EAST AFRICAN TRADE UNION CONFEDERATION

Regional Framework for Trade Union Organizing, Unionization and Representation of Informal Economy Workers

A practical framework for EATUC affiliates to organize, represent and defend informal economy workers in East Africa

2026-2030

Purpose of the document

This framework is tailored specifically for the East African Trade Union Confederation (EATUC) and its affiliates: COTU-K (Kenya), NOTU (Uganda), TUCTA (Mainland Tanzania), ZATUC (Zanzibar), COSYBU (Burundi) and CESTRAR (Rwanda). It provides a common regional framework that national centres and their affiliates can adapt to country realities while advancing a shared EATUC approach to organizing, unionizing and representing informal economy workers. It also supports EATUC engagement on emerging EAC labour-market and cross-border worker issues, including South Sudan, the Democratic Republic of Congo and Somalia, through the regional integration agenda.

Table of content

1. Executive Summary
2. EATUC Context and Strategic Rationale
3. Strategic Foundation for the Framework
4. Vision, Mission, Goal and Guiding Principles
5. Theory of Change
6. Strategic Pillars and Outcomes
7. Organizing Models for EATUC Affiliates
8. Practical Organizing Cycle
9. Priority Sectors and Value Chains
10. Strategic Pillars
    10.1 Policy, Legal and Social Dialogue Agenda
    10.2 Social Protection, OSH and Worker Services
    10.3 Gender and Youth in the Informal Economy
    10.4 Digital Organising and Data Systems
    10.5 Cross-Border and Migrant Informal Workers
11. Governance and Institutional Arrangements
12. Partnerships and Stakeholder Engagement
13. Resource Mobilization and Financial Sustainability
14. Implementation Roadmap
15. Monitoring, Evaluation, Learning and Accountability
Annex 1. One-Year Affiliate Action Plan Template

1. Executive Summary

The informal economy remains one of the largest and most important areas of work in East Africa. It includes market traders, boda boda and transport workers, domestic workers, street vendors, waste pickers, fishers, agricultural workers, construction workers, home-based workers, platform workers, cross-border traders, apprentices, casual workers and many others whose work sustains households, communities and national economies. Yet many of these workers remain outside effective labour law protection, social protection, occupational safety and health systems, collective bargaining arrangements and trade union structures.

This framework provides a common regional planning instrument for EATUC affiliates to organize, unionize, represent and advocate for informal economy workers. It is designed to help national centres and unions move from occasional project-based engagement to permanent, resourced and democratic organising systems that place informal workers inside trade union governance, collective voice, social dialogue and policy advocacy.

Strategic intent

EATUC affiliates should make informal economy organising a core trade union renewal strategy. This means building membership systems, leadership structures, policy capacity, worker services and social dialogue platforms that respond to the realities of informal work while advancing the transition to decent work and rights-based formalization.

Strategic priority	What EATUC affiliates should do	Expected result
Organize by sector and value chain	Map informal workers and organize through sectors such as transport, markets, agriculture, domestic work, waste, construction and cross-border trade.	Growth in paid-up membership and stronger worker voice.
Organize through associations	Build structured partnerships with existing informal worker associations, cooperatives and community groups.	Faster access to workers and reduced duplication.
Use ILO Recommendation No. 204	Use R204 as the organizing, advocacy and formalization tool for national centres and unions.	Rights-based formalization agenda anchored in international labour standards.
Build union structures	Establish an Informal Economy Desk, committees, focal persons and representation in decision-making organs.	Informal workers become part of union governance, not only beneficiaries.
Promote social protection and OSH	Advocate universal health insurance, pension coverage, maternity protection, OSH, income security and sector-based schemes.	Improved protection and value to members.
Drive regional action	Use EAC tri/bi-partite structures, portability and migration frameworks to protect cross-border informal workers.	Regional policy coherence and stronger worker protection across borders.

