

EAST AFRICAN TRADE UNION CONFEDERATION



EATUC STRATEGIC PLAN 2012 - 2017

1. INTRODUCTION AND BACKGROUND

The East African Trade Union Confederation (EATUC) was established in 1988 and currently is composed of the Central Organization of Trade Unions (Kenya), the National Organization 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.

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, harmonization of labour laws and policies in East Africa and promoting the concept of free movement of factors of production in the region.

EATUC vision has been to strive to achieve the long-term interests of workingmen and women i.e. decent work, decent life, social protection and socio-economic justice for all in the EAC in conditions of freedom, equality, security and human dignity. Its mission is to provide better services, increase our regional solidarity activities, increase youth and gender activities, strengthen the capacity of trade union organizations and leadership for the development of a strong and viable trade union movement in the East African region to effectively and efficiently participate in the regional integration processes.

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.

This document describes the Summit's Strategic Plan for the East African Trade Union Confederation (EATUC) for the next five years starting July 2012. It represents EATUC's Vision, Mission and Goal; review EATUC's achievements ; problem analysis of the organization's strength, weakness, threats and opportunities; stakeholders analysis; key assumptions; outlines priority areas, outcomes, outputs and activities; and finally the implementation, monitoring and evaluation.

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 organizations 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

All along EATUC has been mobilizing resources, planning and implementing activities in line with the strategic plan that was adopted. For the last five years EATUC has claimed its rightful place in the EAC and a lot of progress has been made. The implementation of 2007/2011 strategic plan was made possible by the help of the following co-operating partners and national centers namely FES(Uganda and Tanzania offices),LO-FTF, Solidarity Center, LO-Norway, ILO, GIZ, EAC, COTU-K and TUCTA.

Through the support of our cooperating partner (LO-FTF), EATUC has been able to employ two permanent professional staff, a socio-economist and a lobbyist, advocacy and PR officer, which has improved an effective delivery of services by the secretariat to the affiliates.

EATUC staff has been facilitated to attend and contribute to fora and other workshops from national, regional, to continental level such as the WTO ministerial, the EAC Council of Ministers meetings, and the High Level Task Force negotiating for the EAC Common Market Protocol, the UNCTAD among others hence sharing their experiences as they build their capacity.

EATUC has a permanent office in Arusha which makes it easy for EATUC to carry out its activities and also make it easy for mission meetings with EAC and EATUC. The office premise was provided by TUCTA, renovated and furnished with the support of LO-FTF and COTU-K.

The EATUC website is up and running and constantly reviewed, updated and information shared on the activities carried out by EATUC and other materials with the support of LO-FTF. The office has internet facilities in place with power back-up facilities that help the smooth running of day to day office work without being affected by the constant power black outs during the dry season.

In the last five years The Summit and Committee of Experts constitutional meeting were held and the committee of experts was functioning effectively. There has been an increasingly positive commitment of affiliates to meet their affiliation fees or at least part of their affiliation fees. Although there is a lot of challenges in this area as affiliates are not up to date in their payment, EATUC has devised several options for members to comply.

1. KEY PROGRESS MADE FROM IMPLEMENTATION OF 2007/2012 STRATEGIC PLAN

With the support of LO-FTF, EATUC held the annual summit meetings that have enabled the Summit to make decisions, commitments and adopt policy papers prepared by the Committee of Experts and the secretariat.

With support of LO-FTF, FES-Uganda, FES-Tanzania, LO-Norway and ILO, EATUC was able to organize Committee of Experts meetings on drafting of policy papers that include Social Security, Social Charter, Good Governance and Democracy, Gender, Child Labour, Informal Economy, Oil for Development and the Common Market Protocol.

EATUC was able to participate and contribute to the negotiations of the Common Market Protocol at the High Level Task Force; EATUC was also able to present EATUC Social Charter as a trade union position that influenced Articles 10 on free movement of workers, Article 12 on Harmonization of labour policies, laws and programmes and Article 39 on Harmonization of Social Policies.

EATUC has been able to produce a handbook to be used to sensitize the workers on the basic concepts of the Common Market Protocol and in particular Articles on the free movement of workers.

EATUC has held several awareness building workshop and seminars on EAC Common Market Protocol, harmonization of labour laws, employment policies and social security, Economic partnership Agreements and regional integration.

During the period under review EATUC participated in EAC meetings and particularly forums of Ministers of Labour and Employment, the Technical Committee on the Regional Decent Work Programme, Council of Ministers of the Labour and negotiations for the annex on social charter.

