

**EAST AFRICAN TRADE UNION CONFEDERATION
(EATUC)**



STRATEGIC PLAN 2018 – 2022

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FOREWORD

The EAC region is currently undergoing deep structural social, political and economic reforms. Politically, the human and trade union rights situation remains a big challenge in most EAC member states with visible hotspots of the Sudan and Burundi. Economically, though economies under EAC continue to grow at a rate of 4-7%; this has not been translated into sustainable human development as evidenced by rising levels inequality, unemployment and poverty.

The above situation is further compounded by the decline in proactive trade union activities and lack of the ability to activate the sense of renewal for a social justice agenda in the EAC. In that regard, the East African Trade Union Confederation (EATUC) realised for trade unions must be strategically placed in the EAC processes to remain viable and relevant in the quest for social justice. In doing so, they need to modernize by building more participative trade unionism through better strategic planning and communication so that the agenda for workers' liberation in the EAC is realised. It is therefore EATUC's firm desire and trust that it is only through strategic thought and vision that trade union organizational renewal can be reawakened to confront current capitalist neo-liberal on-slaughter on the workers in the EAC and globally. To this end, it is instructive to assert that the structures of EATUC need to be strengthened so that a stronger and better coordinated regional trade union body can re-emerge and survive.

This Strategic Plan (2018-2022) is therefore a response to this noble call to continually rebuild EATUC. The Strategic Plan arises out of EATUC's systematic engagement among its affiliates within the context of the current rapid changing circumstances within the region and beyond. It is a product of detailed research work and consultations and therefore represents the consolidated working framework for trade unions in the EAC region. The Strategic Plan reviews the challenges that EATUC faces in the co-ordination of its affiliates. It articulates how the leadership in the EATUC mainstream organizational structure and its affiliates can cultivate the commitment to the one vision so as to build the capacity to initiate and manage regional trade union dynamism. It strengthens the view that, in order for EATUC to survive, union leadership needs to win commitment from its members from within and outside its ranks through solidarity and collective effort. This Strategic Plan therefore, presents a road map of how EATUC can consolidate its structures and build a progressive labour movement in the EAC region.

I am buoyant that the trade union movement in the EAC will embrace this Strategic Plan and translate it into some workable agenda for the workers. I believe that this document will assist the labour movement to reconnect and redefine the workers' fight and their songs of despair. I also believe that the document will instill a sense of hope for dignity, self-pride and liberation among the workers in the EAC region.

Carol Khamati Mugalla
EXECUTIVE SECRETARY

LIST OF ABBREVIATIONS AND ACRONYMS

AEB	Association des Employeurs du Burundi
ASEAN	Association of South East Asian Nations
ATE	Association of Tanzania Employers
CESTRAR	Centrale des syndicats des travailleurs du Rwanda
CMP	Common Market Protocol
COMESA	Common Market for Eastern and Southern Africa
COMESA	Common Market for Eastern and Southern Africa
COSYBU	Confederation des Syndicale du Burundi
COTU-(k)	Central Organization of Trade Unions - Kenya
DECP	Dutch Employers' Cooperation Programme
EABC	East African Business Council
EAC	East Africa Community
EACSOFF	East African Civil Society Organizations' Forum
EAEO	East African Employers Organization
EALA	East African Legislative Assembly
EALGA	East African Local Government Authority
EALS	East African Law Society
EATUC	East African Trade Unions Confederation
ECOWAS	Economic Community of West African States
EPAs	Economic Partnership Agreements
EU	European Union
FKE	Federation of Kenya Employers
FNV	The Netherlands Trade Union Confederation
FUE	Federation of Uganda Employers
ILO	International Labour Organisation
ITUC	International Trade Union Confederation
NOTU	National Organization of Trade Unions - Uganda
OATUU	Organisation of African Trade Union Unity
SADC	Southern African Development Community
SATUCC	Southern African Trade Union Coordinating Council
TUCTA	Trade Union Congress of Tanzania
UNEAC	United Nations Economic Commission for Africa
ZANEMA	Zanzibar Employer's Association
ZATUC	Zanzibar Trade Union Congress

1. INTRODUCTION

- 1.1 This document is the East African Trade Union Confederation (EATUC) Strategic Plan from 2018 to 2022. The document represents the intentions of the Confederation's response to dynamics in the socio-economic, political and legal framework shaping the labour movement at regional and international levels.
- 1.2 It is based on the review process of the EATUC affiliates policy positions whose mandate was for broader consultations among themselves and other co-operating organisations or agencies. The findings are therefore a blend of documentary review/research as well as interviews with key EATUC Executive Members, all the affiliates and other stakeholder in the East Africa African Community (EAC).
- 1.3 The document is divided into eight key sections namely: (a) contextual analysis that presents the background information and history of EATUC and examines the current socio-economic challenges of EATUC and lessons learnt; (b) organizational assessment of EATUC affiliates; (c) assessment of the of the implementation of the past strategic areas of focus; (d) SWOT analysis of EATUC; (e) stakeholder analysis of involvement with EATUC; (f) strategic areas of focus of the current strategic plan; (g) implementation strategy that sets the strategic targets for the period 2018-2022 and indicates how the strategic targets will be achieved including a matrix reference frame. It also puts forward the critical factors for the success and the role of the key EATUC institutional organs and allied strategic partners; and, (h) sustainability of the strategic plan.

2. CONTEXTUAL ANALYSIS OF THE EATUC STRATEGIC PLAN

- 2.1 Regional integration is now an entrenched imperative on the African continent. The most plausible assertion has been that there are desired benefits that flow from pursuing a collective regional approach rather than a unilateral national socio-economic developmental path.
- 2.2 Literature ascertains that the gains of regional integration could possibly be derived from: i) huge cost savings associated with coordinated investments in physical, social and institutional infrastructure;¹ ii) benefits from liberalising trade which will increase output and trade, encourage greater investment flows and achieve greater economies of scale; iii) 'externalities' arising from increased competition such as greater product range and diversity, improved production techniques that lower costs; and iv) more attractive opportunities for foreign

¹ Functional cooperation in infrastructure, utility and other sectors can generate immense benefits in the form of increased output, reduced costs and increased and more reliable supply.

investment.² It is also expected that dismantling internal barriers to trade will result in increased regional output and intra-regional trade, cheaper regional products and increased regional employment.

2.3 As way back as 1980, the Lagos Plan of Action (LPA) signed by the then Organisation of African Unity (OAU) member States in 1980 required African countries to establish sub-regional economic groupings, leading to the establishment of the African Economic Community (AEC). On 31 June 1991, the OAU Heads of State and Government signed the Treaty of Abuja, which envisaged the creation of an African Economic Community (AEC) by 2025.³ The Treaty of Abuja sought to strengthen the sub-regional economic communities as a prelude to the formation of the AEC. Thus to a larger extent, the continental agenda in Africa can be said to be propelled by the desire of how well regional economic groupings fair in the drive to sustainable development. To date several such regional groupings have evolved with, of course, evident duplicity such that in West Africa, the West African Economic and Monetary Union (UEMOA) and the Mano River Union (MRU) co-exist with the Economic Community of West African States (ECOWAS). Central Africa has three groupings: the Economic Community of Central African States (ECCAS); CEMAC and the Economic Community of Great Lakes countries (CEPGL). The Eastern and Southern African sub-regions share six groupings between them: the Common Market for Eastern and Southern Africa (COMESA); the East African Community (EAC); the Inter-Governmental Authority on Development (IGAD); the Indian Ocean Commission (IOC); the Southern Africa Development Community (SADC) and the Southern African Customs Union (SACU). North Africa used to host only the Arab Maghreb Union (UMA) until the Community of Sahel-Saharan States (CEN-SAD) emerged.⁴

2.4 Despite the several Regional Economic Communities (RECs) that have emerged, the African Union (AU) Commission recognises only eight of these namely: Economic Community of West African States (ECOWAS); Economic Community of Central African States (ECCAS); Common Market for Eastern and Southern Africa (COMESA); the Inter-Governmental Authority on Development (IGAD); the Southern Africa Development Community (SADC), Community of Sahel-Saharan States (CENSAD); Arab Maghreb Union (UMA); and the East African Community (EAC).⁵

² Kanyeze, G. Regional Integration in Southern Africa, Paper Presented to the BFTU/FES Workshop on Challenges of Regional Integration to the Labour Movement in Botswana, Oasis Motel, Gaborone. 20-21, April, 2006.