Mainstream gender and youth	Map unpaid care work, support women and youth organizing, skills development and apprenticeships.	Inclusive organising and leadership renewal.
Use digital tools	Use mobile registration, WhatsApp/USSD/SMS, digital dues and worker databases with privacy safeguards.	Efficient recruitment, communication and retention.

2. EATUC Context and Strategic Rationale

EATUC is a sub-regional trade union body with a mandate to advance workers' rights and social dialogue within the East African integration process. Its current affiliate base includes COTU-K in Kenya, NOTU in Uganda, TUCTA in Mainland Tanzania, ZATUC in Zanzibar, COSYBU in Burundi and CESTRAR in Rwanda. The East African Community has expanded to eight Partner States, creating new opportunities and challenges for labour mobility, social security portability, regional value chains and cross-border informal work.

For EATUC, organizing the informal economy is not a side activity. It is central to trade union renewal, membership growth, democratic legitimacy and the defense of decent work. If unions do not organize informal workers, the majority of workers in the region will remain outside trade union voice and the future membership base of unions will continue to shrink.

Regional reality	**Strategic implication for EATUC affiliates**
High levels of informal work	Affiliates must treat informal economy organizing as a core membership strategy rather than a short-term project.
Fragmented worker groups	Unions should work with existing associations while building democratic union structures and sector committees.
Local authorities regulate many informal workplaces	Affiliates need memoranda of understanding with municipalities, market authorities, transport authorities and county/local governments.
Cross-border trade and labour mobility	EATUC should develop a cross-border trade union assistance framework and pursue social security portability.
Weak access to social protection and OSH	Unions should offer concrete services and advocate universal and sector-specific schemes.
Youth and women dominate vulnerable segments	Organizing models must include care responsibilities, skills pathways, leadership quotas and protection against harassment and violence.
Climate change affects informal livelihoods	EATUC should research climate impacts on informal workers and integrate just transition demands into informal economy advocacy.

3. Strategic Foundation for the Framework

This framework consolidates ideas generated through EATUC affiliate engagement and translates them into strategic pillars for union planning. The issues are presented as professional framework priorities rather than as raw workshop contributions. They inform the organizing approach, the strategic pillars in Chapter 10 and the implementation roadmap.

Framework priority	Strategic implication for EATUC affiliates
Sectoral organising and value-chain mapping	Start from where workers are located economically, not only from formal industrial categories. Build sector organising maps and value-chain targets.
Association-based organising	Use existing worker associations as bridges into union membership while respecting their autonomy and building democratic affiliation models.
Rights-based formalization using ILO Recommendation No. 204	Train union leaders and informal worker organizers on R204 and use it for national formalization policies, labour law reforms and social protection expansion.
Regional organising guidelines	EATUC should maintain a common regional organising manual and practical tools that each affiliate can adapt.
Informal workers desk and representation	Institutionalize informal workers within union structures so they participate in decisions and leadership.
Digital organising	Use mobile-first tools for registration, dues, communication, surveys and rapid mobilization.
MOUs with urban authorities	Engage local authorities on permits, market spaces, vending zones, transport stages, waste collection areas and dispute resolution.
Legal and regulatory reform	Push for labour, social protection, tax and local authority reforms that recognize informal workers.
Universal and sector health insurance	Advocate practical health insurance models that match seasonal and fluctuating income patterns.
Recognition of prior learning and skills development	Create pathways from informal skills to certification, better incomes, apprenticeships and transition to formal work.
Tax incentives and access to finance	Formalization should provide benefits, not only obligations; unions should negotiate incentives and affordable credit.
Gender, youth and unpaid care work	Informal economy organising must address unpaid care, maternity protection, gender-based violence, youth unemployment and leadership opportunities.
Climate change, outsourcing and fluctuating income	EATUC should integrate emerging livelihood risks into research, advocacy and collective demands.

