced as well as young and female trade union leaders from national centres, and shall provide technical input to the lobbying of SADC (sub-committees). Support will be provided to establish discussion forum with 3-4 labour themes. Here, the resource persons develop position papers on employment-related issues (e.g. social security, informal economy or decent employment). This network of resource persons will be supported through annual meetings and an interactive intra-network facilitated by SATUCC.

The *third* step is to **build alliances** and capacity for a more effective interaction between SATUCC and selected global union federations represented in the region. A number of meetings on key issues within the decent work agenda will be facilitated to promote joint actions and alliance-building with other stakeholders in the regional integration process.

Nationally the component will focus on strengthening the strategic capacity of trade union centres and their affiliates to actively engage in social dialogue at all levels – with a specific emphasis on how to create opportunities and a higher level of integration of women and youth at the labour market.

The *first* area of intervention is to secure and if necessary facilitate **strategic planning** to define an action plan for the trade union role in promoting the decent work agenda through lobby and advocacy utilising the existing negotiation machinery, social dialogue and alliance building with other national stakeholders.

*Second* area of intervention is in Malawi, Swaziland and Zambia to strengthen the **research capacity** of the national centres to focus on data collection and documentation for knowledge-based social dialogue at bi/tripartite levels (e.g. for labour law or social security reforms and collective bargaining processes). Focus areas will be closely coordinated and tied in with the regional advocacy.

The *third* area of intervention is to strengthen **leadership capacity** through training of leadership at different levels on knowledge based negotiation techniques, on lobby and advocacy, and on the use of media. As an extension of the training, support will provided for the use of public campaigns and stakeholder conferences to address key labour issues on e.g. decent employment, informal economy, social security, education policy and other labour market related issues. Campaign themes will be closely coordinated with the similar regional campaigns.

The *fourth* area of intervention is to strengthen the **internal democratic structures** of the national trade union movement in Malawi and to some extent Zambia through support to training of a network of trainers from affiliated unions. Such networks exists in the three other countries and are key to secure an effective information flow through the organisational structures and facilitate a stronger interaction between national centres and affiliates. Training might include basic training methodologies and thematic labour issues e.g. labour rights, local negotiations, employment creation etc. Relevant materials based on regional experience will be developed to the extent not available.

The *fifth* area of intervention is to train **union leaders, staff and coordinators** on how to reach out, organise and provide services to the informal economy associations. On the basis of needs identified, a range of training sessions for informal economy leaders and coordinators will be carried out by the above union trainers. The training could e.g. cover labour rights in the informal economy, OHS and HIV at the workplace, how to get access to technical and vocational training, social security etc.

### B3.3.3: Cross cutting issues:

#### *Equal participation of women and men:*

It is generally agreed that more investments in gender equality and women are required if the MDG's are to be achieved by 2015. The multiplier effects of providing support to women are well documented: If women are empowered, not least economically, it will have a positive effect on not only poverty reduction but also on health and education and will ease the pressure on scarce resources and decrease population growth.

Similarly, one of the central recommendations in the Danish Africa Strategy is that women must be included, if Africa is to significantly reduce poverty and create the necessary growth. Accordingly, employment for women and young people are themes in this programme.

Women are generally facing much discrimination due to legal, structural and cultural barriers. Women generally have a lower educational level than men. On the labour market the privatisation process has hit women very hard. Often women have been the first to lose their job when there are retrenchments and they have been forced to find employment or ways to survive within the growing informal economy. Because of the lower educational level women also have less opportunities of getting employed – or even promoted. It is crucial to enhance women's access to decent employment, education and to raise awareness on women's rights at the workplace, both in order to promote equality as well as securing representative and democratic trade union organisations.

A range of national centres and unions under this programme have gender policies as well as a large representation of female members (eg. teachers unions).

This programme will focus on gender in the activities in the formal as well as the informal economy. Gender issues will be mainstreamed into training activities, but equally important to focus on national (labour market) policies that supports decent employment and improved working conditions for women e.g. maternity/paternity leave, working hours, social coverage, occupational health and safety (incl. HIV/AIDS)

#### *Democracy:*

Through the implementation of a systematic training programme for local trade union representatives, the internal democratic structures of the partner organisations will be strengthened. Such union structures include not only the obvious right to vote and elect union leadership, but additionally the access to, as well as transparency, in decision-making, which are fundamental to any democratic development.

Advocating and lobbying for democracy in society, trade unions support general democratic development through e.g. participating in PRSP discussions, legislative committees, campaigning for voters' registration, policy reforms (e.g. education) etc. Democratic trade unions bargain on behalf of their members vis-à-vis government and employers on salaries, decent working conditions, pension schemes, social security and law enforcement, sustaining good governance in the labour market through social dialogue and tri- and bipartite negotiations.

A special note is on democracy and the informal economy. Through this programme, the African trade union centres are seeking to provide access to workers in the informal economy to an organisational structure capable of representing them in a democratic way.

#### *Environment and HIV/AIDS:*

Workers and their families are often not aware of the negative effects of physical and chemical hazards in the daily working environment and surrounding communities. Labour laws on OHS and HIV/AIDS are neither enforced nor accepted by employers. The consequences are poor working conditions because of increased risk of occupational diseases and accidents. This programme will consolidate the results from previous years of programme collaboration with ZiCTU, ZaCTU, SFTU and OTM on systematic OHS and HIV/AIDS capacity building of leaders and trainers from trade unions.

The large majority of the informal economy workers - particularly women and young male workers - are particularly vulnerable to HIV infections due to its labour-intensive nature, due to inadequate labour legislation and worker representation, and finally due to gender inequality and lack of access to social protection benefits and health facilities.

Therefore, this programme includes OHS and HIV/AIDS when designing training activities for informal associations. In addition, capacity building of the national centres and informal associations will include training on how to lobby government authorities and employers to improve access to social security i.e. universal health coverage.

#### **B4: Sustainability**

*The sustainability strategy* of the programme rests with its *impact* and the *sustainability* of the partner organisations at the national level. The impact is measured by to what extent that labour and social laws are in fact revised and implemented in accordance with the decent work agenda, whether the advocacy for the decent work agenda is indeed effective and visible on the relevant levels and whether a greater amount of workers in informal employment; specifically women and youth, have actually improved their conditions. This, combined with the capacity of the partner organisations to carry and to continue carrying the various agendas, constitutes the sustainability of the programme.

The *change agents* on the national level are the partner organisations. All of them are sustainable in the outset, meaning that with or without the Danish support (technical and financial), they will continue to exist and to pursue the objectives as described in this programme. The difference is with which strength and impact they are able to do so, and with the support through the programme they are able to reach national levels with much needed advocacy and gain experience and impact at local levels in a considerable faster pace.

Each of the partner organisations is exposed to a continuous sustainability analysis, with which they themselves and the LO-FTF Council can gauge progress and needs for assistance. The overall sustainability analysis of all partners is based on organisational assessments and self-assessments where partners have completed a matrix concerning their organisation's sustainability on four areas (See component annexes for the specific assessments of partners).

The *democratic sustainability* in an organisation is assessed by its ability to establish and maintain formalised structures and procedures ensuring a democratic and legitimate decision-making process. All trade union partners in this programme are democratic organisations, with formalised structures and procedures. All officials are elected in democratic and transparent elections with no interference from outside the movement. Comparing the partners, the national centres consider themselves democratically weaker than their affiliates.

The *political sustainability* is expressed in the ability of the trade union to develop relevant policies to influence the public debate and decision-making bodies in society. Typically, trade unions will be able to influence labour market-, social- and educational legislation frameworks depending on the priority placed on social dialogue by the trade union, besides the effectiveness of its representatives to utilise the many political platforms already in place. The precondition is that the administrative and organisational capacity is in place in the trade union, and that the professional staff supports the elected leaders. Also it is a precondition that the trade union debates these political issues internally in the committees established to design and implement endorsed policies.

The *organisational sustainability* concerns the ability of the trade union to develop, administer and prioritise assignments, control budgets and membership systems. The LO/FTF Council places importance to strengthening these organisational aspects, because the ability to handle them is directly related to the trade unions ability to secure all aspects of sustainability.

The organisational sustainability of the partner organisations has been given a high priority in the programme. Most of the partner organisations will need some assistance on organisational development, financial management etc. For instance, KNUT has prioritised an organisational restructuring partly as a consequence of the governmental expansion of the number of districts.

The *financial sustainability* is assessed by the combination of an organisational and costing analysis, which examines the objective and indicators (set up by the trade union itself) together with the prospects of either increasing the memberships and/or levels of dues. In this manner, the trade union will be in a more qualified position to adjust objectives for future activities in the coming project collaborations.

#### **B5: Exit strategy**

As earlier stated, all partner organisations in the programme are recognised and democratic trade union organisations represented in tri-partite committees and institutions dealing with working conditions, employment, social security, and technical and vocational training. As the national centres are not dependent on Danish support for their basic survival, this support merely amplifies their own efforts as stated in their own organisational strategic plans.

As the programme is striving to contribute to the achievement of the MDG's by implementing the Decent Work Agenda, and as the MDG's are time bound objectives to be reached by 2015, it is expected that the international community will carry out an assessment of how well these objectives have been achieved and the need to formulate new strategies and to set new objectives. In this context, and as long as the impact of this intervention is deemed successful, this programme will continue.

In the cases of Zimbabwe, the exit strategies are dependent on the political fragile environment. While bearing in mind that ZCTU is a very competent and well-organised organisation, a violent political future and poor governance by the Zimbabwean government may nevertheless determine if ZCTU will need further external support.

At regional level, both EATUC and SATUCC are both financially and organisationally fragile. Both organisations take up an important political role in EAC and the SADC respectively, and could as such aspire to direct financial support from the regional organisation. As this is currently not the case, it is important to continue with supporting the good work being done at the sub-regional level by EATUC, SATUCC and the trade union movement. With another 5-6 years of support, including assistance to develop and implement a financial sustainability plan, it is expected that EATUC and SATUCC will be able to sustain their financial self-reliance.

As a result of the previous cooperation, unions like KNUT and TUICO will now shift from having received only bilateral support to mainly operate as resource-organisations on a regional basis to spill-over lessons learned to other less-experienced unions. An important exit strategy is to establish regional networks across borders to ensure that local "in-house" experiences and resource persons are utilised through regional network structures like SATUCC, EATUC and the new teachers' regional network FEATU.

With FEATU, the exit strategy will have to be developed at a later stage as soon as the operational modalities, priorities and economic co-financing possibilities within FEATU are clear. Draft proposals indicate that FEATU-members may be able to fund a desk officer in Arusha to work with EATUC on labour matters in the education sectors.

In terms of the support to the informal economy, it is intended after the next two years that national centres like ZCTU and OTM should be able to provide technical resource-persons to advise the East African national centres, who are less experienced in this field. Over a period of the next 10 years, it is expected that the national centres from Southern Africa should be able to provide sustainable co-financing contributions to the work in the informal economy.

## **B6: Outputs**

### ***Under immediate objective 1 (EATUC and SATUCC)***

- |          |   |
|----------|---|
| Output 1 | EATUC and SATUCC secretariats and coordinated networking structures with national centres are consolidated; |
| Output 2 | Research and position papers on labour issues have been produced (i.e. free movement                        |

of labour, employment, informal economy, etc.);

- Output 3 Alliances with selected regional and global sector organisations have been consolidated;
- Output 4 Regional network of teachers (FEATU) has strengthened the education-for-all lobby of EAC through the collaboration with EATUC;
- Output 5 Campaigns and stakeholder conferences have been carried out to raise awareness on labor rights and the need for social dialogue in national and regional development..

***Under immediate objective 2 (National centres and selected unions)***

- Output 6 Strategic planning on the role of trade union in promoting decent work agenda have been conducted;
- Output 7 Research capacity on decent work has been strengthened in trade unions with a particular focus on decent employment (youth/women);
- Output 8 Policies have been developed by trade unions on the promotion of decent employment and decent working conditions;
- Output 9 Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level;
- Output 10 Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues);
- Output 11 Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues;
- Output 12 Branch leaders, shop stewards and school representatives in the education sector are capable of conducting local social dialogue about labour rights and decent work;
- Output 13 Leaders and staff of informal economy associations have been trained in how to democratically represent and service its membership from the informal economy;
- Output 14 Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/financial providers.
- Output 15 Models on informal economy and best practices on access to municipal services and other private/public institutions have been developed for dissemination to other trade unions.

Challenge funds will be established to be accessed to fund activities related to policy development and minor pilot projects where relevant.

In each of the countries, the implementation strategies have been adjusted to the national context. For a more detailed list of activities, reference is made to implementation plans for each partner.

### **B7: Inputs**

The resources for implementing this programme consists of financial assistance from the LO/FTF Council, Danish trade unions, co-financing from African trade union partners and human resource assistance from the Danish trade unions involved.

#### Inputs provided by LO/FTF Council:

The LO/FTF Council will provide technical and administrative support to the above mentioned capacity strengthening initiatives over a period of four years from 2011 to 2015.

In addition to technical assistance (TA) provided by the regional offices in Maputo and Arusha and the staff in Copenhagen, local and regional resource persons will be contracted on short-term basis for provision of TA on specific issues. A pool for short-term resource persons will be administered from LO/FTF head office. The specific requirements for international, regional and local TA will, in consultation with the LO/FTF Council be identified by the partner organisations and managed through detailed Terms of References.

The funding support from the LO/FTF Council varies from partner to partner, but covers the following:

- Programme activities;
- Human resource support to EATUC and SATUCC secretariats;
- Minor office costs;
- Information activities in Denmark;
- Support for project cycle management, technical backstopping on organisational development and capacity strengthening, materials development, OHS and HIV/AIDS, social dialogue and industrial relations, training of trainers, informal economy, project cycle - and financial management etc.
- Monitoring and quality assurance of programme performance by LO/FTF Council and Danish union partners (see chapter on CAC below).

#### Inputs provided by local partners:

- Leadership support and negotiations of key policy issues;
- Project coordination and organisation of project activities;
- Release of local staff employed in the programme;
- Access to facilities for training and group activities;
- Logistical support and offices to the project implementation;
- Funding of time off for the participants in the programme activities; and
- Earmarked co-financing of activities.

#### Inputs provided by Danish trade union affiliates:

*Input from Danish Union of Teachers*

The Danish Union of Teachers will be responsible for providing technical backstopping to the East African teachers organisations and the regional teacher network FEATU.

On the regional strategy, the Danish Union of Teachers will involve technical assistance from other relevant Danish Unions on specific issues, if considered relevant. Depending on the assessment of the output of this it might – if feasible – be followed up by other activities with the involved organisations. In concrete terms, the regional workshops will discuss thematic educational issues where advisory services from these organisations might be included.

*Input from Danish Metal*

The Danish Metal Union (Dansk Metal) will participate in the capacity-building of selected East African industrial unions. They will provide short-term technical services in terms of advising on prospects and constraints in the industrial sector, needs assessment and training seminars on decent working conditions, trade unionism and international best practice on OHS.

**B8: Assumptions, risks and pre-conditions**

The main assumption of the programme is that the regional integration process in East Africa and Southern Africa will continue to give emphasis to harmonisation of socio- economic and labour market integration. In East Africa, Tanzania is concerned about a possible pressure from Kenyan workers. However, it is assumed that Tanzania will continue to support the regional integration process.

It is assumed that there is a democratic base and endorsement behind the lobbying and advocacy initiatives of the national trade unions. Democratic endorsement and support for lobby positions will take place through leadership meetings, training networks and training of shop stewards/school representatives etc. At regional levels, national centres will through regular internal meetings actively draft - and endorse - the lobby strategies of SATUCC and EATUC.

It is assumed that any risk related to future political turmoil in Kenya, South Sudan, Zimbabwe and Swaziland will not be seriously affect the implementation of the overall programme. The LO/FTF Council will monitor the developments and take the necessary precautions, if necessary.

It is further assumed that the long-term impact of the financial and economic recession will not threaten job security, economic, and legal reforms to an extent where it seriously affects the implementation of the programme. The LO/FTF Council will monitor the developments and if necessary take initiative to adjust the programme.

As basic preconditions for partnerships with the trade union organisations in Africa, all partner organisations must ensure:

- Continued political commitment to the cooperation, practical support to project activities, and the implementation of follow-up activities.
- That the direct beneficiaries are available for the activities with regards to securing training leave from their work place.



- That planned activities will be carried out as complementary to the already existing trade union projects and programmes supported by other donor organisations.
- That the question of sustainability of supported initiatives is on the political agenda and that efforts are made to increase economic sustainability of their organisations.

### **B9: Programme implementation plan**

In the attached component annexes, tentative implementation plans for each partner have been drafted. Each partner collaboration will be initiated with a three-months inception phase, where detailed implementation plans will be elaborated.

## **PART C: Programme organisation and management**

### **C1: Programme organisation**

The LO/FTF Council is responsible towards Danida in accordance with the procedures laid down in the agreement with DANIDA. The LO/FTF Council will monitor implementation and provide technical and financial assistance during the programme in consultation with the Danish trade union partners, and facilitate the Programme and Component Advisory Meetings.

#### *The national partner organisations*

The implementation of activities in the countries is anchored in the local ownership of the national partner organisations. Roles and responsibilities of all parties will be defined in bilateral agreements between the LO/FTF Council and the partners. The partner organisations have as executing organisations, through the General Secretary, the overall responsibility for the activities implemented by their respective organisations and for ensuring that the programme support is complementary to other donor-funded activities in the organisation. In each of the involved partner organisations, a national coordinator will be appointed by the national partner organisation to facilitate the implementation of the programme.

#### *The regional partner organisation*

The regional meetings facilitating exchange of experience between national partner organisations will be implemented jointly by the EATUC and SATUCC and the LO/FTF Sub-Regional Offices (SRO) in Maputo and Arusha.

The regional Federation of East African Teachers Unions, FEATU, will organise and facilitate coordination of best practices and preparations for lobbying EAC through EATUC on labour issues in the education sector (in consultation with DLF and EI – the international federation of teachers). A part-time coordinator and desk in Arusha will be attached to the FEATU.

In Southern Africa, the public sector union SINAFP receives technical assistance from the regional office of the PSI (Public Services International) in order to strengthen the lobby by SINAFP towards the Mozambican government to legally recognize SINAFP as a public sector union with the collective right to negotiate with the government employer on behalf of civil servants.

Regional exchanges between EATUC and SATUCC will be carried out in a close consultation with ITUC-Africa.

### *The LO/FTF Council*

The LO/FTF Council has the overall responsibility for the programme implementation, quality assurance and the monitoring and reporting to Danida in accordance with the procedures laid down in the agreement with Danida.

The LO/FTF Sub Regional Offices (SRO) in Maputo and Arusha, each staffed by an International Adviser, a locally employed programme coordinator and a financial adviser, operate according to the internal guidelines, manuals and job description developed by the LO/FTF Council. The LO/FTF council will through the SRO ensure programme/project cycle management and quality assurance of the programme:

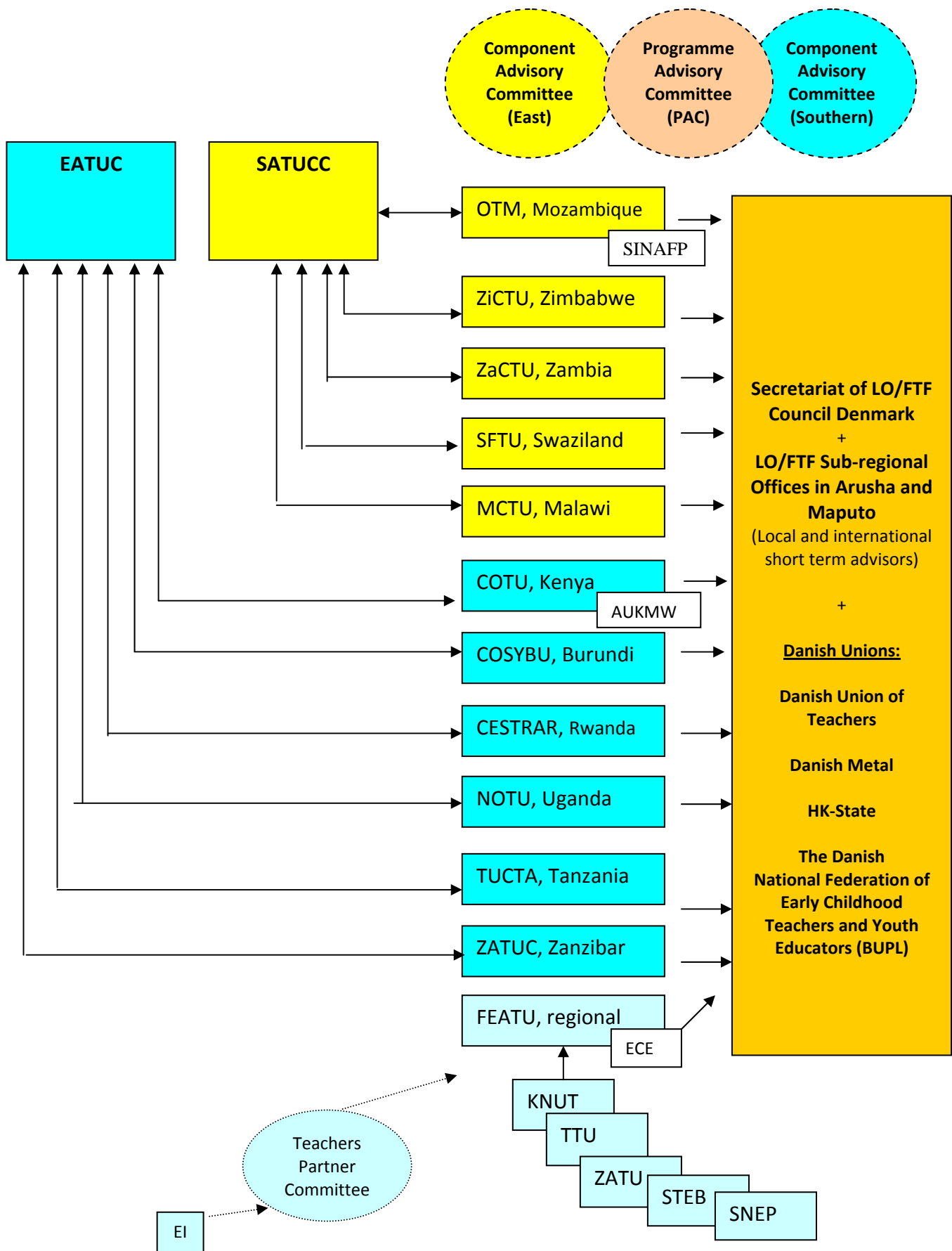
- The day-to-day contact with the partner organisations.
- Ensure that administrative procedures and reporting formats are followed.
- Monitor and support the implementation of both regional and national activities.
- Liaison with other trade union programmes in Africa.
- Ensure synergy within the programme.
- Provision of technical assistance to the partner organisations.
- Monitor and report on the political and development trends in Africa – specifically in the countries covered by the programme.

Technical assistance and advisory assistance will be provided partly from the Secretariat in Denmark, partly from the SRO's, and partly by short-term contracted consultants/resource persons (international, regional and/or local). The primary regional resource organizations are ITUC-Africa, the ILO, and national centers from Africa with specific experience on e.g. youth employment.

The LO/FTF Council is further responsible for information activities to the general public in Denmark and for the coordination of the programme with Danish national trade union centres (LO and FTF) and their affiliates, ITUC-Africa, ILO, and other trade union donor organisations (e.g. LO-Norway, SASK, FNV, LO/TCO etc.)

The primary Danish resource organisations will be LO, FTF, Danish Teachers Union (DLF), and Danish Metal. Further technical assistance will be provided by the HK-State as well as BUPL who is involved in providing advice on formal and informalised early childhood educators in East Africa. In Southern Africa, the SRO in Maputo further shares office premises and has a close collaboration and coordination with the 3F office in Maputo (see regional cooperation agreement in Annex 8).

In the field of informal economy in East Africa, the primary resource organisations are selected national centres from Southern Africa with capacity and expertise to provide technical assistance, strategic advice and best practices – specifically in the area of organising and reaching out to informal economy associations.



## **C2: Monitoring, evaluation and reporting**

The LO/FTF Council in Denmark holds the overall responsibility for monitoring and reporting of the programme. The LO/FTF Council will annually report to Danida according to the “Administrative guidelines for Danish NGO’s appraisals, evaluations, individual projects, alliance programmes and network activities”.

All partner organisations are responsible for preparing and submitting activity reports and financial reports to the SRO, in accordance with the LO/FTF Council “Guidelines for Reporting, accounting and auditing of projects granted from Danish government funds (Danida), September 2010”.

Quarterly progress meetings will be organised between each partner organisation and the International Adviser from the LO/FTF Council SRO. At these meetings progress will be assessed and the need for adjustments and/or technical assistance in the following quarter will be discussed. All decisions will be guided by the LO/FTF partner manual, which has been developed to assist partners in the implementation of the programme.

An external mid-term review will be carried out at the end of the 2-year programme and will present recommendations for the application and implementation of the last two years of the programme. If revision of the programme document in hand should be necessary, the LO/FTF Council will be responsible for the revisions and for presenting them to Danida.

### *Programme and component advisory committees*

To secure coherence within the programme and further promote the collaboration between partner organizations and the Danish trade union movement, a programme advisory committee (PAC) consisting of representatives from EATUC (2) and SATUCC (2), Danish LO (1), Danish FTF (1), and the LO/FTF Council (1) will be established.

For each of the two components, a component committee (CAC) will be established, each of them with two representatives from the national partners as well as the Danish representatives in the PAC. At union level, specific partner committees with participation from the involved partner unions and the Danish sister union(s) will be established.

The role of the Programme and Component Advisory Committees are to function as standing review committee, having access to all relevant information from the partner organisations and the SRO’s. The PAC ensures synergy, coherence of the programme in relation to the Danish resource base and best practices effects and coherence within the overall programme.

To further secure a close coordination and exchange of experiences between the partners, a specific teacher partner committee will be established – with the participation of East African teacher organisations, Danish Teachers Unions, EI and the LO/FTF Council. These meetings will be planned once a year in conjunction with other planned meetings.

At all the advisory meeting, the LO/FTF Council international advisor will constitute the secretariat for the component/teachers committee meetings.

### **C3: Budget and financing**

The applied amount for this programme is: DKK 32.311.056 (See Annex 1)

### **C4: Financial management and reporting**

The LO/FTF Council will transfer activity funds to each of the partner organisations every three months on the basis of quarterly expenditure reports and disbursement plans elaborated by the national coordinators and forwarded to the LO/FTF SRO in accordance with the LO/FTF Council “Guidelines for reporting, accounting, and auditing of projects granted from Danish government funds (Danida)” (September, 2010).

## **Annex 1:**

## **Budget**

**Programme budget**

<b>Budget items:</b>	2011	2012	2013	Total	Pct.
Programme activities	6.845.352	13.690.705	6.845.355	27.381.412	85%
Other activities	571.449	1.142.897	947.492	2.661.837	8%
Administration and audit	566.952	1.133.904	566.952	2.267.807	7%
Total programme budget	7.983.752	15.967.506	8.359.798	32.311.056	100%

**Program activities**

<b>Countries/regions:</b>	2011	2012	2013	Total	Pct.
SATUCC	821.896	1.643.785	821.896	3.287.576	12%
Mozambique	528.293	1.056.586	528.293	2.113.172	8%
Swaziland	515.424	1.030.849	515.424	2.061.697	8%
Malawi	693.487	1.386.974	693.487	2.773.947	10%
Zimbabwe	367.846	735.691	367.846	1.471.382	5%
Zambia	360.746	721.493	360.746	1.442.986	5%
EATUC	484.825	969.654	484.825	1.939.304	7%
FEATU	557.981	1.115.961	557.981	2.231.923	8%
Tanzania	776.161	1.552.321	776.161	3.104.643	11%
Kenya	735.065	1.470.130	735.065	2.940.260	11%
Uganda	253.601	507.201	253.601	1.014.403	4%
Rwanda	419.343	838.686	419.343	1.677.372	6%
Burundi	330.688	661.375	330.688	1.322.748	5%
Not planned	0	0	0	0	0%
Total programme activities	6.845.355	13.690.705	6.845.355	27.381.412	100%

<b>Areas of intervention/sectors:</b>	2011	2012	2013	Total	Pct.
Regional integration	1.812.319	3.624.640	1.812.318	7.249.277	26%
Informal economy/employment	877.595	1.755.190	877.595	3.510.381	13%
Lobby/advocacy	1.331.187	2.662.374	1.331.187	5.324.747	19%
Education of trade union leadership	2.077.034	4.154.069	2.077.034	8.308.137	30%
Strategy and organisation development	747.218	1.494.435	747.218	2.988.870	11%
Not planned	0	0	0	0	0%
Total programme activities	6.845.353	13.690.707	6.845.352	27.381.412	100%

**Other activities**

<b>Expense items:</b>	2011	2012	2013	Total
Appraisal	0	0	0	0

Monitoring and reviews	434.905	869.808	434.905	1.739.618
Evaluations	0	0	376.043	376.043
Information in Denmark	136.544	273.089	136.544	546.177
Special agreed upon activities	0	0	0	0
Total	571.449	1.142.897	947.492	2.661.837

<b>Administration and audit</b>				
<b>Expense items:</b>	2011	2012	2013	Total
Audit expenses	38.500	77.000	38.500	154.000
Administration	528.452	1.056.904	528.452	2.113.807
Total	566.952	1.133.904	566.952	2.267.807



## **Annex 2:**

### **The LO/FTF Council Strategy on employment creation.**

## **LO/FTF Council Strategy on Poverty and Employment**

Employment generation and decent work are closely tied to an economic development in both the private and public sectors. As social partners in the labour market, trade unions in developing countries are both a key driver for any national employment strategy, and a central part of the 'enabling environment' for the implementation of such strategies.

As a consequence of this, the fundamental approach of the LO/FTF Council Employment and Poverty Strategy is to build the capacity of the present and future partner organisations from the developing countries in Africa, Asia and Latin America.

This strategy on poverty and employment has been developed to provide guidance for the further assistance provided from the LO/FTF Council to partner organisations in this key policy area.

### **1. Introduction**

Most third world countries, particularly in Africa, have failed to create sufficient employment mainly for their young people due to a multiplicity of reasons. However, some key causes stand out. First, while many economies have grown, they have not grown fast enough to sustain the rising population and the many new labour market entrants. Secondly, the economic growth has not been adequately translated into new, decent jobs that could improve living conditions and sustain national economies through stronger internal demand. Thirdly, the vast majority of the workers has not had – and do still not have – the necessary skills and competencies to take advantage of the employment opportunities that have and could have arisen in their economies.

Overall, simultaneous efforts on enhancing employment intensive growth and equipping the growing number of young people with the skills needed for entering the labour market, as well as making their economies more productive and competitive, are urgently needed. Specially three areas should be prioritised by the third world governments, i.e. 1) to ensure that employment is placed at the centre of political priorities and policy coherence, 2) to invest more in enterprise development, capable of creating decent work, 3) to improve the quality of, availability of and access to technical and vocational education and training.

Nationally, this means placing employment more centrally in economic and educational policy-making as well as to ensure the right national coherence around these priorities. Internationally, it is essential that regional cooperation and the international development partners focus more on employment – the creation of it, its quality, its governance, the rights related to it and the readiness of the population for it. It is necessary to develop a range of specific, well targeted initiatives on these priorities.

While there is a general lack of quantitative creation of employment, there is also in critical need of improving the quality of existing and future employment. If the poor countries only create new jobs with low pay, long hours, bad conditions and no rights, in the formal or informal sector, they will not achieve the development they so desperately needs.

Decent Work, as defined by the ILO and supported by ITUC, consists of productive employment, rights at work, social protection and social dialogue.<sup>21</sup> Efforts that in the short term may enhance growth or create employment are not acceptable if in the long run they undermine the attainment of Decent Work.

In the endeavour to create more youth employment, governments and the international cooperation community should be aware of the gender and age differences that are relevant to each of the different aspects of their policy-making and implementation. This includes, but also goes beyond, ensuring that employment opportunities are created for young women and that they are able to take part in the labour market as well as in education, training, governance etc. Policies must be designed and implemented in a gender-sensitive way so that they target young women and men differently where appropriate. Equally important interventions cannot be followed without paying due attention to the extent of HIV/AIDS, particularly in Africa.

## **2. The LO/FTF Council Employment and Poverty Strategy**

Common to any national trade union employment generating intervention is democratic ownership. Workers participation in decision-making processes at the labour market is an important contributor to pro-poor economic growth and employment generation. It is important that the poor and marginalized workers have an ownership to the process of lifting them out of poverty, being social, democratic or economic poverty. Without the feeling of belonging to a legitimate democratic process and organization, the local development processes are not possible.

Trade union interventions are by nature an expression of a collective effort to influence society and extend the reach of public institutions and services to the working poor. Trade unions thereby actively contribute to social inclusion and democratic anchoring of national institutions and policies. The poor and marginalized workers become social actors with a democratic interest in participating in the society. They become contributors to the development instead of being social (and economic) marginalized.

Strong labour market organisations with a political and democratic mandate are highly conducive to solve labour market issues efficiently and to identify common priorities and strategies. This also directly includes issues and priorities related to employment generation and poverty.

*The overall LO/FTF Employment and Poverty Strategy is, under the umbrella of the Decent Work Agenda, to provide support to democratic legitimate trade union organizations in the development of specific national and local employment generation and poverty alleviating interventions.*

More specifically, the LO/FTF Council support to trade union organisations in developing countries shall be provided within the following strategic interventions levels:

1. National enterprise and sector level intervention strategies
2. Trade union advocacy and policy-influence strategies
3. Direct trade union employment-generating strategies

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<sup>21</sup> See, among other things, 'Declaration on Employment and Poverty Alleviation in Africa', African Union Extra-Ordinary Summit, Ouagadougou, 3-9 September 2004 and 'The Decent Work Agenda in Africa: 2007-2015', ILO, 2007

### **2.1 National enterprise and sector level intervention strategies**

Sector-wide framework agreements, collective bargaining agreements (CBAs) and other workplace agreements are among the main pro-poor instruments of labour unions, as the agreements both provide stability in the labour market and is a fundamental redistributing mechanism of the economic growth in society and workplaces. The workers both contribute efficiently to higher enterprise/sector productivity and economic surplus, while they at the same time receive a higher share of the economic surplus. With a higher purchasing power workers again generate a higher demand for goods and services in society.

In many developing countries sector agreements and CBAs provide workers with increased pro-poor benefits, and, through the social dialogue processes inherent in the CBAs, often increase the productivity of the companies.

The fundamental character of successful sector and workplace agreements between employers and workers organization are that mutual interests and understanding have been reached. An important employment-poverty linkage is the need of increased workers productivity through vocational training investments and skills development for workers.

*The LO/FTF Employment and Poverty Strategy prioritises building the social dialogue capacity of trade union organisations with a specific focus on enterprise and sector level intervention strategies, which includes:*

- *Carrying out national level social dialogue with employers' organizations and state organizations to establish sector-wide pro-poor job generating framework agreements.*
- *Building their capacity to build, engage in and benefit from international and regional company- and sector-wide labour market agreements.*
- *Negotiate and agree with enterprise owners on CBA's and workplace agreements which efficiently contribute to job generation and improvements, increased workers skills and higher productivity through a better workplace environment, and poverty alleviation through more equal division of economic surplus.*
- *Give specific emphasis to sector level and company agreements on technical and vocational education and training.*
- *In order to increase sector and workplace productivity and economic surplus, proactively cooperate with employers organizations in analysing and identifying industrial market potentials within their specific sector.*
- *Actively support the inclusion of the Decent Work agenda at all levels of social dialogue and collective bargaining, including sector level agreements and company clauses on occupational health and safety and HIV/AIDS at the workplace.*

### **2.2 National trade union advocacy and policy-influence strategies**

Trade unions, as representative of the workers, can with a concerted advocacy effort ensure that national labour market policies and legislations become pro-poor and generate jobs, for instance through national investments in infrastructure and a national policy to promote a (responsible) growth potential of the private sector through sound industrial relations and sustainable legislation.

Trade union advocacy and policy-influencing strategies encompasses issues ranging from the promotion of core labour standards to a wide spectre of social and economic policies. Common to them are that they are important pro-poor labour market mechanisms as they influence the working (and living) conditions of a large group of workers and their families.

However, economic development (job and income generation) alone is not sufficient for the poor and marginalized workers, for whom it is often equally important with a reasonable level of social security, fair taxation policies, access to training, education, and health services etc. Whereas advocacy for the provision of social security falls well into the field of trade unions, it is important to emphasise that the state has the responsibility in setting-up the institutional framework and in the provision of specific national services through e.g. health schemes and social security funds.

One of the important development interventions to increased workers productivity and employability is vocational training and skills development. Experiences shows that vocational training should be combined with other development interventions (such as increased access to micro-credit, markets, and social security) to obtain sustainable employment generation.

Most recent analysis of economies that have sustained high levels of growth over several decades, as presented by the Commission on Growth and Development, emphasises that governments and public investment have a central role to play in ensuring such growth.<sup>22</sup> Clear “growth strategies” and “impressive rates” of spending on “infrastructure, education and health” have been key ingredients to the success of the fastest growing countries since the 1950s. However, in the same period – not least since the 1980s – most developing countries have been advised not to interfere with market forces and to limit the size of their public sector as well as its spending. Particularly in Africa, it is obvious that a change in course is needed, if the continent is to achieve higher, more inclusive growth, deliberate growth and industrial strategies as well as a more proactive use of public interventions and investment is vital.

*The LO/FTF Employment and Poverty Strategy prioritises the development of trade union organisations’ capacity in advocating for a pro-poor labour market policies and legislation, which includes:*

- *With the Decent Work agenda as the umbrella, advocating for pro-poor employment generating national employment policies, legislation and interventions. This includes overall development and macroeconomic policies, good governance, respecting core labour rights, public and private investments and finance, frameworks for enterprise development and setting up labour market information systems.*
- *Building the capacity to establish alliances and networks with international labour market organizations (ITUC, ILO and the GUFs) and national labour market and advocacy-proficient civil society organisations.*
- *Developing national trade union policies on employment with specific emphasis on women and youth.*

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<sup>22</sup> ‘The Growth Report: Strategies for Sustained Growth and Inclusive Development’, Commission on Growth and Development, 2008

- *Lobbying and advocating for the promotion of national public and private coverage of, health insurance, social security, education, credit schemes, fair taxation policies, etc.*
- *Advocating for increased national priority to technical and vocational education and training, including both an expansion of the training and education opportunities and a creation of a more positive perception of skilled labour.*
- *Advocating for the abolition of child labour.*
- *Advocating for higher national priorities to labour intensive public investment in order to stimulate economic growth and massive job generation.*
- *Advocating for improved national frameworks for development of small and medium sized enterprises and their integration into the formal economy. This entails making it easier to set up businesses, making regulatory frameworks more adequate, increasing the incentives for being part of the formal economy, and providing more direct support to enterprises that have the potential to drive growth and deliver employment opportunities for young people.*

### **2.3 Direct trade union employment-generating strategies**

Direct trade union employment-generating interventions are recognising the often limited capacity of national institutions in developing countries and utilising the strength of being collective member-based organisations. They are mainly applied in situations, where there are no formal employer-employee relation (making it difficult to make e.g. CBAs) and where the concerned workers' organisation does not have the required capacity to carry out national-level advocacy and policy-influencing campaigns to the benefits of its members.

These types of interventions might strengthen both the demand-side of employment through the creation of e.g. income generating activities, co-operatives, credit schemes and technological assistance, and the supply-side through e.g. development of vocational training programs and/or entrepreneurial development.

The direct employment-generating strategies have gained in importance with the enormous growth in the number of Informal Economy (IE) workers in the labour market, presenting a tremendous challenge both to the trade union movement and to society in general. Many trade unions in developing countries are increasingly focusing on how to target and organise the IE workers and a number of innovative strategies are emerging. Some of these highly suggest that the specific employment-poverty linkage in the case of IE workers need to include a mixture of employment generation, social security and capital formation in order to in a sustainable way to improve their livelihood.

Among trade unions two strategic avenues are being pursued. Firstly, there are examples of trade unions taking the direct responsibility of investing in the creation of companies or co-operatives, insurance- and credit-schemes, etc. Normally it is done with the dual purpose of creating employment, and at the same time seeking to generate income for the union and ultimately the members.

Some of these initiatives have been very successful and even setting standards in their sector of trade. Others have exposed a wide range of problems related to such initiatives. Directly or indirectly investing in an open market economy is not only representing a risk, it is also exposing the problem

of ‘sitting at both sides of the table’. Many unions find it difficult to balance the need for profit with the right of workers employed to a decent pay and decent working conditions.

Secondly, instead of directly seeking to provide employment other trade unions have taken the role of promoting such initiatives - linking members with relevant public or private providers of the services in need.

A recent case study<sup>23</sup> demonstrates the importance of promoting - as opposed to providing – specific development interventions. The promotion approach is especially important in a developing country context due to the fact that the services provided by mainly private institutions in e.g. microfinance, vocational training or entrepreneurship development usually are not targeted to the poorer groups of the society, for which reasons the services become either irrelevant or too costly for them. Through the promotion approach, the beneficiaries or their democratically elected leaders are actively involved in the process of providing access of workers to services such as microfinance, entrepreneurship development or vocational training. The specific intervention is further not seen in isolation, but can – through the organisation – be seen in a broader and more holistic context and backed up by e.g. a training-input and/or linked to other income generating and/or job possibilities.

The promoter approach does not exclude the necessity for specific interventions in which the organisations – outside the normal trade union work - directly initiate employment or related services to its members. It can e.g. be in situations, where the “mental distance” between the poor and marginalized workers and the market is too high. Here trade unions can have an important role as catalysts (don’t tell them - show them) – giving examples and setting standards for the market. Experiences from many countries at the same time show, that this will normally only be needed in a transitional phase. Once workers count with increased economic and social assets, a greater variety of services from specialised providers in an open competition become both more relevant to them and are more long-term sustainable.

The LO/FTF Employment and Poverty Strategy prioritises the development of the capacity of trade union organisations in identifying and promoting direct trade union employment-generating interventions particularly for the Informal Economy workers. This includes:

- *Developing the capacity of the trade unions in promoting better services to their members, according to their needs.*
- *Actively support the policy development and networking capacity to provide access for members to a range of targeted public and private services: training, entrepreneur-development, credit-schemes, technical services, etc.*
- *In specific cases, in which workers within the informal economy are marginalized to the markets, support the role of trade unions in developing pilot projects and act as catalyst in the development of direct interventions.*
- *Documentation of the promising sustainable employment generating practices which in a sustainable way alleviate the poverty of marginal informal economy workers, and supporting functional networks and alliances that ensure sharing of experiences and best practices.*

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<sup>23</sup> Employment promotion and Poverty Reduction in Developing Countries, Working Paper, Cases Presentation, Danida / LO-FTF Council 2008.

## **Annex 3:**

# **Best practices and lessons learned from Southern Africa and West Africa on informal economy.**



## **Best practices and lessons learned from Southern Africa and West Africa on the informal economy**

### **1. Southern Africa**

Looking at labour markets in the southern Africa region in general terms, the picture is one where job expansion in the formal sectors is not keeping pace with population growth. In fact, in many countries, formal sector jobs, both public and private, are disappearing and new entrants on the labour market will most likely end up in either the informal economy or eking out a living as subsistence farmers. It is therefore imperative for the labour movements of the region to do more to organise the constantly rising numbers of informally employed or self-employed workers if it is to retain any political clout in the future.

While jobs in the formal economy are subject to various regulations, informal economy jobs are characterized by wages that often are very much lower than the national minimum wages. Standards in working conditions are also worse than is the norm in the formal sectors. But governments in the region have largely ignored the informal economy, even though it employs most of their work forces, and informal economy workers have little or no voice or opportunity to enter into dialogue with government.

### **The role of trade unions in the informal economy**

In recognition of these facts, the trade unions in the region have already begun to react to these challenges, and are in the process of finding ways in which it can push their respective governments to include the informal economy in national labour policies, so that labour rights, social protection, wages, and working conditions also apply for this part of the work force.

Common for all countries participating in the current LO/FTF programme is the fact that all five national trade union centres have actively assisted in the development of national informal umbrella organisations based on research undertaken by the respective national trade union centres.

In Swaziland, the SFTU has thus assisted in the birth of the CIEAS, and has also provided technical assistance and capacity building which lead to organising 15.000 informal economy workers over a 2-year period.

In Mozambique, the national centre in Mozambique OTM-CS has over the years provided technical assistance to ASSOTSI. As a result of this, ASSOTSI represents a membership of 60.000 informal economy workers. Furthermore, ASSOTSI has agreed with OTM-CS to strengthen the provincial structures of ASSOTSI in order to create the necessary infrastructure as a precondition for increased membership numbers and greater national impact.

In Zimbabwe, where the formal economy has all but collapsed, the ZCTU has also supported the umbrella association for informal economy workers ZCIEA, which currently organises around 1.5 mill. informal workers (a potential of 5 mill.). The ZCIEAS relies on trade union support from ZiCTU, and has established country-wide structures.

While the initial steps of organising the informal economy have resulted in the creation of national informal economy umbrella organisations, the question of affiliation to the national trade union centres is the next natural – but also difficult - step. There are different optional models. One model is the Malawian model with full affiliation of informal economy umbrella organisations to a national trade union centre like MCTU. Another model is to be associated affiliation with limited rights as is the case in Mozambique. A third model is to agree to a memorandum of understanding between the informal umbrella association and a national trade union centre as is the case in Zimbabwe.

With the exception of the Malawi experience, the question of affiliation remains controversial and complicated to most national centres as it inevitably shifts balances of power in the national centres. Nevertheless, most national trade union centres are determined to work on a solution because of the large potential membership from the informal economy that may retain the trade union influence on political-decision making processes in the region.

As with formal sector unions, it has been important for the informal economy associations to be able to demonstrate concrete results in order to attract and keep new members. Again, the achievements by the national trade union centres have been diverse. It ranges from simple service provision to informal economy workers by national trade union centres in the form of business training skills to public lobby campaigns.

Especially in the cases of Swaziland, Malawi, Angola and Mozambique, national labour centres and informal economy associations have successfully lobbied municipal and central governments for service provisions to informal economy workers. This has a.o. resulted in access to - and provision of - proper facilities such as physical market structures, improved sanitation, access roads, etc. For instance, a concerted lobby campaign conducted by the Mozambican ASSOTSI and the OTM-CS resulted in government allowing segments of the informal economy to participate in the national social security scheme.

## **2. West Africa**

The LO/FTF Council have been supporting trade union organisations in Ghana, in their work with the informal economy, since 1994. The common focus has been to develop and extend trade union services to workers working in and around the informal economy, in order to contribute to improved conditions for specially women within some of the poorest parts of the population.

Since 2007 the co-operation has encompassed an extension of experiences from Ghana to Teachers' organisations and national centres in Benin, Niger, Sierra Leone and Togo.

### ***Experiences from the two most recent projects:***

#### **1. Capacity building with Ghana TUC and GNAT 2008-2010**

The capacity building project with Ghana TUC and GNAT (Ghana National Association of Teachers) was initiated in 2008. The main objectives of this programme were to develop the capacity of TUC

and GNAT to develop policies and carry out advocacy – with focus on the provision of basic social services to workers in the informal economy and to develop the capacity of TUC and GNAT to develop and provide trade union services to workers in the informal economy.

Ghana TUC has carried out research on a number of labour market and social issues including the informal economy and has published policy bulletins with inputs to the government and Parliament on relevant labour market and social issues including analyses and proposals to the national budgets. The submission of policy bulletins and budget analyses, provide a good basis for TUC to hold discussions with public authorities and thereby help boost the capacity of TUC to go beyond “bread and butter” issues to participate meaningfully in national development policies.

Both TUC and GNAT have been involved in national discussions of the salary restructuring and in the revision of the new 3-tier pension scheme which was adopted in 2009. This new scheme also has special provisions for pension schemes for informal economy workers.

Activities have been carried out to strengthen TUC’s services to informal economy associations and unions and to assist these unions in the development, strengthening and democratisation of their organisations. Advocacy and campaigns have been implemented to try to secure better conditions and social security coverage in Ghana for informal sector workers. Organisational development has taken place leading to a national structure of Early Childhood Educators Association (ECEA) in Ghana and further development of a network of informal economy associations affiliated to TUC.

Thus, both TUC and GNAT are now widely recognized in Ghana as viable representatives for their members and workers in the informal economy.

Furthermore, the experiences from Ghana TUC have served as basis for the initiation of activities with national trade union centres in Sierra Leone, Niger, Benin and Togo on organising and servicing the informal economy and developing the informal economy unions. Concepts and materials on Early Childhood Development (GNAT) and organising in the informal economy (TUC) from Ghana have with great success been transferred and used by the partners in the other countries.

Regarding the GNAT component, GNAT and BUPL have collaborated in a 3 phase- development programme for the Early Childhood Education and Care (ECEC) Sector with focus on capacity building of the Union for Early Childhood Educators, their working conditions and professional development (vocational training). In 2008 the programme included 3 pilot projects in Benin, Togo and Nigeria in order to research possibilities of implementation of experience from the Ghana programme.

## **2. Pilot project on employment and poverty reduction 2009-2010**

A pilot project was initiated in May 2009 with the overall objective to contribute to the creation of decent employment for young/women workers in West Africa, through enhanced TU capacity to advocate and influence national policy (e.g. Social security) and through the development and testing of employment generating initiatives (short term courses on basic skills and entrepreneurial capacity)

As part of the project, research has been carried out in all countries on existing social security schemes and vocational training opportunities. Based on this research synthesized reports on the two issues have been elaborated by the Ghana TUC Research and Policy Institute.

Policy development and initial lobbying have taken place in all countries with relevant stakeholders such as government, ministries and social security institutions to advocate for universal health care systems and/or social security coverage for the informal economy.

Each national trade union centre has selected a specific target group among their informal economy member unions or associates for the pilot vocational training. A training needs analysis was carried out in the five countries with the participation of representatives from the Danish Union of Educators (Uddannelsesforbundet), the Danish Association of Small and Medium-sized Enterprises (Håndværksrådet) and the LO/FTF Council in October 2009. TNA recommendations on the pilot training and proposals for education plans for the various groups were elaborated by the partners in Denmark and sent to the national trade union centres in the five countries.

Contacts have been established with relevant ministries and/or vocational training centres in order to secure cooperation and support for the pilot training.

Subsequently, a pilot 2-week training was implemented in the various countries. After the pilot training cooperation was continued with the vocational training centres and lobbying took place towards the relevant ministries to focus on the need for such short-term vocational and entrepreneurial training for informal economy groups.

All partners have stressed that the activities have been most relevant and that the programme has given them important tools to deal with lobbying on the social security coverage and new opportunities for servicing the informal economy members. The idea of short-term vocational and entrepreneurial training has been quite innovative and has been welcomed both by the unions and the target groups as well as the vocational training centres and institutions.

The partner organisations have also stressed that the regional cooperation and exchange of experiences have been most important for them as a way of getting useful new ideas and tools from neighbouring countries.

## **Annex 4:**

### **Participation in bi/tripartite mechanisms.**

## Bi/tripartite mechanisms in East Africa and Southern Africa

Below matrix illustrates the national partners and their representation in the most central bi/tripartite organs:

### EAST AFRICA

Types of institutions ----- Partners	Wages	Employment	OHS and HIV/AIDS	Others
TUCTA	LESCO + sectoral. wage boards	TTU/TUGHE in public service negotiation machinery (public works)  Work permit board  Vocational training board (national TUCTA)  CMA unit	TACAIDS  National Social Security Board (NSSF)  Public pension Fund  Regulatory board for social security	Joint Assistance Strategy (JAS)
COTU	Labour Advisory Board and General Wages Advisory Board	Industrial Court  Productivity centre  National Economic and Social Council  Kenyan Electricity Board  National Industrial Training Council	National AIDS Control Council and Global Fund on AIDS  National Social Security Fund  National Health Insurance Fund  National Advisory committee on Occupational Health and Safety (NACOHS)	National Tripartite Consultative Committee  Kenyan anti-corruption Board  Kenyan National Bank of Kenya
CESTRAR	National Labour Council  Min. Wages guaranteed in the Labour law (after consultation with CESTRAR)	Rwanda Economic and Social Council  Rwanda Work-force Agency	National Social Security Funds  Rwanda Health Insurance for Public Sector Workers	
COSYBU	National Council of Labour	Commission for min. salaries	National Social Pension Fund  National OHS Fund	

NOTU	Labour Advisory Board	- Industrial Court - Management training and Advisory Committee - Vocational training Board	National Social Security Board	Immigration Board
ZATUC	Labour Advisory Board  Minimum Wage Board	Industrial Court  Conflict Resolution Committee	Zanzibar Social Security Board  Zanzibar Disabled Board	Zanzibar Business Council (bipartite)  MKUZA on Irrigation/Poverty Board
TTU	Negotiation machinery at the Joint Staff Council (central) and at the Master Joint Staff Council.	1. Teacher education Quality Task Force, EFA Committee 2. Member to the Education sector Advisory Council (to advise the minister of education) 3. Member of the Education Sector Master Workers Council	1. National Health Insurance Fund Board member  2. Member to the Occupational Safety and Health Committee at TUCTA	Board of the Vocational Education & Training Authority (VETA), technical team member of the adult literacy programme
KNUT	Teacher Service Commission	Educational Task force, EFA committee	National Hospital Insurance Fund	Kenyan Anti-Corruption Committee
ZATU	Officially recognised in Committee on Education Act (negotiation machinery coming up)	National committee on Education Policy	Technical Aids Committee, Zanzibar Aids Commission	Education Coordinating Board
STEB	n.a.	n.a.	n.a.	n.a.
SNEP/ SEN.	Teacher Service Commission	District Council	National Commission Against HIV/Aids	Rwanda NGO's Forum on HIV/AIDS

**SOUTHERN AFRICA:**

<b>Partners Organization Types of institutions</b>	<b>Mozambique OTM</b>	<b>Swaziland SFTU</b>	<b>Zimbabwe ZCTU</b>	<b>Zambia ZCTU</b>	<b>Malawi MCTU</b>
National Wages/ Salaries	National Labor Consultive Commission (CCT)	Minimum Wage Councils.	Wages and Salaries Advisory Board	Tripartite Labour Consultative Council	Tripartite Labour advisory Council and Minim wage review committee
Occupational Health & Safety	National Social Security Institute (INSS)	OHS Tripartite Committee of experts.	National Social Security Authority	National AIDS Council  Working Group on OHS -Creation of the Zambia Institute of OHS (under discussion)	Ministry of Labour Directorate of OSH and Social dialogue commission
Social Security	National Social Security Institute (INSS)	Swaziland National Provident Fund Board	National Social Security Authority  Health Insurance Scheme	National Pensions Scheme Authority  Public Service Pensions Fund  Mukuba Pension Scheme (for miners)	Ministry of finance National Pension administrator (to be set) and
Education and Vocational training	National training and professional institute (INEFP)	Tripartite Training and Vocational Board	N/A	Technical Education, vocational and Entrepreneurship Training Authority (TEVETA)	Technical Education, vocational and Entrepreneurship Training Authority (TEVETA), Ministry of education and Labour
Vulnerable groups at the Labour markets	ASSOTSI (Informal Sector)	N/A	Retrenchment Board	Alliance for the Zambia Informal Economy Associations	Gender ,labour and social welfare Ministries and offices,
National Development	NEPAD PARPA	No inclusive policy N/A structure that involves Labour.	Tripartite Negotiating Forum (TNF)	Ministry of Finance and Economic Planning	Chamber of commerce, Thematic working group on trade and development, Triprtite plus
Local development	PARPA II	N/A	Local Authorities	Provincial and local bargaining units Provincial and district planning units	Local assemblies and community groups



Others	Resolution and Arbitration Forum Mozambican deputy group	ILO social dialogue forum. NCA Localization & Training Board HIV/AIDS National Board. Tax Advisory Council	N/A	N/A	N/A
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## **Annex 5:**

### **LO/FTF Guidelines for accounting and reporting.**

## The LO/FTF Council

### Guidelines for reporting, accounting and auditing of projects granted from Danish government funds (Danida)

July 2010

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### Appendices

Appendix 1: Quarterly Report format

Appendix 2: Annual Narrative Activity Reports

Appendix 3: Project Completion Report format

## **0. Introduction**

The objective of these guidelines is to specify the reporting, accounting and auditing requirements for organisations receiving Danish public funds (Danida) channelled through the LO/FTF Council.

## **1. Reporting**

### *1.1. Quarterly report*

1.1.1. The partner organisation is requested to submit 3 quarterly reports on the progress of the project, one for the first, second and third quarter, i.e. activities; no. of seminars conducted, no. of participants, materials produced etc. The reports must refer to the activities, output and indicators included in the project document. The activities and outputs for the fourth quarter will be included in the annual report; hence a separate quarterly report for the fourth quarter is not needed. (See the enclosed format for a quarterly report - appendix 1.)

1.1.2. The report must follow the calendar quarters and must reach the LO/FTF Council no later than 14 days after the end of the quarter in question.

1.1.3. In order to avoid overlap and repetition, the reports must be submitted consecutively.

### *1.2. Annual report*

1.2.1. The annual progress report must reach the LO/FTF Council no later than the 15th of January the following year.

1.2.2. The report must contain a full report on progress made during the year including work plans and assessment of the achievements of objectives in accordance with the project document. Please refer to the enclosed format for the annual report (appendix 2).

### *1.3. Project Completion Report*

1.3.1. Upon completion of the project, a Project Completion Report (PCR) must be prepared and submitted to the LO/FTF Council no later than three months after the completion of the project period.

1.3.2. The PCR must contain a comprehensive assessment of the project. Please refer to the enclosed format for the Project Completion Report (appendix 3).

## 2. Accounting

### 2.1. General accounting guidelines

- 2.1.1. The implementing organisation must establish and maintain a secure and reliable accounting set-up equipped with adequate economic management procedures and internal control routines. The bookkeeping must be kept up-to-date, be documented with original vouchers and in general, good bookkeeping and accounting practices must be observed.
- 2.1.2. In accordance with Danish accounts legislation; the accounting records must be kept for five years after completion of the project. The LO/FTF Council and the Danish authorities are entitled to make unannounced scrutiny of the project accounts including of the original vouchers.
- 2.1.3. Danida has made the proviso that Danida is entitled to carry out an independent evaluation of the project during the course of the project and also after the termination of the project. The LO/FTF Council is also entitled to evaluate the project. This evaluation will always be carried out in consultation and cooperation with our international and local trade union partners.
- 2.1.4. Expenses, which are not included in the approved budget, cannot be defrayed without prior approval from the LO/FTF Council.
- 2.1.5. Reallocation between budget lines cannot be made without prior approval from the LO/FTF Council.
- 2.1.6. Funds for expenses not defrayed in one calendar year cannot be carried forward to subsequent years without prior approval from the LO/FTF Council.
- 2.1.7. Expenses cannot exceed the amounts in the respective budget lines. If the excess is caused by exceptional high inflation or change in exchange rates, the LO/FTF Council may approve excess of expenditure upon receipt of a written request from the partner organisation.
- 2.1.8. Accounts are produced in the same currency as the budget. If expenses are defrayed in different currencies, conversion is made to the currency of the budget. Exchange rates must be clearly indicated.
- 2.1.9. Accrued interest and exchange gains is an income for Danida - not for the project - and must be accounted for within the annual accounts.
- 2.1.10. Salaries for local staff will normally be in accordance with the local salary levels prevailing in the partner organisation.
- 2.1.11. Salaries and conditions for staff employed by project funds cannot exceed the following:

- Short term staff: "Regulations for employment of short term consultants"
- Long term staff: "Danida regulations for employment of long term consultants".

The LO/FTF Council will incorporate detailed conditions for project staff in the letter of contract, project document and budget.

2.1.12. Project vehicles, major project equipment and inventory and project staff must be insured. A logbook recording the usage (purpose and distance of the individual trip) of the project vehicle must be maintained and kept by the partner organisation.

2.1.13 Travel expenses must be budgeted as economically as possible and the number of participants involved kept to a minimum. Per Diem and travel allowances cannot exceed the rates set by the Danish Ministry of Finance, cost of air travel cannot exceed economy class (excursion fare), and the cost of accommodation cannot exceed that of the rates for an ordinary tourist class hotel.

## 2.2. *Quarterly accounts*

2.2.1 The implementing organisation is requested to submit quarterly financial reports (statement of accounts) to the LO/FTF Council. These reports must follow the calendar quarters and minimum include the following items:

- 2.2.1.2. any income received during the period in question including disbursements from the LO/FTF Council
- 2.2.1.3. explanations on any expenses not defrayed according to the work plans
- 2.2.1.4. exchange rates and methods of calculation shall be clearly indicated
- 2.2.1.5. income (disbursements from the LO/FTF Council)
- 2.2.1.6. balance of project funds

2.2.2. The financial reports must reach the LO/FTF Council no later than 14 days after the end of the quarter in question.

