

INTERNATIONAL TRADE UNION CONFEDERATION  
AFRICAN REGIONAL ORGANISATION

(ITUC-Africa)



# **STRATEGIC PLAN**

## **2016 – 2019**

**THEME: STRONG TRADE UNIONS FOR A BETTER AFRICA**

## ITUC-Africa 2016-2019 Strategy Plan

### VISION

To achieve a united, democratic and independent regional trade union organization that works for the welfare of all African workers, in a world where everyone can realize their full potentials under conditions of freedom, equality and social justice.

### MISSION

To strengthen the trade unions in Africa and provide a common voice for all African workers to realize a healthy and safe working environment and a decent life for all, by fighting all forms of exploitation and discrimination, defending human and trade union rights, promoting social justice, peace, democracy and pursue the preservation of the environment.

**The Vision and Mission of ITUC-Africa remains**

## Introduction

The ITUC-Africa Strategic Plan 2016 – 2019 derives from the resolutions and conclusions of the 3rd Congress of the organization which held in Dakar, Senegal from 25-26 November, 2015, under the theme of **Strong Trade Unions for a Better Africa**.

The outcomes emerged from discussions that were conducted in sub-plenaries and panels held under the following topics during the two days of the Congress:

- Rights, Democracy, Governance, Peace and Security
- Social Protection, Decent Wages, Public Services and Public Health for Inclusive Development in Africa: Labour Movement Strategies
- Structural Transformation, Regional Integration and Resource Mobilization
- State of our Organization, Organizing
- Migration

- Climate Change.

In order to operationalize the resolutions and conclusions from Congress the General Council of ITUC-Africa has adopted a number of programme areas of work, including:

- Human And Trade Union Rights
- Peace And Security
- Organising And Workers Empowerment
  - Trade Union Unity
  - Youth Work
- Gender Equality
- Extending Social Protection
- Climate Change And Environment
- Structural Transformation For Africa's Development
- Finance And Logistics
- Communication

The status quo which embodies the current strengths and weaknesses of the organization as well as the operating environment that presents the threats facing the organization as well as the opportunities available to it are presented prior to the setting out of the programme areas of work.

## STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS

In identifying the internal and external factors that have a direct and indirect bearing on the implementation of the objectives of the organisation, a SWOT analysis was made. Below are the results:

**Table 1: ITUC-Africa SWOT Analysis**

<b>Strengths:</b>	<b>Weaknesses:</b>
<ul style="list-style-type: none"> <li>➤ Growing internal trade union democracy within affiliates</li> <li>➤ Growing participation and representation of women unionists at the national and international levels</li> <li>➤ Growing participation and representation of young unionists at the national and international levels</li> <li>➤ Continent-wide representativeness</li> <li>➤ Growing Visibility</li> <li>➤ Participatory management system</li> <li>➤ Open internal communication</li> <li>➤ Transparent and accountable</li> <li>➤ Professional staff (Competent &amp; committed personnel)</li> <li>➤ Intergenerational balance amongst staff</li> <li>➤ Team spirit</li> <li>➤ Establishment and staffing of the ITUC-Africa Labour Research and Education Institute</li> <li>➤ Improved official bilingual competence</li> <li>➤ Ownership of headquarters secretariat</li> <li>➤ Conference facilities</li> <li>➤ Track record of achievements</li> <li>➤ Solidarity support of the ITUC</li> <li>➤ Appropriate monitoring and follow-up of project activities at national level</li> </ul>	<ul style="list-style-type: none"> <li>➤ Low trade union density (less than 10%)</li> <li>➤ Inadequate attention paid to organising and recruitment</li> <li>➤ Fragmentation of unions at national level</li> <li>➤ Poor membership records</li> <li>➤ Poor payment of affiliation fees</li> <li>➤ Poor reporting from some national organisations</li> <li>➤ Dependency on external funding for activities</li> <li>➤ Limited regional &amp; linguistic representation in staff complement</li> <li>➤ Absence of human resource policy and plan</li> </ul>