4. Vision, Mission, Goal and Guiding Principles

Element	Statement
Vision	An East African labour movement where informal economy workers are organized, protected, represented and able to access decent work, social protection and fair livelihoods.
Mission	To equip EATUC affiliates with a common regional framework for organising informal workers, strengthening their voice in union structures and advancing rights-based formalization through social dialogue.
Overall goal	EATUC affiliates have functional informal economy organizing structures, measurable membership growth, inclusive representation and coordinated advocacy for formalization, social protection and decent work by 2030.

Guiding principles

- Worker-centered formalization: Formalization must improve rights, incomes and social protection; it should not criminalize survival work or impose costs without benefits.
- Freedom of association and collective bargaining: Informal workers have the right to organize, negotiate and be represented.
- Gender and youth inclusion: Women, young workers and workers with care responsibilities must be central to organizing and leadership.
- Sector and value-chain approach: Organizing must follow how work is actually performed and controlled across markets, streets, homes, farms, platforms and supply chains.
- Social dialogue: Unions should negotiate with governments, employers, local authorities, platform companies, market committees and value-chain actors.
- Regional solidarity: EATUC should link national struggles with EAC-wide labour mobility, social security portability and cross-border protection.

5. Theory of Change

If EATUC affiliates map informal economy workers, build trusted organising relationships, create internal union structures, provide useful services, negotiate with authorities and employers, and advocate for rights-based formalization using R204, then informal workers will gain stronger representation, legal recognition, social protection, improved livelihoods and pathways to decent work. This will also renew trade unions by expanding membership, relevance and legitimacy.

Inputs	Activities	Outputs	Outcomes	Impact
Organizers, affiliate focal persons, data tools, regional guidelines, partnerships and resources	Mapping, recruitment, training, digital registration, social dialogue, advocacy, service delivery and research	Informal economy desks, sector committees, membership database, MOUs, policy briefs, trained organizers and worker leaders	Increased membership, better representation, improved services, legal recognition and stronger social protection access	Informal workers in East Africa are organized, protected, represented and included in decent work and regional integration policies

6. Strategic Pillars and Outcomes

Pillar 1: Mapping, data and evidence

Develop reliable information on informal workers, sectors, value chains, gender/youth profile, income patterns, hazards, legal gaps and organizing potential.

Pillar 2: Membership growth and organizing models

Recruit and retain informal workers through sectoral organizing, association-based organizing, community-based organizing, cross-border organizing and digital tools.

Pillar 3: Representation and union governance

Create permanent union spaces for informal workers through desks, committees, focal persons, congress representation and board/executive structures.

Pillar 4: Rights-based formalization and legal reforms

Use ILO R204 and national labour frameworks to advocate formalization that extends rights and social protection.

Pillar 5: Social protection, OSH and services

Deliver tangible value to informal members through OSH, health insurance, pension links, legal aid, training, skills certification and welfare services.

Pillar 6: Gender, youth and care economy

Integrate gender and youth issues into informal economy policies, organizing teams, leadership and service delivery.

Pillar 7: Regional integration and cross-border protection

Use EATUC regional role to advocate portability, fair migration governance, cross-border assistance and harmonized standards.

Pillar 8: Sustainability and institutional capacity

Build financial, organizational and technical capacity for long-term organizing beyond donor projects.