EATUC has proactively pushed for harmonized workers friendly labour laws and this has been evident in the EATUC policy document produced on employment and social protection.

EATUC organized national awareness workshops on oil for development issues, social security and employment issues supported by LO-Norway develop training of trainers' manuals, prepared position papers on EPAs, - Financial and Economic crisis, an Employment Policy, and youth employment policies in East Africa.

EATUC supported industrial actions and send out solidarity messages to EATUC affiliates and other trade union organizations in the African region.

LESSONS LEARNT FROM IMPLEMENTATION OF STRATEGIC PLAN 2007/2012

- As long as the labor laws, policies and regulation are not harmonized implementation of the Common Market Protocol will be a challenge hence affecting the monitoring of the Common Market Protocol.
- Even with little resources available using a yearly work plan would priorities the implementation of the Strategic plan according to availability of resources.
- There is an urgent need for establishment and building capacity of an East African Labour Research Institute for effective development of research paper, policy briefs and position papers on issues affecting workers and East African regional integration
- Networking and alliance building is an important strategy that provides a platform to have common issues discussed and addressed by different stakeholders

2. COLLABORATION WITH OTHER SUB-REGIONAL ORGANISATIONS

In the spirit of trade union solidarity and sharing of experience EATUC has been working closely with other regional and sub-regional trade union organizations. EATUC has been implementing joint programs with SATUCC on Oil for Development and Economic Literacy. EATUC has been participating in several workshops and forums organized by ITUC-Africa in addition to a Strategic Planning meeting that saw the two organization come up with priority areas to work together so as not to duplicate activities but synchronize and work together for great and better results. EATUC also participated in the ITUC-Africa Congress and also participates in the annual general conference. EATUC has also attended several activities organized by OATUU.

3. APPLICATION OF NEW MEMBERS

As the visibility of EATUC grew so did the number of other trade unions who have shown interest in joining EATUC. The EAC is also increasing in member partner states which also mean EATUC will have to grow so as to accommodate the national trade union from the new EAC member partner states. Currently the South Sudan Workers Federation has applied for membership at EATUC and the Summit is in the process of making a decision on the same. Two trade unions from Somali have also shown interesting in working with EATUC.

The growth of EATUC is both a great move towards trade union solidarity in the region but also poses challenges to EATUC in terms of service delivery and membership since the three trade unions asking to join or work with EATUC are from transition countries coming from many years of war.

Apart from the new national centers from yet non- EAC partner states, there is the question of affiliation of two national centers from the same Country, since one of EATUC's objective is to bring solidarity and working together for better workers rights. We have COFTU- Uganda that has also shown interest to join EATUC.

2. SWOT ANALYSIS

Below is the environment in which EATUC is operating in i.e. situational analysis of the organization- strengths weakness, opportunities and threats which apply to EATUC now and in the foreseeable future:

STRENGTH:	WEAKNESSES:
<ul style="list-style-type: none"> • Existence of political will of national centers and their commitment to EATUC • Organized labour in all five EAC partners states • Solidarity and a continuity of the core vision • The fact that the Trade Unions have produced several visionary leaders • The fact that Trade Unions have played a role in establishing industrial Democracy • Trade Unions have a deep knowledge of industrial relations laws, practices and related institutions • Full fledge EATUC Secretariat with professional and committed staff • Functioning Committee of Experts • EATUC is a recognized organization and has observer status at the EAC • Existence of free and autonomous National centers and Trade Unions in the region • Ongoing activities of Trade Union in the region • Favorable environment for operations of Trade Union • Organizing and increasing membership in new sectors of the economy • Giving a facelift to Unions that are perceived to be confrontational and combative • Strengthening mediation skills and approaches to achieving greater 	<ul style="list-style-type: none"> • Heavy reliance on co-operating partners, financial constraints • Reduced commitment on the part of membership • Low trade union membership/low membership density • Gender issue – male dominance • Lack of youth participation in trade union activities and in leadership • Weak feedback systems and information flow within Trade Unions and across Unions • Lack of participation of national trade union in the regional integration process • lack of awareness among members and workers on EAC regional integration issues • 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 • Limited financial and human resource capacity, • Limited public relations capacity. • Limited human resource both at National Centers and EATUC • Research capacity is limited for data collection, compilation and documentation of statistics and information • Splitting of unions