**Opportunities:**

- Growing discontent with social economic and political status quo by Africans
- Growing mass activism
- Growing mass consciousness
- Strategic partnerships - ILO, regional economic communities, African Union (AU), Third World Network-Africa, Africa Labour Research Network (ALRN), Tax Justice Network–Africa (TJN-A), Federation of African Journalists (FAJ)
- Other partners: United Nations Economic Commission for Africa (UNECA), United Nations Environment Programme (UNEP), Society for International Development (SID), University of Lome, University of Cape Coast, Media Foundation for West Africa, Africa Labour Media Project
- Growing sub-regional trade union organisations
- Strengthening Cooperation with GUFs
- Big potential for increasing trade union membership
- Increasing ITUC-Africa affiliates
- Potential for affiliation of independent trade unions to national centres
- Growing acceptance of the decent work agenda globally (Social Partners, UN SDGs, AU Agenda 2063)
- Growing acceptance of the importance of social dialogue for development
- Labour-friendly media – ALMP, Radio Labour
- Growing accessibility to ICT, Labour Start. Media Foundation for West Africa
- New ILO labour protection instruments (Conventions 189 on Decent Work for Domestic Workers and Recommendations 200 on HIV and AIDS and the World of Work, 202 on National Floors of Social protection, 204 concerning the Transition from Informal to the Formal Economy, and Force Labour Protocol)
- Emergence of China, India and , South Africa, Brazil (BRICS) as global players
- Cooperation with SSOs

**Threats:**

- Bad governance in many countries
- Civil Conflicts
- Growing terrorism in Africa
- Growing impunity
- Labour market deregulation
- Growing poverty
- Widespread corruption
- Youth unemployment
- Deteriorating working and living conditions
- Deepening inequalities
- Relentless pursuit of Neoliberalism
- Poor infrastructure (economic, social)
- Constitutional & Electoral processes manipulation
- Weak industrialization
- Low agricultural productivity
- Weak regional integration
- Resurgence of xenophobia
- Poor management of Migration
- Poor public health
- Poor social services
- Climate change & environmental disasters
- Falling oil prices
- The new scramble for Africa

## **PROGRAMME AREAS**

The various programme areas are presented below. For each of them, the specific issues, objectives, expected results and indicators as well as the proposed activities for their realization over the quadrennial are set out. In each area, projects shall be developed in an inclusive planning process that will benefit to the extent possible from the contribution and participation of our various stakeholders. These stakeholders include our affiliates, the ITUC, Global Union Federations, International Labour Office (ILO), Solidarity Support Organizations (SSOs) and civil society organizations.

Details of each programme area that follow are outlined in a logical framework matrix.

## PROGRAMME AREA: HUMAN AND TRADE UNION RIGHTS

Human and trade union rights on the continent continue to come under attacks which are sometimes systemic. In particular, rights at work have continued to see new forms of attacks. Gains won from collective struggles of the past have not been spared this renewed onslaught. Quite a number of workers in the public sector are still denied the right to freely join and form trade unions of their choice. Again, the right to strike which is at the heart of workers' organising, unity and solidarity is under attack. Living and working conditions have also continued to deteriorate as poverty and inequality have deepened. Thus, adult, young, male, female, domestic and migrant workers alike continue to work and live in dire straits. Their families and communities have not fared better in spite of the much celebrated economic growth on the continent.

Focus will therefore be to continue to engage with the aim to stem these attacks as well as maintain, expand and sustain the spaces and opportunities for the defense, protection and promotion of these rights. Below is a matrix covering the issues, objectives of the programme, expected results, indicators and activities for this programme.

### Human and Trade Union Rights

ISSUES	OBJECTIVES	RESULTS	Indicators	ACTIVITIES
<p>Increasing violations of Human rights, esp. first generation rights-</p> <p>Renewed attacks on trade union rights, especially on rights to assemble, dissent and strike</p> <p>Poor reporting of abuses</p>	<p>To raise and sustain consciousness and activism on issues of rights</p>	<p>Improved reporting system for affiliates on rights abuses</p> <p>Improved capacity of African trade unions to use the ILO International Labour Standards protection mechanisms</p> <p>HTUR regional Network sustained, established at national levels and more active</p> <p>More respect achieved for rights and accountability</p>	<p>At least 25 affiliates submit reports to the CEACR per year<sup>1</sup></p> <p>at least 5 CFA complaints submitted and favourable responses received per year</p> <p>15 national HTUR network established</p>	<p>Training on International Labour Standards for reporting rights violation,</p> <p>Monitoring affiliates' reporting contributions</p> <p>Mobilising affiliates' for contribution to the updating of the ITUC annual survey</p> <p>Capacity building training for Lusophone affiliates on International Labour Standards</p>

<sup>1</sup> Within the last quadrennial an average of 10 affiliates contributed fairly regularly to the CEACR reporting process