7. Organizing Models for EATUC Affiliates

Model	How it works	Recommended for	Risks to manage
Direct union Membership	Informal workers join a national union or national centre structure directly with adapted dues.	Domestic workers, street vendors, waste pickers, platform workers where no strong association exists.	Organizing, services and representation challenges.
Association-to-union Pathway	Existing associations sign cooperation agreements or affiliate to union structures with clear rights and duties.	Market associations, boda boda groups, cooperatives, cross-border trader groups and artisan associations.	Association leaders may resist democratic accountability; need transparent membership rules.
Sector Federation Approach	Unions organize informal workers linked to their sector and value chain.	Transport, agriculture, construction, hospitality, retail, fisheries, waste and domestic work.	Formal unions may treat informal workers as secondary members; governance must be inclusive.
Community-based Organizing	Organizers build structures around workplaces and communities where workers live and operate.	Home-based work, domestic work, unpaid care-linked livelihoods and peri-urban informal work.	Requires patient organizing and strong women/youth leadership.
Digital-first Organizing	Workers register, pay dues, receive information and report violations through mobile tools.	Dispersed workers, platform workers, youth, migrants and rapid-response campaigns.	Digital exclusion and data privacy risks must be addressed.
Cross-border Organizing	Affiliates cooperate at border points and migration corridors to support mobile informal workers.	Small-scale cross-border traders, transport workers, migrant domestic workers and seasonal workers.	Needs coordination protocols and contact points in each country.

8. Practical Organizing Cycle

1. Identify the organizing target. Select a sector, location or value chain with clear worker concentration, leadership potential and strategic importance.
2. Map workers and power relations. Document who the workers are, where they work, income patterns, hazards, authorities, employers, platform companies, market leaders and existing associations.
3. Build trust. Hold listening sessions, community dialogues, workplace visits and small group meetings before asking for membership.
4. Develop a worker agenda. Agree the top three to five issues workers want solved: permits, harassment, health insurance, police/municipal enforcement, OSH, market space, income insecurity, childcare or access to finance.
5. Recruit and register. Use simple membership forms, digital tools, affordable dues and clear membership benefits.
6. Train worker leaders. Build capacity on rights, negotiation, union governance, gender inclusion, OSH, R204 and conflict resolution.
7. Negotiate and campaign. Engage local authorities, employers, boards, platform companies and social protection agencies; combine dialogue with public campaigns where needed.

8. Deliver services. Provide legal advice, OSH information, health insurance linkages, financial literacy, welfare services and access to skills certification.
9. Institutionalize. Create sector committees, delegate structures, affiliate representation and routine reporting.
10. Review and scale. Measure membership growth, dues, victories, leadership development and lessons for expansion.

Minimum organising standard
No affiliate should launch an informal economy organising project without a mapping plan, a worker issue agenda, a membership model, an internal representation pathway and a sustainability plan for dues or resources.

9. Priority Sectors and Value Chains

EATUC affiliates should priorities sectors based on membership potential, level of vulnerability, existing worker associations, strategic economic importance, gender/youth concentration and prospects for negotiation. The table below offers a regional menu; each affiliate should adapt it to country realities.

Sector/value chain	Typical workers	Entry points for unions	Priority demands
Urban Transport	Boda boda riders, taxi/matatu/daladala operators, loaders, mechanics, platform drivers	Stages, associations, SACCOs, municipal transport offices, road safety bodies	Permits, safety, social protection, fair platform terms, harassment protection, accident cover
Markets and Street Vending	Market traders, hawkers, food vendors, porters, kiosk owners	Market committees, trader groups, local authorities	Secure vending spaces, fair fees, sanitation, childcare, OSH, protection from confiscation
Agriculture and Fisheries	Smallholder producers, seasonal workers, fishers, fish processors, loaders, agri-value chain workers	Cooperatives, landing sites, plantations, value-chain buyers	OSH, fair prices, insurance, climate adaptation, recognition of seasonal work
Domestic and Care Work	Domestic workers, carers, cleaners, nannies, home-based care workers	Community networks, placement agencies, faith/community groups	Contracts, minimum wages, social protection, maternity protection, protection from violence and harassment
Waste and Circular Economy	Waste pickers, recyclers, sorters, scrap collectors	Dump sites, recycling groups, municipal waste departments	Recognition, PPE, contracts, inclusion in circular economy, OSH and health cover
Construction and Artisans	Casual labourers, masons, painters, carpenters, welders, apprentices	Sites, artisan clusters, technical training centres	Safety, skills certification/RPL, fair wages, apprenticeships, accident protection
Cross-border Trade	Small-scale traders, transporters, loaders, women traders	Border markets, customs posts, trader associations	Simplified trade regime, anti-harassment mechanisms, portability, information desks
Platform and Digital Work	Delivery riders, drivers, online freelancers	Digital communities, platform associations, worker WhatsApp groups	Fair algorithms, transparent pay, safety, data rights, collective voice

10. Strategic Pillars

The following five strategic pillars consolidate the core operational areas that were previously presented as separate chapters. Each pillar includes the key agenda, practical actions for EATUC affiliates and affiliate best practices that can be adapted by national centres and sector unions.