³ Ibid pp 1

⁴ Ndomo, A .2009. Regional Economic Communities in Africa A Progress Overview: Unpublished Study Commissioned by GTZ. Nairobi. pp. 8

⁵ Ibid, pp. 11

- 2.5 The Treaty establishing the EAC was first established in 1967 by the three main Partner States, namely: Uganda, Kenya and Tanzania. It was largely driven by the fact that these three countries had a common political and socio-economic background having common groups of people with a common aspiration. They were all at more or less the same level of development having recently gained their independence in the early 1960s. Therefore, the current regional integration is the second attempt by EAC partner states to foster regional integration after the first having failed owing to serious disagreements between Tanzania and Uganda in 1977. The relative peace that has prevailed in the countries has provided an opportunity for renewed commitment towards regional integration. The new drive for EAC integration thus culminated in the signing of the new EAC treaty in 1999 with Rwanda and Burundi joining the Community in 2007 and most recently in 2015 South Sudan has become the newest member of the regional block.
- 2.6 The EAC was re-launched in 2001 after the dissolution of the previous Cooperation Treaty in 1977. It is driven by a vision to build a prosperous, competitive, secure and politically united East Africa. It sought to deepen economic, political, social and cultural integration to improve the region's people's quality of life. EAC has five member states: Burundi, Kenya, Rwanda, Uganda and Tanzania. Its main organs are the Summit of Heads of State; Council of Ministers; Coordination Committee; Sectoral Committees; the East African Court of Justice; the East African Legislative Assembly; and the Secretariat.⁶ The EAC is already in a Customs Union. Unlike the other RECs in eastern and southern Africa, which have adopted an evolutionary approach to attaining a customs union, the EAC provides for it as the first stage in its integration process. The Customs Union Protocol was signed in 2004 and came into force from 2005. Though they remain contentious, some steps have been undertaken to deal with Common Market Protocol, land rights, the use of national identity cards as travel documents within the region and the right to permanent residency. It is also important to note that democracy is rapidly taking root in the Partner States although a lot still remains to be desired in terms of the manner in which elections are conducted with election observers pointing out a number of flaws in Uganda's recent election that was organized in February 2016. Kenya is set to hold its first election in 2017 following the recent constitutional amendment, and Rwanda is expected to follow shortly afterwards with President Paul Kagame expected to stand for a third term following a constitutional amendment that was demanded by citizens of Rwanda that will allow him to stand for another seven year term.
- 2.7 EAC regional integration slogan of one people one destiny is a clear manifestation of a strong interest in deepening and widening the integration. In essence the Partner States envision a politically united East African Community. One of the fundamental steps towards the establishment of a political federation has been the

⁶ Ibid pp.31

establishment of the East African Legislative Assembly which until now has been enacting various laws of a regional nature which are legally binding on partner states and may attract penalties in case of none compliance. In a major recent development the EAC Summit of Heads of State launched a new EAC electronic passport, which will come into effect from 1st January 2017. Each member nation will have up to December 2018, to phase out their national passports, as the Partner states try to harmonization the travel documents to easy the movement of the EAC citizens as provided for by the EAC-CMP.

- 2.8 In all these regional policy processes, the role of trade unions in ensuring that workers concerns are taken into account is very paramount. The role of EATUC is therefore very critical and cannot be downplayed. In line with the foregoing, it clear that strategic guidance for trade unions in the EAC is required from time to time on issues of labour and employment so as to entrench the drive for active participation of trade unions as a social partner in the regional integration processes. Thus, over the past successive years, strategic plans have been developed and reviewed. There was thus the need to review and recast the past plans. This current strategic plan (2018-2022) is therefore a product of such review and conceived against this background.

3. ORGANISATIONAL ANALYSIS ON TRADE UNION DEVELOPMENTS OF EATUC AFFILIATES

- 3.1 The East African Trade Union Confederation (EATUC) was established in 1988 and currently is composed of the Central Organisation of Trade Unions (Kenya), the National Organisation of Trade Unions (Uganda), Zanzibar Trade Union Congress, the Trade Union Congress of Tanzania, COSYBU of Burundi and CESTRAR of Rwanda. A permanent secretariat was established in October 2006 in Arusha, Tanzania. EATUC enjoys an observer status within the EAC structures.
- 3.2 As a regional workers' body, EATUC has been instrumental in ensuring that the East African Community involves workers in all issues concerning regional integration, establishes tripartism as an important mechanism of consultation and dialogue, promoting the ratification of international labour conventions by the partner states, promote the integration of youth and women in all spheres of socio-economic development, promoting the decent work agenda, harmonisation of labour laws and policies in East Africa and promoting the concept of free movement of factors of production in the region.
- 3.3 In July 2007 EATUC Summit adopted a five years strategic plan that included the following key result areas:
- Improve and strengthen EATUC Secretariat

- Improve EATUC and its affiliated organisations in engagement in the East Africa integration process
- Influence socio-economic justice in the EAC
- Make informed and well researched decisions and contributions towards East African regional integration
- Improve influence of youth and women in the East African integration process and in the trade union decision making bodies
- Achieve and maintain the visibility of EATUC at the EAC and beyond
- Attain and maintain Human and trade union rights in the EAC
- Improve and strengthen social dialogue and tripartism in the EAC

3.4 EATUC family expanded from four national centers to six national centers (after *CESTRAR and COSYBU officially joined EATUC in 2008*) and more national centers from South Sudan and Somalia have also shown interest to joining EATUC. Trade unions have taken steps in engaging the government on employment and social issues that has included issuing of national strike notice on issues of minimum wage, salary increment and social security schemes.

3.5 During the period under review the national centers have held their Governing Council Delegates' Conferences or Congresses and elections. This shows that trade union democracy is exercised by national centers in choosing their leaders and hence proves that EATUC affiliates have leaders that were democratically elected.

3.6 In **Tanzania**, trade unions in the region have taken bolder steps in engaging the governments on employment and social issues. In 2010 TUCTA issued a 90-day strike notice demanding for salary increments, a review on social security schemes and reduction on money deducted on workers' salaries. In July 2013 the Government announced an increase in sectoral minimum wages in private sector – ranging between 40 % to 60% increase. However, when gazette the increase was only minimal. TUCTA has pursued this confusion and a tri-partite task force has been formed to resolve the matter. According to TUCTA, minimum wages in public sector was increased from 200.000 to 240.000 Tsh in July 2014 as part of the national budget 2014/2015 and the minimum income tax bracket was reduced from 13 % to 12 %. Most of the lawmakers who contributed in the discussions of the budget said the amount was not enough to bring a meaningful relief to employees.

In 2014 TUCTA and ZATUC participated in the Constituent Assembly which was held in Dodoma between March - September 2014. TUCTA and ZATUC represented workers in rewriting proposed new constitution of the United Republic of Tanzania.

TUCTA held its 5th midterm Congress and elected Brother Gratian Mkoba from Teachers Union as new TUCTA President, as the seat was left open after retirement of the previous President Brother Omar Jumaa. More than 20 members from four unions contested for the position. A minor review of the TUCTA constitution was postponed to the next TUCTA Congress.

TUCTA, having participated well in the writing of the New National Constitution which has been kept in abeyance to give way for National Election due on 25th October 2015, turned to overseeing of its Affiliates' Elections which started this year in January 2015. Three of TUCTA's Affiliates have held election for their grass-root and Top Leadership. Two Affiliates CWT and DOWUTA completed their Elections and obtained new leaders at all levels bottom to top. TUICO, one of TUCTA's Affiliates is still conducting election at Regional level and will complete for its top leadership in December 2015.

