



MANUAL ON ORGANIZING THE INFORMAL ECONOMY

Dream Big!
Making my work Decent



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CONTENTS

Preface.....	Page, V
Background.....	Page, 1
Objective of this Manual	Page, 5
Use of this Manual.....	Page, 5
List of acronyms.....	Page, 5
Important Definitions.....	Page, 6
INTRODUCTION TO ORGANIZING INFORMAL ECONOMY	Page, 7
MODULE 1: Organizing and Recruitment of Informal Economy Workers.....	Page, 9
1. Organizing Strategies	Page, 12
2. Step one: Research.....	Page, 12
3. Step two: Work out your Strategy.....	Page, 14
4. Step three: Plan the Practical details	Page, 16
5. Step four: Approaching workers.....	Page, 17
6. Step five: The Organizing meeting	Page, 18
7. Building on democracy in Organization of Informal Workers	Page, 19
8. Worker leaders in the Informal Economy.....	Page, 20
9. Collective Leadership.....	Page, 24
10. A Strong Foundation.....	Page, 24
11. The Organization's Constitution.....	Page, 25
12. Policies, Procedures and Values.....	Page, 26
13. Policy Procedures	Page, 27
14. Values and Principles	Page, 27
15. Choosing Leaders	Page, 27
16. Dealing with difficult situations.....	Page, 29
17. Participation and Decision Making by members.....	Page, 30
18. Building a strong base.....	Page, 32
19. Holding successful meetings.....	Page, 33
20. Accountability.....	Page, 38
21. Donations	Page, 38
22. Practice financial responsibility.....	Page, 39
23. Political Accountability.....	Page, 39
24. Worker education and empowerment	Page, 40
25. Formal and Informal education.....	Page, 40
MODULE 2: Handling Day to Day Challenges	Page, 42
1. Common Challenges facing informal workers.....	Page, 43
2. Dealing with Conflict amongst members	Page, 46
3. Disputes resolutions amongst informal workers.....	Page, 47
4. Dispute procedure	Page, 47
5. Using the Informal Judicial Process.....	Page, 49
6. Taking a collective decision.....	Page, 50
7. Active Participation of Members.....	Page, 50
8. Managing funds for judicial cases	Page, 51
MODULE 3: Collective Action.....	Page, 55
1. Negotiations as a tool for informal workers.....	Page, 56
2. Collective Action: SWOTS.....	Page, 60
3. Forms of collective action.....	Page, 62

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PREFACE

Where it all started

EATUC's active work on informal economy started almost a decade ago, with the discussions around youth unemployment in East Africa and universal social protection for all. During these discussions, informal economy, and precarious working environment provided a constant challenge to trade unions engagement and work around the unemployment and extension of social protection.

The global discussion on an ILO instrument to govern informal economy was therefore a long overdue requirement and EATUC worked with its constituencies in building their capacity to influence the discussions including the participation of EATUC at different forums that were discussions on the Recommendation 204.

The journey of EATUC's work in the informal economy has been supported by ILO-Acetrav both technically and financially, in building the capacity of our affiliates to engage and work on issues of informal economy, through dissemination of the Recommendation 204 both at EATUC leadership level and technical levels.

In our preliminary work, every conclusion, every recommendation always went back to organising. There is no way we could claim to speak for the informal economy, if our affiliates were not organising.

We also realized a lot was being done by other organisations and trade unions, and we needed not reinvent the wheel but learn from trade unions like TUC-Ghana, SLLC- Sierra Leone, MTCU-Malawi, ZCTU-Zambia who were already working on organising the informal economy, share their best practices, but they were also kind enough to share their challenges and frustrations in organising the informal economy.

Organisation like Streetnet provided an exciting best practice sharing opportunity for our affiliates, to listen, see and interact with Streetnet affiliates in East Africa. We had an opportunity for study tours between streetnet and our budding trade unions in Uganda, Rwanda, Burundi and Kenya that had started organising in the informal economy.

We even had an opportunity to have joint training on organising informal economy conducted by Streetnet with NOTU affiliates in Uganda.

The manual therefore richly benefits from the previous experiences and work on informal economy, but also all in the knowledge gap that the previous process had, a manual that speaks to the realities of East Africa Trade Unions without re-inventing the wheel.

The new manual also speaks to one of the key priorities of the experts report on life-long learning, it can easily be adopted to fit the changing world of work and the future of work with regard to informal economy.

These informal economy workers organising learning sessions, collectively titled Dream Big! Making my work decent, were developed as part of the initiative by East African Trade Union Confederation (EATUC) to promote organising for informal workers in Eastern Africa, funded by a grant from the Mondiaal-FNV Netherlands.

The overall goal of the program is to support workers in the informal economy who are often vulnerable, build their economic and political assets in Social Dialogue. Specifically, the lessons will enhance organising skills and open opportunities that will to consolidate various segments for a joint action.

Many people were involved in the conception, design, testing and simulation of the learning sessions. Importantly, these learning sessions also benefited from various publications of text StreetNet. The initial terms that serve as the core source of the sessions in this manual, Dream Big! Making my work Decent, were developed by Yazidi Baligasima (Programs Officer National Organisation of Trade Unions) who came up with the zero draft, Dr. Kassim Meja Kapalata (Programs Officer Trade Union Congress of Tanzania), Anthony Githinji (Industrial Relations Officer Central Organisation of Trade Unions), Steven Mwaiko and Davids Etyang' (Programs officers, EATUC), Jane Masta (Coordinator for Africa StreetNet) with guidance by Dr. Michael Uusiku Akuupa (Executive Director, LARRI), Dr. Steve Ouma Akoth (Executive Director, Pamoja Trust).

This team also benefitted from the contribution of Mr. Linus Ofware who has long history in Adult education. His input in the draft curriculum ensured contextual appropriateness.



ES. Caroline Khamati Mugalla
EATUC Executive Secretary

BACKGROUND

Informal economy has since become a foundation of East African countries' economy and the main employment creating sector of the masses within the region. The 2018 ILO report titled *Women and Men in the Informal Economy*:

A Statistical Picture on the future of work suggest that there are about 2 billion people make a living from informal economy. The informal economy workers have a lot of potential in steering economic growth as it cuts across all sectors that are important in the quest to achieve Sustainable Development Goals (SDGs).

As it is currently, these workers have often been neglected and left to the whims of social dynamism to their disadvantage. At the very best, they never had access to key social safety nets such as contributory and non- contributory pension schemes including social security.

Due to modus of its existence, workers in the informal economy were not organised by trade unions to desired expectations. As a result the situation is open to abuse with a natural emergence of many informal workers associations that fizzle along the way and very few only metamorphose into respectable unions or associations.

In the bigger picture, informal workers interests including operators remain on fringes of the social dialogue as advocated by the International Labour Organisation (ILO).

The ILO defines the informal economy as “all economic activities by workers and economic units that are - in law or in practice - not covered or insufficiently covered by formal arrangements; and does not cover illicit activities” (ILO, 2015).

The informal economy has made up a significant part of employment in Kenya. In 2016, the informal economy employment was about 83.1 per cent (13.3 million) while the formal sector only had a total employment of about 16.9 per cent (2.7 million) of the total employment in the economy (Republic of Kenya, 2017).

Furthermore, the informal economy is growing and accounted for 89.7 per cent of new jobs created by the economy in 2016 (747.3 thousand out of the total 832.9 thousand). The informal economy's contribution to the Gross Domestic Product is enormous, yet remains largely invisible in computation of outcomes.

From 2012 to 2016, the informal economy recorded employment levels of 10.5, 11.2, 11.8, 12.6 and 13.3 million respectively. Over this period, over 80 per cent of total employment in Kenya originated from the informal economy (Republic of Kenya, 2017).

In East Africa Tanzania has the largest informal sector with approximately 20.1 million people employed or 77 percent of its labor force. This is attributable to its large population in their productive years. The informal economy exhibits a high degree of vibrancy in job creation in Tanzania.

It is however faced with a number of constraints and suffers from low labour productivity and use of low technology or rudimentary tools. The reason for this is that informal economy organisations in the country, like elsewhere in Sub Sahara Africa (SSA), are basically micro and small enterprises (MSEs).

Nevertheless, the Integrated Labour Force Survey (ILFS) of 2006 shows that the informal economy in Tanzania is expanding rather than contracting (National Bureau of Statistics (NBS), 2007). For example, the proportion of all households in Tanzania mainland with informal sector activities increased from 35% in 2001 to 40% in 2006.

Official statistics from the ILFS show that about 40% of all non-agriculture sector workers in Tanzania are engaged in informal sector employment, which is offered largely by MSEs. The group of workers in this category is informally or casually employed, and in addition, their working conditions are precarious.

The market places and street corners of Dar es Salaam are home to a thriving informal economy of street vendors selling secondhand clothing and other goods. These street vendors often live a precarious existence, under pressure from state authorities and international markets.

In addition to these external pressures, the experiences of such vendors are also shaped by a complex interplay of internal tensions, rivalries and conflicting communal ties. Such internal dynamics are a common part of informal economies around the East African Countries.

¹International Labour Organisation. (2018). Women and Men in the Informal Economy: A Statistical Picture. Geneva: International Labour Office. Retrived from https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_626831.pdf.

In South Sudan, outside the oil sector, livelihoods are concentrated in low productivity, subsistence agriculture and pastoralism, which account for less than 15 per cent of GDP but engage about 78 per cent of the population.

Among the working-age population in South Sudan as much as 84.4 per cent are performing unremunerated work, e.g. as unpaid family workers².

Employment for the overall workforce, in other words, is dominated by low-productivity, unremunerated work and is concentrated in the agriculture sector³ although the country has abundant arable land, only 4 per cent is under cultivation, and modern agriculture and industry are almost non-existent.

According to United Nations Economic Commission for Africa 2015 report⁴, informal sector employment in Rwanda accounts for 73.4 per cent of total employment outside agriculture sector.

The report indicates that three out of four people in Rwanda are employed in the informal sector, and percentage reaches to over 80 per cent in case of women⁵.

A 2015 survey commissioned by Trade Mark East Africa, Pro-femmes Twese Hamwe and International Alert on cross-border trade, shows that 82 per cent of the cross-border traders come from informal sector. In recent years, there has been increase in growth of young labour force and informal sector has become fundamental source of income and means of livelihood.

People employed in the local informal sector include street vendors, hawkers, taxi bicycles, domestic workers, service providers, among others⁶. The informal economy remains a significant contributor to the country GDP.

The majority of Greater Kampala's informal economy work is in trading and services. These establishments typically operate either in a trader's market, from home or will trade from the street, with no physical premises.

This means that most informal sector firms are either exempt, or ineligible for trading licenses. City policies focused on increasing regulatory compliance are therefore unlikely to yield increased revenues commensurate with the effort to enforce firms to formalise⁷.

According to the Danish Trade Council for International Development and Cooperation Labour Market Profile 2015⁸, the informal economy in Burundi is absorbing at least nine out of ten workers in the workforce, and also continue to expand.

One aspect though is that the labour market is mainly offering job opportunities for the workforce in the underdeveloped private sector, such as the agricultural sector; otherwise in the informal economy this is so because its institutions are not sufficiently geared to integrate its enterprises in the formal sector.

Most trade unions are public employee unions and the movement's activities are conducted on a voluntary basis. There is a significant growth in membership registration, especially the teachers' trade union (STEB) and recently Journalist Union was officially registered.

Not leaving behind the fact that, in recent years a fast number of affiliated members from the informal economy are also coming up. Around 16% of trade union members are females and the total trade union density of the labour force is estimated at 1.3%, while it is 24% among waged workers.

Trade union confederations have criticised authorities' constant interference in trade union affairs. Also the government-controlled unions, which harassed workers to join the ruling party and quit any union of which they were already a member, appear to lose support.

In the case of youth population, they face weak entrepreneurial skills. The formal job perspectives in both the private and public sectors carry limited possibilities.

Vocational training is mainly offered in the narrow formal sector and thus excludes a high majority of the youth. Other key points are that women frequently face legal, economic and societal discrimination⁹

2 Ebony Center for Strategic Studies (ECSS). 2012. South Sudan: Creating Jobs for Sustained Peace, Economic Growth and Poverty Reduction, A Preliminary Report of Country Case Study.

3 Guarcello et al. 2011. "Labour Market in South Sudan." Working Paper. Rome: Understanding Children's Work.

4 ECA (2015) Economic Report on Africa: Dynamic Industrial Policy in Africa. Addis Ababa: ECA

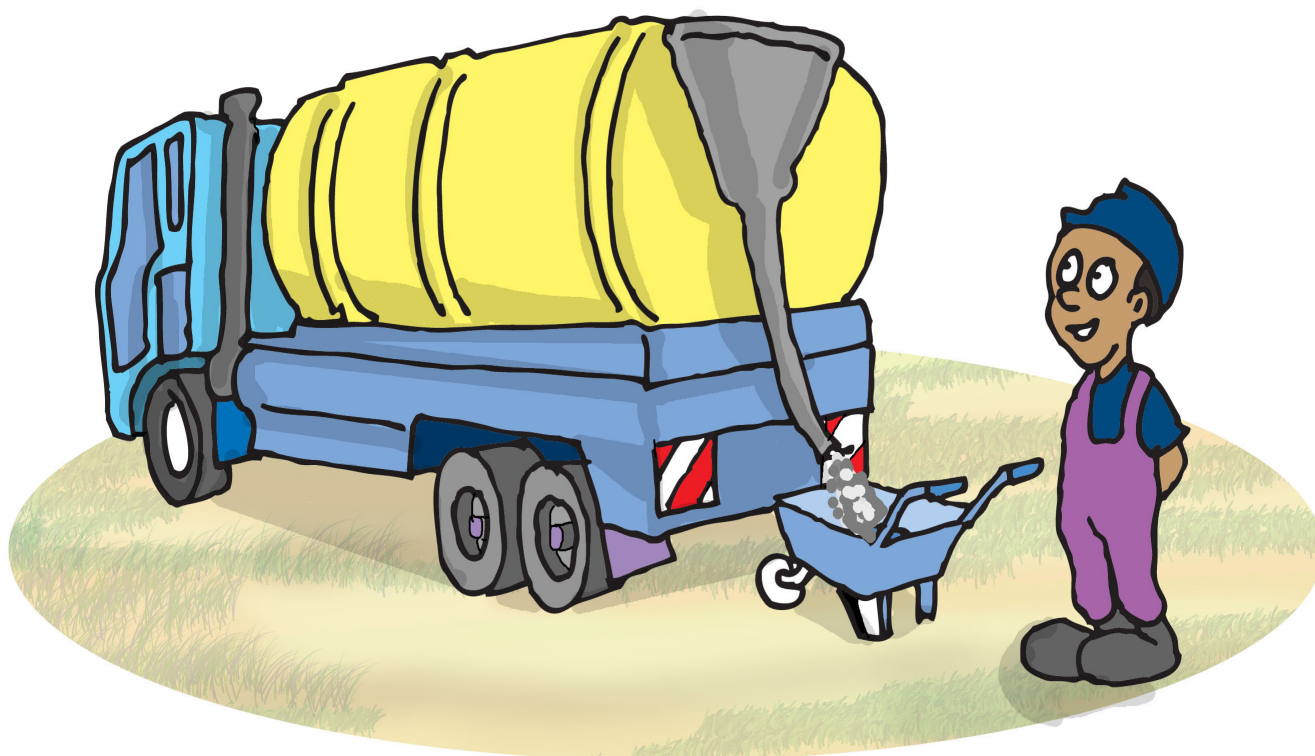
5 The East African 26th June 2015 "Kenya Rwanda have the highest Informal jobs in Africa"

6 "Deriving Maximum benefit from small scale cross-border trade between DR Congo and Rwanda" 2015

7 Balloon Ventures (2016) "Decent Work in Uganda's Informal Economy"

8 Danish Trade Council for International Development and Cooperation. 2015 Labour Market Profile 2017LO/FTF Council, Analytical Unit Copenhagen, Denmark

9 Danish Trade Union Council for International Development and Cooperation Labour Market Profile 2018



OBJECTIVE OF THIS MANUAL

The modules in this resource manual are meant to help to organise workers in the informal economy. It intends to give organisers practical ideas on what needs to be done and how including when to do it.