10.1 Policy, Legal and Social Dialogue Agenda

The policy agenda should be anchored in ILO Recommendation No. 204 on the transition from the informal to the formal economy. R204 calls for formalization that preserves livelihoods, respects fundamental principles and rights at work, extends social protection and supports inclusive development. EATUC affiliates should use R204 to connect organizing with national reform and regional advocacy.

Advocacy Area	EATUC Affiliate Action	Target Institution
Ratification and Application of Labour Standards	Advocate implementation of R204 and ratification/application of relevant standards such as Convention No. 154 on collective bargaining, Convention No. 182 on worst forms of child labour, Convention No. 183 on maternity protection, Convention No. 190 on violence and harassment, Convention No. 155/187 on OSH and Convention No. 189 on domestic workers where relevant.	Ministries of Labour, parliaments, tripartite bodies, EAC mechanisms
National Formalization Policies	Demand national strategies that include worker organizations, simplified registration, incentives, social protection and protection from punitive enforcement.	National governments, local authorities, employers' organizations
Local Government by-laws	Review by-laws affecting street vendors, transport workers, markets and waste pickers; negotiate fair permits, spaces and dispute mechanisms.	Municipalities, counties, city councils, market boards
Social Protection Laws	Advocate for the extension of social protection coverage, universal health coverage, pension inclusion, maternity benefits and flexible contribution models.	Social security funds, health insurance agencies, Ministries of Finance and Labour
Tax and Business Registration	Negotiate tax incentives, grace periods and simple business registration that benefits workers rather than punishes them.	Revenue authorities, business registration agencies, local governments
Skills and RPL	Push for recognition of prior learning and certification of informal skills through vocational training systems.	TVET agencies, skills authorities, employers and ministries
Labour Market Information Systems	Ensure informal workers are counted in labour market data and policy planning.	National statistics offices, labour ministries, EAC Secretariat

EATUC affiliate best practices and lessons for adaptation

Affiliate / Country	Practice and Lesson for EATUC Affiliates
COTU-K, Kenya	COTU-K experience in engaging social protection and labour policy spaces which has been used to link organizing with legal reform, health insurance, social security and national formalization debates.
ZATUC, Zanzibar	ZATUC practice on policy engagement for informal economy issues provides an example of how social dialogue and local institutional relationships to advocate recognition of informal workers.
TUCTA/TUICO, Tanzania	TUICO experience in organizing small traders, hawkers and street vendors shows the value of combining union organising with legal recognition and policy attention to vulnerable workers in urban markets.

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EATUC affiliate best practices and lessons for adaptation

Affiliate / country	Practice and Lesson for EATUC Affiliates
COTU-K, Kenya	COTU-K work on social protection for informal and rural workers demonstrates how union education, recruitment and policy advocacy can be combined with practical enrolment support for health and social security schemes.
NOTU/ATGWU, Uganda	ATGWU experience in transport organising shows that services such as negotiation support, protection against harassment, visibility and safety can turn informal worker associations into a stronger union base.
TUCTA/TUICO, Tanzania	TUICO experience with small-scale traders and street vendors highlights the importance of linking organising with income security, social protection and improved treatment by authorities.
CESTRAR, Rwanda	CESTRAR can build on action planning around social protection and informal economy workers by linking membership recruitment to access to health, pension, skills and worker welfare services. Rwanda has achieved one of the highest universal health coverages (UHC) rates in Africa, with over 90% of its population insured. This success is primarily driven by the Community-Based Health Insurance (CBHI)program, locally known as *Mutuelle de Santé*.