TUCTA top Leadership held a meeting with the President of the United Republic of Tanzania Hon. Jakaya Kikwete in April 2015 as one the regular consultative meetings which are usually held twice a year to reflect on labour issues and other matters at large relating to national development. The Trade Union delegation discussed and advocated substantially on the following:

- Social Protection benefits
- Reduction of Tax rates (PAYE) and
- Salary increase.

Following these consultative meetings the PAYE has been reduced progressively reaching 11% this year from 15% two years ago.

TUCTA celebrated the May Day in Mwanza and conducted VCT"WORK in 10 Regions during May Day Celebrations. A total of 1800 workers tested for HIV and AIDS to know their status

- 3.7 In, **Kenya**, COTU (K) on the other hand pushed and advocated for its social agenda especially on the enactment of a New Constitution in pushing for the Agenda IV item that was signed after the post-election violence. They organized rallies all over the country and gave an ultimatum to the government to show commitment towards implementing Agenda IV and enacting a New Constitution. COTU (K) has also engaged the government to stop increase in MPs salaries, raising costs of basic commodities and standards of living, raising costs of fuel

among other social issues. This has seen COTU-K ranked as the 3rd most trusted institution by the public in a research conducted by Info track Harris.

In 2013 (COTU-K) and the Federation of Kenya Employers (FKE) were able to meet with the President elect Uhuru Kenyatta, and they discussed a range of issues that affect the workers in Kenya. The president promised to work with the two organizations closely, and also promised to consult and involve them in the appointment of the minister in charge of labour in Kenya.

In 2014 the trade union movement in Kenya continued to receive interferences from the executive arm of the government. For instance, the rival federation that enjoys government backing continued agitating to replace COTU (K) in tripartite institutions. The strife between social partners and the Ministry of Labour greatly weakened the tripartite structure and consequently crucial meetings such as the Wage Council have not met since January 2014. Implementation of the new NSSF Act 2013 was halted following court application by 6 COTU (K) affiliates and Federation of Kenya Employers.

After much negotiation with the government, a 12 percent increase on the minimum wage was declared on 1st May, 2015 during the International Labour Day Celebrations but very few employers have complied with the Presidential decree.

Concerning labour related legislations, a proposed private security bill that seeks to ensure decent work for private security workers is before parliament for approval.

COTU (K) is concerned about the presentation of a draft National employment Policy before parliament without the input of key stakeholders and is therefore lobbying for inclusion of workers' input in the stated policy and the ratification of ILO Convention 122. Trade unions are also of the opinion that a proposed plan by Salaries and Remuneration Commission to conduct job evaluation in the public service is a preserve of the Public Service Commission and beyond its mandate. COTU (K) is also against a scheme by the government to employ civil servants on contract

COTU (K) has continually participated in establishing national policies that will enhance public cohesion and decent work for all. For example, the organization participated actively in the review of Occupational Safety and Health Act to reflect the current situation. COTU (K) also participated in the drafting of OSH policy in the Road sub-sector to address the rising cases of road accidents

A Kenya Labour Market Information System was recently launched by social partners with an aim of supporting young workers with career guidance, development and growth. The system will be implemented by the Ministry of Labour and East Africa Affairs.

The leadership of COTU (K) has approved establishment of an informal economy desk to coordinate all programs and engagement with informal economy workers in line with ILO Recommendation 204. The process is on-going

Kenyan Parliament approved a legislation, 'Breastfeeding Mothers Bill, 2017', which requires all employers to provide breastfeeding facilities for all nursing mothers at the workplace. Though the employers are complaining that it will increase operational costs, these facilities will enable women to balance between work and family responsibilities

COTU (K) has committed to strengthen women leadership by amending its constitution. The organization facilitated celebration of 2017 International Women Day with a theme 'Be Bold for Change'. The event culminated with a procession from COTU (K) headquarter to the Nairobi Central Business District.

COTU (K) lobbied for a 22% wage increment to counteract escalated high cost of living especially food prices and the on International Labour Day May 2017, the president announced an 18% pay rise. Even though the numbers of negotiated collective bargaining agreements have increased; there is a corresponding rise in number of disputes emanating from non-registration and implementation of CBAs.

- 3.8 In **Burundi**, COSYBU also engaged the government of Burundi on souring prices of basic commodities; together with CSOs in Burundi they organized a successful strike which was supported by all workers and the public at large. This led to the government calling for consultations with COSYBU and the CSOs to discuss the issues at hand.

Trade unions have been advocating for harmonization of wages in public sector and the development of a public sector wage policy. A number of recommendations have been agreed but the process has stalled. Unions in education and health sector have been conducting strikes to push the Government to move the process forward, but so far nothing has happened, even though the issue has been on discussion in the National Social Dialogue Committee.

A national Social Protection Policy was adopted in 2013. COSYBU is now a member of the National Social Security Committee (tripartite + CSO), Committees are also set up at provincial level. The new policy holds provisions for mutual insurance schemes for private sector, scheme opened in May 2014. Contributions are paid by workers (4%) and employers (6%). In addition, a new

law (revision of the Social Security law and Labour Law) is going to provide for the possibility for informal sector workers to contribute to NSSF (based on estimated income). COSYBU recommendation is that social security should include informal economy workers to access basic services like health insurance, credits, loans, etc. A national Commission on employment and a Commission on Child Labour as well as a Commission on Job Perfection (skills development / on the job capacity building) were set up in late 2013.

COSYBU and affiliated unions are focusing on organizing in informal sector by targeting informal sector associations in large numbers. Quite a number of informal sector associations have registered as trade unions and have been affiliated to the Federation of informal Sector workers union under the Transport sector Federation. A number of informal sector unions are affiliated directly to COSYBU for instance a federation of trade unions in agriculture sector registered which is named FEBUTRA.

In 2017, there further intensive organizing of workers with the following achieved:

- 5 trade unions in registration process (Hotels and restaurants workers, Tea plantation workers, Rice plantations workers, palm grove workers,
- Revitalization of AEDR (trade union of workers in ministry of agriculture): a file of 352 members are at the minister of labour for the contribution process
- Youth committee is now in place from trade union members
- Sensitization in informal sector are being done and national network established

However, there were violations of trade union rights in Burundi in 2017:

- The president, the communication executive and the social protection executive of COSYBU were arrested by the police while they were organising tea plantation workers and spent 3 days in the prison.
- Three (3) leaders of trade union in a tea factory (PROTHEM) were victimised through unfair dismissal

- 3.9 In **Rwanda**, a revision of the labour law has been published in 2015. As part of this process, fixing of minimum wages has been a major issue. CESTRAR previously has conducted surveys and submitted their recommendations. After consultations and discussions in National Labour Council (NLC) the case is now pending on informal consultations with MIFOTRA. CESTRAR has agreed to fix minimum wages sector by sector and then at a later stage to go through the (16) sectors one by one to see what are the problems and to fix minimum wages as per professional categories as spelled out in the labour law.

CESTRAR also participated in revision of the Social Security Law and the

Employment policy, focusing on job creation and mainstreaming of youth and gender agendas as the new policy is going to take on board the concepts of decent work, social protection and workplace rights. The Social Security Law and the Employment Policy publicized in government magazine in November 2015.

- 3.10 In Uganda, with an increase in violation of workers' rights, NOTU prioritized issues of Human and Trade Union Rights that saw NOTU go on campaigns to sensitize workers about their rights. This also saw solidarity from other EATUC's affiliates towards trade union leaders from the plantation workers union that were arrested illegally. On social security issues, NOTU came up with a position paper on Social Security policy on the informal sector which was submitted to NSSF-Uganda.