The manual will help organise informal economy workers into democratic associations and trade unions with credible participatory leadership accountable to the persons they represent.

USE OF THIS MANUAL

This guide is a collection of learning sessions designed to enhance capacity of informal economy workers

to organise themselves into groups of belonging with ultimate affiliation to trade unions.

These groups are intended to be used to negotiate for the members' welfare and better terms of engagement. The sessions are developed such as to pass requisite knowledge on organisational skills to informal economy workers.

The guide contains step-by-step descriptions of learning activities to develop participants' organisational skills. Participants will be guided to come up with effective actions and capacity that can be replicated into pragmatic informal workers associations that will lead to trade union affiliations.

ACRONYMS

• EAC	East Africa Community
• EATUC	East African Trade Union Confederation
• GDP	Gross Domestic product
• LARRI	The Labour Resource and Research Institute
• ILFS	Integrated Labour Forces Survey
• ILO	International Labour Organisation
• ITUC	International Trade Union Confederation
• MSEs	Micro and Small Enterprises
• MOU	Memorandum of Understanding
• NBS	National Bureau of Statistics
• NGOs	Non- Governmental Organisations
• SACCO	Savings and Credit Cooperative
• SDGs	Sustainable Development Goals
• SSA	Sub-Sahara Africa
• STEB	Burundi Teachers Union
• UNECA	United Nations Economics Communities for Africa

IMPORTANT DEFINITIONS

- **Organising** - building the power of workers by (1) organising workers into trade unions; (2) building and maintaining democratic trade unions; and (3) building accountable worker and women leaders
- **Trade union** - is a legal independent organisation that is mandated to organise and represent and protect workers' rights at the workplace.
- **Democracy** - a system of government based on the respect of the rule of law; in which all citizens of a state enjoy fundamental human rights and freedoms; and are fully involved in decision making processes about affairs affecting their welfare, typically by electing their representatives at all levels of government, under a free and inclusive electoral system.
- **Participatory Action Research (PAR)** - is a qualitative research methodology that focuses on individual's feelings, views, and patterns are revealed without control or manipulation from the researcher. The participant is active in making informed decisions throughout all aspects of the research process for the primary purpose of imparting social change; a specific action (or actions) is the ultimate goal. It is considered democratic, equitable, liberating, and life-enhancing qualitative inquiry that remains distinct from other qualitative methodologies Technical Power - this term is often used when undertaking a deliberate process, based on demonstrated evidence and expertise skills to directly and indirectly influence decision makers, stakeholders and relevant audiences to support and implement actions that contribute to the fulfillment of workers agenda. We cannot separate advocacy from the power and politics 'games' around us. In fact, it is a huge mistake to do that. If so, we would rather equip ourselves to engage in this game and use it (in the good sense of the word) to tackle the difficult issues of injustice we are all dealing with in our work.
- **Moral Power** - Morality grounded in altruism and a commitment to the common good. Moral power is the degree to which an actor, by virtue of his or her perceived moral stature, is able to persuade others to adopt a particular belief or take a particular course of action.
- **Political Boundary** - are the dividing lines between countries, states, provinces, counties, and cities. These lines, more often called borders, are created by people to separate areas governed by different groups. Sometimes, political boundaries follow physical boundaries, but most of the time you can't see them.
- **Social boundaries** - these are established social rules that are considered typical because most people in society agree that they are reasonable ways to live. However in this context, it is more about the hierarchies that tend to exist between the various kinds of work.
- **Informal sector** - this often refers to an area or portion that is distinct from others. In other words it's a segment outside the main category of the economy.
- **Informal economy** - when referred to as an economy, it means that the informal activities and work are considered as integral part of the economic life and activities of a country.
- **Accountability** - this refers to an obligation or willingness to accept responsibility for one's actions. When roles are clear and people are held accountable, work gets done efficiently and effectively. Furthermore, constructive change and learning is possible when accountability is the norm
- **Workers** - a person who does a specified type of work or who works in a specified way.
- **Gender** - either of the two sexes (male and female), especially when considered with reference to social and cultural differences rather than biological ones. The term is also used more broadly to denote a range of identities that do not correspond to established ideas of male and female.

- **Woman** - a female person associated with a particular place, activity, or occupation.
- **Man** - a male person associated with a particular place, activity, or occupation.
- **Social Dialogue** - social dialogue is defined by the International Labour Office to include all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy.
- **Informal worker** - this is often a contractor rather than an employee, does not have a uniform or dress code, might be seasonal or temp worker, moves from employer to employer, doesn't have taxes taken from his pay checks and works this way out of necessity more often than desire.

INTRODUCTION TO ORGANISING INFORMAL SECTOR WORKERS

The 21st Century is largely characterised with reduction of mass trade unions. The factories and the urban areas have largely contributed to dis-organisation and decline of workers power. Coupled with neocolonial and brutal capitalist factors workers are continually shifted on fringes of the economy in precarious working conditions. That is the reason why workers in whatever sector they are involved ought to make use of their collective power to advocate for better living wages and working conditions.

Organising leads us towards consolidation of the collective power that is required to influence improvement of workers voice and income wellbeing. This module provides skills on how to organise including promotion of trade union philosophy to workers in the informal economy. The underlying expectation is for us to have large number of workers and their leaders with skills in organising in order to contribute to holding ground and expansion of numbers.

Like in many other countries in Africa new jobs are created in the informal economy. This results from various aspects such as: labour market flexibilities, shrinking formal economy job opportunities and nonperformance of economies in general terms. Respectively, it also depends on how the concept of informal economy is defined contextually.

For instance, in Tanzania informal economy excludes persons that are engaged in agricultural activities. Informal economy is considered or defined to include enterprises owned by individuals or households that are not constituted as separate legal entities that are independent of their owners or have no complete set of accounts and they produce their goods for sale and their employment size is usually below 5 persons¹⁰.

In Kenya, the formal sector employment accounted for only about 16% of the total labour force. Approximately 61% of non-agricultural jobs were in the informal economy of which about 30% are in non domestic private work with the remaining 10% being domestic work.

In Uganda, informal economy accounts to about 94% of the labour force. The informal economy is characterised by lack social security coverage, voluntary and non-voluntary pensions and none registration of enterprises.

Before the recent changes, the informal economy that constitute a significant portion of Rwanda's economy was largely ignored as not paying taxes, no basis for establishing a minimum wage, no social security coverage and increased vulnerability of the households.

In Burundi, informal economy constitutes about 96% of the total workforce¹¹. The low level of education has been the main reason why majority of workers end up in the informal economy.

The scenario as observed in the EAC countries is that informal economy remains the biggest employer. This employment is characterised by precariousness, low social security coverage, lack of social protection, low wages, unsecure employment tenure and low trade union density.

This leaves majority of workers not unionised although many are organised in informal structures. In various instances informal structures in which workers are organised are not recognised and represented in social dialogue structures as encouraged by the ILO.

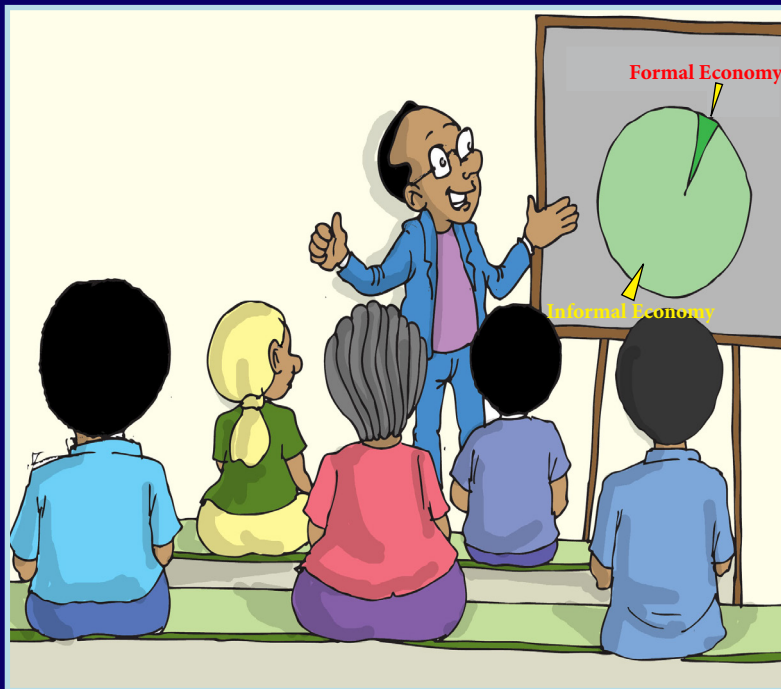
Gender and exclusion of people with disabilities is a big challenge in the informal economy within the region. There is a need for deliberate mainstream of gender as a cross cutting issue and subject in organising the informal economy and create an enabling environment that allows for the inclusion and non-discrimination of persons with disability and youth when organising the informal economy.

¹⁰Leandro Medina, Andrew Jonelis, and Mehmet Cangul. 2017. The Informal Economy in Sub-Saharan Africa: Size and Determinants. IMF Working Paper

¹¹This is based on a think piece authored by Jürgen Schwettmann, ILO Consultant with guidance and commentary by Mary Kwar, ILO Director for Tanzania, Burundi, Kenya, Rwanda and Uganda



MODULE ONE



ORGANISING AND RECRUITMENT OF INFORMAL ECONOMY WORKERS



Learning Outcomes

- Identify which information is needed to start organising informal economy workers
- Where is such information be found
- Organise informal economy workers into democratic trade unions or associations that are affiliated to it.

The following terms are critical for organising informal economy with the following definitions:

- **Organising** - means building the power of workers by:
 1. Organising workers into trade unions
 2. Building and maintaining democratic trade unions
 3. Building accountable workers' leaders, including women leaders
- **Trade Union** - a trade union is an independent legal organisation that is mandated to organise and represent and protect workers' rights at the workplace.
- **Informal worker** - an informal worker is often a contractor rather than an employee, does not have a uniform or dress code, might be seasonal or temporary worker, moves from employer to employer, doesn't have taxes taken from his pay checks and works this way out of necessity more often than desire.

Case study of informal economy workers in Uganda and how they organise themselves

The transport workers in Uganda through their various working groups and associations came up with a road map as workers are identified by the stage of operation. Chairpersons of the stage is supposed to organise all workers at the stage and send the filled recruitment forms to the union branch which in this case is the association head office. This is done on a monthly basis as it is also used to collect dues.

The Boda Boda riders in Uganda have developed an App (KAMBE Boda) which they are using to organise the boda boda rider. They use it to provide them with the clients and in turn use it to recover the union's dues through using the App. The informal transport workers under their association Kampala Operation Taxi Stages' Association signed an MoU with Amalgamated Transport and General Workers Union an Affiliate of National Organisation of Trade Unions.

This was a result of the enactment of Public Order Management Act which stopped public gathering without permission from the Inspector General of Police. This has made associations to find possible ways of conducting meetings. In so doing taxis are organised in stages and roots. Each stage has a chairperson who is also referred to as shop stewards. The shop stewards do daily recruitment of workers the unique case here is that they are supposed to reregister the members every month.

Informal sector categories

The table below represents sectors/groups, priority issues and organising challenges of informal economy workers.

SECTOR / GROUP	PRIORITY ISSUES	ORGANISING CHALLENGES
Street, Market Vendors and Hawkers	<ul style="list-style-type: none"> • Right and space to vend • Facilities- storage, shelter, toilets, water • Protection against police and City-Authorities • Safety and security • Space for small children when parents are working • Fair competition • Access to credit 	
Home-based workers	<ul style="list-style-type: none"> • Equal income and benefits as formal workers. • Identifying employer. • End of exploitation by middlemen. • Access to regular work • Access to markets • Access to credit • Contract of employment • Safety uniform clothing 	<ul style="list-style-type: none"> • Isolated in homes, invisible • Lack of time due to double burden of work and home care • Fear of losing work • Restrictions imposed by religion and culture • Child Labour • Unprotected by labour laws
Garment workers	<ul style="list-style-type: none"> • Living wage • Right to Organise • Unpaid overtime • Security of employment • Contract of employment • Safety uniform clothing 	<ul style="list-style-type: none"> • Women workers are seen as 'seasonal', supplementary' wage earners • Anti-trade unions tendencies • Often small workshops
Waste pickers and recyclers	<ul style="list-style-type: none"> • Access/right to recyclable waste • Integration into Municipal structures Work higher up the recycling chain • Fair prices for recyclables • Recognition and improved status • Health and safety • Safe uniform clothing • End of exploitation by Middlemen 	<ul style="list-style-type: none"> • Low status and self esteem • Fear of losing work • Fear/dependency on middlemen • Competition amongst themselves • Time to meet means loss of income • Child labour • Not protected by labour law
Agricultural, forestry, mining and fish workers	<ul style="list-style-type: none"> • Right to land and land use • Right to natural resources • Regular work • Access to resources and equipment • Safe uniform clothing • Access to credit and markets 	<ul style="list-style-type: none"> • Scattered locations • Isolated and far distances • Child labour • Not protected by labour laws • Seasonal or intermittent work

SECTOR /GROUP	PRIORITY ISSUES	ORGANISING CHALLENGES
Domestic workers	<ul style="list-style-type: none"> • Recognition as workers • Protection against dismissal and-abuse • Freedom of movement • Freedom to change jobs (migrant) • Long hours of rest • Better living conditions • Sexual abuse at place 	<ul style="list-style-type: none"> • Isolated and invisible in homes • Fear of employers and losing jobs • Dependency on employer for housing etc. • Not protected by labour law • Lack of time: long hours • Fear of authorities (migrant if not migrants some of them are picked from Villages and brought to city centers)
Transport workers	<ul style="list-style-type: none"> • Access to routes and passengers • Protection against harassment • Health & safety/ accident • Parking and facilities • Petrol and spares prices and fares • Fair Competition 	<ul style="list-style-type: none"> • Mobility • Competition between selves and formal sector • Political influence • Threats by employers • Fear of harassment by police/ authorities • Time for organising means loss of income
Women workers in all sectors	<ul style="list-style-type: none"> • Safe and affordable child care • Income protection during/after childbirth • Sexual harassment • Equal income for work of equal value • Access to higher income earning 	<ul style="list-style-type: none"> • Fear and lack of confidence • Cultural and religious barriers • Often in scattered locations • Domination by men in decision making • Lack of time • Child care and home care
All sectors	<ul style="list-style-type: none"> • Better and more secure income • Improved working conditions • Access to social protection 	

ORGANISING STRATEGIES

STEP ONE	<ul style="list-style-type: none"> • Use the Participatory Research and Action methods to interact and get information from the workers • Identify a group of workers that you want to organise. • Find out as much as you can about the workers you are targeting and their circumstances. • Use method that shall enable you to observe, listen, historicise issues
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Information needed and where to find it;