10.3 Gender and Youth in the Informal Economy

Gender and youth must be integrated into every pillar of the framework, not treated as separate add-ons. Many women informal workers combine paid work with unpaid care responsibilities, operate in insecure public spaces and face harassment. Young workers often enter informal work through apprenticeships, casual jobs and platform work without adequate protection or training.

Priority	Action for EATUC and its Affiliates
Map Unpaid Care Work	Document how unpaid care affects women informal workers income, time, organising participation and access to training.
Maternity Protection	Advocate maternity protection for informal workers through social insurance, public financing and community-based schemes; use ILO maternity standards as advocacy references.
Gender-inclusive Policy	Develop or revise affiliate informal economy policies to include gender, Gender Based Violence and Harassment (GBVH), care economy, childcare, sanitation, safety and leadership quotas.
Youth Organizing	Create youth-friendly recruitment campaigns, digital engagement, mentorship, apprenticeships and skills hubs.

Women and Youth Leadership	Reserve seats in informal economy committees and organizing teams for women and young workers.
Research and Publications	Produce evidence on youth unemployment, underemployment, vulnerability, care work and sector-specific barriers.

EATUC affiliate best practices and lessons for adaptation

Affiliate / country	Practice and lesson for EATUC affiliates
COTU-K, Kenya	COTU-K experience with youth and gender programming has supported targeted surveys, youth-focused organising and women leadership in informal economy committees.
NOTU/ATGWU, Uganda	The Uganda transport organizing experience has elevated women informal transport workers visibility, showing that sector organizing must deliberately create space for women in male-dominated sectors.
ZATUC, Zanzibar	ZATUC has strengthen women and youth participation through gender-responsive informal economy advocacy, including attention to market work, care responsibilities and workplace safety.
COSYBU, Burundi	COSYBU membership growth in the informal economy offers a basis for deliberately integrating young workers and women into union education, delegate structures and policy advocacy.

10.4 Digital Organizing and Data Systems

- Develop a simple regional membership data template for informal workers, with minimum fields and privacy safeguards.
- Use mobile registration and digital receipts to reduce leakage and improve trust in dues collection.
- Use WhatsApp, SMS, USSD and community radio for communication, considering digital divides.
- Create sector-specific WhatsApp or Telegram groups moderated by trained worker leaders.
- Use short digital surveys to collect evidence on income, OSH risks, harassment, climate impacts and social protection needs.
- Protect members personal data and avoid sharing worker lists with authorities or private actors without consent.

Digital organizing principle
Digital tools should strengthen human organising; they should not replace face-to-face trust-building, democratic meetings and worker leadership development.

EATUC affiliate best practices and lessons for adaptation

Affiliate / country	Practice and lesson for EATUC affiliates
COTU-K, Kenya	Kenya mobile-money and digital communication experience informed flexible dues collection, digital receipts and rapid member communication for informal workers thus the haba haba program in TAWU
NOTU/ATGWU, Uganda	Transport worker organizing in Uganda shows the value of association databases, rapid mobilization and worker communication networks in dispersed informal sectors.

10.5 Cross-Border and Migrant Informal Workers

Regional integration creates opportunities for work and trade, but many informal workers face harassment, lack of information, insecurity, double taxation, language barriers and weak social protection coverage. EATUC can add value by linking affiliates across borders and developing common regional positions.