During the period under review there were attempts through EATUC Chairman to bring together COFTU and NOTU so as to promote harmonious co-existence of the two organizations in order to advance workers issues. In the spirit of Solidarity and working together to build strong trade union movement in Uganda, NOTU and Central Organization of Free Trade Unions –Uganda signed an MOU to work together for better industrial relations.

The issue of fixing minimum wages in Uganda was presented to the Application Committee during the ILC in June. The Government of Uganda was heavily criticized by the committee for not having done anything for years despite of promises made. A plan of action was presented by the responsible minister for the fixing of minimum wages by 2015. A minimum wage board has been formed. However the process of fixing (sectoral) minimum wages has not seen any progress yet. NOTU keep on pushing the agenda by involving national and international media

The implementation of the Employment policy is moving slow. The intention is to streamline skills development efforts by bringing stakeholders together. NOTU is on board the tripartite organ "Skilling Uganda" (financed by World Bank to address unemployment). NOTU wants Skilling Uganda to address the lack of technical skills (due to focus on university education) by bringing on board vocational training with a focus to educating people to be self-employed (increasing skills in informal economy).

By the end of 2013 it was seen that eight unions left COFTU in protest against non-democratic decisions in the COFTU leadership, leaving COFTU with 12 affiliated unions. Six out of the eight unions have applied for affiliation to NOTU, and NOTU in April approved the applications. However, the Ministry responsible for labour protested against the de-affiliation from COFTU and affiliation to NOTU. The case is pending on the Attorneys Generals interpretation of the legislation and the tri-partite charter on industrial relations, signed in 2013 in

order to set up a framework for collaboration in the labour market (including clauses on “one workplace – one union” addressing demarcation lines between trade unions). Having the six unions affiliated will increase NOTU membership by 60.000 members.

NOTU has conducted a leadership workshop on strategy for engaging in informal sector and developed a NOTU strategy. The Amalgamated Transport and General Workers Union have signed Memorandum of Understanding with thirteen informal economy associations. So far, the informal sector associations have increased NOTU membership by 71000 in 2015

During the period of January to June 2015, NOTU organized 4500 members from the formal sector. During the period under review NOTU supported its budget by 39% against the Development partners’ support of 51%. This represents a significant improvement against 2014 Development partners’ support of 58%.

On 11th April 2017, NOTU held an extra ordinary delegate to amend the constitution, the constitution was amended and the NOTU structures were changed. As a result of NOTU Constitutional amendment 2017, the leadership structure was changed. The structure now includes the Executive Board, the General Council, the Annual Delegates Conference, the Extra Ordinary Delegates Conference and the General Congress. The new constitution also created a technical secretariat heads by the Secretary General and the appointed technical staff. An interim executive board of 27 members was appointed to steer the activities of the Center till December 2018 when the General Congress will be held and leaders will be elected following the new amended NOTU Constitution, 2017.

During the period January to June 2017, NOTU admitted 8 Trade Union to NOTU in addition to the 3 unions which were admitted in 2016. NOTU is also ensuring the unification of the nurses’ union. As a result NOTU has increased its membership to 720,961 members. The 8 Trade Unions brought in 327511 members. Out of the 720,961members, 500,000 members are from the formal sector and the 220,961 are from the informal economy.

NOTU intensified its organizing drive, while doing this organizers were trained at affiliates level, regional, sector and enterprise levels. This has been conducted in 10 affiliated unions. And for the period January 2017 to June 2017, 150 members have been trained in the organizing basics. This is aimed at ensuring that at least all workplaces in Uganda should have organizers. For the period January to 30th June 2017 NOTU collected 120,808,322/= out of the budgeted collections of 4744276336 for 2017. Five new CBAs are under negotiation and 1 is signed and 15 old CBAs are under review and two have been signed. The new CBA is for the Hotel workers Union with Eureka place Hotel. The old reviewed CBAs

include: Uganda Public Employees union with National Water and National Union of Plantation and Agricultural Workers with Uganda Tea Exporters association. This CBA covers over 80,000 members and 35 enterprises.

NOTU has also trained enterprise and affiliate level negotiators. So far 90 negotiators have been trained in this arrangement. This is done in order to facilitate the negotiations at the enterprise levels and reduce on the delays in reviewing the old CBAs.

- 3.11 In **Zanzibar**, ZATUC on the other hand, had a good practice experience of unions merging so as to strengthen trade union movement in Zanzibar. This was a show of democracy and good governance in addition to solidarity towards building stronger unions and working together.

ZATUC have managed to get a seat in the Standing Committee for Parliament and in the Public Service Commission. All bills pass by the Standing Committee before going to the House. This seat gives ZATUC a very important platform for influencing the policy formulation. Other stake holders might be involved through stakeholders meetings. ZATUC participate in Public Service Commission whenever issues affecting workers are discussed. ZATUC send the relevant sector unions to represent workers on specific matters

In 2015 ZATUC Executive Committee and Executive Boards has managed to endorse the new gender and women policy, new version of election regulations and new strategic plan of 2015-2019. ZATUC has conducted four radio programs and three television programs to advocate on labour laws and labour standards also involved on discussion about the government budget of 2015/16.

In 2017, membership of ZATUC membership grew from 17,237 to 18,846. ZATUC also managed to develop the draft of Youth workers Policy (2017) which aim in increasing democracy and recognising youth rights and participation in activities and leadership for sustainability of ZATUC and her affiliated unions. There was improved situation of compliance of employers to new minimum wage through the introduction of wage payment policy of 2017 in Private sector and. ZATUC also reported progress on all constitutional meetings of the congress (Financial Committee, Secretariat, youth committee, women committee and Executive Committee) and trained more women and youth (33 women and 27 youths) and 50 Congress leaders.

4. ASSESSMENT OF IMPLEMENTATION PAST STRATEGIC AREAS

Table 1 below is the assessment of the past strategic areas of focus for the EATUC in 2017 that included:

- Strengthening EATUC Secretariat.
- Enhancing EATUC social agenda and influence in the EAC regional integration.
- Capacity building of National Centers.
- Strengthening the research capacity.

Table 1: Assessment of Activities Implemented by EATUC in 2017

	Priority Area	Achievements	Challenges
Strengthening EATUC Secretariat	<ul style="list-style-type: none"> Increasing EATUC's financial base and sustainability Enhancing EATUC staff capacity and competence Enhancing service delivery to affiliates 	<ul style="list-style-type: none"> EATUC staff have been facilitated to attend and contribute to forums/meetings and other workshop at national, regional, to continental level hence sharing their experiences and capacity building Some of the affiliates have stepped up to meet at least part of their affiliation fees EATUC has been able to print brochures, position paper (Annex II of CMP) and shared with its affiliates With the support of LO-FTF EATUC has continued to hold the Annual Summit meeting, in 2017 EATUC has held its 11th Annual Summit in Kigali Rwanda Committee of experts met frequently and contributed to the development of EATUC and improved feedback among EATUC and national centers EATUC has been publicized through media (Magazines- e.g. East Africa Magazine, Radio- e.g. Radio Labour in Canada where EATUC Executive Secretary was interviewed, TV, newsletters) within the EAC Region and beyond There has been improved and effective delivery of services by the secretariat to the affiliates 	<ul style="list-style-type: none"> Irregular payment and non-payment of affiliation fees somehow hindered the smooth functioning of the secretariat EATUC sustainability Salary arrears (<i>outstanding salaries</i>) to Executive Secretary
Enhancing EATUC social agenda and influence in the EAC regional integration	<ul style="list-style-type: none"> Influencing EAC policy decisions Enhancing understanding of EAC the Common 	<ul style="list-style-type: none"> EATUC with the support from ILO-ACTRAV and LO-FTF Council has been able organize the global workshop organizing informal economy in trade union movement ,October 2017 Arusha Tanzania, workshop brought 	<ul style="list-style-type: none"> Slow progress in the harmonization of labour legislation and social security policies.