### 2.2.3. Disbursement of funds

2.2.3.1. Funds are disbursed in quarterly instalments on the basis of quarterly financial reports and a disbursement plan. The disbursement plan anticipates the expenditure of project funds on a quarterly basis for the following 12-month period.

2.2.3.2. The disbursement plan must follow the budget lines in accordance with the approved budget.

## 2.3. Annual accounts

2.3.1. The annual financial report must be audited by a certified public accountant or a chartered accountant and must reach the LO/FTF Council no later than April 1st the following year. The auditor must be affiliated with an internationally recognized audit company.

### 2.3.2. Contents:

The layout of the accounts should be well arranged in accordance with these guidelines. The annual accounts must also contain any information necessary for the understanding of the accounts

2.3.3. The annual accounts must contain the following:

- 2.3.3.1. Identification
- 2.3.3.2. The management's endorsement
- 2.3.3.3. Audit report
- 2.3.3.4. Profit and loss account
- 2.3.3.5. Notes

These components must constitute an entity.

### 2.3.4. Identification

The accounts must clearly state the name of the implementing organisation, the title of the project, including the file number and the accounting period.

### 2.3.5. The management's endorsement

The implementing organisations principle officers, who by their signature vouch for the contents of the annual accounts, shall endorse the overall annual accounts.

### 2.3.6. Audit report

The project accounts must be audited by a chartered or registered accountant affiliated with an internationally recognised Audit Company. The audited account must be produced in accordance with the guidelines for auditing on page 12. It is the obligation of the implementing organisation to obtain written confirmation from the auditor, that he will perform his audit duties in accordance with the guidelines for auditing.



### 2.3.7. Profit and loss account

2.3.7.1. The profit and loss account shall specify receipts and expenditure pertaining to the project. In order to compare the actual expenditure with the approved budget, both figures must be included in the account.

#### 2.3.7.2. *Receipts/grants received*

2.3.7.2.1. LO/FTF disbursements must appear as receipts in the accounts of the project together with contributions from other donors, including the contribution from the implementing organisation.

2.3.7.2.2. The annual accounts must clearly specify the funds carried forward from the previous years and funds carried forward to the following year.

#### 2.3.7.3. *Expenditure/disbursement to recipient organisations*

2.3.7.3.1. Items of expenditure must be entered individually in the profit and loss account or be specified in the notes thereto. Expenditure entered in the profit and loss accounts must, as a minimum, be as detailed as the approved budget.

2.3.7.3.2. The form of presentation chosen must remain unchanged from one accounting period to the next. Where warranted by special circumstances, i.a. to enhance the comprehension of the utilisation of funds, the form may be altered. The effect of the alteration on the accounts must be described in detail, as well as the reason as to why the form has been altered.

#### 2.3.7.4. Notes

2.3.7.4.1. The location and contents of the notes must be clear. Reference must be made to relevant items in the accounts.

2.3.7.4.2. The annual accounts must include the following notes:

2.3.7.4.2.1. Specification of receipts. Contributions from individual donors must be identified through the note. Grants received from the LO/FTF must be entered separately.

2.3.7.4.2.2. The implementing organisation's own contribution and the calculation thereof must appear from the note.

2.3.7.4.2.3. Specification of disbursements made to recipient organisations. Where funds have been paid to several organisations, the note should specify the payment of funds to each individual link. The specification must be

in the same currency as the budget and in local currency, if relevant. The note must also mention date of transfer and rate of exchange.

2.3.7.4.3. Unspent funds in respect of LO/FTF grants must be specified at the completion of the calendar year. The specification of unspent funds (in the local currency and in the budget currency) must be in accordance with the list given below and included in the annual accounts:

	Unspent funds at the beginning of the calendar year	xxx,xxx
+	grants received during the calendar year	xxx,xxx
-	disbursements under the grant	<u>xxx,xxx</u>
=	Unspent funds at the completion of the calendar year	<u>xxx,xxx</u>

## 2.4. Final accounts

2.4.1. The final financial report must be audited by a certified public accountant or a chartered accountant and must reach the LO/FTF Council no later than three months after the expiry of the project contract.

2.4.2. The layout of the final accounts must be well arranged and in accordance with these guidelines. The final accounts must also contain any additional information necessary for the comprehension of the accounts.

2.4.3. In the final accounts the implementing organisation must substantiate, that the grant has been used in accordance with the objectives of the authorised LO/FTF grant and the approved budget for the project.

2.4.4. The final accounts must contain the following:

- 2.4.4.1. Identification
- 2.4.4.2. The management's endorsement
- 2.4.4.3. Accounting report
- 2.4.4.4. Audit report
- 2.4.4.5. Applied accounting principles
- 2.4.4.6. Profit and loss account
- 2.4.4.7. Notes
- 2.4.4.8. Appendices, if relevant

The components shall constitute an entity.

### 2.4.5. Identification

The accounts must clearly state the name of the implementing organisation, the name of the project, including the file number, and the accounting period.

#### 2.4.6. The management's endorsement

The implementing organisations accountable management, who by their signature vouch for the contents of the final accounts, shall endorse the overall final accounts.

#### 2.4.7. Accounting report

2.4.7.1. The accounting report is an independent, written statement made in connection with the accounting, , thus, not part of the written, final report which contains an evaluation of the project compared to the objectives of the grant.

2.4.7.2. The report must mention special circumstances of importance to the accounting. The report must. contain the following:

2.4.7.2.1. A summary of anticipated results as the LO/FTF Council has approved them.

2.4.7.2.2. Based on the indicators stated in the approved project document, an assessment must be produced to verify whether the objectives of the grant have been met.

2.4.7.2.3. A statement pertaining to the quality of the available documentation substantiating, that the funds have been utilised in accordance with the objectives, including information about shortcomings, if any, insufficient or misrepresented documentation.

2.4.7.2.4. Specifications of any remaining unspent funds. A statement of repayment of interest accrued on bank accounts.

2.4.7.2.5. A statement of discrepancy, if any, between actual disbursements and the grant budget.

#### 2.4.8. Audit report

The project accounts must be audited by a chartered or registered accountant affiliated with an internationally recognized Audit Company, and must be performed in accordance with the guidelines for auditing on page 12. It is the obligation of the implementing organisation to obtain written confirmation from the auditor that he/she will perform the audit duties in accordance with the guidelines for auditing.

#### 2.4.9. Applied accounting principles

- 2.4.9.1. The paragraph about applied accounting principles must confirm that the accounts have been prepared in accordance with the letter of contract and these guidelines.
- 2.4.9.2. This paragraph must also give an account of the method applied for the conversion of funds received to a local currency.
- 2.4.9.3. Any other matters relating to the accounts, which are not covered by this set of guidelines, but which ought to be mentioned, clarified or documented by the partner organisation, should be included in this paragraph.

#### 2.4.10. Profit and loss account

- 2.4.10.1. The profit and loss account must specify receipts and expenditure pertaining to the project. In order to compare the actual expenditure with the approved budget, both figures must be included in the account.

##### 2.4.10.2. *Receipts*

LO/FTF disbursements must appear as receipts in the accounts of the project together with contributions from other donors, including the implementing organisations own contribution.

##### 2.4.10.3. *Expenditure*

- 2.4.10.3.1. Items of expenditure must be entered individually in the profit and loss account or be specified in the notes thereto. As a minimum, expenditure entered in the profit and loss account must be as detailed as within the approved budget.

##### 2.4.10.3.2. All expenditure must

- 2.4.10.3.2.1. pertain to the project, i.e. be covered by the authorised grant and not be irrelevant to the project
- 2.4.10.3.2.2. time-wise relate to the project as it is defined in the authorised grant
- 2.4.10.3.2.3. be eligible for financial support
- 2.4.10.3.2.4. be correctly entered under the individual budget lines and items in the approved budget
- 2.4.10.3.2.5. be disbursed.

#### 2.4.11. Notes

- 2.4.11.1. The location and contents of the notes must be clear. Reference must be made to relevant items in the accounts.
- 2.4.11.2. The final accounts must contain the following notes:
  - 2.4.11.2.1. Specification of receipts; Contributions from the individual donors must be apparent from the note. Grants received from the LO/FTF-Council must be entered individually.
  - 2.4.11.2.2. The implementing organisation's own contribution and the calculation thereof must be apparent from the note.
  - 2.4.11.2.3. Specification of disbursements made to the recipient organisations. In case funds have been paid to several organisations, the note must specify the payment of funds to each individual link. The specification must be in the same currency as in the budget and in local currency, if relevant. The note must also mention date of transfer and rate of exchange of the funds.
  - 2.4.11.2.4. Profit due to exchange fluctuations in respect of unspent funds must be returned to Danida.
  - 2.4.11.2.5. Specification of interest accrued.
  - 2.4.11.2.6. Specification of unspent funds.
- 2.4.11.3. The final accounts must contain a specification of unspent funds at the completion of the project. A verbal statement about the utilisation of the funds shall supplement the specification. The statement may be part of the accounting report or submitted in connection with the specification of unspent funds.
- 2.4.11.4. Accrued interest and exchange gains is an income for Danida - not for the project - and must be accounted for through the annual accounts.
- 2.4.11.5. In case the implementing organisation has established one overall bank account for all projects funded by the LO/FTF, there is no need to specify interest on each individual project.
- 2.4.11.6. If the LO/FTF Council has approved the utilisation of authorised funds for investment in fixed assets, the final accounts must contain a list of such assets with indication of purchase and budget prices. If the equipment is handed over to any of the involved organisations, the auditor must sign a certificate of transfer of

ownership from the project to the organisation. The LO/FTF Council shall approve any hand over of equipment.

#### 2.4.12. Appendices to the final accounts

Appendices must be annexed to the final accounts, and reference is made to these appendices in the final accounts. The implementing organisation should also enclose such appendices, as it may deem necessary for the comprehension of the accounts.

### **3. Audit**

#### *3.1. Objective*

- 3.1.1. The objective of the audit of annual accounts and final accounts for projects funded by the LO/FTF Council through Danish public funds (Danida) Danida, rendered by the implementing organisation's management, is to provide the accounts with an audit report.
- 3.1.2. The financial audit and the performance audit must be carried out by an international recognised audit company, according to international standards (IFAC/INTOSAI).
- 3.1.3 It is the obligation of the implementing organisation to obtain written confirmation from the auditor that he/she will perform the audit in accordance with these guidelines for auditing.

#### *3.2. Scope and performance*

- 3.2.1. The auditor must prepare and carry out the audit with a view to ascertaining whether the accounts contain essential misrepresentations and shortcomings.
- 3.2.2. The audit must be in conformity with sound auditing principles and shall comprise whatever initiatives the auditor may deem necessary.
- 3.2.3. The auditor must assess the implementing organisation's procedures, registration routines, and internal control procedures governing LO/FTF grants. These procedures/routines must comply with the LO/FTF Council's guidelines, including sound bookkeeping practice and accounting principles, and must constitute a reliant basis for the preparation of the accounts.
- 3.2.4. The auditor must make sure, that the conditions for the grant have been respected, including the stipulations in the project contract with the LO/FTF Council and other guidelines from the LO/FTF Council.
- 3.2.5. The auditor must control, that the grant has been used in accordance with the intentions and objectives of the grant.
- 3.2.6 The auditor must assess whether the implementing organisation has institutionalised an economical sound practice.

- 3.2.7 The auditor must control that the implementing organisation has adequately and correctly informed the LO/FTF Council about results and accountability during the project implementation.
- 3.2.8 The auditor must make sure that the implementing organisation has produced reliable data on productivity and efficiency as required by the Danish Ministry of Foreign Affairs.
- 3.2.9 The auditor must verify that the balances in the project accounts have been reconciled with the general accounts of the implementing organisation.
- 3.2.10. The auditor must ensure, that funds disbursed by the LO/FTF Council are registered in a separate bank account, and that all transfers to the account have been reconciled and checked with the transfers from the LO/FTF Council.
- 3.2.11. The management of the implementing organisation is obligated to give the auditor all or any information of significance to assist the assessment of the accounts and the appraisal of the management its accountability. The project management must give the auditor assistance and access to initiating any examination, which is considered necessary, as well as facilitating access to any information needed in order to perform the audit.
- 3.2.12. The auditor is requested to plan and implement unannounced audit visits, at least once a calendar year.
- 3.2.13 If the audit of the project management and accounting discloses illegal activity or significant breaches of the project contract with the LO/FTF Council, the auditor is required to immediately inform the management of the implementing organisation and to ensure, that the LO/FTF Council is informed immediately by the implementing organisation.. The information to the LO/FTF Council must comprise of the auditor's remarks to the matter. If the implementing organisation fails to inform the LO/FTF Council about the matter, it is the obligation of the auditor to do so.

Similarly, if the auditor, either as part of his audit or in other ways, gets the impression that the project management appears to be too unstable to continue for economic or other reasons, it is the obligation of the auditor to inform the principle officers of the partner organisation and the LO/FTF Council.

- 3.2.14 The Auditors must assess the implementation of the various programme activities according to the detailed budget.

### 3.3. *Audit report*

- 3.3.1. The auditor must prepare a report on the audit of the accounts.
- 3.3.2. The audit report must include:

- 3.3.2.1 identification of the implementing organisation, project/appropriation and accounting period
- 3.3.2.2. confirmation, that the accounts have been audited in accordance with the stipulations in the present guidelines
- 3.3.2.3. a statement of the nature and scope of the audit
- 3.3.2.4. an assessment of and information about any misrepresentations in the implementing organisations internal control procedures, bookkeeping and accounting practice
- 3.3.2.5. a conclusion and a statement concerning the audit
- 3.3.3. In case the auditor has not been able to audit part of the accounts, a statement to this effect, must be produced; including an indication of the reason.
- 3.3.4 The auditor may attach an audit protocol to his report.
- 3.4. Conclusion and statement
  - 3.4.1. The conclusion concerning the accounts provides the result of the chartered accountant's audit of the accounts
  - 3.4.2. The auditor's statement must comprise information to the effect, that:
    - 3.4.2.1. the auditor is not under any disability
    - 3.4.2.2. during the audit the auditor has been provided with all requested Information
    - 3.4.2.3. in the auditor's opinion the audit is in conformity with sound accounting principles, including a statement to this effect
    - 3.4.2.4. the accounts comply with the implementing organisation's bookkeeping procedures and principles.
    - 3.4.2.5. the grant has been used in accordance with the objectives within the approved project document, and
    - 3.4.2.6. all expenditure has been paid.
  - 3.4.3. The formulation of the auditor's conclusion and statement must be unequivocal, clear, and comprehensible.
  - 3.4.4. In case the auditor makes a qualification of the audit, he/she must do so explicitly.



## Appendix 1: Quarterly Narrative Activity Reports to the LO/FTF Council

As described in the project documents, in the Contracts with cooperating partners, and in the "Guidelines for Reporting, Accounting and Auditing of Projects Granted from Danish Government funds (Danida) – September 2004", the reporting requirements of the LO/FTF Council include Quarterly Activity Reports.

The quarterly activity reports follow the calendar quarters and must reach the LO/FTF Council no later than the date that is defined in the contract, together with the quarterly financial reports.

The activity reports refer to the project document, and their content should be the following:

- Background situation** (½-1 page)  
 Should include description of any relevant development and changes in the background situation for the project. The extent to which this affects the implementation of project activities and achievement of project objectives should be analysed.
- Objectives and Indicators** (½-1 page)  
 Assessment of the immediate objectives. To which extent have they been achieved? If necessary, additional indicators should be included.

Immediate Objective	Indicators	Progress so far (detail reference)

- Conclusions** (½-1 page)  
 Concluding remarks and analysis on the above from the project management. Further, comments relating to the subsequent quarter should be included here.

*The total volume of the narrative quarterly activity report should not exceed 3 - 4 pages.*

**Annex 1 – Outputs**

List of outputs produced

Outputs planned	Relevant milestones (for period)	Achievement of outputs as per milestones (so far)

Please note that a list of all educational material produced in the quarter must be forwarded to the LO/FTF Council with the quarterly report.

**Annex 2 – Activities**

Description of activities implemented

Activities planned	Activities Implemented (so far)

If applicable, please detail number of female and male participants and participants/days

**Annex 3- Revised Implementation Plan**

A revised workplan/PIP (project implementation plan) should be annexed. It must clearly indicate where the suggested changes have been made.

## Appendix 2: Annual Narrative Activity Reports to the LO/FTF Council

As described in the project documents, in the Contracts with cooperating partners, and in the "Guidelines for Reporting, Accounting and Auditing of Projects Granted from Danish Government funds (Danida) – April 2010", the reporting requirements of the LO/FTF Council include an Annual Narrative Activity Report.

The annual report must be in accordance with the calendar year and must reach the LO/FTF Council no later than the date that is defined in the contract.

It is the responsibility of the Partner Organisation/project management to produce the annual report. In the event that relevant material from e.g. a planning workshop involving direct recipients or an evaluation is available, this may be used as an additional input to the annual report.

If the headquarter of any international organisation is involved in the project, the international organisation should add their comments to the report prior to submission to the LO/FTF Council.

The annual report should refer to the project document and contain the following elements:

- **Background information** (5-6 pages)  
Should include a description of any development and changes in the background situation and political context relevant to the implementation of project activities and achievement of the project objectives.
- **Objectives and indicators** (2-3 pages)  
Assessment of the intermediate (or development objectives if there is no immediate objective) and immediate objectives. To which extent have they been achieved? If necessary, additional indicators should be included.

Intermediate/Development and Immediate Objectives (as per LFA)	Indicators	Progress so far (cumulative)

- **Conclusion and recommendations** ( 1-3 pages)  
Concluding remarks from the project management on the above, considering in particular:
  - are there parts of the project which have not been carried out as planned
  - what are the reasons
  - are there reasons to adjust the project strategy, the planned outputs and activities, or the input provided
  - suggestions to improve the project
  - any other relevant comments

- **Annual accounts**

Complete accounts should be attached to the annual report. The final and audited annual accounts should reach the LO/FTF Council no later than April the 1<sup>st</sup> in the following year.

*The volume of the Narrative Annual Report should not exceed 15 pages.*

### **Annex 1 – Outputs**

List of outputs produced

<b>Outputs planned</b>	<b>Relevant milestones</b>	<b>Outputs carried out as per milestones (cumulative)</b>

Please note that a copy of all educational material produced during the year must be forwarded to the LO/FTF Council with the annual report.

### **Annex 2 – Activities**

Description of activities implemented

<b>Activities planned</b>	<b>Activities Implemented (so far)</b>

If applicable, please detail number of female and male participants and participants/days

### **Annex 3- Revised Implementation Plan**

A revised workplan/PIP (project implementation plan) should be annexed. It must clearly indicate where the suggested changes have been made.

### **Annex 4 - Inventory list**

A list of all equipment and other stock, indicating purchase prices for each item should be attached to the report.

## **Appendix 3: LO/FTF Council Guidelines for preparation of PROJECT COMPLETION REPORTS**

The present guidelines for preparation of Project Completion Reports are based on the Danida guidelines for project completion reports. The guidelines should be seen as a reporting format which is aimed at satisfying information requirements from both Danida and the LO/FTF Council.

The purpose of making project completion reports is two-fold. Firstly, the reports are meant to provide input to a continuous compilation and dissemination of lessons learned during the project implementation, furthering the constant improvement of development assistance. Secondly, the reports are meant to form the basis for documentation of project achievements aimed at the public, the donors, and the Board of the LO/FTF Council.

### **1. BASIC PROJECT DATA**

Project Title:

Project number:

Sector:

Recipient Country:

Project Area:

Project Executing Organisation:

Project Language:

Date of Agreement:

Project Period:

Development Objective:

Immediate Objectives:

### **2. SUMMARY & LESSONS LEARNT**

The summary should in a schematic form address:  
outputs produced, effects and impact as well as project efficiency, effectiveness and relevance.

Important lessons of general interest to the design and implementation of future projects. Likewise, a discussion of lessons learned regarding cross cutting issues (democracy, gender, environment, rights...)

### **3. PROJECT BACKGROUND**

Brief description of the sector concerned focusing on activities and constraints relevant to the project.

#### 4. PROJECT DESIGN

Brief discussion of the project strategy and design (internal logic), including the management structure and institutional framework. Comments on advantages/disadvantages.

Comments on the relevance of the immediate objective(s) to the problems addressed.

Comments on the extent to which there is accordance between the project strategy and design and

- the LO/FTF strategy for the region, and
- Danidas formulated policies and strategies.

Comments on the project results in the context of other, related projects.

#### 5. BUDGET/EXPENDITURE

List the main budget lines of the original budget.

Describe and explain major budget revisions, if any.

List the main budget lines of the final project budget.

Provide the latest account of expenditures on the main budget lines. Please annex the Final accounts when available.

#### 6. INPUTS

List planned main inputs, including technical assistance personnel and counterpart inputs, and comment on delivery, timeliness and quality of inputs.

#### 7. OUTPUTS

List and compare planned and produced outputs below:

Outputs planned	Outputs produced
1.	
2.	
etc.	

Explain any discrepancies between planned and produced outputs

Include as an annex a list of training or information materials produced (title, pages, editions, filing, context/target group)

## 8. ACTIVITIES

List and compare planned and implemented activities

Activities planned	Activities implemented
1.	
2.	
etc.	

Explain any discrepancies between planned and actually implemented activities

Discuss lessons learned from the implementation of activities by highlighting particularly successful and unsuccessful activities, respectively.

Discuss/present measures applied and results achieved regarding target group involvement

## 9. EFFICIENCY

Assess whether annual plans of action

- were realistic and adequately prepared
- showed a reasonable degree of adherence to the Project

Document

- had a good quality of project organisation and management
- included any major project reformulation during the implementation period
- showed if any external factors (outside the control of project

management

prerequisites) have not included in the design under assumptions and

affected project implementation.

Analyse whether project outputs justify the cost.

## 10 FULFILMENT OF OBJECTIVES

Are the development objectives still relevant.

To what extent has the project achieved, or is likely to achieve, its development objectives. Its immediate objectives?

For each development and immediate objective show relevant indicators for measuring achievement, using the following format

Indicators	Verifications
1.	
2.	
etc.	

What major assumptions were identified as critical for the achievement of the development objective?

For each assumption, indicate whether it has remained valid or not.

Discuss/present any known wider impact of the project, e.g. unforeseen initiatives taken by people involved in project activities.

#### **11. SUSTAINABILITY**

Assess the prospects and conditions for future sustainability of project activities in particular with regard to funding, maintenance and institutional set-up and management. Likewise, assess the benefits to the target group, and the progress towards ownership by the target group.

#### **12. IDENTIFICATION OF ALTERNATIVES**

Could the objectives of the project have been achieved in a more efficient, effective or relevant way?

#### **13. NEED FOR FURTHER ASSISTANCE**

Possible need for further limited assistance.

#### **14. OTHER DOCUMENTATION OF PROJECT RESULTS**

If any evaluations or reviews have taken place, briefly present and discuss the major findings



## **Annex 6:**

# **Terms of references for international assistance by LO/FTF Council and job descriptions**

## **Annex 6.a. – Terms of Reference for international technical assistance by LO/FTF Council, 2011 - 2013**

### **1. Introduction**

This programme is focused on trade unions in East and Southern Africa to utilise their institutional position as a key driver for regional and national development strategies. They have a central role in promoting an ‘enabling environment’ for the development of pro-employment and decent-work inspired strategies in dialogue with government and employers at the labour markets.

Today, the growing unemployment and poverty in both East Africa and Southern Africa are compounded by an increasing casualisation and informalisation in the labour market putting pressure on – one the one hand – the quality and regulation of existing formal employment and on the other hand the precarious working conditions in the informal economy. The trade unions are faced with this double challenge, that they are forced to address nationally, sectorally as well as regionally.

It is against this background, that the programme strategy is to support the promoting of the **decent work** agenda and **decent employment** through strengthening the capacity of trade union organisations and the two sub-regional organisations to take up a more pro-active and influential role in the development of more sustainable labour markets and the overall national social and economic development.

The objectives for the programme are as follows:

#### **Development Objective:**

Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.

#### **Immediate Objective 1:**

Regional trade union advocacy for the harmonisation of labour legislation based on the decent work agenda have been strengthened.

#### **Immediate Objective 2:**

National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.

The two ongoing and separate programmes of the LO/FTF Council for resp. East and Southern Africa have been extended until July 2011 and the experiences and key achievements obtained through the two programmes, now forms the basis for the two main components of this programme document. The two-year programme period is planned to be implemented from July 2011 to June 2013.

The first component focuses on East Africa, selected trade unions and the national centres affiliated to the sub-regional EATUC. The second component is focusing on Southern Africa, a number of unions and key-affiliates to the sub-regional SATUCC.

## 2. Objectives

To facilitate the programme, and as part of the assistance provided through the DANIDA funding, it is the assessment of LO/FTF Council that external international and national technical assistance to the partner organisations is required. From Denmark, the LO/FTF Council (and its sub-regional offices in Africa) and different Danish unions will participate as resource organisations and provide technical assistance to the partners.

The aim of the Technical Assistance to the partners is therefore to ensure that the objectives and outputs are achieved in the most efficient and qualitative way. More specifically, the objectives of the international and national technical assistance are to assist the partners in strategic areas such as:

- E) Networking and exchange of experiences
- F) Organisational development & sustainability
- G) Research and education
- H) Lobby and advocacy

## 2. Expected outputs of the Technical Assistance

The technical assistance should provide important inputs, which are required to achieve the objectives and outputs of the programme. Each African partners will in coordination with the LO/FTF Council in Arusha and Maputo identify when the specific technical assistance inputs are needed, and reflected in quarterly reporting to LO/FTF Council.

By the end of each specific international advisory service to a particular partner, the specific adviser or consultant shall prepare a report to the partners, which includes clear conclusions and recommendations. In addition, a brief mission report to the LO/FTF Council shall be produced immediately after the finalization of the consultancy.

## 4. Scope of Work

Apart from external local consultants, the LO/FTF Council staff, staff from the sub-regional offices of LO/FTF in Arusha and Maputo as well as Danish trade unions will provide the international technical assistance on two different levels.

The sub-regional office will render overall long-term technical assistance on the implementation of the programme through partner visits, participation in the quarterly meetings and PAC/CAC meetings.

In addition, the LO/FTF Council staff and other external advisors will also render short-term technical assistance according to the thematic requirements of partners (eg. a 3-day training course in

negotiation skills). Here, *specific technical assistance to be provided by the LO/FTF Council* is, expected to be the following, but not limited to:

### **1. Networking and exchange of experiences**

- Facilitate and encourage exchange of experiences through programme and component advisory meetings;
- Assist in mapping out appropriate resource persons/organisations to provide expert input across partners on specialised topics (eg. informal economy, training-of-trainers or sub-regional coordination mechanisms);
- Ensure that lessons learned are disseminated to other relevant partners (from both components);
- Expert advise in the identification of areas where new strategic avenues and organisational tools and systems may be needed – especially in terms of campaigning activities.

### **2. Organisational development and sustainability**

- Support to develop organisational and management capacity of partner organisations to strengthen strategic planning, communication structures and action plans of partners;
- Assist in policy development;
- Technical support in setting up – and consolidating sustainable regional sub-organisations;

### **3. Research and education**

- Technical support to develop and collect evidence based data as preparation for collective negotiations and well as how to build up networks with internal and external researchers;
- Expert advisory services in setting up education systems and training of trainers and develop customised training materials;

### **4. Advocacy and advocacy (incl. social dialogue)**

- Strategic advisory services in lobbying of government and employers;
- Technical advice and quality assurance in connection with the development of position papers on different labour issues to be used in advocacy work.
- Technical support and training services in the planning and conduct of national programmes relating to national bargaining/negotiations and training of leaders;

The above table provides a breakdown of the expected required technical assistance for the components. Specific technical assistance will be required in overall programme management and supervision (the inputs will be monitored through hour-based time registration sheets).

### **Programme Supervision/Management:**

- Coordination between Danish and African partners in the planning, implementation, monitoring, and reporting of project activities
- To coordinate between the different trade union programmes in Southern Africa and East Africa in order to secure the expected synergy within – and between the components;
- Technical assistance in planning, implementing, and evaluating programme events and education activities

- Advice and guidance on matters arising during the implementation of the Programme, through participation in regional Programme Advisory Committee meetings
- Technical assistance and advise in the preparation of quarterly, annual, and project completion activity and financial reports
- Conduct national cultural campaigns in Denmark on art in Southern and East Africa.

The inputs from the *Danish LO and FTF* are monitoring and evaluation of the programme, the conduct of international advocacy, networking and political support to each African partner. The Programme Advisory Committee (PAC) meetings and Component Advisory Committees meeting (CAC) will be carried out in each region with participation of Danish trade unions (from FTF and LO).

Parallel to this, the *Danish unions* DLF, Danish Metal and HK/State will provide bi-lateral technical assistance to its respective partners in areas such as policy development, advocacy, membership services, occupational health and safety, trade union administration, national bargaining and campaigning.

### **Approach of Technical Assistance**

Most of the technical assistance from the LO/FTF Council will be provided through the sub-regional offices, however specific technical assistance will be provided by the HQs in situations where it is required. In addition, “mid-term” management/advisory visits will be paid on a needs-basis in order to assess programme implementation in more detail and to provide specific technical assistance to e.g. facilitation of workshops. The first quarterly management visit is expected to take place by end 2011 and the outputs from the visit will be an important input to the PAC meeting, which is expected to follow in November 2011.

It is expected that the following group of LO/FTF Council staff from the African desk in Copenhagen will provide most of the TA.

#### From the Regional Country Offices:

- **Two Programme Advisers.** One programme advisor is based in Maputo with 6-7 years of trade union and information/campaign experiences. In Arusha office, a programme officer is expected to be recruited within this programme period — but the qualification profile will include knowledge of trade union organisations, labour market and development of project management.
- **Two international Senior Advisers** from the LO-FTF Council country offices in Maputo (newly recruited) and Arusha have more than 25 years management experience in trade unions each from Danish trade union movement. They have in-dept knowledge of Southern and East African labour markets, political scenes and the social partners. The experiences include institutional development especially in the areas of development of bargaining processes, administrative management systems, human resource management, project design, project implementation and management, costs analysis, labour market legislation, tripartite systems and leadership training.

From the main office in Copenhagen:

- The **Executive Consultant** from HQ has more than 15 years of experience within trade union development gained from employment in ILO and the LO-FTF Council. The Consultant is expert in the development of sustainable trade union organisations in Africa and Asia. The technical assistance provided by the Consultant will include but not be limited to supporting the partner organisations in the areas of capacity building and development of policies and strategies related to advocacy. In addition, the Consultant will participate in the PAC and CAC meetings and will be involved in the monitoring and quality assurance of the programme interventions.
  
- The **Programme Consultant** from HQ has more than 10 years of experience of development and implementation of development projects and programmes in Africa. These experiences have been gained through employment with a Danish union, ILO and the LO-FTF Council. The experiences of the programme consultant include formulation and evaluation of national and regional programmes, capacity building, organisational development, strategic planning and advocacy, and HIV/AIDS in the workplace.

## **Annex 6.b. - Job Description of International Advisor**

### **Role and responsibilities:**

#### **1.0 Head of the LO/FTF Sub-Regional Office in the region.**

The international Advisor, employed by the LO/FTF Council, is head of the Sub-Regional Office. The Advisor has the daily employer- and leadership responsibility towards the staff at the Sub-Regional Office, and is responsible for managing and coordinating the need for and the implementation of short-time assistance from resource persons to partners in the region – in close consultation with the LO/FTF Council.

The International Advisor also has the overall responsibility for the registration of hours, that should be elaborated by the staff and forwarded to the LO/FTF Council in Copenhagen. The Advisor is furthermore responsible for the elaboration of log-book(s) for programme/office car(s)

Beyond this, the International Advisor has the following competence and responsibility areas and jurisdiction:

#### **2.0 Advisor to the programme/project cooperations with partners.**

The International Advisor is performing the role as Project Advisor, for one or more programmes/projects in the region.

For these programmes/projects, the specific role of the Advisor and his/her reference to the LO/FTF Council, is described in individual Terms of References (TOR)

The following general guidelines are applicable:

The International Advisor has the responsibility of supervising the implementation of the projects/programmes in accordance with programme/project documents.

The International Advisor shall contribute to solving eventual problems in relation to the implementation of programmes and projects, financed by the LO/FTF in the region. This applies in connection with political or organisational problems as well as with discussions of project strategies, planning, implementation and administrative/financial procedures.

The Advisor shall moreover actively secure that the planned activities are implemented at an acceptable professional and administrative level.

The LO/FTF Council must continuously be informed about the activities/tasks that are carried out by the International Advisor. In connection to the Advisor assignments, the International Advisor must elaborate and forward the following documents to the LO/FTF Council:

- Monthly calendar planning (forward-looking)
- Monthly report on Advisor activities and the status of the partners (backwards-looking) and corresponding annual report

- Mission reports after each ended mission
- Brief comments to partners activity reporting.

### **3.0 Regional Coordinator in the region.**

The International Advisor is also handling a range of tasks in the region, hereunder coordination with other donors in the region, such as Danida, 3F, etc.

In relation to coordinating meetings with other donors, the International Advisor will elaborate a memorandum that is to be forwarded to the LO/FTF Council in Copenhagen.

The International Advisor shall – in cooperation with the responsible Consultant for the region – collate experiences and lessons learned, and make sure that these are benefiting other programmes through common seminars or through visits to other partner countries in the region. This could be experiences from strategy development, development of materials, methods etc, as well as experiences of a more administrative kind.

With regard to this type of tasks, the International Advisor refers to the responsible Consultant for the region.

#### *3.1 Geographic area*

The International Advisor primarily covers the countries in the region, where the LO/FTF Council with grants from Danida, are supporting or has access to support partners. It is the Advisors task to follow the possibilities for alternative means of financing and to coordinate the efforts for financing through other sources than Danida, e.g. the EU, World Bank etc.

#### *3.2 Participation in meetings etc.*

The International Advisor can – in consultation with the LO/FTF Council – participate in programme/component/project committee meetings, evaluations, regional meetings, congresses or seminars, on behalf of the LO/FTF Council. The participation in such foras and activities will each time be agreed with the responsible Consultant at the LO/FTF Council.

The cooperation with ITUC and the Global Union Federations are formally organised through the LO/FTF Council in Copenhagen.

#### *3.3 Project outreach*

The International Advisor shall be outreaching in relation to national, regional and international organisations, and especially in assessing future potential co-operation partners and projects.

#### *3.4 Project developing*

The International Advisor has the responsibility for planning and developing project proposals in accordance with the guidelines agreed with the responsible Consultant.

The work shall, whenever possible and relevant, be coordinated with other donors in the region.



### 3.5 *Industrial and political documentation.*

The International Advisor must follow and document the current political economic and industrial development in the region, as well as TU profiles, and on this background contribute to the development and up-date of organisational profiles and country analyses for the region, to be used in the LO/FTF applications to Danida and in the general work of the LO/FTF Council.

The analyses of the political, economic and industrial development in the region must be regularly updated and as a minimum included in the annual reporting from the Advisor to the LO/FTF Council in Copenhagen (reference is made to the above point 2.0)

### 3.6 *Information work*

The International Advisor will coordinate the information work for the region in cooperation with the responsible Consultant.

### 3.7 *Agreements*

Binding agreements with national, regional or international organisations in the region concerning new project/programme activities, can only be made after previous written approval from the LO/FTF Council in accordance with the agreed procedures for project approval.

## **4.0 Responsible for implementation of Programme/project Committee meetings.**

The International Advisor has the responsibility for planning and implementation of the annual Programme Committee meeting in the region that aims at coordinating and evaluating the programmes.

The International Advisor shall – in consultation with the office in Copenhagen – undertake the following tasks:

- Elaboration of proposals on agendas for the meetings
- Elaborate programmes for the meetings and take care of logistical arrangements (transport, hall rental, interpretation etc.)
- Collect and distribute background materials previous to the meetings and elaborate and distribute the latest summaries of minutes from partners' individual PAC meetings,
- Act as Secretary to the Programme and Component Committee and secure that minutes are taken and distributed.

The International Advisor must moreover assist in - and if possible participate in - the partners' project Committee meetings (individual partner Advisory meetings), hereunder secure that PAC reports and agendas are being elaborated in due time, and that minutes are taken and distributed.

## **Annex 6.c. – Job description for programme and finance officers**

### **Job description of Programme Officer:**

#### **1.0 Employee at the Sub-Regional Office**

The Programme Officer is employed by the LO/FTF Council and refers to the International Advisor.

Administrative roles and responsibilities of the Programme Officer at the Sub-Regional Office are stipulated in the employment contract and/or Terms of References for the employment and further specified in TOR for the individual programmes/projects.

The following are general tasks to be carried out by the Programme Officer:

- Assist in implementing activities and secure coordination between programmes and partners, as requested by the International Advisor
- Provide Technical Assistance to partner reporting and programme/project administration according to the LO/FTF Guidelines

#### **2.0 Advisor to partners**

With reference to the LO/FTF International Advisor, the Programme Officer will provide Advisory services to the LO/FTF partner organisations in the region as per specific Terms of References (TOR) for the Advisory service to each partner organisation.

The Advisory services can range from to programme implementation assistance to more specific professional Advisory services, aimed at strengthening the partner capacities and the smooth implementation of the programmes.

The Programme Officer must elaborate and forward the following documents to the International Advisor (with copy to the LO/FTF Council in Copenhagen):

- Input to Monthly calendar (forward-looking) and monthly reports
- Mission reports after each ended mission

### **Job description of Regional Financial and Administrative Advisor**

#### **1.0 Employee at the Sub-Regional Office**

The Regional Financial and Administrative Advisor is employed by the LO/FTF Council and refers to the Head of the Sub-Regional Office.

Administrative and financial roles and responsibilities of the Regional Financial and Administrative Advisor at the Sub-Regional Office are stipulated in the employment contract employment and further specified in TOR for the individual programmes/projects.

The following are general tasks to be carried out by the Regional Financial and Administrative Advisor:

- Maintenance of Accounts and financial records for the Sub-Regional Office in accordance with generally accepted accounting standards and the financial guidelines of the LO/FTF and cooperating partners.
- Assists in adequate and timely submission of quarterly, annual and final financial reports by the partner organisations to the LO/FTF Council through the Sub-Regional Office.
- Prepares monthly trial balances and monthly Bank Reconciliation statements.
- Prepares final accounts and assists external auditor with preparation of financial statements to funding organisation(s).
- Develop and maintain an inventory list for the LO/FTF Sub-Regional Office.
- Assists with the organisation of meetings, evaluations etc.
- Performs any other duties as may be assigned by the International Advisor.

## **2.0 Advisor to partners**

With reference to the Head of the Sub-Regional Office, the Regional Financial and Administrative Advisor will provide Advisory services to the LO/FTF partner organisations in the region as per specific Terms of References (TOR) for the Advisory service to each partner organisation.

The Advisory services can range from financial assistance to programme implementation assistance and more specific professional Advisory services, aimed at strengthening the partner capacities and the smooth implementation of the programmes.

Additionally, the Regional Financial and Administrative Advisor must elaborate and forward the following documents to the Head of the Sub-Regional Office (with copy to the LO/FTF Council in Copenhagen):

- Input to Monthly calendar (forward-looking) and monthly report
- Mission reports after each ended mission

## **Annex 7:**

# **Terms of references for PAC and CAC meetings**

## Terms of References for PAC and CAC meetings

### Monitoring and internal review.

The monitoring and internal review of the programmes of the LO/FTF Council differs in type, frequency and character depending on the specific modality of the cooperation with the partner organisation(s). In addition to the regular monitoring which is mainly carried through the quarterly narrative and financial reporting, internal reviewing is done through the conduct of advisory meetings, in which both representatives from the Danish trade movement as well as the partner organisations in the implementing countries participate.

Essentially, the following types of advisory and management committees exist.

- Programme Advisory Committee (PAC)
- Component Advisory Committee (CAC)
- Joint Implementation Management Committees (JIMC) or Progress Meetings (PM).

In addition, in case of direct bilateral project cooperation, Project Advisory Committee (PrAC) meetings may be held with the objectives of discussing the implementing and monitoring directly with the partner organisation. The work of the PrAC are guided by a specific (Danish) guideline i.e. the “Grundlag for projektkomitéernes etablering og virke i Ulandssekretariatet”.

### 1. The Programme Advisory Committee (PAC)

The PAC is an advisory body with the objective of overseeing and monitoring the implementation and development of a programme with more than one partner organization and to seek coherence between the programme components supported by the Danish LO/FTF Council.

The PAC will also facilitate:

- Discussions on strategic levels in relation to the programme objectives;
- Increased North-South dialogue between the involved national/regional and the Danish trade union movement (including related European and other international network)
- The sharing of experiences amongst partners and LO/FTF Council, including those gained in programmes outside the specific region

The Programme Advisory Committee (PAC) is set-up, covering all components and partner organisations. The PAC meets annually and consists of members of the national partner organisations, regional partners if relevant (e.g. ITUC), the Danish Confederations (LO and FTF) and relevant Danish federations, the LO/FTF Council HQ and the Regional Offices of the LO/FTF Council.

The PAC meetings facilitate the exchange of experience, policies and lessons learned at the thematic level (e.g., democracy, decent work and Informal economy). At the same time the presence of the PAC members will facilitate strategic discussions on programme implementation at the regional level, synergy potentials, cross cutting issues as gender, environment and HIV/AIDS, and finally on evaluation and development of future cooperation areas.

The PAC ensures the coherence of the programme in relation to the Danish resource base and best practises. It functions as a standing programme review committee and has access to all relevant information. The Sub Regional Offices (SRO) will act as secretariat for the PAC.

Annex 7.1. presents a format for the ToRs of a Programme Advisory Committee.

## **2. The Component Advisory Committee (CAC)**

The overall objectives of the Component Advisory Committee are similar to the PAC except that discussions, monitoring and members are limited to that particular component (according to component partners or theme) also in terms of only ensuring coherence within the component.

The ToRs presented in Annex 7.1. are valid for the conduct of the CAC.

## **3. Agenda and reporting of PAC/CAC**

The individual PAC/CAC's are responsible for the development of the agenda, which at a minimum should include the following points.

- 1.1. The development in the labour market in specific countries or regions. (presented by partner organisations or programme management)
- 1.2. Presentation of achievements by each partner, including discussions on financial issues and sustainability;
- 1.3. Strategic-approach discussions in relation to programme/component objectives;
- 1.4. Information activities in relation to the cooperation
- 1.5. Decision on timing of next advisory meeting
- 1.6. Any other business

The project/programme management is responsible for preparing the necessary materials before the annual meeting in the Advisory Committee meetings. The materials should include the latest narrative and financial reports, as well as other important relevant documents, such as study reports, new legislation etc.

## **4. Joint Implementation Management Committees (JIMC) or Progress Meetings (PM).**

In a larger programme with several partner organisations, a JIMC or PM is set-up to deal with the direct monitoring and internal review of the cooperation with the specific partner. The daily management of the partner organisations, represented by the respective Secretary Generals, is the overall responsible for each of the components' implementation, monitoring and reporting to the LO-FTF Council.

Individual Joint Implementation Management Committees (JIMC) or Progress Meetings (PM) are formed with participation of the partner organisation and the LO/FTF Council. The JIMCs/PM's will assist the partner organisations in the management, implementation and monitoring of the components activities. In addition, the technical assistance to the various activities will be discussed and decided on by the JIMCs/PM's. They convene regularly for monitoring and internal review

purposes on a quarterly basis. The Secretary Generals of the respective partner organisations head the specific JIMC/PMs in question the operation of which is guided by a set of ToR.

Annex 7.2 present formats for the ToRs of a JIMC and a PM, respectively.

## **Annex 7.1**

### **Terms of Reference for a Programme Advisory Committee (PAC)**

#### **1. Nature and objective**

The Programme Advisory Committee (PAC) is an advisory body with the objective of over viewing the implementation and development of the programme and to seek coherence between the programme components supported by the Danish LO/FTF Council

The PAC will also facilitate:

- Increased North-South dialogue between the specific region and the Danish trade union movement (including related European and other international network)
- The sharing of experiences with and within the LO/FTF Council, including those gained in programmes outside the relevant region

#### **2. Functions**

The PAC meetings will facilitate the exchange of experience, policies and lessons learned at the thematic level (e.g., democracy, decent work and Informal economy). At the same time the presence of the PAC members will facilitate discussions on programme implementation at the regional level, synergy potentials, cross cutting issues as gender, environment and HIV/AIDS, and finally on evaluation and development of future cooperation areas.

The PAC ensures the coherence of the programme in relation to the Danish resource base and best practises. It functions as a standing programme review committee and has access to all relevant information.

The Regional Offices will act as secretariat for the PAC.

The functions of the PAC are, to:

- Discuss overall coordination of project-supported initiatives and progress at programme level;
- Discuss overall and major budget reallocations;
- Discuss and advice on the need for technical assistance;
- Facilitate systematic exchange of experiences and sharing of best practices among partners within the selected crosscutting dimensions and issues of the programme;
- Elaborate and develop the methods and toolbox employed to build capacity and empower union organisations;
- Develop relevant future project cooperation areas, based on the outcomes of the programme and the identified needs in the region

#### **3. Members**

The PAC meets annually and consists of the following members:

- Representatives from each of the national partner organisations
- Representatives from the Danish Trade Union movement (LO, FTF and federations)



- Representatives of the LO/FTF Council HQ
- Representative of the Regional Offices of the LO/FTF Council.
- Representatives appointed by ITUC (if relevant)

Likewise, the PAC may invite representatives of other donor agencies or specialists to the PAC meetings, when it is deemed necessary or useful for the implementation and the development of the programme.

#### **4. Meetings**

The PAC will in general meet once a year, on the dates and places agreed in its first meeting (of each phase).

The PAC will be able to meet extraordinarily, to deal with urgent matters in relation to the programme, the times needed and by agreement. The invitations and the proposal for an agenda to the meetings of the PAC will be submitted to the members by the secretary of the PAC, at least one month prior to the meeting.

#### **5. Decision Making Process**

The decisions and recommendation of the PAC will be taken by consensus.

In order for the PAC meetings to be considered representative and the recommendations valid, the presence of at least two thirds of the committee members will be required.

#### **6. Minutes of the PAC meetings**

Minutes from the PAC meetings will be sent to the PAC members, no later than one month after the event.

## Annex 7.2

### Terms of Reference (ToRs) for Progress Meetings (PM)

In order to strengthen and secure collaboration with partners, regular Progress Meetings (PM) are conducted as an operational part of the project agreement between LO/FTF Council and Partners. This monitoring and progress mechanism should be viewed as a supportive project management tool to the partners.

With a view to secure more regular consultations and assistance from the LO/FTF Council, the international advisor meets with each partner and the project coordinator once every quarter in their offices.

The meetings are based on the submitted quarterly financial and narrative reports as well as the updated budget and implementation plan for (at least) the next quarter. Therefore, the technical PM will take place within one month after the submission of the quarterly reporting i.e. February, May, August, and November (one of the meetings will normally be replaced by a PAC meeting).

The PM's are convened regularly with the aim of ensuring an effective dialogue on the progress of the project in collaboration. In concrete terms, the meeting will review the last quarter activities and expenditure, discuss the next quarter activities and budget – including the need for any short term technical assistance from the LO/FTF Council or other resource persons.

If deemed necessary, these meetings can also be expanded to include an extraordinary item on “needs assessment for future fund-raising initiatives”. It is up to the assessment of the international advisor.

The details of the PM's are:

<b>Date:</b>	February, May, August and November (every year)
<b>Place:</b>	Partner offices
<b>Duration:</b>	½-1 day
<b>Agenda</b>	See below
<b>Participants:</b>	a. Secretary General of <i>Partner</i> b. Project Coordinator of <i>Partner</i> c. LO/FTF Council international advisor /representative

The standard agenda is the following. It may vary according to specific circumstance, if deemed necessary.

1. Status by *Partner*
2. Project coordinator presents the narrative and financial reporting for the preceding quarter;
3. Examination, discussions and possible modifications of quarterly reports. Approval by secretary

general;

4. Presentation of implementation plan for the coming three months;
5. Examination, discussion and possible modification of proposed budget and implementation plan – including assessment of need for short term technical assistance from the LO/FTF Council and/or other resource persons. Approval by secretary general;
6. Other issues.

All decisions reached at the PM must be in accordance with the LO/FTF partner manual, which has been developed to assist partners in the implementation of the programme.

The standard agenda does not constitute an attempt to answer systematically to all questions as to how the meetings should be organised. This initiative must stem from the Partner leadership, the project coordinator and the regional advisor jointly.

## **Annex 8:**

# **Coordination and Cooperation with other Stakeholders**

## Coordination & Cooperation with other Stakeholders

The most important stakeholders at the labour markets are of course the major social actors representing the three parties having fundamental interests at stake in the labour market: Government(s), employers' associations, and workers' organisations. Several other parties have a stake – and the programme partners coordinate efforts with various types of institutions:

### National governments and local authorities

All programme partners have increased dialogue especially with governments and local authorities during the last years; most significantly with the Ministries of Labour and Employment, Ministries of Health, and local authorities (districts and municipalities) in the individual countries. Additionally, the national partners participate in governmental consultative processes on national development issues. At the sub-regional level both EATUC and SATUCC are in frequent contact with regional institutions as well as key ministries of the involved countries.

Teachers' organisations and other public sector organisations being affiliated to national partners negotiate collective agreements with governmental institutions – e.g. Ministries of Education or the local Teachers Service Commission. National partners also participate in wide range of tripartite institutions with governmental and employers' organisations.

### The global umbrella organisation ITUC -Africa – of which EATUC and SATUCC are functioning as sub-regional organisations

The international trade union organisations meet on a regular basis annually with representatives of their member organisations to share, develop and discuss policy matters, strategies and developments in the various countries in question. As the objectives, activities and outputs stated in this programme document are developed in close cooperation with the relevant partner organisations, they reflect the discussions and priority concerns discussed by the partners in the various international forums. Also the GUF's (see below), EATUC and SATUCC coordinate on the regional or sub-regional level, through designated coordination meetings and participation in each other's constitutional meetings. On the political level, these meeting constitute the most important regional vehicle for priority setting and policy development on all labour related issues.

As the Danish union movement is also represented in the international networks, the partner organisations has the opportunity to meet with Danish union representatives and discuss about the Danish funded programme in a setting which is not controlled through the LO-FTF Council.

### International sector organisations - Global Union Federations / GUFs:

At global level, ten different international sector organisations represent, support, and defend member organisations from specific sector and branches at the labour market(s). All national partner organisations embrace sector organisations, which are affiliated to the international GUFs – e.g. metal workers organisations in International Metalworkers Federation (IMF) and organisations from the education sector in Education International (EI). Each of the GUFs secures coordination and policy development within their specific sector.

UN organisations:

The partners, mainly represented by the sub-regional offices of the LO/FTF Council, EATUC and SATUCC, coordinate programmes, initiatives, and activities with the ILO offices in the region. EATUC, SATUCC as well as national confederations participate in ILO activities such as the national or regional Decent Work Programme. In relation to any initiatives on HIV/AIDS at the workplace activities are coordinated with the WHO and the UNAIDS.

Danish unions:

In this programme, a number of Danish unions are directly involved as resource-organisations. Most significantly the Danish Teachers Federation (DLF) having a partnership with all of the teachers' federations in East Africa – including the regional organisation FEATU. In this co-operation the Danish Union of Pre-School Teachers (BUPL) are further involved. Danish Metalworkers (Dansk Metal) has a separate partnership with AUKWU in Kenya – building on the positive achievements from the ongoing cooperation with TUICO in Tanzania. A complementary strategy agreement has further been signed between the LO/FTF Council and SID from 2001, and regional cooperation agreement with 3F from November 2005 (see below agreement). Today, cooperation with 3F is most explicit in Southern Africa, as the LO/FTF Council and 3F share an office in Maputo. In Kenya there have further been a close co-ordination between the LO/FTF Council and the assistance provided by 3f to COTU under the BSPS programme.

European and North American trade union development organisations:

Some LO/FTF sister organisations are: LO of Norway, LO-TCO (Sweden), SASK (Finland), FNV (Holland), CCOO and UGT (Spain), AFL-CIO (United States), and CLC (Canada), which carry out support in Eastern and Southern Africa with different organisations. The LO/FTF Council is coordinating efforts with these sister organisations in the region via annual donor coordination meetings within the framework of ITUC-Africa and in the individual countries through the SRO in Arusha and Maputo. Coordination is also carried out between organisations in Europe, e.g. through annual meetings of a 'Nordic-Dutch network'.

International donor NGOs: Friedrich Ebert Stiftung (FES) – Germany. The LO/FTF Council and FES established a cooperation agreement in 2002. The two organisations have coordinated efforts and exchanged experiences in the cooperation with the sub-regional organisations EATUC and SATUCC.

Danish authorities: The LO/FTF Council coordinates its presence in the region with the Danish Embassies in Kenya, Tanzania, Mozambique and Zambia. Since 2008, the Embassy in Maputo has also facilitated an education project cooperation between the teachers organisation ONP in Mozambique, the Union of Education (Uddannelsesforbundet), and the LO/FTF Council on capacity building of the ONP in relation to the ongoing reform process in the technical schools. In Zimbabwe, the LO/FTF council share information and seeks to coordinate the assistance provided to the trade union movement with the Danish Charge d'Affaires in Harare

Danish employers organisation: The LO/FTF Council has been exchanging information on the development of this programme document with the Federation of Danish Industry (DI) to avoid any duplication and seek to develop synergies with a prospective programme on women

entrepreneurship developed jointly by DI and Kenyan Association of Manufacturers, Ugandan Manufacturers Association, and Confederation of Tanzanian Industries.

## Regional cooperation agreement between LO/FTF Council and 3F.

*(danish version)*

### **Komplementær strategi For samarbejdet mellem Ulandssekretariatet og 3F**

#### *Overordnet udviklingsmål*

Det overordnede udviklingsmål for dansk fagbevægelses bistandsaktiviteter er

**At støtte en bæredygtig demokratisk udvikling både i de faglige organisationer og i de samfund de fungerer i.**

Dette indebærer, at projekterne skal bidrage til at gøre fagbevægelsen i ulandene i stand til:

- at repræsentere sine medlemmers interesser især med henblik på at forbedre deres leve- og arbejdsvilkår;
- at leve op til sine forpligtelser og rettigheder som een af de tre arbejdsmarkedsparter i samfundsudviklingen (arbejdstagere, arbejdsgivere, regering);
- at fremme en demokratisk og social bæredygtig samfundsudvikling;
- at fremme menneskerettighederne, bl.a. ved at sikre overholdelse af ILO konventioner;

Med dette fælles udgangspunkt tager fagbevægelsens samlede strategi sit afsæt i de roller, de forskellige danske faglige organisationer har, både nationalt og internationalt.

#### *Udfordringer for 3F og Ulandssekretariatet*

I forhold til de faglige organisationer i ulandene er udgangspunktet for både Ulandssekretariatet og 3F's arbejde at bidrage til at styrke såvel de enkelte organisationers medlemsbasis som deres kapacitet og mulighed for at påvirke løn- og arbejdsvilkår indenfor de enkelte sektorer og mere generelt den politiske, økonomiske og sociale udvikling i de enkelte lande og regioner.

Globaliseringen af økonomien har haft meget voldsomme konsekvenser i de fleste udviklingslande. Med informationsteknologien som dynamo og strukturerne cementeret gennem etableringen af meget omfattende handelsaftaler har den økonomiske afhængighed af den industrialiserede verden fået nye dimensioner. Globaliseringen betyder, at virksomheder fra de industrialiserede lande direkte har fået adgang til lavtlønnede arbejdere i udviklingslandene – uden at de samtidig er forpligtiget til at etablere de ellers nødvendige sociale infrastrukturer.

Tilsvarende giver den illegale migration fra mange udviklingslande til de industrialiserede lande både landbruget og dele af servicesektoren en rigelig forsyning af lavtlønnede arbejdere, uden at



arbejdsgiverne belastes af sociale omkostninger. For de pågældende arbejdere betyder det både et opbrud med familien og ansættelse under meget dårlige løn- og arbejdsvilkår, hvor de samtidig fastholdes i en totalt marginaliseret rolle på arbejdsmarkedet. For mange udviklingslande giver den del af de migrerede arbejderes løn, der bliver overført til hjemlandet, derimod et meget væsentligt bidrag til nationalindkomsten.

Som led i de såkaldte strukturtilpasningsprogrammer er der sket en afvikling af det statslige engagement i en række industrielle sektorer, ligesom hele den offentlige servicesektor er blevet nedskåret og udsat for omfattende privatiseringer. Det har betydet en stærk vækst i den uformelle sektor, samtidigt med at der indenfor områder som f.eks. sundheds- og uddannelsessektoren er sket en svækkelse af serviceniveauet. Generelt er staternes muligheder for at yde service og håndhæve lovgivningen på en lang række områder ikke blevet udbygget – og ofte svækket. Det gælder f.eks. indenfor et område som arbejdsmiljøet.

### *Komplementær strategi*

Formålet med en komplementær strategi for Ulandssekretariatet og 3F er:

- at sikre det maksimale udbytte af bistandsarbejdet for samarbejdspartnerne i ulandene;
- at sikre en fælles ramme og et samspil mellem de forskellige roller og strategier, som de danske faglige organisationer har;
- at bidrage til at styrke koordinationen af det bistands- og solidaritetsarbejde, der gennemføres af de danske faglige organisationer.

Ulandssekretariatets og 3F's samarbejde med fagbevægelsen i udviklingslandene har med hver deres organisatoriske og strategiske vinkel et såvel nationalt som regionalt sigte.

**Ulandssekretariatet** har både en rolle som ansvarlig for de bistandsaktiviteter, der gennemføres af LO og FTF, og som koordinator og garant overfor Danida for de projekter, der finansieres og gennemføres i samarbejde med Ulandssekretariatets medlemsorganisationer.

Ulandssekretariatets samarbejdspartnere er nationale landsorganisationer, FFI og de regionale organisationer under FFI samt de netværk og fora, som disse organisationer indgår i.

Herudover understøtter Ulandssekretariatet danske fagforbunds samarbejde med de Internationale Fagsekretariater (GUF'er) og deres regionale organisationer, affilierede nationale forbund, fagforeninger og faglige netværk.

Ulandssekretariatets strategi i de enkelte regioner har dels baggrund i den overordnede strategi<sup>24</sup>, som den er fastlagt af bestyrelsen, dels i de prioriteringer, som de enkelte forbund har for såvel deres bilaterale arbejde som det samarbejde, disse har etableret gennem de Internationale Fagsekretariater.

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<sup>24</sup> Se bilag 1.

Strategien koncentrerer sig om to grundlæggende perspektiver:

At styrke betingelserne for at skabe en stærk national fagbevægelse i de enkelte lande, som på sigt kan blive anerkendt som en  troværdig og nødvendig social partner  på alle relevante politikområder. Samarbejdet tager derfor udgangspunkt i et forsøg på at styrke eksisterende landsorganisationer, nationale platforme eller fora.

Det andet perspektiv for Ulandssekretariatet er at styrke fagbevægelsens kapacitet til også på regionalt plan at blive anerkendt som en troværdig og nødvendig social partner bredt forankret i den nationale fagbevægelse i de enkelte lande. Det er et arbejde, der sker i et samarbejde med Frie Faglige Internationales (FFI)'s regionale organisationer og de relevante Internationale Fagsekretariater, og som forsøger at støtte de faglige interesser i regionale institutioner og organisationer, som f.eks. det regionale ILO kontor, arbejdsmarkedsgrupper, regionale parlamentariske forsamlinger o.l.

**3F's** strategi i de enkelte regioner bygger på forbundets overordnede strategi for Solidaritets- og bistandsvirksomhed<sup>25</sup>. Strategien er vedtaget af forbundets Internationale udvalg og Hovedbestyrelse og bygger på Kongressens Arbejdsprogram.

Hvor 3F's overordnede strategi udstikker de generelle målsætninger og principper for geografiske indsatsområder, giver de regionale strategier specifikke målsætninger og principper for indsatserne i de enkelte lande. 3F har regionale strategier for det sydlige Afrika og Centralamerika.

3F's samarbejdspartnere er søsterorganisationer (inden for industri, anlæg/byggeri, transport, landbrug, offentlig og privat service ) i samarbejdslandene. Samarbejdet kan være bilateralt (f.eks. mellem 3F og et enkelt forbund), eller det kan være med en regional organisation eller netværk, hvor en række af 3F's søsterforbund er medlemmer (f.eks. bananarbejdernes regionale sammenslutning i Mellemamerika og tekstilarbejdernes regionale organisation i det sydlige Afrika). Samarbejdet kan også foregå med et af de Internationale Fagsekretariater (GUF'er), som 3F er medlem af.