Table 2: Information needed and where to find it

INFORMATION NEEDED	POSSIBLE SOURCES
What type of workers are you targeting? <ul style="list-style-type: none"> What work do they do? Are they men or women? Are they young workers? Are they self-employed, employed or do they have workers working for them? Why are they doing this work? What is their level of education? 	<ul style="list-style-type: none"> From contacts in the target group From leaders of their associations From workers themselves Your own observations
What is the potential number of workers in your target group?	<ul style="list-style-type: none"> As above From already organised groups in nearby areas Research departments of unions and NGOs
Where do they work and live? <ul style="list-style-type: none"> Are there obvious units of organisation e.g. bystreet, by parking area, by church or mosque, catchment area, by product sale, collection or production? Where is the best place to meet with workers? When is the best time meet with workers? 	<ul style="list-style-type: none"> From contacts in the target group. From leaders of their associations From workers themselves From experienced colleagues Your own observations
What problems do workers have at work? <ul style="list-style-type: none"> What is their income level? Do they have health and safety problems? Are they harassed by authorities, employers? Do they work long hours? What are the most pressing problems? Other problems? 	<ul style="list-style-type: none"> From contacts in the target group From leaders of their associations From workers themselves Your own observations Organisations in the same sector Internet
What problems do workers experience more generally? <ul style="list-style-type: none"> Do they have housing problems? Do they have transport problems? Do they have problems in accessing health care and other social security measures? Do they need a safe space where they could keep their babies and small children? 	<ul style="list-style-type: none"> As above Contacts in worker communities Religious institutions in the area Social workers Supportive NGOs

INFORMATION NEEDED	POSSIBLE SOURCES
<p>Are workers organised or have they been members of any trade union before?</p> <ul style="list-style-type: none"> • What kind of organisation? • Is/was it a positive or negative experience. Why? • Have workers taken up any issues, or taken any action before. What happened? 	<ul style="list-style-type: none"> • From contacts in the target group • From leaders of their associations • From workers themselves • From supportive NGOs, • Studies/ research from universities
<p>What are the laws and policies relating to this group of workers?</p> <ul style="list-style-type: none"> • Labour laws • Municipal laws and Regulations • Other laws and policies applicable to the group of workers. 	<ul style="list-style-type: none"> • Trade unions and worker organisations • Supportive NGOs • Department of Labour • Internet • Relevant government agencies and departments
<p>Who are your potential allies and opponents in organising?</p> <ul style="list-style-type: none"> • Others organising in the sector/area? • How do you deal with possible opposition or challenge during organising? • Leaders in the sector, community, political parties? • NGOs, local authorities (and particular individuals), religious groups, trade unions? • Colleagues with experience? 	<ul style="list-style-type: none"> • Ask around in your organisation and other organisations you are close to. • Ask around in the community • Read local newspapers • Read earlier reports and • Documents
<p>What resources are available?</p> <ul style="list-style-type: none"> • People to assist you • Transport • Organising materials • Finances 	<ul style="list-style-type: none"> • Your Organisation and others

Source: Adopted and modified from Street net (2016)

STEP TWO

- In planning your strategy, you will need to take into account all relevant factors: the workers, the environment, resources available, organisational-policies as well as the strengths and weaknesses of your trade union.

Decide on the strategic approach

First decide on the big picture. Look at your aims, the size, scope and shape of your organising strategy, and the policies needed to support this. This should be something your organisation as a whole has taken a decision on. You will need to agree on the following:

- **Type of trade union/organisation:** if you are starting a new trade union or organisation decides what kind of organisation is appropriate and workable. Is it a union, cooperative or association? Or will it be better to organise workers on the basis of cultural, community or other interests first. An example might be migrant workers coming together through a common home bond or shared situation. How will affiliation to a larger union be organised?
- **Membership:** who can join? Who is excluded from membership? Will the membership consist of allied members? For example, you might decide to exclude vendors who “employ” one or more assistants or drivers who own more than one taxi? You might decide that your members will consist only of women.
- **Priorities:** what are the priorities? Is there a particular focus on organising women and youth or on the poorest workers in the sector?
- **Approach:** Will you organise existing associations into a bigger organisation, or join up workers as individuals, or work through an existing organisation to gain individual members? Or will you use a mixture? Does your constitution allow for different approaches?
- **Size of organisation:** are you running a big organising campaign or are you involved in a small, local initiative?
- **Objectives and targets:** what do you want to achieve? What are your target numbers?
- **Collaboration:** Will you work with other organisations or people? For example, there may be an NGO that works with your particular target group that you could usefully collaborate with.
- **Resource allocation:** what resources will the organisation allocate to the organising programme?
- **Contacts:** How you start. It is usually best to work through a contact person who will talk to workers with you, or for you. Do you have an existing contact to start you off? Is that person an existing leader? Do workers trust her/him? If you do not have a contact, how will you make the initial approach? You could, for example, give out a pamphlet explaining your organisation and inviting workers to a meeting.
- **Place:** you will need to find the best place to talk to workers and also operate from. It could be at their workplaces. At off peak hours, you could talk to vendors at their sites. You could talk to taxi drivers at parking places or pick-up points. You might talk to domestic workers on the telephone.
- Or it might be better to contact workers in their communities. This could be through their churches or when they are socialising. You might even decide that house visits are the best way. Be creative. Sometimes talking to organisers is dangerous for workers. Do you need to first meet in secret on an individual basis?

- **Time:** Many informal workers work for themselves and their families. Others work for harsh employers with little free time. When is the best time to meet with your contacts and for how long? If you want to meet with a group of workers, when is it possible? Do they have breaks or can they only meet with you when work is finished? Do they have rest or day off?
- **Communication tools:** you might decide it is best to speak privately to workers. Or you might decide on a very public approach. You will need to decide on appropriate ways to communicate. You may decide that you need something to help you explain your organisation to workers such as a pamphlet or the organisation's newsletter. You may find creative ways to use mobile/cell phones or even the employer's telephone.
- **Mobilising issues:** many organisations spring up only when workers are confronted with serious and immediate issues. Bringing workers into the organisation by dealing with their real concerns is a useful strategy. Your strategy must include how to build on the issue and how to sustain interest when the immediate issue or crisis dies down. This is a potential avenue for emergence of briefcase organisations.

STEP THREE

- **Plan the Practical details**

Pay attention to practical details and make sure that there is good administration that can make a difference.

Use the checklist below to help you plan.

Check list 1: Have we?

- Set a start date
- Made sure that we have necessary time required
- Set a time period for the first phase
- Set a time period for the overall project/campaign if appropriate
- Decided when to evaluate progress
- Put the organising team together
- Made clear arrangements with organisers: who will do what and when
- Reporting
- Produced organising materials
- Made sure that joining forms and cards are available
- Kept records and filing
- Arranged meetings
- Arranged transport
- Mobilised resources

STEP FOUR

- **Approaching workers**

Who to approach

You need to find an entry point, a way of approaching workers. The most common entry point is through a contact person. Where possible, get someone to introduce you to a potential contact person from the target group. This can help to open doors, and overcome distrust, fear and reluctance. The person should be someone workers trust, respect and have confidence in. It may be the official or unofficial leader of a group or association of workers, or a leader in the community.

On the other hand, the leaders of a group or association may be the very people that workers fear or distrust. Here you may have a problem. If you bypass the leader, he may turn hostile and undermine all organising efforts. If you work with the leader in isolation, the workers may reject your organising attempts. There is no easy answer to this problem. Be aware of it and be prepared to change your strategy.

Sometimes you have to build your contacts from scratch. You have to approach a worker or group of workers without any introduction. If you have to do this, make sure you have first spent time observing the group or situation before selecting a person/group to approach.

Are you prepared?

Before setting out to organise, ask yourself what qualities, attributes and skills you need to successfully organise informal workers. What are your strong and weak areas?
Qualities, attributes and skills for organisers/ organisers

**Locate yourself
in their context**

- Understand and respect the workers' culture and background
- Know the key problems and issues facing workers
- Empathise with workers
- Show respect for workers
- Be honest and trustworthy
- Work smart and be committed
- Act independently and impartially
- Act democratically and fairly
- Show confidence and courage
- Be patient and persistent
- Have a friendly approach
- Know how to listen and how to communicate

STEP FIVE

• The organising meeting

Along the way, you will hold many meetings. These might start with one or two workers, and expand into a core group that will help you to organise more.

Ideally, you will hold meetings with larger groups of workers to:

- Explain the organisation.
- Discuss problems and issues.
- Explore possible solutions and the role that the organisation can play.
- Share experiences of other informal workers.
- Plan to take up an issue.
- Report on successes.
- Report on progress.
- Report on challenges.
- Work out the involvement of workers and leaders in the organising process.

Holding a Successful Organising Meeting

Before the meeting

- With your contacts decide on the best place and time to hold the meeting.
- Always keep meetings very short: maximum 60 minutes.
- Inform workers in good time, explaining briefly the purpose of the meeting and how long the meeting will last.
- Choose an appropriate way of getting the message to workers.
- Be clear what you want to get out of the meeting, and plan an interesting and realistic agenda. Circulate this in advance where possible.
- Decide who will chair the meeting, who will record the minutes and who will speak on different issues.
- Build in time for questions and discussion.
- Prepare materials you want to use or distribute at the meeting.

During the meeting

- Explain the purpose of the meeting and the agenda items.
- Chair the meeting firmly so you can deal with the issues, reach conclusions and finish on time.
- Chair the meeting democratically so that all views are heard, especially those of women, people with
- disability and youth.
- Summarise decisions and agree on the way forward.
- Always have a rapporteur that can record minutes for filling.

When meetings are not possible

“Workers tend to be individualistic and have little or no time for group meetings. The reason is that they will lose their daily incomes or sales when they attend meetings outside of their workplaces”

“Workers are not interested in meetings, only in money”.

The most potent communication tool for democratic worker organisations is the meeting. But, informal workers often find it difficult to attend meetings. For workers working on their own account, time spent in meetings may mean less working time, and less money earned.

For others, working hours may prevent them attending. For women informal workers, there may be additional barriers such as child and home care “duties”, security fears, religious or cultural norms and so on.

If workers cannot come to you in the form of a meeting, then you have to find ways of going to them. Getting information to workers individually and getting their feedback on issues can be extremely challenging. It requires resources and imagination.

Here are some ideas:

- Mobilise teams of volunteers that will assist you to visit workers in their homes.
- Send messages along the “grapevine” or informal communication networks.
- Visit workers in places they socialise.
- Where available, send regular messages to cellular/mobile phones. (This is where the idea of the app is crucial)
- Set up a network of “leaders” within the community or in work areas who can pass on messages and receive feedback from workers.
- Put out regular information pamphlets.
- Build and Maintain Democratic Trade Unions of Informal Workers

BUILDING ON DEMOCRACY IN ORGANISATION OF INFORMAL WORKERS

A democratic, member-based, workers’ organisation can take different forms. It can be a trade union, an association, a network, a worker cooperative amongst others. It can be small or large; local, national, regional and international.

Its members can be informal workers, formal workers or a mix of both. Whatever its form or its name, it should be based on strong, democratic grassroots (workshop, farm, market, taxi park, street, landfill site etc,) structures led by elected leadership which is accountable to the members.

It operates with a clear purpose, backed by sound values and principles like members’ participation, inclusion, equity, and power sharing.

Internal Challenges

It is never easy to manage a democratic member-based organisation, because of the multiple role of members as; owners, managers and beneficiaries. Decision making is often slow and complicated. Some of the challenges worth highlighting are:

- **Challenge 1:** Choosing the right kind and type of leaders. Some leaders are drawn from organisations with a history of weak and undemocratic organisational practices. Some want to be leaders to further their own interests. Others are corrupt and influenced by politicians.

- **Challenge 2:** Women are marginalised from leadership positions. Gender equity is in most cases not considered.
- **Challenge 3:** Developing the necessary skills and knowledge to manage an organisation. Many workers in the informal economy have had little opportunity to acquire a good education and formal skills. They often lack the confidence and experience to manage their organisations well.
- **Challenge 4:** Inadequate resources to carry out the objectives of the organisation. Member-based organisations rely on fees paid by their members. Informal workers are generally low income earners and cannot pay high and/or regular subscription fees. It is often difficult to collect subscriptions regularly
- **Challenge 5:** Lack of accountability capacity. Most informal sector member based organisations are not able to ensure accountability to the law, to themselves and to the public.

WORKER LEADERS IN THE INFORMAL ECONOMY

Leaders can make or break an organisation. Where leaders are strong, representatives work collectively and listen to their members, organisation can flourish. But where leaders are self-serving, organisations can die or remain a shell.

A leader plays an important leadership role. This is true whether s/he is an elected leader, an appointed official or a volunteer. A leader is usually the one that works alongside other skilled members to educate and guide newly elected leaders.

Qualities

Use the checklist below to assess your own leadership qualities and as a guide for other organisers, worker leaders and members.

Qualities of an effective leader of informal workers

- | | |
|--|--|
| <ul style="list-style-type: none"> • Committed to organisational objectives, policies and values? • Committed to serve interests of the member • A person who understands and is close to the members? • Honest and sincere? • Respectful of other peoples' opinions? • Fair when dealing with people of different sex, religion, colour and politics? • A person who listens to what members say and acts on their mandates? • Able to work collectively and contribute as part of a group? • Able to inspire and influence others? • Able to accept responsibility? • Ready to admit mistakes and to learn from them ? • Gender sensitive and committed toward empowerment of women? • Confident of myself and the members? • Cool, calm and composed under pressure? • Tactful, diplomatic and humble? • Brave, and able to defend myself and my organisation? • Full of initiative, drive and energy? | <ul style="list-style-type: none"> • Talk too much? • Consider myself an expert on all subjects? • Dominate other peoples' way of thinking? • Manipulate to serve my own interests? • Misuse the resources of the organisation? • Consider myself a leader for life? |
|--|--|



Women and young leaders

Women and youth are often excluded from leadership positions for various reasons:

Internal barriers such as lack of confidence or belief that leaders should be older men and societal biases such as religion, traditional male attitudes and child and homecare burdens.



Removing the Barriers:

A CASE OF SUBIRA EASTLEIGH WORKERS SACCO, Nairobi, Kenya

Subira East Leigh SACCO was registered in 2018 with a membership of 25 women aged between 21-45 years with a majority of them being below 35 years. The women are all engaged in casual domestic jobs earning a wage of 100 – 500 Kenya shillings a day depended on a number of clients one is able to get a day.

In its early formation stages, Pamoja trust conducted a survey aimed to collect information from domestic workers, respondents were later invited to attend a meeting where they were sensitised on the need and importance of being in an organised, legally recognised group as Domestic workers that will give them the space and voice to air out their concerns, pursue action and most importantly facilitate the change they want through resource mobilisation.

The domestic workers who bought the idea were invited to join in weekly meetings that trained them on life skills which also focused on psycho-social support, financial education and human rights.

The group was also introduced into the cooperative model and sensitised on the importance to join one, how to form and manage a cooperative and were eventually connected to the cooperative office in Nairobi which facilitated the registration process.

So as to ensure relevance in response to needs of Domestic workers, Pamoja Trust entered into partnership with KUDHEIHA and jointly developed a work plan aimed at better protection of domestic workers and organising many more into cooperatives so as to enhance their democratic space and involvement in governance.

Subira domestic workers have been able to pool their resources together with weekly savings of 100 shillings and are in the process of design products and benefits for their SACCO. They have so far introduced weekly table banking as one of their products.

The members have also been able to participate in various important forums such as the protests against evictions and demolitions and training on lands rights, a project which will give an opportunity to members of the SACCO to participate in collection of data on the impact of eviction on women and influence policy around eviction issues in the country.

But where barriers are removed, women have proved to be very effective leaders. The Subira East Leigh SACCO in Kenya is a women domestic workers association. Its members and leaders are all women.