<p>High level of impunity</p> <p>Growing and pervasive public and private sector corruption</p> <p>Weak capacity to engage on HTUR issues</p> <p>Low level of practical solidarity among affiliates</p> <p>Social dialogue spaces limited, weak and mostly undermined</p> <p>Out-of-date and unfriendly labour legislation</p> <p>Growing practice of reviewing labour legislation as a concession for attracting investments</p> <p>Labour market flexibilisation</p> <p>The growing incidences of forced labour, human trafficking</p> <p>Ineffective migration governance processes subsist</p> <p>Growing exploitation and abuses of migrants' rights</p>	<p>To improve the conditions for trade union existence and action</p> <p>To contribute to deepen the spaces for the defence, protection and promotion of human and trade union rights</p>	<p>Increased contribution to solidarity campaigns</p> <p>Improved labour legislative environment in more African countries</p> <p>Increased participation of workers in trade union campaigns</p> <p>Improved defence, protection and promotion of migrants rights by trade unions achieved</p> <p>Migration network and support for labour migrants by trade unions established</p> <p>Improved monitoring and reporting on the implementation of labour migration agreements</p> <p>New working alliances with African and International CSOs alliance on rights defense built.</p> <p>Social protection portability for migrant workers achieved</p>	<p>At least 25 affiliates from 25 countries contribute to the ITUC Annual survey</p> <p>At least 1 resolution on human and trade union rights adopted by the ACHPR<sup>2</sup> per year</p> <p>at least 2 countries have radio interactive programmes on human and trade union rights developed/aired per year</p> <p>Labour law review in at least 5 countries achieved</p> <p>5 cases of rights' abuses investigated, prosecuted and sanctions melted.</p> <p>At least 3 multilateral trade union labour migration engagement agreement adopted and implemented</p>	<p>5 national rallies on the right to associate and strike will be staged</p> <p>Attend/participate/engage in ACHPR session</p> <p>Development contributions/comments to ACHPR countries' periodic reporting</p> <p>Protest letter writing</p> <p>Strengthening HTURs networks and alliances</p> <p>Support affiliates to develop paralegal focal points</p> <p>Training on campaign development</p> <p>Production of campaign material</p> <p>Campaigns on rights issues</p> <p>Regional trade union labour migration meeting</p> <p>Campaigns against abusive dismissals of trade unions at National and continental levels</p> <p>Workshop on trade union labour migration development</p> <p>Develop links and reach-out to "global African workers"</p>
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<sup>2</sup> African Commission on Human and Peoples' Rights

<p>Recurrent bouts of racism and xenophobia</p> <p>Poor ratification and enforcement of ILO Conventions and other labour protection instruments, especially C. 189, 97, 143</p> <p>Domestic violence</p> <p>Rape and other forms of sexual violence</p> <p>Child labour and abuses against children are on the rise</p> <p>Massive youth unemployment</p> <p>Pervasive poverty and growing inequality leading to profound despondency and restiveness</p> <p>Vestiges of slavery, colonialism and absolute rule</p>		<p>Affiliates consciously adopt labour migration policy</p> <p>Child labour incidence rate currently at 28% (2014 ILO figure) for Africa is reduced downward</p> <p>Spaces for social dialogue improved</p> <p>More ratification and implementation of ILO Conventions achieved.</p>	<p>A trade union labour migration organising campaign developed</p> <p>Social protection portability achieved within the East Africa Community Common Market Access protocol</p> <p>Trade union education awareness on xenophobia developed</p> <p>A regional Trade Union Labour Migration network with national focus persons established</p> <p>Alliance with Pan-African Lawyers Union (PALU); Human Rights Watch, Atrocities Watch; and Amnesty International</p> <p>ITUC-Africa as a member of the African Civil Society Centre</p> <p>2 rallies per year to promote the rights of migrants organised</p> <p>At least 2 labour migration policy developed</p>	<p>Researches/Studies</p> <p>Technical and material supports for affiliates to improve their engagements on migration governance</p> <p>Campaign on child labour intensified</p> <p>Popularisation of Recommendation 200, 202, 204 and Forced Labour Protocol 29</p> <p>Thematic advocacy and lobby campaigns</p>
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			<p>At least 5 trade union trade union agreement on labour migration developed</p> <p>10 social dialogue mechanisms at the national level built, revived.</p> <p>At least 10 ratifications of ILO Conventions per year</p> <p>5% reduction of incidence of child labour within the quadrennial</p> <p>35 trade union activists will have their capacities on campaigning built and improved per year.</p>	
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## PROGRAMME AREA: PEACE AND SECURITY