På det nationale plan søges det gennem samarbejdet at styrke den enkelte organisations medlemsgrundlag og dens såvel organisatoriske som strategiske og politiske kapacitet til at varetage medlemmernes interesser indenfor alle relevante faglige områder.

På det regionale og internationale plan søges der samtidig opbygget netværk mellem enkelte organisationer, som kan åbne op for en udveksling af erfaringer og udvikling af fælles holdninger, politikker, strategier etc.

En naturlig del af den komplementære strategi er, at Ulandssekretariatet og 3F ofte vil støtte arbejdet med de samme faglige og politiske temaer. Det afgørende er her, om de pågældende spørgsmål af Ulandssekretariatet, 3F og de aktuelle partnere bliver vurderet som relevante ud fra den lokale sammenhæng og samarbejdspartners prioritering. Eksempler på sådanne temaer er: arbejdsmiljø, kvindernes rolle, faglige uddannelser, grundlæggende faglige rettigheder, industri-/erhvervssektor udvikling, strategiudvikling i forhold til WTO, etc.

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<sup>25</sup> Se bilag 2.

For at sikre den bedst mulige koordinering og hindre mulige overlap mellem projektaktiviteter, vil 3F ikke indgå i et projektsamarbejde med en landsorganisation, med mindre der er indgået en aftale med Ulandssekretariatet om dette. Ligeledes indgår Ulandssekretariatet ikke en aftale om samarbejde med organisationer indenfor 3F's organisationsområder, uden at der foreligger en aftale med 3F.

I det omfang andre danske forbund eller karteller med støtte fra Ulandssekretariatet ønsker at gennemføre projektaktiviteter med forbund eller fagforeninger som også støttes af 3F, vil Ulandssekretariatet sikre, at der bliver taget initiativ til en dialog mellem de involverede danske parter.

### **Kommissorium og procedurer for samarbejdet mellem 3F og Ulandssekretariatet**

Såvel 3F som Ulandssekretariatet har i dag et relativt omfattende samarbejde med en lang række faglige organisationer i udviklingslandene, hvilket naturligt stiller krav om en tæt koordination og udveksling af informationer og erfaringer mellem de danske organisationer for at sikre den maksimale effekt på de niveauer, de respektive organisationer arbejder.

Mellem 3F og Ulandssekretariatet er følgende aftalt:

Der etableres et kontorfællesskab mellem de to organisationer i henholdsvis Afrika og Mellemamerika. I Afrika fra den 1. september 2005 med placering i 3F's hidtidige regionalkontor i Maputo, Mozambique.<sup>26</sup> I Mellemamerika fra den 1. november 2005 med placering i 3F's hidtidige regionalkontor i Managua, Nicaragua<sup>27</sup>.

Ulandssekretariatet og 3F indgår med hver sin selvstændige profil, partnere og projektportefølje i kontorfællesskabet.

Formålet med bofællesskabet er at etablere et fagligt miljø og en strategisk vidensdeling, som dels kan sikre den bedst mulige rådgivning for de lokale faglige partnere, dels en koordination af de aktiviteter, som dansk fagbevægelse støtter i de respektive regioner.

Indenfor rammerne af det faglige miljø vil der være følgende opgaver:

- En gensidig orientering om igangværende og planlagte projekter, med henblik på at sikre en fælles forståelse for indsatserne og disses sammenhæng med øvrige indsatser i landene/regionen.
- Udveksling af lande- og organisationsanalyser samt gensidig information og viden om regionen, herunder udveksling af relevante projekt/program dokumenter,
- En diskussion af fælles initiativer i forhold til fortalervirksomhed, tema-diskussioner, nord/syd kampagner etc.;

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<sup>26</sup> Se bilag 3

<sup>27</sup> Se bilag 4

- En orientering om og diskussion af fælles udvikling af materialer, lande- og baggrundsanalyser.
- Koordinering og optimering af anvendelsen af såvel lokale som internationale rådgivere og ressourcepersoner etc.
- En definition af hvilke organisationer, der opfattes som henholdsvis forbund og landsorganisationer;
- Forberedelse af oplæg til møderne i København.

For at sikre udførelsen af disse opgaver vil der blive holdt koordinerende møder mindst én gang hver 14. dag. De udsendte rådgivere fastlægger lokalt mødeform og mødefrekvens, og er ansvarlige for at Ulandssekretariatet og 3F i København holdes orienteret om mødeplaner mm.

De regionale koordinatore er forpligtet til at holde løbende kontakt og søge at løse alle problemer, så snart de måtte opstå. Der udarbejdes fælles beslutningsreferat efter hvert møde.

I Danmark nedsættes en koordinationsgruppe bestående af programansvarlige på hovedkontorerne. Denne gruppe har til opgave:

- at udarbejde og vedligeholde den komplementære strategi, herunder at behandle lande- og organisationsanalyser og justere strategien i forhold til disse;
- at udveksle alle relevante oplysninger og dokumenter for de lande, hvor begge organisationer arbejder;
- at diskutere fælles initiativer i forhold til konkrete projekter, lobby, nord/syd kampagner etc.
- at diskutere problemer, der måtte opstå i samarbejdet.

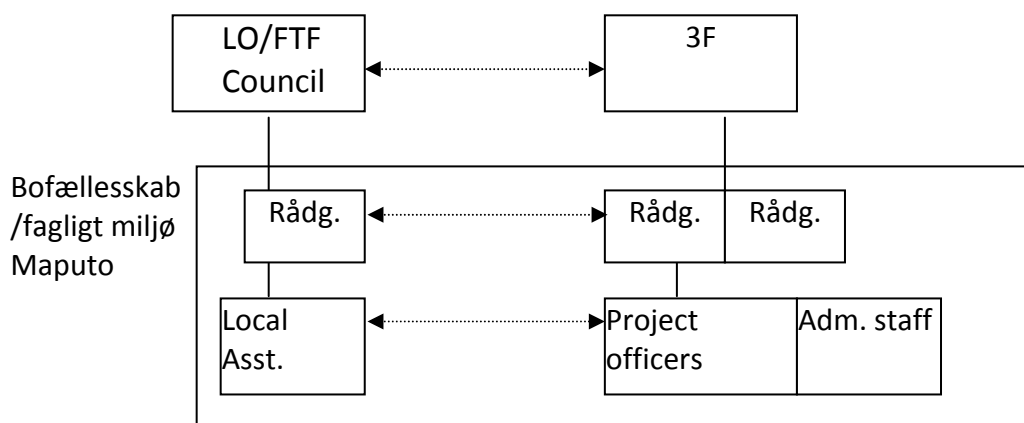
Koordinationsgruppen mødes normalt to gange om året i København. De regionsansvarlige indkalder og udarbejder fælles beslutningsreferat efter hvert møde.

I tilfælde af større uoverensstemmelser mellem 3F og Ulandssekretariatet er det de regionsansvarlige i København, der vil udrede problemerne og præsentere mulige løsninger for hhv. 3F's Internationale Sekretær og Ulandssekretariatets Sekretariatsleder.

## Bilag 3:

**Samarbejdsstrukturer mellem Ulandssekretariatet og 3F i det sydlige Afrika.**

1. Ulandssekretariatet og 3F har fra den 1. januar 2005 indgået en aftale om at etablere et bofællesskab i Maputo, Mozambique.
2. Formålet med dette bofællesskab er at etablere et fagligt miljø, som dels kan sikre den bedst mulige rådgivning for de lokale faglige partnere, dels en koordination af de aktiviteter, som dansk fagbevægelse støtter i såvel Mozambique som i den øvrige del af det sydlige Afrika.
3. Bofællesskabet vil blive etableret indenfor rammerne af det hidtidige regionalkontor for 3F i Maputo.
4. 3F vil indenfor disse rammer fastholde sin regionale struktur i det sydlige Afrika. Denne struktur omfatter principielt 2 udstationerede danske rådgivere, 2-3 lokalt ansatte projekt assistenter og 1-2 administrative medarbejdere.
5. Fra den 30. juni 2005 vil ansvarsområdet for Ulandssekretariatets hidtidige danske rådgiver for projektet i Swaziland (SFTU) blive udvidet til også at omfatte de faglige partnere i Mozambique. Rådgiveren vil have en fast arbejdsplads i tilknytning til hhv. SFTU og OTM, men vil samtidig etablere et kontor indenfor bofællesskabets rammer.
6. Senest fra samme dato vil Ulandssekretariatet ansætte en lokal projektassistent i Maputo, som vil få sin faste arbejdsplads i bofællesskabet.



7. Indenfor rammerne af det faglige miljø vil der blive holdt koordinerende møder mindst én gang hver 14. dag. På disse møder kan der udover gensidig information og koordinering aftales f.eks. fælles temadiskussioner, fælles diskussioner af/udvikling af materialer, koordinering i anvendelse af lokale og internationale ressourcer etc.

8. Ulandssekretariatet og 3F vil hver bidrage til huslejen i et forhold svarende til det antal medarbejdere hver organisation råder over. Fælles arealer og evt. mødelokaler betales efter samme forholdstal.
9. Begge parter kan til enhver tid opsige aftalen med 3 måneders varsel.

## **Annex 9**

### **Component document – East Africa**

#### **Contents:**

- a. East Africa (Regional)
- b. Burundi
- c. Kenya
- d. Tanzania/Zanzibar
- e. Uganda
- f. Rwanda

## **Annex 9.a**

### **East Africa, EATUC**

- A. Brief presentation
- B. Partner presentation
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plan
- E. Sustainability and exit strategy



## **A. Brief presentation of the East African Community**

In Arusha, Tanzania on 30 November 1999 the Heads of State of Tanzania, Kenya and Uganda resolved to sign the Treaty re-establishing the East African Community (EAC). Following a number of years of negotiation Burundi and Rwanda joined the Community on 1 July 2007. Hereby EAC have more than 125 million people.

The objectives of the EAC include the development of policies and programmes aimed at widening and deepening cooperation among Partner States in political, economic, social and cultural fields.

The EAC's bid to create a single East African market. This will be achieved through the establishment of a Customs Union as the entry point of the Community, a Common Market, subsequently a Monetary Union and ultimately a Political Federation of the East African States.

1 January 2010 the custom union was established in principle, however there are still some custom barriers and particular a lot of non-tariff barriers. 1 July 2010 the common market protocol was ratified. It institutionalises the free movement of goods, services and labour etc. At present, the process of implementing the protocol has started. In this process trade unions are key partners for the EAC in harmonizing the legal framework on employment and social security to secure the free movement of labour. To make this possible, a system of social dialogue and tripartite meeting has been established.

EAC aims at achieving its goals and objectives through:

- promotion of sustainable growth and equitable development of the region, including rational utilisation of the region's natural resources and protection of the environment;
- strengthening and consolidation of the longstanding political, economic, social, cultural and traditional ties and associations between the peoples of the region;
- enhancement and strengthening of participation of the private sector and civil society;
- mainstreaming of gender in all its programmes;
- promotion of good governance, and
- promotion of peace, security and stability within the region.

The EAC strategy emphasises economic co-operation and development with focus on the social dimension. The role of the private sector, including cooperatives and civil society, is considered as central and crucial to the regional integration and development in a veritable partnership with the public sector.

In November 2009, the EAC entered an agreement with ILO on a “decent work programme” from 2010 to 2015.<sup>28</sup> The programme is designed under the framework of the Decent Work agenda, and prioritises youth empowerment/employment, expansion of social protection against HIV/AIDS at the workplace, and enhancement of capacity for social dialogue. These priorities are aligned with the EAC 5-year strategic plan as well as the strategic objectives of the EATUC.

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<sup>28</sup> EAC-Decent Work Programme, 2010 - 2015

With youth underemployment having high priority in the programme, it will be important to all social partners to find a way of including representative organisations of the youth, and the rural and informal workers with gender parity into the social dialogue processes in East Africa. Here, the EAC-DWP will contribute to build the capacity of EATUC secretariat and its affiliated national centres on bargaining and negotiation techniques and also identify relevant organisations to organise youth and informal economy workers.

### **B. Partner presentation - EATUC**

East African Trade Union Confederation (EATUC)

Address: Tucta Building, Third Floor, Wing B,  
Azimio Street, Arusha, Tanzania

The East African Trade Union Confederation (EATUC) was established in 1988.

EATUC is the umbrella organisation bringing together the national trade union centres TUCTA, ZATUC, NOTU, COTU, CESTRAR and COSYBU within the East Africa community member states. The national centres cover a total of 1.6 mill. workers. The office of EATUC is based in Arusha, Tanzania, and headed by an Executive Secretary with a staff of 3 people.

### **Organisational structures**

The SUMMIT is the highest Authority of the Confederation. The SUMMIT comprises the Secretaries General of affiliated organisations plus one elected woman leader. An ordinary session of the SUMMIT shall adopt its rules of procedure/agenda and elect the Chairperson. The Kenyan General Secretary of COTU is currently the chairman.

According to the constitution there is a standing committee of experts comprising representatives of each National Trade Union Federation. The size and composition of the delegation shall depend on the subject matter to be discussed. Each Federation shall have a Co-ordinator who shall be a member of the team of experts.

### **Affiliates and membership**

Below find estimated figures for membership as per affiliated unions:

<b>UNION</b>	<b>Country</b>	<b>Members</b>
TUCTA	Tanzania	403.838
COTU	Kenya	1.300,000
NOTU	Uganda	167.511
ZATUC	Zanzibar	17.234
CESTRAR	Rwanda	40.250
COSYBU	Burundi	44.232
<b>TOTAL</b>		<b>1.973.065</b>

All affiliates have outstanding contributions to EATUC, but financial sustainability plans are currently being implemented to increase subscription revenues in EATUC.

## **Objectives**

The objective of EATUC is to integrate workers interests and efforts in the East African region with a view to advocate for all labour issues regarding regional integration, institute tripartism, promote ILO standards, harmonisation of labour laws and promote the concept of free movement of labour in the region. Therefore EATUC try to engage EAC in all the processes of regional integration to ensure that workers issues and interests are accommodated in the protocols, policies and programmes

The first two objectives of the EATUC in the constitution are:

- i. Liaise with East African Community;
- ii. Promote Decent work and improving terms and conditions of service.

## **Previous experiences and future interventions**

The collaboration with EATUC began in 2007, where EATUC was included as a key partner in the current programme “Good governance and local social dialogue in East Africa”.

Since then, the EATUC has reached a range of important milestones and made important achievements. The original main indicators as presented in the current programme design were: 1) EATUC effectively advocates and lobbies the East African Community for improved working conditions and labour market issues in East Africa; and 2) The EATUC secretariat is recognised by EAC technical committees and institutions as a technical resource and forum for dialogue with trade unions on labour market and socio-economic issues in East Africa. In 2009 and 2010 both indicators are fulfilled.

EATUC has presented several examples of lobby activities and regional advocacy with substantial results, and EAC has fully accepted EATUC as a social partner in technical committees etc. Examples are that EAC has invited EATUC to participate in several High Level Task Force Meetings on the negotiations on relevant themes in the common market protocol. Of specific trade union interest, the protocol encompasses a range of key issues as portability of social security benefits, common employment policy, and recognition of freedom of association and collective bargaining.

EATUC continues to influence EAC by participating in different forums and meetings, latest in a technical working group which developed a detailed implementation plan for EAC decent work programme together with representatives from employer organisations, government etc. EATUC is in contact with the regional East African Employer Organisation who requested assistance from EATUC on how to establish a similar regional body.

EATUC has presented different proposals and papers. Besides drafting the social charter to the common market protocol, they have presented recommendations e.g. to a harmonised social security system, and brought in ideas to the on-going discussion and implementation of the protocol.

EATUC contributions to EAC initiatives on labour market concerns are respected and recognized by EAC. By the end of 2010, EATUC is known by all major stakeholders in the regional integration process on the labour market issues and is also recognized as the representative for all wage earners in East Africa.

A well functioning EATUC secretariat was established in 2009. Besides representing the EATUC in a wide range of regional meetings and negotiations, the secretariat has implemented a number of regional workshops, upgraded EATUC's website, increased the IT-capacity and presented a calendar of EATUC activities for 2009 and 2010.

Even though EATUC is influential, the national trade unions are challenged by the regional integration process. The process demands a strengthened capacity of the national centres in the social dialogue.

An important challenge for both national centres and the EATUC secretariat is to strengthen the links between the affiliates and the EATUC to achieve the most effective coordination and co-operation between trade unions, in particular on the conditions and the consequences of the free movement of labour in the region.

At the EATUC summit in January 2010 it was decided to strengthen the role of the committee of experts as a bridge between the EATUC secretariat and the national centres, e.g. provide an advisory role to the summit and offer input to the secretariat. Furthermore the summit approved recommendations with the aim of enhanced commitment from the centres to EATUC. A specific priority is to bring pressure on the affiliates of EATUC to solve, or at least remarkably reduce, the outstanding contribution to EATUC.

EATUC is trying to strengthen their ties to CESTRAR (Rwanda) and COSYBU (Burundi). CESTRAR has developed a strategic plan and a systematic education plan with support from EATUC. CESTRAR and - to a lesser extent - COSYBU take active part in the regional activities in EATUC/EAC. The activities with CESTRAR and COSYBU have given relevant information for incorporating the two organisations into the programme in hand.

In a recent external evaluation conducted in Sept. 2010, the external consultant found that EATUC:

- enjoys EAC observer status and actively participates – alongside employers - in the council of ministers, sectoral meetings;
- has set up full time office and staff of three researchers who provide technical back up;
- is visible, relevant, effective, established and influential;
- is considered very efficient as a regional voice for the workers; and
- manages and sometimes even mediates conflicts between unions and affiliates.

#### **Future interventions**

Building on the achievements in the current cooperation between the LO-FTF Council and EATUC, the following major challenges have been identified and need to be addressed in the coming years. In brief, there is a need to further improve the communication and feedback mechanisms between the

EATUC secretariat, the committee of Experts and national centres, create awareness amongst trade union members and stakeholders nationally on the prospects and implications of the EAC regional integration process – especially the Common market protocol, as well as improving the position of EATUC on employment and informal economy related issues in the region.

Accordingly, EATUC and LO/FTF Council developed a joint program that consists of three strategic focus areas:

- Consolidating EATUC structures and coordination;
- Raising awareness about the EAC protocol;
- Strategic development on employment (focus on informal economy).

As indicated below, the focus on the **first strategic area** is to build on the achievements that EATUC recorded during the last three years in terms of strengthening the EATUC secretariat, the Committee of Experts and the development of joint position and thematic papers of EATUC as input to the lobby of EAC. Here, topics related to gender/youth, decent employment, EAC will be included.

Also, a related strategic priority is to link up with other regional sector organisations focussing on EAC. Both teachers' and transport unions have developed regional networks as a result of the increasing regional harmonisation of trade, non-tariffs, transport corridors, working conditions and qualifications etc. In order to ensure synergy and a stronger collective trade union voice vis-à-vis EAC, EATUC plans to consult and coordinate its lobby activities with eg. FEATU (Federation of East Africa Teachers Union), the East African transport unions and others.

The **second strategic area** is to sensitise and raise awareness about the EAC Common Market Protocol and its implementation. EATUC joint position papers will be produced as a result of consultative meetings with trade union leaders and tripartite stakeholder conferences with national EAC delegations, media, employers, ILO etc. EATUC plans to produce generic materials on labour issues in the Common protocol as campaign materials that explain the present topics and clauses concerning harmonisation of employment policies, social security, free movement of workers etc. This material will be further customised by the national centres.

In the **third strategic area** the focus is on developing strategies and policy on employment – specifically on informal economy. As discussed during the recent CAC meeting in Arusha (2010), it was explicitly expressed that all trade unions in East Africa must find out how the trade unions can explore their relationship to the informal economy. Therefore, a study on employment and informal economy (youth/gender) will firstly be carried out and presented to the EATUC summit with a view to define the role of EATUC in the informal economy, and secondly feed into the future lobby work of EATUC.

### Target Group

The direct recipients are 520 elected leadership, officials and labour activists from the national trade union centres and their affiliates in East Africa.

The intended beneficiaries are the total membership of 1.9 million members of the EATUC affiliates. The intended beneficiaries are those who are expected to ultimately benefit from the impact of the lobbying and campaigning efforts of EATUC and the national centres.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - EATUC**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objectives</b>	<b>Key Indicators</b>	<b>Means of Verification</b>
<b>Immediate objective 1:</b> Regional trade union advocacy for the harmonisation of labour legislation based on the decent work agenda have been strengthened.	At least three policy-papers on e.g. social security, youth employment, certification of educations, and vocational training, have been produced and presented by EATUC in the relevant regional forums encompassing the EAC, ILO, ADB, and the regional employers associations.  EATUC has entered into 2-3 formal agreements with other relevant regional stakeholders.	Reports from partners  Policy papers  Minutes and documentation from EAC meetings
<b>Outputs in relation to immediate objective 1:</b>	<b>Activities</b>	
<b>Output 1:</b> EATUC secretariat and coordinated networking structures with national centres are consolidated	<u>Consolidate EATUC secretariat and coordination:</u>  1.1 Annual summit meeting 1.4 4 regional workshops for Committee of Experts (C.E.).	
<b>Output 2:</b> Research and position papers on labour issues have been produced (i.e. free movement of labour, employment, informal economy, etc.);	<u>Research and position papers (by Committee of Experts):</u>  2.1 Collect research documentation 2.2 1 Regional strategic workshop by EATUC on strategies and policy development on Informal economy;	

	<p>2.3 1 regional introduction workshop on Protocol to bring attention to the labour issues in the Protocol (for member organisations);<sup>29</sup></p> <p>2.4 1 regional workshop on position on protocol implementation (before summit in 2013)</p> <p>2.5 Produce and disseminate thematic reports on ex. youth/gender, advocacy/lobby and other EAC relevant topics to summit endorsement;</p> <p>2.6 Print materials</p>
<p><b>Output 3:</b> Alliances with selected regional and global sector organisations have been consolidated;</p>	<p><u>Alliances with stakeholders:</u></p> <p>3.1 Dialogue meetings with stakeholders, employers and/or regional sector organisations</p> <p>3.2 Sub-regional consultations</p>
<p><b>Output 5:</b> Campaigns and stakeholder conferences have been carried out to raise awareness on labor rights and the need for social dialogue in national and regional development.</p>	<p><u>Materials:</u></p> <p>5.1 Campaign materials on commonly agreed issues</p>

<sup>29</sup> National stakeholder conferences to present trade union position on protocol are budgeted in national partner budgets.



**Tentative Implementation Plan: EATUC 2011 - 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 1</b>									
	1.1 Annual summit meetings			x				x	
	1.4 4 regional workshops for Committee of Experts	x		x		x		x	x
<b>Output 2</b>									
	2.1 Collect research documentation	x	x						
	2.2 1 regional strategic workshop by EATUC on strategies and policy development on IE			x					
	2.3 1 Regional workshop on Protocol to bring attention to the labour issues in the Protocol.		x						
	2.4 1 regional workshop on position on protocol implementation (before summit in 2013)					x			
	2.5 Produce and disseminate thematic reports to summit endorsement;						x	x	x
	2.6 Print materials		x	x					
<b>Output 3</b>									
	3.1 Dialogue meetings with stakeholders, employers and/or regional sector organisations		x		x		x		x
	3.2 Sub-regional consultations			x		x			
<b>Output 5</b>									
	5.1 Campaign materials on commonly agreed issues			x	x				

## **E. Sustainability<sup>30</sup> and exit strategies**

The political sustainability of EATUC has improved over the last three years. The EATUC has not only succeeded to actively build on its observer status in the EAC alongside with the East African Business Council, but also participated actively and successfully in the Council of Ministers, sectoral meetings, High Level Task Force meetings etc., which deal with labour matters.

EATUC has presented different proposals, e.g. a social charter, coming up with recommendations, e.g. to a harmonised social security system, and brought in ideas to the on going discussion.

Even if EATUC becomes more influential vis-à-vis EAC, the national trade unions are increasingly challenged by the regional integration process. The process demands a strengthened capacity of the parties in social dialogue with EAC and the employers. Also, EATUC objectives have not yet been fully reached, and there is a need to continue the cooperation and the funding of EATUC in order to support the role of trade unions in the East African Community.

With only a limited in-house capacity of the EATUC secretariat, the organisational sustainability of EATUC is resting on the commitment by the affiliated national centres. Here, the secretariat has enjoyed regular organisational support from only 2-3 of the affiliates. A key challenge for the coming years will be to strengthen the organisational links between all the affiliates and the secretariat.

Without institutionalised financial support from the EAC, the long-term financial sustainability of EATUC rests on the ability of its member organisations to pay its contributions. A range of international organisations like the ILO, LO-Norway, FES Germany etc. are funding regional seminars and other activities implemented by EATUC, while the core-funding of the secretariat has been the responsibility of the national centres with a strong support from the LO/FTF Council. Although affiliation fees have gradually improved during 2010, at the same time, it is necessary that the affiliates fulfil their entire obligation to contribute to EATUC. As a consequence, EATUC leadership has launched a financial sustainability plan to be implemented during 2011 to strengthen its self-sustainability in the coming future.

### **Exit strategy**

The collaboration between the LO/FTF Council and EATUC is still in its infancy after only three years since 2007.

One of the ultimate objectives of the cooperation with EATUC and its member organisations is to support a regional EAC integration process with a unified and joint trade union movement on board as a credible and constructive social partner. Although the Common market Protocol has been signed, the integration process in EAC is complicated and will require difficult political compromises between member states when initiating the processes of harmonising labour laws, certification of qualifications, social security etc.

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<sup>30</sup> EATUC does not need to fill out a sustainability matrix, as the matrix is only designed for membership organisations like national centres and unions.

Therefore, the EATUC needs long-term support to effectively and pro-actively utilise its representation at the EAC. With the global financial crisis in mind and its delayed effects in Africa, it is foreseen that the LO/FTF Council will need to continue its assistance beyond 2015 as originally planned.

In terms of continued financial support, it is expected that LO/FTF Council will gradually reduce its financial contribution to the EATUC secretariat after 2015 and prioritise activity implementation. This is subject to the assumption that financial self-contributions from member organisations will have improved once the global financial crisis and its impact on national productivity and job creation has been reduced.

## **Regional Teachers Network, East Africa**

- A. Brief presentation
- B. Partner description
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation Plans
- E. Sustainability and Exit Strategy

## **A. Brief Presentation**

In East Africa, a significant problem within the education sectors is the teacher shortages in the public schools and the in-decent working conditions in many public schools with low salaries, high teacher/pupil ratios, congested classrooms, lack of textbooks, poor infrastructure with no access for teachers and students to clean water, toilets etc.

A regional comparison between the 5 countries shows a range of common challenges as well as different legal frameworks under which the teachers' organisations operate.

In terms of social dialogue between workers and government representatives, the Kenyan educational system has a formalised negotiation system, where KNUT is recognised as a legitimate partner by TSC and has regular negotiations on salaries and working conditions. However, in the other EAC countries, the systems are less institutionalised. All six teachers' organisations are pushing to customise to the "Kenyan" negotiation system. In Tanzania, TTU is in consultation with central authorities to intensify bargaining through the already established "negotiation machinery" for public teachers, while ZATU has not yet engaged in collective negotiations because of the lack of dialogue with the ministry of education. Teachers organizations in the other countries are still struggling to lobby national authorities to enter into a formalised dialogue although ad-hoc discussions with Ministry of Education and Ministry of Finance are taking place.

Generally speaking, teachers in the public sectors are employed by the Ministry of Education and / or under the Civil Service Commission/Public Service Commission. In Kenya, all teachers are employed under the Teachers Service Commission, TSC - a national body under the Ministry of Education. The TSC decides on almost all areas regarding the teachers in Kenya: Recruitment, employment, assignment, payment, promotion, transfer and discipline.

Besides salary, employee benefits and (housing) allowances play an important role for the teachers in East Africa. Housing allowance can contribute considerably to the salary (in the countryside, teachers are normally offered free housing), while pension and social security are equally important. Other issues negotiated with the public employers are terms of employment that includes promotion - and career possibilities, lending schemes, sick leave and maternity leave.

With regards to remuneration, the salary levels of Kenyan teachers are higher than in the other countries. But the variation is high (a head teachers on a large school in Nairobi might have 2 – 3 times as much as USD 300 per month). In Tanzania, however, a teacher earns approx 200 USD pr. Month, while Zanzibar teacher salary levels are as low as 50 USD pr. month.

Another recognised problem is the declining quality of public primary education and the high intake of students (primary and secondary). The pressure on governments to reduce public spending on education while trying to live up to the MDG on "quality education for all" has resulted in teachers' training being "fast-tracked" (1 year) and more children in the class rooms

(teacher/pupil ratio up to 1/60 in Kenya). According to teachers' organisations, the implications have been poor teachers' performance and poor working conditions.

One of the common challenges to the teachers' organisations comes with the new EAC common labour market and the free movement of labour – here teachers - within the EAC.

In Tanzania, there is a lack of fully qualified teachers and many employed teachers in Tanzania are not fully educated and qualified. A realistic scenario according to East African teachers' organisation is that Kenyan teachers apply for jobs in Tanzania – even though the salaries are lower there. Similarly, teachers from Uganda are waiting to apply for jobs in Rwanda and Burundi, although salary levels are lower in Rwanda and Burundi.

Finally, a new development in recent years in East Africa are the privatisation drive of at least 10,000 primary, secondary and tertiary schools, where many teachers are exploited by the employers and working on very low salaries and exposed to poor and decent working conditions. EI considers this area as a sector potentially generating substantial employment opportunities that supports the achievement of MDG 2, but also an area where the quality of and conditions of work must be improved.

This also includes “informal” educators in early childhood education and care institutions. They are often employed in small privately owned “institutions” under terms and working conditions similar to other kinds of work within the informal economy with highly informalised, hazardous and indecent working conditions and casual terms of employment. On the other hand, the early childhood and care centres are now considered an emerging service sector in the East African countries.

## **B. Partner description – FEATU**

FEATU is the Forum for East African Teachers' Unions. As a result of previous years of collaboration between the main teacher's organisations in East Africa, the forum was formally established 15<sup>th</sup> September 2007 where the Constitution of FEATU was adopted by 4 East African teachers union: KNUT from Kenya, TTU from Tanzania, ZATU from Zanzibar and UNATU from Uganda. In June 2008 the teachers union STEB from Burundi joined FEATU. In July 2008 the teachers union SNEP and SENJOUSMEL from Rwanda joined FEATU.

With this latest enlargement FEATU now includes the same countries as represented in the East African Community, the EAC and as such will be able to speak on behalf of the teachers unions vis-à-vis the EAC.

The main objectives of FEATU as stated in its constitution are to support:

- Harmonization of the Education Policy of member states within the East African Community;
- Harmonization of the Education System within EAC;
- Development of educational standards that mach the international standards;

➤ Development of labour standards within the educational sector in the EAC

Further to the above, it is aim to advocate for the free movement of teachers within the EAC, and work towards establishing a FEATU representation within the EAC secretariat. Support will be provided to each member trade union with a view to strengthening them to execute their mandate in their respective countries

Before and after the formal establishment and later enlargement of FEATU in 2008, the first chair KNUT was instrumental in including the Burundi and Rwanda teachers union into FEATU. Since late 2009, TTU has been the chair of FEATU.

FEATU has up to now hosted several meetings (4) and conducted a number of workshops (6). This, in order to discuss the wide range of subjects to secure a solid foundation for developing strategies that can lead to the achievement of the FEATU objectives.

In respect of influence vis-à-vis the EAC, FEATU has had meetings with the East African Trade Union Congress, EATUC that has contributed to the development of a Protocol for the EAC Labour Market. EATUC is a recognized partner and in ongoing dialogue with the EAC and its education committees.

FEATU is now considering how to establish a more permanent structure vis-à-vis EATUC and how to cooperate with EATUC to secure to be included in the discussions on educational issues in the EAC committees. The considerations are at the moment to establish a FEATU office in the EAC 'capital' Arusha, Tanzania, close to the EATUC office to be in the very centre of the East African Community to contribute to the discussions on educational matters.

While the objectives of FEATU are clearly stipulated, FEATU needs to develop comprehensive strategies on how to achieve these objectives. Further, FEATU need to develop policy papers on the many issues that will be raised in the future on e.g. harmonization of education and free movement of labour – also for the teachers in the East African Community.

With regards to synergy and complementary impact, FEATU will examine how to further strengthening the south - south teachers' union cooperation that has developed gradually within the East African region. In the coming years, it is the ambition of all FEATU member organization to further strengthening this regional concrete cooperation.

### **C. Previous experiences and future interventions**

In 2007, the programme "good governance and local social dialogue" was launched together with the Teachers Unions in Kenya, Tanzania, Zanzibar and Uganda in close cooperation with the Danish Union of Teachers, DLF and LO/FTF Council. This cooperation has since then continued with close and ongoing contacts, consultations and exchange visits between these East African countries teachers' organizations and DLF.

The synergy and complementary impact of the regional teacher network in East Africa has become more and more frequent over the last decade. The teachers union from Kenya, KNUT has assisted Tanzania's teachers union, TTU to develop strategies and just recently again to develop training courses for its School Representative and Training of Trainers system. Likewise has TTU assisted Zanzibar teachers union ZATU developing its strategies. Recently TTU has assisted Rwanda's teachers union SNEP and Burundi teachers union STEB in developing strategies for strengthening the unions in the two countries, and to ensure that best practices on decent work and terms of employment have been transferred to Rwanda and Burundi.

The objective of the teachers' component of the current programme has been to strengthen the capacity of teachers' organisations to participate as legitimate and democratic stakeholders in achieving the MDG on 'quality education for all' and to provide services to members.'

Through the regional network meetings, professional exchanges of experiences on teachers (in)decent working conditions took place between old, well-established teacher's organisations like KNUT and young teacher's organisations like TTU and ZATU creating regional synergy effects across borders. For instance, the Kenyan school representative system has been copied in Tanzania and Kenya, while prospects and consequences of existing negotiation machineries (or lack of it), gender mainstreaming or the implementation of "Quality Education for All" has been have been exchanged between the teachers organisations.

The formation of FEATU is a direct result of this programme. The technical facilitation and financing of frequent regional consultations between the four teachers organisations formed the regional teachers' network. Today, the main result is that the collective voice of FEATU ha been strengthened by the inclusion of Burundi and Rwanda teachers organisations. FEATU now intends to optimise their lobby policies and strategies on educational in relation to the EAC by working closely with EATUC, who is the official workers representative in EAC.

In the period under review more than 6 FEATU workshops have been held (see topics above), and the new FEATU chair organisation TTU is currently planning to set up a FEATU desk in the EAC capital (Arusha) with a view to optimise coordination with EATUC (the officially recognised labour organisation represented at EAC meetings) and to intensify its lobby influence on the policy-making processes taking place within the educational sector of EAC.

This programme focuses on the regional teachers networking and exchanges of experiences. Accordingly, DLF and the teachers' organisations have developed a joint program that consists of two strategic focus areas:

The **1<sup>st</sup> strategic area** of intervention is to institutionalise the coordinating mechanisms between the teachers' organisations as part of FEATU. Here, support to an education desk will be co-financed by the member organisations of FEATU, while this programme will support with activity funds.



Lobby policies and strategies vis-a-vis EATUC will be formulated with a view to design and map out different lobby avenues on how to influence educational policies of EAC..

The **2<sup>nd</sup> strategic area** of intervention is to raise awareness of the prospects and consequences for teachers with respect to the movement of teachers across borders as well as design strategies on how to negotiate and lobby for decent working conditions for teachers (incl. HIV/AIDS, social security, harmonisation of qualifications across borders etc.).

A number of thematic regional workshops will be conducted on issues relating to the decent work agenda. In this connection, new topics on private schools – and especially early childhood education - will also be raised with a view to develop strategies on how to approach for instance early childhood education. This also involves understanding the role of teachers organisations in terms of organising the informal education economy in East Africa. It is expected that the Danish BUPL will be used as resource organisation with its prior experiences from Ghana in West Africa.

### **Target group**

The direct recipients are 55 elected leadership and officials from the selected national trade union centres and their affiliates in Southern Africa.

The intended beneficiaries are the total membership of 400,000 from the member's organisations of FEATU. The intended beneficiaries are those who are expected to ultimately benefit from the impact of the lobbying and campaigning efforts of SATUCC and the national centres.

**D. Logical Framework Approach – FEATU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b><i>Immediate Objectives</i></b>	<b><i>Key Indicators</i></b>	<b><i>Means of Verification</i></b>
<b>Immediate objective 1:</b> Regional trade union advocacy for the harmonisation of labour legislation based on the decent work agenda have been strengthened.	The regulatory framework for the implementation of the EAC protocol on the free movement of labour within the education sector and a harmonised certification of teachers' education is reflecting the priorities of FEATU and the teachers' organisations.	EAC policy papers  Minutes and documentation from EAC meetings

<b>Outputs in relation to immediate objective 1:</b>	<b>Activities</b>
<b>Output no. 4:</b>  Regional network of teachers (FEATU) has strengthened the education-for-all lobby of EAC through the collaboration with EATUC;	<u>Organisational strengthening:</u>  4.1. Regional conferences 4.2. Project coordinators seminars 4.3. Teachers advisory committee meetings (CAC)

**Tentative Implementation Plan: FEATU - 2011- 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
Output 4:									
	4.1. Regional conferences	x			x			x	x
	4.2. Regional project coordination meetings to develop strategies and to exchange best practises			x				x	
	4.3. Teachers advisory committee meetings (CAC)		x				x		

## **E. Sustainability and Exit Strategy**

The Regional Teachers' Network (FEATU) in East Africa has been established by the teachers' organizations in the five (six) member countries, and its existence does not depend on the support provided by the DLF and the LO/FTF Council.

Similar to the EATUC collaboration, one of the ultimate objectives of the cooperation with FEATU and its member organisations is to support a regional exchange of experiences to enable teachers' organisations in East Africa to play a credible and constructive role vis-a-vis the EAC integration process.

As mentioned above, the integration process in EAC is presenting publicly employed teachers with a range of new challenges, and will require an intensive lobbying and advocacy from teachers' organisations to ensure that decent working conditions, social security and certification of qualifications are upheld in the process.

With the global financial crisis in mind and its delayed effects in Africa, it is foreseen that the DLFT and LO/FTF Council will need to continue its assistance up to at least 2015.

This plan is premised on the assumption that the teachers organisations are co-contributing at least to the administrative running of FEATU, while DLF and LO/FTF Council primarily will focus on co-financing FEATU activities.

## **Annex 9.b**

### **Burundi**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of COSYBU and STEB
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Burundi**

### **The political situation**

In 2010, Burundi elections were held during a four month period at both local and national levels, resulting in the re-election of the incumbent president, Pierre Nkurunziza. Most of the opposition was dissatisfied with the election process to the extent that it boycotted both legislative and presidential elections, with the consequence that the ruling party, the *Conseil National pour la Défense de la Démocratie-Forces pour la Défense de la Démocratie (CNDD-FDD)*, won all but three seats in parliament. The elections, however, were declared free and fair and accepted by a technical committee from EAC and other international institutions.

At the end of 2010, the UN expressed concerns over Burundi because of a returning climate of impunity, torture, intimidation as well as restrictions on the freedom of expression and assembly. The UN Security Council therefore decided to step up the assistance to the Burundi government to improve the legal and judicial framework and enhance the capacities of key national institutions in Burundi.

### **The economic situation**

After 11 years of civil war, Burundi is one of the poorest countries in the world. With a population of eight million and a weak economy, Burundi is trailing the other countries in the EAC measured by various economic indicators. Since 2000 Burundi has, however, seen a slow economic recovery with an annual average growth rate of three percent from 2001-2008, but with a stagnant GDP per capita on only US\$144. This is only around a third of the second lowest per capita income among the EAC countries.

The civil war in the 1990's caused poverty to increase by 100 percent and the number of poor below the poverty line increased from 35 percent in 1993 to 67 percent in 2006. Burundi has one of the highest annual population growth rates in Sub-Saharan African of approx. 3.6 percent (in 2006).

The maternal mortality and child malnutrition rates are the second highest on the continent, and HIV/AIDS is taking a heavy toll on communities, being the second most common cause of mortality among adults.

The economy largely depends on the highly volatile agricultural sector, which accounts for about half of GDP. Coffee is the main export, and accounts for more than 60 percent of export revenues even though the share of the secondary and tertiary sectors has been increasing in recent years. The tertiary sector - services, transport, and commerce - represents a relatively large and growing share of economic output. As an indicator, the tertiary sector accounted for around a third of GDP between 2005 and 2008.

### **The labour market**

The formal sector is small with the economy depending on the agricultural sector, which accounts for about 90 percent of employment.

A labour law was adopted in 1993 and has not been changed since. Even though the labour law refers to ILO conventions and the establishment of occupational safety and health committees, only few paragraphs of the labour law have actually been applied in practice. A main reason could be the frequent change of ministers over the last four years (five different ministers dealing with labour).

Besides government, the Burundi labour market consists of the national trade union centre COSYBU and the Association of Employers of Burundi (AEB). Tripartite meetings and consultations takes place irregularly and government has not established formal structures for tripartite and bipartite meetings.

In the education sector, one of the major conflicts is related to the issue of the existing check-off system that is supposed to ensure regular payment of teacher's membership dues to the teacher organisation STEB (see below). STEB has historically been part of a check-off system where union dues are supposed to be systematically deducted from the teachers' salary by the Ministry of Finance (MoF), and then transferred to the account of STEB. However, the government has been with-holding contributions over the years whenever there has been a labour dispute with government.

In an attempt to collect its rightful membership dues (according to ILO core conventions), STEB tried in 2009 to set up an alternative system, where the union dues were to be deducted by the local bank and then transferred to the STEB account. This 'decentralised' system has however been declared illegal by the government. STEB is now struggling to cope with this situation to find ways to get the dues from the members.

## **B. Partner presentation - COSYBU**

In 1995, the national confederation, Confederation des Syndicats du Burundi (COSYBU) broke away from the previous Confederation des Syndicats du Burundi (CSB) that was originally formed in 1991. COSYBU was formed by disillusioned trade union activists in CSB (who later became the leaders of COSYBU), who were dissatisfied with CSB's close alliance with the party in power.

Since then, COSYBU has not led an easy life. Its leaders have been harassed and discriminated against by government authorities, and a general anti-union sentiment dominates the Burundian society. All trade unionists in COSYBU are employed full-time in civilian jobs, and consequently all trade union activity is after-hours and voluntary.

### **Affiliates and membership**

According to the reported membership, COSYBU has an approximate membership of 44.000 members organized in 30 affiliated unions. Out of these, four affiliated unions have elected female general secretaries. Three affiliated unions have elected female Deputy General Secretaries. The two strongest unions – the teachers' union and the federation of transport workers - represent 75% of all members.

Below is listed a breakdown of COSYBU membership in 2009 (2 unions have not published their membership numbers yet):

<b>Name of trade union</b>	<b>women</b>	<b>men</b>	<b>total</b>
<b>SYTALOM</b> Trade union for workers in the materiel agency sector 155		16	139
<b>SLISODEC</b> Free trade unions of SODECO	3	117	120
<b>STIG</b> Trade union of workers of IGEBU	29	77	106
<b>SYTOR</b> Trade union of workers in the road, Transport office	13	41	54
<b>AEDR</b> Agricultural, environmental and rural, Development workers' trade	23	132	155
<b>STI</b> Trade union of workers of ISABU	41	196	237
<b>SNTS</b> Trade union of workers in the, Health sector	243	393	636
<b>SYTIS</b> Trade union of workers in SOSUMO	31	390	421
<b>SPTO</b> Professional trade union of workers in the office of Café Burundi	34	59	93
<b>SYTRAPEN</b> Trade union of workers in prison administration	41	98	139
<b>SLT/INSS</b> Trade union of workers of INSS	91	114	205
<b>STT</b> Transport workers trade union (federation)			26000
<b>STTS</b> Social services workers' trade union	181	303	484
<b>STAP</b> Trade union of public employees			500
<b>STUB</b> Trade union of workers at the university of Burundi			776
<b>SLEB</b> Teachers' trade union			
<b>SYRT</b> Trade union for employees of Radio-Télévision du Burundi			256
<b>STEB</b> Teachers' trade union (primary)			7000
<b>STM</b> Mine workers trade union	21	70	91
<b>SYTRATHE</b> Trade union of workers in the tea industry	151	668	819
<b>SPI</b> Trade union for workers in ISTEERU	65	74	139
<b>SYNAPA</b> National trade union of medical staff			3000
<b>SYPROTAVEBU</b> Trade union of taxi drivers on velos. (Part of federation)			
<b>SYPMJ</b> Trade union for non magisterial staff	4	261	265
<b>SYMABU</b> Trade union of magisterial workers			720
<b>SLT/BRB</b> Trade union of staff at the Banque de la République du Burundi			347
<b>STIC</b> Trade union for workers in the construction industry			
<b>STEIBU</b> Syndicat des Travailleurs de l'Ecole Independente du Burundi			74
<b>STABP</b> Syndicat des Travailleurs de l*Agence Burundaise de la Presse			73
<b>SYLCO</b> Syndicat Libres des Travailleurs de la Cogerc			116
<b>SPTT</b> Syndicat des Travailleurs des Postes et telecommunications			1251
<b>TOTAL</b>			<b>44.232</b>

## Objectives

According to the action plan of COSYBU the following six areas have priority:

- Strengthening of the capacity of COSYBU and its affiliates
- Negotiating better working conditions
- Strengthen the social dialogue
- Struggle against HIV/AIDS
- International cooperation
- Promotion of female workers.



### **C. Previous experiences and future interventions**

In the autumn of 2008, COSYBU became a formal member of the sub-regional EATUC as a result of the Burundi state gaining membership of the EAC. For this reason, COSYBU has participated in the LO/FTF Council regional meetings supported by the LO/FTF Council at the EATUC level in line with other member organisations.

The LO/FTF Council has in the process and in cooperation with EATUC conducted a general capacity assessment of COSYBU and its affiliated unions. During regional meetings in 2009 and 2010, the LO/FTF Council had close consultations with COSYBU leadership in order to assess the needs and challenges of COSYBU and its affiliated unions. From several consultations and a baseline survey conducted by EATUC (with assistance of a Danish advisor), it was found that COSYBU is operating under unusually difficult circumstances and needs external technical assistance. During the consultations, the following challenges were highlighted by COSYBU:

- Working conditions for trade unions and trade union activists are still very difficult in Burundi due to an absence of a culture of dialogue;
- financial problems caused by low contributions and the government's decision to cancel check-off systems for trade unions in the public sector;
- no permanent leaders in the COSYBU headquarters;
- labour conventions exist in the labour law but are not implemented by government;
- trade union leaders are regularly arrested and jailed;
- As around 90 percent of the workforce is employed in the informal economy, COSYBU and other unions must start organising the informal economy in order to increase membership, even though the informal economy is not covered by the collective agreement structures of Burundi. This is a major challenge;
- Corruption is a serious problem in Burundi.

Historically, COSYBU has only received minor and ad-hoc external assistance from other international trade unions and the national centre does not have any international collaboration at this moment.

At union level, the teachers union STEB collaborates with the Danish Teachers Union (see below), while the transport union STT receives international bilateral support from the Belgian transport union and the American Trade Union Solidarity Centre.

#### **Future interventions**

From the outset, it is clear that COSYBU – contrary to the other national centres in this programme – is a fragile national centre operating in a harsh post-conflict ridden climate in Burundi.

Because of this, there is a strong need to build basic organisational infrastructure and improve the financial situation of the national centre in the long-term future. To make this possible, the following two strategic areas have been identified:

The 1<sup>st</sup> strategic area is to provide immediate financial and technical assistance to improve the running of the head quarters of COSYBU in Bujumbura. This means providing administrative and technical support from a resource person to assist the leadership of COSYBU e.g. in legal matters, consultation statements etc.

The 2<sup>nd</sup> strategic area is to improve the strategic capacity of the leadership to discuss and formulate strategies on how COSYBU can strengthen its membership base, and possibly develop or improve membership services. Training courses for organisers on how to reach out to the informal economy associations, and awareness raising meetings will be conducted. Here, technical assistance will be provided by LO/FTF Council during the first phase (2 years).

**Target Group**

The direct beneficiaries are 330 trade union leaders, organisers and shop stewards in COSYBU.

The intended beneficiaries are 45,300 workers organised in the affiliated unions of COSYBU, stakeholder representatives (incl. informal economy associations).

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities – COSYBU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<i>Immediate Objectives</i>	<i>Key Indicators</i>	<i>Means of Verification</i>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	COSYBU is recognised by government as a social partner in the labour market.	TV/radio/-press clippings Annual/quarterly reports
	National campaign on the implementation of key issues under the decent work agenda has reached national media.	TV/radio/-press clippings
	COSYBU receives regular contributions from at least 75% of the affiliated unions.	Membership database
	The total membership of COSYBU has increased with 5-10%.	Membership database

Outputs in relation to immediate objective 2:	Activities
<p><b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted</p>	<p><u>Strategic planning:</u> 6.2 1 Workshop on Strategic planning (non-residential)</p>
<p><b>Output no. 8:</b> Policies have been developed by trade unions on the promotion of decent employment and decent working conditions</p>	<p><u>Leadership development:</u> 8.2 1 Workshop for leadership to develop policy on employment/organising in informal economy</p>
<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues)</p>	<p><u>EAC:</u> 10.10 National stakeholder conferences on EAC (contributions only)</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues</p>	<p><u>Training-of-trainers:</u> 11.4 2 Trainers workshop for organisers  (Sub-regional workshops for 1-2 education representatives each national centres to share best practices – facilitated by LO/FTF, Arusha)</p>
<p><b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/-financial providers.</p>	<p><u>Informal economy</u> 14.3 Meetings with IE associations and members (by organisers)</p>

**Tentative Implementation Plan: COSYBU - 2011 – 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.2 1 Workshop on Strategic planning (non-resi.)		x						
<b>Output 8</b>									
	8.2 1 Workshop for leadership to develop policy on employment/organising in informal economy			x					
<b>Ouput 10:</b>									
	10.10 National stakeholder conferences on EAC (contribution)					x			
<b>Output 11</b>									
	11.4 2 Trainers workshop for organisers			x	x				
<b>Output 14</b>									
	14.3 Meetings with IE associations and members (by organisers)					x	x	x	x

**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>COSYBU From 0- 5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>4</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>5</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>4</b>
A high level of members participating in meetings and activities of the organisation	<b>2</b>
Systematic training programme implemented	<b>1</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>1</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>4</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>3</b>
The organisation is forming alliances with other organisations within civil society	<b>5</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>5</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>3</b>
A well developed and up-to-date membership database	<b>3</b>
Established local structures nation-wide	<b>2</b>
The organisation keeps track record of trainers in affiliated organisations	<b>3</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>2</b>
Number of dues paying organisations/affiliates are increasing	<b>2</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>0,5</b>
Clear procedures regarding management and control of economic resources has been decided	<b>3</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>0,5</b>

From the above sustainability and needs assessment, it can be seen that COSYBU is the most fragile of the six national trade union centres in the East African Community. The political sustainability needs to be strengthened, because although the government recognises the trade unions, the daily reality is that government representatives ignore them as social partners.

Nonetheless, it is expected that the social dialogue in Burundi will be positively influenced by the current regional integration processes in EAC in general. Also, the coming social dialogue processes between the East African Employer Organisation and EATUC should also be utilized as a regional platform by EATUC and the ILO to promote the need for improved social tripartite consultations in Burundi.

The question of non-reimbursement to the unions by the government employers has had serious negative repercussions on the financial sustainability and solidity of the trade union movement in Burundi. It is expected that by solving the check-off conflict, COSYBU – through its public sector affiliates - will improve its financial sustainability through incoming subscription fees.

The future political and financial sustainability of COSYBU will be determined by the success of COSYBU in putting pressure on the Burundian government to adhere to the national labour laws that it has passed itself.

Through the national tripartite labour council, COSYBU intends to lobby the Burundian government to implement the labour laws, and thereby stop the illegal violation of ILO conventions. This will be supported by their submission of complaints to the ILO on the lack of government to adhere to its own labour law as well the stalling of the check-off system mentioned above.

### **Exit strategies**

The co-operation between the COSYBU and the LO/FTF Council is still in its infancy, as the co-operation hitherto has taken place through the regional organization EATUC. Through this, there is no doubt, that the organization is the weakest of the national centers in East Africa.

The support through this programme will contribute to strengthen COSYBU organisationally – as basis for also strengthening the financial sustainability through increased dues payment by membership.

Some of the fundamental premises for operating as a national centre must be fulfilled before entering a second phase after 2015 (indicators). The LO/FTF Council will closely monitor the gradual organisational capacity building of COSYBU before continuing its support after the 1<sup>st</sup> phase.

## **B. Partner presentation – STEB**

The Teachers Union in Burundi, STEB (Syndicate libre des Travailleurs de Enseignement du Burundi) was formed in 1993.

### **Membership**

STEB organizes approximately 9.000 members from primary and secondary school levels (potential membership of proximately 30.000).

In 2002, STEB made an agreement with government on salaries and working conditions for these groups (salaries, continuing education and teachers training, retirement and social security, and later on cheap housing loans). However, the agreement was first applied in 2004. Since 2004 the ongoing unrest and insecurity in the country has made it extremely difficult to create further progress and to enter into a constructive dialogue with government.

### **Organisational structures**

The STEB Congress is the supreme body of the union. The Congress meets every 4 year to elect the 3 person leadership and the 6 chairmen for the Standing Committees. The daily leadership is constituted by the President (or Chair), the General Secretary and the Treasure.

The *National Committee* (also often named the National Executive Committee, NEC) has 43 members. They are all elected/adopted members at the Congress and consist of 3 members from the daily leadership, 6 chairmen from each of the 6 standing committees, and 34 representatives elected in the 17 provinces – 2 from each province. The National Committee meets 3 times a year.

In terms of *administrative structures*, STEB has 3 offices in the province and one head office in the capital Bujumbura, but STEB seeks to match the administrative structure of Burundi with its organizational structure<sup>31</sup>, and has an ambition to have an office in each of the 17 provinces in order to improve its communication with members.

With over 3000 schools in Burundi, STEB seeks to elect min. 5 or more representatives at each school (more than 20 teachers requires more representatives). These representatives will then take up 5 different policy areas that the union has identified – areas also reflected in the STEB structure in the Standing Committees. These are “communication and training”, “HIV/AIDS”, “Human Rights Committee”, “reform”, and “gender and equality”.

The STEB representatives meet in the teachers’ community representation (117 communities in principle), and none of the elected representatives of STEB receives salary from STEB as they are employed as teachers. The union work is voluntarily and after working hours.

Nationally, STEB is a member of the national centre Confederation of Trade Unions in Burundi, COSYBU, and regionally enjoys the membership of the Forum for East African Teachers Unions, FEATU. Finally, STEB is a member of the global union federation Education international, EI.

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<sup>31</sup> Burundi has 17 provinces, 117 communities and 2.639 so called ‘collines.’ The ‘collines’ are the smallest administrative unit in Burundi.



### C. Previous experiences and future interventions

The LO/FTF Council has not previously had any bilateral experiences with STEB but has received some limited organisational support from the DLF over the last two years. STEB has participated in regional meetings at the FEATU level in line with other teachers' organisations.

During recent regional meetings in 2009, DLF had consultations with STEB leadership in order to assess the needs and challenges of STEB. Here, it was found that STEB is operating under unusually difficult circumstances and needs external technical assistance. During the consultations, STEB raised a number of key challenges:

- Difficult working conditions with over 150 pupils in some class rooms and double shifts;
- Inadequate preparation time resulting in poor teaching performance;
- Inadequate salary levels compared to other employment groups;
- Lack of leadership negotiation and lobbying skills;
- Poor training of communal representatives
- Poor social dialogue with a government ignoring the participation of STEB in discussions on educational reforms, check-off systems etc.

#### **Future activities**

Contrary to the other teacher's organisations in FEATU, it is clear that STEB is operating in a highly fragile, conflict ridden, and unstable labour market environment.

From the outset, STEB needs to be strengthened to promote decent working conditions for public teachers in Burundi. To make this possible, the following two strategic areas have been identified:

As the **1<sup>st</sup> strategic area** of intervention, there is a need to build basic organisational infrastructure at national levels with leadership capacity building on sustainability processes as well as other policy issues to strengthening the sensitisation of its members and other workers.

The **2<sup>nd</sup> strategic area** of intervention is to improve the capacity of STEB to provide membership services to its shop stewards through training of organisers. Later on, the internal educational structures and its organisers will also be utilised as an organising vehicles to raise awareness amongst shop stewards (i.e. communal representatives at school levels in Burundi) and finally rank and file about "hot" thematic labour issues relating to teachers' employment. This could include information on youth and women employment opportunities, fair remuneration, labour legislation and labour rights etc.

Materials and smaller packages will be collected by STEB through regional teachers' network and customised to the Burundian context accordingly.

#### **Target Group**

The direct recipients are around 1,000 elected leaders, trainers, and communal representatives. The intended beneficiaries are 9,000 workers organised by STEB.

**Partner: STEB, Burundi**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<i>Immediate Objectives</i>	<i>Key Indicators</i>	<i>Means of Verification</i>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	National campaigns on the implementation of key issues under the decent work agenda have reached national media.  STEB has organised at least 10% new members over the two-year period.  STEB carries out regular training of trainers with decent work topics.	TV/radio/-press clippings  Membership databases  Annual/quarterly reports

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 6</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted	<u>Strategic planning and organisational development:</u>  6.2 1 Workshop on sustainability analysis 6.9 1 Leadership workshop on OD and other policy issues

<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues</p>	<p><u>Consolidating trainer structures:</u></p> <p>11.4 2 TOT workshop 11.9 Pilot training of TOT of CR (SR) 11.11 Awareness raising for communal representatives</p>
<p><b>Output no. 12</b> Branch leaders, shop stewards and school representatives in the education sector are capable of conducting local social dialogue about labour rights and decent work;</p>	<p><u>Training of communal leadership:</u></p> <p>12.2 1 workshop to prepare materials for basic training 12.9 Printing materials 14.4 Sensitisation/campaign visits</p>

### Tentative Implementation Plan: STEB - 2011 – 2013

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.2 Workshop on sustainability analysis	x							
	6.9 Leadership workshop on OD and other policy issues		x						
<b>Output 11</b>									
	11.4 TOT workshop				x				
	11.9 Pilot training of TOT for CR (SR)				x				
	11.11 Awareness raising for communal representatives						x	x	x
<b>Output 12</b>									
	12.2 1 workshop to prepare materials for basic training			x					

	12.9 Printing materials					x	x	x	x
	14.4. Sensitisation/campaigns			x		x		x	

**D. Sustainability and Exit Strategies**

<b>Dimensions of Sustainability</b>	<b>STEB from 0-5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>3</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>3</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>1,5</b>
A high level of members participating in meetings and activities of the organisation	<b>1,5</b>
Systematic training programme implemented	<b>1</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>1</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>1</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>1,5</b>
The organisation is forming alliances with other organisations within civil society	<b>2</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>3</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>2,5</b>
A well developed and up-to-date membership database	<b>3</b>
Established local structures nation-wide	<b>2.5</b>
The organisation keeps track record of trainers in affiliated organisations	<b>1</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>3</b>
Number of dues paying organisations/affiliates are increasing	<b>2,5</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>2,5</b>
Clear procedures regarding management and control of economic resources has been decided	<b>2</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>2</b>

The collaboration between DLF, LO/FTF Council and STEB is still in its infancy, and it is premature to make a systematic assessment of the four dimensions of sustainability of STEB.

However, from consultations in Burundi in 2009 and 2010, it was found that STEB is one of the most organised and efficient affiliated unions to COSYBU with structures of five or more elected representatives in each school and elected representatives on other organisational levels.

On the political dimension, the commitment from the current leadership towards members is strong and so is the desire to change and re-develop its policies and strategies to cope with the many challenges to uphold decent working conditions, respect for fundamental labour rights and social dialogue in the education sector in Burundi.

### **E. Exit Strategy**

The co-operation between the STEB, DLF and the LO/FTF Council is still in its infancy, as the co-operation hitherto mainly has taken place through the regional organization FEATU.

However, and as stated above, STEB is assessed as one of the best organised and efficient affiliates to COSYBU with structures of five or more elected representatives in each school and elected representatives on other organisational levels. Based on this the basic existence of the organisation seems secured even without the planned assistance.

The support through this programme will contribute to strengthen STEB organisationally – as basis for also strengthening the financial sustainability through increased dues payment by membership.

Subject to the planned review, it is the assessment of DLF and LO/FTF Council that STEB will need support to becoming more effective in operating as a union and a partner in development. The support to STEB also has a positive synergetic effect on the overall support to the trade union movement in Burundi, which cannot be underestimated when assessing the exit-strategy.