Regional Issue	EATUC Role	Affiliate Role
Cross-Border Trade	Develop a regional cross-border worker protection framework and negotiate with EAC institutions.	Create help desks at key border points and link trader associations to unions.
Social Security Portability	Continue advocacy for portability of social security and health protection benefits across EAC Partner States.	Continue advocacy at national level, collect cases of workers losing benefits and engage national social security agencies.
Migrant Informal Workers	Promote fair labour migration governance and access to justice for migrants.	Provide referral contacts, rights information and representation support.
Tripartite Simplified Trade Regime	Advocate simplified, worker-friendly trade procedures for small-scale traders.	Train workers on procedures and report abuses.
Cross-Border Trade Union Assistance	Create an EATUC affiliate focal point directory and rapid referral protocol.	Designate focal persons and share monthly cases with EATUC.
Recognition of Prior Learning	Help workers access certification for skills gained outside formal schools.	Certification improves bargaining power and transition pathways.

EATUC affiliate best practices and lessons for adaptation

Affiliate / Country	Practice and Lesson for EATUC Affiliates
COTU-K and NOTU	Kenya-Uganda border trade and transport corridors provide practical entry points for joint worker information desks, referral protocols and anti-harassment monitoring.

TUCTA and ZATUC	Mainland Tanzania and Zanzibar experience can inform coordination around mobile workers, seasonal work and inter-island or cross-border movement affecting informal livelihoods.
COSYBU and CESTRAR	Burundi-Rwanda corridor dynamics provide an opportunity for joint attention to small-scale traders, migrant workers and cross-border social protection barriers.

11. Governance and Institutional Arrangements

Level	Proposed structure	Core responsibility
EATUC Secretariat	Regional Informal Economy Coordination Desk	Coordinate framework implementation, regional advocacy, resource mobilization, guidelines, monitoring and affiliate learning.
EATUC Committee of Experts	Informal Economy Technical Working Group	Provide technical advice on R204, social protection, organising models, gender/youth, digital tools and legal reforms.
National Centre	Informal Economy Desk or Department	Lead national mapping, affiliate coordination, national policy advocacy and membership data consolidation.
Affiliate Union	Sector Informal Workers Committee	Recruit members, hold meetings, identify worker issues, negotiate locally and report progress.
Worker Base	Workplace/community delegates	Represent members, collect dues where approved, communicate issues and mobilize workers.

- Each EATUC affiliate should designate an informal economy focal person within three months of adopting this framework.
- Informal workers should have recognized representation in relevant union executive boards, committees, congresses or councils according to each affiliate constitution.
- Affiliates should review constitutions and membership rules to remove barriers to informal worker membership, including overly rigid dues structures or occupational definitions.
- EATUC should convene an annual regional informal economy forum for affiliates to review progress and share lessons.

12. Partnerships and Stakeholder Engagement

Partner	Why it matters	Engagement strategy
Local Authorities	They regulate markets, vending spaces, transport stages, waste areas and permits.	Negotiate MOUs, joint committees, dispute systems and non-punitive by-laws.
Government Ministries	They lead labour, trade, social protection, gender, youth, environment and finance policies.	Use social dialogue, policy briefs and tripartite structures.
Employers and Value-chain Actors	They influence prices, contracts, outsourcing and working conditions.	Negotiate sector agreements and responsible business commitments.
Informal Worker Associations	They have trust and access to members.	Develop affiliation pathways, joint campaigns and leadership training.
Civil Society and Legal Actors	They support legal aid, research, rights monitoring and public accountability.	Build referral networks and joint advocacy.
Media	They shape public perceptions of informal workers.	Promote worker stories and challenge criminalization.
Faith Actors and Community Leaders	They hold community trust and can support conflict resolution and welfare initiatives.	Include in community dialogue where appropriate.
ILO, FNV, DTDA, FES, Solidarity Center, WIEGO and Development Partners	They can support technical assistance, training and resources.	Align support with EATUC priorities and avoid fragmented projects.

13. Resource Mobilization and Financial Sustainability

Informal economy organizing requires long-term resources. Donor-funded projects can support innovation, but the organizing system must also be sustained through membership dues, affiliate budgets, services, partnerships and solidarity mechanisms.