The rise and seemingly endless sectarian conflicts, as well as the new and shocking phenomenon of extremism on the continent are posing serious challenges for the security of people and their properties. The growing insecurity, fragile peace and apparently weak stability situation in the worst hit countries largely result from the armed and violent conflicts. In most cases, ethnic, religious, communal sentiments, as well as the preservation of influence and dominance have been displayed in these needless and avoidable conflicts aimed at securing power and control for supposedly dominant and militarily strong parties. They are leading to the erosion of opportunities for the actualisation of individual and communal potentials.

Trade unions realise that absence of peace and escalating insecurity are real threats to jobs, safety and welfare of workers and their communities. Interventions will focus on scaling up actions that will contribute in substantial ways to returning peace and security to our people and their communities. Accountability and justice for victims of insecurity and impunity also form some of the goals even as we seek to consolidate democracy on our continent. Below is a matrix covering the issues, objectives of the programme, expected results, indicators and activities for this programme.

## Peace and Security

ISSUES	OBJECTIVES	RESULTS	Indicators	ACTIVITIES
<p>Poor leadership and bad governance</p> <p>Poor management of elections with frequent electoral disputes</p> <p>Growing citizens' frustrations from the absence of the dividends of democracy</p> <p>Tendencies for tenure elongation</p> <p>Poor election management</p> <p>Poor diversity (ethnic and community) management</p> <p>Politics of 'winner takes all'</p> <p>Foreign interference/influence</p> <p>Presence of foreign military troops and bases in Africa</p> <p>Growing Public and Private sector Corruption (assets looting, stripping, and IFFs)</p>	<p>To improve the environment and conditions for achieving and sustaining peace and security in Africa</p> <p>An African Union that provides determined leadership in the effective pursuit of peace and security</p>	<p>Improved reporting on peace and security issues in Africa</p> <p>Popularization of peace and security instruments scaled up</p> <p>Substantial reduction of terrorist attacks in Africa is achieved</p> <p>Better management of IDPs and refugee situation</p> <p>Substantial reduction in the incidence of violence-related rape cases</p>	<p>At least 2 contributions to country periodic reporting to the ACHPR per year</p> <p>At least 4 peace and security promotion rallies are staged at the national level within the quadrennial</p> <p>At least 2 petitions on peace and security-related crisis developed and submitted to relevant AU Structures</p> <p>Alliance with Pan-African Lawyers' Union established, formalised</p> <p>100 trade union activists capacities on peace and security advocacy built and improved within the quadrennial</p> <p>At least 1 million IDPs returned to their communities</p>	<p>Campaign at national level to drum support for peace and security</p> <p>Advocacy campaign on Campaign at national level to secure support for electoral commission</p> <p>Publish document on electoral commission</p> <p>Popularise relevant AU protocols</p> <p>Develop capacity to monitor implementation</p> <p>Training to improve trade union capacity for engagement on peace and security advocacy</p> <p>Campaign against impunity and for representation to the African Commission on Human and People Rights (ACHPRs)</p>

<p>Impunity and absence of accountability</p> <p>Low development of the institutions and practices of the rule of law</p> <p>Growing terrorism</p> <p>Sectarian violence</p> <p>Armed civil conflicts</p> <p>Rape as a weapon of war</p> <p>Proliferation of small arms</p> <p>Increasing drugs trafficking practices</p> <p>Growing incidence of Internally Displaced Persons and refugees</p> <p>Poor management of humanitarian crisis</p> <p>Poor civility in public discourse</p> <p>Weakness of citizens' mobilisation</p> <p>Weak leadership and authority of AU</p> <p>Weak implementation of agreements and protocols on peace and security</p> <p>Limited influence of trade unions and CSOs on AU processes</p>		<p>Participation of ITUC-Africa in African Union structures increased and sustained</p> <p>Better implementation of AU agreements and protocols</p> <p>Improved trade union presence and input into ECOSOC</p> <p>Enhanced accountability and more respect for the rule of law</p> <p>Progress in Pan-African supervision of electoral processes and management</p> <p>Clearer recognition within the trade union movement that the winners-take-all-system is not sustainable</p> <p>Alliance with CSOs on the attainment and promotion of peace and security built.</p>	<p>#BringBackOurGirls achieved</p> <p>At least 5 rape and sexual violence-related cases are reported by the TU-CSOs collaboration and investigated by concerned authorities in high prevalent areas-conflict zones</p> <p>Trade Union ECOSOCC members submit a petition on peace and security situation in Africa to the AU</p> <p>30 trade union activists participate in the ACHPR processes</p> <p>Collaboration with election and democracy management Non-State Actors achieved.</p> <p>Fewer electoral outcomes disputed</p>	<p>Campaign against xenophobia</p>
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## PROGRAMME AREA: ORGANISING AND WORKERS EMPOWERMENT