<p>collaboration with social partners without being co-opted</p> <ul style="list-style-type: none"> • Seeking to merge Trade Unions for greater effectiveness 	
<p>THREATS:</p>	<p>OPPORTUNITIES:</p>
<ul style="list-style-type: none"> • Government interference in running of the trade unions • Lack of mechanism to coordinate portability of social security benefits in the region • Slow progress in harmonization of labour policies and law as per the Common Market Protocol • Slow progress in implementation of the EAC Common Market Protocol • Weak tripartite structures at the EAC level that make it difficult to discuss labour and employment issues at the regional level • Lack of consultations and regular social dialogue at National Level • Economic reforms and increased unemployment • Youth unemployment • Marginalization of trade unions by the globalization process • Lack of good governance • Precarious employment /Decent Work deficits 	<ul style="list-style-type: none"> • EAC Common Market Protocol recognizes the freedom of association, right to collective bargaining and access to social security • Ratification of all or most ILO of the Core Conventions • 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 • Making better use of existing legislation, influencing national decisions in more significant ways • Existence of social dialogue and tripartite structures in the partner states • Harmonization of labour laws and employment policies in East Africa • Political will by co-operating partners and friendly organizations to support EATUC • Increased visibility and recognition of EATUC by the EAC, and other regional and international organizations • Establishment of the Common Market

3. STAKEHOLDERS' ANALYSIS

4.1 EAC

The East African Community (EAC) is the regional intergovernmental organization of the Republics of Kenya, Uganda, the United Republic of Tanzania, Republic of Burundi and Republic of Rwanda.

The EAC aims at widening and deepening co-operation among the Partner States in, among others, political, economic and social fields for their mutual benefit. To this extent the EAC countries established a Customs Union in 2005 and EAC Common Market commenced on 1st July 2010, subsequently a Monetary Union by 2012 and ultimately a Political Federation of the East African States.

One of its operational principles under Article 7 of the EAC Treaty that shall govern the practical achievement of the objectives of the community is the principle of subsidiarity with emphasis on multi-level participation of the involvement of a wide range of stakeholders in the process of integration. Similarly, under Article 104 of the EAC Treaty it emphasizes on the need to enhance the activities of the employers' and workers' organizations with a view to strengthening them. In addition, all partner states under the Treaty are also committed to cooperate in the enhancement of the social partnerships between the governments, employers and employees so as to increase the productivity of labour through efficient production. In this regard EAC and its partner states are willing and committed to involve workers in all issues which affect them. What is important for trade unions in the region is to demand for their rightful position in the region integration process.

4.2 Employers' Organization at the EAC level and Status of Tripartite Arrangement

EATUC has been participating in the meetings of Ministers' responsible for Labour and Employment which are supposed to be tripartite in nature. For the last five years tripartite structure at the EAC level was not complete and effective. This was contributed by lack of employers' organization at the EAC level. However, now the employers' organization has been officially launched in 2012, therefore formation of an employers' sub-regional body will enhance tripartite consultation and social dialogue at the EAC level. This will also be possible for by the effective implementation of the EAC /ILO Regional Decent Work Programme (2010-2015), whereby one of the key priority areas is enhancement of social dialogue in the region.

4.3 Sub-regional civil society organizations

One way to upgrade the EAC status is to recognize that regional integration should be advanced through social dialogue among representative organizations of workers and employers, and other relevant actors. Lack of involvement of the non-state actors, the business community (enterprises and regional corporations), CSOs, academics etc. is said to have played a crucial

role in the demise of the EAC in 1977. EAC agreed to convene a joint forum annually that would bring together private sector organization and civil society organization and the EAC.

The dialogue structure envisages the coordination of private sector and civil society organization through their regional apex organizations. At the national level, these apex organizations would link through the national focal points/chapters through which national positions would be developed. Through the apex organizations regional positions would then be harmonized. Various civil society organizations have shown interest to work in collaboration with EATUC especially in the areas of common interest. Therefore EATUC is willing to work with the likeminded regional CSOs to advance workers and peoples' interests.

4.4 Citizens

The trade union movement in the region as a social partner is expected to lobby and advocate for the harmonization of labour laws, employment policies and social security systems so as to facilitate the smooth free movement of labour and services within the region.

4.5 Media

The importance of media is so powerful in the modern world. The importance of media in today's world is evident from the fact that it has the power to influence the lives of ordinary people in every way. A vibrant democracy relies on the pluralist participation of all sectors of society, including the media. Democracy flourishes best when the media houses are able to provide civil society with the information they need to formulate informed positions on economic, social, and political matters.