	<p>Market Protocol by EATUC affiliates</p> <ul style="list-style-type: none"> • Enhancing implementation of the ILO Decent Work Agenda • Enhancing understanding of the informal economy 	<p>together participants from 16 countries of Asia-Pacific, Americas, Europe and Africa</p> <ul style="list-style-type: none"> • EATUC in collaboration with ITUC -Brussels Trade Union Development Cooperation Network (TUDCN) organized a trade union partnerships meeting to its affiliates to map on trade union development cooperation in East Africa, to analyse trade union development cooperation in East Africa on the basis of the trade union development effectiveness principles and TUDEP tool and to improve the coordination and coherence of trade union development cooperation initiatives in East Africa • EATUC attended and participated in EAC and other stakeholders forums -SG Forum, -High- Level Africa- wide CSOs meeting on Post-Cotonou partnership and the WTO MC11 (Seatini) -Training on enhancing stakeholders capacity in investment related policies and laws(Seatini) -Africa Regional Forum on Sustainable Development (UNECA) • EATUC with the support from LO-FTF has managed to organize regional conference on social dialogue project in September 2017, The regional conference brought together more than thirty participants from across the EAC Partner States, including the CEOs/Executive Directors from employer's organizations, Secretaries General from trade unions confederations, national project coordinators of social dialogue project, and representatives from DI, the LO-FTF Council and the EAC 	<ul style="list-style-type: none"> • Inconsistency of the EAC to organize tripartite meetings and meetings for Ministers in charge of labour and employment • Weak tripartite platform at the EAC level posed a challenge in the implementation of the Common Market Protocol with regards to articles affecting the free movement of labour
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		Secretariat	
Capacity building of National Centres	<ul style="list-style-type: none"> • Enhancing effective engagement on issues of regional integration • Enhancing capacity in gender mainstreaming • Increasing trade union membership through organizing special group(youth, women and the informal economy) • Enhancing trade union unity 	<ul style="list-style-type: none"> • EATUC has continued to enhance the capacity of youth from its affiliates, EATUC has organized the capacity building training on Sustainable Development Goals in July 2017 Arusha • With support from FNV, EATUC Staff had opportunity to be trained about theory of change, the training was building capacity of EATUC Staff on how to develop projects and evaluate the outcome/results of projects • EATUC in Collaboration with ITUC – Brussels has achieved to build capacity of its affiliates through the improvement of the quality and effectiveness of the development cooperation work of trade unions by helping partners to reflect on their practices as well as the principles and values that underpin their work 	<ul style="list-style-type: none"> • More awareness is needed among workers, members of trade unions and citizen on the EAC Common market and regional integration • Slow implementation of the EAC Common Market Protocol
Research	<ul style="list-style-type: none"> • Enhancing research and data analysis 	<ul style="list-style-type: none"> • EATUC in collaboration with East African Employers Organization with support from cooperating partner (FNV) has carried out the technical meeting for researchers to develop the lobby and advocacy strategy for the study on implementation of schedule for free movement of workers of Annex II of the East African Community Common Market Protocol • EATUC in collaboration with East African Employers Organization with support from cooperating partner (FNV) has carried methodology workshop to its researchers in October 2017, from the workshop it was agreed that the 	<ul style="list-style-type: none"> • Insufficient researchers from the national centers who are able to carry out Labour research

		researchers to carry out the study on Labour Market Information System, the study is on- going	
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5. SWOT ANALYSIS OF EATUC

During the review of the impact of EATUC programmes and activities, a SWOT analysis was carried out to assess the current organisational capabilities. The SWOT analysis is a simple but useful framework for analysing any organisation's strengths and weaknesses, and the opportunities and threats it may face. It helps an organization to focus the strengths, minimise threats, and take the greatest possible advantage of opportunities available. Table 2(a) and (b) summaries the SWOT analysis.

Table 2a: SWOT Analysis of EATUC

Strength	Weaknesses
<ol style="list-style-type: none"> 1. Existence of political will of national centers and their commitment to EATUC 2. Organized labour in all five EAC partners states 3. Solidarity and a continuity of the core vision 4. The fact that the Trade Unions have produced several visionary leaders 5. The fact that Trade Unions have played a role in establishing industrial democracy 6. Trade Unions have a deep knowledge of industrial relations laws, practices and related institutions 7. Full fledge EATUC Secretariat with professional and committed staff Functioning Committee of Experts 8. EATUC is a recognized organization and has observer status at the EAC 9. Existence of free and autonomous National centers and Trade Unions in the region 10. Ongoing activities of Trade Union in the region 11. Organizing and increasing membership in new sectors of the economy 	<ol style="list-style-type: none"> 1. Heavy reliance on co-operating partners, financial constraints 2. Reduced commitment on the part of membership 3. Low trade union membership/low membership density 4. Gender Mainstreaming 5. Low youth participation in trade union activities and in leadership 6. Weak feedback systems and 7. information flow within Trade Unions and across Unions 8. Low participation of national trade union in the regional integration process 9. Limited knowledge among members and workers on EAC regional integration issues 10. The low levels of education and training of members and most leaders on emerging issues in the world of work such as trade agreements, climate change, green jobs 11. Limited human resource both at National Centers and EATUC 12. Research capacity is limited for data collection, compilation and documentation of statistics and information 13. Splitting of unions

Table 2b: SWOT Analysis of EATUC

Opportunities	Threats
<ol style="list-style-type: none"> 1. EAC Common Market Protocol recognizes the freedom of association, right to collective bargaining and access to social security. 2. Ratification of all or most ILO of the 3. Core Conventions. The SDGs. 4. Trade unions activities are recognized by the Treaty Article 104 and the EAC Common Market Protocol Article 10. Therefore, this provides a space for trade union, employers' and other civil society organizations engagement. 5. Making better use of existing legislation, influencing national decisions in more significant ways. 6. Existence of social dialogue and tripartite structures in the partner states. 7. Harmonization of labour laws and employment policies in East Africa. 8. Political will by co-operating partners and friendly organizations to support EATUC. 9. Increased visibility and recognition of EATUC by the EAC, and other regional and international organizations. 10. Establishment of the Common Market. 	<ol style="list-style-type: none"> 1. Government interference in running of the trade unions. 2. Lack of mechanism to coordinate portability of social security benefits in the region. 3. Slow progress in harmonization of labour policies and law as per the Common Market Protocol. 4. Slow progress in implementation of the EAC Common Market Protocol. 5. Weak tripartite structures at the EAC level that make it difficult to discuss labour and employment issues at the regional level. 6. Economic reforms and increased unemployment. 7. Youth unemployment and underemployment. 8. Marginalization of trade unions by the globalization process. 9. Lack of good governance. 10. Precarious employment /Decent Work deficits.

6. STAKE HOLDER ANALYSIS OF EATUC

EATUC has been implementing activities based on its previous Strategic Plans over the past years and in line with the changing developments and emerging challenges. EATUC has been able to carry out both short-term and long terms activities so as to meet the strategic objectives as envisaged as elaborated in earlier sections of the document. This success would never have been possible if it were not for several cooperating partners such as: ILO/ ACTRAV, LO-FTF, LO-Norway, FES, Solidarity Center, Technical Institutions, Civil Society, in collaboration with the EAC. In that regard, EATUC has also built a strong network base with the like-minded institutions and organizations. During these periods under review, there has also been an increase of support from other regional trade unions namely ITUC-Africa and OATUU. There have also been several short term and long term collaborations with SATUCC bearing having in mind that TUCTA in Tanzania is both a member of SADC and EAC. It is also important to note that the commitment from the National Centers to EATUC has greatly improved. Table 3 shows a summary of the stakeholder analysis in terms of category type, what they do; and areas of possible collaboration.