## **Annex 9.c**

### **Kenya**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of COTU, KNUT and AUKMW
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Kenya**

Although the political climate has been strained after the post-election violence in 2008, the present situation is optimistic after a 67% majority voted in favour of the new constitution in a referendum held in August 2010. A coalition government took office in 2008, where power was divided with the presidency going to the incumbent president, Mwai Kibaki, and the post of prime minister going to Raila Odinga. This sharing of power was agreed on in order to find a viable solution to the difficult political situation, where politics are divided mainly along tribal lines. Kenya's largest tribe, the Kikuyu, are the main supporters of Mwai Kibaki and his party, while Raila Odinga's followers mainly hail from Kenya's second largest tribe, the Luo. The main critique of the government in the last two years has been concerning a lack of efficiency in taking decisions, both in day-to-day business as well as in questions of a more political nature. The trade unions have been displeased with a weak ministry of labour, which has been dragging its feet on a lot of activities.

The next elections are scheduled for 2012, and according to the new constitution there will be no prime minister in the future. On the other hand, more power will go to parliament at the expense of the powers of the president. All future ministers are to be appointed by the president with approval by parliament. As part of a plan to strengthen the government's administration, future ministers cannot be chosen among members of parliament but are expected to be professional managers.

Changes in the ownership of land will probably be an important consequence of the new constitution as people who own a lot of land will be taxed more heavily in attempt to force them to sell a part of their land. The big land owners are presently not cultivating all the agricultural land that they own, and the land issue could be a continued source of conflicts in the future.

Kenya is seen as one of the more corrupt nation in the world. It ranked 146 out of 180 in the transparency International index 2009 meaning that 146 countries are less corrupt than Kenya. A World Bank report showed that 79 % of firms in Kenya expect to pay public officials to get things done.

It is expected by many observers that Kenya with a common EAC market will be able to contribute to the economic development taking place within the region. The non-tariff barriers, e.g. between Kenya and Uganda, still constitute a problem and the implementation and harmonisation of the different policies has just begun and will be a great challenge in the coming year(s). But it is also obvious that the government prioritises the solving of these problems in the EAC. Kenya is seen to be gaining advantages of the free movement of labour as Kenyans generally are better educated than citizens of the other EAC countries.

The Kenyan economy is the largest and most important in the East African Community and the country is more integrated in the world economy than the other four countries in the EAC. In 2009 the gross domestic product (GDP) in 2009 (USD 31 billion) as well as GDP per capita (USD 764) was more than 33 % higher than the second largest economy in the EAC. However, in a pan-African



context, the Kenyan economy is small, as only 10 of the 500 biggest African companies are Kenyan.

The country has not only been affected by the current international financial crisis, but also by a severe drought in 2009 as well as the post-election violence in 2008. These factors have led to a substantial decline in economic growth, which was only 1.6% in 2008 and 2.6% in 2009 against 6 to 7% in the years prior to that. For 2010, the Kenyan economy is expected to recover with the World Bank recently upgrading its growth forecast to 4.0 percent. Kenya's weak engine are exports – declining from 40% of GDP in the 1960s to 26% today — brought down by a seriously underperforming manufacturing sector.

With the post-election violence in 2008 negatively affecting the tourism industry, the sector has recovered in 2009. Other sectors with high growth rates are construction, transport and communication. Agriculture remains the largest sector in Kenya, accounting for 25% of GDP. Manufacturing, at 11% of GDP, is no longer the second largest sector, but now ranging fourth after transport and communication (14%) and wholesale and retail (12%).

The inflation rate was 13.1% in 2009 and therefore almost equalling the average of 12.6% for the other EAC countries. In the beginning of 2010 the inflation was decreasing to a single digit figure.

Recent data from the 2005/2006 Kenya Integrated Household Budget Survey (KIHBS) indicates that national absolute poverty declined from 52.3 percent in 1997 to 46.1 percent in 2005/06. While this decline in poverty compares well with other sub-Saharan African countries, it can still be considered high in comparison to neighbouring countries such as Tanzania (about 36 percent) and Uganda (about 31 percent).

	Year 2009
Population, total (millions)	38.8
Population growth (annual %)	2.6
GDP (current US\$) (billions)	30.4
GDP per capita (current US\$)	783
GDP growth (annual %)	1.7
Life expectancy at birth, total (years)	54.2
Mortality rate, infant (per 1,000 live births)	80.5
Literacy rate, youth female (% of female 15-24)	92.9
Source: World Development Indicators, World Bank	

### Labour market

Even though Kenyan workers' skills generally are better compared with the other East African countries, youth unemployment remains a big problem in Kenya.

A university report estimates that the labour force participation rate in 2006 is 13.5 million out of a population on 35.6 million. It is estimated that 50% are self-employed in agriculture, while 36% are self-employed in the informal economy, including self-employment in non-agricultural and un-

registered household enterprises, as well as wage-labourers of informal employers. The remaining 14% is employed in the formal sector, and 1.4 million is estimated to be unemployed.

The main labour market institutions are:

- The national labour board, where representatives from government, trade unions and federation of employers advise the minister on all matters concerning employment and labour, e.g. legislation, vocational training, productivity measurement and appointment of wages councils. The board, together with the minister, establishes different committees, e.g. the productivity committee.
- The industrial court, that has jurisdiction over matters arising at common law level between employer(s) and employee(s) (organisation)
- The wages councils (a general wages council and sector based) with three representative from each of the three parties plus three independent members. The council is tasked with making recommendations to the minister on minimum wage remuneration and conditions of employment. The wages council shall take into consideration needs of employees, economic factors and the ability to carry out business successfully, etc.

Wage councils and several tripartite committees have only convened on a few occasions, if at all. Several tripartite bodies are currently not active and according to the COTU, the Ministry of Labour, the labour administration and the labour inspection react slowly on urgent issues and the handling of day-to-day business is considered to be weak.

## **B. Partner presentation - COTU**

The Central Organization of Trade Unions (COTU-K) is the sole national trade union centre in Kenya. COTU (K) was founded in 1965 It is registered within the provisions of the Trade Unions Act. Currently, COTU (K) affiliates 35 of the 41 registered trade unions in the country.

### **Objectives**

The COTU mission is to promote the creation of productive and sustainable employment opportunities, facilitate achievement of workers' rights, enhance social protection and provide effective representation to Kenyan workers.

COTU activities have been geared towards strengthening the affiliated unions; promoting worker education; lobbying and advocating for appropriate employment and labour market policies, and building alliances and networks with government, private sector, regional and international trade union confederations.

Service provision to the general membership in terms of collective bargaining and negotiations, conflict resolution, and representation is the direct responsibility of the affiliates with COTU (K) providing the required technical backup and solidarity voice. Provision of training and counselling is the role of both the affiliates and COTU (K) with the national centre coordinating the bulk of training activities.

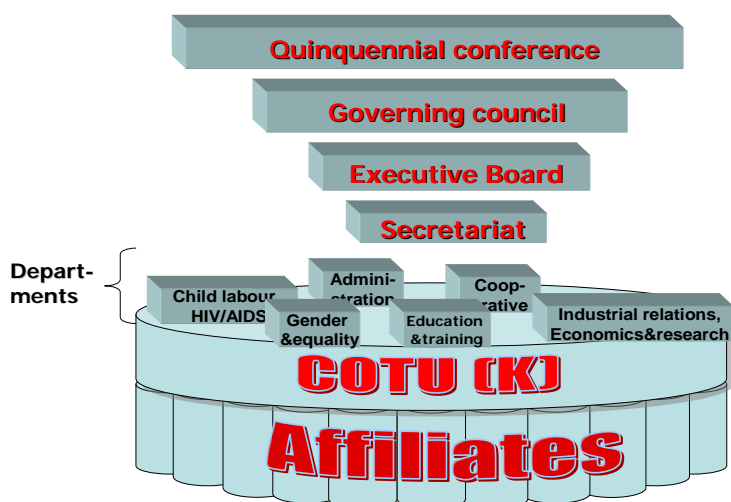
## Structures

The Governing Council determines the policy thrust of the union, provides general direction on the working of the union and reviews the past work and activities of the centre. The Governing Council is held once every five years. The Governing Council is composed of the COTU (K) office bearers, principal officers of the affiliate unions (Chairman, Secretary and Treasurer) and ordinary members of affiliate unions, elected during the union's quinquennial (delegates) conference.

Next in the hierarchy of authority is the Executive Board, which is responsible for management of the affairs of the union, including the general conduct and discipline of members and staff. The Executive Board consists of COTU (K) office bearers and at most 20 ordinary members elected among the members of the Governing Council. The Executive Board meets once every quarter.

COTU (K)'s secretariat is structured into six main departments, one of which (Administration and Finance) is service while the rest are technical.

The organisational chart below shows the structures of COTU:



## List of unions affiliated to COTU

Direct recruitment of members is mainly the task of affiliates, while it is the obligation of COTU (K) to assist them in their recruitment drives and promote a favourable framework and image for their organizing efforts at a national level.

The total membership of COTU is estimated to be around 1.300.000 hailing from the following 33 affiliates:

NO.	UNIONS (2010)	MEMBERSHIP
1.	AMALGAMATED UNION OF KENYA METAL WORKERS	30,000
2.	KENYA PETROLEUM OIL WORKERS UNION	20,000
3.	BAKERY, CONFECTIONERY MANUFACTURING & ALLIED WORKERS UNION (K)	30,000
4.	DOCK WORKERS UNION	15,000
5.	KENYAAIRLINE PILOTS ASSOCIATION	20,000
6.	KENYA BUILDING, CONSTR., TIMBER, FURNITURE, ALLIED TRADES EMPL.UNION	30,000
7.	KENYA CHEMICAL AND ALLIED WORKERS UNION	25,000
8.	KENYA ENGINEERING WORKERS UNION	30,000
9.	KENYA GAME HUNTING & SAFARI WORKERS UNION	20,000
10.	KENYA UNION OF PRINTING, PUBLISHING AND PAPER MANUFACTURIN AND ALLIED WORKERS	25,000
11.	KENYA PLANTATION AND AGRICULTURAL WORKERS UNION	250,000
12.	KENYA SCIENTIFIC, RESEARCH, INTERNATIONA, TECHNICAL AND ALLIED INSTITUTIONS	25,000
13.	BANKING INSURANCE AND FINANCE UNION (K)	35,000
14.	COMMUNICATIONS WORKERS UNION (K)	27,000
15.	RAILWAY WORKERS UNION (K)	26,000
16.	TAILORS AND TEXTILES WORKERS UNION	32,000
17.	TRANSPORTAND ALLIED WORKERS UNION	20,000
18.	KENYA UNION OF ENTERTAINMENT AND MUSIC INDUSTRY EMPLOYEES	14,000
19.	KENYA UNION OF DOMESTIC, HOTELS, EDUCATIONAL INSTITUTIONS, HOSPITALS AND ALLIED WORKERS	80,000
20.	KENYA UNION OF COMMERCIAL, FOOD AND ALLIED WORKERS	80,000
21.	KENYA UNION OF SUGAR PLANTATION AND ALLIED WORKERS	50,000
22.	KENYA UNION OF JOURNALISTS	25,000
23.	KENYA LOCAL GOVERNMENT WOKRERS UNION	70,000
24.	KENYA SHIPPING, CLEARING AND WAREHOUSES WORKERS UNION	25,000
25.	SEAFARERS WORKERS UNION	18,000
26.	KENYA QUARRY AND MINE WORKERS UNION	27,000
27.	KENYA ELECTRICAL TRADES ALLIED WORKERS UNION	45,000
28.	KENYA SHOE AND LEATHER WORKERS UNION	35,000
29.	KENYA JOCKEY, BETTING WORKERS UNION	35,000
30.	UNION OF NATIONAL, RESEARCH INSTITUTES STAFF OF KENYA	27,000
31.	KENYA NATIONAL PRIVATE SECURITY WORKERS UNION	28,000
32.	UNIVERSITY ACADEMIC STAFF UNION	32,000
33.	KENYA HOTELS AND ALLIED WOKRERS UNION	55,000
	<b>TOTAL</b>	<b>1,296,000</b>

Parallel with the current programme conducted in cooperation with the LO/FTF Council, COTU has been partnering with 3F and PEM in the DANIDA-supported BSPS programme with a labour market component on social dialogue until end of 2010. In the new BSPS programme from 2011 to 2015, the labour market component and social dialogue priority have been deleted.

In the coming years COTU, as well as the employer organisation FKE, can only access an 'advocacy fund' through application for minor activities. From experience from e.g. Ghana it has been observed by the LO/FTF Council that trade union partners often does not have the capacity and 'donor-vocabulary' readily available to access such funds. Through technical assistance within this programme, it is the intention to assist COTU, where feasible, to overcome this challenge and if possibly promote building synergy with activities under the programme.

### **C. Previous experiences and future interventions**

COTU is included in the current programme "Good governance and local social dialogue in East Africa" (2007-2011).

At the national level, COTU is actively participating in tripartite labour institutions representing the interests of their members. This concerns the Labour Advisory Board, the general Wage Board and the 13 sector-based Wages Councils, the National Social Security Authority, the National Social and Economic Council, the national AIDS control council, the Global Fund for HIV/AIDS.

The national trade union centre is clearly recognised by the government. COTU is very active on labour issues at sector and worksite-levels by assisting the affiliated unions who enjoy the bargaining powers according to the labour laws in Kenya. COTU, on the other hand, comments on the on-going legislation process and submits alternative proposals at tripartite meeting and in the media as well. Hereby COTU secures adequate and effective representation in bodies dealing with labour and employment policies and legislation. COTU promotes trade unions as organisations that make a difference for their members.

The COTU has made efforts to strengthen their internal cohesion and structures in order to respond to current pressures in the labour market that have led to a decline in their membership numbers. The LO/FTF Council and COTU have since 2004 collaborated on avoiding duplication of BSPS activities. For instance in terms of social dialogue, the BSPS programme has so far focused on national social dialogue mechanisms in the labour market, while this project focuses on the regional and local levels in the affiliated unions.

As programme activities, COTU has established eight networks of trainers where every region has a network of trainers, even though it originally was planned to be only two regional networks. COTU managed to train around 1000 shop stewards etc. in each quarter in 2010, with around a 40% participation of women.

In 2009 and 2010 COTU has developed manuals on elementary, intermediate and advanced level covering topics that were agreed during the trainers planning meetings.

It is obvious that the many activities have strengthened the capacity on a decentralised level in the affiliate levels, and strengthened the democratic and communication ties between COTU and the union representatives. Recruiting and mobilisation of members on shop level has been enhanced and COTU continues to raise incipient awareness on the common market protocol.

Furthermore, the networks have been an important tool for campaigning to the referendum of the constitution. Several of the trainer networks have been used actively in campaigning for the referendum in the democratic referendum process of the new constitution. Here, COTU has demonstrated capability of participating in political debates, i.e. argue for a particular point of view in the democratic process. This is in part due to their eight new networks.

The collaboration with LO/FTF Council has attracted attention on the political level in COTU and amongst its affiliated unions, which has shown a clear approval and appreciation of the project.

In the external evaluation conducted in 2010, it was found by the external consultant that COTU has achieved the following impact:

- Successful establishment and running of eight inter union networks instead of the originally planned two trainer networks;
- Influence and social dialogue with local communities and authorities to mediate conflicts and tensions in the post-election era;
- COTU is now considered a stable, influential and visible national centre in Kenya with a relative organisational, political and financial sustainability.

### **Future interventions**

From the outset, the overall objective of the future collaboration with COTU is to continue strengthening the strategic capacity and internal democratic structures of COTU and its affiliates.

The 1<sup>st</sup> strategic area of intervention is to strengthen the capacity of COTU to feed information and collected data into the regular bargaining and negotiations on employment terms and working conditions at the workplaces. Through training of trainers, COTU will actively promote decent work and employment among affiliates in all parts of the country.

The 2<sup>nd</sup> strategic area of intervention is to strengthen the negotiation capacity for leadership at national level. Despite extensive and highly institutionalized tri-partite structures in Kenya, the social dialogue is not given a very high priority by the ministry of Labour. Going hand in hand with efforts to lobby for a stronger political priority to the 3-partite structures, there is a need for COTU to strengthen its capacity to represent organized labour in the same.

The 3<sup>rd</sup> strategic area is EAC. On a regional level, COTU is recognised as one of the forefront organisations in promoting the regional EAC agenda to ensure that decent work agenda is integrated in the EAC. Ignorance and lack of information about EAC is one of the biggest problems in Kenya. Therefore, as a point of departure, COTU will intensify its lobby and advocacy of decent work agenda in EAC at national level. An important strategic intervention for COTU is to lobby the

national government-led delegation to EAC in discussing decent work and employment issues before participating in the regular Council of Minister meetings in Arusha.

To support the national lobby of the EAC delegation to the EAC, COTU will conduct a parallel sensitising campaign in Kenya and produce simplified versions of EAC protocol (in Kiswahili). The ambition is to sensitize its members and social partners (incl. EAC delegation members) about prospects, challenges and basic information about the EAC common market protocol.

Finally, the 4<sup>th</sup> area of intervention is to discuss the challenge from the majority of the workforce within the informal economy, and clarify the future role and strategy of COTU vis-à-vis the most marginalised part of the labour market.

### **Target Group**

The direct recipients are around 1,700 elected leaders, trainers, office bearers, shop stewards and other labour activists (including selected informal economy workers).

The intended beneficiaries are 1,3 mill. workers organised by COTU affiliated unions.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - COTU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objective</b>	<b>Key indicators</b>	<b>Means of Verification</b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	<p>2 national campaigns on the implementation of key issues under the decent work agenda have reached national media.</p> <p>COTU carries out regular training of trainers and 30% of its shop stewards.</p> <p>At least 25 new collective agreements on improved working conditions are negotiated and agreed upon through local social dialogue at the workplaces.</p> <p>Workers in informal employment have improved access to social security and/or other basic services.</p> <p>2 national employment policies reflect trade union priorities.</p>	<p>TV/radio/-press clippings</p> <p>Annual/quarterly reports</p> <p>Monitoring reports/- and files with CBA's</p> <p>National legislation and monitoring reports</p> <p>Copies of national policies</p>

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted	<p><u>Strategic planning:</u></p> <p>6.9    1 Workshop on strategy on how to reach out to Informal economy</p>



<p><b>Output no. 7:</b> Research capacity on decent work has been strengthened in trade unions with a particular focus on decent employment (youth/women)</p>	<p><u>Research:</u></p> <p>7.1 Building a network of researchers (meetings) 7.2 Collect research and statistical data</p>
<p><b>Output no. 9:</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level</p>	<p><u>Negotiation:</u></p> <p>9.3. 2 Training workshops for national negotiators 9.4. Pilot projects for negotiators</p>
<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues);</p>	<p><u>Joint statements for lobbying:</u></p> <p>10.2. 1 Workshop on bipartite/tripartite strategies (women/youth employment) 10.6. 1 Workshop to prepare campaign works 10.7. Pilot campaigns on selected topics</p> <p><u>EAC:</u></p> <p>10.9 Produce materials on EAC 10.10 National stakeholder conferences on EAC</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues;</p>	<p><u>Consolidating trainer networks:</u></p> <p>11.3 Collect/reproduce materials 11.7 Refresher course for trainers; 11.8 40 1-days trainer workshops (for regional trainer networks); 11.10 Regional network 1-day meetings in 8 regions 11.12 1 National trainer conference</p>

<p><b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/-financial providers.</p>	<p><u>Lobbying capacity on Informal economy :</u></p> <p>14.1 Collect/disseminate IE materials on training/finance provision 14.4 Sensitisation visits in pilot areas</p>
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### Tentative Implementation Plan: COTU - 2011 – 2013

Component East Africa COTU	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>	6.10 1 Workshop on strategy to research out to Informal economy		x						
<b>Output 7</b>	7.1 Building a network of researchers	x							
	7.2 Research collection/Surveys	x	x						
<b>Output 9</b>	9.3 Training of negotiators (intermediate/advanced)				x		x		
	9.4 Pilot projects for negotiators			x					
<b>Output 10</b>	10.2 Workshop on Bipartite/tripartite strategies					x			
	10.6 Workshops to prepare campaign works	x							
	10.7 Pilot campaign activities (implementation)				x	x			
	10.9 Produce materials on EAC		x						
	10.10 National stakeholders conferences on EAC			x					

<b>Output 11</b>	11.3 Collect/reproduce materials on specialised topics	x							
	11.7 Re-fresher course for master trainers		x						
	11.8 40 1-days trainer workshops (for regional trainer networks);		x	x	x	x	x	x	x
	11.10 Regional networking meetings		x	x	x	x	x	x	x
	11.12 2-days National trainer conference								x
<b>Output 14</b>	14.1 Collect/disseminate IE materials on training/finance provision					x	x		
	14.4 Sensitisation visits in pilot areas						x	x	X

**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>COTU from 0- 5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	5
Transparent and democratic nomination of candidates for elections at all levels of the organisation	4
Communication to members of new political initiatives through newsletters, committees, local offices etc	4
A high level of members participating in meetings and activities of the organisation	4
Systematic training programme implemented	5
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	5
The organisation is recognized and represented in a wide range of tripartite bodies	5
The organisation elaborates policies and programmes of action, published in national or local media	5
The organisation is forming alliances with other organisations within civil society	3
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	5
Competences and division of labour between different levels in the organisation are clear and respected	5
A well developed and up-to-date membership database	4
Established local structures nation-wide	5
The organisation keeps track record of trainers in affiliated organisations	5
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	4
Number of dues paying organisations/affiliates are increasing	4
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	4
Clear procedures regarding management and control of economic resources has been decided	
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	

The political sustainability is high in COTU. The national centre is very active on labour issues and clearly recognised by the government. This was recently confirmed by their successful lobbying for a new Kenyan constitution in the beginning of 2010. Here, COTU continued with advocating for - and participated in - the “yes”- campaign for the new constitution.

Another example is that COTU comments on the on going legislation process and come up with alternative proposals at tripartite meetings and in the media as well. Hereby COTU secures adequate and effective representation in bodies dealing with labour and employment policies and legislation (see annex on tripartite representation).

On the organisational sustainability, COTU carries credibility due to its organisational infrastructure all over the country with over one million members. The organisation plays also an important facilitating role in the union negotiations on CBA's e.g. provides advice to the affiliated unions when the negotiations are deadlocked or even as a direct part in grievance handling cases in the industrial court. In terms of organisational sustainability, COTU prioritises the internal education system as a means to provide services to its affiliated unions and thereby influencing the capacity development of the lowest layers in the affiliated unions. This has improved over the last three years, and affiliated unions have expressed need for more training of trainers from COTU, while selected unions have agreed to co-fund the actual shop steward training activities themselves. This has a positive effect on the financial sustainability as well.

In this respect, it should be noted that although COTU is a large national centre, the membership has been declining due to membership fluctuations in the affiliates, non/late payment of membership dues by some affiliates or even withdrawal by some affiliates from COTU. COTU is investigating different education models on how to create external seminar income generation from the Tom Mboyo college (COTU) as a means to strengthen the financial and organisational sustainability.

### **Exit Strategies**

In terms of exit strategies, however, COTU is in a situation where continued technical capacity building is needed to consolidate its national representation in various tripartite/bipartite boards to promote the decent work and employment agendas. This programme is designed with a development objective for a four-year period, but it should be anticipated that between 4-6 years of assistance will be needed to secure a competent and influential role of COTU nationally – but especially regionally in the EAC.

## **B. Partner presentation – Kenyan National Union of Teachers (KNUT)**

The Kenyan National Union of Teachers (KNUT) was established in 1959, and represents over 200,000 teachers working in about 19,000 primary and post-primary institutions.

KNUT is one the largest trade unions in East Africa and is a significant contributor to the democratic development of civil society in Kenya. KNUT is recognized by the government as a social partner and is currently struggling to improve the salary and the working conditions for the teachers. At the same time, KNUT is an acknowledged partner in the development of the education sector in Kenya.

### **Objectives**

The overall objective of KNUT is to unite teachers of all grades for quality service, socio economic improvement and professional advancement and strengthen their bargaining power, and promote quality education.

### **Structures**

The KNUT constitution secures democratic elections. Regular elections of union representatives at all levels of the organizations are conducted. The members pay 2% of their basic salary as membership dues.

At national level, KNUT has a well-staffed National Secretariat lead by a full time elected Steering Committee consisting of 8 members, headed by the Secretary General.

The 34 NEC members are elected by the union members who are organised in approximately 150 branches headed by an executive. The branches have offices and full time employees. All educational institutions have School Representatives (SR) (in total about 19.000) elected by the teachers/members of the schools or institutions. The SRs are trained at introduction courses and later at 2-days workshops.

KNUT is a recognised social partner by central authorities, and has been invited to state its recommendations to the Educational Task Force to the Ministry of Education to review all Kenyan educational acts and policies.

## **C. Previous experiences and future interventions**

The cooperation between KNUT and the Danish Union of Teachers has been the backbone of the regional teachers' collaboration in East Africa. Due to its sizable membership and years of experiences with the school representative system, KNUT has over the years provided its best practices and lessons learned to the other teachers' organisations.

As a result of previous years of support to KNUT, the teacher's organisation has now strengthened its capacity and is now considered a legitimate and publicly recognised teachers organisation in

Kenya.

One of the major achievements of previous years of financial support to KNUT is the establishment and consolidation of the school representative system in KNUT. Today, branches has now to a large extent taken over the training of the School Representatives, using the branch trainers and staff as trainers, but also included other branch leaders as trainers. This decentralization of training is yet another step forward towards self-reliance, financially and in respect of human resources.

As a means to provide best practices and lessons learned to other teachers' organisations, KNUT has also provided services to Tanzanians Teachers Union (TTU) and ZATU with the result that both organisations have changed their structures and adopted the School Representative (SR) system with one SR elected at each school. The KNUT project coordinator has trained the TTU trainers and has revised the TTU training manual in close cooperation with the TTU project coordinator. This south – south cooperation is an important development and link up to the regional FEATU cooperation between the teachers union in East Africa.

In this respect, KNUT has been playing a chair a major role forming and enlarging the regional body Forum for East Africa Teachers Unions (FEATU). During 2007 – 2010, KNUT chaired the Forum and included the teachers unions from Burundi and Rwanda.

### **Future intervention**

On the basis of recent needs assessments and consultations with KNUT in 2010, it was clear that the **1<sup>st</sup> strategic area** of intervention provide technical assistance initiate organisational changes within KNUT and its implementation management.

To make this possible, local external resource persons will be assigned to assess and provide IT solutions to KNUT to develop appropriate IT and internal communication processes within its headquarter and to its district offices. This will allow for KNUT to continue with training and information to all school representatives more effectively and faster.

### **Target group**

The direct recipients are 30 elected leadership in KNUT.

The intended beneficiaries are 200,000 public teachers organised by KNUT, and potential non-members in the private schools.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - KNUT**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b><i>Immediate Objectives</i></b>	<b><i>Key Indicators</i></b>	<b><i>Means of Verification</i></b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	KNUT is able to sustain the continued training of trainers and school representatives (shop stewards) from at least 16,000 public schools.	Monitoring reports  Minutes from meetings
<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>	
<b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted;	<u>Strategic planning and organisational development</u>  6.5. Strategic assistance on IT development processes at headquarter level as part of organisational changes on “Implementation management”  6.6. Meetings on financial/organisational management in headquarter	



**Tentative implementation Plan: KNUT - 2011 – 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.5 Strategic assistance on IT development process;		x	x	x	x			
	6.6 Meetings on financial/organisational management		x			x			

**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<i>KNUT From 0- 5</i>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>3</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>3,2</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>3,4</b>
A high level of members participating in meetings and activities of the organisation	<b>5</b>
Systematic training programme implemented	<b>4</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>4,1</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>4,5</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>3,5</b>
The organisation is forming alliances with other organisations within civil society	<b>3</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>3</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>2</b>
A well developed and up-to-date membership database	<b>2</b>
Established local structures nation-wide	<b>4</b>
The organisation keeps track record of trainers in affiliated organisations	<b>3.5</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>4.6</b>
Number of dues paying organisations/affiliates are increasing	<b>4</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>1,5</b>
Clear procedures regarding management and control of economic resources has been decided	<b>3</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>2</b>

As one of the most well-consolidated unions in Africa, KNUT enjoys a large infrastructure due to its membership of 200,000 teachers working in over 19,000 schools country-wide. This infrastructures allows for an effective communication channel between central head quarter to district levels

Over the years, KNUT has received technical and financial support to build up democratic structures and a system with school representatives on each public school. Allegedly, KNUT is considered one of the strongest trade union organisations in Africa and thus plays an important role in the Kenyan society as well as the sub-region.

At the same time, KNUT is working on developing its central administrative capacity further in order to be able to maintain and service its union school representatives as well as retaining its influential position in the Kenyan society.

The DLF and LO/TF Council would like to support the role of KNUT through this programme. It is expected that this support is planned to be phased out within the next 4 year period.

## **B. Partner presentation – Amalgamated Union of Kenyan Metal Workers (AUKMW)**

The Amalgamated Union of Kenyan Metal Workers was originally established in 1962, and organises approx. 25,000 paid up metal workers (a potential of 100,000 workers).

### **Objectives**

The mission of AUKMW is to regulate and improve relations between employees and employers engaged in the trades (sectors) and industries where AUKMW is represented. The industrial union represents workers in the following sub-sectors:

- Motor Trade Groups
- Electrical and electronics Trades.
- Tyre manufacturing and retreading group
- Battery Manufacturing Group and
- Allied industries to the metal trade

Generally, the aim is to improve the economic and social conditions of all members of the union in all parts of Kenya and to obtain just fair and proper rates of wages and other conditions of employment to negotiate. Another priority is to improve the settlement of disputes that may arise between employers and employees and employees and employees through conciliation, arbitration or otherwise and generally to safeguard interest of members.

### **Structures**

The DELEGATES CONFERENCE is the supreme authority of the Union which is normally held once after every five years at such time and place as may be decided by the Central Council. It elects the National officers when such elections are due normally once every five years

The CENTRAL COUNCIL is the governing body of the Union. Members of the Central Council include two branch representatives drawn from the existing branch officials among others.

The Central Council shall be responsible for the direction of the Executive Committee and National officers. The Central Council meets at least once in every six months.

The EXECUTIVE COMMITTEE is responsible for day to day management of the affairs of the Union and shall exercise control over the individual officers of the Union. It fixes salaries and terms and conditions of employment for full time officers, part-time officers and Area Secretaries. The Executive Committee shall meet at least once every month.

The daily union affairs are manned by the General Secretary assisted by Deputy General Secretary, Assistant General Secretary and other support staff based in headquarters in Nairobi.

At the BRANCH level, AUKMW currently has 11 (eleven) branches scattered in some major towns within Kenya. It conducts its business independently without any interference from the headquarters. Branches also conduct members' general meetings to elect branch officers when such elections are due once every five years.

On national level, AUKMW is affiliated to COTU-Kenya, and globally to the International Metal Workers Federation (IMF).

### **C. Previous experiences and future interventions**

This is a new collaboration between AUKMW, Danish Metal and LO/FTF Council. Needs assessment consultations have, however, been held between AUKMW, LO/FTF Council and COTU to discuss the needs and priorities of AUKMW.

As part of the training-of-trainer networks by COTU in Kenya, AUKMW representatives have participated in the training-of-trainer networks that COTU established in 8 regions. Some of COTU's most experienced trainers come from AUKMW.

One of the major priorities that have been raised by AUKMW subsequently is to provide more knowledge to their trade union representatives and workers on labour rights pertaining to occupational health and safety in the industrial sites in Kenya.

This collaboration between Danish Metal and AUKMW is a concrete result of the information flow and synergy effects in COTU and its affiliated unions. The project collaboration between HK/Industry, UNI/Graphical and KUPRIPUPA in Kenya in reality provided COTU with information on a series of OHS tools, materials and strategic OHS approaches made available for all affiliated unions. That has now been requested by AUKMW for further adaptation.

This development is also the result of a strong "peer-feeling" amongst trade unions in East Africa. AUKMW is a good example of how synergy effects can be created from previous project collaboration with KUPRIPUPA and TUICO, who have taken up the responsibility to share experiences on OHS and make best practices available to other trade unions. TUICO has agreed to participate as a regional resource organisation and assist AUKMW with the below activities. This was one of the intended impact results produced by the current programme in East Africa.

### **Future interventions**

In brief, the keyword for the future activities is OHS capacity strengthening. This project collaboration will build on the OHS achievements made by TUICO in Tanzania and adapt them to the Kenyan context. It is the ambition to strengthen the organisational as well as technical OHS capacity within AUKMW particularly at regional levels in order to support safety representatives participating in joint safety committees at company sites.

The **1<sup>st</sup> strategic area** is to develop an OHS policy. A task force consisting of AUKMW leaders and regional coordinators will be responsible for developing a draft policy for adaptation in the organisation. The task force is further foreseen to be string holder in implementing the activities and secure coordination between OHS and education departments.

The **2<sup>nd</sup> strategic area** is to train regional co-ordinators who will constitute the core capacity of AUKMW to provide assistance and advice to safety representatives and activists at the workplace level. As this is a pilot phase, not all regions will be represented during the first two years. Also, the project will facilitate advanced OHS training for selected regional coordinators focussing on cost-benefit analysis and economic projections on OHS preventions.

The **3<sup>rd</sup> strategic area** is to initiate the formation of joint safety committees at approx. 50 identified workplaces. In the next phase, it is expected that these at that time “old” workplaces, will be revisited again.

Technical assistance and advisory service will be provided partly from international resource organisations like the Danish Metal, Denmark and the TUICO from Tanzania on short-term basis. Both organisations have substantial experiences in advising on prospects and constraints in the field of OHS at workplace levels, trade unionism and international/regional best practices on OHS and HIV/AIDS. In concrete terms, they will provide assistance on needs assessment, training seminars, and customisation of OHS committee models for safety committees.

During this project collaboration, the LO/FTF Council, Arusha sub-regional office will be responsible for technical and administrative back-stopping, and contribute to the implementation planning as well as ensure project cycle management and administration.

### **Target group**

The direct recipients are 3,000 elected leaders, trainers, regional coordinators, safety representatives and labour activists - incl. employer representatives at the workplaces.

The intended beneficiaries are 25,000 members and potential members of AUKMW.

**D. Logical Framework Approach (LFA) - AUKMW**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b><i>Immediate Objectives</i></b>	<b><i>Key Indicators</i></b>	<b><i>Means of Verification</i></b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	At least 25 new local agreements and workplace policies on improved occupational safety and health conditions are negotiated and agreed upon through local social dialogue at the workplaces.	Monitoring reports  Statistical records on safety committees and CBA

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 8:</b>  Policies have been developed by trade unions on the promotion of decent employment and decent working conditions.	<u>Policy development:</u>  8.16 Drafting of OHS policy paper 8.17 Consultations within AUKMW/COTU and finalising OHS policy 8.18 1 workshop to finalise policy paper
<b>Output no. 12:</b>  Branch leaders, shop stewards and school representatives (in the education sector) are capable of conducting local social dialogue about labour rights and decent work;	<u>Training on OHS:</u>  12.1. 1 workshop to introduce OHS and project implementation 12.2. 1 workshop to prepare materials for basic training 12.3. 1 seminar for basic OHS training for coordinators

	12.4. 1 seminar for advanced training for regional coordinators 12.5 Awareness raising of 30 regional secretaries 12.6 Training of 25 safety committees 12.7 25 workplace visits 12.8. 1 workshop to prepare committee model 12.9 Preparation of materials 12.10 Seminar on bipartite sector initiatives
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### Tentative Implementation Plan: AUKMW - 2011 – 2013

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 8</b>									
	8.16 Drafting of OHS policy paper		x						
	8.17 Consultations within AUKMW/COTU and finalising OHS policy		x	x					
	8.18 Workshop to finalise policy paper			x					
<b>Output 12</b>									
	12.1. 1 workshop to introduce OHS and project implementation	x							
	12.2. 1 workshop to prepare materials for basic training			x					
	12.3. 1 seminar for basic OHS training for coordinators			x					
	12.4. 1 seminar for advanced training for reg. coord.				x				
	12.5 Awareness raising of 30 regional secretaries				x				



	12.6	Training of 25 safety committees					x			
	12.7	25 workplace visits					x			
	12.8.	1 workshop to prepare committee model						x		
	12.9	Preparation of materials			x					
	12.10	Seminar on bipartite sector initiatives								x

**E. Sustainability and Exit Strategies**

<b>Dimensions of Sustainability</b>	<b>AUKMW from 0-5</b>
<b><i>Democratic dimension</i></b>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>4,5</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>4</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>2</b>
A high level of members participating in meetings and activities of the organisation	<b>3</b>
Systematic training programme implemented	<b>5</b>
<b><i>Political dimension</i></b>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>4</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>3.5</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>3</b>
The organisation is forming alliances with other organisations within civil society	<b>1</b>
<b><i>Organisational dimension</i></b>	
A clear institutional framework of the organisation	<b>4.2</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>3</b>
A well developed and up-to-date membership database	<b>2</b>
Established local structures nation-wide	<b>1</b>
The organisation keeps track record of trainers in affiliated organisations	<b>3</b>
<b><i>Financial dimension</i></b>	
Level of income from dues in balance with expenditures	<b>3</b>
Number of dues paying organisations/affiliates are increasing	<b>4</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>3</b>
Clear procedures regarding management and control of economic resources has been decided	<b>3</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>3</b>

Based on the cooperation with TUICO in Tanzania, it must be expected that the LO/FTF Council will need to provide support to AUKMW on OHS capacity over a period of five to seven years in order for the capacity and network of safety representatives to become sustainable. The collaboration is likely to continue with OHS and HIV/AIDS consolidation of regional coordinators, safety

representatives and safety committees in the workplaces.

With regard to long-term organisational sustainability, it is important to AUKMW that the linkages between the OHS department and educational department are strengthened in order to fully integrate OHS into the general training system in AUKMW after the project period. The task force should continue to secure that institutional memory and capacity stays within the OHS and Educational Departments.

To ensure sustainable impact of the programme on the prevention of occupational accidents and injuries the formation of joint health and safety committees should be institutionalised within the local agreement structures between employers and workers organisations.

As an extension of the local bi-partite cooperation on health and safety, it is expected to further promote the competence within AUKMW to engage in social dialogue with relevant employer associations to negotiate sector wide guidelines and/or produce sector-specific codes of good conduct on OHS.

## **Annex 9.d**

### **Tanzania/Zanzibar**

- A. Brief country presentation;
- B. Partner presentation of TUCTA, TTU, ZATUC and ZATU;
- C. Previous experiences and future interventions;
- D. Logical Framework Approach (LFA) and implementation plans;
- E. Sustainability and exit strategy.

## **A. Brief country presentation**

### *A.1. Tanzania.*

#### **The political situation**

Tanzania's president, Jakaya Kikwete, has recently been elected to a second and last five year term. Together with the prime minister, Penda, and the rest of the cabinet, he forms the political leadership of Tanzania. The political climate in Tanzania is considered to be stable and peaceful compared to neighbouring countries.

The Tanzanian government has taken several initiatives to different reforms, e.g. Kilimo Kwanza (Agriculture First) intends to focus more on this sector in a more comprehensive way, or introduce different campaigns and awareness e.g. to reduce diseases such as malaria. However, the slow implementation of critical reform programmes has raised concerns and critics from the opposition, notably the absent initiatives to revamp public financial management, the unproductive business climate and the equitable delivery of public services. Especially the shortages of teaching and learning materials in public primary and secondary schools have been a disgrace to the government to the extent that the minister for education has publicly declared his embarrassment. The national literacy level has dropped from 80% in the 1990's to currently 68%. Among women literacy is down to 57%.

Every 5<sup>th</sup> year Tanzania runs legislative and presidential elections, with the latest election taking place in October 2010. The general opinion was that the elections overall seemed free and rather fair. President Kikwete remained in office with around 62% of the voters, down from more than 80% in 2005.

Tanzania has 18 registered parties with seven of them attending the elections in October 2010. The government party, CCM – Chama Cha Mapinduzi - has been the ruling party since independence. Before the election CCM had 88% of the members in the parliament, but lost seats and has now 75%. The main opposition parties are Chadema (Chama cha Demokrasia na Maendeleo), with 45 seats against 5 before the elections and the CUF (Civic United Front) now with 31 seats against 22 before the elections. The conclusion is that the opposition parties now enjoy more influence compared to previous elections. However, they still do not have more than 25% of all members in parliament. Although the opposition is a small minority, the opposition has had an increasing impact on the political system and also enjoys attention in the media when raising discussions and questions in the parliament and publicly.

The government and the president has been criticised for not fighting the growing problem of corruption in Tanzania. Police forces and the judiciary in Tanzania are among the 10 most corrupt institutions in East Africa. According to recent reporting, funds allocated by the government as allowances cost the nation a fortune. Although records shows that allowances, per diem etc. for public servants have tripled during the last eight years, only few cases has been exposed and subsequently convicted. Recently, the CCM suspended some of its leaders on corruption allegation up to the election, and this may be the first signs of a ruling party taking corruption seriously.

The Tanzanian government expects that the common market in EAC - like the four other countries in EAC - shall contribute to economic development within the region and extend the trade relations between Tanzania and the other countries in the region. However, the general Tanzanian population lacks detailed knowledge on EAC topics and perspectives. The non-tariff barriers are still a problem for the entrepreneurs. The implementation and harmonisation of different policies has just been initiated, and is likely to cause great challenges in the coming years. In Tanzania, the free movement of labour in the region is likely to increase the fear for labour migration to Tanzania by well-qualified and well-educated Kenyans. The Tanzanian labour regime is restrictive, and the government has decided to only gradually open up to its labour market for free movement of labour from other EAC countries (many sectors are restricted for a specific period of time).

### The economic situation

Tanzania has made significant progress over the past two decades in terms of achieving and maintaining macro-economic stability. Tanzania is slowly becoming one of the best performers in Sub-Saharan Africa with an economic growth rate around 7 percent since 2000.

The inflation rate was single-digit levels throughout the last decade. Inflation averaged 5.8% from 2003-07 although it accelerated due to high international oil and food prices, and reached 10.7% mid 2009. With the recent drought and food crisis in Tanzania, it is expected that inflation will fall back to single digits in 2010.

The agriculture sector is the main sector with up to 80% of the workforce employed. However, the agricultural sector only grew by 2,7% in 2008 and 4,6% in 2009. The rural economy accounts for about 27 percent of Tanzania's overall gross domestic product (GDP).

Although the agriculture has remained the dominant activity, the overall economy has increasingly become diversified. In 2005-2009, the industry had an average growth rate of 18,42%, while the communication industry grew more than 20% (its contribution to the economy was only around 2%).

Around 30% of the government budget is funded by external donors. The budget (4,7 billion TSH) in 2010/2011 is a stimulus budget as the government tries to restore the economic growth after the crisis. The budget was announced three months before the elections. The four top priority sector allocations are education, infrastructure, health and agriculture.

	<b>Yr 2009</b>
Population, total (millions)	42.5
Population growth (annual %)	2.9
GDP (current US\$) (billions)	20.5
GDP per capita (current US\$)	496
GDP growth (annual %)	7.5
Life expectancy at birth, total (years)	55.6

Mortality rate, infant (per 1,000 live births)	66.8
Literacy rate, youth female (% of females ages 15-24)	76.3
Prevalence of HIV, total (% of population ages 15-49)	6.2

(Source: World Development Indicators, World Bank)

## The Labour Market

The labour market in Tanzania is dominated by a large informal economy and the largest agriculture sector in East Africa. Around 22 million Tanzanians are economically active in the labour market. 75% of those employed are working in small farms and 800,000 people join the workforce each year. The Tanzanian official statistics refer to an unemployment rate of 12%, while the informal sector is the major employer in Tanzania accounting nearly about 88-90% of the total labour force. In Dar es Salaam, 31% were unemployed and unemployment is especially high amongst young people.

Despite the high rate of economic growth in recent years, poverty is still pervasive in Tanzania. The robust economic growth rates listed above have unfortunately not translated into a corresponding improvement of quality of life and social well-being for millions of citizens.

The persistently high population growth rate (approx. 3% p.a.) also poses a significant challenge. About 50% of the Tanzanian population is 15 years or younger, which increases the dependency burden and creates youth un-employment. The working force is not very well-educated and there is a lack of different educated staff such as teachers, health-care professionals, accountants etc.

Apart from the Ministry of Labour, youth and sports development and the labour court, the three most important labour market institutions are:

- LESCO (Labour, Economic and Social Council)
- CMA (Commission for Mediation and Arbitration)
- Sectoral Wage Boards

The LESCO<sup>32</sup> advises the Government through the Ministry on different matters such as measures to promote economic growth and social equity, and any significant changes to social and economic policy before it is submitted to cabinet. LESCO advises the Minister on e.g. national labour market policy, any proposed labour law before it is submitted to cabinet; as well as collection and compilation of information and statistics relating to the administration of the labour laws.

The LESCO has not been given proper priority by the Ministry of Labour, and the minimum wage setting processes have been almost chaotic. Despite lack of political priority and generally ineffective and understaffed secretariats, the national tripartite bodies nevertheless define the principles for social dialogue.

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<sup>32</sup> LESCO consists of an independent chairperson and sixteen members all appointed by the Minister which represent the interest of the Government, employers, employees; and four members appointed because of their expertise.

The CMA, Commission for Mediation and Arbitration, is an independent department of Government. The functions of the Commission are: (a) to mediate any dispute referred to the Commission in terms of any labour laws (b) to arbitrate any dispute referred to the Commission in terms of any labour laws, if the parties to the dispute agree to arbitration or the Labour Court refers a dispute.

The members of the Wage Boards are appointed by the Minister in consultation with LESCO. The functions of the Wage Boards are to: (a) conduct an investigation on a minimum remuneration and other conditions of employment; (b) promote collective bargaining between registered trade unions, employers and registered employer's associations, and (c) recommend to the Minister on minimum wages and conditions of employment. There has been established 8 different wage boards.<sup>33</sup>

In recent years, the CMA has proven to work effectively, while the other two tripartite bodies have been criticised for conducting few meetings and generally not providing an effective institutional framework for social dialogue. In November 2010, however, TUCTA witnessed a small improvement in the LESCO and wage boards.

## A.2. Zanzibar

### **The political situation**

Zanzibar is part of the United Republic of Tanzania. Under the constitution of the United Republic of Tanzania, Zanzibar maintains its own autonomous government. The government consists of a President, a Chief Minister, Cabinet (Revolutionary Council), Parliament, (the House of Representatives) and the Judiciary. The Government of Zanzibar is fully responsible for managing the entire socioeconomic development of her people.

The former President of Zanzibar Dr. Aman Abeid Karume met with chief opposition leader Mr. Seif Sharif Hamad at Zanzibar State House in October 2009. This meeting substantially watered down the political animosity in Zanzibar. In 2006, CCM won government power by a small margin and left the opposition party with no real influence.

In July 2010, a referendum was conducted with 67% voting yes to a coalition government (government of national unity) and the plans to run presidential/parliamentary elections later on in 2010. The CCM presidential candidate Ali Mohammed Shein won the presidential elections with 50,1% to CCM against 49,1% to his CUF's rival, Seif Sharif Hamad, who is now 1<sup>st</sup> vice President on Zanzibar. The elections were found calm and smooth in Zanzibar, and one of reasons for the calm elections was due to the early introduction of the government of national unity in Zanzibar.

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<sup>33</sup> Sectors such as Domestic Service, Private Security, Agriculture, Mining, Health etc.



## **The economic situation**

On Zanzibar, the agriculture still considered the largest sector although tourism is a major foreign currency earner. The overall rate of growth rate of this sector has been estimated at 9-10 %. Currently, tourism contributed about 22% of GDP and about 80% of the government's revenue.

In 2007, the total working force was 513,032 persons (including the agriculture sector) who were found to be economically active. On average, the total number of (paid) employees increased from 38,000 in 2006 to 43,000 in 2007 which constitutes an increase of 12.5%. In the government sector, the number of employees increased from 26,701 employees in 2006 to 29,562 employees in 2007.

## **B. Partner presentation – TUCTA**

The national trade union centre in Tanzania is The Trade Union Congress of Tanzania (TUCTA), which was established in 2001 under the Trade Unions Act of 1998. Historically, TUCTA has been closely aligned with government and the ruling party, CCM until the beginning of the 1990s, where greater autonomy for the trade union movement was introduced.

For a year, TUCTA has been run by a non-elected secretary general until a congress is conducted. A lawsuit has been filed against TUCTA by the former secretary general.

## **Organisational structures**

Below are the structures with its constitutional bodies:

### **a. CONGRESS:**

This is the highest level of the federation that meets every 2 ½ years. The roles of congress are among others to: adopt policies and plans of TUCTA, and review resolution and recommendation of congress and elect top leadership.

### **b. GENERAL COUNCIL**

The members, which meets once a year, are the president, deputy secretary general and all members of the national executive plus all national women committee leaders from affiliates, representatives according to proportion (500 – 5000 – 1 representative; 5001 – 10000 – 2 contd. to 100001 + with 16 representatives). They are responsible among others to adopt TUCTA policies after approval from NEC, to resolve grievances in the federation and to adopt auditor's reports and budget.

### **c. THE NATIONAL EXECUTIVE COMMITTEE (NEC)**

This constitutional structure comprises of 45 members. The role of the NEC is, amongst others, to be responsible for policy making and to coordinate national level activities. NEC meets twice a year.

#### d. EXECUTIVE BOARD

Composition: general secretary, deputy general secretary, treasurer, all general secretaries. Their roles are to prepare agenda and proceedings for the executive committee, oversee the report of the secretariats and approve them, day to day observe of technical responsibility of the secretariat of TUCTA, responsible for setting negotiations in the federation when necessary. Furthermore, it links the NEC with the unions.

#### e. REGIONAL COMMITTEES

Some of the important assignments are to implement directives from TUCTA at regional level and sensitize members to join trade unions, to coordinate campaigns, ceremonies, solidarity action at regional level and to provide training information, capacity and employment.

### Affiliates and membership

TUCTA has around 400.000 members spread on 14 affiliates with an organisational rate of 11% according to estimates from baseline studies from 2008 (403,838 members of potential membership of 3,475,095 million workers employed in the formal public and private sectors in 2008). 1/3 of TUCTA total membership is organised by the Tanzania Teacher Union (TTU/CWT), which is probably the strongest trade union in Tanzania. Together with the trade unions for government workers (TUGHE) and local government workers (TALGWU), they represent more than 50% of the total membership even though the private sector is much bigger than the public sector.

Below is a breakdown of the membership size as per June, 2008:

S/N	UNION	MEMBERS	%
1	CHODAWU Conservation, Hotel Domestic and Allied Workers Union	22,048	5.4
2	COTWU(T) Communication Transport Workers Union of Tanzania	4,890	1.2
3	CWT/TTU Tanzania Teachers Union/ Chama cha Waalimu Tanzania	148,120	36.7
4	DOWUTA Dock Workers Union of Tanzania	2,500	0.6
5	RAAWU Researchers, Academician and Allied Workers Union	10,686	2.6
6	TALGWU Tanzania Local Government Workers Union	54,992	13.6
7	TAMICO Tanzania Mines, Energy and Construction Workers Union	8,301	2.1
8	TASU Tanzania Seafarers Union	503	0.1
9	TEWUTA Telecommunication Workers Union of Tanzania	1,580	0.4
10	TPAWU Tanzania Plantation and Agricultural Workers Union	37,272	9.2
11	TRAWU Tanzania Railways Workers Union	9,242	2.2
12	TUGHE Trade Union of Government and Health Workers	51,480	12.7
13	TUICO Tanzania Union of Industrial and Commercial Workers	51,820	12.8
14	TUJ Tanzania Union of Journalism	502	0.1
	<b>TOTAL</b>	<b>403,838</b>	<b>100</b>

The subscription fees to TUCTA are only paid partly from the affiliates. TUCTA does not receive information on the subscription fee collected by the affiliated unions, and therefore TUCTA has had difficulties claiming the 5% share for the national centre. Recently, TUCTA started to collect contributions on behalf of two affiliated unions directly from the source (employer). At present only some of the unions pay their contribution to TUCTA on a continuous basis.

According to figures from 2009, approx. 90% of the activity budget of TUCTA is donor-funded, while TUCTA pays the basic operational costs from own sources.

## **Objectives**

According to the strategic plan the main objectives of TUCTA are:

- To guarantee, promote and protect the workers rights and liberty,
- To strive to achieve for the workers a better standard of living through improved wages and conditions of work.
- To secure the workers against sickness, unemployment, invalidity, old age, accidents and other hazards of life and work.
- To struggle for the recognition and defence of the rights of labour.
- To strengthen national institutions in conformity with the national way of life and aspirations commitment to freedom, justice and democracy.
- To work towards the realization of the hopes and aspirations of the congress and achieve its objectives through democratic processes, and within the framework of the constitutional government and concern in the welfare of the country.

Parallel to the current programme with LO/FTF Council, TUCTA has been a partner in the DANIDA-sponsored BPS I, II. The Danish government has extended its BPS III until 2013 . In the earlier phases, the LO/FTF Council provided short-term technical assistance to TUCTA particularly on team building for trade union leaders, bargaining and negotiation techniques, information and media strategies etc. This assistance was particularly requested by the then BPS advisor and Royal Danish Embassy.

At this moment in time, DANIDA is still designing the partner configuration and technical assistance of BPS 4 after 2013.

## **C. Previous experiences and future interventions**

Over the last 9 years, the LO/FTF Council support to TUCTA has been secured mainly through bilateral collaboration – and linking up to the existing BPS programme (Phase I and II) funded by the Danish Embassy in Dar Es Salaam.

With the technical assistance of the LO/FTF Council in 2006, TUCTA has now successfully ended the process of endorsing a reviewed constitution that reflects a more democratic representation system that takes into consideration the interests of unions with big membership as well as encouraging smaller unions. In all affiliates, elections were taking place on all levels from August to December 2010.

In 2008 and 2009, TUCTA has not been able to carry out project activities in large scale. Some of the reasons can be found in the un-clarified leadership situation in TUCTA, and partly because of the intense preparations and participation in the negotiations with government on minimum

wages and other topics.<sup>34</sup> In addition to this, the project-related administrative and planning capacity and priority has been low in the last 2½ years.

Recently, however, project-activities on training of trainer networks and consultations with ZATUC (after the employment issues of Tanzania was divided between the Mainland and Zanzibar in 2001) have begun to take place in 2010. Trainers have been used as organisational vehicles to discuss with labour activists and rank and file members about trade union elections, TUCTA protest action and its negotiations to improve salaries etc. Furthermore, trainers have shared experiences of negotiation skills and how to organise workers.

As a result of previous capacity development of leaders and office bearers, TUCTA is today a recognised organisation by the government and employers and represented in different tripartite bodies such as LESCO. TUCTA is well known in the media and among the members, especially due last year in connection with disputes with government on minimum salaries and taxes. TUCTA has demonstrated to the public that TUCTA can influence and change the conditions for employees through intensifying its media and advocacy work publicly. Reporting from unions find that members and non-members seem to have realized that trade unions are independent from CCM.

Furthermore, TUCTA has an institutional framework and a regional structure, which is developed and improved in the last years. In addition to this, TUCTA has access to reformed labour laws, a tripartite system and a newly developed Conciliation Mediation and Arbitration system which has settled many labour disputes in recent years.

On the other hand, there are severe problems with the daily social dialogue, especially the implementation of meetings in several tripartite bodies. The consequences are a rather weak tripartite dialogue between the government, TUCTA and the employer association. Even though LESCO is supposed to meet quarterly and the sector wage board to meet [at least yearly], they have hardly conducted any meeting in 2009 and 2010 or had any contacts with the social partners. To some extent, this is part of the reason why a protest action was called for by TUCTA early 2010.

After 3 years of support to build capacity within the TUCTA secretariat, there is still scope for further improving the efficiency of the secretariat especially when it comes to HR competences, division of labour in the headquarter as well as the day-to-day management.

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<sup>34</sup> Last year, TUCTA tried to press the government to start negotiation in the election year hoping to conduct negotiation and get a wage settlement. TUCTA criticised the low salaries to the (public) workers, the excessive taxes to workers compared with other groups and the inadequate retirements benefits paid from six pension schemes in Tanzania. They succeeded in getting negotiations and in June the minimum salary increased in the public sector with around 30% (against TUCTA-demand of around 150%) and, tax reduced by 1% and the government has promised to set up an expert committee to scrutinise the pension's schemes. It may be difficult to evaluate the result, but TUCTA involved the media in a very active way. A remarkable experience is that TUCTA and the trade union movement now are well-known by the workers and they have tried to do something for the members. Part of TUCTA's argumentation to increase the salaries for workers (about allowances, limited tax base (only workers in formal sector)) was supported by broader stakeholders and groups in Tanzania.

## **Future interventions**

On the basis of recent needs assessments and consultations with TUCTA in 2010, it was clear that the **1<sup>st</sup> strategic area** is to prioritise collective bargaining and central/de-central negotiations as a means to secure the decent employment and salaries and retain quality jobs for Tanzanian workers.

To make this possible, it is important to improve the negotiation skills amongst trade union leaders in the private and public sectors to influence the bargaining and negotiation cultures amongst private and public employers to prioritise to retain employment and/or create quality jobs.

In the private sector, the strategy is to focus on the negotiations at the central LESCO and its different wage boards. In the public sector, however, the objective is to improve negotiation skills and techniques at public negotiation machineries and joint staff councils, and thereby improve the working conditions and terms of employment for public employees.

As a point of departure, LO/FTF Council and resource persons will provide technical assistance and best practices on collective and local bargaining skills from other countries together with more detailed and evidence-based statistical data and research to improve the basis for negotiations.

Following this, a range of training workshops will take place for union negotiators and trainers to strengthen the internal training structures and to trickle down the decent work agenda to sector wide and local negotiations.

A special effort will be made to utilise the already existing trainer structures within TUCTA as a means to consolidate the organisational sustainability of TUCTA in future – as well as tie-in with the current DANIDA funded BSPS-programme and the foreseen team of international resource persons to build synergy and secure a stronger replication of training activities than it is possible to provide funding for under this programme.

The **2<sup>nd</sup> strategic area** concerns the EAC common market protocol and its harmonisation of labour laws, educational qualifications, social security etc. In Tanzania, it will be important for TUCTA to sensitise its membership about the prospects and challenges related to the regional integration in EAC. Apart from research and simplified materials on EAC, TUCTA will conduct a range of internal EAC forum meetings and hold stakeholder meetings with a view to raise awareness in the national delegation to EAC about the need to include decent work and employment agendas at the EAC council of minister meetings.

This national sensitization campaign on EAC will be conducted in close liaison with the sub-regional EATUC and its regional campaigning activities.

**Target Group**

The direct recipients are around 1,600 elected leadership, trainers, shop stewards and other labour activists.

The intended beneficiaries are 400.000 workers organised by TUCTA affiliated unions.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - TUCTA**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objectives</b>	<b>Key Indicators</b>	<b>Means of Verification</b>
<p><b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.</p>	<p>1 nation-wide campaign on the implementation of key issues under the decent work agenda and the regional EAC has reached national media.</p> <p>TUCTA carried out regular training of negotiators and shop stewards.</p> <p>At least 2 collective negotiations and agreements on improved working conditions have been negotiated and agreed upon through central and sectoral boards.</p> <p>National employment policies reflect the priorities of TUCTA.</p>	<p>TV/radio/-press clippings</p> <p>Annual/quarterly reports</p> <p>Monitoring reports/- and files with CBA's</p> <p>National legislation and monitoring reports, and Copies of national policies</p>

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<p><b>Output no. 7:</b> Research capacity on decent work has been strengthened in trade unions with a particular focus on decent employment (youth/women);</p>	<p><u>Research:</u></p> <p>7.1 Building a network of researchers</p> <p>7.2 Research statistical data</p>

<p><b>Output no. 9</b> Trade union leaders and negotiators are competent in negotiating and promoting the decent work agenda at national level;</p>	<p><u>Training of leadership:</u> 9.3. 2 workshops on training of negotiators (intermediate/advanced) 9.4. Pilot projects for negotiators</p>
<p><b>Output no. 10:</b> Joint statements and position papers Have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues)</p>	<p><u>Joint statement and lobbying:</u> 10.2 1 Workshop on bi/tripartite lobby strategies on the national employment plan;  <u>National lobby on EAC:</u> 10.9 Produce materials on EAC 10.10 National stakeholder conferences on EAC (contribution)</p>
<p><b>Output no. 11</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues;</p>	<p><u>Consolidating trainer networks:</u> 11.3 Collect/reproduce materials on specialised topics on labour rights, youth/women employment, local negotiations, CBA catalogue, EAC, economic literacy etc. 11.7 1 Refresher course for trainers 11.8 20 1-day trainer workshops (for regional trainer networks) 11.10 Regional network meetings in 4 regions 11.11 Awareness raising for shop stewards (follow-up)</p>



**Tentative Implementation Plan: TUCTA - 2011 – 2013**

Component East Africa	Activities	2011		2012			2013		
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 7</b>									
	7.1 Building a network of researchers	x	x						
	7.2 Research collection/Surveys	x	x						
<b>Output 9</b>									
	9.3 2 workshops for training of negotiators				x		x		
	9.4 Pilot projects for negotiators (follow-up)				x	x			
<b>Output 10</b>									
	10.2 1 Workshop on bi/tripartite lobby strategies			x					
	10.9 Produce materials on EAC protocol			x					
	10.10 National stakeholder conferences on EAC						x		
<b>Output 11</b>									
	11.3 Collect/reproduce materials	x	x						
	11.7 1 Re-fresher course for master trainers	x							
	11.8 20 1-day trainer workshops (for regional trainer networks)			x	x	x	x	x	x
	11.10 Regional networking meetings in 4 regions			x	x	x	x	x	x
	11.11 Awareness raising for shop stewards				x	x	x	x	x

**D. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>TUCTA from 0-5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	3
Transparent and democratic nomination of candidates for elections at all levels of the organisation	3.2
Communication to members of new political initiatives through newsletters, committees, local offices etc	3.6
A high level of members participating in meetings and activities of the organisation	5
Systematic training programme implemented	4.5
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	3.6
The organisation is recognized and represented in a wide range of tripartite bodies	4.5
The organisation elaborates policies and programmes of action, published in national or local media	4
The organisation is forming alliances with other organisations within civil society	4
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	4
Competences and division of labour between different levels in the organisation are clear and respected	3
A well developed and up-to-date membership database	3
Established local structures nation-wide	5
The organisation keeps track record of trainers in affiliated organisations	3
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	4
Number of dues paying organisations/affiliates are increasing	2
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	2
Clear procedures regarding management and control of economic resources has been decided	2
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	4

The financial sustainability of TUCTA relies mainly on foreign financial assistance. In an attempt to improve the financial situation, TUCTA has decided to collect membership dues from 2 affiliates directly from the source (employer) as a pilot to analyse other possible financial avenues. In addition to this, TUCTA has improved their management and business plans for their properties and real estates. In view of the coming support, TUCTA has made plans to impress on affiliated unions to co-finance training activities facilitated by TUCTA (and LO/FTF Council).