The right to information is the first and the foremost requirement of the people in East Africa like in any democratic society. In this respect EATUC will use and engage the media to ensure that EATUC and its agenda in the regional integration of the EAC is known and supported by the public.

5. PROBLEM ANALYSIS, IDENTIFICATION OF PRIORITIES AND RATIONALE

For the last five years EATUC has been carrying out activities and employed various strategies and actions to contribute to the achievement of its vision i.e. achieving the long-term interests of workingmen and women to realize -decent work, decent life, social protection and socio-economic justice for all in the EAC. A lot of progress has been made towards contributing to achieving EATUC vision and the aspirations of the EAC Community through the implementation of the EAC Common Market Protocol. However, much has to be done by EATUC and its affiliates to enhance their participation and influence on policies and programmes of the EAC and its Partner States for achieving decent work.

5.1 Functioning EATUC secretariat.

It is five years since EATUC permanent Secretariat was established. Apart from its development and achievements, the Secretariat needs to be strengthened further due to the fact that it - faces a lot of challenges. The main challenges are those related to financial capacity to run EATUC secretariat and EATUC Plan of Action including holding meetings such as those of Committee of Experts and Summits, the other challenge is inadequate human resource to undertake EATUC functions and programmes. EATUC is weak financially due to the reasons that EATUC affiliates have not been contributing regularly to EATUC. EATUC is still driven by cooperating partners' who contribute most of its programmes and activities. The workload is also too much compared to the existing number of staff (*so far EATUC has four staff members*), therefore this might affect service delivery to affiliates and effective engage at the regional level. Equally important the capacity of EATUC Staff needs to be enhanced -together with strengthening the Committee of Experts in order for them to play their role more effectively and efficiently.

Therefore if EATUC is to deliver its service to affiliates and engage effectively on labour and employment issues at the EAC and in its partner states, the Secretariat and Committee of Experts must be strengthened and supported.

5.2 Regional integration and social agenda.

Trade unions in the region support the idea of intensification and deepening of regional integration that will enable the EAC partner states to reap the full benefits of globalization and avoid marginalization in the modern world economy.

However, the concern of the trade union movement in East Africa is that the regional integration agreements, policies and programs have mainly concentrated on capital and natural resource mobilization and have tended to ignore the critical role of human resource development and other social aspects. Social aspects such as poverty eradication, human and trade union rights, creation of decent employment, gender equality, and observance of international labour standards, should always be among the prominent priorities.

Economic integration has the potential to drive economic growth, create wealth, improve working and living conditions of workers and the general public at large. However, without concerted efforts to formulate and implement social policies the above stated aims and objectives of the EAC will not be met.

Consequently EATUC was created as regional body to coordinate and 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 regional integration. Therefore to achieve social agenda in East Africa, EATUC should link its work with the ILO decent work agenda.

5.3 EATUC affiliates

EATUC is created by national centers from five EAC Partner States which of course is the basic foundation. For EATUC to be strong and effective, that strength and authority should be derived from its affiliates. If EATUC affiliates are weak this weakness will be transferred to EATUC. The capacity of EATUC to engage depends heavily on the capacity of national centers to engage at national level. According to the EAC structures, regional decisions are made by EAC Partner States through their country delegations. Therefore the capacity of national centers should be built for them to understand what is happening at the regional level, engage and advocate for EATUC positions and agenda in their respective partner states and of course influence decisions in favour of workers issues.

Currently, it seems engagement of national centers towards regional integration process and more particularly to the CM is lacking or very limited. Most national centers are not pro-active in championing and follow –up on debates, consultations, decisions and implementation of issues.

5.4 EATUC strategic priority areas

EATUC strategic priority areas were identified based on the background information about EATUC since its establishment, SWOT analysis, problem analysis and the EAC Decent work program. The EATUC summit considered and endorsed the three priority areas for the 2012-2017 strategic plan as follows:

- Strengthening EATUC Secretariat
- Enhancing EATUC social agenda and influence in the EAC regional integration
- Capacity building of national centers

Activities, outputs and results in line with the three priority areas will contribute to achieving EATUC vision and agenda as well as will contribute to the implementation of the EAC Common Market Protocol and the EAC/ILO Decent Work Program three priorities that include youth employment creation, extension of social protection and enhancement of capacity for social dialogue.