Strategies to encourage youth and women in or to join leadership positions

General and targeted Gender Mainstreaming

- **Target men** - Raise awareness, challenge tradition, educate on gender equality and relations.
- **Target women and youth** - Raise awareness, build confidence, overcome fears, build skills, and provide role models.
- **Target structures** -Set targets and quotas for women in leadership, set up and give status to women's committees, ensure gender mainstream issues to be on agendas.
- **Target leaders** -Change mind-set, challenge self interest

COLLECTIVE LEADERSHIP

One of the principles of democratic, worker organisation is collective leadership. In practice, you often find that informal worker associations have powerful, charismatic leaders who act alone. These actions of sole leadership may be as a result of cultural impediments or self-interest, and your members and leaders/potential leaders may be used to this leadership model and style.

Existing leaders may resist change. Members may be afraid, or not be interested to challenge the status quo. You will need to carefully argue the case for collective leadership. Point out its advantages and disadvantages to existing leaders, but more importantly, to the members. Where you are organising informal workers into an established union, informal worker representatives should be part of the leadership.

Arguing the case for collective leadership.

- Collective leadership is often stronger because it:
- Combines everyone's ideas, creativity, experience
- Makes the best use of each person's skills and strengths
- Provides mutual support
- Power is shared equitably
- Responsibility is shared
- Apportions praise and appreciation
- Facilitates transparency
- Combats corruption and abuse of power
- Combats individualism
- Strengthens leadership capabilities of everyone in the group.

Collective leadership also means leadership that is spread throughout an organisation and not just those at the top. A democratic organisation has various levels of leadership which includes; shop stewards, branch officials, and national officials.

Shop stewards/grassroots leaders are the direct link between members and top leaders and the organisation's organisers and staff. They are the future "top" leaders. It is important to focus efforts on building this layer of leadership.

A STRONG FOUNDATION

A strong informal workers' organisation has a strong foundation, made up of an active membership, a representative and collective leadership and democratic decision-making. To make these elements work together an organisation needs clear objectives, structures and rules. It needs policies and procedures.

These should be in writing and formally adopted. If you are building a new organisation you have a task in developing these documents. But, if done well, it will prevent problems and difficulties in the future. If you are an established organisation now organising informal workers you may need to change your constitution.

THE ORGANISATION'S CONSTITUTION

A constitution is a body of rules mutually agreed to by the members to guide the conduct of an organisation. It is binding on all members, leaders and staff.



The constitution:

- Guards and maintain democracy
- Enhance the organisation's principles and values
- Educates and empowers members
- Protects the organisation against mismanagement, ill-discipline and corruption
- It is a critical tool for conflict resolution.

A constitution should be:

- Known and available to all the members
- Drawn up, reviewed from time to time, and amended if necessary through democratic processes.
- A constitution is a legal document. Where possible it should be registered with appropriate authorities.

A new organisation will need to develop a set of rules that guide its work until it can develop and adopt a constitution. An organizer is an important link between the constitution and the members. You must make sure members participate in development of a new constitution or amendment of the old one and/or that they know the existing constitution. Development of a constitution can be a powerful tool to educate and empower members and to build their confidence and commitment.

What should a constitution constitute?

- Objectives of the organisation
- Who are the members
- How members are represented in the organisation (structures)
- How often they meet (leaders, members)
- How leaders report to members
- Who are the leaders
- How leaders are elected
- When and how often leaders are elected (term of office)
- Leaders' roles, responsibilities and powers
- Representation of women and women leaders
- How finances are managed and checked
- Discipline and recall of leaders
- Your constitution should be clear and understandable to member

POLICIES, PROCEDURES AND VALUES

Policies

All organisations need a set of policies. Policies tell what the organisation's stand is on various issues. They guide the work and operations of the organisation. An organisation can have policies on various issues developed through democratic processes.

POLICY PROCEDURES

Alongside a constitution and policies, you will have a set of procedures that guide operations in the organisation. Procedures for other operations such as office management and procurement, maybe contained in an office manual, a memo or / and agreeable long term practices. It is encouraged that an organisation works towards formalising their procedures for enhanced accountability.

VALUES AND PRINCIPLES

Our values and principles underpin everything we do. As an organiser/ leader it is important that you uphold the values and principles of your organisation and guide members including other leaders.

CHOOSING LEADERS:

i) The Election Process

In a democratic workers' organisation, members have a right and duty to choose their own leaders through an election process. Elected leaders in turn appoint others, such as paid organisers with clear authority and accountability.

ii) Election Principles

- Members elect their own leaders
- Freedom from harassment or victimisation
- One member-one vote
- No discrimination based on gender, race, religion
- Confidentiality should be observed at all times (unless otherwise agreed by voters or in terms of constitution).

iii) Organising an Election

Step One: Prepare for the election

- Know the rules and procedures - Check your constitution and /or election rules. If none of the above exists, develop a set of rules and agree on these with the members. There should be clarity on who is eligible to vote and to be elected.
- Define constituencies - Do workers elect representatives by street, market product, taxi rank, trade or area?
- Educate leaders and members on what an election entails - Significance of the election for members, the organisation and for democracy.

How the election will be managed (Leadership criteria e.g. qualities, gender)

- Prepare all modalities
- Have the members adopt the date and venue well in advance
- Collect nominations and inform members.
- Arrange with authorities/employer where appropriate
 - Organise ballot papers and ballot boxes (if secret ballot)
 - Arrange who will oversee and observe the election
 - Arrange who will count the votes and confirm results
 - Make sure members are informed in good time

To help you prepare for elections with members you could hold special meetings and election management. You could draw up a simple pamphlet explaining the process of elections. You could produce an announcement poster for workplaces. You should train a group of volunteers as voter educators to visit workplaces, communities or homes.

Do encourage open and healthy discussion on the kind of leader that the organisation needs. Do not try to influence or put pressure on members to vote for you or your candidate. Do challenge assumptions and myths about leadership. Use some of the ideas below to help your discussions, together with Checklist one (1) above.

Choosing leaders: do you agree?

Leadership Myths and fallacies

- A leader must always be well educated.
- A leader must speak English (or other colonial language).
- The most important leaders must be men.
- A leader must be someone forceful and who speaks a lot in meetings.
- A leader must have economic and/or political status.

Key Leadership Criteria

- A leader must show strong and genuine commitment to the organisation.
- A leader must always be true to the organisation's mandate.
- A leader must be able and prepared to work collectively.
- A leader must be honest, open and principled.
- A leader must be genuinely gender sensitive.

Step Two: How to manage the election

- **Equipment** - Make sure you have the entire necessary equipment ready such as pens, ballot slips, ballot boxes, tape to seal boxes and large papers to write up nominations.
- **Time keeping** - Be early so everything is in place before the scheduled voting time.
- **Set up** - Make appropriate arrangements in the room, under the tree or in the market place. If you cannot get workers together to vote you may have to do a mobile voter station near homes, in the fields or in the streets. It is best for two people to work together.
- **Voting "officers"** - Make sure they are ready and that they conduct the election freely, fairly and in an orderly manner. This is very important whether the election is by secret ballot, or by the less formal way of raising hands. The election must be genuine and free from influence by candidates or their supporters. Members must feel confident about this. If you are holding a secret ballot have you put in place a system to assist those who cannot read?
- **Ballot papers** - Where these are used they should be kept safe until counted and stored for a specified period for audit purposes.

Step three: Process the results of the election

- Count the votes: Where voting is by show of hands this is done straight away by people appointed to the task. The advantage of this system is that everyone can immediately see who has won and can verify the counting. The disadvantage is that people may feel pressure to vote or not to vote for someone. With the secret ballot vote counters will be appointed and approved. The advantage of this method is that every individual is free to vote for the candidate of her choice without feeling any pressure.
- There should be reputable agents that will observe the counting of ballots.
- Record the results: List the results showing the number of votes cast for each person.

Step Four: Communicate results

As soon as possible communicate the results to the members including those that are elected. Introduce the new leaders to the members.

After an Election

- **Brief the new leaders** - As soon as possible give new leaders a briefing about their roles and duties. Make sure they have all the documents they will need e.g. constitution, policies, meeting schedule.
- **Educate** - Arrange an on-going programme of education for leaders. Do not wait for a formal leadership education programme.
- **Set to work** - New leaders should learn by doing. They should get started immediately with their duties. Keep in close communication. Provide advice and support.
- **Keep records** - File and keep records of the election in a safe place (usually registered organisations have to keep records for five years). You never know when there is going to be a challenge or a conflict around leadership.

DEALING WITH DIFFICULT SITUATIONS

“Leaders did not want to go for elections, and often operated like a mafia because of lack of accountability and transparency”.

You are likely to have to deal with difficult situations around elections. If workers do not have a tradition of participation in a democratic organisation, then you will have to help build this tradition.

It is ever challenging for trade union leaders to hold all the members together after elections. What needs to be done is that the new elected leaders must find possible ways to reconcile and build a strong union.

Leaders and all trade union membership must be sensitised that trade union politics is like a game where at the end of the day there must be a winner and a loser.

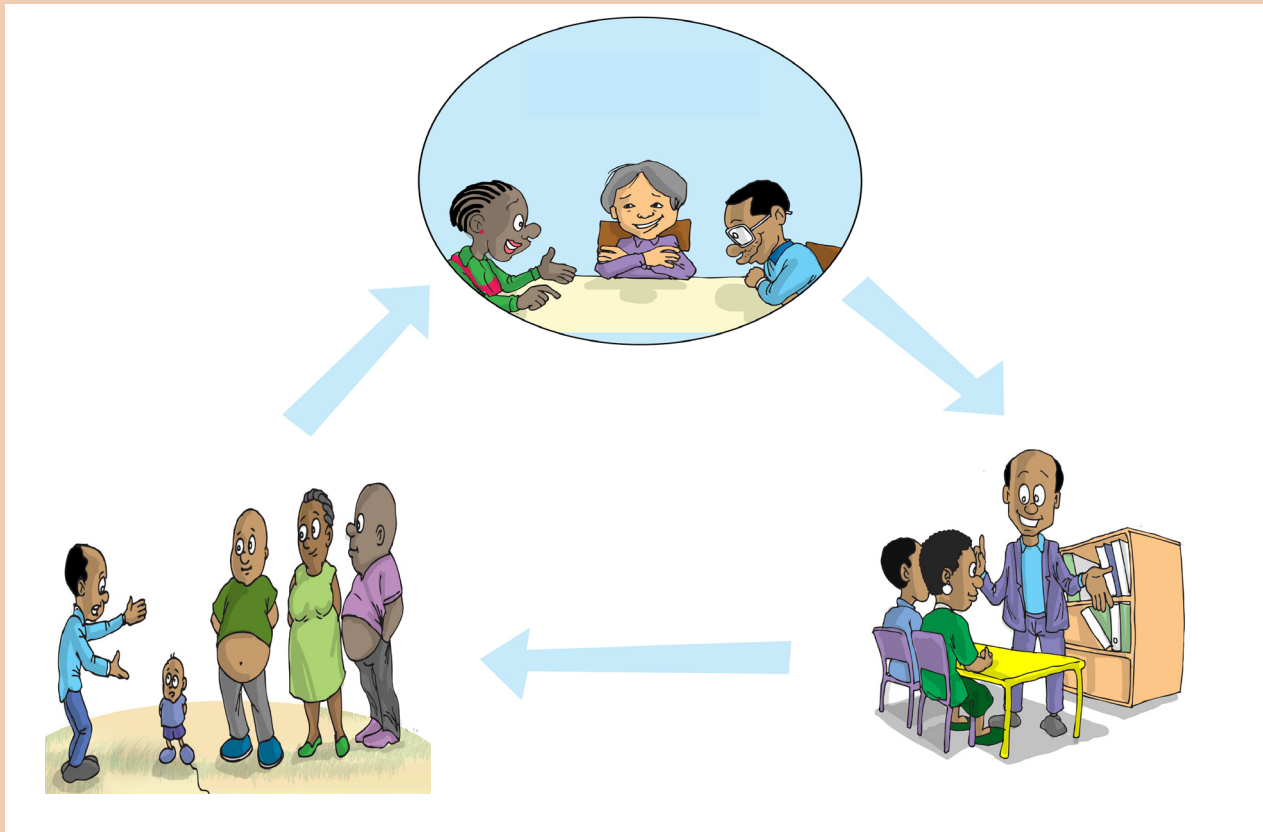
After Election challenges

- Attempt to come up with splinter union
- Withdraw from the union
- Withhold of membership fees

How to address after election challenges

- Uphold the constitution
- Set up conciliation committees
- Try as much as possible to be a natural leader

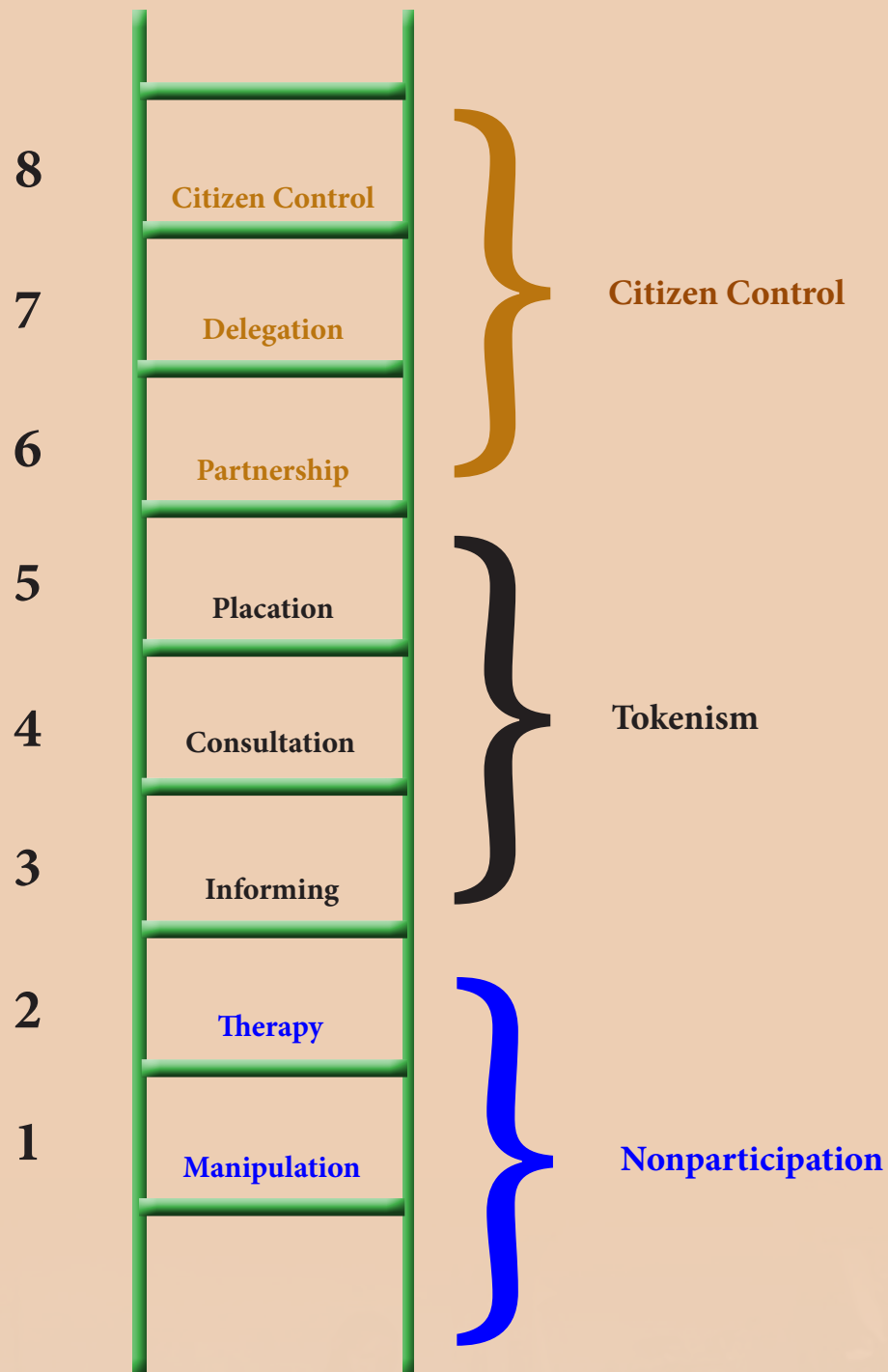
PARTICIPATION AND DECISION MAKING BY MEMBERS



The basis of a democratic organisation is active, informed and fully participation of members who make decisions collectively by using organisational structures and procedures. This is not easy to achieve.