Table 3: Summary of Stakeholder Analysis

Stakeholder Category	What They Do	Possible areas of Collaboration
TECHNICAL SUPPORT INSTITUTIONS		
1. ILO(ACTRAV, Dar office, Regional office) 2. ITUC and ITUC-Africa 3. Labour Research Institutes and Academia 4. Labour Training and Education Centers (TMLC Turin)	1. Technical support 2. Research & innovation 3. Capacity development 4. Policy Advocacy	1. Knowledge sharing/ learning 2. Innovation 3. Capacity development
GOVERNMENT/ AUTHORITIES		
1. National Government 2. Ministries 3. (Labour, EAC etc.) 4. EAC and its Institutions (EALA, Summit, Council of Ministers,) 5. AUC, UNECA, NEPAD	1. Regulation & oversight 2. Public service delivery 3. Project implementation 4. Policy (re)formulation	1. Joint coordination and planning of programmes 2. Capacity development 3. Policy development

CO-OPERATING PARTNERS		
<ol style="list-style-type: none"> 1. Current Partners ILO, LOFTF, SOLIDARITY CENTER, FNV, FES, LO-Norway 2. UN AGENCIES, AfDB 3. Other Trade Union Co-operating Partners 	<ol style="list-style-type: none"> 1. Offer project publicity 2. Technical and financial backstopping 3. Networking 	<ol style="list-style-type: none"> 1. Project implementation 2. Learning and knowledge sharing 3. Program development. 4. Joint fundraising
SOLIDARITY ORGANISATIONS		
<ol style="list-style-type: none"> 1. Sub-Regional Organisations (OTUWA, EATUC) 2. ITUC-Africa and OATUU 3. GUFs 	<ol style="list-style-type: none"> 1. Technical support 2. Capacity building 	<ol style="list-style-type: none"> 1. Joint coordination and planning of programmes 2. Shared learning 3. Financing 4. Networking 5. Joint project implementation
CIVIL SOCIETY ORGANIZATIONS		
<ol style="list-style-type: none"> 1. Non-Governmental Organisations 2. CBOs/ community based institutions 	<ol style="list-style-type: none"> 1. Funding 2. Projects implementation 3. Capacity building 	<ol style="list-style-type: none"> 1. Joint coordination and planning of programmes 2. Shared learning 3. Networking 4. Joint project implementation

7. STRATEGIC VISION, MISSION AND CORE VALUES OF EATUC

In this section, the strategic vision, mission, core values, aims and objectives of the EATUC are spelt out.

(a) Vision

EATUC's vision is to strive to promote the interests of East African workers on issues of decent work, decent living, social protection and socio-economic justice for all in conditions of freedom, equality, security and human dignity.

(b) Mission

The EATUC mission is to provide better services, increase our regional solidarity activities, increase youth and gender activities, strengthen the capacity of trade union organisations and leadership for the development of a strong and viable trade union movement to effectively and efficiently participate in the East African regional integration processes.

(c) Core Values of EATUC

The core values of EATUC are:

- Culture of Collective Struggle
- Workers' Participatory Democracy
- Accountability, Transparency & Ethics
- Class Consciousness & Struggle
- Social Dialogue & Constructive Engagement
- Cooperation & Networking with strategic allies
- Social Trade Unionism for Global Justice

(d) Aims and Objectives

EATUC 's main goal has been to integrate workers' interests and efforts in the East African region with a view to develop a common approach towards enhancing social and economic justice through the participation of workers' organizations at all levels of the regional integration.

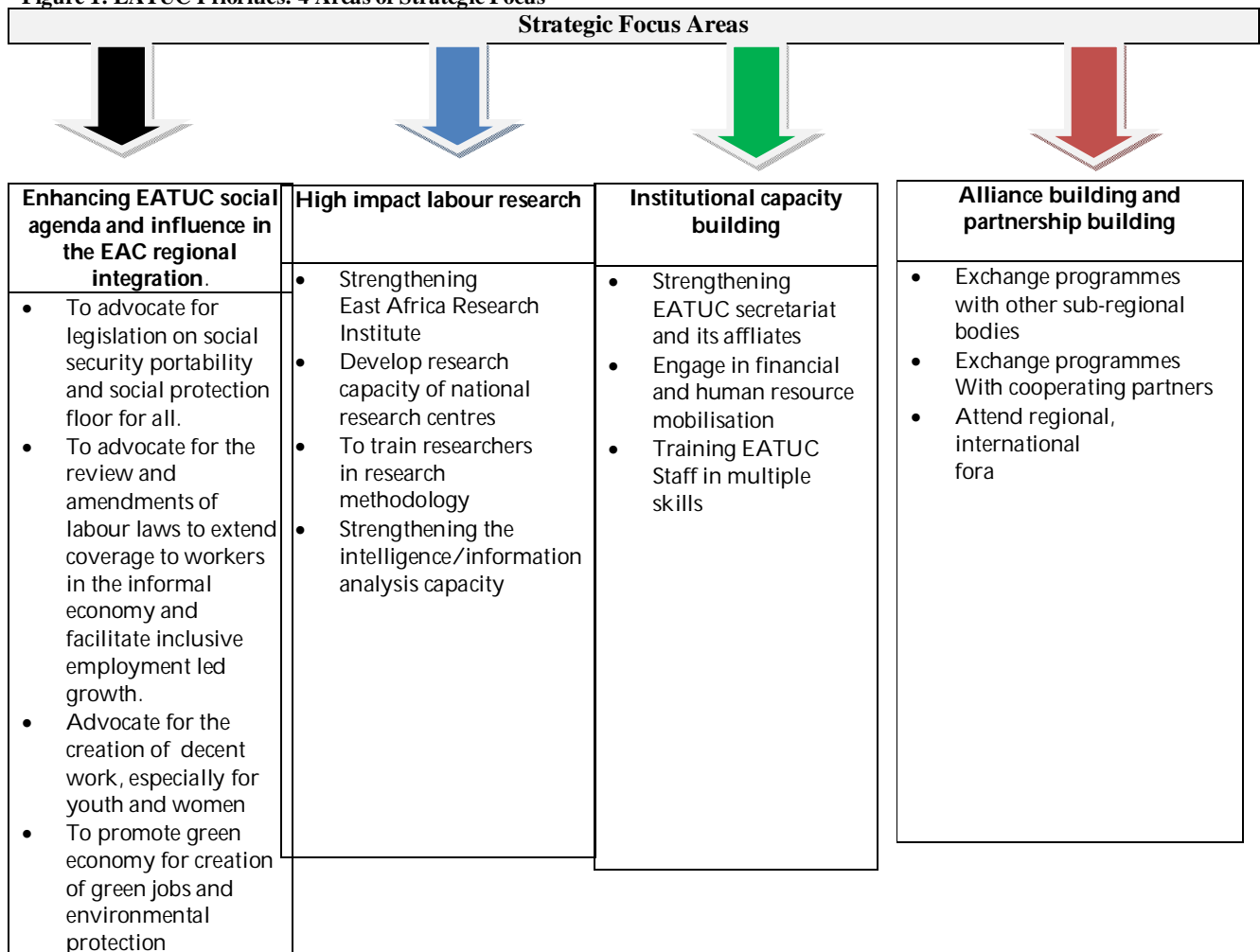
8. EATUC STRATEGIC AREAS OF FOCUS OR PRIORITIES

EATUC is keen at reviewing its strategic plan to ensure it meets its objectives as an organisation. The issues in the Strategic Plan (2018-22) are based on the broad objectives of EATUC. The key result areas described are on-going processes of the desired outputs in realizing the objectives of EATUC (*see Appendix 1: Schematic Representation EATUC Theory of Change*). These include the following:

The following are currently EATUC’s priority areas:

- Enhancing EATUC social agenda and influence in the EAC regional integration.
- High impact labour research
- Institutional capacity building
- Alliance building and partnership building

Figure 1: EATUC Priorities: 4 Areas of Strategic Focus



- Advocate for the full implementation of common market protocol.
- Advocate for the inclusion of labour provisions in regional trade agreements
- Worker friendly Labour Legislation
- Creating awareness on the labour laws and regulation within the EAC countries
- To influence the EAC Policy Document on Labour Migration to reflect the tenets of international instruments on labour migration.
- Lobby for operationalization of the tripartite social dialogue mechanism within the structure of the EAC, to allow for meetings of the representatives of ministries of labour, workers and employers organization as per the EAC treaty.
- To advocate for conflict management ; prevention, resolution, peace building, consolidation and early warning

8.1 Enhancing EATUC Social agenda and influence in the EAC regional integration

(a) Strategic Focus 1: Lobby and advocate to create or change policies, laws, regulations or other decisions that affect the lives of workers and ensure that such decisions lead to the implementation of a pro-worker agenda at the EAC.