6. PRINCIPLES OF EATUC STRATEGIC PLAN

This strategic plan is based on EATUC Constitution and its agenda on new developments in the EAC, and on the previous EATUC commitments, ideas and aspirations. Building on the previous 5 years EATUC strategic plan, the accomplishment of this plan will require political commitment and resources from affiliated organizations of EATUC and support from friendly organizations and cooperating partners.

The plan seeks to:

- Intensify political commitment and ownership of EATUC by the affiliates.
- Pay attention to the mainstreaming of the decent work agenda and social issues into policies and programmes of the EAC, Partner States and trade unions
- Mainstreaming gender in the planning and implementation of activities at all levels,
- Strengthen EATUC and its affiliated organizations
- Enhance meaningful participation and contributions of trade unions to the integration process

7. KEY ASSUMPTIONS

The following are the key assumptions for effective implementation of EATUC strategic plan

- Political commitment of trade union leaders and their national trade union federations to support EATUC and its activities
- Continued recognition of EATUC and its activities by the EAC partner states
- Effective communication and information sharing among EATUC, EAC, regional Employers' organization, regional trade union organizations, the ILO and other stakeholders
- Support and cooperation from Cooperating Partners and other regional and international organizations
- Greater trust and collaboration among EATUC, Employers' Organizations and the EAC and other stakeholders.
- Ownership and integration of EATUC plan at all levels of the trade union movement in the region
- Continued spirit on consultation, participation, social dialogue and tripartism in the EAC

8. STRATEGIES OF IMPLEMENTATION

The following strategies will be used to ensure that the strategic plan is well implemented in accordance with EATUC's constitution, vision, mission and goal.

- All activities implemented shall be in accordance to EATUC's constitution that states for at least 30% of participants to be women or men. All IEC material, policy paper, programmes, and budgets shall mainstream gender.
- Social dialogue and tripartism shall be promoted and enhanced in activities implemented
- Research shall be carried out to inform any policy paper, positions, recommendations and decisions by EATUC
- EATUC will continue to network and build alliances with other regional and global unions in addition to other likeminded organizations.
- EATUC will continue to push and engaged EAC to place labour and employment issues central to the planning process, policy and programmes formulation.

9. MONITORING AND EVALUATION

Monitoring and evaluation of this plan is important for the attainment of EATUC goals and objectives as articulated in the EATUC Constitution. Hence M& E will be part and parcel of the implementation process. This plan encourages for participatory mechanisms and partnerships at national, regional and international levels. The plan calls for purposeful efforts to be made to enhance capacity and participation of trade unions at all levels.

This plan will be continuously assessed in relation to agreed schedules, objectives, use of inputs and services delivered. Monitoring will provide EATUC affiliates, cooperating partners and other stakeholders with constant feedback on the implementation, and will help to identify actual or potential successes and problems as early as possible in order to facilitate timely decision making and adjustments to EATUC operation. EATUC monitoring system will provide regular progress reports to different stakeholders. The system relies on regular reports, visits, missions, regular meetings and discussions. Equally important this strategic plan will be reviewed every year so as to accommodate new developments and emerging challenges.

Independent evaluation will be undertaken after five years to see if the objectives were met. Evaluation will provide a valuable opportunity for EATUC, affiliates; cooperating partners and other stakeholders to look back on the outcomes of the plan in order to be able to enhance efforts for future interventions.

Implementation matrix

PRIORITY	OUTCOME	OUTPUT	INDICATORS	ACTIVITIES
Strengthening EATUC secretariat	<ul style="list-style-type: none"> Increased EATUC's financial base and sustainability 	<ul style="list-style-type: none"> Resource Mobilization Strategy developed 	<ul style="list-style-type: none"> 12 members of the Committee of experts and 3 staff of EATUC trained on resource mobilization by 2012 2 staff of EATUC trained on Project Development by 2012 Resource Mobilization strategy adopted by Summit 2013 	<ul style="list-style-type: none"> Staff training on project development Secretariat and Committee of Experts training on Resource Mobilization Consultant drafting of the Resource Mobilization Strategy Summit Adoption of Resource Mobilization Strategy
		<ul style="list-style-type: none"> EATUC's own building built 	<ul style="list-style-type: none"> Title deed by 2017 Quarterly financial reports 	<ul style="list-style-type: none"> Consulting property development Agent EATUC Secretariat develops a concept paper. Hold Committee of experts meeting to discuss the proposal Table proposal to the summit for adoption. Follow –up on affiliation fees to EATUC Members ES to attending affiliate Constitutional meetings to advocate for compliance on