The decline of trade union density in many countries has direct links with structural changes which have occurred in the global economy in recent years. Technological changes and the inordinate quest for super profits have driven changes in the structure of production and led to the predominance of global supply chains and new forms of labour market relations. Sub-contracting and outsourcing of labour as well as casualization and their contribution to the expansion of precarious jobs are some of the more striking manifestations of these labour market relations.

On the other hand, the neo liberal policies that facilitated and accompanied the changes in the global economy have also led a down-sizing of the public sector and de-industrialization that have resulted overall in a diminution in formal employment and an expansion of the informal economy as a whole.

These changes in the world of work have impacted negatively on the environment for organizing by trade unions by producing factors that influence workers' ability to join a trade union, negotiate collectively, protect their rights and fight for their interests. The areas in which jobs growth has been real have been mainly the private services sector and other structures where unions have always had difficulties in recruiting and defending their members. Similarly, there have been drastic changes in the composition of the workforce. In many countries, where unions used to defend fixed-term jobs of full-time employees now they have to defend part-time jobs.

The traditional trade union strongholds including manual workers of large companies of traditional sectors such as mining, steel factories, textile industries, docks, railways, construction sites, education and public services have experienced a sharp decline in terms of number of employees because of the global trend of labour market deregulation.

Declining trade union membership is further compounded by fragmentation and disunity within the trade union movement. Weaknesses of internal democracy, low democratic consciousness, poor union management, egoism and outright manipulation or interference by external forces combine in varying degrees to undermine unity within the trade union movement. Such disunity disables trade unions from acting in a concerted manner to address the challenges that face workers at sectorial, national and regional levels.

In relation to **youth** the average age of Africa's population is 19 years while 70% of the population is below 30 years. Recent reports such as that of the International Labor Organization on 'Global Employment Trends' indicates that the youth are among the hardest hit by the global crisis which has created major new obstacles to their access to decent work. There is need to organize and mobilize the youth in searching for and pressing for change in their prospects.

ITUC-Africa recognizes the fuller integration of young men and women in trade union structures and work as essential for achieving renewal that directs the trade union movement strongly in pursuit of structural transformation that helps the creation of decent work in Africa and in addressing other issues facing young people and the population as a whole.

Below is a matrix covering the issues, objectives of the programme, expected results, indicators and activities for this programme.

### Organising and Workers Empowerment

ISSUES	OBJECTIVES	RESULTS	INDICATORS	ACTIVITIES
<p>Low trade union density</p> <p>Lack of information and data on membership composition</p> <p>Low level of working class consciousness</p> <p>Limited visibility</p> <p>Limited influence</p> <p>Negative perception in media</p> <p>Declining trade union effectiveness</p>	<p>To increase trade union membership for better representativeness</p>	<p>Improved density</p>	<p>60.000 workers have been recruited in the Union.</p> <p>15.000 workers per year have been recruited</p> <p>20 action plan on Organising and recruitment available at national level</p>	<p>Recruitment campaigns on Organising (EPZ –Domestic – Informal economy – Formal Migrant workers )</p> <p>Training to develop action plan for recruitment</p>
	<p>Strengthen the structures of trade union organizations</p>	<p>Higher level of working class consciousness</p>	<p>100 youth trade unionist leaders strongly committed have been sensitized and trained</p>	<p>Trainings for Union leaders on trade union value, union rule and principle</p>
<p>Weak commitment to organising – migrant, informal economy and domestic workers</p>	<p>To build the capacity of the youth, women, migrant and informal economy workers for improved participation in trade union activities</p>	<p>Increase in union membership of informal economy - migrant – domestic workers</p>	<p>Increased visibility and influence</p> <p>At least 20 Union new leaders are represented in official institutions (Social security-Economic and social commission etc.)</p> <p>04 training modules available for informal economy trainers</p> <p>100 union leaders of informal economy have been trained as trainers</p> <p>At least 120 training module have been distributed in 12 informal economy unions</p>	<p>Advocacy and lobbying (civil society, employers, and Government structure)</p> <p>Produce and Distribute training module to organise informal economy workers</p> <p>Training for trainers for informal economy workers leaders</p> <p>Organise informal economy workers in Trade Union</p>