For informal workers, especially own account or piece-rate workers, time spent on organisational activities is time lost to earning a living. Opportunities to participate are often restricted, such as where workplaces are scattered or where employers force long hours on workers.

Women in particular struggle to fully participate in the life of the organisation. You need to know that participation gives power to the workers. As such the Ladder Of Citizen Participation proposed by Sherry R. Arnstein can be useful in understanding if there is full participation or not.



Arnsteins Ladder (1969)
Degrees of Citizen Participation

You will need to take these and other difficulties into account in your structures, meeting arrangements and communication tools.

If you are bringing informal workers into an already existing trade union you will probably have to adjust your structures and practices to accommodate informal worker members.

You may need to change your constitution. You may be the one who has to persuade union leaders and members to do so. If your union has always had male leaders you will need to take positive action to ensure women are represented.

The members and the leadership should appreciate that elections is about inclusion rather than factions and winner take it all.

The elections should adhere to the constitution and its leadership structure. However, the leaders should discuss with the members to ensure that all members including those who are candidates get involved in the organisation.

BUILDING A STRONG BASE

The first building block of a workers' organisation is usually a group of members at a workplace, a combination of workplaces (e.g. a street of individual vendors), an occupational or trade grouping within a community (e.g. homeworkers producing leather goods). These base units will elect their own leaders and run their day-to-day affairs.

When organisation spreads beyond the local level it is usual for the base units to elect representatives to the higher structures of the organisation. What happens at the base therefore affects the organisation from top to bottom.

For example, if one occupational group is not fully represented at the base, then it is unlikely to be fully represented at the top. If women leaders are not elected at local level, then there is little chance of women being elected to national leadership positions.

Time spent building a strong base is time well spent.

- With Members And Local Leaders
- To Develop Suitable Grass-roots Structures
- To Establish Appropriate Ways Of Doing Things
- To Inform And Educate Members And Leaders
- To Support Leaders In Their Roles
- To Promote Election Of Women, People With Disability And Youth Leaders
- To Support Women
- To Train Leaders To Educate And Train Others
- To Keep Workers Mobilised And Active
- To Help Workers Make Concrete Gains And Draw Out New Lessons.

Shop steward/Grassroots leaders are a vital part of any organisation. Their role is to recruit new members, educate members about the organisation, take up members' issues and problems, represent members in organisation structures, report back and give information from the organisation.

They may also be responsible for collecting member dues. Train and support them well!

HOLD SUCCESSFUL MEETINGS

Your organisation will take most of its important decisions in meetings. A meeting is a tool of democracy. A meeting allows members and/or their representatives to:

- Directly participate in decision making
- Hold leaders accountable
- Gain experience, knowledge and skills to manage the organisation
- Identify with the organisation and other members.

Attributes of a successful meeting are:

- Good planning and preparation
- Clear rules and meeting procedures
- Well drafted agendas
- Informed and skillful chairing
- Clear decisions
- Good minute-taking
- Conducive venue and timing

And after the meeting:

- Good reporting
- Implementation of decisions
- Monitor and evaluate the implementation of decisions

NOTE: Apply these attributes to all of your meetings. Adjust them to possible levels of formality required.

Step One: Planning and preparing for the meeting

How to have a successful meeting

- Always carefully plan the approach you will use.
- Make sure that everyone involved in the process knows what is expected.
- Conduct meetings as procedurally and formally as possible. Agree a common meeting procedure and agenda for small group discussions. Agree a common cell phone message. This will help keep things focused and prevent slipping into gossip and rumour.
- Prepare short summaries of meetings for report backs. Spell out decisions clearly. Say what mandates or opinions members must give. Give this to everyone who will report to prevent them giving different and inconsistent reports or misinformation.
- Where possible, get everyone to agree to keep a record of what happened in their meetings, informal discussions and cell phone conversations.
- Agree on a formal process to gather all the different sources of information and to prepare mandates and/or take decisions. Inform members how this will be done.

Learning Activity

Activity 1: Managing a successful meetings

Aim

To help you make meetings more effective

Task

1. Divide into groups
2. Prepare a chart like the one below

Problem	Type of meetings	Possible Solutions
Example: Leaders always arrive late for meetings	Meetings of structures General meetings with workers	<ul style="list-style-type: none"> • Hold a collective leadership discussion. Point out the problem with their behaviour. • Get a commitment to change • Raise it with the members in a meeting and ask them for a solution.

3. Discuss the problems that you encounter, or might encounter, with meetings.
4. Identify possible solutions to these problems.
5. Fill in the chart and prepare to present it to other groups.

Meeting rules and procedures

Clear rules and procedures should guide your meetings. Check if these are already established. They may be written into your constitution or in your procedures.

In this case, your role is to make sure that everyone knows and understands the rules and to provide support to the chairperson. If you are involved with a new organisation you can help guide the development of the rules and procedures.

You will need to include some or all of the following, depending on the kind of meeting:

- Who should attend
- How many members must be present before the meeting can go ahead (quorum)
- How many constitutional meetings should be held annually
- Roles of chairperson, office bearers and of staff
- How and by when documents must be circulated
- Speaking rules (time limits, raising of hands)
- How will decisions be taken
- Voting procedures
- How to resolve conflict.

The agenda

The agenda is the most important document for a meeting. The agenda sets out items for discussion including order of discussion. Before drafting the agenda decide why you need the meeting and what you

want to achieve from it. When you draw up the agenda put priority items near the beginning. Think through each item and ask “What do we want to get out of this item? Do we want a decision, a recommendation, a debate or a plan?” It is best if the chairperson, secretary and other office bearers agree the agenda collectively. If you know who is will attend the meeting, circulate the agenda and other documents in advance of the meeting so members have time to prepare. Or if it is a meeting where you need wide participation, distribute pamphlets, put up posters and get volunteers to spread the word. Accommodate the needs of women. Do they need someone to look after children? Is a weekend better than an evening for meetings?

Time and venue

Set a time and venue that suits the needs of those who should attend. Plan to keep the meeting short. Your members do not have a lot of time. Always limit meetings to an hour.

Roles and responsibilities

Plan who will chair, record minutes, present different items and prepare documents. If you know you will be dealing with controversial issues, plan how best to do this to avoid conflict and help reach a decision.

Step Two: Conducting the meeting

Chairing a meeting

Every meeting needs a chairperson, someone who guides and controls the meeting. Even with an informal meeting you will find that someone leads the discussion. Usually a worker leader will chair your meetings. In some situations you may find yourself chairing, especially if you are a worker leader as well as an organiser. A good chairperson is key to a successful meeting. Train her/him well. Use the checklist below to prepare for, and to evaluate, chairing a meeting.

Check List 2

The chairperson of the meeting shall:

- Prepare well for meetings
- Know the issues and meeting objectives
- Arrive at the meeting before it is due to start
- Follow the agenda
- Encourage participation
- Make sure women participate and are given protection of the chair
- Discourage domination by a few individuals
- Encourage and listen to different views
- Make sure the meeting goes smoothly and keeps to time
- Intervene if members repeat points and waste time
- Make sure the objectives of the meeting are met
- Ensure that the meeting takes clear decisions and agrees on actions
- Ensure that members leave the meeting confident that decisions were arrived at democratically – even if they disagree with the decision
- Value and respect all contributions
- Try to bring out hidden agenda

The Chairperson of the meeting shall not:

- Dominate the meeting by talking too much on issues
- Impose his or her own opinions and views
- Cut off those with opposing views
- Manipulate decisions

Taking decisions

Sometimes meetings go around in circles and the chairperson cannot get people to make a decision. The chairperson must be firm. The chairperson must make sure that he or she draws discussions to a conclusion. Follow the steps below to have a successful meeting:

- Get a wide range of views on the issue from a broad range of people.
- Get those who are silent to express their views.
- If there seems to be agreement, save time by asking who disagrees.
- Sum up opposing viewpoints and what they could result in.
- Get the meeting to think realistically about whether a decision can be put into action.
- Try to get consensus or find a compromise. If this fails, go to a vote and decide by majority.
- Clearly and accurately summarise the final decision.
- Confirm agreement. Be careful not to assume that view expressed by the loudest or last speaker was a decision.

Taking minutes

Identify the minute recorder to have an accurate record of your meetings, whether they are formal or informal. This will help you avoid misunderstandings and conflict in the future.

Minutes are:

- A record of debates decisions and mandates.
- Say who is accountable for implementing decisions.
- Remind members what they have to do after the meeting.
- Help you monitor progress.
- Provide the starting point for your next meeting.

Check List 3: Minute Taking

Have you recorded?

- The title of the meeting
- The place, time, day and date of the meeting
- Who attended the meeting, including the name of the chairperson including the minute taker
- Who sent apologies
- The meeting's agenda
- Who proposed and adopted the minutes of the last meeting
- The main points of the discussion
- The decision or proposal and who proposed and seconded it
- The action to be taken, by who and the intended outcomes
- By when will they take the action
- To whom will they report the outcome of the action

After the meeting

Are your minutes?

- Well set out and following the meeting's agenda headings
- Clear and to the point
- Easy to read and understand
- Numbered in a simple, easy to follow way
- Neat, accurate, checked and corrected
- Quickly circulated

Step Three: After the meeting

Reporting back

After every meeting representatives and leaders should report back to the general membership.

Where possible, call workers together.

Work through your structures.

Always prepare your report carefully.

If several people are to give reports provide a summary of key decisions, actions and feedback needed.

This will help minimise the risk of spreading very different versions of a meeting and its decisions.

Implementing

Make sure you plan how to implement decisions. Ask and answer the questions below:

- What are the tasks?
- Who will carry out each task?
- By when must the task be completed?
- What resources are needed and what is available?
- How will this be monitored?

Then implement the decisions!

Alternatives to physical meetings

Sometimes you need to report back to members or take decisions but you cannot meet. This should not be an excuse for a leader to take a decision alone, or to act without a mandate from the members.

What can you do?

If you have a well-developed network of grassroots leaders and volunteer workers, use these networks to provide information and gather opinions. They can convene small group discussions at suitable places or visit individuals at their workplaces, homes and at social gatherings.

If you have a mobile/cell phone you might be able to communicate directly with members. Or you may be able to work through contact persons who can then discuss with members in their areas.

Where possible, explore other technologies. For executive and leadership meetings perhaps you could arrange a meeting by telephone (teleconference) or a meeting via your computer using free computer voice programmes such as SKYPE.

You could hold discussions via e-mail, computer "chat" or phone text messaging like WhatsApp group.

None of these methods is ideal because they are informal and depend more on individuals than collective, structured and open procedures. Some of the dangers are:

- Inconsistency. Different people give very different reports of the same event or decision leading to confusion.
- Misinterpretation. People misinterpret decisions.
- Misinformation. People deliberately give wrong information to promote a particular position or for selfinterest.
- Rumours and gossip. Informal discussions can turn into gossip resulting in rumours spreading in the organisation.

ACCOUNTABILITY

Democracy can only work if leaders are truly accountable to the members through democratic structures and processes. It is particularly important to have financial and political accountability in your organisation. These are areas of potential corruption and conflict.

A well-constituted, democratic organisation will require members to pay dues or make other forms of regular contribution to the organisation. This is because members own and control the organisation and can demonstrate their commitment in this way. And, because they are contributing hard earned money, they demand to know how it is being spent, forcing leaders to be accountable! It is also a way to ensure the organisation remains independent, sustainable, credible and accountable only to members.

However, organisations of informal workers are often not able to put these principles fully into practice. Members have precarious income and find it difficult to pay fees. They may be reluctant to pay over money if they are not sure it is safe and properly used.

You may have to collect cash by hand a method which is difficult, unsafe and unsystematic. If you are part of established union organising informal workers you may have to argue for different procedures for collecting dues or for a special subscription rate for informal workers. These compromises may be necessary but could weaken accountability.

You will need to build as many safeguards as possible into your collection systems, and management of finances. You will need to empower ordinary members to protect themselves and the organisation.

Advise members of their right to:

- Responsible, clean and honest financial management
- Ask and receive answers about finances
- Receive regular financial reports on money received and how money is spent
- Examine financial documents
- Get information on financial policies and procedures.

Advise members to take practical steps to protect themselves by:

- Insisting on a receipt after making a payment
- Insisting on proof of membership e.g. a membership card
- Informing the office/representative immediately if they have any doubts or problems.

DONATIONS

Many unions and informal worker organisations supplement their member income with donations. It is important that your organisation have clear policies on who to take donations from and for what purpose, and that you have clear financial and reporting procedures.

Benefits and services

Some organisations earn income through contracts and commissions.

Informal workers generally do not have access to social protection or financial services.

They need health and retirement protection.

They need access to micro loans.

Many organisations link up with insurance companies or micro finance providers to assist their members.

In turn, the service providers give commission to the organisation.

This official commission is sometimes supplemented by “kickbacks” to leaders or organisers, encouraging corruption.

Be aware of such a danger. Make sure your structures approve schemes. Make sure members receive full reports.

Finance management

Your organisation must manage its finances prudently. Financial records must be audited regularly.

PRACTICE FINANCIAL RESPONSIBILITY.

- Only take on obligations you can meet.
- Pay for the things you order, buy or use (e.g. telephones).
- Keep proper records and documents of all money that comes in and goes out.
- Keep money secure.
- Put in place policies, procedures and systems.
- Implement strict controls.
- Only use workers’ money for the purpose it is intended for.
- Find someone with financial skills to help you manage the books of accounts.
- Practice financial accountability.
- Draw up budgets and stick to them
- Account to your members for the way in which the money is spent
- Provide proper financial reports to all your structures
- Adhere to democratically agreed policies and procedures
- Challenge financial mismanagement and misuse.

Avoid:

- Keeping and using cash for payments before recording it as income
- Giving a person sole responsibility for handling all aspects of finances
- Situations where people may be tempted to “loan” or misuse money
- Giving in to threats and intimidation.

POLITICAL ACCOUNTABILITY

Politicians sometimes use informal economy workers as a “voting bank”. Politicians often target vendors, marketers, transport workers because they are many and visible. As your organisation grows strong, whatever sector you operate in, you could find politicians trying to influence you.

Politicians may offer bribes in return for your support and help in delivering votes. This leads to divisions amongst workers and encourages the formation of rival organisations. It leads to workers losing trust in their organisation.

As an organiser you need to watch for signs of undue political influence and report them to leadership for cautionary intervention. Counter this by helping to strengthen democracy and accountability and have ability to respond to undue influence.

Work with leaders and members to:

- Agree on clear policies that warrants for political and organisational independence.
- Ensure that everyone knows and understands the policies.
- Strengthen collective leadership.
- Strengthen the culture of open and transparent leadership.
- Empower members and build their confidence to question.
- Limit opportunities for individual leaders to make deals.
- Make sure structures meet regularly.
- Insist on regular, written reports.
- Assess possible alliances. Is it a principled alliance based on common interests and objectives? Is it a tactical alliance to achieve a short-term objective?
- Ensure formal democratic decisions on political alliances and political positions.