				EATUC contributions
		<ul style="list-style-type: none"> • Constitution amended 	<ul style="list-style-type: none"> • 2013 Copy of Summit Decision on amendment of Constitution 	<ul style="list-style-type: none"> • Committee of experts submits proposals amendments on the constitution on financing of EATUC • Summit adoption of proposed Constitution amendments
	<ul style="list-style-type: none"> • Enhanced EATUC staff capacity and competence 	<ul style="list-style-type: none"> • Staff welfare policy in place 	<ul style="list-style-type: none"> • Staff Welfare Policy by 2013 • two staff strategic planning review retreat conducted 	<ul style="list-style-type: none"> • Develop TOR • Hire a consultant to develop, EATUC Scheme of Service Review EATUC Staff Regulations and develop EATUC staff appraisal system • Sourcing for medical insurance service provider • Staff retreat
		<ul style="list-style-type: none"> • Staff training programme adopted 	<ul style="list-style-type: none"> • Consultant report by 2013 	<ul style="list-style-type: none"> • Develop TOR for the consultant • Hire the consultant Conduct Human resource and training needs assessment. • Submission of the to the committee of experts • Adoption of the report by the summit.

	<ul style="list-style-type: none"> Enhanced service delivery to affiliates 	<ul style="list-style-type: none"> Campaign material and policy paper on workers and EAC regional integration process disseminated to national centers, stakeholders and co-operating partners 	<ul style="list-style-type: none"> List of campaign material developed yearly. 100 hits on EATUC's website quarterly Published articles in local dailies Annual new letter Summit decisions on policy papers developed 	<ul style="list-style-type: none"> Carry out surveys on services rendered by EATUC and review a plan of services rendered by EATUC Publicize EATUC through media, e.g. magazine, radio, TV, news letter etc. Maintenance and hosting of EATUC's website Drafting and dissemination of quarterly progress reports and activity reports Capacity building on regional integration process through facilitation of national activities
		<ul style="list-style-type: none"> Committee of Experts Strengthened 	<ul style="list-style-type: none"> Reports of two constitutional Committee of Experts meetings yearly Quarterly progress reports 	<ul style="list-style-type: none"> Organise and conduct Constitutional Committee of experts meetings Organise and conduct Committee of Experts subcommittee meetings on drafting and reviewing Policy papers, researches and position papers Compiling national reports on implementation of Common Market Protocol

				<ul style="list-style-type: none"> • Attending national and regional stakeholders forum on regional integration in regards to Labour and employment • Capacity building of Committee of Experts on emerging issues related to regional integration Labour and employment issues
		<ul style="list-style-type: none"> • Feedback reports from Affiliates on trade union development at national level 	<ul style="list-style-type: none"> • Quarterly progress reports 	<ul style="list-style-type: none"> • Develop a report format for national centers quarterly reports • Updating EATUC website on trade union development
<ul style="list-style-type: none"> • Enhancing EATUC social agenda and influence in the EAC regional integration 	<ul style="list-style-type: none"> • Influenced EAC policy decisions 	<ul style="list-style-type: none"> • Policy documents adopted by Summit • Reports from social partners and stakeholders meeting on Policy document produced 	<ul style="list-style-type: none"> • Policy papers • Media briefs and realizes • Membership to networks, forums and alliances formed 	<ul style="list-style-type: none"> • Writing concept notes for research work to develop policy documents • Carrying out research to develop policy documents • Awareness building campaigns and stakeholders workshops on the EATUC's proposed Policy documents • Awareness building campaigns and stakeholders

		<ul style="list-style-type: none"> • Networks/platforms/forums/alliances formed, joined and involved in to advocated for policies and positions adopted by Summit 		<p>workshops on the EATUC's proposed Social Security Code</p> <ul style="list-style-type: none"> • Dissemination of policy position papers • Attend EAC and other stakeholders forums • Media campaigns on policy position papers
	<ul style="list-style-type: none"> • Enhanced understanding of EAC the Common Market Protocol by EATUC affiliates 	<ul style="list-style-type: none"> • IEC material on EAC Common Market developed and regional integration • Tools for monitoring Common Market Protocol developed 	<ul style="list-style-type: none"> • IEC material • Activity reports • EATUC tool for monitoring implementation of the EAC Common Market Protocol 	<ul style="list-style-type: none"> • Regional awareness campaigns on harmonization of Labour laws, employment policies and social security • Developing of IEC material on issues of Regional integration and common market protocol • Committee of Experts training on developing monitoring tools for the implementation of the EAC common market protocol • Take stock of the effectiveness of CMP
	<ul style="list-style-type: none"> • Enhanced 	<p>Social Security</p>	<ul style="list-style-type: none"> • Research results and 	<ul style="list-style-type: none"> • Awareness building on the