(b) Strategic Goals:

- 1) To achieve legislation and policies on social security and social protection floor for all to ensure meaningful EATUC status on all policy issues in the EAC.
- 2) To ensure the amendments of labour laws to cover all working sectors including the informal economy
- 3) To ensure the inclusion of labour provisions in regional trade agreements to reflect the tenets of the international instruments on migration and ensure its full implementation.
- 4) To create awareness about the labour laws and regulation within the EAC countries
- 5) To advocate for amendment of laws to facilitate inclusive employment led growth
- 6) To lobby for the operationalization of tripartite social dialogue mechanism within the EAC that brings together representatives of ministries of labour, workers' and employers' organizations.
- 7) To advocate for conflict management ; prevention, resolution, peace building, consolidation and early warning
- 8) Advocate for the creation of decent work, especially for youth and women
- 9) To promote green economy for creation of green jobs and environmental protection

(c) Strategic Outcomes:

1. Effective national and regional alignment of policies and programmes on social security and social protection floor, social dialogue and labour migration.
2. Inclusive labour legislation at national and regional levels
3. Full Implementation of common market protocol on free movement of labour.
4. Communication Strategy on new labour laws.
5. Workers social economic status and living standards improved
6. Human development indicators enhanced
7. Peace building groups formed and conflict minimized
8. Shared power and resources and IDP Camps closed
9. Youth and women groups formed and their employability enhanced
10. Shift towards a green economy with creation of green jobs and protection of the environment
11. Formalization of the informal economy

8.2 High impact labour research

(a) Strategic Focus 3: Engage in labour research and member-user informed research policy position supporting trade unions in the EAC.

(b) Strategic Goals:

- 1) Strengthening the East Africa labour research institute.
- 2) To develop research capacity of national centres within the region.
- 3) To train researchers in research methodology (qualitative and quantitative approaches).
- 4) Strengthening intelligence/information and analysis capacity and communication capabilities.

(c) Strategic Outcomes:

- 1) Operational East African Labour Institute.
- 2) National Centres with research capacity enhanced.
- 3) Trainers of Trainers on research methodology.
- 4) EATUC research information database.

8.3 Institutional capacity building

(a) Strategic Focus 2: Invest in strengthening our institutional capacity to enable better deliver to our members and collaborating partners.

(b) Specific Strategic Goals:

- 1) Strengthening the EATUC administrative structure and acquire its own building/operational space.
- 2) Engage in financial and human resource mobilization – internally and externally.
- 3) Training of EATUC staff in multiple skills.

(c) Strategic Outcomes:

- 1) Effective EATUC structures and own office space acquired.
- 2) Requisite financial and human resources secured.
- 3) Trained EATUC staff.
- 4) Effective National Research Centres in place

8.4 Alliance building and partnership building

Strategic Focus 4: Create, strengthen alliance building and smart partnership with individuals and organisations that have common objectives, shared/similar values on social justice in the EAC and beyond,

Strategic Goals:

- 1) To have exchange programs with other sub regional bodies.
- 2) To have exchange programs with cooperating partners in EAC and beyond
- 3) To attend regional and inter-regional fora.

Strategic Outcomes:

- 1) Exchange programmes and networks established
- 2) Programmes with partners approved
- 3) Programmes with other regional bodies established

9. IMPLEMENTATION STRATEGY: ACHIEVING SPECIFIC TARGETS

This section presents the implementation strategy that will be employed to achieve specific targets. It thus elaborates on the activities and specific targets that would be carried out by EATUC in order to achieve its strategic goal within the life of the strategic plan. The detailed milestones and specific outputs and timelines are presented in matrix in Table

Strategic Focus Areas Matrix

STRATEGIC AREA	OBJECTIVES	ACTIVITES	TIME	RESPONSIBLE PERSON	SOURCE OF FUND
1. Enhancing EATUC Social agenda and influence in the EAC regional integration	To advocate for legislation on social security and social protection.	Dissemination workshops	2018	Executive secretary	Development partners (FNV, LOFTF)
		Media campaigns	2018-19	Executive secretary	FNV and EATUC
	To advocate for the review and amendments of labour laws to extend coverage to workers in the informal economy and facilitate inclusive employment led growth.	Workshop to develop EATUC position on EAC member states labour laws.	2019	EATUC Secretariat and committee of experts.	Solidarity Centre and FNV
	To advocate for the implementation of common market protocol on free movement of labour.	Workshop to develop EATUC position on EAC member states Media campaigns	2018	EATUC, national centres, members of committee of experts.	LOFTF, DI, ILO
	To create awareness on the labour laws and regulation within the EAC countries	Media campaigns	2020	EATUC, national centres, members of committee of experts.	EATUC
	To advocate for conflict management, prevention, resolution, peace building,	Peace Campaigns Workshops to Build capacity of affiliates on Conflict Resolution and	2018 -2022	EATU, National Centers, Members of Committee of Experts	EATUC, Solidarity Centre and FNV

	consolidation and early warning	consolidation			
	To advocate for the creation of decent work, especially for youth and women	<p>Programs for women and Youth empowerment</p> <p>Develop structures to accommodate women and youth in decision making positions</p> <p>Capacity building workshops for women and youth on leadership and labour laws</p>	2018 - 2022	EATU, National Centers, Members of Committee of Experts	EATUC, Solidarity Centre, EAC and FNV
	To promote green economy for creation of green jobs and environmental protection	<p>Sensitization meetings on green jobs and green economy</p> <p>Review policies on green jobs</p> <p>Stakeholders workshops</p>	2018 - 2022	EATUC, National Centers, Members of Committee of Experts	EATUC, Solidarity Centre, EAC and FNV
	To achieve legislation and policies on social security and social protection for all.	Develop legislative proposals and submit it for negotiation at the EAC level.	2018-2022	EATUC Secretariat	Development partners (FNV, LOFTF)
		Dissemination workshops	2018-2022	EATUC and National Centres	
		campaigns	2018-19	EATUC Secretariat	FNV and EATUC
	To ensure amendments of labour laws to cover all working sectors including the informal economy	Workshop to develop EATUC position on EAC member states labour laws and present it for negotiation at EAC	2019	EATUC Secretariat and the Committee of Experts.	Solidarity Centre and FNV
	To realize amendment of the CMP to reflect the tenants of the international labour standards and other global instruments on migration and ensure its subsequent the implementation of	<p>Workshop to develop EATUC position on labour provisions for inclusion in the trade agreements.</p> <p>Campaigns</p>	2018-2022	EATUC, national centres, members of committee of experts.	LOFTF, DI, ILO

	common market protocol on free movement of labour.				
2. High impact labour research	To creating awareness on the labour laws and regulation within the EAC countries	Sensitization and awareness raising campaigns Media campaigns	2020	EATUC, national centres, members of committee of experts.	EATUC
	5) To agitate for operationalization of tripartite social dialogue mechanism within the structure of the EAC to allow for the meeting of the representatives of ministries of labour, representatives of workers and employers organization on annual basis to peer review, plan and implement new policies on labour issues	Lobby and advocacy meetings with employers organizations and government representatives			
	To train researchers in research methodology (qualitative and quantitative approaches).	Train a pool of researchers	2018-2019	Consultant	FNV
	To strengthen intelligence/information and analysis capacity and communication capabilities	Build an information support system and database for EATUC at the Institute	2018-2019	Consultant	FNV
3. Institutional capacity	Strengthening the EATUC administrative structure and acquire its own	Financial proposals	2020	Executive Secretary	EATUC Affiliates/Cooperating partners

	building/operational space .				
	Engage in financial and human resource mobilization – internally and externally	Financial proposals	2018-2020	Executive secretary	ILO and EATUC Secretariat
	Training of EATUC staff in multiple skills.	Training workshops and exchange on-site visits/training	2019	Executive Secretary	FNV and ILO
4. Alliance building and partnership building	To have exchange programs with other sub regional bodies.	MoU signed	2021	Executive Secretary	FNV/ILO
	To have exchange programs with cooperating partners in EAC and beyond	MoU signed	2018-2022	Executive Secretary	EATUC/ILO/ITUC /FNV
	To attend regional and inter-regional fora.	MoU signed	2018-2022	Executive Secretary	EATUC/ILO/ITUC /FNV