With respect to the political sustainability and ability to influence on the decision making bodies in society, a foundation for advocacy activities exists already in TUCTA. On the one hand, TUCTA is a

recognised organisation by the government and employers and represented in different tripartite bodies. On the other hand, TUCTA has become well known in the media and among the members, especially the last year after a dispute with the government on minimum salaries and taxes.

In terms of organisational sustainability, TUCTA has a country-wide institutional framework and regional structures, which are already developed and improved in the last years. In addition to this TUCTA has access to a new labour regulatory framework, a newly developed tripartite system and CMA system (mediation and arbitration system) with a high degree of settlements. Also, this programme will contribute to raise bargaining competencies of TUCTA and its affiliated unions to strengthen democratic and organisational dimension.

In terms of **exit strategies**, it is expected that LO/FTF Council will need to apply for an extension of the support to TUCTA after 2015. Once the training of trainers and negotiators gain momentum in TUCTA and its affiliated unions, it will be important to translate that capacity building and membership services into actual membership incomes. This is a long-term process that may continue over the next 5-7 years.

Similarly, the regional integration process is already gaining momentum in the region, and it is expected that Tanzania and TUCTA will play a very important role in this process together with COTU in Kenya.

## **B. Partner presentation – Tanzania Teachers Union (TTU)**

### **Objectives**

The Tanzania Teachers Union was established in 1993 and enjoys legal government recognition. TTU organizes teachers from pre-school to college level. The current membership is 171,000 out of potential membership of 210,000 in the public sector.

### **Organisational structures**

The organizational structure of TTU is as follow: The union's has a Head Office led by the General Secretary. The National Executive Council has 23 members (about 22% females and 78% males) excluding the top five. There are TTU offices in all the 21 functioning regions out of the 24 regions in Tanzania mainland, following the formation of three new regions in July 2010, that are not yet operational. There are 128 district offices. Both, the regional and the district offices are managed by permanent executive secretaries. The TTU has made a structural shift from the branch system to the school representative system following the constitutional amendment in December 2009 to abide by the requirements of the new labour law and to maximize democratic representation. In February 2010 teachers elected School Representatives at the public schools in Tanzania. 20,214 school representatives (SRs) were elected.

In 2010, TTU had its congress where the top five leaders, women teachers leadership at national level and the national council members election was accomplished. All the tree national organs of the union, i.e. the National Executive Committee, the National Council and the National Congress have their sizes increased to maximize democratic representation given the increase of the membership.

The credibility and recognition of TTU rests on its role as an institutional player in Tanzania and as a key education stakeholder and advocate for the teachers' rights. TTU is also recognised as an important stakeholder in educational development as well as a competent organisation in managing funds has increased in the government and the general public eye. Countrywide, TTU participates in commissions and committees dealing with political, social, economic and educational issues.

Over the years, TTU has positioned itself in various commissions, committees and executive boards including the White Paper National Constitution Commission, the Presidential Parastatal Sector Reform Commission (PSRC), National Advisory Council for Education to advise the minister of education and vocational training. TTU is also a member of the executive board of the National Health Insurance Fund (NHIF)

Of other important boards, TTU also sits in the Teachers Service Department (TSD), the Vocational Education and Training (VETA) Board, and is a member of the governing board of the Dar es Salaam University College of Education.

As an indicators of the national credibility of TTU is the fact that it is a member of the non-state actors committees for the programme management facilitation unit for participation in national

development policies, a Technical Team member of the national adult literacy revival programme and a member of the steering committee of the Diploma Course programme for Folk Development College Tutors run by the Institute of Adult Education, as well as a member of the Teacher Education Quality Improvement Task Force at the Ministry of Education, and a member of the High Level Negotiations Task Force for the East African Countries Common Market.

TTU is still affiliated to the national labour movement centre TUCTA although they have had controversies with TUCTA on the lack of proportional representation. The union is a member of Education International and is a valued partner in the cooperation between the East African teachers Unions. TTU currently holds the chair of the Forum for East African Teachers Unions (FEATU) - (See annex on regional teacher's network).

### **C. Previous experiences and future interventions**

The cooperation between TTU and the Danish Union of teachers started in December 1996 with implementation eye-witnessed and technically supported by Education International and Kenya National Union of Teachers from the year 1997.

As a result of previous years of support to TTU, the teacher's organisation has now strengthened its capacity and is now considered a legitimate and publicly recognised teachers organisation in Tanzania. The constructive role of TTU in influencing education policy in Tanzania has been strengthened through public stakeholder conferences held by TTU to initiate consultations with government, private employers, civil society and other interest groups. As a result, TTU has strengthened its cooperation with various NGOs and government authorities to enhance quality education in public schools.

The internal democratic sustainability of TTU has been improved through an expansion of the constitutional representation of its members and strengthening of its 21 regional offices. In addition, a major achievement has been the adoption of a School representative system (adapted from KNUT in Kenya) with more than 20.000 school representatives elected to promote decent working conditions. On a national scale, the result is that every public school in Tanzania now has an elected school representatives ('shop steward') to ensure local social dialogue with head masters in the public schools.

A good indicator of achievement of TTU's improved political influence is that formalised negotiation structures (negotiation machinery) are now discussed by TTU and government for the first time in Tanzanian history. In 2010, TTU embarked on setting up bipartite negotiation machinery on salary and working condition for the public employed teachers. Negotiations now take part through the Teachers Service Joint Staff Council which precedes negotiations at the Public Service Master Joint Staff Council where TTU also participates. These negotiations are important instruments in achieving 'quality education for all' (MDG) in Tanzania. Recently, negotiations with the ministry of Finance have also taken place on salary payment issues.

Another indicator of achievement is that the former president of the TTU was appointed Minister of Education after the general election in 2005. The leadership training from national to regional,

district and branch levels and the national and regional/district stakeholder conferences supported by DLF– LO/FTF have been instrumental to this achievement.

### **Future interventions**

Building on the achievements made by TTU through its collaboration with DLF with inspiration from KNUT in Kenya, the two partners have jointly identified the major challenges that need to be addressed in the coming years. In brief, there is a need to further consolidate the capacity of school representatives to ensure decent work on behalf of its members in public schools.

As indicated earlier, the focus on the **first strategic area** is to build on the stakeholder alliances that TTU recorded during the last three years in terms of strengthening the role of TTU as a central and legitimate social partner in the educational development in Tanzania.

Here, public stakeholder conferences and leadership training on national, regional and branch level will be conducted to ensure that social dialogue is systematically promoted and used as input to central negotiations with government. Topics related to decent work and terms of employment will be included.

A **2<sup>nd</sup> strategic area** is consolidating the internal democratic structures within TTU to promote good working relationships between school administration and teachers, and a harmonious working relationship amongst the branch leadership with

In this manner, decent work and decent employment issues are trickling down to branch and workplace levels. Effective communication channels from workplace site to national HQ in TTU will be enhanced through training-of-trainer and school representative structures. Training modules and structures for school representatives have already been developed, and are ready to be implemented during the coming two years.

### **Target group**

The direct recipients are around 6,400 elected leadership, trainers, school representatives, other labour activists and teachers at schools.

The intended beneficiaries are 171,000 public teachers organised by TTU, and potential non-members in the private early-childhood sectors.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - TTU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objectives</b>	<b>Key Indicators</b>	<b>Means of Verification</b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	Strategies for negotiation issues under the negotiation machinery has been developed  TTU has organised at least 15,000 new members.  A sustainable School Representative educational system is operational.  A minimum of 80 trained trade union educators carry out training on key issues of national trade union priority.	Documentation and minutes from meetings  Membership files  Monitoring reports  Trainer records

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 10:</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level;	<u>Joint statement and lobbying:</u>  10.3. 2 National stakeholder conferences 10.4. 4 Regional stakeholder conferences
<b>Output no. 11:</b>	<u>Consolidating trainer structures:</u>

Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues;	11.3 Collect/reproduce materials on specialised topics 11.9 2 TOT seminars for School Representative training
<b>Output no. 12:</b> Branch leaders and shop stewards/school representatives are capable of conducting local social dialogue about labour rights and decent work;	<u>Training of school representatives:</u> 12.14 Needs assessment study on SR training 12.16 2 pilot Training Seminars to School Representatives 12.17 3 School Representative Seminars

### Tentative implementation Plan: TTU - 2011 – 2013

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 10</b>									
	10.3 2 National stakeholder conferences		x						
	10.4 4 Regional stakeholder conferences		x	x					
<b>Output 11</b>									
	11.3 Collect/reproduce materials on specialised topics	x	x						
	11.9 2 TOT seminars for School Representative training			x	X				
<b>Output 11</b>									
	12.14. Needs assessment study on SR training					x			



	12.16 2 Pilot training for school representatives						X		
	12.17 3 School Representative seminars						x	x	x

**E. Sustainability and exit strategies**

Dimensions of Sustainability	TTU
	From 0 -5
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>5</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>4</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>3</b>
A high level of members participating in meetings and activities of the organisation	<b>3</b>
Systematic training programme implemented	<b>3</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>2</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>2</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>2,5</b>
The organisation is forming alliances with other organisations within civil society	<b>3</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>4</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>2,5</b>
A well developed and up-to-date membership database	<b>3</b>
Established local structures nation-wide	<b>4</b>
The organisation keeps track record of trainers in affiliated organisations	<b>2</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>4</b>
Number of dues paying organisations/affiliates are increasing	<b>4</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>3</b>
Clear procedures regarding management and control of economic resources has been decided	<b>2,5</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>2,5</b>

It is the assessment of DLF and LO/FTF Council that TTU will need support within this programme to consolidate the internal democratic culture and participation from the leadership to members

at local school district levels.

At the moment TTU has taken a number of steps to consolidate its financial sustainability. In 1999 the organisation e.g. downsized the number of elected representatives – partly to cut back on the constitutional expenditures. National Council has planned to allocate between 5 and 10% of annual national income to leadership training in a Leadership Education Fund. These funds are providing the financial basis for the substantial contribution of more than 50% co-financing of the training activities in the TTU sub-project. Auditors and accountants have noted an increase in financial competency at national, regional and district levels.

Considering the importance attached to the political and democratic dimension of TTU, it is necessary to continue the support TTU in becoming more effective in operating as a union and a partner in development. The support to TTU also has a positive synergetic effect on the overall support to the trade union movement in Tanzania, which cannot be underestimated when assessing the exit-strategy.

Due to its large-scale infrastructure of school representatives in Tanzania, there will be a need for support to TTU in consolidating its organisational sustainability i.e. training of school representatives, regional and national leaders. The exit strategy relies on the extent to which this programme will be implemented nationally and country-wide as originally planned, but it is assumed that the assistance should be phased out within the coming four-year period. It is at the same time foreseen, that TTU also after 2015 will continue to be an important partner in the regional cooperation as well as being a resource organisation for the smaller and still fragile organisation in the region.

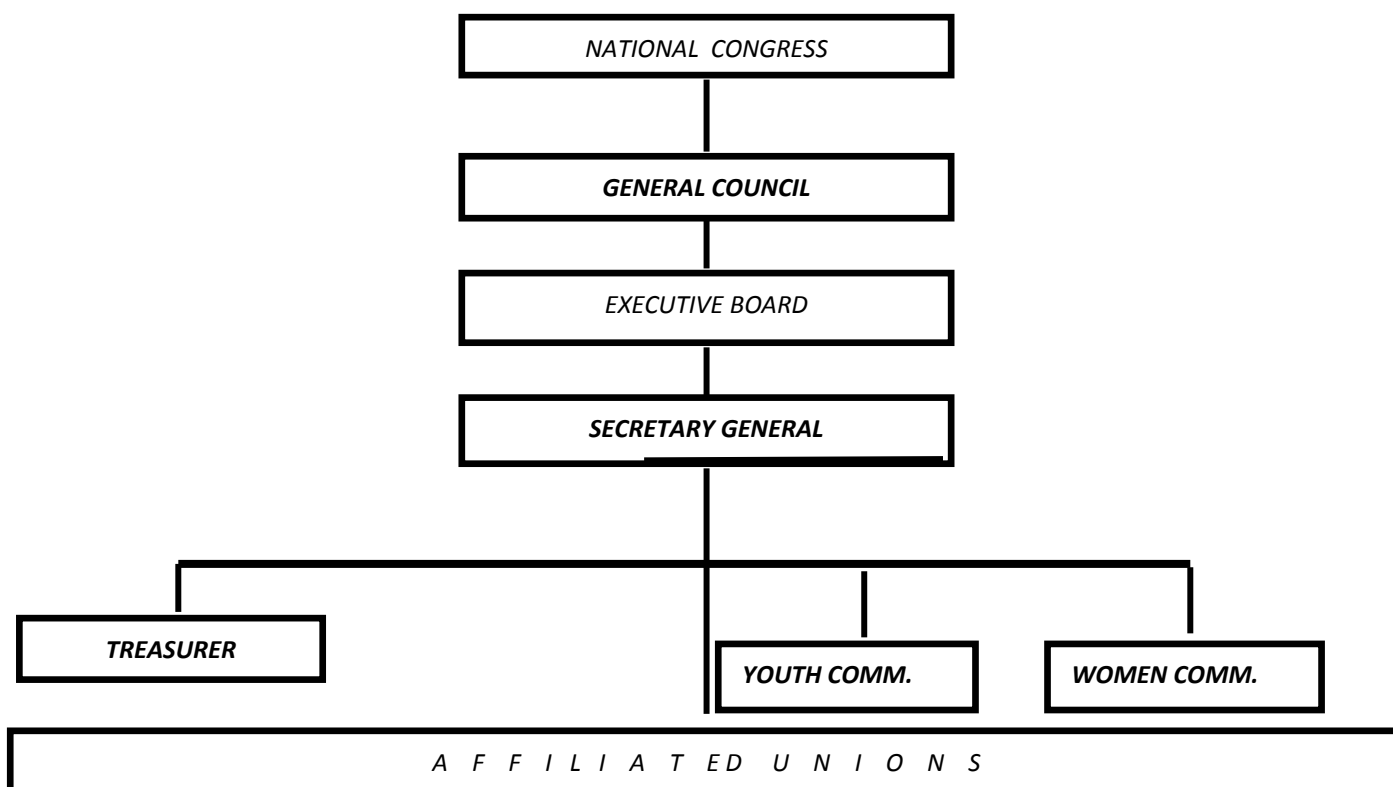
**B. Partner presentation – Zanzibar Trade Union Congress (ZATUC)**

Labour issues in Zanzibar have historically not been accommodated in union matters. Consequently, the Zanzibar House of Representatives was compelled to enact the Zanzibar Trade Union Act No. 4 of 2001, which allowed registration of trade unions in the isles. Subsequently, the national trade union centre - Zanzibar Trade Union Congress (ZATUC) - was established in 2003.

In ZATUC there has been a general understanding with the leadership of the national centre to convert the existing nine national unions into four larger unions to be composed of Public Sector Union (to be comprised of RAAWU-Z, ZALGWU, ZUPHE and ZPAWU), Private Sector Union (to be comprised of COTWU-ZNZ, TUICO-Z and ZATHOCODAWU), Teachers Union (ZATU), and Seamen’s Union (TASU-Z). The merger declaration was passed in central committees of the four public sectors unions in August 2009. Three unions (ZALGWU, RAAWU-z and ZPAWU) passed the declaration on merger but ZUPHE executive board rejected the process.

**Organisational structures**

Below is the organogram of ZATUC:



## Affiliated Unions and membership

The nine unions that form the umbrella Organization, ZATUC, have a total of 17,234 union members, out of a potential membership of numbering 40,000. This amounts to a unionization rate of about 43%. Below is a breakdown of the membership of trade unions in Zanzibar (2009):

<b>Unions:</b>	<b>Members:</b>
Communication and Transport Workers' Union of Zanzibar, COTWU (ZNZ)	905
Researchers Academicians and Allied Workers' Union of Zanzibar, RAAWU (Z)	1026
Zanzibar Seamen's Union TASU (Z)	4275
Zanzibar Union of Industrial and commercial Workers, TUICO-Z	878
Zanzibar local Government Workers' Union, ZALGWU	1275
Zanzibar Union for Public and Health employees ZUPHE	1990
Zanzibar Tourism, Hotel, Conservation, Domestic and Allied Workers' Union, ZATHOCODAWU	1340
Zanzibar Teachers' Union ZATU	5327
Zanzibar Plantation and agriculture Workers' Union ZPAWU	218
<b>Total</b>	<b>17234</b>

## Objectives

The objectives of ZATUC are as follows:

- Maintaining solidarity among Workers
- Forging collective efforts among workers against any form of suppression, humiliation and intimidation in respect to workers rights.
- Ensuring that democracy and justice are observed by policy makers without discrimination
- Ensuring that Legislation to protect and promote workers rights
- Empowering affiliates with necessary skills in workers education.
- Strengthening workers participation in policy formulation and decision making
- Ensuring development of harmonious industrial relations in workplace.
- Establishing social dialogue with employers in collective bargaining agreement.
- Sensitizing workers in combating HIV/AIDS pandemics, drugs and alcoholism.
- Promoting occupational Health and safety in place of work.
- Fighting against worst forms of child labour.
- Mobilizing youth, women and disabled to join trade union and fight to their rights

The second strategic plan for ZATUC covering 2009-2012 (developed with support from LO/FTF) re-iterates and guarantees survival, growth and prosperity of the organization. It emphasizes the importance of pooling different resources together, potentials and capacity in creating a viable and credible labour movement to be envied by other workers globally. Thus, the current strategic plan is a roadmap for its development path.

### **C. Previous experiences and future interventions**

The collaboration between LO/FTF Council and ZATUC was introduced in 2007. A needs assessment was conducted in 2007 before the commencement of the current programme. Here, capacity building and sensitisation of ZATUC and its local unions on the new labour laws were prioritised by the ZATUC leadership together with membership service delivery.

However, as a result of internal administrative problems in 2008, it was decided by LO/FTF Council to suspend the direct project-related activities between ZATUC and LO/FTF until further notice. However, in the end of 2008, a new leadership was elected in ZATUC, and the administrative problems were solved, and the project activities resumed immediately.

As a result of successful achievements during 2010, ZATUC is now more visible and in constructive dialogue with the same government that previously ignored ZATUC and its demand to be involved in social dialogue e.g. about the public sector. For instance, ZATUC is currently lobbying the government to re-address the procedures for minimum wage issues, and have advocated for a tripartite minimum wage board to decide on minimum wage issues. The ministry of labour has been presented with the position of ZATUC to have the procedures for private- and public minimum wages and time frames clearly defined.

The evaluation team in 2010 found that ZATUC have improved since 2007, and has succeeded in strengthening a new leadership in the trade union movement. The project activities have directly resulted in good governance procedures consisting of codes of good conduct, regulations and democratic principles that are now institutionalised within ZATUC. Although the public and media strategy of ZATUC is still in its infancy and on a low scale, the national centre has already completed positive initiatives to strengthen their organisational structures.

However, there are still internal challenges in ZATUC. A main challenge is that ZATUC has been constituted by 9 small unions as affiliated unions. ZATUC has merged four unions into one public union, but wants to further combine human resources and minimize costs so it can deliver quality services to members by merging more (private) unions affiliated to ZATUC.

Some of the achievements reached by ZATUC are:

- Development of a strategic plan carried out. The ZATUC NEC amends the very plan and new constitutions have been endorsed by the congress;
- Completed a workshop for good governance and transparency in Trade Unions;
- Produced 4 reports (code of conduct, election regulation, employment regulation (employees in ZATUC), financial regulation), which have been developed and revived by an expert committee;
- Selected young women from unions are competent in leadership;

- A merger process in private sector<sup>35</sup> started in August 2010 with the first meetings in task force, top leadership and central committee among the three trade unions in the private sector. Three unions passed the merger declaration despite of some recommendations from one of the unions. The process is expected to be finished in July 2011. By having actively facilitated a merger process, ZATUC has demonstrated leadership capacity in thinking strategically about the organization's future. With the support from LO/FTF Council, the process continues in the private industrial sector in 2011.

In the external evaluation conducted in September 2010 of the collaboration with ZATUC, it was found by the external consultant that:

- ZATUC leadership is now characterized with democratic principles i.e. transparency and accountability;
- Leadership is now visibly committed;
- A reviewed constitution and endorsed strategic plan is now in place;
- ZATUC has proven successful in a merging process of small and weaker unions both at the private and public sector.

### Future interventions

On the basis of recent needs assessments and consultations with ZATUC in 2009 and 2010, it was clear that the main priority to ZATUC is to build capacity of its leadership and senior negotiators to ensure that the decent work agenda – with a particular focus on employment and working conditions – is promoted in Zanzibar.

The **1<sup>st</sup> strategic area**: Building on the previous results with merging public unions into one public union, a related strategic priority of ZATUC is to merger three private industry unions as well. It is expected that a stronger union (rather than 3-4 different unions) has a stronger collective and bargaining voice to negotiate decent working conditions and decent terms of employment on behalf of the workers. In 2011, a review workshop will be conducted to monitor and review the two merger processes.

The **2<sup>nd</sup> strategic area** is related to the political sustainability of ZATUC. Here, a priority is to build capacity to lobby for decent work and labour rights and as part of this improve its public visibility. For instance, the issues of minimum wages for the private and public employees as well as the need for public quality services are main priorities to ZATUC.

A training seminar for ZATUC leadership on lobby and media handling will be conducted and followed up with tripartite meetings.

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<sup>35</sup> ZATUC started with other donors on a merger process among 4 trade unions in the public sector in 2009. Three of the unions agreed to merge, while 1 public union refrained.

Also, minor pilot campaigns will be initiated and special attention will be paid to lobbying for the creation of decent employment in the hotel and tourism industry with a view to ensure that adolescents – especially women – from Zanzibar are also employed in the international dominated tourism industry.

Closely linked to the above, it will be important for ZATUC to sensitise its membership about the prospects and challenges related to the regional integration in EAC.

The **3<sup>rd</sup> strategic area** aims directly at strengthening the decentralised branch-level negotiations as a means to secure the decent work and decent employment agendas in the labour market of Zanzibar. A group of branch negotiators will be trained in basic/advanced negotiation techniques and how to secure workers rights as prescribed in the labour law. Resource organisations like Zanzibar legal service centre may be utilised in these training sessions.

To make this possible, a network of researchers must be strengthened with a view to provide ZATUC with detailed statistical data on labour market issues as input to collective and sectoral bargaining.

A **4<sup>th</sup> strategic area** is to focus on the informal economy and discuss the future role of ZATUC in terms of organising informal economy workers and contribute to more decent working conditions in selected areas of the informal economy. The first step is to draft a strategic plan on how to strengthen the alliance with the informal association(s) in Zanzibar on the basis of “best practices and lessons learned” from other national centres from Southern Africa. A technical resource organisation will be requested to present its approach to the informal economy in connection with a regional programme meeting.

A second step is to conduct a study and research the informal economy with a view to inform the executive leadership about possible strategies, prospects and challenges in relation to the informal economy, and to draft position papers for policy development at a later stage. Findings from small pilot initiatives in e.g. the informal economy for seaweed women on the north-eastern coastlines are also expected to be disseminated and mainstreamed into the structures of ZATUC (leaders, organisers, educators etc.).

### **Target group**

The direct recipients are 770 elected leadership, negotiators and trainers, other labour activists and selected informal economy workers.

The intended beneficiaries are the total membership of 17,000 members from the affiliated unions. The intended beneficiaries are those who are expected to ultimately benefit from the impact of training activities conducted by ZATUC.



**D. Logical Framework Approach (LFA) – ZATUC**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b><i>Immediate Objectives</i></b>	<b><i>Key Indicators</i></b>	<b><i>Means of Verification</i></b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	5-10 collective agreements on improved working conditions are negotiated and agreed upon through local social dialogue at the workplaces.  A minimum of 500 workers in informal employment have been organised.  1 national employment policy reflects trade union priorities.	Monitoring reports/- and files with CBA's  Monitoring reports/database  National legislation and monitoring reports

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 6:</b> Strategic planning on the role of trade union in Promoting decent work agenda have been conducted;	<u>Strategic planning :</u>  6.3 1 Workshop on strategic planning (residential) 6.5 Staff training
<b>Output no. 7:</b> Research capacity on decent work has been strengthened in trade unions with a particular	<u>Research:</u>  7.1 Building a network of researchers (meetings)

focus on decent employment (youth/women);	7.2 Research statistical data/survey (on economy/employment/tourism etc) 7.3 Research networking meetings
<b>Output no. 8:</b> Policies have been developed by trade unions on the promotion of decent employment and decent working conditions;	<u>Policy development:</u>  8.2 1 Leadership workshop to develop a policy (on Gender and Youth in the formal sector - e.g. tourism industry).
<b>Output no. 9:</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level;	<u>Training of leaders and negotiaton:</u>  9.2 Workshop to prepare training for negotiators; 9.3 2 training seminars for negotiators (intermediate/advanced) 9.4 Pilot sector-specific training for negotiators (against employers from other countries)
<b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues);	<u>Joint statement and lobbying:</u>  10.2 1 Leadership Workshop on bi/tripartite lobby strategies 10.9 Produce materials on EAC
<b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/financial providers.	<u>Informal economy:</u>  14.1 Collect/disseminate IE materials on training/finance 14.2 1 seminar for national centre and informal economy association on lobby and negotiations 14.3 1-day awareness raising initiatives to reach out to IE associations

**Tentative Implementation Plan: ZATUC 2011 – 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.3 Workshop on strategic planning	x							
	6.5 Staff training	x							
<b>Output 7</b>									
	7.1 Building a network of researchers		x						
	7.2 Research statistical data	x	x	x	x	x	x	x	x
	7.3 Research networking meetings			x		x		x	
<b>Output 8</b>									
	8.2 Leadership workshop to develop policy		x						
<b>Output 9</b>									
	9.2 1 Workshop to prepare training for negotiators			x					
	9.3 2 Training seminars for negotiators				x		x		
	9.4 Pilot sector specific training for negotiators					x		x	
<b>Output 10</b>									
	10.2 Leadership workshop on lobby of bi/tripartite partners		x						
	10.9 Produce materials on EAC			x					
<b>Output 14</b>									

	14.1 Collect/disseminate IE materials on training/finance	x							
	14.2 1 seminar for national centre and informal economy association on lobby and negotiations		x						
	14.3 1-day awareness raising initiatives to reach out to IE associations			x	x	x	x	x	x

**E. Sustainability and exit strategies**

Dimensions of Sustainability	ZATUC
	from 0-5
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>5</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>3.5</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>2.5</b>
A high level of members participating in meetings and activities of the organisation	<b>2</b>
Systematic training programme implemented	<b>2</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>1</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>2</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>2</b>
The organisation is forming alliances with other organisations within civil society	<b>3</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>3.6</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>4</b>
A well developed and up-to-date membership database	<b>1</b>
Established local structures nation-wide	<b>3</b>
The organisation keeps track record of trainers in affiliated organisations	<b>2</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>2</b>
Number of dues paying organisations/affiliates are increasing	<b>2</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>3</b>
Clear procedures regarding management and control of economic resources has been decided	<b>5</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>3</b>

ZATUC affiliates are very small with a limited capacity (especially financial), and some of them do not pay their affiliation fees to the centre. Only three unions (COTWU-ZNZ, TUICO (Z), and ZATHOCODAWU) have registered CBAs with employers on behalf of their members.

With regards to organisational sustainability, some of the weaknesses in ZATUC have been limited human resources and multiplicity and splinting of affiliates which course weak affiliates. Another weakness is lack of adequate skills in Collective Bargaining, lobbying and advocacy skills and leadership skills among some union leaders. Finally, is there lack of effective communication channel and transparency between the centre and affiliates.

In terms of political sustainability, ZATUC has since 2009 invested in building-up relations with the government, and for the first time, ZATUC has been invited - as an official partner - to tripartite meetings on salaries on Zanzibar. This is a clear indication of an improved political sustainability of ZATUC.

In terms of **exit strategies**, however, ZATUC is in a situation where continued technical capacity building is needed to consolidate its internal structures as well as national representation in various tripartite/bipartite boards to promote the decent work and employment agendas. This programme is designed with a development objective for a four-year period, but it should be anticipated that between 4-6 years of assistance will be needed to secure a competent and influential role of ZATUC nationally as well as regionally.

## **B. Partner presentation – Tanzania Teachers Union (ZATU)**

In 2002, teachers in Zanzibar registered their own trade union, Zanzibar Teachers' Union (ZATU) after many years of being denied their right to organise themselves in any sort of association or trade union. This development marked the end of a period in which the Tanzania Teachers' Union (TTU) - that used to function as a trade union for the teachers of both Zanzibar and Tanzania Mainland - had been banned to operate in Zanzibar since 1996.

### **Objectives**

The Zanzibar Teachers Union, ZATU now has a membership of more than 5.500 out of about 12.000 potential members.

Some of the prioritised issues to ZATU are promoting labour laws and rights of teachers, increasing recognition, trade union interests in a constructive social dialogue in negotiations with public/private employers, as well as provision of members' services. On a regional level, ZATU is focused on issues relating to EAC common market and the consequences of free movement of teachers, and the importance of lobbying EAC regionally.

### **Organisational structures**

ZATU is headed by the National Council and its 33 elected members out of which 15 members form the National Executive Committee.

The General Secretary heads the union's National Office. ZATU has two Zonal Offices, one in Unguja (the south island also called Zanzibar) and one in Pemba (the north island) headed by a Zonal Chairperson and the Zonal Executive Committee.

Zanzibar has 10 administrative districts that are covering organized teachers at about 200 schools out of approximately 500. ZATU has just recently changed its structure to rest on the elected School Representative (shop steward) as the central persons and backbone of ZATU. As a result of regional synergy effects and exchange of experiences with KNUT, ZATU has now adopted the concept of having one school representative (SR) at each school and this system has now started to function.

ZATU is the largest union affiliated to the Zanzibar Trade Union Centre ZATUC, and is also a member of the Forum for East African Teachers Unions. Further ZATU is member of the world confederation of teachers Education International, EI.

## **C. Previous experiences and future interventions**

The collaboration between ZATU, DLF and LO/FTF Council began in 2005, where ZATU was included as a partner in the regional teachers network in East Africa co-financed by the current programme "Good governance and local social dialogue in East Africa".

Since then, the ZATU has reached a range of important milestones and produced important achievements so far. A recent external evaluation in 2010 found that ZATU continues to influence the public and private education sector as well as the general labour market in Zanzibar due to its dominating position in the national centre ZATUC. ZATU is one out of four unions in ZATUC.

Although the relations with the ministry of education of Zanzibar are tense, the external evaluator nevertheless found that the support over the last 3-4 years on trade union leadership training and public stakeholder meetings by ZATU has made ZATU recognised by the Zanzibar central – and local educational authorities and head masters (employers) as the legitimate organization representing the teachers of Zanzibar. These achievements will lay the foundation to create better working conditions for the teachers, as well as enhancing Zanzibar’s educational system in general.

It was also found that the collaboration with DLF and LO/FTF have assisted ZATU so that it now participates as legitimate stakeholders in achieving the MDG on “quality education for all”. This takes place mainly through its representation in various governmental bodies in the education sector such as EFA committee on Education Policy, education coordinating boards and provides consultation inputs on education and employment related issues. With respect to legislative processes, ZATU has lobbied the ministry of education – with success – to establish a committee on the education act, to which ZATU has presented its comments and reservations to draft legislative pieces before enactment. With regards to decent work and decent employment conditions, the support has also strengthened ZATU to promote quality working conditions on behalf of teachers in labour market forums such as the Minimum Wage Board, the Ministry of education and the Industrial Court (through the national centre ZATUC).

This lobby and advocacy work rests upon a well-organised member-based organisation that has reformed its internal democratic structures and constitution during the current programme on good governance and local social dialogue. New policy and strategies on how to enter constructive social dialogue with stakeholders and the ministry of education has been developed on trade union- and professional education matters, and subsequently a range of stakeholder conferences have been conducted with a view to consult other social partners in education labour market

As a means to spread its policies and strategies on different key areas, ZATU has - as a member-based organisation – utilised its internal democratic structures of trainers, school representatives and study groups. One indicator of achievement is that the zonal office structures are capable of visiting school representatives in the districts more often now

Good governance principles have been institutionalised through a new system of school of representatives, financial- and administration management, election and training of new school representatives, as well as a countrywide communication strategy has been conducted to keep its members informed (through meetings, folder and magazines).

### **Future interventions**

Even though ZATU is influential, it is challenged by the lack of official recognition by the ministry of



education to enter collective bargaining yet. This process demands a strengthened capacity of its central and local leaders and negotiators to intensify negotiations. Particularly at grass-root level, the challenge is to ensure that local social dialogue with - and advocacy of- the local employers and head masters is continued from current programme and used as a platform to promote decent and quality employment in Zanzibar with a particular focus on gender equality.

In order to make this possible:

The **1<sup>st</sup> strategic area** will be to consolidate the strategic plan and national union policy of ZATU (incl. gender policy to ensure a structure of 40% women leaders).

The **2<sup>nd</sup> strategic area** is focused on consolidating the leadership capacity of ZATU. Firstly, a team of negotiators will be competent to intensify negotiations with the House of representatives committee of social welfare.

Secondly, focus will be on pilot training of local leaders (i.e. school representatives) to ensure that any educational or labour related policy reflecting the decent work agenda is trickled down to the actual workplaces in the public schools. This training will be continued after two years.

The school representative training will focus on enhancing awareness raising about labour laws, recruitment and study circles and to ensure that school representatives apply the skills in their respective schools. Training modules and structures for school representatives have already been developed, and are ready to be implemented during the coming two years.

Prior experiences from KNUT and TTU on school representative systems will be exchanged during the regional seminars facilitated through the FEATU network.

### **Target group**

The direct recipients are 2,100 elected leadership, trainers, and school representatives, labour activists and teachers.

The intended beneficiaries are 12,000 incl. public teachers organised by ZATU as well as potential non-members in the public/private schools.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - ZATU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objectives</b>	<b>Key Indicators</b>	<b>Means of Verification</b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	ZATU is able to sustain the continued training of School Representatives.  ZATU has organised at least 5,000 new members.  ZATU has sensitised more than 50% of the teachers in Zanzibar on labour market – and educational laws.	Monitoring reports  Membership files  Registry and monitoring reports

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 8:</b> Policies have been developed by trade unions on the promotion of decent employment and decent working conditions	<u>Policy development:</u>  8.14 1 technical team meeting to update strategic plan 8.15 1 Strategic planning for sensitization campaigns
<b>Output no. 9:</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level	<u>Training of leadership:</u>  9.5 1 Training workshop to negotiation team after every two years

<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues)</p>	<p><u>Lobby with government:</u></p> <p>10.11 1 meeting annually with House of Representatives 10.12 5 negotiation meetings with employers annually 10.13 Printing of Publicity materials</p>
<p><b>Output no. 12:</b> Branch leaders and shop stewards/school representatives are capable of conducting local social dialogue about labour rights and decent work</p>	<p><u>Training of union leaders:</u></p> <p>12.18 5 training workshops for SRs (total 200 part.) 12.19 1 workshop to develop women empowerment programme 12.20 School Representative sensitising teams visit to schools</p>

**Tentative implementation Plan : ZATU 2011 – 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 8</b>									
	8.14 1 technical team meeting to update strategic plan	x	x						
	8.15 1 Strategic planning for sensitization campaign		x						
<b>Output 9</b>									
	9.5 1 training workshop for negotiation team			x					
<b>Output 10</b>									
	10.11 1 Meeting annually with House of Representatives		x			x		x	
	10.12 5 negotiation meetings with employers annually		x		x		x		x
	10.13 Printing of Publicity materials		x	x	x	x	x	x	x
<b>Output 12</b>									
	12.18 Training workshops for SRs			x	x				
	12.19 1 workshop to develop women empowerment programme					x			
	12.20 School Representative sensitisation team visit to schools					x	x	x	x

**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>ZATU</b>
<b><i>Democratic dimension</i></b>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>4</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>4</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>3</b>
A high level of members participating in meetings and activities of the organisation	<b>3</b>
Systematic training programme implemented	<b>4</b>
<b><i>Political dimension</i></b>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>2</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>2</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>2.5</b>
The organisation is forming alliances with other organisations within civil society	<b>1</b>
<b><i>Organisational dimension</i></b>	
A clear institutional framework of the organisation	<b>4</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>3</b>
A well developed and up-to-date membership database	<b>2</b>
Established local structures nation-wide	<b>3</b>
The organisation keeps track record of trainers in affiliated organisations	<b>2</b>
<b><i>Financial dimension</i></b>	
Level of income from dues in balance with expenditures	<b>3</b>
Number of dues paying organisations/affiliates are increasing	<b>4</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>3,5</b>
Clear procedures regarding management and control of economic resources has been decided	<b>4</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>4.5</b>

It is the assessment of the external evaluator that the democratic dimension of ZATU has been improved due to its recent constitutional changes and frequent membership consultations together with regular elections at all levels. This project will contribute to strengthening the democratic structures of ZATU through the school representative system as a communication infrastructure of ZATU from grass root to head quarter levels.

The political sustainability of ZATU will be supported by intensifying its consultations with government authorities as well as employers organisation in Zanzibar. Also, the seats on governmental bodies indicate an improved political influence by ZATU on decision-making processes. But again, support is needed to assist ZATU in effectively and pro-actively utilise this representation in light of the non-recognition by the ministry of education. Also, it is a precondition that trade union debates of these political issues are internally discussed in ZATU structures to substantiate their advocacy work.

At the moment, ZATU has taken important steps to improve its financial sustainability. Although ZATU is still a relatively financially fragile, it pays for its core activities and staff from own subscriptions. If the union registers 50% of the potential members, the rest of the members are automatically deducted.

This support will contribute to raise public awareness of the role and policies of ZATU on employment, social security and teachers working conditions and remuneration, and potentially attraction more members to affiliate or associate to ZATU. At the same time, since (a possible) venturing into the private schools may not give immediate financial returns, it is important that ZATU leadership see it as a long-term investment in broadening its membership base and consolidate its position in the education sector.

### **Exit strategies**

The collaboration between the ZATU, DLF, and LO/FTF Council is still in its infancy after only five years since 2005. It is the assessment of the DLF and LO/FTF Council that ZATU will need support to develop and consolidate their financial sustainability through increased membership. ZATU will also pursue to increase the numbers of recognition agreements with employers in order to make the collection of dues.

Although the membership increase in ZATU has been reached, the current situation in Zanzibar is complicated with lack of negotiation machinery and non-dialogue with ministry of education. ZATU needs long-term support to effectively pro-actively utilise its representation at the governmental bodies.

It is foreseen that the DLF and LO/FTF Council will need to continue its assistance until at least 2015/2017 where the MDG goal on quality education for all is expected to have been achieved.

## **Annex 9.e**

### **Uganda**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of NOTU
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Uganda**

### **The political situation**

The political situation in Uganda can be described as being stable or, rather, unchangeable since the president of Uganda, Yoweri Museveni has been in power for nearly 25 years. His time in power is now longer than the time in power of all previous Ugandan presidents put together since independence. He and his party, the National Resistance Movement, are sitting on all important and power full positions. However, until recently, many observers have seen him as a leader with clear visions for the country and not clinging to power for personal gain. Recently, however, there have been several accusations of corruption as well implementing reforms at a slower pace than hitherto, and coupled with accusations of being insufficiently democratic this has tainted the president's reputation somewhat. In general a perceived deterioration of governance and increase in corruption threatens to tarnish Uganda's previously largely positive image.

Uganda has progressed towards multi-party democracy; but has not yet experienced a peaceful transfer of power through elections. Elections to parliament and the presidency are scheduled for March 2011, and even though smaller opposition parties try to build a common platform, everybody expects Museveni and his NRM to continue another term. The most important opposition party is the Forum for Democratic Change.

Uganda hopes that with a common market in the EAC it will be able to contribute to the economic development taking place in the region. The infrastructure and other non-tariff barriers, e.g. between Kenya and Uganda, still constitutes a problem and the implementation and harmonisation of the different policies has just begun and will continue to be a major challenge in the coming year(s). For Uganda, the free movement of labour seems to be both a possibility and a challenge. Uganda fears that its most well educated professionals and others with skills will go to Rwanda and Kenya. On the other hand it also presents the opportunity to find and attract teachers and other skilled groups.

### **The economic situation**

Uganda was one of the first Sub-Saharan African countries to embark on liberalisation and pro-market policies in the late 1980's. Economic growth accelerated from an average of seven percent per year in the 1990's to over eight percent during the seven years to 2007/08. The growth in 2009 was again over eight percent and the highest in East Africa. The general expectation is that growth will continue at present or higher levels, due to a developing oil sector in Uganda.

According to the World Bank the strong economic growth has resulted in substantial poverty reduction and some progress towards MDGs. The proportion of people living in poverty was 31 percent in 2005/06, which is a decrease from 57 percent in 1992/93. In 2009 the inflation was 12.6%.

The tax systems are weak and the tax/GDP ration is only 13% while it is 22% in Kenya.



The high population growth of 3,6% is one of the highest in the world and presents many challenges, not least in the education sector. The pressure on the education system is enormous with more than 1 million new citizen every year and 50% of the population between the ages of 0 to 14.

Uganda's overriding development challenge is to manage this fast growing population of youth and newly discovered oil and how to alleviate bottlenecks to growth, particularly in energy and transport infrastructure, and in delivering better quality social services through more efficient public sector management.

	Yr 2009
Population, total (millions)	31.7
Population growth (annual %)	3.3
GDP (current US\$) (billions)	14.3
GDP per capita (current US\$)	453
GDP growth (annual %)	9.5
Life expectancy at birth, total (years)	52.7
Mortality rate, infant (per 1,000 live births)	84.5
Literacy rate, youth female (% of females ages 15-24)	85.5
Prevalence of HIV, total (% of population ages 15-49)	5.4

Ref. World Bank

### The labour market

Out of 32 million people only 9.8 million constitute the economically active population (or labour force aged between 14-66 years). Out of these, 85% live in the rural areas and around 77% have only primary education or no formal education. Around 16% of the labour force work for wages in the formal sector.

Unemployment – or underemployment - is currently the biggest issue on the labour market. Lowering the retirement age from 60 to 55 is one of Museveni's proposals to cope with youth unemployment. But experts are warning against it, even though it will create an estimated 33.000 jobs. However with a backlog of more than one million unemployed youth and another 400.000 joining the job market it does little to take away the unemployment problem. The employers also criticise this on the grounds that the revenue is not sufficient to pay for this increase in pension expenses caused by an increase in the number of pensioners. The trade unions say that Uganda needs to create more *new* jobs, but is also pointing to the fact that there are still 60.000 unfilled jobs in the public sector.

Another big issue is how to introduce a social security scheme/health insurance covering workers in both the informal economy and the formal sector. The idea is to provide to Ugandans a common social security scheme as is the case in most EAC countries, but financing problems, including contribution mechanisms by beneficiaries of such a scheme remains a challenge. Today

there is only one scheme, the National Social Security Fund, NSSF, which only covers employees in the formal sector.

The labour market institutions on a tripartite basis are few and weak. However in the beginning of 2009 a technical tripartite committee started to discuss minimum wages. These discussions have taken place in the recently launched national tripartite labour board whose terms of reference is to advise the government on labour matters. NOTU is also represented on the NSSF board by four members and on the immigration board (see matrix on tripartite representation for further information). At parliament level, NOTU is represented by five members who have been elected by workers themselves as an electoral college.

### **B. Partner presentation – NOTU**

The National Organisation of Trade Unions (NOTU) was established 1973 and operates under the Labour Union's Act 2006 to co-ordinate activities of registered labour unions affiliated to it in the country.

#### **Organisational structures**

As per its constitution the following structures govern NOTU:

- The Quinquennial Delegates council takes place every five years. The main objective is to elect office bearers for the NOTU leadership and to transact normal trade union business.
- The Central Governing council is a policy making body.
- Leadership. NOTU is under the leadership of Secretary General, Chairman General, the Vice Chairman General, Deputy Secretary General, Treasurer General and Deputy Treasurer General. All these leaders are politically appointed but only after elections. The Secretary General becomes the chief executive and a fulltime employee of the National Organisation of Trade Unions.

A second trade union centre, Confederation of Free Trade Unions (COFTU), also exists, which is smaller than NOTU. There is rivalry between the two national centres in terms of organising members because there are competing duplicate unions who organises similar type of workers/members.

#### **Affiliates and membership**

There are 20 affiliates of NOTU, of which the 2 biggest trade unions, the Plantation Union and the Teachers' Union, constitute around 75% of all members. There has been a minor overall increase in the membership in 2009 according to NOTU registration.

Today 18 of 20 affiliates pay monthly contributions to NOTU, with a affiliates paying a total of 14 million USH in 2008, rising to 40 million in 2009 and with an expectation of paying 80 million USH in 2010.

Below is a breakdown of the membership of NOTU and its affiliated unions (as per December 2009):

Union	Old members	New members	Total
BUILDING UNION	4.479	61	4.540
CO-OPERATIVE UNION	7.645	36	7.681
ELECTRICITY UNION	1310	20	1.330
UGANDA MEDIA UNION	2.800	24	2.824
UGANDA MINES UNION	1299	83	1.382
UGANDA GOVERNMENT AND ALLIED WORKERS UNION	1.422	67	1.489
BEVERAGE UNION	900	0	900
TRANSPORT UNION	3300	204	3.504
THEATRICAL UNION	836	123	959
CLERICAL UNION	1160	0	1.160
RAILWAYS UNION	900	0	900
PLANTATION UNION	52.000	0	52.000
PUBLIC EMPLOYEES UNION	4200	0	4.200
FISHERIES UNION	1500	178	1.678
HORTICULTURE UNION	3.327	145	3.472
NURSES UNION	1920	0	1.920
TEACHERS UNION	70.000	0	70.000
HOSPITALITY UNION	310	45	355
COMMUNICATIONS UNION	750	0	750
NATIONAL UNION OF EDUCATIONAL INSTITUTIONS	6442	25	6.467
<b>TOTAL</b>	<b>166.500</b>	<b>1011</b>	<b>167.511</b>

## Objectives

The NOTU constitutional objectives are as follows:

- 1) To promote and safeguard the interest of all registered labour unions affiliated to it and the welfare of workers in Uganda;
- 2) To assist such labour unions to find practical solutions to problems of organisational and administrative matters;
- 3) To settle disputes concerning representation and demarcation matters;
- 4) To encourage the development of strong unified and viable unions in Uganda and to establish sound industrial relations;
- 5) To give legal advice and assistance to its affiliates;
- 6) To promote social and economic benefits to its members;
- 7) To operate and promote, aid and encourage the establishment of cooperative and the economic institutions owned wholly or partly by workers, affiliated unions or NOTU on their benefit;
- 8) To secure adequate representation on government and industrial bodies, committees or any other bodies that deal with labour legislation or any other matter affecting labour;

### **C. Previous experiences and future intervention**

The collaboration between LO/FTF Council and NOTU was initiated in 2004. Prior to that, a Danish Advisor was assigned to an ILO project collaborating with the NOTU in 2001. Since then, the LO/FTF Council has followed the challenges of NOTU.

NOTU is in the process of building a democratic and financially viable organisation. NOTU has earlier identified education and training as critical in building strong and financially self-sustaining unions. This priority was supported by an external LO/Norway evaluation of NOTU, where it was found that NOTU must pay serious attention towards its strong shop-floor structures in order to strengthen local bargaining in order to gain labour influence in the workplaces.<sup>36</sup> In 2006, the DANIDA-financed appraisal mission found that NOTU needs to consolidate itself particularly in terms of organisational development, membership enhancement and strategic planning.

In 2008, however, financial and administrative problems left the LO/FTF Council with no other option but to suspend direct project-related activities. NOTU still continued to participate in regional activities through EATUC on equal basis as the other national trade union centres in EAC.

As a result of the NOTU congress election of a completely new leadership at the end of 2009, the LO/FTF and NOTU agreed to restart limited project activities in 2010 based on two important preconditions: 1) Financial improvements (implementation of recommendations in Ernst & Young audit report in the management of NOTU and continuously visit by LO/FTF EA's financial advisor to NOTU with the aim to covering financial reporting procedures); and 2) Training activities to be re-started but on a reduced level (as originally stipulated in the trainer courses of trainers and followed up with courses at local level for shop stewards and rank and file members).

Today, the overall assessment is that NOTU has with success adhered to the LO/FTF guidelines, and has followed financial procedures. During 2010, NOTU has shown seriousness and political commitment to conduct training activities, and has strengthened 3 regional networks of trainers by conducting regular networks meeting and workplace activities. These training-of-trainer networks in NOTU were facilitated by international technical resource persons from other national centres and unions who used regional "best practices" from EATUC, COTU and TUICO.

As a result of previous activities, NOTU has now secured a multiplier effect of the training of trainers to the extent that new trainers have been discovered, and innovative methodologies to train members have been developed. These successful achievements are likely to assist NOTU in taking the necessary organizational steps towards a high organisational sustainability with internal democratic structures (trainers, organisers etc.).

As a result of regional sharing of best experiences by COTU, TUCTA and the other national centres, NOTU witnessed an improvement in the social dialogue with government in 2009 and 2010. In 2009 NOTU participated in meetings with president Museveni and provided comments and statements on the new National Development Plan. This plan has been part and parcel of different

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<sup>36</sup> Evaluation Report, LO/Norway, 2006.

trade union activities and courses (including activities arranged by LO-Norway, FES and the regional activities of EATUC).

In terms of employment issues, NOTU has intensified its negotiations with government on the issues of minimum wages, the coming implementation of the employment policy and social security. NOTU earlier made a proposal to the tripartite national labour board on the minimum wages with the result that it was included in the new employment policy. As a follow-up, NOTU is planning to conduct a survey on a sector basis.

Even though NOTU is in social dialogue with the government, the daily reality is that NOTU is not recognised by the government. The problem is compounded by the fact that the existence of two national trade union centres (NOTU and COFTU) in Uganda are competing, and thereby reducing their potential collective voice vis-à-vis a powerful government.

In conclusion, previous support by LO/FTF Council has been aimed at assisting NOTU out of its organizational, financial and human resource problems as well as duplication and splintering of unions. This has obviously drained a sizable amount of their resources.

### **Future interventions**

The future cooperation with NOTU will continue with building capacity of NOTU and its affiliated unions to promote the opportunities for young people and women to obtain decent and productive work. In future, it is of outmost importance that NOTU continues to influence the political decision-making on such labour topics irrespective of the anti-union climate in Uganda.

The **1<sup>st</sup> strategic area** is to follow-up on the recently launched employment policy by government and to decide on a strategic position on the role of the trade union movement in ensuring an effective implementation of the law.

In line with the above, the **2<sup>nd</sup> strategic area** is to strengthen the lobby and media capacity of NOTU leadership when influencing political decision-making processes to create more decent work and employment. In continuation hereof, NOTU would also like to strengthen their lobbying of the national delegation to EAC to ensure that Ugandan workers' interests are made public and taken on board amongst delegate representatives to EAC..

A **3<sup>rd</sup> strategic area** is the strengthening of internal democratic structures within NOTU and its affiliated unions to ensure that decent work and decent employment issues are trickling down to union and workplace levels – and at the same time support effective communication channels from workplace site to national HQ in NOTU through training-of-trainer structures.

In light of the large unemployed Ugandan youth today, the **4<sup>th</sup> strategic area** is the informal economy and the youth. It is a major challenge for NOTU to strategise on how to reach out to the informal economy workers, and to discuss which services they may require from NOTU and the affiliated unions. The next two years will also support NOTU advocacy for informal economy workers to be included in the social security schemes in Uganda. In addition this, special efforts is

envisioned to provide the unemployed youth with basic information about either access to vocational training, financial services/funding or employment opportunities for the unemployed young people.

In this respect, NOTU has highlighted the need to strategically discuss how to reach out to the unemployed youth e.g. informing them about other job opportunities than the formal economy, lobbying for informal economy workers to be included in social security schemes or sensitise them on access to vocational training institutions.

### **Target Group**

The direct recipients are 2,400 elected leadership, office bearers, trainers, shop stewards, and representatives from informal associations.

The intended beneficiaries are 167.000 workers organised by NOTU affiliated unions. The intended beneficiaries are those who are expected to ultimately benefit from the impact from the interventions by NOTU and its affiliated unions.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - NOTU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objectives</b>	<b>Key Indicators</b>	<b>Means of Verification</b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	NOTU is able to sustain the continued training of trainers and shop stewards in the four regions.  A minimum of 100,000 workers in informal employment have improved access to social security and/or other basic services.  National government employment plans and EAC agenda are reflecting NOTU priorities.	Trainer journals  Membership databases and gazetted legislation  Annual/quarterly reports, national legislation and press clippings

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 7:</b> Research capacity on decent work has been strengthened in trade unions with a particular focus on decent employment (youth/women);	<u>Research:</u>  7.1 Building a network of researchers (meetings) 7.2 Research statistical data
<b>Output no. 8:</b> Policies have been developed by trade unions on the promotion of decent employment and decent working conditions	<u>Policy development:</u>  8.2 1 leadership workshop to develop policy and strategies on employment (particular focus on youth/women)

<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues)</p>	<p><u>Joint statements for lobbying:</u></p> <p>10.2. 1 workshop on bi/tripartite lobby strategies (e.g. employment policy implementation, social security schemes);</p> <p><u>EAC:</u></p> <p>10.9 Produce materials on EAC 10.10 National stakeholder conferences on EAC (contribution)</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues</p>	<p><u>Consolidating trainer networks:</u></p> <p>11.3 Collect materials and research on specialised topics i.e. labour rights, youth/women employment, local negotiations etc. 11.7 1 refresher trainer workshop; 11.8 20 1-day training workshops (for regional trainer networks) 11.10 Regional network meetings in 4 regions; 11.11 70 1-day awareness raising meetings for shop stewards</p>
<p><b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/financial providers.</p>	<p><u>Informal economy (for women and youth):</u></p> <p>14.1 Collect/disseminate IE materials on training/finance (i.e. access to vocational training and micro-finance etc.) 14.2 Training of national centre and IE ass 14.5 Pilot campaign activities (incl. brochure printing)</p>



**Tentative Implementation Plan : NOTU - 2011 – 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 7</b>									
	7.1 Building a network of researchers (meetings)	x							
	7.2 Research statistical data	x	x						
<b>Output 8</b>									
	8.2 Leadership workshop to develop policy and strategies on employment		x						
<b>Output 10</b>									
	10.2 Workshop on bi/tripartite lobby strategies			X					
	10.9 Produce materials on EAC		x	X					
	10.10 National stakeholder conferences on EAC				x				
<b>Output 11</b>									
	11.3 Collect materials and research	x	x						
	11.7 Refresher trainer workshop;		x						
	11.8 20 workshops (for regional trainer networks)			x	x	x	x	x	x
	11.10 Regional networking meetings in 4 regions			X	x	x	x	x	X
	11.11 70 1-day awareness raising for shop stewards			X	x	x	x	x	x
<b>Output 14</b>									
	14.1 Collect/disseminate IE materials on training/finance	x	x	X					
	14.2 Training of national centre and IE associations				x	x			

	14.5 Pilot campaign activities incl brochures						x	x	X
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**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>Notu From 0- 5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	5
Transparent and democratic nomination of candidates for elections at all levels of the organisation	5
Communication to members of new political initiatives through newsletters, committees, local offices etc	2
A high level of members participating in meetings and activities of the organisation	3
Systematic training programme implemented	1
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	4
The organisation is recognized and represented in a wide range of tripartite bodies	4
The organisation elaborates policies and programmes of action, published in national or local media	3
The organisation is forming alliances with other organisations within civil society	3
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	5
Competences and division of labour between different levels in the organisation are clear and respected	4
A well developed and up-to-date membership database	3
Established local structures nation-wide	2
The organisation keeps track record of trainers in affiliated organisations	3
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	4
Number of dues paying organisations/affiliates are increasing	3
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	2
Clear procedures regarding management and control of economic resources has been decided	3
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	3

From the above sustainability assessment, it is found that NOTU is still an organizationally relatively weak organization. The organizational sustainability is resting on the political commitment of the affiliated unions. Here, a key challenge for NOTU will be to fully utilize the 3 already-established trainer networks to improve the internal structures and communication channel and to contribute to the existing workplace training and organising by the affiliated unions themselves (now low-cost based during lunch hours etc.)

In terms of political sustainability, NOTU witnessed in 2009 an improvement in the social dialogue with the government. NOTU is now being recognised by the government as a credible partner, although the day-to-day social dialogue with the policy making and implementing organs of government is still too irregular.

Without international financial support, the financial sustainability in NOTU rests on the ability of its leadership and organizers to assess the needs of new members such as informal economy workers, to whom NOTU must improve its services to.

In terms of **exit strategies**, the recent years of financial, political difficulties due to splintering unions and changes in political leadership has brought NOTU in a position where continued technical capacity building support is needed.

The existence of the organisations is not challenged, but the support provided by the LO/FTF Council through this programme will enable NOTU to substantially increase the speed of its organisationally capacity building and the size of membership – specifically within the informal economy – and through this its impact on national policies.

## **Annex 9.f**

### **Rwanda**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of CESTRAR and SNEP
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Rwanda**

### **The political situation**

The incumbent president, Paul Kagame, was re-elected in August 2010 for a second period of seven years, gaining 93% of cast votes. The president and the ruling party, the Rwandan Patriotic Front (RPF), are dominating the political life in Rwanda. There are, however, various committees and other forums where different representatives from civil society can exert their influence. This applies particularly to the business sector, which has a seat in the development board and, to a limited extent also the trade unions and other civil society organizations, which all have space to discuss, advise, and make recommendations to the government on bills, political plans and ideas.

The leadership of Rwanda has been criticised for excessive unilateral behaviour and for being too dominant in the decision making processes. On the other hand, the achievements with regard to economic development and the determination in putting the country's terrible past behind it (the genocide and the civil war in 1994) and instead focus on the future are remarkable. The economic performance is noticeably better than most other countries on the continent, and Rwanda's approach to promoting stable politics and economic growth seems to be supported by most of the people.

Also, various studies have revealed that good governance is faring much better in Rwanda, especially with regard to corruption, compared to the rest of the EAC countries.

Rwanda is taking a very active part in the development of the EAC. The leadership of Rwanda expects to extend its trade relation with the other countries in the region. The Rwandan economy is extremely open, and it has opened its labour market completely to the free movement of labour from the other EAC countries.

### **The Economic situation**

The Government of Rwanda recognizes that the private sector plays a key role in accelerating growth and reducing poverty, and is therefore looking for innovative ways to finance its development beyond traditional partners and instruments.

Despite progress made to date, an estimated 56 percent of the 10 million Rwandans still live below the poverty line, with about 37 percent classified as extremely poor, and with a life expectancy of only 50 years.