	<p>implementation of the ILO Decent Work Agenda</p>	<ul style="list-style-type: none"> Regional Social security policies, research reports and positions adopted by the summit Trade Union proposals on extension of Social Security Coverage developed 	<p>recommendations, position papers on social security</p>	<p>EATUC's Social Security Code</p> <ul style="list-style-type: none"> Sharing of trade union best practices on extension of Social Security Training and capacity building on the newly adopted ILO Recommendation no 202 on national floors for Social Protection Research on social security extension coverage to the informal sector in EAC
		<p>Social Dialogue</p> <ul style="list-style-type: none"> Improved social dialogue structures and practices to support the implementation of the EAC Decent Work Program 	<ul style="list-style-type: none"> Tripartite meetings regularly held EATUC's reports to the tripartite forum at the EAC Reports from Social partners forums, consultation and meetings held on issues of common positions Trade union delegates included in Partner states delegations to the EAC meetings and forums 	<ul style="list-style-type: none"> EATUC regional tripartite awareness building on Trade Union Position, policy papers and research findings Regional trade union sensitization on good governance and democracy Holding Stakeholders forums, consultation and meetings on issues of common positions

		<p>Employment</p> <ul style="list-style-type: none"> • Trade union positions on harmonized labour policies and labour laws produced • research reports, research on Informal economy • Reports and data on Gender mainstreaming produced • research reports, policies, on youth employment developed • Research reports on green jobs, climate change developed • Research reports and positions on Bilateral and multilateral trade agreements including EPAs developed 	<ul style="list-style-type: none"> • Research findings • Reports • Position papers 	<ul style="list-style-type: none"> • Production of IEC materials on employment • Subcommittees of Committee of experts carrying out research on policy positions on youth, gender, green jobs, effects of bilateral and multilateral trade agreements and climate change on employment • Committee of experts validation of research reports and findings • Lobby and advocacy on agreed policy positions • Country awareness workshops on agreed policy positions, research findings and reports
		<p>Rights</p> <ul style="list-style-type: none"> • Trade union 	<ul style="list-style-type: none"> • Media briefs 	<ul style="list-style-type: none"> • Drafting of TOR on research

		<p>proposals on mechanism of Standardized minimum wages in EAC developed</p> <ul style="list-style-type: none"> • Reports on violation of human and trade union rights produced and shared on social medias • Social clauses included in trade agreements • Reports from the East Africa Human and trade unions produced 	<ul style="list-style-type: none"> • Quarterly reports • Signed solidarity messages 	<ul style="list-style-type: none"> • Carrying out research on mechanism for standardized minimum wages in EAC • Signing, writing and sending solidarity messages • Collecting information on violation of Human and Trade Unions rights • Capacity building programmes on multilateral and bilateral trade agreements including EPAs • Running EATUC's social media accounts for issue based campaigns, solidarity messages, information on violation of HTUR • Country missions and visits
	<ul style="list-style-type: none"> • Enhanced understanding of the informal economy 	<ul style="list-style-type: none"> • Research reports on issues of the informal economy 	<ul style="list-style-type: none"> • reports • number of activities carried out on informal economy issues • developed catalogue of 	<ul style="list-style-type: none"> • Desk and consultancy research on issues of the informal economy

		<ul style="list-style-type: none"> Catalogued strategies of union organizing and social security protection in informal security produced 	<p>strategies on organizing the informal economy workers</p>	<ul style="list-style-type: none"> Awareness raising on extending coverage of social security in the informal economy Cataloguing best practices in the informal economy on organizing and extension of social security coverage
<p>Capacity building of National Centers</p>	<ul style="list-style-type: none"> Enhanced awareness of EATUC's affiliates on the Common Market Protocol and workers rights on free movement of labour 	<ul style="list-style-type: none"> IEC material on the Common Market Protocol and regional integration domesticated by national centers in their training programmes 	<ul style="list-style-type: none"> No. of copies of IEC material reports on trade union representation in the country's delegations at the EAC meetings Quarterly reports submitted to EATUC by the National center Numbers of trade unions representatives included in Partner states delegation to the EAC 	<ul style="list-style-type: none"> Engage consultant Hold Material development workshops Conduct National workshops on Validation of IEC material Training of trainers on Common Market Protocol and regional integration Hold training of members Dissemination of IEC material National training on using tools developed to monitor implementation of Common Market Protocol Printing of IEC material by National Centers