<p>Growing of the informal economy not organise in union</p>			<p>12 Informal economy unions have been created</p> <p>12 Informal economy groups becoming part of the union recognized by sector Official and clear data available on the situation of migrant workers in various arears</p> <p>At least 200 migrants workers have been sensitized on their rights</p> <p>04 Campaigns on the right of migrants</p> <p>04 migrants union have been created and recognized</p> <p>04 specific trainings for migrants workers</p> <p>150 workers recruited in migrants workers unions</p> <p>At least 200 leaflets have been disseminated in about 04 national centres</p> <p>02 regional workshops 50 domestics workers</p> <p>04 campaigns at national level 04 radio emission on the rights of domestics workers with their contribution</p> <p>04 domestics workers have been set up</p> <p>04 recruitment campaigns</p>	<p>Recruitment campaign for informal economy workers</p> <p>Capacity for trade union administration and bargaining</p> <p>Mapping on the areas of migrants workers ( survey)</p> <p>Sensitize the migrants workers on theirs rights</p> <p>Campaigns on the migrants workers' rights</p> <p>Organise migrants workers in union</p> <p>Train the leaders of the migrants union on the specific law concerning migration</p> <p>Recruitment campaigns by migrants workers leaders an organisers</p> <p>Vulgarisation of the convention 189 on Domestic workers</p> <p>Training on the C. 87 ; 98 ; 189</p> <p>Campaigns of the ratification of the conv. 189</p> <p>Senzitation of domestic workers on their rights.</p>
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<p>New employment relations leading to precarious jobs;</p> <p>Continuing existence EPZ which exclude trade union organisation;</p> <p>Absence of clear defined relations and complementarity with sub regional organisations</p> <p>Limited capacity for organizing</p> <p>Under representation of youth and women</p> <p>Deficit in internal union communication</p> <p>Proprietorship attitude of some unionist</p> <p>Limited membership participation</p> <p>Weak commitment of membership</p> <p>Limited accountability</p> <p>Political interference in union affairs</p>			<p>At least 04 national centres have in their action plan the vulgarisation of the convention 181</p> <p>At least 04 campaigns for the ratification of the convention 181</p> <p>04 trainings and senzitation of precarious workers</p> <p>At least 800 precarious have been recruited in 04 Union</p> <p>At least 02 CBA have been adopted</p> <p>At least 360 workers have been trained and have skills</p> <p>40 leaders of 04 Sub regional organisations attend ITUC-AFRICA major events</p> <p>ITUC-Africa attend the main 04 meetings of sub regional organisation (SATUCC-EATUC-OTUWA-OSTAC)</p> <p>04 regional academies for 110 leads organisers</p> <p>20 nationals trainings sessions for 605 activists on Organising</p>	<p>Technical support to organise Domestic workers in Trade union</p> <p>Recruitment campaigns</p> <p>Recruitment campaigns</p> <p>Popularize of the C. 181 on labour agencies in target union</p> <p>Campaigns for the ratification of conv. 181</p> <p>Sensitize and training Precarious workers to be organised</p> <p>Recruitment campaigns of casual , temporary, Short term contract workers</p> <p>Advocacy and lobbying for the adoption of CBA in EPZ</p> <p>Training EPZ workers with ILO/ACTRAV EPZ manual</p> <p>Support to train sub regional organisation affiliates</p> <p>Join meetings and advices, experiences share, exchange of information's with sub regional organisation</p> <p>Provide trainings on Organising at regional and national levels</p>
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		<p>Renewed commitment to organising</p> <p>Improved capacity for organising</p>	<p>At least 110 organising training modules must distributed</p> <p>At least 200 leads organisers available at national level</p>	<p>Production and dissemination of Organising training modules</p> <p>Creation of pool of leads organisers at national level</p>
		<p>Democratic participation of membership enhanced</p> <p>Increased participation and representation of youth and women in trade union activities and leadership</p>	<p>100 leaders Youth and female trained at regional level</p> <p>500 unionists trained at national level</p> <p>At least 40 Young and women are well represented in the about 20 structures and decision-making bodies at regional national and international level</p> <p>50% of youth and women will attend the 04 regional academies</p>	<p>Leadership training for young and female members at regional and national level</p> <p>Sensitize organizations for taking account in their constitution a provision for a political position and full participation in the activities of youth and women in the structures and the decision making bodies</p> <p>Participation of youth in the regional academies</p>
		<p>Improved union service delivery and benefits to membership</p>	<p>12 specific training on establishment social economy based solidarity structures , procedure of the implementation an functioning</p> <p>06 structures of <b>social economy based solidarity</b> establishment ( cooperatives )</p> <p>60 union leaders have been trained to establish structures of services to members</p> <p>20 training at national level using the module of trade union management</p> <p>02 regional trainings on planification and mobilization of members</p> <p>01 training module available on trade union good structuration and functioning</p>	<p>Train informal economy workers on how to establishment social economy based solidarity structures</p> <p>Support the union to create structures of social economy based solidarity</p> <p>Training of trade union leaders in the establishment of services to members</p> <p>Sensitization on internal democracy issues</p> <p>Management training for leadership</p> <p>Training of the union leaders on planification and mobilization</p> <p>Modules on trade union management</p> <p>Produce module on the structuration of trade union</p>
		<p>Enhanced visibility of youth</p>		