Economic growth has been rather high for several years, but GDP growth is expected to slow from 11.2 percent in 2008 to less than four percent in 2009, with revenue projected to fall from 14.9 percent of GDP in 2008 to 12.5 percent by end-2009. It was initially estimated that the impact of the global financial crisis on Rwanda's economic performance in 2009 would be small, but recent data shows that the crisis, together with the tight liquidity that the country is experiencing, will have a significant negative impact. Export earnings fell by 32 percent in the first six months of

2009. The GDP per capita of USD 456 in 2008 is still the second lowest in EAC but high economic growth in the past has allowed Rwanda to catch up, with its per capita income only now only 5% lower than Uganda's.

The economy is still characterised by low productivity, with subsistence agriculture contributing over 36 percent of GDP, and accounting for 80 percent of employment and 85 percent of exports. Expensive and limited supply of energy and high transport costs significantly raise the costs of doing business in Rwanda.

	Yr 2009
Population, total (millions)	9.7
Population growth (annual %)	2.8
GDP (current US\$) (billions)	4.5
GDP per capita (current US\$)	458
GDP growth (annual %)	11.2
Life expectancy at birth, total (years)	50.1
Mortality rate, infant (per 1,000 live births)	71.6
Literacy rate, youth female (% of females ages 15-24)	77.1
Prevalence of HIV, total (% of population ages 15-49)	2.8

Source: *World Development Indicators, World Bank*

## The Labour market

Key labour market skills are lacking — almost 75 percent of Rwanda's labour force is unskilled and less than 10 percent of its working population is educated beyond primary school level.

New labour laws were adopted in May 2009. In theory, it recognises all social partners and complies with international labour standards but in reality, the tripartite bodies are still not holding their formal meetings, but rely on informal discussions between the partners. In October 2010 the labour national council was scheduled to be launched, but at the end of 2010 it is not clear to which extent the council is working. Similarly, a labour court must be established according to the labour legislation.

The government has also introduced a new law on social security, which includes a new health insurance covering 85% of the working force in 2009. Currently, decision-makers are debating to which extent the social security funds should cover informal economy workers as well.

The biggest challenge is to apply the labour laws, especially in the agricultural sector, which dominates the informal economy. The government presently works with a range of different plans covering the informal sector, notably a five year action plan for women, youth employment (and revised vocational training plans).

## **B. Partner presentation – La Centrale des Syndicats des Travailleurs du Rwanda (CESTRAR)**

CESTRAR is the national centre of Rwandan trade unions. At its creation in 1985, CESTRAR was a central structure of the party then in government. In 1991, CESTRAR declared its independence vis-à-vis the political parties and revised its constitution. After the tragedy in 1994 leaders and other trade union militants returned from abroad and resumed new activities to re-launch the trade union movement, and held CESTRAR's fifth ordinary congress in December 1996. In December 2005 the seventh congress was held in Kigali with further restructuring as a result.

### **Structures**

At national level the central organs are:

- The national trade union congress.
- The national trade union council.
- The national executive bureau.

**The Congress** meets ordinarily every fourth year. Congress is composed of four members from each trade union besides members of the national trade union councils. This number may be increased by the national trade union council with respect to the numbers of members of the individual unions.

Congress adopts the activity programme of CESTRAR and elects members of the national executive bureau and the presidency of the national council. The congress also adopts and modifies CESTRAR's statutes by an absolute majority, and decides on the contribution of each trade union etc.

**The national trade union council** meets every six months at the request of its president. It consists of members of the national executive bureau and a leader from each affiliated trade union.

The national trade union council expresses its opinion at the request of affiliated trade unions, draws up and conducts the political line of the central organisation. The Council is answering to the Congress in matters of activities and finance, and decides on affiliation fees and presents the final list of candidates for the different posts of the executive bureau.

**The executive bureau** is composed of a permanent general secretary and four national secretaries charged with various departments.

The national executive bureau is tasked with carrying out the decisions made by the Congress and of the national trade union council. It also represents CESTRAR, the affiliated trade unions and their members, at all levels vis-à-vis government and its administration, the legal justice system, and with the social partners as well as taking care of finances, administrative staff etc.

### **Affiliates and membership**

CESTRAR at present consists of 20 trade unions with around 40.000 members. Around 10 of the unions are very small. The strongest unions are in the education sector and the transport sector.



Below is a breakdown of unions affiliated to CESTRAR as well as membership numbers:

<b>STAP:</b> trade union for employees in the central administration.	--
<b>SYPEPAP:</b> trade union for personnel in privatised and parastatal enterprises.	2300
<b>SPEDIV:</b> trade union for regional and local council employees.	---
<b>SPS:</b> employees in the health sector.	1500
<b>SPJ:</b> employees in the legal sector.	---
<b>SNEP:</b> trade union for primary school teachers.	8500
<b>STAVER:</b> trade union for staff working in the agricultural public sector.	6320
<b>STRIGECOMI:</b> trade union for workers in garages, mines, printing houses and enterprises in the private sector.	700
<b>SYBATECHETRA:</b> trade union for workers in the banking, insurance, transport and hotel sector.	700
<b>SENJOUSMEL:</b> trade union for teachers, journalists, in the medical sector, and in public libraries, both private and in the NGO sector.	5200
<b>STECOMA:</b> workers in construction.	7820
<b>SYATEL:</b> telecommunication workers.	220
<b>SYAPOST:</b> postal workers.	---
<b>ACPLRWA:</b> drivers of heavy trucks' association.	1800
<b>SYNES:</b> secondary teachers' national trade union.	1200
<b>ASSETAMORWA:</b> taxi drivers' association.	---
<b>ATRACO:</b> minibus taxi drivers' Union.	1460
<b>ATAMIMORWA:</b> mini motors drivers Union.	1170
<b>APPHORWA:</b> association of photographers and cameramen of Rwanda.	60
<b>SYPELGAZ:</b> union of workers in energy and water (ELECTROGAZ).	1300
<b>TOTAL</b>	<b>40250</b>

## Objectives

CESTRAR has identified two main objectives:

1. the improvement of the socio-economic conditions of workers
2. creating solidarity among workers and involving them in trade union activities.

CESTRAR represents workers at all levels to promote the participation of workers in economic questions and thereby to promote the social well-being of workers in order to create social justice. Furthermore CESTRAR promotes workers' rights and defends the professional interests of workers as a part of a fight for democracy and the respect of the rights of individuals and in particular of workers.

CESTRAR respects the independence of the affiliated trade unions and supports them in the following areas: legal assistance, collective bargaining, coordination of actions, training of workers; research, assistance in initiating socio-economic projects.

### **C. Previous experiences and future interventions**

CESTRAR is a new partner to the LO/FTF Council. Previous bilateral collaboration with CESTRAR has not taken place because CESTRAR was not a member of EATUC when the current programme was designed and approved in 2007. Since then, CESTRAR has participated in most of the EATUC regional meetings.

In recent years CESTRAR has been actively engaged in social dialogue with employers and government on a daily basis and with some, albeit limited, influence. For instance, it has proven to be difficult to introduce the negotiation machinery related to CBA's. Even though the government recognises CESTRAR, the influence of CESTRAR is mostly limited and informal. It appears that a more formal structure is in the making and will be in the pipeline in the near future.

Securing financial contributions from affiliates are also a big challenge. It has been decided that membership subscription fees for the individual trade unions are to be 1% of each member's income but only very few trade union practise it. And even though it has been decided that 25% of the individual membership fee is to be paid to CESTRAR as trade union affiliation fees, the affiliates typically only pay a lump sum ranging between 25.000 - 100.000 R francs per year. The CESTRAR leadership is aware that this issue is an essential problem, and even though the new labour law allows for a check off system, it has not been implemented yet.

In 2009 and 2010, CESTRAR and EATUC conducted joint strategic meetings to prepare CESTRAR for the upcoming inclusion in EATUC.

A general assessment of CESTRAR was conducted early 2010, where strengths and weaknesses were identified. During these assessments, it was found that CESTRAR is primarily in need of capacity building in training and education structures, social dialogue, and financial sustainability to effectively build a more effective and financial stronger CESTRAR and its affiliated unions.

#### **Future interventions**

In late 2010, consultations with CESTRAR were subsequently conducted. The following strategic areas were extracted:

The **1<sup>st</sup> strategic area** of intervention is to build a systematic trade union training system facilitated by a network of trained trainers. The intention is to strengthen the human resource base in the organisation, for this to be utilised as a vehicle for a broader organisational development.

Initially priority will be on training of trainers (TOT) as point of departure for strengthening the educational system of CESTRAR. This focus will have a more central position within CESTRAR than with the other partners since CESTRAR needs to build up completely new education structures involving educators and leadership in CESTRAR and its affiliated unions.

After, but also during the TOT process, the educators will be utilised as an vehicle to raise awareness amongst shop stewards and rank and file about thematic labour issues relating to

decent work and decent employment. This will include information on youth and women employment opportunities, EAC, labour legislation and labour rights etc.

The **2<sup>nd</sup> strategic area** is to lobby for improved labour rights and decent and quality employment in Rwanda. Here, best practices on lobby strategies on employment and informal economy issues will be discussed with a view to produce joint positions as input to advocacy of the ministry of labour and the National Labour Council.

On a regional level, EAC labour issues are very important in the Rwandan labour market. First, CESTRAR intends to analyse different policies, strategies and scenarios for the Rwandan labour market vis-à-vis EAC (restrictions on selected domestic sectors like doctors etc.). After internal leadership discussions and drafting of EAC positions, CESTRAR plans to consult and lobby government and employer representatives in the national delegation to EAC to take on board a “differentiated” approach to free movement of labour in the region (depending on countries and sectors).

In light of the large group of unemployed youth in Rwanda today, the **3<sup>rd</sup> strategic area** is the informal economy and the youth. It is a major challenge for CESTRAR to strategise on how to reach out to the informal economy workers, and to discuss which services they may require from CESTRAR and the affiliated unions. The next two years will in particular support CESTRAR in tripartite discussions about social security for informal economy workers. Research will be conducted to present best lobby practices on youth employment and informal economy to support national lobby (e.g. employment policy implementation and vocational training systems).

### **Target Group**

The direct recipients are around 1,000 elected leaders, trainers, office bearers and shop stewards and other labour activists.

The intended beneficiaries are 40.000 workers organised by CESTRAR and its affiliated unions.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities – CESTRAR**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<i>Immediate Objectives</i>	<i>Key Indicators</i>	<i>Means of Verification</i>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	CESTRAR carries out regular training of trainers and shop stewards and is able to sustain the educational system.  The total membership of the unions affiliated to CESTRAR has increased with 5-10%.  National employment policies reflect trade union priorities.	Monitoring reports  National legislation and monitoring reports

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 7:</b> Research capacity on decent work has been strengthened in trade unions with a particular focus on decent employment (youth/women);	<u>Research and statistics (social dialogue and EAC):</u>  7.1 Building a network of researchers 7.2 Research statistical data
<b>Output no. 8:</b>	<u>Policy on employment position:</u>

Policies have been developed by trade unions on the promotion of decent employment and decent working conditions	8.2 1 leadership workshop to draft CESTRAR policy on employment; (youth/women and setting up an education committee);
<b>Output no. 9</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level	<u>Training of negotiators:</u> 9.3. 2 workshops to train negotiators 9.4. Pilot initiatives: small negotiation processes
<b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues)	<u>Training of leadership:</u> 10.2 1 leadership workshop on bi/tripartite lobby strategies; <u>EAC:</u> 10.9 Produce simplified versions of EAC protocol for Rwanda 10.10 National stakeholder conferences on EAC
<b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues	<u>Establishing trainer networks:</u> 11.2 1 workshop to develop training materials 11.3 Collect materials on specialised topics and review; 11.4 2 Training-of-trainer workshops module 1 11.5 2 Training of trainer workshops module 2 11.11 Awareness raising meetings with shop stewards

**Tentative Implementation Plan – CESTRAR 2011 - 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 7</b>									
	7.1 Building a network of researchers	x							
	7.2 Research statistical data	x	x	x	x				
<b>Output 8</b>									
	8.2 1 workshop on draft CESTRAR policy on employment		x						
<b>Output 9</b>									
	9.2 2 workshops to train negotiators			x			x		
	9.3 Pilot projects for negotiators				x	x			
<b>Output 10</b>									
	10.3 1 leadership workshop on bi/tripartite lobby strategies	x							
	10.9 Produce simplified materials on EAC protocol			x	x				
	10.10 National stakeholder conferences on EAC					x			
<b>Output 11</b>									
	11.2 1 workshop to develop training materials		x						

	11.3 Collect/reproduce materials on specialised topics		<b>x</b>						
	11.4 2 training of trainers workshops (TTM 1)			<b>x</b>	<b>x</b>				
	11.5 2 training of trainers workshops (TTM 2)						<b>x</b>	<b>x</b>	
	11.11 Awareness raising meetings with shop stewards					<b>x</b>			

**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>CESTRAR</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	3
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	3
Communication to members of new political initiatives through newsletters, committees, local offices etc	3.5
A high level of members participating in meetings and activities of the organisation	2
Systematic training programme implemented	1
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	2
The organisation is recognized and represented in a wide range of tripartite bodies	3
The organisation elaborates policies and programmes of action, published in national or local media	3.5
The organisation is forming alliances with other organisations within civil society	3
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	3
Competences and division of labour between different levels in the organisation are clear and respected	3
A well developed and up-to-date membership database	2
Established local structures nation-wide	3
The organisation keeps track record of trainers in affiliated organisations	1
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	2
Number of dues paying organisations/affiliates are increasing	2
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	2
Clear procedures regarding management and control of economic resources has been decided	3
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	3

From the assessment made it seems that the organisation needs to strengthen its capacity within all four dimensions. Democratically the organisation specifically points to the need for stronger membership participation. Organisationally and financially, the organisation will receive supported through the programme, and a more detailed analysis is expected to be conducted within the first year of the programme.



## **Exit strategies**

The co-operation between the CESTRAR and the LO/FTF Council is still in its infancy, as the co-operation hitherto has taken place through the regional organization EATUC. Through this, a careful strategic analysis has been carried out, and CESTRAR has been assessed as a weak, but well organized and strategically very competent organization.

The support through this programme will only amplify the efforts by CESTRAR as stated in their own strategic plan – focusing on the use of an educational system as a strategic tool for the further organisational development.

Under the assumption that the programme will impact on the membership, the organisation should over time be able to take over also the financial responsibility of sustaining the training system. This process can be foreseen to take a period of 5-8 years.

## **B. Partner presentation – SNEP (Syndicat National des Enseignants du Primaire)**

The Teachers Union of Rwanda, SNEP was established in 1996 and is registered as a legitimate union by the Rwandan Government. The current membership is approximately 8.500 out of potential membership of approximately 30.000 primary teachers in the public sector.

SNEP is the largest affiliated union to the Confederation of Unions in Rwanda CESTRAR (see above).

### **Organisational structures**

The organizational structure of SNEP reflects the administrative structure of the country with its four organizational layers from national, provinces and districts to cells (local areas).<sup>37</sup> SNEP seeks to meet these structures by organizing School Representatives at the more than 2000 schools in the local areas and have elected representatives at the other 3 levels.

At each level, at least seven members/teachers are elected and is part of the structure of SNEP. Particular at the school level but also at the sector level this has created large numbers of elected people although with hardly any power internally in SNEP.

The *National Executive Committee* (NEC) of SNEP has 30 members. Election to the different bodies of SNEP and for the annual general congress takes place every 5<sup>th</sup> year.

The *Head Office* of SNEP, situated in Kigali is led by the President of the Union. SNEP has one central office in the capital Kigali. It is the ambition of SNEP to have a provincial office in each of the 4 provinces.

### **Social dialogue with government**

SNEP has relatively good relations to the government. However, its influence is limited. But SNEP seek to establish a constructive dialogue to the central- as well as to the local government showing its interest in building up the country. SNEP is at the national level represented in the Teachers Service Commission (TSC). At the district level it is represented in the District Councils.

During the last two years, SNEP has worked closely with the other teacher union SENJOUSMEL that organises teachers in private schools. SNEP intends to continue the close collaboration with SENJOUSMEL with a view to merge to two unions at some point.

At national level, SNEP is represented in the National Commission against HIV/AIDS and in NGO forums on HIV/AIDS, and globally to the International Confederation of Teachers: Education International, EI.

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<sup>37</sup> Rwanda has 4 provinces, North-, South-, East- and West Province plus the 5<sup>th</sup> 'province' the greater capital of Kigali. Rwanda has 30 districts, 416 sectors (municipalities) and 2.146 cells (local areas).

### **C. Previous achievements and future interventions**

The LO/FTF Council has not previously had any bilateral experiences with STEB, while the DLF has provided some limited organisational support out of its own funds. STEB has participated in regional meetings at the FEATU level in line with other teachers' organisations.

At the regional meetings in 2010 and bilateral consultations between SNEP and DLF, it was found that SNEP is struggling with its weak financial potential and weak capacity. An organizational analysis of SNEP has led to a leadership decision to thoroughly discuss its policy in order to create a common understanding and foundation for the development of strategic plans. Apart from the fact that there is no negotiation forum in Rwanda, another reason for developing its policy positions is that SNEP has a poor capacity in advocating its labour concerns due to lack of insight and capacity to structure and present its positions. Likewise, no clear policies or strategies have been thoroughly developed to present suggestions to the TSC or bipartite Councils.

This must be seen in light of the immediate need to organise the potential of almost 30.000 teachers who are unaware of their legal labour rights to decent working conditions and terms of employment according to the labour laws of Rwanda.

#### **Future interventions**

To make the above political decisions possible, the following strategic intervention is proposed:

The key **strategic area** of intervention will focus on sustainability discussions at the leadership-, province- and district level with the aim of sensitising more teachers about decent work. To be able to do this, strategies and policies on campaigning and sensitisation should be developed. This will be followed up by awareness raising amongst public and private teachers in Rwanda.

As a means to strengthen de-central capacity in SNEP, focus will also be on training of trainers as a means to disseminate policy decisions down to the school levels.

After 2013, this approach may be followed up with systematic training of School Representatives (shop stewards) that will focus on different subjects relating to local negotiation skills, conflict management, communication, knowledge on labour laws and public regulation of the educational sector etc.

#### **Target Group**

The direct recipients are around 2,100 elected leaders, trainers, school representatives and labour activists in SNEP and potential members in the schools.

The intended beneficiaries are 9.000 workers organised by SNEP.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities – SNEP**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b><i>Immediate Objectives</i></b>	<b><i>Key Indicators</i></b>	<b><i>Means of Verification</i></b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	SNEP has sensitized and informed more than 50 % of the teachers in Rwanda on labour market and education laws.  SNEP has organised at least 10% more members within the two-year period.  Policy positions have been presented to stakeholders with success.	Monitoring report  Membership database  Policies and monitoring reports

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 8:</b> Policies have been developed by trade unions on the promotion of decent employment and decent working conditions.	<u>Policy and campaigning development:</u>  8.1 1 workshop on sustainability analysis 8.2 Meeting of Technical Committee on sustainability 8.3 Meeting for NEC to discuss sustainability analysis and campaigning strategy 8.4 Workshop for writing strategic plan 8.5 Translation of political documents

	<p>8.6 Information and dissemination of campaign strategies to school representatives</p> <p>8.8 Information and sensitisation of union policy to stakeholders at all levels</p> <p>8.9 Strategic plan in place</p> <p>8.10 Printing of proposal to amend constitution</p> <p>8.11 NEC meeting for adjustments</p> <p>8.12 Printing of information materials</p> <p>8.13 Promotion materials</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues;</p>	<p><u>Training of trainers:</u></p> <p>11.9 1 training of trainers workshop for School Representatives</p> <p>11.11 Awareness raising for shop stewards (follow-up)</p>

**Tentative Implementation Plan: SNEP 2011 - 2013**

Component East Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 8</b>									
	8.1 Workshop on sustainability analysis	x							
	8.2 Meeting of Technical Committee on sustainability		x						
	8.3 Meeting for NEC to discuss sustainability analysis and campaigning strategy		x						
	8.4 1 workshop for writing strategic plan			x					
	8.5 Translation of political documents			x					
	8.6 Information and dissemination of campaign strategies to school representatives				x	x	x	x	x
	8.8 Information and sensitisation of union policy to stakeholders				x		x		
	8.9 Strategic plan in place				x				
	8.10 Printing of proposal to amend constitution					x			
	8.11 NEC meeting for adjustments					x			
	8.12 Printing of material						x		
	8.13 Promotion materials						x		
<b>Output 11</b>									
	11.9 1 TOT workshop for School Representatives		x						
	11.11 Awareness raising of school representatives			x	x				

**D. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>SNEP from 0 - 5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>1,5</b>
Transparent and democratic nomination of candidates for elections at all levels of the Organisation	<b>1,5</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>1,5</b>
A high level of members participating in meetings and activities of the organisation	<b>1,5</b>
Systematic training programme implemented	<b>1</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>1</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>1</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>1</b>
The organisation is forming alliances with other organisations within civil society	<b>1,5</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>2</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>2</b>
A well developed and up-to-date membership database	<b>1,5</b>
Established local structures nation-wide	<b>1,5</b>
The organisation keeps track record of trainers in affiliated organisations	<b>1,5</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>1,5</b>
Number of dues paying organisations/affiliates are increasing	<b>2</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>2</b>
Clear procedures regarding management and control of economic resources has been decided	<b>2</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>2</b>

SNEP is a new partner in this programme, and it seems premature to plan possible exit strategies.

From the above assessment it can be seen, that the organisation is relatively weak within all four dimensions. As with the teacher organisation STEB in Burundi, LO/FTF Council and DLF have initially planned to support SNEP with above activities in the first two years. Further, the organisation will highly benefit from the advice and support from the other teachers' organizations in East Africa through the FEATU.

At the end of this period, a project review has been scheduled to take at the end of 2012 with a view to assess a possible continuation of support beyond 2013.

Nevertheless, it is the assessment of DLF and LO/FTF Council that SNEP (SENJOUSMEL) will need support to continue its consolidation of the internal democratic culture and participation right from the leadership down to members at local school district levels. SNEP has taken a number of steps to consolidate its financial sustainability, and the support to SNEP is expected to create a positive synergetic effect on the overall support to the trade union movement in Rwanda.



## **Annex 10**

### **Component document – Southern Africa**

#### **Contents:**

- a. Southern Africa (Regional)
- b. Malawi
- c. Mozambique
- d. Swaziland
- e. Zambia
- f. Zimbabwe

## **Annex 10.a**

### **Southern Africa, SATUCC**

- A. Brief presentation (political and economic situation)
- B. Partner presentation of SATUCC
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Brief presentation of the Southern Africa Development Community**

Politically and economically, the southern Africa region is united through the Southern Africa Development Community (SADC), with its declared goal to further socio-economic cooperation and increased integration. Originally being an organisation formed to support the liberation struggle in South Africa, the organization currently comprises 15 southern African states. The SADC was modernized in 2001 to give it more political power vis-à-vis its members, seeking to do away with past policies of non-interference and aiming at creating greater political stability through a peer pressure mechanism. Although leaders have agreed to these changes on paper, in practice, there has been a certain unwillingness to give up sovereignty. In reality, the tradition of African leaders not meddling with each other's internal affairs have continued, and even though it has been attempted to give the SADC a stronger political profile capable of impacting more on its member states, it has not really succeeded in applying this in practice. The inability of the SADC to intervene effectively to solve the political and economic crisis in Zimbabwe illustrates this quite well.

When it comes to economic power, the SADC is split into two blocks – South Africa on the one side, and all the other member states on the other side. Unlike the other SADC countries, the South African economy is well diversified and accounts for 50 percent of the entire Sub-Saharan GDP. South Africa is without any doubt the regional economic power house as well as a continental economic superpower. With regard to the other SADC member-countries, most of them are dependent on exports of primary commodities such as oil, diamonds and other minerals as well as agricultural produce.

SADC has since inception adopted various policies and strategies through in the form of protocols, charters, codes and declarations. These include the 'Employment and Labour in the SADC', the 'Charter of Fundamental Social Rights in SADC' as well as 'SADC codes of conduct on Child Labour', 'HIV and AIDS and Employment', 'Safe Use of Chemicals' and 'Social Security' and most recently the SADC Protocol on Gender and Development.

The SADC has taken several steps to advance economic cooperation and integration in the region, by doing away with trade barriers to boost regional trade. In the early 2000 SADC adopted the Regional Indicative Development Plan (RISDP) designed to address the challenges and opportunities facing the cooperation and integration prospects. A free trade agreement was ratified during the same period.

Furthermore, it is important to point out that the SADC is not the only organization in the region trying to foster economic integration. In fact, Mozambique is the only country which is a member of a single regional organization (namely the SADC), with all others being members of the SADC as well as the Southern Africa Customs Union (SACU) and/or the Common Market for Eastern and Southern Africa (COMESA)<sup>38</sup>. This has muddled the picture somewhat, as the various countries have had clashing interests and advantages from the membership of each organisation. To counter this, the SADC entered into an agreement in 2008 with the East African Community (of

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<sup>38</sup> [www.tralac.org](http://www.tralac.org), 2010

which Tanzania is a member as well as a member of SADC) and COMESA (which includes 19 countries from Zimbabwe to Egypt). Furthermore, bilateral trade agreements with other countries also play a role for each member state.

On the labour market, SADC is working closely with the ILO to launch a regional “decent work” programme covering its member states. According to the ILO, all countries in the SADC region have employment as their main priority, because the unemployment and underemployment in the region is high. Global financial crisis have exacerbated further loss of jobs. A second priority is to extend social protection framework, promote HIV/AIDS, harmonise Occupational Health and Safety and extend it to the informal economy etc. With the coming free movement of labour and single customs union, a third priority is to promote social dialogue amongst workers and employers to harmonise policies on migration, employment, social corporate responsibilities as well as investments. In this respect, it will be of outmost importance that the capacity of SATUCC and its employer counterpart is strengthened to effectively participate in the regional integration process.<sup>39</sup>

Here, it must be noted that this programme in hand is complimentary to the above ILO/SADC decent work programme. The programme intends to build capacity amongst its member organisations and SATCC to strengthen the input to lobby and advocacy work by SATUCC to influence the SADC agenda on employment and labour.

### **B. Partner presentation – SATUCC**

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SATUCC was originally a product of the liberation struggle in South Africa, seeking to unite and coordinate the labour movement in the Southern Africa region as part of the political struggle in South Africa. SATUCC was established in March 1983 and it is headquartered in Gaborone, Botswana. With the political struggle in South Africa having been resolved, the organisation continues to constitute the regional labour platform, with one of the primary roles being to provide room for trade unions and workers to influence national as well as regional (SADC) policies by affiliating national labour federations to the SATUCC.

The SATUCC has been struggling for survival in the recent past, but has survived that hurdle and is currently in the process of building and employing the capacities necessary to run a more efficient and effective secretariat.

At a political level, SATUCC is recognised as being the regional labour representative with the SADC, and it is recognised as part of the SADC representation within the African Union. SATUCC participates in the regional tri-partite committee under the SADC-Employment and Labour Sector, constituting a strong advocacy potential despite its present limited organisational capacities.

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<sup>39</sup> ILO, Draft SADC Decent Work Regional Programme, 2010.

## Organisational structures

The highest decision making organ of SATUCC is the Delegates Congress which meets every four (4) years and elects the Executive Committee comprising the President, Vice President, Treasurer and two committee members and the chairperson of the women committee. The Executive Committee appoints the Executive Secretary who is responsible for implementing decisions taken by SATUCC constitutional organs. In between the Delegates Congress the affairs of SATUCC are delegated by the Executive Council which meets once annually. Other structures include the Finance and Administration Committee, the Women Committee and the Solidarity and Campaigns Coommittee which meet at least twice annually.

## Affiliates and membership

Currently, SATUC consists of 18 affiliated member organisations that represent approx. 7.2 million workers from 13 different countries:

- União Nacional dos Trabalhadores de Angola – Central Sindical (UNTA-CS)
- Botswana Federation of Trade Unions (BFTU)
- Central Geral De Sindicatos Independentes E Livres De Angola (CGSILA)
- Confederation Syndicale du Congo (CSC)
- Congress of South African Trade Unions (COSATU)
- Confederaçao Nacional dos Sindicatos Independentes e Livres de Mozambique (Consilmo)
- Federation of Unions of South Africa (FEDUSA)
- National Council of Trade Unions (NACTU)
- Lesotho Congress of Trade Unions (LTUC)
- Malawi Congress of Trade Unions (MCTU)
- Mauritius Trade Union Congress (MTUC)
- Organização dos Trabalhadores de Moçambique – Central Sindical (OTM-CS)
- National Union of Namibian Workers (NUNW)
- Swaziland Federation of Trade Unions (SFTU)
- Trade Unions' Congress of Tanzania (TUCTA)
- Trade Union Congress of Namibia (TUCNA)
- Zambia Congress of Trade Unions (ZCTU)
- Zimbabwe Congress of Trade Unions (ZCTU)

## Objectives

In general terms, the objective of the SATUCC is 'to unite working people and the poor and voiceless in the struggle to free southern Africa from exploitation, injustice and oppression through providing a dynamic, inclusive and sustainable platform to influence regional policy in favour of the working populations and the poor'. More specifically the objectives are to:

- To build and provide leadership to a democratic and independent trade union movement in southern Africa;
- To coordinate and enhance trade union activities in the region towards greater regional working class unity and solidarity;
- To advance, promote and defend human and trade union rights as well as fundamental freedoms as enshrined in the SADC Treaty, Charters and Protocols, The African Charter on Human and Peoples Rights, The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and its Follow-up and the United Nations (UN) Universal Declaration of Human Rights;
- To develop and support regional campaigns for economic, social and political equity and justice through people driven integration;
- To participate in and engage with SADC's development and integration agenda in a manner that protects and advances interests of the working class and the wider society;
- To advance and actively support the cause of vulnerable sectors in southern Africa – women, migrants, elderly, children, unemployed, workers in the informal economy etc.;
- To be involved in the development process with particular emphasis on rural development and assistance to migrant workers;
- To actively participate in and support the regional, continental and international trade union and social movements.

### **C. Previous experiences and future interventions**

Originally, the LO/FTF Council collaborated with SATUCC from 1999 – 2001 to strengthen Occupational Safety and Health in SADC region. This project trained leaders and OHS resource persons to be competent in developing and implementing OHS and HIV/AIDS policies as part of services to member organisations. The project was terminated in 2001 as originally planned.

The cooperation between SATUCC and the LO/FTF Council was taken up again in 2008 after a new leadership in SATUCC. SATUCC was subsequently included as partner in the 'Decent work, democracy and poverty alleviation in southern Africa' programme. The programme sought to include the SATUCC in an advocating role vis-à-vis the SADC in order to improve regional policies with regard to labour issues, notably Corporate Social Responsibility (CSR), the role of the public sector in employment generation and working conditions and employment in the informal economy.

Despite the present limited organisational capacity, SATUCC holds a strong advocacy potential towards SADC, and among its major achievements is the Charter of Fundamental Social Rights. The Charter was originally a hearing proposal from SATUCC and its affiliates that was adopted by the SADC in 2003 setting minimum standards around labour and social issues in the region.

### **Future interventions**

According to previous needs consultations in 2010, SATUCC and LO/FTF Council developed a joint programme that consists of three strategic focus areas:

- Consolidating SATUCC structures and coordination;
- Establish a network of resource persons;
- Raising awareness about the SADC protocol on employment and labour;

The **1<sup>st</sup> strategic area** of intervention is to strengthen the capacity of the SATUCC secretariat in Gaborone with technical support to build the capacity to utilise the internet to secure an effective exchange of experience between affiliates on priority issues. This capacity will be closely tied to the ability of SATUCC to carry out campaigns on key issues within the decent work agenda: Employment, labour rights, social dialogue and social security. These campaigns will be linked with the on-going lobbying of SADC and in synergy with the ILO decent work programme.

The **2<sup>nd</sup> strategic area** of intervention is to design and facilitate a new network of resource persons. The resource persons represent experienced as well as young and female trade union leaders from national centres, and shall provide technical input to the lobbying of SADC (sub-committees). Support will be provided to establish discussion forum with 3-4 labour themes. Here, the resource persons develop position papers on employment-related issues (e.g. social security, informal economy or decent employment). This network of resource persons will be supported through annual meetings and an interactive intra-network facilitated by SATUCC.

The regional workshops will allow for a systematic reviewing of lessons learned (i.e. from campaigning nationally) and development of actions plans on how to use intranet and other digital tools to disseminate these findings in future.<sup>40</sup>

The **3<sup>rd</sup> strategic area** is to build alliances and capacity for a more effective interaction between SATUCC and selected global union federations represented in the region. A number of meetings on key issues within the decent work agenda will be facilitated to promote joint actions and alliance-building with other stakeholders in the regional integration process.

To facilitate the synergy in the programme by exchanging lobby experiences gained by EATUC towards lobbying EAC, it is planned to organise regular meetings between EATUC and SATUCC secretariats (with ad-hoc participation of ITUC-Africa). Similarly, SATUCC and 1-2 resource persons are expected to present their experiences on promoting decent working conditions in the informal economy to EATUC and its member organisations. These meetings will be facilitated by the LO/FTF Council.

### **Target Group**

The direct recipients are 360 elected leadership and officials from the selected national trade union centres and regional stakeholders.

The intended beneficiaries are the total membership of 7 million from the member's organisations of SATUCC. The intended beneficiaries are those who are expected to ultimately benefit from the impact of the lobbying and campaigning efforts of SATUCC and the national centres.

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<sup>40</sup> National campaigning to present trade union positions on decent work is budgeted in national partner budgets.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - SATUCC**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objectives</b>	<b>Key indicators</b>	<b>Means of Verification</b>
<b>Immediate objective 1:</b> Regional trade union advocacy for the harmonisation of labour legislation based on the decent work agenda have been strengthened.	At least three policy-papers on e.g. social security, youth employment, certification of educations, and vocational training, have been produced and presented by SATUCC in the relevant regional forums encompassing the SADC, ILO, ADB, and the regional employers associations.	Reports from partners Policy papers Minutes and documentation from SATUCC meetings

<b>Outputs in relation to immediate objective 1:</b>	<b>Main activities</b>
<b>Output 1:</b> EATUC and SATUCC secretariats and coordinated networking structures with national centres are consolidated	<u>Consolidate SATUCC secretariat and coordination:</u> 1.1. 1 regional coordination meeting on SATUCC and coordination mechanisms 1.2. 1 regional strategic workshop 1.3. 2 regional seminars on intranet
<b>Output 2:</b> Research and position papers on labour issues have been produced (i.e. free movement of labour, employment, informal economy, etc.);	<u>Research and position papers:</u> 2.5. Produce thematic position papers on ex. informal economy, migration of labour, decent employment or other SADC relevant topics;



<p><b>Output 3:</b> Alliances with selected regional and global sector organisations have been consolidated;</p>	<p><u>Alliance building:</u></p> <p>3.2 Facilitate link-up with the African Labour Research Network together with researchers from national centres;</p>
<p><b>Output 5:</b> Campaigns and stakeholder conferences have been carried out to raise awareness on labor rights and the need for social dialogue in national and regional development.</p>	<p><u>Lobby and campaigning:</u></p> <p>5.4 Production/dissemination of SATUCC position</p>

### Tentative Implementation Plan: SATUCC 2011 - 2013

Component Southern Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 1</b>									
	1.1 1 regional coordination meeting		x						
	1.2. 1 regional strategic workshop				x				
	1.3. 2 regional seminars on intranet			x		x			
<b>Output 2</b>									
	2.5. Produce thematic position papers					x			
<b>Output 3</b>									
	3.2. Facilitate link-up with the African Labour Research Network	x		x		x		x	
<b>Output 5</b>									
	5.4 Production/dissemination of SATUCC position			x	x	x	x		

## **E. Sustainability<sup>41</sup> and exit strategies**

SATUCC has existed since 1983 and formed its secretariat at 1. December 1984. Over the last more than 25 years, the SATUCC and its secretariat has been the political voice of the trade union movement in Southern Africa towards the OAU (now AU), the SADC, as well as in a wide range of regional and international forums.

On this background SATUCC has been and is still seen as a politically highly sustainable organisation, has achieved observer-status to the SADC, and has e.g. successfully lobbied SADC to adopt a Social Charter. SATUCC plays an important role in the ILO collaboration with SADC in drafting a regional “Decent Work programme” in collaboration with the tripartite technical subcommittee of social protection and employment and labour in SADC. SATUCC is participating together with the regional employer organisation in SADC.

With increased globalisation the need to strengthen the regional integration process in Southern Africa has also increased, and the national trade unions are increasingly challenged by the regional integration process. The process demands a stronger co-ordination and increased capacity of the SATUCC-secretariat to actively pursue the interests of workers and trade union organisations on e.g. employment and social security etc.

With only a limited in-house capacity of the SATUCC secretariat, the organisational sustainability of SATUCC is resting on the commitment by the affiliated national centres. Here, the secretariat has enjoyed regular organisational support from only a limited number of affiliates. A key challenge for the coming years will be to strengthen the organisational links between all the affiliates and the secretariat.

Without institutionalised financial support from the SADC, the long-term financial sustainability of SATUCC rests on the ability of its member organisations to pay its contributions. A range of international organisations like the FES, ILO, and LO-Norway has been funding regional seminars and other activities implemented by SATUCC, while there is a strong need for basic capacity within the secretariat. There is a need for SATUCC to increase its visibility as a co-ordinating body within the sub-region, and a need in this context to develop a long-term financial sustainability plan to guide the organisation in the coming years.

### **Exit strategy**

The collaboration between the LO/FTF Council and SATUCC is still in its infancy and organizationally based on the long-term bilateral cooperation with a number of key affiliates of the SATUCC.

One of the ultimate objectives of the cooperation with SATUCC and its member organisations is to support a regional integration process with a unified and joint trade union movement on board as a credible and constructive social partner. The economic integration process in Southern Africa is only slowly progressing and highly dependent on the developments and decisions taken in South Africa. As such, the integration process in SADC is even more complicated than in the EAC, and will

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<sup>41</sup> A sustainability matrix is only designed for membership organisations like national centres and unions.

require difficult political compromises between member states when pursuing the processes of harmonising labour laws, certification of qualifications, social security etc.

To influence on a professional and credible basis, the SATUCC secretariat will need long-term support to effectively utilise its representation at the SADC. With the global financial crisis in mind and its delayed effects in Africa, it is foreseen that the LO/FTF Council will need to provide assistance for a period of 8-10 years.

In terms of continued financial support, it is expected that LO/FTF Council will gradually reduce its financial contribution to the SATUCC secretariat after 2015 and prioritise activity implementation. This is subject to the assumption that financial a financial sustainability plan has been developed and – bases on that - self-contributions from member organisations will have improved.

## **Annex 10.b**

### **Malawi**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of MCTU
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Malawi**

### **The political situation**

Malawi achieved independence from Britain in 1964, with Hastings Banda, the leader of the Malawi Congress Party (MCP) becoming the country's first president. Although inheriting a liberal political system, he quickly adopted an autocratic style leading to rebellion within government, which in turn led to further concentration of powers and ensuing repression. Malawi was practically turned into a dictatorship, with President Banda and his MCP holding absolute power, and with Banda eventually declaring him-self president for life in 1970. For almost three decades, freedom of assembly, association and expression was very restricted, and, as in most other dictatorships, arbitrary arrests and detention without trial were commonplace.

As opposed to his colleagues in Zambia and Tanzania (and later also Mozambique), he not only took a staunch pro-western and pro-capitalist line, but also sought political and economic relations with South Africa. As opposed and in contrast to his neighbouring countries, even though poor and lacking any significant mineral wealth, Banda was often cited as running a relatively effective economy, achieving progress in both agriculture and industry.<sup>42</sup>

With the changes in world geo-politics after 1989, both external and internal support which had kept the dictatorship alive disappeared and with an increase in donor pressure (threatening to withhold development assistance), Banda had no other choice but to accept a return to multi-party democracy in 1993. This brought with it a return to constitutional (and human) rights, consequently improving the human rights record to a large extent, but also continuing to display sporadic heavy handedness, particularly with regard to the media<sup>43</sup>.

The United Democratic Front (UDF) won the first multi-party legislative elections in 1994, with three seats short of winning an absolute majority in parliament. The leader of the UDF (with most of its supporters hailing from the Southern Region), Bakili Muluzi, won the presidential elections, with the MCP (dominating the Central Region) and the Alliance for Democracy, AFORD, (with most of its support coming from the Northern Region) being the main opposition parties. Having failed to win a majority of seats, the UDF constituted a coalition government with AFORD. In 1996, internal squabbles led AFORD to withdraw from the coalition, but it was made possible for the UDF to continue in power as some of the AFORD members of government and parliament defected and switched sides.

Muluzi and the UDF also won the following elections in 1999, and although the civil service already had a history of corruption, the second term of Muluzi was characterised by a number of large scale corruption cases. This raised serious questions about the quality of the civil service, involving not only high ranking civil servants and politicians, but also casting shadows over the president himself, especially since he failed to make use of existing legislation intended to fight corruption with criminal penalties. This failure to address the high level of corruption in the country resulted

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<sup>42</sup> [www.wikipedia.org](http://www.wikipedia.org), [www.fco.gov.uk](http://www.fco.gov.uk)

<sup>43</sup> [www.fco.gov.uk](http://www.fco.gov.uk)

in several bilateral as well as multilateral donors withholding financial aid, or withdrawing support altogether.

After having failed to change the constitution to allow for a third term, Muluzi hand picked his successor for the 2004 legislative and presidential elections, which put into power Bingu wa Mutharika with 36 per cent of the votes, and with Muluzi retaining the powerful position as UDF party chairman. But with the UDF having failed in winning a majority of the votes, once again a coalition government was formed. The coalition was short lived, as Mutharika broke with the UDF (and with the Muluzi domination of the UDF) to create the Democratic Progressive Party (DPP) in 2005.

During his first term, Mutharika oversaw substantial economic improvement, but with a minority government in place, and in an environment of political bickering following his break with UDF, he failed to pass any significant legislation with which he could fight the rampant corruption by now characterizing Malawi<sup>44</sup>. Mutharika was re-elected for a second term in May 2009, this time with his DPP winning 67 percent of the votes cast, holding 114 seats out of 193 in parliament.

### **The economic situation**

The Malawian economy is very much based on agriculture, with around 85 percent of the population living in the rural areas, accounting for more than a third of GDP<sup>45</sup>. Most farmers are small-holders, accounting for three quarters of agricultural production, mostly growing maize<sup>46</sup>. Agriculture is also the major foreign exchange earner, with tobacco accounting for around 60 percent and sugar, tea and coffee accounting for around five percent each<sup>47</sup>. Industry and services contribute 19 percent and 46 percent to GDP respectively<sup>48</sup>.

Government policy, against all donor advice, to subsidize fertilizer and seeds has paid off in boosting food production to such an extent that not only has Malawi become self-sufficient in maize, but in recent years also become a net food exporter. Partly as a result of this change in agricultural policy, economic growth has been averaging 7 percent between 2005 and 2010, with a record growth in 2008 of 9.7 percent due to a bumper crop in maize, and with a record earning in tobacco<sup>49</sup>. Economic growth had only averaged around 2 percent before that.

With the commissioning of the Kayalekera uranium mine in 2009, and with further mining surveys being conducted, mineral extraction is expected to contribute significantly to economic growth and export earnings in the future, with the uranium mine alone expected to generate USD 150 million per year, making it the largest export earner after the tobacco industry<sup>50</sup>.

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<sup>44</sup> CIA World Fact Book 2010

<sup>45</sup> CIA World Fact Book, 2010,

<sup>46</sup> World Bank, 2010

<sup>47</sup> [www.fco.goc.uk](http://www.fco.goc.uk)

<sup>48</sup> World Bank, 2010

<sup>49</sup> World Bank, 2010

<sup>50</sup> [www.wise-uranium.org](http://www.wise-uranium.org)

The industrial sector is small, mostly concentrating on agro-processing (tea, sugar, tobacco), as well as saw mill products, cement and consumer goods<sup>51</sup>. Electricity supply is erratic and a major constraint to the development of the economy (and the country), with other constraints related to infrastructure in general leading to high production costs and thus constituting significant investment barriers<sup>52</sup>. Only 7 percent of the population has access to power, and unavailability to reliable power will continue to hamper the economy in making full use of its potential (lower economic activity and productivity)<sup>53</sup>, but even so, industrial growth was estimated to be around 10 percent in 2009.<sup>54</sup>

The informal economy, as in most other countries in Africa, has been of the rise in recent years, as a consequence of lay-offs in connection with structural adjustment programmes and privatisations of government owned enterprises. With not enough formal jobs being created to keep up with population growth, and with increasing pressure on farm land, the informal economy is the only alternative left for an increasing number of people.

As with other countries in the region, the effects of the global financial crisis are filtering through the Malawi economy, leading to fewer investments and less consumption, with the Malawi Union for the Informal Sector (MUFIS) claiming that over one million people in the informal economy are being severely affected<sup>55</sup>.

### **The labour market**

In Malawi, 85% of the total working population is employed in agriculture, either as subsistence farmers or small holders or employed in large tea and sugar plantations. Other sources of employment are to be found in commerce, services (such as banking) and in the government services (education, health, police, etc.), but in general it must be said that non-farm employment opportunities are extremely limited, and the level of income is generally very low<sup>56</sup>.

Hardly any data is available on income levels, but indicative data shows that employees in the financial sector are earning more than 25 times what the average employee earns in the three lowest paid sectors (agriculture and forestry, construction and 'real estate' (=letting out lodging)).<sup>57</sup>

With regard to working conditions, Parliament passed the Occupational Safety, Health and Welfare Act in 1997, but legal penalties for non-compliance are very small.<sup>58</sup> The official capacity to conduct inspections at work place level and enforce the law is very small, with the Ministry of Labour and Vocational Training only having employed nine labour inspectors to cover the whole country, working with a limited budget. Also, as there is only one doctor trained in occupational

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<sup>51</sup> [www.wikipedia.org](http://www.wikipedia.org)

<sup>52</sup> [www.wikipedia.org](http://www.wikipedia.org)

<sup>53</sup> World Bank, 2010

<sup>54</sup> [www.wikipedia.org](http://www.wikipedia.org)

<sup>55</sup> [Zachimalawi.blogspot.com](http://Zachimalawi.blogspot.com)

<sup>56</sup> UNDP, 2010

<sup>57</sup> Wage Indicator Country Report No. 6, 2009

<sup>58</sup> [WageIndicator.org](http://WageIndicator.org), Country Report No. 6, 2009. Wage Indicator is referring a coming survey on labour in Malawi at the time of writing their report.

health and safety, it is very likely that (some) employers continue to violate occupational health and safety rules and regulations.<sup>59</sup>

### **B. Partner presentation – MCTU**

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### **Objectives**

The Congress of Malawi Trade Unions (MCTU) was re-established in 1995 after having been banned during the years when Malawi had a one party state under Hastings Banda. The MCTU currently has around 200,000 members from all economic sectors of Malawi and represented in 22 affiliated Unions. The MCTU is affiliated to the ITUC, SATUCC and OATUU among other regional and international trade union blocks.

As a membership based organization, MCTU promotes the interests of its affiliates and its members through building strong unions, decent jobs, justice, equality, democracy, accountability, transparency and peace. To achieve the above vision, MCTU seeks to:

- a. Organise workers in all economic sectors regardless of their status i.e. multinationals or Export Processing Zones
- b. Build institutional capacity at secretarial operational level and affiliate level;
- c. Build strong, independent and democratic unions;
- d. Promote gender balance and youth participation in decision making forums;
- e. Promote visibility and availability of MCTU at national, regional & global level;
- f. Be recognised by national and regional bodies to influence change and policies, and
- g. Build alliances with progressive Civil Society Organisations.

### **Organisational structures**

The MCTU is a democratic organisation with a Congress convening every five years as its highest authority. In between congresses, the General Council is the highest authority, comprising over 44 members and five executive members, meeting twice per year. The Executive Board also meets twice every 6 months comprising over 28 members, including Presidents of the affiliates and five National Executive members, and is responsible for the execution of General Council decisions. The National Executive Committee is responsible for carrying out decisions taken in the organs above, and is composed of five members (President, Vice President, Secretary General, Deputy Secretary General and Treasurer General). They meet regularly and ensure that the Secretariat implements the decisions taken and otherwise carries out its functions.

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<sup>59</sup> WageIndicator.org, Country Report No.6, 2009



The unions' strengths are the internal resources and capabilities that can be used as a basis for developing a competitive advantage. Looking at the MCTU over the period of its existence and in particular the past year, the federation has the following strengths:

- Huge and unorganized membership potential of 4.5 million informal workers and 550,000 formalised workers;
- Reasonable current membership (+- 200,000)
- Sound labour relations (labour laws) and good reputation and cooperation between workers and employers organizations.
- Negotiating capability from experience and know-how, and exclusive access to decision makers in the country
- Network through national and international memberships and affiliations as well as partnerships

The following points have been identified as weaknesses of MCTU:

- Continued loss of membership (due to retrenchments);
- Few and uncompleted collective bargaining agreements, and lack of negotiating skills;
- Poor cash inflows arising from non-payment of subscriptions by affiliates
- Low and poor wages leading to low income base, and low subscription payment by members;
- Poor communication and strategies, and inadequate commitment by leadership and affiliates
- Poor strategic planning, and inadequate transparency and democracy among affiliates
- Inexistent succession plans in MCTU affiliates and at national level, and union fragmentation;
- Erratic resources, both human and financial

Despite these weaknesses, an internal analysis of the MCTU's external environment reveals certain opportunities for improvement and growth, such as:

- An unfulfilled stakeholder need
- Growth of the technology sector and its use (ICT)
- Loosening of regulations or changes in legislation as recently done i.e. Labour Relations Act and Employment Act
- Access to international support i.e. training, resources and solidarity
- International focus on Malawi and Multinationals and globalisation
- Potential to grow (new investments), youth recruitment, and potential for union mergers
- Emergence of Civil Society Organisations (CSOs) and independent press
- Power to influence political, social and economic policy (current global downturn means more investors will flock to places with min. production costs and thus creating jobs for Malawians)

**Affiliates and membership**

<b>Name of union</b>	<b>Membership</b>
Building Construction Civil Engineering Allied Workers Union	7,500
Civil Servants Trade Union	12,000
Commercial Industrial Allied Workers Union	2,935
Escom Staff Union	1,200
Hotels Food Catering Services Union	2,446
Electronic Media Workers Union	333
Malawi Housing Corporation Workers Union	306
Communications Workers Union of Malawi	2,528
Plantations Agriculture Allied Workers Union	4,000
Private Schools Employees Union of Malawi	3,437
Railways Workers Union of Malawi	352
Sugar Plantation Allied Workers Union of Malawi	8,952
Teachers Union of Malawi	46,000
Textiles Garments Leather Security Services Union	6,782
Tobacco Tenants Allied Workers Union of Malawi	23,513
Transport General Workers Union	4,000
University Workers Union	1,500
Water Employees Union of Malawi	2,300
National Organisation of Nurses and Midwives	6,300
Malawi Union for Informal Sector (MUFIS)	2,350
Shipping Customs Clearing Allied Trade Union	200
Malawi Municipal Workers Union	4,500
<b>TOTAL</b>	<b>143,434</b>

Source: MCTU, 2010 (data valid as per December 2008).

**C. Previous experiences and future intervention**

The LO/FTF Council earlier supported the MCTU in assessing their needs and priorities, but at the MCTU went into a period of organisational turbulence, the cooperation never materialised into a bilateral programme. In the process it nevertheless became obvious, that MCTU would be able to benefit greatly from the co-operation and access to the experience within the LO/FTF Council – most specifically in the use of systematic training programme as a strategic tool for organisational development.

Upon a renewed request from MCTU, the LO/FTF Council in a cooperation with SATUCC recently conducted a general capacity assessment of MCTU with the view to assess whether MCTU could be included in the future programme. In addition, needs consultations were conducted with selected MCTU leaders identifying some of the key strengths, weaknesses and challenges for the near future. It was found that MCTU needs basic organisational development support through consolidating educational systems, a stronger lobby and advocacy profile in the tripartite/bipartite dialogue with employers and government, as well as continued support to MCTU in terms of organising the informal economy.

## **Future interventions**

On the basis of the needs and capacity assessment of MCTU in 2010, the following strategic areas were identified.

The **1<sup>st</sup> strategic area** of intervention is to provide leadership training within MCTU to enhance the capacity to lobby government on issues within the decent work agenda, with the aim to increase recognition of the MCTU by national government and employer organisations as a social partner in the labour market. MCTU will seek to strengthen its lobbying on the policy-making processes relating to labour legislation such as the employment amendment Act, the Pensions Bill, and the rights within the informal economy etc.

The **2<sup>nd</sup> strategic area** will be to introduce a systematic training of trainers programme in Malawi, which will enable the organisation and its affiliates to provide basic trade union training to branch leadership and shop stewards. Trainers will be utilised as a tool to increase the information flow between the national centre, sector unions and the individual workplaces, and as a vehicle both to further strengthen democracy within the organisational structures.

A **3<sup>rd</sup> strategic area** of intervention focuses on develop services and reach out to workers in the informal economy. The strategy is to further consolidate the work by MCTU that they achieved when they affiliated the union MUFIS into MCTU.

The sub-intervention strategies for ensuring decent work in the informal economy are divided into three: 1) training of leaders and coordinators in the affiliated union MUFIS in democratic representation and organisational development; 2) lobbying strategies to improve access to municipal services and facilities and proper working conditions, and 3) develop a “best practice” model on how a national centre like MCTU has fully affiliated a union for informal economy workers.

In respect of the last sub-strategy, the LO/FTF Council intends invite MCTU to put their resource persons on informal economy at the disposal of other national centres in East Africa. The aim is to build synergy within the overall programme by utilising best practices and lessons learned from national trade union centres in Southern African to East Africa (See annex 3 on “Best practices and lessons learned on informal economy”).

## **Target Group**

The direct recipients are around 3,200 elected leaders, trainers, office bearers and shop stewards, other labour activists, and representatives from informal associations.

The intended beneficiaries are 143.000 workers organised by MCTU affiliated unions and informal economy workers.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - MCTU**

<p><b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.</p>		
<b><i>Immediate Objective</i></b>	<b><i>Key Indicators</i></b>	<b><i>Means of Verification</i></b>
<p><b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.</p>	<p>National campaign on the implementation of key issues under the decent work agenda has reached national media.</p> <p>Increase in membership of 5% in MCTU Increase in membership of 20% in the union for informal economy workers (MUFIS)</p> <p>The education and training department in MCTU is able to sustain the training of trainer system.</p> <p>MCTU is actively participating and influencing the formulation and implementation of national employment policies.</p>	<p>TV/radio/-press clippings</p> <p>Membership databases</p> <p>Annual/quarterly reports</p> <p>Minutes of meetings and records Monitoring reports</p>
<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>	
<p><b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted;</p>	<p><u>Strategic planning:</u> 6.10 1 Workshop on leadership and organisational strengthening 6.12 Produce strategic paper on DW</p>	

<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues);</p>	<p><u>Joint statements for lobbying:</u></p> <p>10.1 1 leadership training on strategic media/ PR for lobbying 10.3 National stakeholder conferences &amp; alliance building 10.6 1 workshop to prepare campaigns works 10.7 Produce materials for dissemination 10.8 Pilot campaign activities on selected topics</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues;</p>	<p><u>Establish trainer networks:</u></p> <p>11.1 Identifying training needs and potential trainers 11.2 1 materials development workshop to produce training packages and topic-materials; 11.4. 2 training of trainer workshop module 1 11.5 2 training-of-trainer workshop module 2 (TTM 3 and national trainer conference postponed to end of 2013); 11.11 55 1-day awareness raising meetings with shop stewards at union levels;</p>
<p><b>Output no. 13:</b> Leaders and staff of informal economy associations have been trained in how to democratically represent and service its membership from the informal economy;</p>	<p><u>Informal economy and democracy (for women and youth):</u></p> <p>13.1 Training on Organisational development to IE organisation leaders and coordinators; 13.2 National, provincial workshops and materials collection for sensitisation and campaigning 13.3 Campaign activities to mobilise youth and women;</p>
<p><b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/financial providers.</p>	<p><u>Informal economy and lobbying:</u></p> <p>14.1 Collect/disseminate information materials on access to public/private institutions; 14.2 1 training workshop for informal economy officers on lobbying and negotiations</p>

	<p>14.3 Meetings with informal economy associations (contact persons/- coordinators)</p> <p>14.4 Sensitisation visits in pilot areas</p> <p>14.5 Lobby authorities on IE access to private/public institutions</p> <p>14.6 Meetings with IE training providers to negotiate access to training and micro-financing</p>
<p><b>Output no. 15:</b> Models on informal economy and best practices on access to municipal services and other private/public institutions have been developed for dissemination to other trade unions.</p>	<p><u>Informal economy and best practices:</u></p> <p>15.1 Workshop to develop a toolbox on informal economy (incl. legislation, soc. security)</p> <p>15.2 Printing</p> <p>15.3 Disseminate informal economy toolbox “service package” to informal economy associations</p>

**Tentative Implementation Plan – MCTU 2011 - 2013**

Component Southern Africa	Activities	2011		2012				2013		
		3q	4q	1q	2q	3q	4q	1q	2q	3q
<b>Output 6</b>										
	6.10 1 workshop on leadership and organisational strengthening		x							
	6.12 Produce strategic paper on DW			x						
<b>Output 10</b>										
	10.1 1 leadership training on strategic media/ PR for lobbying			x						
	10.3. National stakeholder conferences & alliance Building				x					
	10.6 1 workshops to prepare campaigns works		x							
	10.7 Produce materials for dissemination		x							
	10.8 Pilot campaign activities on selected topics				x	x	x	x		
<b>Output 11</b>										
	11.1 Identifying training needs and potential trainers	x								
	11.2 1 materials development workshop to produce training packages and topic-materials;		x							
	11.4 2 Training-of-trainer workshops module 1				x	x	x	x		
	11.5 2 Training-of-trainer workshops module 2									
	11.11 55 1-day awareness raising meetings with shop stewards at union levels;					x	x	x	x	
<b>Output 13</b>										
	13.1. Training on organisational development						x			
	13.2 National, provincial workshops and materials collection							x	x	

	13.3 Campaign activities to mobilise youth and women								X	x
<b>Output 14</b>										
	14.1 Collect/disseminate information materials on access to public/private institutions;		x	x						
	14.2 Training of IE association officers on decent working conditions				x					
	14.3 Meetings with contact persons/coordinators in IE associations			x	x					
	14.4 Sensitisation visits in pilot areas							x	x	x
	14.5 Meetings with government on informal economy					x			x	x
	14.6 Meeting with IE providers to negotiate access to training and micro-financing								x	x
<b>Output 15</b>										
	15.1 Workshop to develop a toolbox on IE (incl. legislation, soc. security);									x
	15.2 Printing									x
	15.3 Disseminate IE toolbox “service package” to IE associations									x



**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>MCTU from 0- 5</b>
<b>Democratic dimension</b>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	4
Transparent and democratic nomination of candidates for elections at all levels of the organisation	3.8
Communication to members of new political initiatives through newsletters, committees, local offices etc	2
A high level of members participating in meetings and activities of the organisation	3
Systematic training programme implemented	3
<b>Political dimension</b>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	3
The organisation is recognized and represented in a wide range of tripartite bodies	4
The organisation elaborates policies and programmes of action, published in national or local media	3
The organisation is forming alliances with other organisations within civil society	5
<b>Organisational dimension</b>	
A clear institutional framework of the organisation	4
Competences and division of labour between different levels in the organisation are clear and respected	4
A well developed and up-to-date membership database	2
Established local structures nation-wide	1
The organisation keeps track record of trainers in affiliated organisations	2
<b>Financial dimension</b>	
Level of income from dues in balance with expenditures	2
Number of dues paying organisations/affiliates are increasing	3
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	3.5
Clear procedures regarding management and control of economic resources has been decided	3.5
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	4

A needs appraisal mission in 2010 found that MCTU is a relatively well-consolidated national centre in terms of political structures and sustainability. The mission also found that MCTU suffers from a weak institutional capacity in the national centre and its affiliates – especially in terms of structures and communication to its local levels).

As far as financial sustainability is concerned, the financial situation of MCTU is resting on approx. 40% of its budget income arises from subscription fees from affiliated unions. MCTU has 8 full-time staff and 4 full-time elected leaders, and some unions co-finance the training activities by MCTU, while other sources come of external donor funding.

### **Exit strategy**

It is important to support MCTU in strengthening their internal organisational and democratic structures as a support mechanism to the lobby impact of MCTU as a national influential partner in national development. Also, it is important to support the process of organising the informal economy that they have already initiated with success.

In light of the above assessment, it is likely that MCTU needs technical and financial assistance for the coming six to eight years, at least.