WORKER EDUCATION AND EMPOWERMENT

Activity 2: Finding worker education opportunities

1. To generate ideas on how you can educate and empower workers informally, and with less resources.

Task

1. Work together as a group:

Generate a list (brainstorm) of all the possible opportunities you have to educate and empower your members whilst “on the job”. (An example: at a general meeting of members, explain and discuss what is meant by negotiations and how negotiations work. Do a role-play).

2. In pairs:

Take one of the ideas and plan in detail how you could implement it.

- Who is the target group?
- What would you hope to achieve?
- What would you do?
- What questions would you ask?
- What resources would you need

Worker education is a powerful tool for building and maintaining democratic and effective informal economy workers’ organisations. It helps empower workers so they can control and run their organisation, challenge authorities and improve their work situation.

An organiser of informal economy workers is an educator. A leader of informal economy workers organisation is an educator. You will be involved in education and empowerment of your members including other leaders in many different ways. Because resources are usually limited, especially at a local level, you will have to be resourceful and creative to find education opportunities.

FORMAL AND INFORMAL EDUCATION

Worker education in the informal economy is often informal and happens in the course of your daily activities. Education takes place on the job: in meetings, informal discussions, during negotiations or collective action. Some education is more “formal” because you have arranged a workshop or an education session in a meeting, or you have produced materials designed to inform or support workers.

Group Work 1

- Does your organisation have name and registered constitution?
- What are the objectives of your organisation
- Do you have leadership structure
- Do you hold regular meetings with the leadership



MODULE TWO



HOW TO HANDLE DISPUTES AMONGST THE INFORMAL ECONOMY WORKERS



Learning Outcomes

- Trainers are able to identify challenges that face informaleconomy workers and recommend suitable solutions.
- Trainers are able to highlight dispute resolution avenues availableto informal workers to resolve issues that emerge in their organisation.

In all sectors of the informal economy, workers face various problems. Their lives are difficult at work, and very often at home. They will expect you, as an organiser, to help them deal with some of their issues and solve their problems. Their expectations of what the organisation can, and should, do will be high.

From the minute you start recruiting members, and at all stages of organising, you need to be prepared to deal with workers' problems, big and small. Managing worker problems, and making improvements in their lives, is the key to build strong workers' organisation.

Sometimes you may feel that you are wasting your time on small issues, when you have much bigger, and what seem like more pressing things to tackle. Think again! Assisting workers with their day-to-day problems.

It means that the organiser put into practice the key principle of successful organising:

- Win real, immediate concrete improvements in workers' lives
- Give workers a sense of belonging
- Give workers a sense of power
- Empower workers

COMMON CHALLENGES THAT FACES INFORMAL WORKERS

Be prepared to handle problems like these:

- Sexual harassment
- Corrupt officials and requests for bribes
- Underpayment of, or deductions from, wages
- Underpayment or refusal to pay for goods
- Overprice of supplies, services and facilities
- Dismissal or loss of work
- Threats/fear of deportation
- Traffic and "illegal" trading fines
- Accidents
- Confiscation of goods
- Unnecessary accusations.
- Competition and disputes with other workers
- Ill health e.g. HIV/Aids
- Inability to open a bank account
- No credit or loan facilities
- Rivalry around vending sites
- No identity document
- No trading license
- Stealing of recyclable waste collected
- Pressure to support politicians
- Refusal to supply materials and equipment
- Under payment for completed work.
- Harassment by police and authorities
- Personal legal issues such as divorce
- Domestic violence
- Childcare space

3. Steps in Dealing with Worker Problems

Step One: Hear the Incident

- Before you decide what to do you will need to get an overview of what the issue or problem is all about, and decide an initial course of action.
- Get the story from the worker. Let he/her tell it in their own way. Listen carefully and be sympathetic.
- Probe exhaustively to get to the bottom of the story. This will help you make an initial assessment of the problem and possibilities.

Step Two: Analyse the situation

- You should pay attention to the following: What was the incident, where did it happen, which parties were involved, when did it happen and what are the impacts of the incidents?
- Now make your initial assessment to help you decide on your strategy, and the next step you need to take.

Individual problem:

You will assist or represent the individual worker.

Collective problem:

You /your organisation will represent workers collectively through negotiation and other forms of collective action.

Individual problems that apply to many other workers:

You will represent the individual and/or take up collectively, depending on the circumstances. Use the checklist below to help you think through what type of problem you are dealing with. You may not have the full answer at this stage but it will alert you to possibilities.

It will help you decide on an initial course of action, and help you prepare for Step 3 below.

Individual Problem	Is it a collective problem?
<ul style="list-style-type: none"> • What kind of problem is it? • Is it a personal problem that needs a bit of sympathy? • Is it a problem that the worker should be encouraged to handle him/herself? • Is it a personal problem that you can immediately refer to another person or organisation? • Is it a personal problem you can immediately help with yourself? • Is it a work problem that you can help sort out with the individual or advise him/her how to solve him herself? • Is it a problem that you need to take up with an employer or authority? • Is it a complex problem that you need to discuss with the state? • Is it a problem between two individual members? • Is it a problem that you are unable to help with? 	<ul style="list-style-type: none"> • Is it a work problem affecting not one but many workers? • Is it a problem you can resolve through discussion with workers? • Is it a problem that you need to take up with employers or authorities through negotiations? • Is it a problem that should be taken up through your regional or national structures? • Is it a problem where you should refer workers to another organisation for assistance? • Is it a problem between workers themselves? • Is it a problem that workers can sort out themselves?

Is it an individual problem that is also collective?

- Is it an individual problem that if successfully resolved is likely to help other workers?
- Is it a problem that comes from an individual but applies to a group?
- Is it an individual problem that has the potential for collective action later?
- Is it a collective problem that you should refer for a national campaign?
- Is it an individual problem whose resolution could cause problems for other workers?
- Is it a collective problem that you should refer for a national campaign?
- Is it an individual problem whose resolution could cause problems for other workers?



On the basis of your analysis, decide on an initial course of action. Can you assist the worker to help him/herself? Can you deal with it quickly and informally? Will you need to discuss it with other workers and refer it for collective attention? Will you assist the worker individually, but remember to take up the issue with other workers who potentially have similar problems? Will you be unable to help and need to explain this to the worker?

Step Three: Probe more deeply

You may be able to quickly and informally decide on what to do and successfully solve the problem without further action. Or you may at this stage refer the matter for collective action locally, or through your national or regional structures.

If you decide that it is an individual or small group problem, and, if you cannot resolve the issue or problem informally and quickly, then you need to explore the matter more deeply. Take a systematic statement from the worker/s and make careful notes.

DEALING WITH CONFLICT AMONGST MEMBERS

Informal workers, especially own account workers, often compete with each other over resources such as trading sites, recyclable materials, transport routes, contracts and so on.

Problems also arise from unequal power relations between men and women such as when one member sexually harasses another, or when a member uses his power to take the best resources.

This makes it difficult to build and maintain organisations that are based on solidarity and common interest. It means that organisers and leaders are frequently called upon to solve problems between two or more members.

What can you do?

Unless it is an emergency situation, such as a fight, you will need to carefully assess the situation before you intervene. You will need to excavate the true reasons for the conflict.

Here are some ideas.

Conflict Prevention

- Provide formal and informal education on principles, values, gender equality and sexual harassment.
- Develop organisational policies on fair competition and violence.
- Create regular social functions and mechanisms in order to balance interests and influence in the organisation.
- Train leaders and workers on how to manage conflict.

How to handle conflict

- Calm down the members.
- Separate members if necessary.
- Try not to let issues escalate. Listen and record both sides of the story. You will probably have to do this separately.
- Explore the true incident. It will mean doing additional research for yourself and talking to other workers for more clarity.
- Be objective. Avoid being biased.

- Be calm. Do not become angry or bring your own feelings into the situation.
- Make an honest assessment of the situation.
- Discern if the conflict is work related, personal or organisational.
- Decide how to go about mediating to resolve the conflict: Do you need to bring in extra expertise? Can you use organisational policies and procedures? Can you be a bridge between the members?
- Can you get them to:
 - Discuss and resolve the problem themselves.
 - Agree to follow organisational policy, rule or procedure.
 - Agree to work out a long-term solution to the problem.
 - Agree that the organisation will work collectively on the issue causing the problem e.g. it could arise from regulations and laws.
 - Find a compromise.
 - Apologise to each other and explore unity for common purpose.
- Where it is obvious that someone is at fault, be firm and say so. This is risky, but is often necessary. Show your leadership qualities!
- As a last resort initiate disciplinary action in terms of the organisation's procedures.

DISPUTE RESOLUTION AMONGST INFORMAL WORKERS

Most informal workers do not have access to mechanisms to resolve disputes – either as individuals or collectively. A majority of informal workers are excluded (mainly because they do not have structures) with provisions of labour law, formal dispute resolution mechanisms available to employed workers and their trade unions. The cost and physical distance between the places of informal work and courts is often expensive and very far. Where informal workers are able to negotiate collectively, many of these negotiations are not with employers but with public authorities and others where there are no formal dispute resolution channels in place.

The dilemma

What do we do when negotiations fail? What do we do when those with authority and power refuse to negotiate and resolve issues?

And how do informal and unprotected workers defend themselves when authorities threaten their rights and their livelihoods?

If we decide that using collective power through strikes and other forms of collective action is not possible or not strategic, are there other ways we can get a satisfactory resolution to a dispute and win something for our members?

DISPUTE PROCEDURE

1. Step 1: Declaration of Dispute

The aggrieved party shall declare a dispute in an appropriate form and shall furnish full particulars of the issues in dispute to the other party (the answering party). Such notice shall set out the nature of the dispute and the proposed terms of settlement.

2. Step 2: Answering Statement:

Within seven (7) working days of receipt of the declaration of dispute the answering party shall serve on the aggrieved party an answering statement in which it shall respond in detail to the allegations in the statement of dispute and shall further set out a statement of that party's position with regard to solution desired.

3. Step 3: Meeting of the Parties:

The aggrieved party shall convene a meeting with the other party for conciliation or arbitration. In the event of the meeting failed to resolve the dispute the matter shall be referred to the formal labour dispute mechanism as defined by the Industrial relational charter or legislation.

4. Step 4: Meeting within Alternative Justice Systems:

In most counties of Eastern Africa, systems of resolving disputes outside courts are the encouraged. These include mediation, arbitration, reconciliation and use of Council of Elders. The parties shall request a meeting with either a mediator or arbitrator, which meeting shall be convened within five (5) working days of the meeting of the parties held in terms of Clause 3 above. In the event of the meeting still failing to resolve the dispute, the meeting shall endeavour to agree on a mutually acceptable procedure for the resolution of the dispute, such as mediation, arbitration or any other agreed procedure.

5. Step 5: Unilateral Action:

In the event of the meeting contemplated in 4 above fails to resolve the dispute or to agree upon a course of action to deal with the dispute, the aggrieved party may pursue any appropriate action to resolve the dispute.

6. Step 6: Arbitration and Mediation

In the event of the parties agreeing to submit a dispute to arbitration or mediation, the arbitrator or the mediator shall be mutually acceptable to both parties. The terms of reference of the dispute to be referred to such person, as well as who will pay any costs incurred, shall be mutually agreed by both parties prior to the commencement of the arbitration or mediation exercise. This should be guided by the Arbitration legislation in the respective counties.



USING THE FORMAL JUDICIAL PROCESS

If negotiations, dispute resolution mechanisms and/or collective action are not possible or fail to achieve results, you may consider taking legal action.

On one hand going the legal route is really useful, not just for winning the case, but also because it carries with it status, has a high profile, and can be used to mobilise and organise around.

It can, however, also raise false expectations. Workers often have great faith in the law to provide a fair and just outcome.

If it fails to meet their expectations it can demobilise them and even turn them against the organisation. On the other hand it may be a costly exercise too! You must therefore consider all angles very carefully before you embark on, or promise a legal strategy to resolve a dispute.

Before you even begin, ask the following questions to find out whether such a strategy would be appropriate, possible and useful. Would the benefits be more than costs or problems?

Before deciding on a legal strategy

Firstly, think about why you should consider a legal strategy:

- You need to defend your members against an attack on their rights?
- You want to prevent negative change?
- You want to advance the position and interests of your members?
- You see an opportunity to take up the case of an individual that will have implications for the wider community of informal workers?
- You are desperate and can see no other way forward?
- Your members insist to go to court and you cannot persuade them against this route?

It is important to be clear on the objectives and intended outcomes of your legal strategy. It is not helpful to be pushed into a legal course of action because you are desperate to take away pressure on you, or because workers insist to go ahead despite indications that it will not succeed or benefit the organisation.

Secondly, use the checklist below to answer key preparatory questions. Involve your members in the discussion.

Use those with knowledge and expertise to assist you in answering the questions.

Secondly, use the checklist below to answer key preparatory questions.

Involve your members in the

discussion. Use those with knowledge and expertise to assist you in answering the questions.

Checklist for judicial process:

1. Are there laws and/or loopholes in laws we can use?
2. Have others used this law /legal strategy successfully?
3. Are there sympathetic and/or public interest lawyers willing to assist?
4. What would it cost to go ahead?
5. Can we raise the necessary resources?
6. Is there a prospect of success?
7. Is there no other way?
8. Will the strategy have positive spin-offs e.g. member mobilisation?
9. Will the strategy have negative spin-offs e.g. demobilisation of members?

After you identified some possible positive and negative spin-offs from using a legal strategy, consider more carefully the potential benefits and possible problems. Read the following summary, drawn from the experiences of workers' organisations, to give you ideas.

Benefits and problems with legal strategies

Possible benefits

1. Builds member optimism and enthusiasm.
2. Gives focus and something to organise /mobilise around.
3. If successful can have immediate and long term benefits for members.
4. It can have benefits for other workers in similar positions.
5. Gives publicity and status to workers and the organisation.
6. Raises self-esteem of workers.

Possible problems

1. Members are over confident of success.
2. Members rely on the case and cease to struggle.
3. Organisers focus on the technical, legal aspects and forget their focus on building organisation.
4. Members become disillusioned with failure in court.
5. Members blame the organisation if they do not fully succeed.
6. Members lose interest because it takes so long.
7. It is very expensive and leads to financial problems for the organisation.
8. Takes time away from other organising activities.

TAKING A COLLECTIVE DECISION

The decision to go ahead with a judicial case is a big one, and as an individual organiser it is unlikely that you will take this decision alone, or just with the workers directly involved. Legal strategies are high-risk strategies for your organisation and for its finances. Leaders need to take the final decision collectively, through the appropriate decision-making structures.

If you have considered all the angles, costs and benefits of a legal strategy, and still feel you should move forward, prepare yourself to argue the position with the leadership in your structures. Be prepared to report to workers honestly on the decision of the organisation. This can be extremely difficult if the organisation decides not to take up the case. You will need strong leadership qualities to handle the anger and frustrations that are likely to emerge and be directed at you.

ACTIVE PARTICIPATION OF MEMBERS

It is absolutely essential that members are fully involved in the decision to take up a judicial case and before, during and after the case. Failure to consult regularly can lead to members become disillusioned, demobilised and angry, especially if you lose the case.

Refer to the checklist below at every stage in the process to remind yourself of this key principle.

Always involve members in legal strategies

Before the case

1. Members identify a genuine need for this case.
2. Members collectively assess the implications of taking up the case
3. Opinions are respected.
4. Members take a democratic decision on the case.
5. Workers receive regular reports.