		Internal communication enhanced	36 congresses are held in the statutory deadlines and well prepared	Support congresses technically and financially Facilitate use of multi-media for youth
		Better accountability	A greater number of transparent elections achieved Better disposition to renew leadership	Establish a network to build ICT systems within youth committees Revitalize the web page of the Youth Committee
			Manual of procedure and control procedure available in 36 Organisations	Create a social media network for the committee Produce manual of procedure and control system

### Trade Union Unity

ISSUES	OBJECTIVES	RESULTS	INDICATORS	ACTIVITIES
Weak trade union democracy Poor trade union management Trade union proliferation at national level External interference by some SSOs Hostility between affiliates in several countries Political interference Trade union election disputes at national level	To achieve greater unity among African trade unions	Better cooperation between ITUC-Africa and OATUU and sub-regional organisation Inter-syndicals have been established Mergers achieved  Achieve unity of action among affiliates at national level	04 meetings per year between ITUC-Africa affiliates of the in a same country in (11 countries)  44 Joint celebrations May day- Decent work day  88 Joint activities at national level  03 Unification congresses have been held	Joint strategic leadership meetings  Joint celebrations  Joint activities  Unification congresses
		Functioning inter-syndicals at national level  the existing inter-syndicales strengthened  Political interference reduced  A monitoring system for trade union elections	05 Inter-syndicale established in central Africa  01 Model of Internal rule for the functioning available 01 monitoring system on compliance with trade union statutes available	Establish inter-syndicale structures in central Africa  Produce an internal rule for the functioning of the inter-syndical

Leadership perpetuating themselves in office		Improvement of the organization and Functioning of the structures	20 national training on structuration and good functioning of the union	Developing a monitoring system on compliance with trade union statutes
		Better involvement of the ITUC-Africa in the resolution of the internal conflicts of affiliates	05 Internal conflicts have been resolved with the implication of ITUC-Africa	Training on trade union structure and functioning  Participation in internal conflicts resolution
		Improved trade union management  ITUC policy on development cooperation respected  Organizational Analysis of the organizations	02 Modules on trade union management available  01 guide line available on cooperation policy development  01 Study available on the state of ITUC-Africa affiliates	Production of module on trade union management  Production of guide line on development cooperation policy  Study on the state of ITUC-Africa affiliates

## Youth Work

ISSUES	OBJECTIVES	RESULTS	INDICATORS	ACTIVITIES
Low representation of youth in union decision making structures	Young workers to become integral part of Trade Union  Young workers as a dynamic force for Trade union renewal	Increased youth participation in trade union activities and structures	At least youth participate each year to activity of ITUC-Africa	Inclusion of young workers in all workshops and activities of ITUC-Africa
Lack of data on youth membership in trade unions		Increased youth representation at decision making structure	Young workers visibility enhanced	Support development and implementation of Youth policy
Low participation of youth in trade union activities		More operational youth structures at national level	50% of ITUC-Africa' affiliates have developed and adopted youth policy	
Inadequate attention to youth issues		More unions have youth policies		
Lack of funding for Youth activities Unattractive services for youth		More trained youth leaders	At least 60 youth leaders capacity enhanced More outreach programmes to campuses by national centers More conscious youth	Providing training and capacity building programmes for youth
High level of youth unemployment			Number of IEC materials produced	Production of IEC materials for awareness raising
Insufficient use of available technologies			Availability of valuable networks Interactive use of social media More active union websites	Publicising work being carried out by young workers at different levels
Limited opportunities for progression		Optimal use of available technologies		Regular updating of youth work on ITUC-Africa website Interaction via social media
Mismatch between education and labour market skills requirement		Renewed youth interest in the union	More youth responsiveness to union mobilisation and activities	Organizing youth targeted activities (festivals, sports, youth camp)
	More national youth employment programmes More youth access to employment	More trade union interventions on youth employment	Trade union advocacy on youth employment Advocacy for development of vocational training for youth	