## **Annex 10.c**

### **Mozambique**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of OTM-CS
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Mozambique**

### **The political situation**

After a long war Mozambique gained independence from Portugal in 1975. Independence came rather suddenly, after a coup in Portugal toppled the dictatorship, putting an immediate end to the war in the Portuguese colonies. Independence also meant that most civil servants, skilled workers, managers and capital, all Portuguese, left the country within a very short time. The liberation movement (FRELIMO) was thus suddenly faced with governing a country from scratch with a very short interim period in which it could adjust and prepare. Frelimo saw itself as the only legitimate political force in the country, and naturally assumed power, creating a one-party state with a socialist economic approach.

Mozambique was politically and militarily involved in the liberation war in Rhodesia and in the struggle for freedom in South Africa. To counter Mozambican interference, Rhodesian forces created and sponsored the Resistencia Nacional de Moçambique (RENAMO), which fought a brutal war of destabilization within Mozambique, killing around a million people, and displacing another five million.

With political changes in Southern Africa in the early 1990's, outside support for Renamo was disappearing, and a UN-backed peace agreement between Frelimo and Renamo forces ended 16 years of civil war in 1992. In 1994, the first multiparty elections took place. Renamo had transformed itself into a political party, remaining in opposition to Frelimo, but with the balance of power continuously moving in favour of Frelimo since then.

In December 2004, Armando Emilio Guebuza replaced President Joaquim Chissano, who had held office for 18 years. President Guebuza also won the presidential election in 2009 with around 75% of votes, and Frelimo enjoyed a landslide victory in the legislative elections, also with almost 75% of votes, further cementing its power. The turnout for both presidential as well as legislative elections was rather poor, at less than 45%.

In recent years, donors have increasingly expressed dissatisfaction with the government's track record on various issues, notably accountability regarding donor funds, as well as governance in general. In a move to do more to curb corruption and fraud, parliament passed a new anti-corruption law in 2004, with the government approving an anti-corruption strategy in April 2006. However, there have been no real advances in implementing the strategy; the corruption level has slightly increased since then.

While Mozambique has enjoyed a special status with donors after the civil war, there now seems to be a change in approach. Bilateral donors have decided to freeze budget support at 2010 levels, with Sweden and Switzerland actually reducing their contributions for 2011. Earlier in 2010 donors had already frozen the level of their budget support for 2010, criticising the government for

lacking transparency in governance, doing too little to fight corruption, and failing to keep the (governing Frelimo) party and the state separate, among others<sup>60</sup>.

Donors expressed dissatisfaction with the way that smaller parties were excluded from the election process, leading to an ever increasing Frelimo majority in parliament, which is widely seen as being unhealthy for the democratic process in Mozambique. To the extent that opposition parties made it into parliament, they were further blocked from meaningful participation by a number of regulations, which, however have been removed due to donor pressure.

In the beginning of September 2010, violent riots took place in Maputo where 13 people died and hundreds were injured. The riots were sparked by price rises by up to 30% in a number of basic foods (bread, rice, etc.) as well as electricity and water tariffs, reducing the buying power of already very low salaries and incomes. To placate the rioters, the Government of Mozambique decided to reverse these price rises at least until the end of 2010. What will happen afterwards is uncertain.

### **The economic situation**

With a shattered economy after a decade of civil war, and inadequate economic policies as well as being faced with prolonged periods of droughts in the 1980's, Frelimo abandoned the socialist approach in 1987, and introduced a market based economy. After the peace agreement in 1992, the country received massive aid from multilateral and bilateral donors, rebuilding infrastructure and resettling the vast amounts of displaced persons. Farmland was reopened, repaired roads increased trade, and generally household incomes increased<sup>61</sup>. Access to and quality of public services improved considerably<sup>62</sup>.

Mozambique has succeeded in attracting a number of large investments during the past decade, notably in natural gas, mining and an aluminium smelter, the latter alone accounting for around a third of Mozambique's export earnings<sup>63</sup>.

Construction, metallurgic industries, tourism and trade are the mainstay of the economy, contributing the most to GDP, but a renewed drive to increase agricultural production has also been launched in order to improve food security as well as increasing agricultural exports. The main exports are aluminium, natural gas, electricity, minerals (ilmenite) wood, sugar and marine products.

Mozambique used to be the worlds top cashew nut producer, but the industry has largely been destroyed by a combination of lack of investment in new trees (in the war years) and a World Bank induced policy shift lifting an export tax on raw nuts, making cashew nut processing at local factories unprofitable and closing a large number of factories. In recent years, tobacco has become

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<sup>60</sup> [www.clubofmozambique.com](http://www.clubofmozambique.com), 02 July, 2010

<sup>61</sup> Hanlon, Is Poverty Decreasing in Mozambique?, 2007

<sup>62</sup> WageIndicator.org, Country Report No. 1, 2009

<sup>63</sup> CIA World Fact Book, 2010

the largest agricultural export earner, employing around 4.000 workers in processing plants and securing the livelihood of 120.000 tobacco farmers<sup>64</sup>.

Aluminium, electricity, natural gas and ilmenite (a mineral) constitute almost 80 percent of export earnings<sup>65</sup>. The growth trend has been sustained throughout the last two decades with growth in GDP averaging 6.4 percent between 2001 and 2006, falling somewhat between 2005 and 2008 to an average of 5.2 percent, mainly due to the effects of the global financial crisis<sup>66</sup>. Inflation rates have fluctuated between 4 percent and 15.2 percent the last ten years<sup>67</sup>.

A number of national development plans have been approved by the government and donors, with the latest being the PARPA II (Plano de Acção para a Redução da Pobreza Absoluta) covering the period 2005-2009. The PARPA's overall target was to reduce the incidence of poverty from 54% of the population in 2003 to 45% in 2009. This was to be achieved by improving governance, by investing in human capital and by boosting economic development, with an emphasis on promoting private sector growth.

Mozambique has generally been described as being an economic success story, where free market policies have secured substantial growth, resulting in social and economic development for its citizens in the period 1994 - 2003<sup>68</sup>. Substantial progress has been made in fighting poverty and improving human development. Sustained growth and increased spending in the social sectors contributed to a 16 percent decline in poverty, from 70% in 1997 to 54% in 2003, where it has remained until today<sup>69</sup>. Inequality has remained low by regional standards, but is rising in relation to the rural areas, with urban inequality persisting<sup>70</sup>.

Although progress has been made in many areas, the country is still in transition, with a large number of social and economic challenges, including unemployment, low agricultural production and limited infrastructure and social services. Mozambique is still considered one of the poorest countries in the world. In 2003-2005 per capita income was \$290, rising to \$340 in 2007 and 370\$ in 2008<sup>71</sup>.

With economic growth continuing after 2003 it would be natural to assume that growth also would continue to alleviate poverty as it had done so far, but it appears that social development in the period 2004 – 2008 has been slowing, measured by the rising number of malnourished children<sup>72</sup>. Data from a survey done in 2002 and 2005 show that living standards remain very insecure, with 18 percent escaping poverty, but with 15 percent becoming poor. 52 percent had remained poor, while 15 percent had remained non-poor. At the same time, there is increased differentiation not only between rich and poor, but also between poor, very poor and extremely

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<sup>64</sup> [www.allafrica.com](http://www.allafrica.com), 2 September, 2009

<sup>65</sup> [www.clubofmozambique.com](http://www.clubofmozambique.com), 23 September, 2010

<sup>66</sup> WageIndicator.org, Country Report No. 1, 2009

<sup>67</sup> [www.clubofmozambique.com](http://www.clubofmozambique.com), 23 September, 2010

<sup>68</sup> WageIndicator.org, Country Report No. 1, 2009

<sup>69</sup> [www.wfp.org/mozambique](http://www.wfp.org/mozambique), 2010

<sup>70</sup> WageIndicator.org, Country Report No. 1, 2009

<sup>71</sup> World Bank, 2010

<sup>72</sup> Hanlon, Is Poverty Decreasing in Mozambique?, 2007

poor, with growth in GDP mostly benefitting the top 20 percent of the population, coupled with an economic model that leaves the majority of the population out as they do not have the resources needed to be able to participate and benefit<sup>73</sup>.

Growth has also been unevenly divided geographically, with most formal economic activity taking place in and around Maputo and a few other urban centres in the country, notably Beira, Tete and Nampula.

One of the key challenges in Mozambique is the rising rates of morbidity and mortality from HIV/AIDS. The national HIV prevalence among adults (15–49 year olds) was estimated to be 9.5% in 2000, rising to 12.5% in 2007.<sup>74</sup> In addition to its direct impact on poverty related indicators, this will have a dire consequence for the productive labour force and hence growth.

On a more positive note, primary school completion was only 16% in 2000, but has increased to 42% in 2005 and to 55% in 2009<sup>75</sup>. Infant mortality rates (aged five years and less) have dropped from 184 pr. 1000 to 168 pr. 1000, reflecting an improvement in health care, nutrition, etc.

### **The labour market**

According to the World Bank, the active labour force reached 9.77 million in 2008, out of a population of 21.4 million people. Agriculture, fishing and forestry employ around 80% of the economic active population<sup>76</sup>.

Formal employment, which covers only 10% of the active labour force, has been growing less than real GDP. With job destruction of 10 percent annually since 1996 in manufacturing alone, and with large foreign investments not picking up the slack, some of the labour force has found employment in the small and medium sized enterprises<sup>77</sup>. The largest employer outside subsistence agriculture remains the informal economy growing at a rate of 7%-8% per year. Unemployment remains high and Mozambique's labour market continues to be burdened by a poor human-capital base.

Mozambique has one of the least flexible labour markets in the region and improving the regulatory framework, making the labour market more flexible, modernizing inspections, hygiene and safety at work, and easing the hiring of foreign workers has been considered to be essential in attracting new investments. Some of these issues have been addressed with the introduction of the 2007 labour law, making it easier for employers to hire and fire employees (reducing the notice period from 90 to 30 days), and differentiating minimum wages<sup>78</sup>. The labour law does not include workers of the informal economy, making up the bulk of workers in Mozambique<sup>79</sup>.

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<sup>73</sup> Hanlon, Is Poverty Decreasing in Mozambique?, 2007

<sup>74</sup> UNAIDS, 2009

<sup>75</sup> [www.wfp.org/mozambique](http://www.wfp.org/mozambique), 2010. This is an average of grades 1-5 (76%), and 6-7 primary (35%) school completion rates

<sup>76</sup> World Bank, 2010

<sup>77</sup> WageIndicator.org, Country Report No. 1, 2009

<sup>78</sup> WageIndicator.org, Country Report No. 1, 2009

<sup>79</sup> ILO, National Profile of Working Conditions in Mozambique, 2009

Wage setting is done in a tri-partite forum, with the process being facilitated by the Ministry of Labour, but leaving it with employers and employees to reach a consensus. Before 2007, a single minimum wage was applied to the entire labour market, but beginning 2008, the labour market was split into nine different sectors, each subject to its own minimum wage negotiations. This has become a new challenge for both employer's and employee's organisations, as both are ill equipped to base their negotiating strategies on research.

In 2008, the monthly minimum wages ranged from MT 1.315 (approximately \$42) for agricultural workers, to MT 1.975 (approximately \$63) for industrial workers. For 2009, Trade Unions had called for an increase of between 5% (in fisheries) and 42% (in the financial sector), which were largely accepted, raising the minimum wage to between MT 1486 (\$47) and MT 2748 (\$87)<sup>80</sup>.

Despite the increase, which was above the inflation rate of 8.2 percent reported for 2008, the minimum wage does not provide a decent standard of living for a worker and family. It has been calculated that a basic basket of necessities, excluding water, electricity, etc) costs around MT 1221 per person. Although the industrial sector frequently pays above minimum wage, there is little industry outside of the Maputo area.

A challenge for the trade unions has been the absence of an independent conflict resolution system to settle labour market conflicts. The Industrial Court, which used to settle disputes, has been swamped with cases, creating a four to five year back-log, and encouraging employers to ignore labour legislation and collective agreements. A new centre for arbitration and mediation has been created at central level, but will be developed to cover all provinces in the near future, hopefully resulting in a faster and smoother handling of labour conflicts. It will also pose a new challenge for trade unions to capacitate their own representatives in the new institution.

Workers are often complaining that employers are deducting social security contributions from wages but failing to pay them into accounts and that they generally lack access to the social security system. The national pension fund, the Instituto Nacional de Segurança Social (INSS), on the other hand, has been trying to improve its tainted image of corruption and mismanagement, with at least USD 8 million disappearing between 2002 and 2008<sup>81</sup>. Directors have been dismissed for failing to clean up operations, and most recently a new board has been sworn in, comprising representatives from government, employers and labour organisations, hoping that this will improve the INSS track record<sup>82</sup>.

So far, the INSS has only been available for workers in formal employment with around 814.000 beneficiaries, but recently the INSS has decided to broaden its base by also including a large group of self-employed, estimated to count around 15.000 individuals, with an income high enough to realistically be able to pay contributions<sup>83</sup>. The government still has to approve the plans, however.

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<sup>80</sup> Using 2010 exchange rate of MT 31.5 pr. USD

<sup>81</sup> [www.allafrica.com](http://www.allafrica.com), 13 June, 2008

<sup>82</sup> [www.allafrica.com](http://www.allafrica.com), 18 February, 2010

<sup>83</sup> [www.clubofmozambique.com](http://www.clubofmozambique.com), 2 July, 2010



Mozambique has ratified ILO conventions guaranteeing the right to organise and bargain collectively, including public servants and state officials but excluding fire fighters, police, prison guards etc., with Mozambican law prohibiting anti-union discrimination. In practise and despite substantial pressure, most public employees are not allowed to organise, and little is done against private employers who breach the law. Only 2 percent of the working population is covered by collective agreements, and only 16 companies out of 522 have signed collective agreements with their employees<sup>84</sup>.

In the small formal sector, health and environmental laws are enacted to protect workers but the Ministry of Labour does not effectively enforce these laws, and the government only occasionally closes firms for non-compliance. Significant violations of labour legislation in many companies and services continue to be a problem.

In Mozambique there are generally comprehensive problems with the working environment. Employers do not respect the labour market legislation regarding occupational health and safety (OHS), there is a lack of safety measures and there are most often serious problems with noise, dust, lack of ventilation, use of chemicals and hazardous substances, lack of safety equipment, etc. Workers have the right to remove themselves from work situations that endanger their health or safety without jeopardising their continued employment, but in practice threats of dismissal and peer pressure restricts this right. Often workers are not aware of the problems or their rights, and employers use the economic situation of the enterprises as an excuse for not respecting the law.

### **B. Partner presentation – OTM**

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### **Organisational structures**

The Mozambican National Trade Union Centre (OTM-CS) was established in 1976 as an umbrella for all Mozambican workers, albeit with a very strong link to the ruling party, Frelimo. In the mid 1980's, OTM-CS became officially independent and began to establish unions for the various sectors. Today, OTM-CS has today 14 affiliated national unions, counting roughly 132.000 members. Not counting the unions not yet legally recognised, or the informal economy umbrella association associated with OTM-CS, with approximately 60.000 members. OTM covers all provinces in Mozambique and is affiliated to ITUC.

OTM-CS is a democratic organisation where the Congress, which convenes every five years, is the highest authority. The Executive Secretariat, composed of five members including the General Secretary, is in charge of daily operations.

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<sup>84</sup> ITUC Report for the WTO General Council Review of Trade Policies in Mozambique, 2009

OTM has been through a range of restructuring exercises since the beginning of the 1990's, both as part of becoming more independent from government as well as to strengthen the affiliated unions. At its Congress in 2007, the OTM-CS endorsed a strategy for continued development of the trade union movement in Mozambique in the coming years.

The mission of OTM-CS covers organising of workers in Mozambique and improvement of their living and working conditions, participation in tri-partite negotiations with the government and the employers around changes in the labour law and negotiations of minimum salaries with the government and employers.

### **Affiliates and membership**

<b>Name of Union</b>	<b>Membership (2009)</b>
SINPOCAF - Port and Railways Workers Union	2,579
SINTIQUIGRA – Chemical, Graphic and Rubber Workers Union	7,063
SINTIME - Metallurgic and Energy Workers Union	6,929
SINTIA - Sugar Workers Union	17,389
SINECOSSE - Commerce and Service Workers Union	11,432
SINTIMAP - Marine and Fishing Workers Union	8,236
SNEB - Bank Workers Union	4,559
SINTAC - Aviation and Communication Workers Union	3,215
SINTIC – Cashew Nut Workers Union	2,500
SINTIAB – Food and Drinks Workers Union	7,923
SINPEOC - Dock Workers Union	4,673
SINTAF - Agriculture and Forester Workers Union	36,460
SINTESPGM - Security and Private Guard	16,942
SINTELMO	2,105
<i>Sub-Total:</i>	<i>132.005</i>
Affiliated, not yet legally recognised unions	
SINAFP - Public Sector Workers Union	20,256
SINED – Education Sector Workers Union	No data
Associated organisations	
ASSOTSI – Association of Informal Economy Operators and Workers	60,000
<b>TOTAL</b>	<b>212,261</b>

Source: OTM-CS, 2010

### **C. Previous experiences and future intervention**

#### **OTM-CS:**

The LO/FTF Council has cooperated with OTM-CS since 2002. Initially implementing a three year programme, where most of the focus was on building the capacity of OTM's educational department, CONEFS, as well as its women branch, COMUTRA.

was strengthened. This greatly contributed to build a functioning educational department with a widespread network of trainers, but without securing the financial sustainability of the department.

The objective of the COMUTRA component was the continued strengthening of the COMUTRA network to integrate and secure a stronger representation of women in the OTM structures at all levels. Also it was intended that project activities conducted by COMUTRA be mainstreamed and consolidated to secure the best possible support to the implementation of the decisions made.

Building on the experiences with CONEFS and OTM, a programme to assist in the development of OTM-CS organisational capacity was conducted between 2005 and 2007, and focusing on a defined need for workers education and specialised training on themes such as OHS, HIV/AIDS, Labour Law, and conflict resolution.

Since 2008, Mozambique has been part of the current regional programme (“Decent work, Democracy and Poverty Alleviation in Southern Africa”), which is focussing on capacity building of the national centre OTM and its affiliates in occupational safety and health at the workplace, collective bargaining agreements, negotiation techniques and skills in both the private and public sectors, and policy development in various areas. Specifically there has been a strong focus on organising within the informal economy by providing support to organisational capacity building of the informal economy organisation ASSOTSI. So far, membership numbers have reached around 60.000 in the Maputo area (up from 40.000 in 2008), and currently ASSOTSI is working on establishing a national structure in order to organise informal economy workers across the country.

#### Sindicato Nacional da Função Pública (SINAFP):

In a separate cooperation with the Danish HK, the union for public sector employees in Mozambique SINAFP has been supported from 2001 to 2010/11. The project has been focussing on building the organisational capacity and structures of SINAFP. So far, the Mozambican government has refused to recognise the right of workers in the public sector to join the union. Despite this, and with a newly change of leadership, the union appears to have been revitalized and accepted in a dialogue with the government regarding legal recognition. The support from Danish HK has aimed at strengthening the lobby by SINAFP towards the Mozambican government to legally recognize SINAFP as a public sector union with the collective right to negotiate with the government employer on behalf of civil servants.

Recently, the government has e.g. invited SINAFP to participate in a technical committee preparing a public sector bill. Currently the union is setting up a long overdue check-off system at all public work places throughout the country to secure its financial sustainability.

It now (January 2011) seems like the government is close to legalising SINAFP. A memorandum of understanding has been signed by both parties, and the legalisation has been written into the government plans and finance budget for 2011 (approved by parliament). The ministry of labour has registered SINAFP as a public union and established a bank account for subscription fees.

At the same time, the government has invited SINAFP to discuss how to improve quality public services to the general population and how to fight corruption in the public sector. Finally, SINAFP has achieved a collective right to negotiate with government employers on remuneration of expatriated public employees in all provinces.

In the coming future, it will be important to follow-up and provide technical backstopping to SINAFP in its fight to obtain legal recognition of SINAFP.

#### Organização Nacional dos Professores (ONP):

The LO/FTF Council, together with DTL (Dansk Teknisk Lærerforening (now Uddannelsesforbundet), has cooperated with the Mozambican Teachers Organisation (ONP) between 2006 and 2008, targeting shop stewards at technical schools in Mozambique, as well as capacity building the national ONP leadership with regard to developing strategies and policies.

Following the initial funding from the DTL, since 2009 a new programme funded by the Danish embassy in Maputo is focussing on further training and capacity building of the ONP and its leaders at various levels. The main purpose is to equip the union negotiators and other representatives to be able to dialogue more effectively with their employers. As part of the organisational capacity building component, it is also important to improve internal and external communication as well as developing systems to register members and their membership dues payments, all with a purpose of improving financial and organisational sustainability. Organisational infrastructure at the Maputo head quarters will also be strengthened.

#### **Future interventions**

Building on earlier achievements, the programme in Mozambique will seek to strengthen the recognition and visibility of the OTM-CS as a competent and democratic representative for all workers in Mozambique, actively promoting the decent work agenda in Mozambique.

Based on this, the national strategy will focus on three strategic areas of intervention:

The **1<sup>st</sup> strategic area** of intervention is to strengthen the capacity of OTM leadership in terms of their role in promoting the decent work and decent employment agenda in the Mozambican labour market. A road map is expected to be produced to supplement the strategic plan of OTM.

This support ties in with the DANIDA-sponsored Private Sector Development Programme in Mozambique (2010), where OTM in the component on advocacy and business research is planned to be provided some support for strengthening their research capacity.

The **2<sup>nd</sup> strategic area** is to focus on how to improve decent work and employment conditions for public employees in Mozambique. Recognition and building of capacity within the public sector organisations is one of the keys to promote good governance and an effective public service sector able to facilitate economic growth in the private sector as well as a more equal distribution of wealth. In alliance with the public sector union SINAFP, OTM will increase its lobby and advocacy

towards government to obtain the necessary legal recognition, and effectively promote decent work through social dialogue at all levels within the public sector.

To make this possible, leadership training and internal joint position papers will form the basis for a media- and campaign strategy to create awareness on the rights and roles of workers in the public sector. These will closely tie-in with a follow-up on the achievements made so far by SINAFP in its fight to obtain legal recognition. Today, the union is very close in agreeing with the ministry of public affairs, and therefore technical and strategic support will be provided by HK in Denmark to reach this milestone. Financial support will be provided to the SINAFP secretariat in a transitional period until the check-off system has been implemented as a precondition for the financial sustainability of the union.

The **3<sup>rd</sup> strategic area** of intervention is to focus on the informal economy and continue with supporting ASSOTSI to develop/restructure its democratic structures to improve the organising of informal economy workers within OTM. This includes a policy and constitutional decision by OTM leadership on how to incorporate ASSOTSI into the structures of OTM. Sensitisation campaigns will be conducted nationally and provincially.

ASSOTSI will receive assistance to build their capacity to lobby and negotiate with central authorities and municipalities to improve access to markets, public facilities, as well as training - and micro-finance providers. A priority is to identify new areas where street vendors can concentrate (new market areas) to ease the access to services.

To facilitate the organisational development process, assistance will be provided to ASSOTSI through the OTM structures to enable them to accommodate the very diverse group of informal economy workers within a democratic and professionally working trade union organisation – providing e.g. much needed access to training and assistance on e.g. health and safety. A tool-kit or service package will be produced to new informal economy associations in Mozambique.

### **Target Group**

The direct recipients are around 2,500 elected leaders, trainers, office bearers, shop stewards and other labour activists from OTM with special attention paid to SINAFP and ASSOTSI.

The intended beneficiaries are 220.000 workers organised by OTM affiliated unions and potential non-members in the informal economy.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - OTM**

<p><b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.</p>		
<i>Immediate Objectives</i>	<i>Key Indicators</i>	<i>Means of Verification</i>
<p><b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.</p>	<p>National campaigns on the implementation of key issues under the decent work agenda have reached national media.</p> <p>Public sector union SINAFP has obtained legal recognition by the parliament. SINAFP has organised at least 50,000 new members, collecting membership fees making them able to run their own offices, and comply with democratic obligations in their constitution.</p> <p>ASSOTSI has developed and restructured its democratic structures and improved the organising of informal economy workers within OTM.</p> <p>A minimum of 1 mill workers in informal employment have improved access to social security and/or other basic services.</p> <p>A national public sector bill reflects trade union priorities.</p>	<p>TV/radio/-press clippings</p> <p>Collective agreement/ membership databases</p> <p>Annual/quarterly reports</p> <p>National legislation and monitoring reports</p> <p>Copies of public sector bill</p>

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<p><b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted</p>	<p><u>Strategic planning:</u></p> <p>6.1 1 workshop on constitutional matters to adopt constitutional amendments relating to informal economy</p> <p>6.11 Adoption of policy/constitution and communication flows (1-day addition to executive meeting)</p> <p>6.12 Produce a strategic action paper on the role of OTM in promoting decent work agenda;</p> <p>6.14 Design of web-site for information and media</p>
<p><b>Output No. 8:</b> Policies have been developed by trade unions on the promotion of decent employment and decent working conditions</p>	<p><u>Policy development:</u></p> <p>8.2 1 workshop to update policy on public sector</p>
<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues)</p>	<p><u>Joint statements on public sector:</u></p> <p>10.1 2 leadership training workshops on strategic media/ PR for lobbying</p> <p>10.3 National stakeholder conferences &amp; alliance building</p> <p>10.6 1 workshop to prepare campaigns works</p> <p>10.7 Produce materials for dissemination</p> <p>10.8 Pilot campaign activities on selected topics</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social</p>	<p><u>Consolidating trainer structures (focus on labour rights):</u></p> <p>11.7 Re-training workshops for trainers</p> <p>11.11 Awareness seminars for shop stewards (follow-up)</p>

dialogue about decent work and decent employment issues	
<p><b>Output no. 13:</b> Leaders and staff of informal economy associations have been trained in how to democratically represent and service its membership from the informal economy;</p>	<p><u>Informal economy and democracy (for women and youth):</u></p> <p>13.1 3 training workshops on organisational development for ASSOTSI leadership; 13.2 1 national sensitisation workshop, 10 provincial sensitisation workshop and campaigning materials 13.3 Campaign activities to mobilise youth and women</p>
<p><b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/financial providers.</p>	<p><u>Informal economy (lobbying of government):</u></p> <p>14.1 Collect/disseminate information IE materials on training/finance 14.2 1 training workshop for ASSOTSI on lobby and negotiations 14.3 Meetings with ASSOTSI (contact persons/coordinators) 14.4 Sensitisation visits in pilot areas 14.5 Lobby authorities on IE access to private/public institutions 14.6 Meetings with IE training providers</p>
<p><b>Output no. 15:</b> Models on informal economy and best practices on access to municipal services and other private/public institutions have been developed for dissemination to other trade unions.</p>	<p><u>Informal economy models:</u></p> <p>15.2 Printing 15.3 Disseminate toolbox “service packages” to IE organisations; 15.4 Evaluation on informal economy successes from selected provinces;</p>



**Tentative Implementation Plan: OTM 2011 - 2013**

Component Southern Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.1 1 workshop on constitutional matters to adopt constitutional amendments relating to informal economy		x						
	6.11 Adoption of policy/constitution and communication flows (1-day addition to executive meeting)			x					
	6.12 Produce a strategic action paper on the role of OTM in promoting decent work agenda;			x					
	6.14 Design of web-site for information and media	x							
<b>Output 8</b>									
	8.2 1 workshop to update policy on public sector				x				
<b>Output 10</b>									
	10.1 2 leadership training workshops on strategic media/ PR for lobbying				x				x
	10.3 National stakeholder conferences & alliance building		x	x					

	10.6	1 workshops to prepare campaigns works					x	x	
	10.7	Produce materials for dissemination						x	
	10.8	Pilot campaign activities on selected topics							x
<b>Output 11</b>									
	11.7	Re-training workshops for trainers		x					
	11.11	Awareness seminars for shop stewards (follow-up)			x	x			
<b>Output 13</b>									
	13.1	Training workshops on OD for ASSOTSI leadership;			x				
	13.2	1 national sensitisation workshop, 10 provincial workshops and campaigning materials					x	x	x
	13.3	Campaign activities to mobilise youth and women						x	x
<b>Output 14</b>									
	14.1	Collect/disseminate information IE materials on training/finance						x	
	14.2	Training of ASSOTSI on lobby and						x	x

	negotiations								
	14.3 Meetings with ASSOTSI (contact persons/coordinators)						x	x	X
	14.4 Sensitisation visits in pilot areas						x	X	
	14.5 Lobby authorities on IE access to private/public institutions						x	X	
	14.6 Meetings with IE training providers							x	X
<b>Output 15</b>									
	15.2 Printing							x	X
	15.3 Disseminate toolbox “service packages” to IE organisations								X
	15.4 Evaluation on informal economy successes from selected provinces						x	x	

**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<i>OTM from 0- 5</i>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>2</b>
Transparent and democratic nomination of candidates for elections at all levels of the organisation	<b>3</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>2</b>
A high level of members participating in meetings and activities of the organisation	<b>3</b>
Systematic training programme implemented	<b>3</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>2</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>2</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>2</b>
The organisation is forming alliances with other organisations within civil society	<b>2</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>4</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>3</b>
A well developed and up-to-date membership database	<b>3</b>
Established local structures nation-wide	<b>3</b>
The organisation keeps track record of trainers in affiliated organisations	<b>3</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>0,5</b>
Number of dues paying organisations/affiliates are increasing	<b>1</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>4</b>
Clear procedures regarding management and control of economic resources has been decided	<b>4</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>3</b>

The financial sustainability of OTM rests of the future membership base. The trade union for public sector employees SINAFP has a large membership potential of around 180,000 workers. Depending on the outcome of the mobilisation of new members by SINAFP, dues from these could

improve OTM's income generation substantially. Nonetheless, a careful mapping of capacities and needs will have to be carried out to assess the need for any future assistance.

Furthermore OTM/CS has to gain the confidence of the broader population in Mozambique as the mouthpiece for the people, not only for the trade union members who are already paying their dues but also as spear-head in opinion-forming from their own and other institutions' evidence-based research to keep the government responsible for its decisions and actions through media and own developed information strategies, lobbying and advocacy.

By improved social dialogue with employers, reaching out to OTM' s affiliates targeting organising campaigns in small and medium enterprises for vocational training and better working conditions a number of private companies' employees will also naturally contribute to the financial sustainability of OTM/CS and its affiliates.

### **Exit strategies**

It is the assessment of LO/FTF Council that OTM-CS will continue to need support for at least another 5 - 10 years. An improved financial sustainability of the organisation rests on increase of new members – especially workers from the informal economy.

## **Annex 10.d**

### **Swaziland**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of SFTU
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Swaziland**

### **The political situation:**

Swaziland is governed as a traditional monarchy, with the king wielding extensive executive, legislative and juridical powers vested in him by the 1973 Royal Proclamation under which the constitution was suspended and political parties banned. The new constitution adopted in 2006 contains only a limited bill of rights, and although it does not ban political parties, their status remains unclear<sup>85</sup>.

Over the years, there has been a mounting national and international pressure on the Swazi government from local political groupings, the UN Commission on Human Rights, Amnesty International, ITUC, ILO and the USA, amongst others, to improve the human rights records and move towards more democracy. Under the new constitution, King Mswati III continues to appoint the Prime Minister, the Cabinet, 66 percent of the members of the House of Senate, the judges, all regional administrators as well as 20 percent of the House of Assembly<sup>86</sup>.

Despite the growing internal and external pressure for political reform the king seems to be tightening the grip on the country, becoming increasingly authoritarian, interfering in public life and interfering with and undermining the judicial system. Even though the government has ratified international conventions on human rights, it ignores and violates these rights at will, thereby undermining the system of checks and balances through the separation of powers, as well as the country's own constitution.

Any voice of dissent is being silenced, using newly adopted anti-terrorist laws, denying its citizens the right to free assembly and free speech. The new Public Service Bill is denying public servants the right to participate in any action that could be perceived to be anti-state (or anti-status quo), whether trade union meetings or marches for a more democratic Swaziland, and any offence can lead to suspension or dismissal.

Even though the 2006 constitution does not forbid parties as such, government is doing all it can to suppress any political parties from contesting power, which so far has resulted in no registered parties. A series of unsolved petrol bomb attacks in 2005 have been the justification for passing a Suppression of Terrorism Act in 2008, and with the bomb attacks blamed on the political opposition, the Act thus justifies persecution of these groups, now labelling them as terrorist organisations<sup>87</sup>.

There are several organisations which are considered to be political associations<sup>88</sup> in the country, where notably the People's United Democratic Movement (PUDEMO) is in opposition to the present political system. PUDEMO's president, Mario Masuku, was detained for eleven months in

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<sup>85</sup> US State Department, 2010, CIA World Fact Book, 2010

<sup>86</sup> CIA World Fact Book, 2010

<sup>87</sup> [www.afrol.com](http://www.afrol.com), Afrol News, 9 June, 2010

<sup>88</sup> CIA World Fact Book, 2010

2008-2009 for publicly voicing his support for more democracy in Swaziland, thereby violating the anti-terrorism act. Mario Masuku has called for international sanctions against Swaziland in connection with the reception of a Danish democracy award in early 2010. The event was largely ignored by the Swazi government, but received much attention by the Congress of South African Trade Unions (COSATU), who is supporting PUDEMO in its struggle for more democracy in Swaziland, and who is calling on the South African government to put pressure on the Swazi king<sup>89</sup>. The Swaziland Federation of Trade Unions (SFTU) and the Swaziland and Solidarity Network (SSN) are considered to be the most important civil society political pressure groups<sup>90</sup>.

Recently, a new wave of petrol bombs has led to a round of brutal attacks against opposition groups and arrests of an unknown number of political opposition leaders in the country. These crackdowns come after public opinions favouring the democratic opposition have been published, which also show that many Swazi's believe that the petrol bomb attacks have been planned and carried out by police, but blaming it on the opposition<sup>91</sup>.

That the royal and political elite always have led a lavish lifestyle has been no secret, and they have had few qualms about doing it at the expense of its citizens. This has recently been confirmed by the choice of remedies in the light of the fact that government has had severe problems making ends meet in late 2010<sup>92</sup>. It has approached the IMF for a loan to be able to pay the wages of its employees, and the IMF has responded that Swaziland must do more to balance its budget. This has prompted the government to cut civil servants' salaries by 4.1 percent, and to introduce a 3 percent tax for people that previously were too poor to pay any tax at all, but not reversing the salary increases awarded to members of parliament or reducing the daily allowances accorded to the royal family.

### **The economic situation:**

The Swazi economy is quite diversified, with agriculture, forestry and mining accounting for around 13 percent of GDP, manufacturing of textiles and sugar as well as sugar and fruit related products accounting for 37 percent, with services accounting for 50 percent (of which government services account for 18 percent)<sup>93</sup>. The economy is largely characterised by a land ownership system splitting land into two categories – Title Deed Lands (TDLs) and Swazi Nation Land (SNL) – with the former accounting for the bulk of high value plantations and forestry. This land has attracted high levels of investment, is well irrigated and highly productive<sup>94</sup>, while the SNL is sustaining 75 percent of the population, suffering from low levels of investment leading to soil depletion, over grazing, and with fluctuations in rainfall, this has resulted in low productivity, negatively affecting the economic performance of the country as a whole<sup>95</sup>.

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<sup>89</sup> [www.afrol.com](http://www.afrol.com), Afrol News, 9 June, 2010

<sup>90</sup> CIA World Fact Book, 2010

<sup>91</sup> [www.afrol.com](http://www.afrol.com), Afrol News, 29 June, 2010

<sup>92</sup> [www.swazimedia.blogspot.com](http://www.swazimedia.blogspot.com), October 9<sup>th</sup>, 2010

<sup>93</sup> World Bank, 2010

<sup>94</sup> World Bank, 2010

<sup>95</sup> World Bank, 2010



The economy is very closely linked with South Africa, to which it is exporting over 60 percent of its products and accounting for 90 percent of its imports. Swaziland has also benefitted from the US African Growth and Opportunity Act (AGOA), receiving trade preferences for apparel and textiles exports to the USA, and exporting sugar to the EU under a similar scheme. The EU sugar scheme is in the process of phasing out, and the preferential schemes for textiles have already been phased out<sup>96</sup>, with others due to follow in the near future<sup>97</sup>. Under the schemes, sugar exports grew by 50 percent between 2000 and 2005<sup>98</sup>, and AGOA exports grew from USD 65 million in 2001 to USD 199 million in 2005, falling again to USD 101 million in 2009<sup>99</sup>.

Government is also heavily dependent on the Southern African Customs Union (SACU), from which two thirds of its revenues hail (and accounting for 25 percent of GDP)<sup>100</sup>. These have fallen by over 60 percent as a result of the global financial crisis, and the Swazi government has appealed SACU for assistance<sup>101</sup>.

From the 1970's until the early 1990's, Swaziland's development indicators were roughly on the same level as those of the East Asian region and the Arab states and well above those of South Asia<sup>102</sup>. In the mid 1980's foreign investments in manufacturing boosted economic growth significantly<sup>103</sup> (mainly by South African companies seeking a way to circumvent the South African trade embargo at the time), but since the mid 1990's, economic performance has been on a downward trend<sup>104</sup>, fluctuation around 2 percent annually on average during that period<sup>105</sup>.

The economic climate has deteriorated further in recent years, with GDP growth recording 3.5 percent in 2007, and falling to 2.4 percent in 2008. For 2009, the estimates range from -0.4 percent<sup>106</sup> and 0.4 percent, with expectations of 1.1 percent growth in 2010<sup>107</sup>. The long period of low growth has effectively wiped out the development effects gained in the last thirty years<sup>108</sup>, and it is also falling far short of the annual GDP growth rate of 7 % required for the achievement of Millenium Development Goals (MDG's), and barely keeps up with a population growth of 1.4 percent.

Although with a GNI per capita of USD 2.600 in 2008, Swaziland still ranks as a lower middle income country, certainly making it richer than many of its neighbours in the Southern African region, it has been outperformed by the Asian economies with which it previously was on par<sup>109</sup>.

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<sup>96</sup> US State Department, 2010

<sup>97</sup> [www.imf.org](http://www.imf.org), Statement at the Conclusion of an Article IV Mission to Swaziland, 2009

<sup>98</sup> [www.wikipedia.org](http://www.wikipedia.org)

<sup>99</sup> [www.allafrica.com](http://www.allafrica.com), 28 April, 2009

<sup>100</sup> World Bank, 2010

<sup>101</sup> CIA World Fact Book, 2010

<sup>102</sup> World Bank, 2010

<sup>103</sup> US State Department, 2010

<sup>104</sup> [www.times.co.sz](http://www.times.co.sz), 25 June, 2010

<sup>105</sup> World Bank, 2010

<sup>106</sup> CIA World Fact Book, 2010

<sup>107</sup> [www.times.co.sz](http://www.times.co.sz), 25 June, 2010, quoting the Swaziland Central Bank Governor

<sup>108</sup> World Bank, 2010

<sup>109</sup> World Bank, 2010

Poverty is still affecting roughly 70 percent of the population, who continue to live below the poverty line and unemployment hovers around 40 percent.<sup>110</sup>

To achieve high and sustainable economic growth, Swaziland will need to foster a sound climate for investment, which has been poor in recent years due to a number of constraints, which include uncertainty created by lack of the rule of law, the deteriorating state of public finances, governance problems, a small industrial base, and growing competition from neighbouring states such as Mozambique and South Africa as more attractive destinations for investment. The poor economic performance in recent years partly reflects low agricultural productivity, especially with regard to the majority of farmers living on SNL, coupled with the impact of the drought, corruption, lack of fiscal discipline and wrong budgetary prioritization and allocation. The dual nature of the Swazi economy, with high productivity in garment and textile manufacturing and the industrialized commercial agricultural sector on TDL on the one hand, and the declining productivity in SNL based subsistence agriculture on the other hand is believed to be the cause of the country's overall low growth, high inequality and high rate of unemployment<sup>111</sup>

With some of the preferential agreements in the process of phasing out, retrenchment of workers is commonplace. In 2009, a multinational pulp and forestry company accounting for 4 percent of GDP closed down, putting 2500 – 3000 workers on the street. With more and more formal jobs disappearing and with the economy being unable to create sufficient numbers of new formal jobs, the informal economy continues to grow, including in its ranks not only new-comers to the labour market, but also former formal workers, trying to earn a living by establishing small businesses of every kind, neither protected nor legislated for by the government.

On top of that the HIV/AIDS pandemic is affecting Swaziland like no other country, with an estimated infection rate of 26.1 percent of adults between 15 and 49 years of age, with an infection rate of 49 percent for women between 25 and 29 years of age, and 45 percent for men between 35 and 39 years of age<sup>112</sup>. The HIV/AIDS situation is very worrisome, and given the population and geographic size of the country, and also the fact that the age groups affected are people at the peak of their economic and reproductive careers, these figures could translate into a rapid decline of the population and economic growth over the next decade, as a result of the combined effect of lower fertility, higher mortality rates and productivity. Another big challenge is the generally inadequate supply of drugs in public health centres, particularly ARV's, although in recent years, much effort has been put into responding to the HIV pandemic, evidenced in the increase of people who have access to ARV treatment, notably pregnant and infected women, where almost three out of four receive treatment to prevent transmission of the virus to their child<sup>113</sup>.

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<sup>110</sup> CIA World Fact Book, 2010, 2006 estimates

<sup>111</sup> World Bank, 2010

<sup>112</sup> [www.unaids.org](http://www.unaids.org), 2010

<sup>113</sup> [www.afrol.com](http://www.afrol.com), Afrol News, 18 February, 2010

## The labour market:

The private sector in Swaziland plays an important role in creating employment opportunities. In 2002/2003 the sector accounted for close to 70% of formal sector employment. In 2008 an estimated 95.000 people are in formal sector employment out of a total labour force of approximately 444.500 people<sup>114</sup>.

Private sector employment is growing faster than employment in the public sector. The growth in private sector employment has largely due to new investments in the textiles and garment sub-sectors, which at its peak in 2005 had created 30.000 new jobs<sup>115</sup>. Due to an appreciating currency (the Swazi Lilangeni is pegged to the (strengthened) South African rand) in combination with the global economic downturn, that figure has since then gone down to about 15.000, in part also due to the expiry of some of the preferential export agreements<sup>116</sup>.

Although new jobs have been created in the textile and clothing industry and in the sugar industry and transport sector, Swaziland continues to face a serious problem of unemployment. In 2008, the labour force was estimated to be 444.595, with an unemployment rate of 28.2%<sup>117</sup>. Breaking this number down by gender, the latest data (from 1997) shows that 26 percent of the total female labour force was unemployed, while the number for men was 20 percent of the total male labour force. The unemployment data for youth (15 – 24 year olds) were in 1997 at 48.3 percent for females and 41.7 percent for males<sup>118</sup>.

It is estimated that of the over 10.000 school leavers that join the labour market every year, only about 2.000 are absorbed into the formal job market. The formal sector is rapidly declining due to the effects of HIV/AIDS, retrenchments, outsourcing, closure of companies and privatization and the informal economy is on the increase, employing approximately 120.000 persons in 2006, and comprising diverse business interests ranging from street vendors, hawkers, music, arts, transport, freelance journalists, and subsistence farmers. The latter alone account for 75 percent of the informal labour force.

There is therefore a need to expand the scope of measures to deal with the mismatch in demand and supply in the labour market, such as promoting SME development<sup>119</sup> as well as promoting vocational training and improving business conditions in the informal sector. In the Budget Speech in February 2010, the government identified a need, amongst others, for reform in the business environment, with a view to attracting new Foreign Direct Investment<sup>120</sup>

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<sup>114</sup> World Bank, 2010

<sup>115</sup> US State Department, 2010

<sup>116</sup> [www.allafrica.com](http://www.allafrica.com), 28 April, 2010, citing an IRIN report.

<sup>117</sup> World Bank, 2010

<sup>118</sup> [www.nationmaster.com/country/wz-swaziland/lab-labor](http://www.nationmaster.com/country/wz-swaziland/lab-labor)

<sup>119</sup> US State Department, 2010

<sup>120</sup> World Bank, 2010

## **B. Partner presentation – SFTU**

Manzini, Swaziland

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### **Organisational structures:**

The Swaziland Federation of Trade Unions (SFTU) was established in 1984 and has approximately 43.000 members. SFTU has 19 affiliated unions and covers all 4 regions with regional offices. As of May 1<sup>st</sup> 2011, the SFTU and the Swaziland Federation of Labour (SFL) will merge to form a single national labour centre in Swaziland, representing 57.000 members.

Political parties are officially banned in Swaziland and gross violations of human and trade union rights are daily occurrences in the labour market and civil society. The SFTU is one of the last civil society organisations that can still operate legally in the civil society and thus remains the last outlet for the strengthening of the democratisation process in the labour market and civil society as a whole in Swaziland.

The SFTU is a member of national Swaziland Democratic Alliance (SDA) and the International Trade Union Confederation (ITUC). The SFTU receives substantial political support from both the ITUC-Africa and the trade union movement in South Africa, but has for a long period not received any major financial support from international donor organisations.

The SFTU is a democratic organisation with the Congress, which convenes every five years, as the highest authority. The General Secretary is responsible to the Executive Committee.

With its status as shelter for the political opposition to the king, the SFTU has for a long time had to neglect capacity building of the trade union structures and suffers from a weak organisational capacity.

In particular, SFTU suffers from the following weaknesses:

- Lack of committed organizers
- Lack of effective representation at the Commission level and in Courts versus very expensive lawyers
- Insufficient competent negotiators and dialoguers
- Declining membership due to negative effects of globalization namely retrenchments outsourcing, casualization, seasonalization, sub-contracting, privatization and commercialization
- Communication between SFTU and affiliates is very expensive due to lack of offices and greater use of expensive mobile phone calls
- Lack of full time leaders at both affiliate and federation levels
- Declining formal and increasing informal sectors
- Lack of trained paralegals
- Inadequately trained HIV/AIDS peer educators

- Not able to prevent government and other employers, particularly within the textile industry from disregarding court decisions (some of these orders include recognition of unions within the textile sector)
- Not able to prevent government from violating tripartite consultation convention 144 in concluding labour market policies without including the social partners i.e. privatisation of national assets and parastatals.
- Lack of research and economics unit/department.

### Affiliates and membership

Name of Union	Memb.
SPRAWU – Swaziland Processing, Refining & Allied Workers Union	4,200
CAWUSWA – Commercial and Allied Workers Union of Swaziland	4,000
SWASAWU – Swaziland Water Supply Services & Allied Workers Union	1,100
SESMAWU – Swaziland Electricity Supply, Maintenance & Allied Workers Union	700
SMAPIISA – Swaziland Manufacturing & Processing In-Staff Association	83
SSGAWU – Swaziland Security Guards & Allied Workers Union	4,000
CWUS – Construction Workers Union of Swaziland	3,500
WUSTC – Workers Union of Swaziland Town Councils	1,200
SUNASHI – Swaziland Union of Non-Academic Staff of Higher Learning Institutions	340
SHCAWU – Swaziland Hotel Catering & Allied Workers Union	1,500
SAPWU – Swaziland Agriculture & Plantation Workers Union	12,000
USCW – Union of Swaziland Conservation Workers	345
SMEPAWU – Swaziland Media, Publishing & Allied Workers Union	800
MQAWUS – Mining, Quarrying & Allied Workers Union	890
SATU – Swaziland Amalgamated Trade Union	1,300
P&PTWU – Public & Private Sector Transport Workers Union	200
STAWU – Swaziland Transport & Allied Workers Union	560
SNA – Swaziland Nurses Union	801
NAPSAWU – National Public Servants Allied Workers Union	6,000
<b>TOTAL</b>	<b>43,519</b>

Source: SFTU, 2010

The informal economy in Swaziland is represented by the Coalition of Informal Economy Associations of Swaziland (CIEAS), which has a paid up membership of 15,000 organised by 26 associations (established in 2010). The CIEAS is an independent organisation which was formed through the assistance of the SFTU and the ILO. The SFTU has played a central and advisory role in giving birth to the association through its outreach programmes.

### **C. Previous experiences and future interventions**

The LO/FTF Council has cooperated with the SFTU in several projects since 2004. The first phase aimed at strengthening democratisation, good governance and the rule of law. The project supported the SFTU since political parties officially were (and still are) banned in Swaziland, and with the SFTU being one of the few remaining civil society organisations that could (and still can) operate legally. Thus, SFTU is one of the last organisations to work with the strengthening of the democratisation process in the labour market and civil society as a whole.

The aim of the support has been to strengthen the human capacity of SFTU to enable its officials to defend human trade union rights of working people in Swaziland through advocacy services and support as well as the systematic implementation of capacity building programmes for SFTU labour activists. The SFTU educated a pool of 25 trainers which was then equivalent to current needs, and training materials were updated and customized to Swazi conditions.

In another project, running from 2005 – 2007, the LO/FTF Council has provided assistance to further develop capacities of the SFTU, based on the achievements of the previous project. The pool of trainers trained in the previous project were tasked with training shop stewards, rank and file members and potential members on trade unionism, and the focus was on the trainers to utilize their competences to raise awareness among active as well as dormant shop-stewards, labour activists as well as potential members on topics such as basic trade union rights, collective bargaining, as well as labour legislation through short (1-day) awareness seminars and follow-up courses. Also, the project focused on leadership, training leaders on topics as trade union management and administration, human resource development, training management and presentation techniques and approaches. In this way the project enhanced the capacities of all levels within the organisation, as well as its affiliates.

In terms of social dialogue, the programme activities have embarked on a long-term process of capacitating SFTU and its affiliated unions to stand guard for fundamental human labour rights in Swaziland. During the last year, special emphasis has been to strengthen its advocacy influence on the amendments to the OHS Act. Also, SFTU has been active in lobbying the Public Service Bill to improve decent working conditions and the freedom to associate and organize civil servants through representation in the public sector bargaining units.

Since 2008, SFTU has been part of the regional programme “Decent Work, Democracy and Poverty Alleviation in Southern Africa”, where focus has been on creating decent working conditions in the public and private sectors, with a strong focus on organising in the informal economy, and link it to

the national labour centre. As a result of the project, a national informal economy umbrella organisation has been created, organising 26 informal economy associations, currently comprising more than 2650 members, and with on-going recruitment visits to over 23 informal economy associations.

As part of an innovative HIV/AIDS project (funded by DANIDA), the SFTU has also developed models for collective bargaining agreements that include HIV/AIDS clauses in a bid to secure workers' right in a country that has been affected especially hard by the pandemic. SFTU has subsequently recorded an impact of 60% increase in the number of HIV/AIDS clauses in collective agreements in the private sector, and 25% increase in company policies acknowledging CSR.

### **Future interventions**

A **1<sup>st</sup> strategic area** is to build strategic capacity of SFTU leadership to lobby government employers to recognise public sector unions and agree to paralegal representation from SFTU and its affiliated unions with a view to improve working conditions. Lobby and advocacy work, as well as the further social dialogue will be supported with research and public campaigns.

The **2<sup>nd</sup> strategic area** of intervention is to continue the work with reaching out to the informal economy and providing organisational support to the informal economy organisation CIEAS through SFTU. While the CIEAS is currently organising the informal economy, there is a need to train its leaders and coordinators in organisational development and consolidate the existing democratic structures as well as conducting "decent work"-campaigns targeting marginalised youth and women in the informal economy.

In order to support the 26 CIEAS informal associations, service packages and toolboxes on informal economy will be disseminated to its leaders and coordinators with a view build capacity to deliver services to its members (e.g. social security/unemployment insurance funds). International and regional technical assistance will be provided.

A parallel sub-strategy is to strengthen SFTU and CIEAS to be able to continue its lobbying central and local municipalities to include CIEAS in the decision-making processes to improve working conditions, and access to facilities, micro-financial institutions and vocational training possibilities. Minor campaign initiatives will be piloted.

### **Target Group**

The direct recipients are around 2,600 elected leaders, trainers, office bearers, shop stewards, labour activists and informal economy representatives of CIEAS.

The intended beneficiaries are 43,000 workers organised by SFTU affiliated unions and existing members of CIEAS.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - SFTU**

<p><b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.</p>		
<b>Immediate Objectives</b>	<b>Key indicators</b>	<b>Means of Verification</b>
<p><b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.</p>	<p>National campaign on the implementation of key issues under the decent work agenda has reached national media.</p> <p>Public sector unions are allowed to unionise and bargain collectively with government.</p> <p>SFTU is able to sustain the continued training of trainer system.</p> <p>SFTU has taken a political decision to incorporate CIEAS into its structures.</p> <p>Increase in membership of 5% in SFTU Increase in membership of 20% in CIEAS</p>	<p>TV/radio/-press clippings</p> <p>Government documentation and monitoring reports</p> <p>Annual/quarterly reports</p> <p>Policy documentation</p> <p>Monitoring reports and Membership database</p>
<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>	
<p><b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted</p>	<p><u>Organisational strengthening and policy development:</u></p> <p>6.10 1 workshop leadership and organisational strengthening;</p> <p>6.12 Produce strategic action paper on the role of SFTU and decent work in Swaziland and how to defend and campaign against labour rights</p>	



	violations
<p><b>Output no. 8:</b> Policies have been developed by trade unions on the promotion of decent employment and decent working conditions</p>	<p><u>Policy development:</u> 8.2 1 leadership workshop on policy and follow-up on constitution with regards to informal economy association</p>
<p><b>Output no. 9:</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level</p>	<p><u>Leadership training on:</u> 9.6 2 workshops on building capacity for advocacy</p>
<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues)</p>	<p><u>Lobby and advocacy:</u> 10.1. 1 workshop for leadership on strategic media/ PR for lobbying 10.3. National stakeholder conferences &amp; alliance building 10.6. 1 workshop to prepare campaigns works 10.7 Produce materials for dissemination 10.8 Pilot campaign activities on selected topics</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues</p>	<p><u>Consolidating trainer structures:</u> 11.7 Re-training workshops for trainers 11.11 55 1-day awareness seminars for shop stewards</p>
<p><b>Output no. 12:</b> Branch leaders and shop stewards/school representatives are capable of conducting local social dialogue about labour rights and decent work</p>	<p><u>Training of union leaders:</u> 12.21 2 leadership training workshops on labour rights (eg. negotiation and lobby skills, OHS/HIV, decent employment strategies);</p>
<p><b>Output no. 13:</b></p>	<p><u>Informal economy and democracy (for women and youth):</u></p>

Leaders and staff of informal economy associations have been trained in how to democratically represent and service its membership from the informal economy	<p>13.1 Training on organisational development to informal economy (IE) organisation leaders and coordinators</p> <p>13.2 1 national workshop and 10 provincial workshops and materials for campaigning and sensitisation</p>
<p><b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services and training/financial providers.</p>	<p><u>Informal economy lobbying of government:</u></p> <p>14.1 Collect/disseminate information on (IE) materials on training/-finance provisions</p> <p>14.2 Training of IE organisations on lobby and negotiations</p> <p>14.3 Meetings with IE associations (contact persons/coordinators)</p> <p>14.4 Sensitisation visits in pilot areas</p> <p>14.5 Lobby authorities on IE access to private/public institutions</p> <p>14.6 Meetings with IE training providers</p>
<p><b>Output no. 15:</b> Models on informal economy and best practices on access to municipal services and other private/public institutions have been developed for dissemination to other trade unions.</p>	<p><u>Informal economy models:</u></p> <p>15.2 Printing IE documentation</p> <p>15.3 Disseminate IE toolbox “service package” to IE organisations</p>

### Tentative Implementation Plan : SFTU 2011 – 2013

Component Southern Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.10 1 workshop leadership and organisational strengthening;		x						

	6.11 Produce strategic action paper			x					
<b>Output 8</b>									
	8.2 1 leadership workshop on policy				x				
<b>Output 9</b>									
	9.6 1 workshop on building capacity for advocacy			x					
<b>Output 10</b>									
	10.1 1 workshop for leadership on strategic media/ PR for lobbying					x			
	10.3. National stakeholder conferences & alliance building				x	x	x		
	10.6 1 workshops to prepare campaigns works			x					
	10.7 Produce materials for dissemination			x	x				
	10.7 Pilot campaign activities on selected topics					x	x	x	
<b>Output 11</b>									
	11.7 Re-training workshops for trainers	x							
	11.11 1-day awareness seminars for shop stewards								
<b>Output 12</b>									
	12.21 2 leadership training workshops	x	x	x					
<b>Output 13</b>									
	13.1 3 training workshops on organisational development				x	x			
	13.2 National, provincial workshops and Materials					x			
<b>Output 14</b>									
	14.1. Collect/disseminate information IE materials on training/finance				x				

	14.2. 1 training workshop for IE organisations on lobby and negotiations							x		
	14.3 7 meetings with IE associations (contact persons/coordinators)							x	x	x
	14.4 Sensitisation visits in pilot areas							x	x	x
	14.5. Lobby authorities on IE access to private/-public institutions							x	x	x
	14.6 Meetings with IE training providers							x	x	x
<b>Output 15</b>										
	15.2. Printing IE documentation							x		
	15.3 Disseminate IE toolbox “service package” to IE organisations								x	x

**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<i>SFTU</i> from 0-5
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>4</b>
Transparent and democratic nomination of candidates for elections at all levels of the organisation	<b>3</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>2</b>
A high level of members participating in meetings and activities of the organisation	<b>4</b>
Systematic training programme implemented	<b>2</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>2</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>5</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>3</b>
The organisation is forming alliances with other organisations within civil society	<b>5</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>4</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>3</b>
A well developed and up-to-date membership database	<b>4</b>
Established local structures nation-wide	<b>1</b>
The organisation keeps track record of trainers in affiliated organisations	<b>3</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>2</b>
Number of dues paying organisations/affiliates are increasing	<b>2</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>2</b>
Clear procedures regarding management and control of economic resources has been decided	<b>3</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>2</b>

As a democratic member-base organization, SFTU operates according to the democratic principles of the SFTU constitution. The recent democratic election of the new leadership is a testimony to the democratic sustainability of SFTU. A valid indicator was the recent congress resolution to

merge with the Swaziland Federation of Labour (SFL) into one single national labour centre. This also comes out of a concern about its current financial constraints. This is likely to be improved with a merger of smaller unions.

In terms of political sustainability, SFTU is – despite aggressive political interference and harassment by the government – one of the last civil society organisations that can still operate legally in the civil society and thus remains one of the last outlets for the strengthening of the democratisation process

For this reason, SFTU plays an important role in the Swazi labour market and for the society as a whole. The political sustainability however rests to the ability of SFTU to be allowed to influence decision-making processes in the labour market by the police authorities who regularly interrupt, arrest, and suppress labour leaders and members of the Swaziland trade union movement on the account of allegedly supporting the political entity PUDEMO.

This support will also continue in order to strengthen political sustainability of SFTU and its affiliated public service unions and their lobby and advocacy work in influencing the amendment of the OHS and Public Service Bill.

On the organisational sustainability, SFTU has an organisational infrastructure all over the country. The organisation also plays an important facilitating role in the union negotiations on collective bargaining e.g. provides advice to the affiliated unions before/after negotiations. Although the organisational capacity has suffered a blow due to the high turnover in labour activists (as a consequence of retrenchments etc.), the sustainability nevertheless rests on an existing union infrastructure with existing corps of shop stewards, educators and trainers that has been trained since 2001 by SFTU.

The financial sustainability rests on the financial ability of members to pay their union dues. Due to the financial crisis and increasing numbers of company closures and retrenchments, the financial union contributions to SFTU have decreased. It is likely to be improved with the merger with SFL (the total membership increases to 57,000 members).

The focus on informal economy workers is also a strategy to consolidate the membership base, improve the collective voice and subscription revenues of SFTU.

### **Exit Strategies**

The original exit strategies have been delayed due to external factors such as the global financial crisis and its delayed effects in Southern Africa. It has produced a vicious cycle of company closures and dismissals.

It is of paramount importance to continue to support the role that SFTU is playing as a labour organisation promoting employment issues and decent labour rights. The objective is to improve the public image of SFTU in the coming years by for instance improving membership services to civil servants in the form of better lobbying and negotiation results in terms of fair remuneration. This also includes convincing government to acknowledge civil servants and correctional services

of the right to associate and belong to public unions. This strategy is likely to have a positive impact on membership and subscription revenues.

In addition, when looking at the highly authoritarian and repressive climate in Swaziland and the current challenges of SFTU and its newly elected leadership, there is a need for continued technical support contributions to activity implementation by SFTU over the next 4-6 years. This is however under the assumption that a financial sustainability plan will be endorsed by SFTU leadership with a view to ensure future self-contributions from affiliated unions.

## **Annex 10.e**

### **Zambia**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of ZaCTU
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy



## **A. Political and social situation in Zambia**

### **The political situation**

Zambia attained independence in 1964 under the leadership of Kenneth Kaunda, who became the country's first president. He was re-elected in 1968, but following growing opposition to his rule, Kaunda banned all parties in 1972, except the United National Independence Party (UNIP). Kaunda was elected president for the third time in 1973.

After opposition parties were legalized again in 1990, Fredrick Chiluba, leader of the Movement for Multiparty Democracy (MMD) defeated Kaunda in the 1991 presidential elections.