At stage of case preparation

1. Worker representatives should be part of the planning and preparation team.
2. Worker representatives help choose lawyers.
3. Worker representatives are included in meetings with lawyers.
4. Workers build arguments and brief lawyers.
5. Lawyers address general meetings of workers.

During the case

1. You manage the lawyers.
2. Workers show strong support by attending court hearings en- masse.
3. Workers themselves give evidence in court.
4. Organisers/leaders give regular, honest progress reports to workers.
5. Workers are part of the ongoing decision making around the case.
6. Simple and concise pamphlets are regularly prepared and circulated to members.
7. Publicity is arranged through press, general assemblies, demonstrations.
8. Enthusiasm is maintained- long, drawn-out processes are avoided.

After the case

1. Full, honest, clear report back meetings are held.
2. Case outcome is simply and clearly summarised for members.
3. Judgment is publicised widely, especially where gains are made.
4. Workers are encouraged to stay positive and prepare for ongoing struggle, especially where the case is lost.
5. Members go out to tell other workers of the victory and lessons learned. They use this to educate, recruit and mobilise.

MANAGING FUNDS FOR JUDICIAL CASES

Money can be the source of conflict and suspicion. To avoid such problems and issues leaders and organisers should handle money honestly, transparently and professionally.

Because legal cases often require big sums of money, raised from outside sources or sometimes from member contributions. In this regard dangers of corruption and mismanagement are high. If there is a financial settlement that involves distributing money to workers, the same dangers arise.

Avoid these dangers by:**Drawing up and approve a budget.**

- Issue receipts for any money collected.
- Appoint a qualified bookkeeper who issues regular reports.
- Make sure all payments have supporting documents.
- Include reports on income and expenditure in your regular progress reports to members.
- Draw up and approve criteria and procedures for distributing money obtained as a result of a settlement.
- Keep clear records and issue receipts when paying workers. Choosing an advocate

Using The Alternative Justice Systems

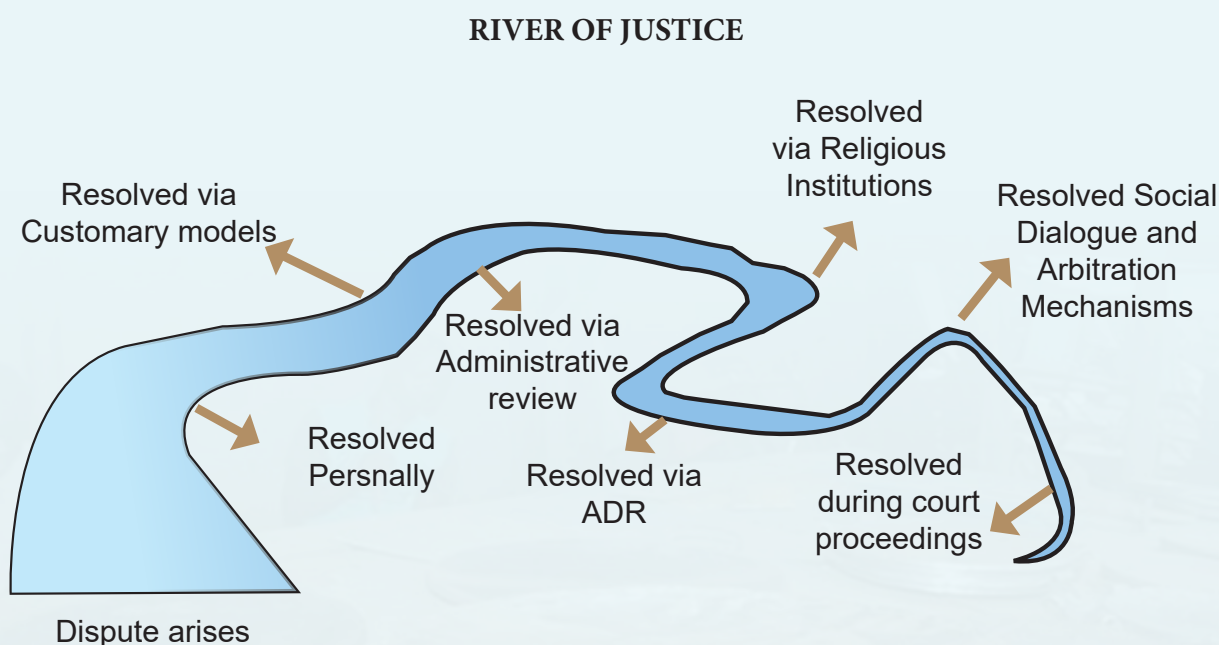
The workers in the informal economy tend to have problems of accessing the formal systems of dispute resolutions. This question of access is not just about monetary costs. However, it is also about distance between the formal courts and areas where informal workers can be found as well the language used in the formal courts. The language, both in terms of English as well as categories of law seldom take into account the knowledge and experience of the workers in the informal economy.

Because of the reasons above and numerous other practical reasons, there are very few cases of general access to justice and disputes by amongst the workers that are taken to the formal courts. In most occasions, the matters are resolved through various intermediary institutions. It is the chain of these institutions that are called the Alternative Justice Systems.

These systems have been called Alternative Justice Systems not because they are any less in importance but rather because most modern constitutions recognize the role of the judiciary as the supreme organ of ensuring access to justice and resolving disputes.

To that extent the judiciary form some sort of orbit almost like the lunar orbit. In other words, our world of justice tends to circulate around the judiciary as some sort of center. Access to Justice is informed by the Social, Economic and Political systems it seeks to regulate. Indeed, the common notion of 'equality before the law' is a mere formal right with little substance and practical effect.

This does not necessarily mean that those systems called Alternative Justice Systems are of less importance than the judiciary. The diagram below demonstrates the layers' of utility of AJS systems and the judiciary for resolving disputes in most East African countries. The workers should review it and determine what works for them:



Some Of The Consideration To Make While Choosing Appropriate Ajs Systems

PROCEDURE

Public hearing	Does the AJS structure try cases publicly?
	Does the normative framework stipulate all grounds on which case(s) may be tried in Camera? [what are these grounds]
	Does the AJS structure allow for participation of other members of the relevant sector of informal economy?
	Do parties have the right to appeal such decisions to a higher authority?
	Is the exercise of the right to appeal effective in practice?
Initiating a case	Are there time limitation to initiating trial proceedings in the AJS Process
	Are there preliminary remedies that require to be exhausted before turning to the AJS structure?
	What are the consequences of non-compliance by the applicant with the time limitations
	Is there possibility to extend the applicable time limitations for making an application by providing justification?
	Is the applicant entitled to a hearing by the AJS structure on question of extending or restoring time limitations?
Access to AJS Team	Who is responsible for providing information to the public about AJS hearing
	Are the requirements for the institution of AJS proceedings available?
	Are the requirements for the institution of AJS proceedings publicly accessible?
	Are the requirements for the institution of AJS proceedings publicly foreseeable?
Equal Access to AJS	Are there specific provisions pertaining to vulnerable groups as parties to AJS proceedings ¹
	Are persons of mix parentage or status entitled to interpretation and translation?

Public participation Who is meant to be part of resolving the matter at hand?

Who should decide the avenue of resolving the matter at hand?

¹ Vulnerable groups is rather contextual and may include but not limited children, minorities, people with disabilities, victims of gender based violence, orphans, widows, indigent persons

SUBSTANCE

Remedies	What are the remedies available to the applicant in specific case(s) under the AJS system
Oral hearing	Does the AJS normative Framework guarantee right to applicant to an oral hearing before the AJS structure?
	Does the AJS normative Framework provide recourse against decisions not to hold an oral hearing
Equality of Arms	Does the AJS require that all motions by all parties to the proceedings be considered?
	What are the inbuilt consequences of non-compliance by an AJS structure on the merit
Interim measures	Does the framework provide for interim measures in AJS proceedings?
	Does the framework establish any prioritization system for cases to be dealt with by the AJS (minors, emergency protection procedures in domestic violence cases)?
	Is there any prescribed length for particular AJS matter
Public pronouncement	Does the Framework require that AJS decisions are pronounced publicly?
	Is there any prescribed form in which decisions and files of the cases tried by the AJS are made available to the parties and/or the public?
Reasoned Judgment	Does the Framework require the AJS to provide a reasoned judgment?
	Is there a requirements as to the reasoning to address my arguments raised during the proceedings?
Execution of Judgment	Which body and/or method is used to enforce the decisions of AJS?

MODULE THREE



COLLECTIVE ACTION BY INFORMAL WORKERS



Learning Outcomes

- Trainer to identify challenges in organising informal workers.
- Trainer to help learners come up with plan for legitimate and democratic procedures for informal workers collective action.

NEGOTIATION AS A TOOL FOR INFORMAL WORKERS

When informal workers are organised, they can win rights and improve their work and social conditions through collective negotiations. Unlike unionised formal workers, informal workers generally do not have permanent and recognised negotiating forums.

However, this does not stop them to find ways that will overcome such challenges including to negotiate their demands with authorities, their employers or other bodies responsible for taking decisions on a particular issue.

Negotiation is the process when two or more parties meet each other to get agreement over an issue or distribution of a particular resource including granting of a rights etc.

In a negotiation each party seeks to advance their own interest. Negotiations can be between individuals or on behalf of a group. In workers' organisations we talk about collective negotiations or collective bargaining, meaning we negotiate for a collective rather than individual.

Collective negotiations, known also as collective bargaining, are a key strategy for organisations to advance and defend the rights and position of informal workers. It can help empower workers. It can start to change power relationships.

Struggles around collective negotiations and successes thereof, will build and strengthen the power of workers and your organisation.

As an organiser you will almost certainly be involved in collective negotiations. This might take place at a much localised level, such as negotiating vegetable prices with someone who supplies a local group of vendors.

Or you could be part of a team negotiating vending rights with municipal managers and representatives. At some stage in the life of your organisation you might find yourself negotiating policy changes with national government to allow informal workers access to social security or financial services.

Plan for negotiations

- Identify negotiating counterpart and do research
- Identify negotiating issues and turn them into demands
- Set up the negotiating team prepare written demands/proposal and submit to negotiating counterpart

What are the enabling conditions?

Social dialogue based on freedom of association and the right to collective bargaining takes into account each country's cultural, historical, economic and political context.

There is no "one size fits all" model of social dialogue that can be readily exported from one country to another. Adapting social dialogue to the national situation is key to ensuring local ownership of the process.

SOCIAL DIALOGUE	Strong, independent representative workers' and employers' organisation with the technical capacity and access to the relevant information to participate in social dialogue.
	Political will and commitment to engage in good faith in social dialogue on the part of all the parties.
	Respect for the fundamental rights of freedom of association and collective bargaining (as enshrined in ILO Conventions in 87 and in 98)
	Appropriate institutional support
	The representatives of the social partners should be recognised as equal partners by each other

Step 1: Identify and prioritise issues to be negotiated

The first step in any negotiation is to identify the issues members want/ need to negotiate on. This is not usually difficult as there are many things that workers want to change. Select which issues to take up and when to do so is less easy. Often workers have a burning issue that has to be dealt with immediately. Sometimes workers have several issues they want to take up all at the same time. You have to collectively prioritise and select the issue(s) you want to start with. This might be the biggest issue, the most important for workers, or it might be best to select something that you have a good chance of winning. A quick victory will give workers confidence and motivation to take on more. As an organiser you will have to advise workers on how to strategic and prioritise.

Step 2: Turn the issues into demands

Problems and issues are easy to identify, but can these be turned into negotiating proposals and demands? Negotiations are not about complaining, but about having a clear idea of what you want and formulate it as a winnable demand.

Step 3: Decide on whom to negotiate with and how

Decide on issues and formulate demands is important, but who will you present your demands to, and how will you do so? Before you can finalise your demands and mandate, you will have to agree on this. Your first struggle will probably be to get the other side to agree to negotiate with you. A later struggle will be to formalise a negotiating forum.

Often the negotiating counterpart for a particular issue is obvious. Sometimes you have to search for the person or body that will have the authority to make decisions on the issue. Sometimes you will have to actively create such a body.

With your members, ask the following questions:

- Which person or body is directly responsible for this issue?
- Who has the authority to agree changes?
- At what level are decisions taken? By a local individual? By a local government official or department head? By the elected council members? By provincial or state government officials or departments-heads? Or by national government?

- Who has the political will and the power to make sure changes are implemented?
- Is there more than one possible negotiating counterpart? If so, which is the softer target?
- Do we have influential friends and sympathisers in the institution?
- Do we have any allies or potential allies already in a negotiating relationship with a possible negotiating counterpart?

Step 4: Identify the negotiating level and forum

Your negotiations should take place at the level most appropriate to the issue at hand i.e. local, city, and province/state, national. This goes along with identification of the bargain counterpart and the forum where bargaining can take place. You will most often face a situation where there is no established forum and certainly no negotiating rights or forums in terms of the law.

You and your members will have to fight to create them! Sometimes you might find an existing forum that your informal worker members can become part of. If your organisation is a trade union with bargaining rights, then you could investigate how to bring informal workers into negotiating structures. You might also be able to build an alliance with a formal trade union and get access to authorities through an established forums.

Step 5: Approach the negotiating counterpart

Now you are ready to approach the targeted negotiating counterpart and test whether s/he/it will agree to negotiate with you. If this is a new situation, and where there is no employer or no statutory bargaining forum, then your first struggle will be to get the other side to agree to meet and negotiate with you. Were you have met before, it may (or may not) be easier. Where you have the right to negotiate in law or by agreement, then the path should be much smoother.

In all of these circumstances, with your team:

- Put your demands in writing.
- Write your demands in proposal. State them clearly.
- Write a cover letter that request a meeting to negotiate on your demands. Propose an agenda, date and time and a deadline for a response.
- Keep members informed about the whole process.

If the other side ignores your proposal or refuses to meet with you, then prepare for an alternative! If they agree to meet, move on to the next stage. Prepare your detailed strategy and tactics.

Step 6: Planning the details

Call your negotiating team and plan together. Bring in other leaders and advisors if needed. Make sure you have your background research at hand, and all necessary documents.

Check again

- Are your demands clear?
- Are your objectives for the negotiation clear?
- How far you can move away from, or compromise, on the demands before needing a fresh mandate?
- If there is more than one demand, what is the priority?
- How strong are the members and will they, in the end, be prepared to take action?
- Who you can call upon for different kinds of support e.g. information, technical support such a working out figures, good press contacts, mobilising support?
- Do you need any further information?

Prepare the team

- Develop the understanding and confidence of the negotiating team.
- Allocate roles to team members. Who will speak on what; who will take notes; who will be strong and who will appear soft. Make sure women negotiators are fully included in the plans.
- Work out your arguments and how you will present them.
- Make sure everyone has all necessary information and documents.
- Hold a practice session.
- Agree what signals will be used amongst yourselves, for example, to indicate you would like an adjournment/caucus.
- If you are negotiating jointly with other organisations, build unity with them. Prepare a common approach.

Prepare members, allies and the public

- Make sure members know when negotiations will take place and when and how they will get a report. Keep them interested and excited. Part of your strategy could include a supportive demonstration by members and/or regular negotiation bulletins.
- Inform other workers' organisations and potential allies about the negotiations. Set up channels for technical support and information dissemination.

Step 7: Reaching Agreement with opponent

This can be a difficult step. As negotiators you will be faced with making decisions and possible compromises to reach that final settlement. There are often small details that need to be tied up. You may not feel confident that you have a clear mandate on some aspects of the negotiation.