9b. Crucial Success factors

1. **Human Resource Management:** EATUC will need to invest in attractive work conditions to ensure special attention will be paid to staff retention as well as staff capacity building.
2. **Policies, systems and structures:** In order to enhance internal transparency and coordination across the organization, policies and procedures will be reviewed and operationalized across all levels. The same applies to management and governance structures
3. **Resource mobilization:** EATUC needs to invest in diversifying and stabilizing its resource base, including looking into investment opportunities and taking advantage of internal resource mobilization.
4. **Monitoring and Evaluation (M&E):** EATUC is conscious of the need to strengthen its ability to plan, measure document and evaluate results.
5. **Integration:** EATUC needs to systematically interweave its sub-region and national initiatives with its project work – the two must be seen as mutually reinforcing.

6. **Relations management:** This is critical both for our affiliate and effective collaborations with other development actors such the Government, employers, cooperating partners , private sector and other likeminded CSOs have also to be carefully invested in

1. MONITORING AND EVALUATION

The implementation of the strategic plan will depend on the following critical success factors.

- Structural strength of the EATUC Secretariat
- Responsiveness of the EATUC affiliates structures to the current dynamics.
- Committed leadership in EATUC affiliates levels to champion change.
- Structural strength of the EATUC administrative structures to effectively monitor target through approved Steering Committees with review periods and realistic accountability targets.
- Preparation of scheduled tasks and activities with clear delivery period by EATUC.
- Securing finances resources by EATUC to implement the specific activities.

11. ROLES AND RESPONSIBILITIES OF EATUC SECRETARIAT AND AFFILIATES

In addition to the core activities outlined in this strategic plan (also see log-frame presenting broad activities for the period 2018-2022 in the annex, an operational plan will be drawn from this strategic plan herein and the log-frame), the EATUC Secretariat and affiliates have responsibilities that are outlined below.

(a) ROLE OF THE EATUC SECRETARIAT:

- To support EATUC affiliates implementing policy and programme interventions.
- Establishment of an interactive website that will promote information sharing among all the EATUC affiliates, stakeholders and the general public; and promote increased collaborative efforts.
- Facilitate a forum to debate, share information, and strengthen collaboration on common priority areas.
- Ensure that all emerging issues relevant to the Strategic Plan programme are brought to the attention of EATUC affiliates.
- Facilitate regional networking and collaboration amongst EATUC affiliates and national stakeholders within the region on related issues.
- Support national and regional stakeholders in formulating advocacy and engagement action plans around identified priority issues.

- Increasing collaboration amongst EATUC affiliates and other stakeholders within the region working on alternative development paradigms.
- Undertake specific engagement activities with regional policy frameworks such as COMESA, SADC Secretariat, and the Regional Parliamentary Forum.

(a) ROLE OF EATUC AFFILIATES

- Support the EATUC secretariat in the implementation of activities at the national level.
- Ensure that all relevant national stakeholders are involved in EATUC related activities.
- To mainstream the EATUC strategic plan (e.g. in thematic areas for workshops, programmes and strategic interventions).
- To support the monitoring, evaluation and reporting of the EATUC Strategic Plan programme (i.e. provision of information on EATUC related activities being implemented and their impact).
- Strive towards broadening the visibility of EATUC beyond East Africa (e.g. through ITUC-Africa/ Global Union Federations).
- Support the EATUC secretariat to identify priority areas and possible spaces for non-state actor's participation in consultation processes at the national and regional level.
- Undertake national lobbying and engagement activities with policy makers specifically on the decent work agenda, EPAs, implementation of the EAC protocols and international conventions and declarations related to poverty reduction and employment creation.
- Work towards harmonizing their policy positions on poverty reduction in line with the EATUC Strategic Plan.

(b) ROLE OF STRATEGIC & ALLIANCE PARTNERS

EATUC intend to maintain and expand its current strategic and alliance partners who it expects to have the following role in the implementation of its strategic objectives:

- Mobilise their own resources to implement common activities with EATUC at the regional and national levels.
- Work towards strengthening their national coordination and collaboration of activities related regional and national levels.
- Provide contribute information resources to the EATUC Secretariat so as to strengthen information sharing, creating possible areas of cooperation/ collaboration, informing policy formulation and strategic regional and national interventions.
- Provide human and financial resources to support the EATUC Secretariat in monitoring and evaluating the impact of the various activities in the Strategic Plan.

12. SUSTAINABILITY IN EATUC STRATEGIC PLAN

For EATUC to continue to perform and deliver projects and programmes to its affiliates there is need to indicate how this strategic plan will be sustainable even after the support from partners terminates. Sustainability is therefore the need to maintain and continue programmes after the funding is over. There will need for the following to sustain the EATUC Strategic Plan:

- (a) **Financial sustainability**- where the organisation will have to ensure a steady flow of funds and generating revenue for maintaining and continuing EATUC's work.
- (b) **Organizational stability** - ensuring proper working of EATUC administrative structures that drive the plan.
- (c) **Programmatic sustainability** – where there will be a continuation of the organisations projects and programme in the absence of cooperating partners support.

12.1 Financial Sustainability

This involves:

- **Service fee and Sale of product:** Offer research consultancies at a fee. Some of the research that EATUC produces can be sold. This may not be a huge amount but will help you to continue our efforts.
- **Diversifying Co-operating partners**
- **Membership fees**
- **Online Fundraising:** Online fundraising can help you reach a wide audience and individuals who like your project can fund you.
- **In Kind donations:** EATUC will not only look at financial support from partners and affiliates, in-kind support can also help us in sustaining some of our project activities.

12.2 Institutional and Organizational Sustainability

This involves:

- **Explore new opportunities:** Keep a flexible approach we may have to modify our priorities to adapt to changes.
- **Develop new partnerships:** will also help you in taking your mission ahead.
- **Boost existing relations:** Along with investing time and energy on developing new partnerships it is equally important that we manage existing relations with co-operating partners, stakeholders, partners in a proper way.

- **Communication and Outreach:** Have a strong communication strategy that can help us in showcasing our project results to a large audience. Constant updating our webpage, social media profile, sending partners mails etc.
- **Volunteer and Internship engagement:** sustain our projects through engaging volunteers and interns for performing some activities. As volunteers do not take any salary we can use this human resource to continue our mission without spending money.

12.3 Programmatic sustainability

This involves:

- **Union Membership involvement:** involving members is the key to have long term impacts from any projects. We will make sure that our project involves our members at various stages, this will give them ownership of the project and there are high chances that they may continue with some project aspects even after the project duration. As the entire process will be participatory the skills and knowledge gained by the present group of people, will be transferable and also replicable.
- **Community advocacy:** Sensitizing the community about the benefits of a particular project and then initiating a policy advocacy can also ensure sustainability in the long run.
- **Involving government institutions and authorities:** Involvement of government will ensure improved access to the government initiatives in this direction. As these agencies are permanent, they will help in sustaining the project activities beyond the project duration.

Appendix 1: Figure 2: Schematic Representation EATUC Theory of Change