Zambia's current president is Rupiah Banda, who, as vice-president automatically succeeded Levy Patrick Mwanawasa who passed away in August 2008. Rupiah Banda was elected president at a special presidential election in October 2008, but will only be in office until both legislative and presidential elections are scheduled to take place in 2011.

Zambia is a multiparty republic with an executive president and a parliament consisting of 158 members, of which 150 are elected and 8 are appointed by the president. After the 2006 elections, the governing Movement for Multiparty Democracy (MMD) holds 72 seats and the main opposition parties, the Patriotic Front (PF) holds 44, and the United Democratic Alliance (UDA – comprising the UPND, FDD, UNIP and the ULP) holds 27, with the remaining seats going to smaller parties and independent members.

Zambia is due to hold presidential as well as legislative elections in 2011, and an alliance between the United Party for National Development (UPND) and the Patriotic Front (PF) has been announced at the end of 2009, with the purpose of countering the ruling Movement for Multiparty Democracy (MMD). The PF-UPND alliance is predominantly supported by urban voters, while the political base of the MMD predominantly has a rural base.

A number of new civil society organisations have been created in trying to influence the election outcome<sup>121</sup>, as a reaction to the current MMD government's refusal to appeal against the acquittal of former MMD president Frederick Chiluba. Former Zambian president Chiluba has been cleared of corruption charges while head of a previous MMD-government. While the acquittal of Chiluba was the original cause for dissatisfaction and prompting the civil society organisations to launch a campaign against the decision, their campaign is now directed at influencing the legislative and presidential elections in 2011, with the declared aim of preventing a re-election of the MMD to the seat of government<sup>122</sup>. In general, the current MMD government is by many Zambians perceived to be on a wrong track, due to a number of corruption cases, involving

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<sup>121</sup> Notably 'Change Life Zambia'

<sup>122</sup> [www.postzambia.com](http://www.postzambia.com), 12 April, 2010

(ex)politicians, government officials and employees, which in some cases has led to donors suspending the allocation of further funding<sup>123</sup>.

### The economic situation

During the first three decades after independence, macroeconomic instability, incomplete policy implementation, and inefficient state-owned enterprises had a negative effect on the economy. This was compounded by a collapse in copper prices, oil price shocks, and a continuing contraction of food production. As a result, Zambian real GDP per capita fell by an annual average of 2.8 percent between 1974 and 1990<sup>124</sup>.

Under Chiluba's rule, the government initiated a series of ambitious market-oriented reforms and sought to improve macroeconomic management. The government has gone further than most Southern African countries in its privatisation programmes, with the aim of attaining some of the IMF and HIPC benchmarks and requirements. By 2000, 83 percent of the 280 state owned enterprises had been sold off<sup>125</sup>, and in 2005, Zambia became the 17<sup>th</sup> country to attain the completion point under the HIPC initiative and debt relief.

With a number of structural reforms undertaken, and by tightening monetary and fiscal policies, macro-economic indicators have since then improved with real GDP growing at an annual average of 4.9 percent between the years 2001 – 2008 (peaking at 6.3 percent in 2007), largely driven by strong growth in mining, telecommunication, construction and tourism<sup>126</sup>. Inflation was 30 per cent in 2000, and has since then fallen to 10.8 per cent in 2008.<sup>127</sup> But with the onset of the global financial crisis, copper prices declined dramatically, leading to closures in the mining sector, in turn affecting the performance of other industries. The economic growth rate for 2009 has therefore been lower than in recent years, estimated to be around 4.5 percent<sup>128</sup>.

The current global financial crisis is increasingly being felt by Zambians, especially due to an increase in unemployment rates with more than 13.000 jobs lost in the mining sector alone. But with copper prices bouncing back throughout much of 2009 much of what was initially lost during the crisis has since been regained<sup>129</sup>. Copper prices are almost back to pre-crisis levels, and the extraction industry continues to be the mainstay of the economy, continuing to attract considerable foreign investments. In fact, during the first quarter of 2010, Zambia has managed to attract USD 1.3 billion in foreign direct investments, surpassing the target of USD 1 billion for the entire year<sup>130</sup>. Recently China has signed a USD 600 million investment deal in the copper mining

<sup>123</sup> [www.postzambia.com](http://www.postzambia.com), 2010. The Global Fund has frozen funding for health assistance, and the EU has frozen funding for road construction in June 2010, and a year ago the Netherlands and Sweden froze funding for the Ministry of Health due to a missing USD 5 million.

<sup>124</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>125</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>126</sup> CIA World Fact Book, 2010

<sup>127</sup> World Bank, 2009

<sup>128</sup> CIA World Fact Book, 2010

<sup>129</sup> [www.zda.org.zm](http://www.zda.org.zm), 2010

<sup>130</sup> [www.zda.org.zm](http://www.zda.org.zm), 2010

industry, and as a whole, the mining sector is re-hiring most of those workers that had been laid off during the crisis, improving the economic outlook considerably.

As a whole, the Zambian economy very much continues to centre and rely on the mining industry, with copper production in 2010 expected to exceed 720.000 tons, a level which was last seen in 1973<sup>131</sup>. With the agricultural sector having endured years of neglect and with low levels of investment in infrastructure and irrigation, resulting in low levels of productivity, any major diversification of the economy is not bound to happen soon. With growth being concentrated in mining, construction and trade, which are mostly capital intensive and urban sectors, weak linkages with the rest of the economy have failed to create sufficient jobs in the economy as a whole<sup>132</sup>. Non- agricultural diversification is also being hampered by the fact that existing electricity generating capacity is falling well short of demand<sup>133</sup>.

Zambia, which until two decades ago was one of the most prosperous countries in Sub-Saharan Africa, now ranks as one of the Least Developed Countries. The majority of the people suffer from low purchasing power and insufficient access to basic necessities such as education, health, food, and clean water. Currently, around 64.3 per cent of the population lives on less than \$1.25 per day, with 81.5 per cent living on less than \$2 per day.<sup>134</sup>

Poverty is more prevalent in rural areas compared to the urban areas (83 per cent and 56 per cent respectively) but where it has fallen from 88 per cent to 78 per cent in the rural areas between 1991 and 2006 it has risen faster in urban areas due to failing industries and rising unemployment. Poverty has risen from 49 per cent to 53 per cent in urban areas in the same period.<sup>135</sup> Most of the rural poor are small-scale farmers followed by medium-scale farmers.

During the 1990s and continuing into the 2000's, the HIV/AIDS pandemic and other diseases have aggravated poverty. At a time with already scarce resources, HIV/AIDS has increased the disease burden beyond the individual level to adversely impact on the economics of the family, a health system working with only 50 per cent operational capacity, the working environment as well as human capital and many others. With a life expectancy rate of only around 39 years, the HIV/AIDS pandemic has also reduced the number of people in work. HIV/AIDS prevalence in 2009 is estimated at 14.3 per cent of the population, with a prevalence of 26 per cent among the age group 30-34 years. Between 2001 and 2007 there has been a reduction in the prevalence rate, from 15.6 to 14.3 per cent.<sup>136</sup> According to the Zambian Confederation of Trade Unions (ZCTU), unfair dismissals, mandatory pre-employment tests (illegal), harassment, lack of confidentiality and denial of promotion are among the daily abuses suffered by HIV infected workers.

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<sup>131</sup> ZCTU, October 2010. A production level of one million tonnes is the official medium-term target.

<sup>132</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>133</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>134</sup> UNDP, Human Development Report, 2009

<sup>135</sup> Central Statistics Office, Zambia, 2010

<sup>136</sup> Central Statistics Office, Zambia, 2010

## The labour market

About one-half of the population is in some form of employment and 85 per cent of the workforce in Zambia is engaged in agriculture, much of it at subsistence level. With the introduction of structural adjustment programmes in the mid 1980's, formal wage employment has continued to decline in both the private and the public sectors. The decline in formal private sector employment has been compounded by the labour rationalization measures in the public and parastatal sectors in the last two decades, resulting in massive job-losses. However, some of the job-losses in the public sector have been reversed in recent years, with a nominal increase of 17.000 jobs in central government formal employment as well as in the remaining parastatal enterprises between 1998 and 2005<sup>137</sup>.

As employment in the formal sector has declined in absolute terms, the quality of employment in the formal sector has also declined. In 2006, the minimum wage was set at ZMK 280.000 (corresponding to USD \$59 in 2010 prices), and even though there has been a 42 percent rise in the consumer price index over the same period, the minimum wage remained the same in 2009. The minimum wage varies between 21 and 91 per cent of average monthly wages in the main industries, and with an estimated 35 per cent of workers being paid less than the SMW<sup>138</sup>.

The trend since the early 1990's has been towards less formal employment, and more informal employment, with 15 percent of the workforce being formally employed in 1991, with only 12 percent in formal employment in 2005<sup>139</sup> and 53 percent of all women in the work force being engaged in unpaid informal employment<sup>140</sup>. According to recent estimates<sup>141</sup>, only around 500,000 people are formally employed out of a labour force estimated to be around 4.9 million (out of an estimated total population of 11.9 million), reducing the formal employment rate to a mere 10 percent of the total work force.

Industrial relations in the formal labour market are governed by the Industrial and Labour Relations Act and other legislation such as the Employment Act, Factories Act, Minimum Wages and Conditions of Employment Act, and the Employment of Children and Young Persons Act. The labour laws are aligned with the ILO conventions no 87 (Freedom of Association and Protection of the Right to Organize, 1948) as well as no. 98 (Right to organize and Collective Bargaining 1949) in particular. Workers have the right to strike, but in practice the right to strike is subject to a long series of procedures and requirements that have to be exhausted before a strike becomes legal, for which reason there have been no legal strikes since 1994<sup>142</sup>.

In 2008, the government passed the controversial Industrial Relations Bill, aimed at amending the 1993 Industrial and Labour Relations Act. Both the ZCTU and the Federation of Free Trade Unions have protested the passing of this amendment, which government claims will strengthen trade unions, with trade unions seeing the Act as a means of weakening them. The main issue is that the

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<sup>137</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>138</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>139</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>140</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>141</sup> [www.mywage.org/zambia](http://www.mywage.org/zambia), 2010

<sup>142</sup> WageIndicator.org, Country Report No. 4, 2009

amendment allows for a strike to be discontinued if found not to be in public interest by a court, thereby severely undermining the right to strike<sup>143</sup>. Rightly so, trade unions also felt that the amendment would weaken the bargaining power of workers, making it difficult for them to organise and protect the interest of their members.

Generally, today collective bargaining is virtually non-existent in small end medium sized enterprises as well as the expanding service and manufacturing sectors, but still covers 90 percent of public workers. In the mining industry, once the stronghold of trade unions in Zambia, the union position is deteriorating as well, even though the collective bargaining system still exists<sup>144</sup>. But with the influx of notably Chinese ownership of the mines, the rights of workers and their representatives are increasingly being ignored. Chinese owners are also accused of intimidation and brutal attitudes, with the government doing little to improve the situation<sup>145</sup>. Trade union delegations are faced with employers trying to avoid any social dialogue.

It is important to mention the national public bargaining unit for pensionable civil servants, because this is the platform where the public unions negotiate social protection, employee benefits (inc. medicine), housing and terminal allowances with the public employer.<sup>146</sup>

Agriculture has for a number of years suffered from a combination of poor policies and bad climatic conditions, but has in recent years benefited from an influx of expelled farmers from Zimbabwe.

## **B. Partner presentation – ZaCTU**

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Solidarity House  
P.O.Box 31146, Woodlands  
Lusaka, Zambia

### **Organisational structures**

The Zambia Congress of Trade Unions was formed in 1965, and affiliates 30 trade unions in the country. The decision-making structures of ZCTU are headed by the:

- The Quadrennial Congress of the ZCTU is called every four years and is constituted by elected representatives from all affiliates.
- The General Council is constituted of Presidents and General Secretaries plus other members of the NEC of each affiliate based on membership.
- The General Secretaries of all 30 affiliates and the nine members of the Executive Board constitute the Executive Committee.

<sup>143</sup> ITUC, Report on the WTO General Council Review of Trade Policies of Zambia, 2009

<sup>144</sup> WageIndicator.org, Country Report No. 4, 2009

<sup>145</sup> ITUC, Report on the WTO General Council Review of Trade Policies of Zambia, 2009

<sup>146</sup> The second bargaining unit comprises of the teaching profession, where the teachers' unions are represented.

- The Executive board is constituted by the President of ZCTU, two deputy Presidents, the Secretary General and his two deputies and four trustees.
- The Secretary General has the responsibility for the day-to-day operation of the organisation and the work of the Secretariat.
- The ZCTU has established **departments** for Administration, Public Relations and International Affairs, Education and Training, Research and Economics, Organisation, Gender/Youth/Child Affairs, Accounts and the Concept for Informal Sector Employment Promotion (CISEP).
- ZCTU is represented in **tripartite commissions and committees** dealing with tripartite industrial relation issues, HIV/AIDS, OHS, pension funds, insurance and compensation for injuries (see also annex on tripartite representation).

The strength of ZCTU is its full-time staff capacity to sustain the day-to-day activities and delivery of services to members. The base of qualified personnel makes it possible for ZCTU to collaborate frequently with other institutions.

The weakness of ZCTU is its lack of paralegal capacity. They are forced to hire lawyers on short-term contracts. In addition, the affiliated unions are facing membership decline, and they do not feel that they get services in return. Approx. 20% of membership subscriptions go to the national centres. ZCTU have to rely largely on cooperating partners' resources for service provision – including international donors.

In addition, the financial management and transparency is of concern to the ZCTU, and external auditors are hired to audit the accounts. A recent assessment by FES noted that cases of mismanagement of union funds are sternly dealt with. The overall assessment of ZCTU is however that they are considered a reliable organisation.

Another weakness of the trade union movement in Zambia is the emergence of splinter unions that has weakened trade union solidarity due to personalisation of organisations.

### Affiliates and membership

Name of union	Memb. 2008
Airways and Allied Workers Union of Zambia	997
Bankers Union of Zambia	670
Copperbelt University Workers Union	300
Zambia Union of Security Officers and Allied Workers	20,982
Civil Servants and Allied Workers Union of Zambia	81,300
Hotel Catering Workers Union of Zambia	18,650
Mine Workers Union of Zambia	16,390
National Union of Building Engineering and General Workers	15,993
National Union of Commercial and Industrial Workers	22,300
National Union of Plantation and Allied Workers	16,000
National Union of Communication Workers	5,400

National Union of Public Service Workers	12,515
Railway Workers Union of Zambia	1,108
National Union of Transport and Allied Workers	1,400
University of Zambia and Allied Workers Union	1,195
Zambia National Union of Health and Allied Workers	5,503
National Energy Sector Union	3,080
Zambia National Union of Teachers	43,380
Zambia Graphical and Allied Workers	3,406
Zambia Union of Journalists	393
Zambia Revenue Authority Workers Union	1,194
United House and Domestic Workers Union of Zambia	900
University of Zambia Lectures and Researchers Union	212
Workers Union of TAZARA	1,383
Zambia Local Authority Workers Union	15,180
National Union of Technical Education Lectures	3,000
Copperbelt University Academic Union	220
Zambia Bus and Taxi Workers Union	13,150
Basic Education Teachers Union of Zambia	9,000
<b>Total</b>	<b>317,201</b>

(Source: ZCTU 2010)

### **C. Previous experiences and future intervention**

Between 2005 and 2008, the LO/FTF Council cooperated with the Dutch FNV in assisting the ZCTU in strengthening occupational health and safety including HIV/AIDS through a capacity building programme. The programme succeeded in developing comprehensive OHS and HIV/AIDS policies and supported the formation of safety committees at a number of company sites. One of major achievements of this project was an increasing capacity within key affiliated unions on OHS and advocacy work. ZCTU is today lobbying government with the objective to influence the OHS reform processes nationally. At union level, the project supported ZCTU in securing organisational capacity within selected unions to implement these OHS and workplace policies so that awareness campaigns could be conducted at selected workplaces. Similarly, HIV/AIDS was also promoted as a means to improve the working conditions and reduce discrimination and unfair dismissals at work.

Since 2008, the ZCTU has been part of the regional “Decent work, Democracy and Poverty Alleviation in Southern Africa” programme, where focus has been on creating decent working conditions in the private sector as well as the informal economy, where support has been given to develop and cement the links to the national labour centre. The programme in Zambia has mostly focused on continuing the strengthening of capacities within occupational safety and health in the private sector, including the formulation of HIV/AIDS policies. There has also been a focus on corporate social responsibility as well as social dialogue, including building capacities in negotiating collectively bargained agreements.

In the public sector, focus has been on strengthening capacities with regard to social dialogue (negotiating collective agreements and wages), as well as working on a trade union policy on employment, professional development and decent working conditions in the public sector, where measurable results have been achieved.

In comparison with the other countries in the programme, there has been less focus on the informal economy although there has been some focus on continued organising in the informal economy by providing support to organisational capacity building of the informal economy organisation, AZIEA.

### **Future interventions**

The **1<sup>st</sup> strategic area** will focus on defining the strategic role of ZCTU in promoting decent work agenda in Zambia, and support the development of policies relating to employment with specific emphasis on women and youth (formal and informal economy).

In order to promote the decent work agenda nationally, the **2<sup>nd</sup> strategic area** is to improve the social dialogue and lobby of government and employers in the national tripartite council, which is not working satisfactorily. This will be supported with consolidating research capacity and a linking of ZCTU with research and resource organisations to provide leaders and negotiators with detailed knowledge-based data.

To facilitate the capacity building processes, the project activities supports meetings with stakeholders to improve the tripartite structures with a view to put pressure on labour law reform processes. An important final step is to initiate campaigns on selected labour and employment issues to raise awareness about e.g, decent employment conditions (also in informal economy) and outdated labour laws. Here, public sector negotiations are of a particular concern to ZaCTU who wishes to create a public sector negotiation framework that facilitates an equal social dialogue between ZaCTU and government with fair procedures and time tables)

The **3<sup>rd</sup> strategic area** is to focus on the informal economy with particular focus on strengthening the structures of AZIEA and the collaboration between ZaCTU and AZIEA in order to be able to speak on behalf of informal economy workers. Training of leaders and coordinators in AZIEA will remain a priority.

Parallel to this, it is important to strengthen the capacity amongst ZaCTU and AZIEA to effectively lobby - and negotiate with - central authorities and municipalities to improve access to markets, public facilities as well as training - and micro-finance providers. Training of leaders and coordinators in ZCIEA will take place prior to conducting meetings with business and training providers to provide services to informal economy workers (business plans, linking-up facilities etc.).



## **Target Group**

The direct recipients are around 1,300 elected leaders, trainers, office bearers and shop stewards, other labour activists and informal economy workers under AZIEA.

The intended beneficiaries are 317,000 workers organised by ZaCTU affiliated unions.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - ZaCTU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<i>Immediate Objectives</i>	<i>Key Indicators</i>	<i>Means of Verification</i>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	<p>National campaign on the implementation of key issues under the decent work agenda has reached national media.</p> <p>The schedule for negotiations within the public sector has been changed to accommodate social dialogue before governments' decisions on the national budget.</p> <p>A minimum of 10% increase in membership of AZIEA and improved access to social security and/or other basic services for workers in informal employment.</p>	<p>TV/radio/-press clippings</p> <p>Copies of collective agreement or gazetted legislation</p> <p>Membership databases Monitoring reports</p>

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted	<u>Strategic planning:</u> 6.10 Workshop on leadership and organisational strengthening 6.12 Produce a strategic action paper on the role of ZaCTU in promoting the decent work agenda;

	6.14 Web-site
<b>Output no. 7:</b> Research capacity on decent work has been strengthened in trade unions with a particular focus on decent employment (youth/women)	<u>Research capacity:</u> 7.1. Training of trade union researchers 7.2. Research materials 7.3. Network meeting between academic and trade union researchers
<b>Output no. 9:</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level	<u>Leadership training:</u> 9.6 1 workshop to build capacity for advocacy
<b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues);	<u>Lobby and advocacy:</u> 10.1 1 leadership training workshop on strategic media/ PR for lobbying 10.3 National stakeholder conferences & alliance building 10.6 Workshops to prepare campaigns works 10.7 Produce materials for dissemination 10.8 Pilot campaign activities on selected topics
<b>Output no. 13:</b> Leaders and staff of informal economy associations have been trained in how to democratically represent and service its membership from the informal economy;	<u>Informal economy and democracy:</u> 13.1 2 training workshop on organisational development (to AZIEA leaders and coordinators) 13.2 Sensitisation and campaign preparations 13.3 Campaign activities to mobilise youth and women
<b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and municipalities for improved access to municipal services	<u>Informal economy and lobbying:</u> 14.1 Collect/disseminate information on informal economy materials on training/finance

and training/financial providers.	14.2 1 training workshop for AZIEA on lobby and negotiations 14.4 Sensitisation visits in pilot areas 14.5 Lobby authorities on IE access to private/public institutions 14.6 Meetings with IE training providers
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**Tentative Implementation Plan – ZaCTU 2011 - 2013**

Component Southern Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.10 Workshop on leadership and organisational strengthening		x						
	6.11 Produce a strategic action paper					x			
	6.13 Web-site			x					
<b>Output 7</b>									
	7.1 Training of trade union researchers	x	x	x					
	7.2 Network meetings between academics and trade union researchers	x							
<b>Output 9</b>									
	9.6 Building capacity for advocacy			x					
<b>Output 10</b>									
	10.1 1 leadership training workshop on strategic media/ PR for lobbying			x					
	10.3 National stakeholder conferences & alliance building				x				
	10.6 1 workshop to prepare campaigns works				x	x	x	x	x
	10.7 Produce materials for dissemination				x				
	10.8 Pilot campaign activities on selected topics				x				

<b>Output 13</b>									
	13.1 2 training workshop on organisational development for AZIEA leaders and coordinators)		x						
	13.2 Sensitisation and campaign preparations			x					
	13.3 Campaign activities to mobilise youth and women	x							
<b>Output 14</b>									
	14.1 Collect/disseminate information on IE materials on training/finance	x							
	14.2 Training of IE organisations on lobby and negotiations		x						
	14.4 Sensitisation visits in pilot areas						x	x	x
	14.5 Lobby authorities on IE access to private/public institutions				x	x			
	14.6 Meetings with IE training providers						x	x	x

**E. Sustainability and exit strategies**

<i>Dimensions of sustainability</i>	<b>ZCTU from 0 - 5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	<b>5</b>
Transparent and democratic nomination of candidates for elections at all levels of the organisation	<b>4</b>
Communication to members of new political initiatives through newsletters, committees, local offices etc	<b>1</b>
A high level of members participating in meetings and activities of the organisation	<b>3</b>
Systematic training programme implemented	<b>3</b>
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	<b>2</b>
The organisation is recognized and represented in a wide range of tripartite bodies	<b>3</b>
The organisation elaborates policies and programmes of action, published in national or local media	<b>2</b>
The organisation is forming alliances with other organisations within civil society	<b>2</b>
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	<b>4</b>
Competences and division of labour between different levels in the organisation are clear and respected	<b>3</b>
A well developed and up-to-date membership database	<b>3</b>
Established local structures nation-wide	<b>2</b>
The organisation keeps track record of trainers in affiliated organisations	<b>2</b>
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	<b>3</b>
Number of dues paying organisations/affiliates are increasing	<b>3</b>
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	<b>4</b>
Clear procedures regarding management and control of economic resources has been decided	<b>3</b>
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	<b>2</b>

As illustrated above, the democratic dimension of the sustainability of ZaCTU is average. Although the national centre follows its legitimate and democratic decision-making processes, poor communication channels to affiliated unions and their members is a concern to ZaCTU. With

limited in-house capacity in ZaCTU secretariat, the organizational sustainability merely rests on the commitment of the affiliated unions. It is therefore expected that the internal democracy, project management training and seminar support to train elected leaders will be further strengthened in this programme.

In terms of political sustainability and the ability to influence decision-making processes in society and particularly in the National Tripartite Council and other tripartite bodies (See annex), a foundation has been laid in recent years with ZaCTU increasingly participating in labour market policy discussions in the above fora. Especially within the OHS in the workplace, ZaCTU has made progress in terms of lobbying for the inclusion of decent working conditions into labour legislation.

The organisational sustainability rests on a secretariat with professional staff and full-time officers. Nevertheless, there is a need for ZaCTU to strengthen their administrative and project managerial capacity. Also, there is a need to continue with providing support to strengthen the organizational links between ZaCTU headquarter and the affiliated unions.

The financial sustainability of ZaCTU is depended on the ability of its affiliated unions to pay their subscription fees in time. With the decrease of the formal economy in mind, ZaCTU has over the years gradually increased their focus on the informal economy as an avenue to organize new members and thereby expand the financial membership base. However, since venturing into the informal economy will not give immediate financial returns it is important that ZaCTU sees the programme as a long-term investment.

### **Exit strategies**

As a democratic trade union organisation with a long history, the basic existence and operation of ZaCTU does not depend on external support. At the other hand, ZaCTU is heavily depending on its membership within the public sector, and thus on its ability to enter into a constructive social dialogue with the government. At the same time the organisation needs to diversify and expand membership into the private sector – and not least find a more systematic way to approach the informal economy.

To support these processes, it is foreseen to be necessary to continue to the support to ZaCTU over the next coming 4-6 years to promote ZaCTU's bi/tripartite representation being utilised effectively. In terms of continued financial support, it is expected that LO/FTF Council will prioritise activity implementation at the expense of institutional support to ZaCTU.



## **Annex 10.f**

### **Zimbabwe**

- A. Brief presentation (pol. and economic situation)
- B. Partner presentation of ZiCTU
- C. Previous experiences and future interventions
- D. Logical Framework Approach (LFA) and implementation plans
- E. Sustainability and exit strategy

## **A. Political and social situation in Zimbabwe**

### **The political situation:**

Since independence in 1980, the Zimbabwe African National Union-Patriotic Front (ZANU-PF) led by Robert Mugabe, has been in power of the multiparty republic with an executive president and a parliament consisting of 150 members.

Up to 1999, ZANU-PF remained the strongest political party in the country, winning all legislative and presidential elections, sitting firmly on political power in the country with no real political opposition. That same year, the Zimbabwean labour movement joined forces with lawyers and civil society groups to form the Movement for Democratic Change, MDC, led by Morgan Tsvangirai, the former trade union confederation president. The MDC managed to influence the electorate to such an extent that a referendum on changes in the constitution proposed by ZANU-PF was rejected, defeating the governing party for the first time<sup>147</sup>. The period leading up to legislative elections in 2000 was characterised by political violence, with gangs having been hired to invade white-owned farms, using them as bases for an intimidation campaign targeting farm workers, teachers and health personnel, with the police looking the other way<sup>148</sup>.

In the following elections taking place in 2000, ZANU-PF narrowly won, with the MDC close on its heels with only five seats less<sup>149</sup>. Mugabe won the presidential elections in 2002, which took place in a climate of violence and vote rigging. In 2005, ZANU-PF again won in what is widely seen as having been rigged elections, this time creating sufficient political turmoil for the SADC to designate South African president Thabo Mbeki to serve as mediator between the government and the MDC opposition in 2007, seeking to come up with a mutually agreed election date as well as procedures to revise and rewrite the constitution<sup>150</sup>. In the middle of this process, the government announced that presidential and legislative elections would take place in March 2008, this time resulting in a clear victory for the MDC opposition. The MDC won 109 seats, with ZANU-PF taking 97, with four seats going to others<sup>151</sup>. The presidential elections were won by Morgan Tsvangirai, but not by a margin sufficiently large for him to be able to take over as president, although the election results are widely believed to have been suppressed<sup>152</sup>. In the ensuing run-off election for the presidency, Mugabe won in a much disputed election process.

A so-called Global Political Agreement signed by the two parties after the election led to the formation of an 'inclusive government', with Mugabe retaining the presidency and with Tsvangirai taking the post as prime minister<sup>153</sup>. Far from being an ideal solution to a muddled political situation, it was agreed between the two parties that a new constitution should be written and subjected to a national referendum, leading up to new elections scheduled for 2013. The new inclusive government was eventually formed in February 2009.

<sup>147</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>148</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>149</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>150</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>151</sup> CIA World Fact Book, 2010

<sup>152</sup> CIA World Fact Book, 2010

<sup>153</sup> FNV Mondiaal Zimbabwe Programme 2005 – 2009 Country Evaluation Report, 2010

Although there was optimism with regard to an improvement in the political situation in the country, political squabbles and manoeuvring have not led to much political stability. ZANU-PF has not lived up to its obligations in repealing repressive laws and replacing the central military/security command with a new body<sup>154</sup>. The Inclusive Government has not delivered the hoped for real political change in the country.

The current South African president Jacob Zuma, who has been tasked with getting the political process back on track in Zimbabwe, is allegedly becoming increasingly impatient with the reluctance of the Zimbabwean leaders to make any headway. As of late 2009, the situation has deteriorated to such an extent that Mugabe has ruled out talking with the main opposition party MDC claiming that they are collaborating with foreign powers to undermine and overthrow 'his' government.

The work on rewriting the constitution, part of the power sharing agreement, is also not progressing as planned. There are sharp disagreements between the government and the opposition on the process, and the unity government has excused the delays by claiming that funds for a constitutional review tour of the country and national consultations, giving voice to civil society, have not been available. In early 2010 the EU has recently responded by donating USD 8 million to get the process back on track, with the Zimbabwean government pitching in USD 2.3 million<sup>155</sup>. Even so, the entire review process, with public hearings around the country has not taken off, and there is speculation that both sides in the coalition government are going to agree on a solution that fits their political agendas, but which leaves out the views of civil society and the population altogether<sup>156</sup>. To the extent that public hearings do take place, there are reports of the ZANU-PF continuing to intimidate the public, particularly in rural areas, resulting in a very low participation in some areas<sup>157</sup>.

In October 2010, the MDC announced that it no longer respects the Global Agreement as the ZANU-PF side consistently has demonstrated that it doesn't respect it either. The MDC has embarked upon a process where it is meeting its constituencies to hear their opinion – should they stay in or leave government? The executive of the MDC is clearly in favour of leaving it, well knowing that it would take things back to square one. Meanwhile, Mugabe has announced that elections will take place in June 2011, with the new constitution in place or not<sup>158</sup>.

The trade unions and other civil society organisations have lost faith in the GPA process and have called for presidential elections to take place in 2011, making use of an amendment in the current constitution. They are thereby by-passing the political process that should have led to the formulation of a new constitution, on which fresh elections were to be based. But with the

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<sup>154</sup> FNV Mondiaal Zimbabwe Programme 2005 – 2009 Country Evaluation Report, 2010

<sup>155</sup> [www.allafrica.com](http://www.allafrica.com), 20 April, 2010

<sup>156</sup> [www.allafrica.com](http://www.allafrica.com), 1 July, 2010

<sup>157</sup> [www.allafrica.com](http://www.allafrica.com), 5 July, 2010

<sup>158</sup> ZCTU, October 2010

political process seen by many to have come to a standstill, it is believed that the only way to resolve the political impasse is by holding presidential elections<sup>159</sup>

### The economic situation:

Independent Zimbabwe inherited an economy that was more industrialized than most in Africa with a diversified productive base, a well-developed infrastructure and financial sector. Most of the productive land used for large-scale commercial farming used to be owned by the white minority, while the majority of the (black) population lived on less productive agricultural land. Land reform has been a political issue ever since independence, and the government has been implementing a 'fast track' land reform after the elections in 2000, leading to the expulsion of 3.000 white commercial farmers<sup>160</sup>. Zimbabwe's economy relies heavily on commercially produced agricultural crops, such as tobacco, cotton, and sugarcane, and on related manufacturing industries, such as textiles and sugar production. Mining, primarily gold, coal, copper, platinum and recently also diamonds<sup>161</sup>, is also a major activity. Zimbabwe also has a large infrastructure catering to tourism.

As a requirement for continued access to IMF loans, Zimbabwe embarked on a substantial economic reform process in 1991, but this was not successfully carried through and since the late 1990s it has been grappling with the resolution of fiscal problems, the inequality in land distribution, poverty, unemployment, increasing population pressure and unfavourable rainfall patterns. The economy has continued to deteriorate severely since 1997, with a negative GDP per capita averaging 5.8 percent in the period 1998 – 2008, leaving the population poorer than it was at independence. Expansionary macroeconomic policies leading to massive shortages in foreign exchange and hyperinflation<sup>162</sup>, a breakdown in law and order, and the virtual collapse of the agricultural sector as a result of the fast-track land reforms have reduced the potential for growth.<sup>163</sup> Tourism used to be a major foreign exchange earner, but has collapsed in recent years, with 90 percent fewer tourists arriving in the 2000's as Zimbabwe's reputation as a peaceful and safe tourist destination was marred by political violence<sup>164</sup>.

The political turmoil has resulted in a situation today where an estimated 68 to 78 percent of the population is living below the official poverty line<sup>165</sup>. With the economy experiencing a near total collapse and with government financing its expenditures through the printing of money, the rate of inflation rose from 32 percent in 1998 to practically beyond measurable, recording some 11.2 million percent in June 2008<sup>166</sup>, rising to 231 million percent in July 2009<sup>167</sup>. Incomes have been

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<sup>159</sup> ZCTU, 2010

<sup>160</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>161</sup> [www.allafrica.com](http://www.allafrica.com), 20 April, 2010 reports that Zimbabwean diamond fields are said to be capable of producing USD 1 billion per year.

<sup>162</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>163</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>164</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>165</sup> CIA World Fact Book, 2010, UNICEF, 2010

<sup>166</sup> [www.allafrica.com](http://www.allafrica.com), 12 September, 2008

<sup>167</sup> WageIndicator.org, 2010

reduced to virtually nothing, creating poverty on a massive scale, and bringing the economy to a standstill, with average capacity utilization in industry having fallen below 10 percent.

In early 2009, the Inclusive Government decided to 'dollarize' the country, meaning that hard/stable currencies such as US dollars or South African rand would be accepted as means of payment (alongside Zimbabwe dollars). It had an immediate effect on the inflation rate, falling to minus 3.1 percent in February<sup>168</sup>, somewhat improving the economic outlook as well as putting food and goods back onto the shelves in shops. But with average wages still only being 35 percent of the poverty datum line of USD 500, most cannot afford to buy the available goods, and according to the trade unions, workers are generally worse off than they were a year ago<sup>169</sup>. According to UNICEF, at least 6.6 million Zimbabweans cannot meet their daily needs, with around 3.5 million children being chronically hungry.

The formal economy is in a shambles, with the industrial (manufacturing) sector now only accounting for 15 percent of GDP (down from 22 percent pre-crisis)<sup>170</sup>, and unemployment is estimated to be over 95 percent<sup>171</sup>. Traditionally, the agricultural sector has provided over a third of formal economy jobs, but with that sector virtually gone, so is the bulk of jobs in the sector. On top of that, the global financial crisis also has affected the country in terms of falling commodity prices and revenue, but it is generally accepted that it is the political situation which is the main depressant of the economy.

A new Economic Empowerment Law, taking effect in March 2010, requiring a 51 percent black Zimbabwean ownership of all companies operating in Zimbabwe, has also not improved the economic outlook. It creates uncertainty among entrepreneurs and investors and further undermines predictability in economic policies, causing private companies to withhold further investments, and/or withdraw from Zimbabwe altogether. The law will be implemented gradually over a period of five years, with the mining sector being affected first.

In addition to the deteriorating economy, Zimbabwe is experiencing one of the highest HIV infection rates in the world, although the infection rate has been going down since the late 1990's due to a combination of mortality and a change in sexual behaviour<sup>172</sup>. In 2010, it is estimated that up to 15.3 percent in the age group 15 to 45 are infected, down from 15.6 percent in 2007. Even if the trend in infection rate has been going down lately, the pandemic continues to pose a very serious threat to economic and social development of the country at all levels from government to companies and within the families.

### **The labour market:**

There is no recent data available to describe the Zimbabwean labour market, leaving only 'guesstimates'. In 1999, the ILO reported that out of a total work force of 4.666 million, 1.316

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<sup>168</sup> [www.allafrica.com](http://www.allafrica.com), 25 March, 2009

<sup>169</sup> [www.allafrica.com](http://www.allafrica.com), 3 July, 2010

<sup>170</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>171</sup> CIA World Fact Book, 2010

<sup>172</sup> [www.unaids.org](http://www.unaids.org), 2010

million were formally employed, with an official unemployment of 297.000<sup>173</sup>. Agriculture, forestry and fishing was accounting for 58 percent of all employment, manufacturing for 5.5, services for 9.5 and government, including education for 6.3 percent respectively (among others).

In 2002, the number of formally employed had fallen to 1.071 million (by 19 percent), which most likely has been speeded up by the ever larger number of Zimbabweans leaving the country since then, estimated to have been a total of around 3.4 million by mid-2007<sup>174</sup>. In response to the economic structural adjustment programmes in the 1990s and the structural socio-economic and financial crisis, massive retrenchments in the public service, and in previously well paying industries such as the mining industry, have already taken place over the last two decade leaving behind an increasingly insecure and fragile labour market and an increased pressure on an already fragile social welfare system. By how much exactly public sector employment has fallen is uncertain, but with 50 percent of public servants in 2009 estimated to be teachers (counting 80.000) 18.000 fewer teachers are employed in 2009 compared to 1999, and estimates are that a total of 130.000 public sector workers having been retrenched during the last decade alone<sup>175</sup>. The CIA World Fact Book estimates that unemployment for 2009 was at around 95 percent, out of a total workforce estimated to be 3.84 million.

Even though exact data is unavailable, there can be no doubt that the economic decline since 2000 has had a profound impact on labour, with the very high levels of formal unemployment being counter-balanced by a very large growth in the informal economy. It is estimated by the ZCTU that around 3 million people are working in the informal economy in 2009, with only 600.000 formal jobs left. Farming remains the backbone of the Zimbabwean economy and farm workers represent the largest segment of the Zimbabwean labour force, traditionally providing a third of all formal jobs.

Formally, Zimbabwe has ratified all core ILO conventions, which are all reflected in the Zimbabwean Labour Relations Act (LRA), recognising the right to freedom of association, the right to strike and collective bargaining. But an inquiry by the ILO in 2009 showed systematic violations of the conventions in the country. Violence, death threats, detention, arrests, and harassment of trade union members and officials are the order of the day<sup>176</sup>, thereby effectively suspending the LRA. The LRA gives private sector workers the right to join a union, but as of the 2005 Public Sector Act, public sector workers are barred from joining a union, collective bargaining and strikes, but without enforcing this law in practice. Public sector workers therefore continue to join unions<sup>177</sup>.

The LRA does not reserve the right to collective bargaining to trade unions, but also encourages workplaces with less than 50 percent unionisation to form bargaining committees. With the bargaining committees existing alongside unions, it is seen by organized labour as a way to divide workers, and giving employers an opportunity to undermine union strength<sup>178</sup>.

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<sup>173</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>174</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>175</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>176</sup> WageIndicator.org, Country Report No. 7, 2010, citing an ILO report from 2009

<sup>177</sup> WageIndicator.org, Country Report No. 7, 2010

<sup>178</sup> WageIndicator.org, Country Report No. 7, 2010

The right to strike exists, but is subject to several procedural requirements, practically making it difficult and/or illegal to conduct a strike. Essential services (police, armed forces, railway worker, electricians, pharmacies, veterinarians, etc.) are not allowed to strike, and the LRA gives the Minister of labour the right to decide what constitutes an essential service<sup>179</sup>.

### **B. Partner presentation – ZiCTU**

10<sup>th</sup> Floor Chester House  
Corner Speke Avenue/ 3<sup>rd</sup> Street  
P.O. Box 3549, Harare  
Zimbabwe  
E-mail, Secretary General: sg@zctu.co.zw

### **Objectives**

The mission of ZCTU is to organize, develop and maintain a powerful effective democratic independent and united trade union movement in Zimbabwe. It is also to promote, safeguard and win trade union rights and privileges and to strive for improvement of working conditions and employment benefits for all workers in Zimbabwe.

### **Organisational structures:**

The Zimbabwe Congress of Trade Unions (ZCTU) was founded in 1981 and formally consists of 36 affiliated industrial unions representing approximately 247.000 workers.

ZCTU has played an invaluable political role in the democratic development of Zimbabwe, but needs to consolidate itself in the light of the current political situation. There is a need to formulate updated policies and strategies adapted to the new economic climate and political context as described above.

ZCTU is engaged in the basic areas of trade union work:

- Organising and development of structures and cadre ship
- Grievance handling and collective bargaining
- Education, training and information
- Campaigns, mobilisation and advocacy
- Representation in tripartite and civic forums
- Technical support and advisory services
- Research and capacity development

The ZCTU has structures at national, regional and district levels. The ZCTU structure consists of a Congress at the top, which convenes every five years. The General Council, which consists of a representative of each affiliate union, is led by a President, his/her deputies, a Secretary General and his/her deputies and a Treasurer. Standing Committees that are made up of elected members

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<sup>179</sup> WageIndicator.org, Country Report No. 7, 2010

and the Woman Advisory Council are also part of the General Council. The Secretary General is the most senior employee and is assisted by a secretariat made up of the following departments: Finance and Administration; Legal; Information and Communication and; Organising and Projects.

With regards to gender, ZCTU has a Regional Women Advisory Council and regional committee in each region and 12 District Women Advisory Councils. The General Council has a special Women advisory Council structure.

There are similar structures in each of the six regional centres with the regional executive committee being the responsible authority. Each region employs a regional officer, a paralegal officer and a secretary. Each union is represented by one member in the ZCTU General Council, but at congresses, the representation of affiliate members is determined by the number of their members. Those with more members enjoy more representation. Each union contributes 5% of its membership dues to ZCTU. Recently some affiliate union increased member contribution from one percent to two percent to try and boost the labour movement's resources.

The ZCTU has established standing committees such as Admin/Finance, Political, Education and Research, Gender, Organising, Credentials, International, Constitutional/Legal, Information and Publicity, Health and Safety, HIV/AIDS, Investment, Labour Relations and Youth.

Especially the standing committee on Employment Creation is interesting, because it advises general council on the employment situation in the country. This also includes developing strategies on how to lobby for improved working conditions in the informal economy in the TNF negotiations and include informal economy into Global Fund activities (on HIV/AIDS) etc. There is also a national structure for young workers.

ZCTU is represented in tripartite commissions and committees dealing with industrial relation issues, OHS issues, insurance and compensation for injuries. They are: Wages and Salaries Advisory Board, Tripartite Negotiating Forum, ILO Conventions, HR Development, Health Insurance Schemes, OHS in Agriculture, Retrenchment, Zimbabwe Occupational Health and Safety Council, Pensions Board, and National Aids Council.

One of the *weaknesses* of ZCTU is the high reliance on external funding. Due to the economic decline in the country, the financial revenues from the affiliates are low. The future sustainability plans are to upgrade ZCT properties, improve rental income, review wages and improve subscription revenues, and mobilising new membership groups.

The major limitation concerned with the provision of services is lack of mobility of staff. Lack of funds for transport poor public transport infrastructure to carry out their duties has made it therefore difficult to reach workers and potential members in remote areas.

Networking is constrained by the heavily political polarisation of the Zimbabwean society. The fact that the opposition MDC grew out of the labour movement tended to reduce the incidence of networking between ZCTU and quasi government or governmental bodies. . ZCTU has recently



tried to remedy this, for instance by establishing a Parliamentary Advocacy Desk in 2009 to liaise with and lobby parliamentarians on all benches.

The major constraining factor in this key result area, as with other key result areas, is the current political and economic situation prevailing in the country and the heavy handedness of the police and other government agencies when dealing with civil society.

Given the concern over the future of the trade union movement in Zimbabwe, ZCTU has embarked on a range of strategic interventions in order to adjust its organisational set-up and membership service mechanisms: The ZCTU has highlighted a list of main needs with regards to a future sustainable labour market:

Restructuring of the ZCTU and affiliated union structures with particular focus at district, branch and shop floor levels;

- Strengthen membership retention programmes to meet challenges like the massive retrenchments and downsizing of public enterprises, redeployment, and company restructuring;
- Recruitment of unorganised workers in the informal sectors (virtually all contract and casual workers remain un-unionised and do not know their legal rights in the LRA).
- Formulation of development strategy. At the political level, the ZCTU has challenged the government to formulate a suitable development strategy, which addresses the poorly performing public sector, the massive poverty and HIV/AIDS pandemic, the inflation, corruption and high inflation.

#### **Affiliates and membership:**

Name of union	Declared membership
Associated Mine Workers Union of Zimbabwe	21,000
Automotive and Allied Workers Union of Zimbabwe	3,500
Cement and Lime Workers Union of Zimbabwe	2,541
Civil Service Employees Association	5,235
Commercial Workers Union of Zimbabwe	41,000
Communication and Allied Services Workers Union of Zimbabwe	4,068
Electronics Manufacturers of Radio and TV workers of Zimbabwe	976
Federation of Food Workers Union of Zimbabwe	6,746
General African Plantation workers union	15,000
Iron and Steel Workers of Zimbabwe	1,700
National Airways Workers Union	491
National Engineering Workers Union	15,000
National Union of Clothing	10,530

Progressive Teachers Union of Zimbabwe	4,387
Railway Artisan Union	787
Railway Association of Enginemmen	505
Transport and General Workers Union	3,000
Zimbabwe Amalgamated Railwaymen's Union	8,600
Zimbabwe Bank and Allied Workers Union	4,055
Zimbabwe Catering and Hotel Workers Union	8,700
Zimbabwe Chemicals, Plastics, and Allied Workers Union	6,500
Zimbabwe Construction and Allied Trader Workers Union	8,703
Zimbabwe Domestic and Allied Workers Union	8,700
Zimbabwe Education and Scientific Workers Union	7,145
Zimbabwe Energy and Electricity Worker Union	5,645
Zimbabwe Ferro Alloys Workers Union	1,400
Zimbabwe Furniture, Timber and Allied Traders Union	9,727
Zimbabwe Graphical Workers Union	3,405
Zimbabwe Leather Shoe and Allied Workers Union	6,259
Zimbabwe Pulp and Paper Workers Union	945
Zimbabwe Rural District Council Workers Union	5,500
Zimbabwe Textile Workers union	11,500
Zimbabwe Tobacco Industrial Workers Union	6,500
Zimbabwe Urban Councils Workers Union	7,116
Zimbabwe Union of Journalists	460
Motor Vehicle Manufacturers Workers Union of Zimbabwe	387
Total	247,000

Source: ZCTU, 2006.

Eight unions have unfortunately not been able to pay their membership dues. Among these is the Public Service Association with 47.000 members, whose application for ZCTU-membership is still pending.

As a response to the informal sector department in ZCTU, the ZCTU established the ZCIEA (Zimbabwe Chamber of Informal Economy Association) in 2002 on the basis of a tripartite agreement between the ZCTU, EMCOZ (Business), and the Ministry of Labour.

Today, the structures of ZCIEA are based on 15 territories (province) and 250 chapters (district). ZCIEA consists of over 482 cooperatives that assist the informal economy workers to be able to access residential stands from city council etc. IE associations and unions have so far been allocated 6100 residential stands by 6 local authorities and 2 rural district councils. Membership

numbers have exploded to a current membership of 1.3 million and with a potential estimated by the ZCTU to be around 5 million.

### **C: Previous experiences and future interventions**

Since 2000, the LO/FTF Council and Zimbabwe Congress of Trade Unions (ZCTU) collaborated on strengthening the capacity of the ZCTU in the area of Occupational Health and Safety (and later on extended with HIV/AIDS). Some of the achievements were institutionalised occupational health and safety within ZCTU structures and a contribution to reduce accidents in the workplaces. Also, the OHS project activities also contributed to a high political credibility amongst government and employers representatives incl. workplaces where Health and safety was a constructive vehicle for continuing local social dialogue between workers and employers.

Between 2008 and 2010, the LO/FTF Council has supported the ZCTU through civic education and emergency projects aiming at assisting the constitution making process in Zimbabwe after the 2008 elections. The main aim has been to secure a democratic ownership to the process, with the main challenge for the ZCTU being to ensure that trade union leaders and labour activists as opinion leaders are trained and engaged in the process as “democratic change agents” towards both members and the general public. It was intended that various public forums, for example ‘labour forums’ organized by the ZCTU should create room for discussing democratic principles of justice, rule of law and tolerance as it was underlined in the power sharing agreement between ZANU-PF and the MDC.

Since 2008, the ZCTU has been part of the regional “Decent Work, Democracy and Poverty Alleviation” programme, where focus has been on creating decent working conditions in the private sector as well as the informal economy, where support has been given to develop and cement the links to the national labour centres. The programme has been directed at capacity building of the national centre and its affiliates in various areas of interest, notably occupational safety and health at the workplace, collective bargaining agreements, negotiation techniques and skills in the private sector, and policy development in various areas. The core activities have revolved around occupational safety and health, with an increase in work place committees.

There has also been a strong focus on organising the informal economy by providing support to continued organisational capacity building of the informal economy organisation, ZCIEA.

Today, 3F is cooperating with the farm, building, food and allied unions affiliated to ZiCTU. The 3F and LO/FTF Council office in Maputo facilitates the daily coordination of both programme activities.

### **Future interventions**

Building on the foundation of the current cooperation between the LO-FTF Council and ZCTU, the two partners have identified a joint programme that consists of three major strategic areas of intervention:

The 1<sup>st</sup> strategic area of intervention is to continue the good work with organising the informal economy and providing organisational support to the informal economy organisation ZCIEA through ZCTU. While the ZiCTU is currently organising the informal economy, there is a need to conduct detailed needs assessments in 2-3 selected sub-sectors and thereafter make a political decision on if/how it is going to incorporate ZCIEA into the structures of ZCTU. This requires a constitutional amendment.

Through the ZCTU, ZCIEA has been able to establish separate central and territorial structures. To continue this work, there is a need to raise more awareness amongst ZCIEA leadership/project coordinators about consolidating the existing democratic structures, training on Occupational Health and Safety as well as conducting “decent work”-campaigns targeting marginalised youth and women in the informal economy. In order to support the ZCIEA associations at local levels, service packages and toolboxes on informal economy will be disseminated to its leaders and coordinators with a view to build capacity to deliver services to its members.

A parallel sub-strategy is to strengthen ZiCTU (and ZCIEA) to be able to continue its successful lobbying of Ministry of Public Services and local municipalities to include ZCIEA in the decision-making processes to improve working conditions, and access to facilities, micro-financial institutions and vocational training possibilities. Minor pilot campaign initiatives will be piloted and reviewed..

If deemed necessary, the LO/FTF Council may invite ZiCTU to put their competent resource persons on informal economy at the disposal of other national centres in East Africa. The ambition is to utilise best practices and lessons learned from Southern African to East African trade union partners (See annex on “Best practices and lessons learned from informal economy”).

In the 2<sup>nd</sup> strategic area, the aim is to strengthen the national capacity of ZiCTU to lobby the national tripartite bodies like national tripartite forum to improve the social dialogue framework nationally. Today, the tripartite consultations and social dialogue is not operating satisfactorily according to ZiCTU. A labour law reform bill has been tabled in parliament and a revision of occupational health and safety legislation is underway, and to ZiCTU it is important to lobby the legislators to ensure to speed up the on-going labour law reform processes.

To make this possible, it is necessary to develop joint positions of ZiCTU, train its negotiators as well as decide on campaign and public media strategies before continuing national lobby and advocacy work.

### **Target Group**

The direct recipients are around 2,500 elected leaders, trainers, office bearers and shop stewards and other labour activists in ZCTU and ZCIEA.

The intended beneficiaries are 300.000 workers organised by ZiCTU affiliated unions and 1.3 mill. members of ZCIEA.

**D. Logical Framework – matrix presentation of objectives, preliminary indicators, outputs and activities - ZiCTU**

<b>Development objective:</b> Trade unions in Eastern and Southern Africa contribute to the creation of decent employment in the two regions.		
<b>Immediate Objectives</b>	<b>Key Indicators</b>	<b>Means of Verification</b>
<b>Immediate objective 2:</b> National trade unions in Eastern and Southern Africa have the capacity to advocate for the implementation of the decent work agenda and the provision of services to workers in both formal and informal employment with specific emphasis on women and youth.	<p>National campaigns on the implementation of key issues under the decent work agenda have reached national media.</p> <p>Increase in membership of 5% in ZCIEA</p> <p>A minimum of 1.3 million workers in informal employment have improved access to social security and/or other basic services.</p> <p>Campaign and public media strategies have been developed and endorsed by ZiCTU leadership</p> <p>ZiCTU is actively participating and influencing the labour law reform bill</p>	<p>TV/radio/-press clippings</p> <p>Membership database</p> <p>National legislation and monitoring reports</p> <p>Annual/quarterly reports</p> <p>National policies and meeting minutes</p>

<b>Outputs in relation to immediate objective 2:</b>	<b>Activities</b>
<b>Output no. 6:</b> Strategic planning on the role of trade union in promoting decent work agenda have been conducted	<p><u>Strategic planning:</u></p> <p>6.1 1 workshop on constitutional matters (IE) to discuss legal implications of amended constitution including informal economy;</p> <p>6.11 1-day adoption of policy/constitution IE to executive meeting</p> <p>6.12 Produce strategic paper on the role of ZiCTU in promoting decent work;</p>

<p><b>Output no. 9:</b> Trade union leaders and negotiators are competent on negotiating and promoting the decent work agenda at national level;</p>	<p><u>Training of leadership:</u></p> <p>9.6 1 workshop for building capacity for advocacy</p>
<p><b>Output no. 10:</b> Joint statements and position papers have been presented to lobby government and employers and used as basis for campaigns and public conferences (both national and regional issues);</p>	<p><u>Lobby and advocacy:</u></p> <p>10.1 1 leadership workshop on strategic media/ PR for lobbying 10.3 National stakeholder conferences &amp; alliance building 10.6 1 workshop to prepare campaigns works 10.7 Produce materials for dissemination 10.8 Pilot campaign activities on selected topics</p>
<p><b>Output no. 11:</b> Trainers and educators are capable of training leaders and labour representatives at national and local levels to successfully conduct social dialogue about decent work and decent employment issues</p>	<p><u>Consolidating training structures:</u></p> <p>11.7 1 re-training workshop for trainers 11.11 Awareness seminars for shop stewards ( follow-up)</p>
<p><b>Output no. 13:</b> Leaders and staff of informal economy associations have been trained in how to democratically represent and service its membership from the informal economy;</p>	<p><u>Informal economy and democracy (for women and youth):</u></p> <p>13.1 1 training workshop on organisational development with ZCTU and ZCIEA leadership; 13.2 1 National workshop, 5 provincial workshops and materials for sensitisation and campaign preparations 13.3 Campaign activities to mobilise youth and women</p>
<p><b>Output no. 14:</b> Informal association leaders and trade unions are competent in lobbying national government and</p>	<p><u>Lobbying capacity on Informal economy:</u></p> <p>14.1 Collect/disseminate information IE materials on training/finance</p>

municipalities for improved access to municipal services and training/financial providers.	14.2 1 training workshop for IE organisations on lobby and negotiations 14.4 Sensitisation visits in pilot areas 14.5 Lobby authorities on IE access to private/public institutions
<b>Output no. 15:</b> Models on informal economy and best practices on access to municipal services and other private/public institutions have been developed for dissemination to other trade unions.	<u>Models on informal economy:</u> 15.1 2 workshops to develop a toolbox on IE (incl. Legislation, soc. Sec. Etc 15.2 Printing 15.3 Disseminate IE toolbox “service package” to IE organisations 15.4 Needs assessment on IE status

**Tentative Implementation Plan: ZiCTU 2011 - 2013**

Component Southern Africa	Activities	2011		2012				2013	
		3q	4q	1q	2q	3q	4q	1q	2q
<b>Output 6</b>									
	6.1 1 workshop on constitutional matters (IE)	x							
	6.11 1-day adoption of policy/constitution IE to executive meeting		x						
	6.12 Produce strategic paper on the role of ZiCTU in promoting decent work;		x						
<b>Output 9</b>									
	9.6 1 workshop for building capacity for advocacy			x					
<b>Output 10</b>									
	10.1 1 leadership workshop on strategic media/ PR for lobbying				x				
	10.3 National stakeholder conferences & alliance building				x				
	10.6 1 workshop to prepare campaigns works			x					
	10.7 Produce materials for dissemination			x					
	10.8 Pilot campaign activities on selected topics				x	x			
<b>Output 11</b>									
	11.7 1 re-training workshop for trainers		x						
	11.11 Awareness seminars for shop stewards		x						
<b>Output 13</b>									



	13.1	1 training workshop on organisational development with ZCTU and ZCIEA leadership;				x				
	13.2.	1 National workshop, 5 provincial workshops and materials					x			
	13.3	Campaign activities to mobilise youth and women					x	x	x	x
<b>Output 14</b>										
	14.1	Collect/disseminate information IE materials on training/finance		x						
	14.2	1 training workshop for IE organisations on lobby and negotiations			x					
	14.4	Sensitisation visits in pilot areas				x	x			
	14.5	Lobby authorities on IE access to private/public institutions				x	x	x		
<b>Output 15</b>										
	15.1	2 workshop to develop a toolbox on IE							x	
	15.2	Printing								x
	15.3	Disseminate IE toolbox “service package” to IE organisations								x
	15.4	Needs assessment on IE status		x						



**E. Sustainability and exit strategies**

<b>Dimensions of Sustainability</b>	<b>ZiCTU from 0- 5</b>
<i>Democratic dimension</i>	
Contested regular, fair, and democratic elections at all levels within the organisation held as stipulated in the constitution	3.7
Transparent and democratic nomination of candidates for elections at all levels of the organisation	4
Communication to members of new political initiatives through newsletters, committees, local offices etc	3.5
A high level of members participating in meetings and activities of the organisation	3.7
Systematic training programme implemented	3
<i>Political dimension</i>	
The organisation is consulted by and influencing government on political, economic and social issues of relevance for members	3
The organisation is recognized and represented in a wide range of tripartite bodies	3,5
The organisation elaborates policies and programmes of action, published in national or local media	4
The organisation is forming alliances with other organisations within civil society	3
<i>Organisational dimension</i>	
A clear institutional framework of the organisation	3.5
Competences and division of labour between different levels in the organisation are clear and respected	3
A well developed and up-to-date membership database	3
Established local structures nation-wide	4
The organisation keeps track record of trainers in affiliated organisations	2
<i>Financial dimension</i>	
Level of income from dues in balance with expenditures	1
Number of dues paying organisations/affiliates are increasing	2
Centralised accounting and finance unit in charge of administration and control of all resources are functioning within the organisation	2
Clear procedures regarding management and control of economic resources has been decided	3
The organisation capable of raising funds for projects and activities from international donors and/or government institutions	4

In terms of democratic sustainability, ZiCTU is today a highly democratic and very competent organization despite the difficult economic and political operating environment that ZiCTU has been operating under. Formal structures at national and regional levels of ZCTU are operating although a majority of affiliated unions are resting on the regional offices of ZCTU.

With regards to political sustainability, the ZCTU and its affiliated unions are capable of influencing political decision-making processes and bodies as they are members of tripartite bodies such as National tripartite forum, sector employment councils, the Zimbabwe Occupational health and Safety Council, Wages and Salaries Advisory Board, the Retrenchment Board etc. Through these bodies, it is possible for ZiCTU to promote the decent work agenda and decent employment.

On organizational sustainability, it is important that ZiCTU further improves its administrative and financial capacity to handle external project funds despite the justified macro-economic and exchange rate turmoil in recent years. Another organizational priority will be given to consolidate the already strong organizational structures and linkages between ZiCTU and ZCIEA in order to effectively provide membership services to informal economy workers.

Due to recent years of political and financial crisis in Zimbabwe, it has been difficult in 2010 to consolidate the financial sustainability of ZiCTU since it rests on its ability to collect membership dues from the affiliated unions. As a consequence, ZiCTU has launched a financial survival plan, and already at the end of 2010 ZiCTU saw some improvement in fee subscriptions. A range of international donors are funding ZiCTU as a means to provide solidarity support to the organization while battling with the undemocratic and an anti-union regime in Zimbabwe.

In terms of continued financial support, LO/FTF Council will nevertheless reduce its financial salary contribution to ZiCTU, and prioritise activity budgets. One of the reasons is to further promote the application of low-cost seminar approach being frequently used by ZiCTU as a means to maximize the replication of the programme activities at low costs.

### **Exit strategies**

In terms of exit strategy, the overall situation for ZiCTU is highly dependent on the future development in national politics. ZiCTU has received external support through the LO/FTF Council since year 2000, and due to the national political and financial challenges that ZiCTU has been faced with over the years, it is necessary to continue with support to ZiCTU at least until a regime-change takes place.

At the same time ZiCTU has over the last years succeeded to initiate the formation and create a strong alliance with the umbrella organization for the informal economy associations in Zimbabwe (ZCIEA). To further develop and support this alliance is a sizeable challenge, where both ZiCTU and other national centers in Africa could benefit from a continued assistance and structured exchange of experiences for a number of years ahead.