- Your opponent(s) may try lots of “tricks” to get you to agree. They may threaten and manipulate, or offer a bribe! On the other hand they may not want an agreement and find ways of stalling, such as referring to a higher body or ensuring that a key decision maker is absent. They may insist on a verbal rather than a written agreement. They may try to talk to you or one of the leaders alone or on the phone.
- Make sure that what is agreed is absolutely clear, and that everyone around the table has the same understanding
- Insist on a written agreement, with details clearly spelled out. This will include what is agreed, time frames, how it will be implemented, who is responsible for what.
- Be involved in drafting of the agreement. Drafters have power.
- Language can be manipulated.
- If you are not in a position to make a final agreement, draw up a recommendation from the negotiations.

This can become the basis of an agreement after you have consulted your members.

With members

Reaching agreement with the members can be a difficult step too, especially if you have not won everything they demanded.

- Plan carefully how you will report back to workers.
- Plan collectively as a negotiating team. Make sure every member of the negotiating team has the same understanding and agrees to the report back approach.
- Prepare support materials such as pamphlets and charts to help you explain what has been agreed or recommended. This is especially important if you are unable to bring all workers to one meeting

- Explain to workers what happened and why. Give some life and colour to the explanation.
- Be honest and clear in your explanation.
- Be calm. Use emotion and anger in a controlled way.
- Put forward options for workers to consider.
- Listen to all viewpoints, including those of women.
- If workers are divided, take time to work through the issues and options. Be positive about gains made.
- Try to reach consensus amongst workers – or at least consensus amongst the majority. If not, you may have to vote!

Step 9: When there is no agreement

This is a difficult time in any negotiation for organisers, the negotiating team and leaders. You will need to develop options to help guide workers to a decision. You will need to look objectively at the situation. You may have to be very strong with members, and forcefully advise on a course of action. You may have to take unpleasant criticism from them. Here are some possible options.

- **Use power** - take collective action to force concessions.
- **Use more persuasion** - go back to the negotiating table, armed with new facts, possible options and revised mandates.
- **Use procedures or legal strategies** - where available you might use dispute procedures or legal strategies.
- **Back down** - Take the best deal you can get and work towards next time.

Implementation of the Agreement

Use the Agreement

- As an educational tool. What lessons have we learned?
- To raise awareness of issues, about negotiations and about the organisation
- To get workers go out and spread the word and bring in new members
- Provide publicity on the agreement
- Celebrate the victory!

COLLECTIVE ACTION – SWOTS & BEEM ANALYSIS

The development of workers' collective action requires clear analysis of internal capabilities as well as external factors.

The SWOT analysis (strengths, weaknesses, opportunities and threats analysis) is a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of workers' action.

Alongside this is a framework for Building on the strengths, Exploiting opportunities, Eliminating threats and Mitigating the Threats. This framework that corresponds to SWOT is called BEEM.

1. Collective Action

Any form of united action taken by a group of workers which has the intention to pressurise those in authority and decision making to accede to their demands, either immediately, or as part of longer term strategy.

2. Opportunities

Collective action is a key weapon in worker struggles for rights and justice. It is an important weapon for informal workers. Through acting together informal workers can bring their demands to the attention of relevant authorities, decision makers and general public. If informal workers engage in collective action strategically, backed with good publicity, they can force concessions from authorities and employers, build public support and demonstrate the power and importance of informal workers and the work that they do.

3. Challenges

Most groups of informal workers do not have formal negotiating avenues or access to formal dispute resolution mechanisms, thus collective action is often the most effective way for them to make their voices and demands heard.

When they do succeed in negotiating with those in power, they often need to reinforce the negotiations outcome, or follow up failed negotiations, by using collective action.

However, taking action can be risky for informal workers.

Unlike workers in the formal economy, whose strikes often carry some protection under labour law, informal workers do not usually have this protection. When they act, they are vulnerable to further harassment and intimidation by police, authorities and/or employers.

On the other hand, those in authority may ignore their action. Unlike formal workers, the bargaining power of many groups of informal workers, or their power to directly “hurt” an opponent, is not very strong.

4. Collective Action and the Organiser

When collective action is on the agenda, organisers in the informal economy need to be adaptable, quick thinking, creative and strategic. Different circumstances call for different roles.

Organiser roles

Were action is planned

Were action is planned in advance, support leaders and workers to:

- Analyse the potential risks and benefits of the action.
- Develop creative and appropriate strategies.
- Make the necessary preparations for action to successfully and safely take place.
- Ensure full member participation in democratic decision making processes.
- Provide ongoing education, encouragement, technical support and monitoring.

Were action is spontaneous

Were members take “spontaneous” action to defend themselves against evictions, harassment and violence by police and authorities, show leadership.

Be:

- a peace-maker
- a mediator or go-between
- a negotiator
- a militant leader
- a defender
- a care giver
- a publicists
- an advisor and educator

Were action is difficult

It may be difficult for workers scattered and isolated in their own homes, or in the households of employers. It may be difficult were workers lack experience or fear authorities, employers or their partners. It is difficult for migrant workers, especially undocumented migrants, and for women whose religion restricts their movements.

Support your members by:

- Educating and sharing experiences about collective action.
- Building confidence and solidarity.
- Mobilising workers and community support.
- Providing know-how and practical assistance.
- Finding creative alternatives.

FORMS OF COLLECTIVE ACTION

Informal economy organisers should have lots of information and ideas on different forms of collective action. Workers in different occupations will take action appropriate to their circumstances.

Were and how have informal workers used collective action successfully and where less so?

What are the experiences in your sector?

What lessons can we draw from the experiences of other workers?

Use this information to help workers think through the options and find creative and strategic ways of pressing their demands

Women and collective action

It is sometimes difficult for informal women workers to take action, due to the scattered nature of their work places, their weak bargaining positions, and for cultural, religious and social reasons.

But this does not mean that women are less militant and brave than their male counterpart. Given the chance, the opposite is often true.

Many times women have proved to be stronger and more determined than men. And, were they prefer not to use confrontational strategies, they often devise creative collective actions to press their demands.

Recognise and build on the strength and creativity of your women members as a special designate group by:

- Ensuring that women have the opportunity to lead.
- Allowing women to do their planning.
- Listening to, and respecting, women's ideas.
- Engaging in actions that women are comfortable with.
- Holding meetings and actions at suitable times and places.

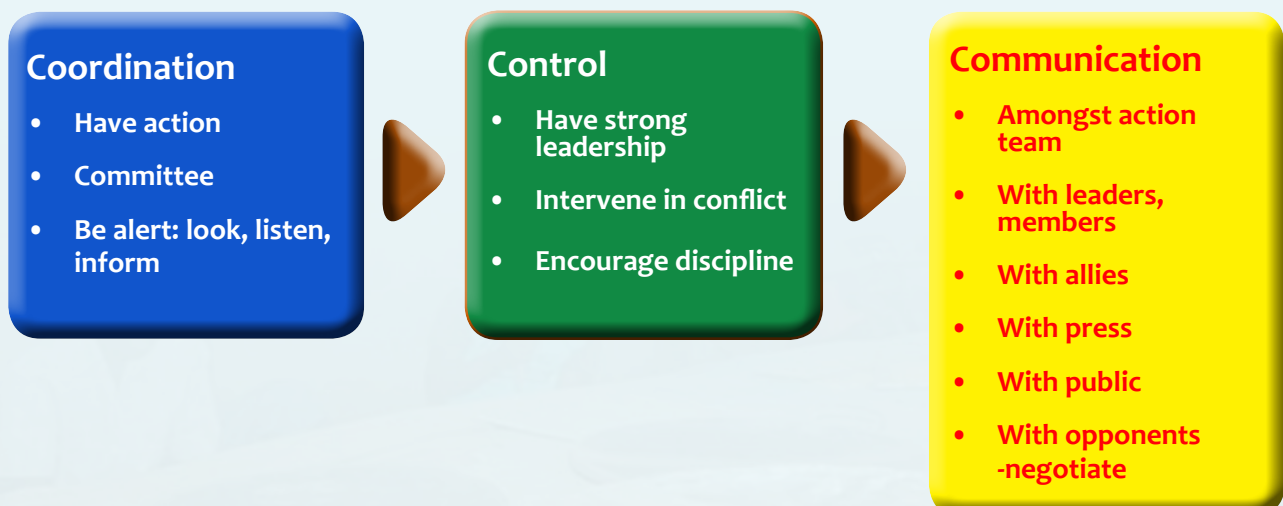
1. Preparing for Collective Action:



2. Make Concrete Plans and preparation



3. Carry out the Action



Group work 2:**TASK: COLLECTION ACTION****AIM: TO HANDLE ISSUES THAT NEED COLLECTIVE ACTION**

1. Assume that some members of your organization have been arrested for hawking/carrying out business in outlawed sections of the city/county. What action can you use to secure their release
2. Explain future action your organization can take to ensure that members are not harassed by police/government authorities

ANNEXES**DAY - 1****ORGANISING INFORMAL WORKERS PARTICIPANTS TRAINING PROGRAM****Theme:** Organising the Informal Economy Workers**Module One:** Recruiting and Organising of Informal Economy Workers**Discovery:** What is the current situation of Informal Economy in East Africa**Dream:** What is required of the Informal Economy workers Organisations in East Africa?

TIME	TITLE	DURATION	METHODS /RESOURCES
7.30-8.30 am	Arrival and Registration	60 mins	
8.30-9.00 am	<ul style="list-style-type: none"> Welcome remarks Opening remarks Guest speakers 	30 mins	
9.00-9.10 am	<ul style="list-style-type: none"> Overview of Objectives, Agenda and Ground rules The training methodology (4 Ds) 	10 mins	<ul style="list-style-type: none"> Discussion Power point Flip Charts
9:10-9:50 am	<ul style="list-style-type: none"> 1.1 Introduction to Organising in the Informal Economy 1.1.1 Key definitions and concepts 1.1.2 Informal Economy categories 1.1.3 Priority issues 	40 mins	<ul style="list-style-type: none"> Discussion Power point Flip Charts
9:50-10:20 am	<ul style="list-style-type: none"> 1.2 Organising Strategies: Steps in Organising process Step 1 – Research Using Participatory Research Action (PRA) Information gathering Step 2 – Working out the strategy 1.3 Deciding on the strategic 	40 mins	<ul style="list-style-type: none"> Discussion Table top Power point Flip charts
10:20-10:50am	HEALTH BREAK	30 mins	

TIME	TITLE	DURATION	METHODS/RESOURCES
10:50-11:50 am	Step 3 - Planning the practical details <ul style="list-style-type: none"> • Draw a check list of practical details to be considered when organising Step 4 - Approaching workers • Factors to consider when approaching workers 	60 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
11:50-12:30 pm	Step 5 - Organising for meetings <ul style="list-style-type: none"> • Guide on conducting meeting successfully 	40 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
12:30-1:10 pm	1.5 Building on democracy in organisation of informal workers. <ul style="list-style-type: none"> • Overcoming challenges in organising informal workers • Plan for legitimate and democratic procedures • Running organisation (union) of informal workers democratically 	40 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
1:10-2:10 pm	LUNCH BREAK	60 mins	
2:10-3:10 pm	1.6 Participation and decision making <ul style="list-style-type: none"> • Making credible decisions • Conducting effective workers meetings • Implementing, monitoring and evaluating members' resolutions 	60 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
3:10-4:10 pm	1.7 Accountability in management of worker organisations <ul style="list-style-type: none"> • Accountability in workers organisations • Systems that will enhance transparency and accountability. • Empower members to seek what is rightfully theirs. 	60 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
4:10-4:50 pm	PLENARY	40 mins	
4:50-5:00 pm	CLOSING	10 mins	

ANNEXES

DAY - 2

ORGANISING INFORMAL WORKERS PARTICIPANTS TRAINING PROGRAM

Theme: Disputes and Collective Action**Module Two: Handling Disputes amongst Informal Economy Organisations**

Design: Helping Informal Economy Sectors organise themselves into credible Associations with ultimate affiliation to Trade Unions.

Module Three: Collective Negotiation for Informal Economy Workers.

Deliver: How do organised Informal Economy Workers negotiate for better conditions and services?

TIME	TITLE	DURATION	METHODS/RESOURCES
7:30-8:00 am	Registration	30 mins	
8:00-8:30 am	Recap of the Previous day Sessions	30 mins	
8:30-9:10 am	2.1 Handling challenges faced by informal workers. <ul style="list-style-type: none"> Challenges and issues facing informal workers. Guideline for dealing with issues faced by informal worker Solving problems faced by informal workers. 	40 mins	<ul style="list-style-type: none"> Discussion Table top Power point Flip charts
9:10-9:50 am	2.2 Managing conflicts amongst informal workers. <ul style="list-style-type: none"> Source of conflicts amongst informal worker organisations and membership Measures to deal with emerging conflicts amongst worker organisations (unions) and membership 	40 mins	<ul style="list-style-type: none"> Discussion Table top Power point Flip charts
9:50-10:30 am	2.3 Disputes resolution at the work place <ul style="list-style-type: none"> Description of disputes that may arise between informal workers and those in power/operators Plans and procedures of dealing with emerging disputes 	40 mins	<ul style="list-style-type: none"> Discussion Table top Power point Flip charts
10:30-11:10am	2.4 Using formal judicial process <ul style="list-style-type: none"> Factors to consider when deciding on a legal strategy Making a collective decision managing the judicial process 2.5 Using Alternative Justice System (AJS) <ul style="list-style-type: none"> The River of Justice Semi-autonomous AJS Autonomous AJS Third party Institutional Annexed AJS Regulated AJS Institutions 	40 mins	<ul style="list-style-type: none"> Discussion Table top Power point Flip charts

11:10-11:40 am	HEALTH BREAK	40 mins	
11:40-12:20 pm	3.1 Negotiation as a tool for informal workers. <ul style="list-style-type: none"> • Relevance of negotiation as a tool for informal workers • Negotiation process plan 	40 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
12:20-1:00 pm	3.2 Implementation of the collective negotiation process. <ul style="list-style-type: none"> • Participation in the negotiation process • Promptly communication of negotiation outcome process to concerned workers 	40 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
1:00-1:40 pm	3.3 Understanding social dialogue in informal economy <ul style="list-style-type: none"> • What is social dialogue? • Social dialogue for formal and informal economy • Benefits of social dialogue 	40 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
1:40-2:40 pm	LUNCH BREAK	60 mins	
2:40-3:40 pm	3.4 Collective action; SWOTs/BEEM analysis <ul style="list-style-type: none"> • How to build on identified strengths • How to eliminate weaknesses • How to exploit available opportunities • How to mitigate organisational threats 	60 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
3:40-4:40 pm	3.5 Strategising and organising for a collective action. <ul style="list-style-type: none"> • Strategise and organise for a collective action 	60 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts
4:40-5:20 pm	3.6 Monitoring and evaluating collective action taken. <ul style="list-style-type: none"> • Implement, monitor and evaluate the impact of collective action taken • Monitoring and evaluating collective negotiation outcome. • Implementation of the collective agreement • Evaluate the impact of the negotiated outcome to the members 	40 mins	<ul style="list-style-type: none"> • Discussion • Table top • Power point • Flip charts

ANNEXES

DAY - 3

ORGANISING INFORMAL WORKERS PARTICIPANTS TRAINING PROGRAM

Theme: Operationalisation of informal workers organisation

TIME	TITLE	DURATION
7:30-8:00 am	Registration	30 mins
8:00-8:30 am	Recap of the Previous day Sessions	30 mins
8:30-9:30 am	Objectives, Key Results Areas (OKRs), Work plan for informal economy	60 mins
9:30-10:30 am	Way forward on organising workers in Informal economy	60 mins
10:30-11:00 am	HEALTH BREAK	30 mins
11:00 – 1:00 pm	Closing ceremony	120 mins
1:00-2.00 pm	LUNCH AND DEPARTURE	60 mins



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