		<ul style="list-style-type: none"> National reports developed on progress of implementation of the Common Market Protocol and regional integration 		<ul style="list-style-type: none"> Writing of Quarterly reports Awareness creation activities and campaigns on Common Market Protocol and Regional integration
	<ul style="list-style-type: none"> Enhanced effective engagement on issues of regional integration 	<ul style="list-style-type: none"> Affiliates press statement on EATUC's policy positions on regional integration Trade unions reports and positions on Economic development debates and forums 	<ul style="list-style-type: none"> No. of press statements published in local dailies No. of reports and position papers No. of trade union representation on Economic development debates and forums 	<ul style="list-style-type: none"> Sensitization campaigns on policy issues and positions taken by Summit Capacity building in media Workshops on Capacity building for Trade Unions on economic literacy
	<ul style="list-style-type: none"> Enhanced capacity in gender mainstreaming 	<ul style="list-style-type: none"> Women leaders incorporated in EATUC's and national centres' structures and participation in activities Gender 	<ul style="list-style-type: none"> No. of women in EATUC'S Summit, and national leadership positions No. of male and female participants in activities Constitutional reference 	<ul style="list-style-type: none"> Capacity building of trade union leadership, trainers, educator, women leaders on gender mainstreaming workshops

		<p>mainstreamed in EATUC's and its affiliates policies, programs, projects and budgets</p> <ul style="list-style-type: none"> EATUC gender network created and Identified male focal gender persons and gender champions EATUC's and national centres' gender policies developed 	<p>to no. of women and percentage budget allocations on gender related activities</p> <ul style="list-style-type: none"> List of members in the EATUC's gender network No. of male focal gender persons and champions Copies of Gender policies developed 	<ul style="list-style-type: none"> Reviewing and amendment of National Centers Constitutions to be gender sensitive Gender Mentoring review programmes Conduct Gender Audits to EATUC's affiliates Drafting and adopting of an EATUC gender Policy Support National centers to review CBA's for inclusion of gender clauses
	<ul style="list-style-type: none"> Increased trade union membership through organizing special group(youth, women and 	<ul style="list-style-type: none"> Increased participation and representation of youth and women in trade union activities and leadership Organizing strategy 	<ul style="list-style-type: none"> 30% representation of Youth and women Organizing strategy 	<ul style="list-style-type: none"> Sharing best practices in organizing and networking Capacity building on new

	<p>the informal economy)</p>	<p>developed that include issues of informal economy, gender, youth, oil and gas sectors and other emerging sectors in East Africa</p> <ul style="list-style-type: none"> • Good practices on organizing documented 	<p>developed</p>	<p>organising strategies on informal economy, oil and gas sectors and other emerging sectors in East Africa</p>
	<ul style="list-style-type: none"> • Enhanced trade union unity 	<ul style="list-style-type: none"> • Memorandum of understanding signed • Guidelines on co-operation of existing national centers adopted • Confederation formed and Mergers formed 	<ul style="list-style-type: none"> • 3 memorandum of understanding signed • 2 confederations formed 	<ul style="list-style-type: none"> • Round table meetings for splinter unions • Developing guidelines on co-operation of existing national centers • Mediation for formation of Confederations and/or Mergers • Develop awareness materials on Trade Union Solidarity and Democracy (Posters and Leaflets)

Research	<ul style="list-style-type: none"> Enhanced research and data analysis 	<ul style="list-style-type: none"> East Africa Research Institute put up 	<ul style="list-style-type: none"> Capacity of 6 researchers built One Major research commissioned yearly One Major research findings published yearly Six research for affiliates compiled yearly 	<ul style="list-style-type: none"> Identification of researchers from EATUC affiliates Capacity building of researchers in labour research methodology and data analysis Develop research proposals Publish research papers and position papers
Monitoring and Evaluation	<ul style="list-style-type: none"> Enhanced progress as per EATUC priorities 	<ul style="list-style-type: none"> Revised Annual Work plans, budgets and EATUC's priority 	<ul style="list-style-type: none"> Quarterly progress and activity reports Annual progress activity reports Auditors reports External evaluation reports 	<ul style="list-style-type: none"> Compile quarterly and annual progress and activity reports Carry out annual financial audits Carry out midterm external evaluation of the strategic plan