Challenge	Recommended response
Fluctuating Income Among Informal Workers	Introduce flexible dues options: daily, weekly, monthly, seasonal or mobile money payments.
Low trust in dues collection	Use transparent digital receipts, member cards and regular accountability meetings.
High Organizing Costs	Train volunteer worker organizers and use existing associations and community networks.

Donor Dependency	Create affiliate budget lines for informal economy organizing and use donor funding for start-up tools, training and pilots.
Service Sustainability	Negotiate group services with social protection agencies, cooperatives, SACCOs and training institutions rather than running costly parallel schemes.
Regional Coordination Costs	Establish an EATUC regional informal economy fund or budget line for research, forums, cross-border assistance and guidelines.

14. Implementation Roadmap

Period	EATUC regional actions	Affiliate/national actions	Key deliverables
First 3 months	Validate framework, create regional coordination desk, nominate focal persons, develop common templates.	Nominate focal persons, review existing informal economy work, identify two priority sectors.	Framework adopted; focal persons named; priority sectors selected.
Months 4-6	Produce regional organising guidelines and R204 training package.	Conduct sector mapping and worker consultations; identify associations and leaders.	Mapping reports; worker issue agendas; training curriculum.
Months 7-12	Convene regional learning forum and begin EAC advocacy on portability and cross-border protection.	Launch recruitment pilots, establish informal economy committees, negotiate with local authorities.	Pilot membership growth; MOUs; sector committees.
Year 2	Develop regional policy briefs on social protection, RPL, gender/youth and cross-border workers.	Scale organising to additional sectors; strengthen dues systems and services.	Increased paid-up membership; policy submissions; service partnerships.
Years 3-4	Coordinate regional campaigns and compare country progress.	Consolidate collective bargaining/dialogue arrangements and constitutional reforms.	Recognition arrangements; legal reform proposals; stronger governance.
Year 5	Evaluate framework, document impact stories and adopt next phase.	Review membership, representation, services and advocacy wins.	Endline report; revised framework; sustainability plan.

15. Monitoring, Evaluation, Learning and Accountability

Result area	Core indicators
Membership growth	Number of informal workers registered; number paying dues; retention rate; gender/youth disaggregation; sector disaggregation.
Representation	Number of informal worker committees; number of informal worker representatives in union organs; number of trained worker leaders.
Organising capacity	Number of organizers trained; number of sector maps completed; number of associations engaged.
Policy influence	Policy briefs submitted; R204 trainings held; legal reforms influenced; social dialogue meetings held.
Services	Workers linked to health insurance, pensions, legal aid, OSH training, RPL, skills or financial services.
Regional action	Cross-border cases assisted; regional submissions made; EAC meetings engaged; portability advocacy milestones.
Gender and youth	Women/youth in leadership; childcare/care work initiatives; youth programmes; GBVH actions.
Sustainability	Dues collected; affiliate budget allocated; partnerships mobilized; donor support aligned.

Reporting rhythm
Affiliates should submit a short quarterly progress update to EATUC. EATUC should consolidate these into a regional dashboard and annual informal economy report.

Annex 1. One-Year Affiliate Action Plan Template

Objective	Activity	Target sector/location	Responsible person	Timeline	Budget/resource	Indicator
Map informal workers	Conduct rapid mapping and consultations					Mapping report completed

Recruit members	Launch membership drive					Number of members registered and paying dues
Build structures	Establish sector informal workers committee					Committee elected and meeting regularly
Negotiate improvements	Engage local authority/employer/platform					MOU/agreement/commitment reached
Provide services	Link workers to health insurance, OSH, legal aid, RPL or finance					Number of workers served
Advocate reforms	Submit policy brief using R204					Policy engagement held
Report learning	Submit quarterly report to EATUC					Report submitted

Final planning note for affiliates

The framework should be adapted into country-specific affiliate action plans. Each national centre should select a manageable number of priority sectors, focus on real worker issues, and demonstrate early wins before scaling. The most successful organising will be built on trust, visible services, democratic representation and sustained social dialogue.