## **PROGRAMME AREA: GENDER EQUALITY**

The efforts made by ITUC - Africa to promote equality throughout the trade union movement have been tremendous. There has been a modest increase in the number of women in trade union leadership and in governing structures arising from men becoming more open and gender sensitive. However, the world of work continues to be characterized by persistent discrimination and failure to comply with labour laws.

Cultural barriers cannot continue to justify the refusal to promote policies and regulations towards mainstreaming gender concerns within trade unions and in advancing same within countries at large. Equality remains one of the key elements towards mobilizing for social justice and social progress.

## Gender equality

ISSUES	OBJECTIVE	RESULTS	INDICATORS	ACTIVITIES
<ul style="list-style-type: none"> <li>• Limited number of women in of decision-making positions in the private and public structures;</li> <li>• Limited number of gender sensitive national constitutions;</li> <li>• Fewer women in professions which require qualifications;</li> <li>• Strong feminization of the informal and rural economy;</li> <li>• Few collective agreements with arrangements aimed at protecting and keeping women with family responsibility in the labour market;</li> <li>• Social and Labor market policy do not adequately address issues of workers with family responsibility</li> <li>• Few nurseries and childcare facilities in businesses and workplaces</li> <li>• Weak integration of gender dimension in trade unions</li> <li>• Low level of gender awareness</li> <li>• Statutes which are insensitive to gender dimension in some unions</li> <li>• Union leaders' ( both men and women) inadequate understanding of the specific conventions related to equality</li> <li>• Patriarchal attitudes and practices</li> <li>• Limited number of women in decision-making positions in the unions</li> </ul>	<ul style="list-style-type: none"> <li>• Improve compliance and effective implementation of [the principles of] equality for better integration of issues concerning gender equality in the workplace and in the labour movement</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced capacity that enables women and vulnerable groups in the informal economy and rural community; and domestic, migrants and agricultural workers to secure decent jobs and income;</li> <li>• Workers mobilized for effective respect and better integration of equality issues and reconciliation of work and family life;</li> <li>• A pool of women, within the national organizations, trained and technically reliable on various topics;</li> <li>• Networks of women in the trade unions are set up and operational;</li> <li>• Informed activists (both men and women) who master the core conventions;</li> <li>• Pay equity more respected and minimum wage extended to excluded categories;</li> </ul>	<ul style="list-style-type: none"> <li>• The rates of ratification of the fundamental Conventions concerning equality and protection will increase by at least 2%;</li> <li>• 80% of the staff members with a refined knowledge concerning gender;</li> <li>• At least 10% of the affiliates of ITUC-Africa have expertise and offer services and expertise in the area of equality and protection of workers;</li> </ul> <p><b>At the completion of the programme;</b></p> <ul style="list-style-type: none"> <li>• At least 200 experts, including about 150 women from available affiliates, trained at national level on various topics (such as pay equity, maternity protection, violence at workplace, domestic, migrants and agricultural workers);</li> <li>• At least 20 training sessions, organized for affiliates, on core and specific conventions;</li> <li>• 20 affiliates of ITUC-Africa will have conducted a campaign activity on conventions and sustainable development objectives (SDOs) at national level;</li> </ul>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Training for ITUC-Africa staff on the concepts and instruments integrating gender dimension;</li> <li>• Mobilize and engage [Executive] Bureaus of 50 national centres in developing a gender policy document;</li> <li>• Train a pool of leaders on national, regional and international conventions, recommendations and tools, in support of the actors engaging with the informal economy, domestic and migrant workers;</li> <li>• Support appropriate training on income security, including minimum wage policy for actors engaging with the informal economy, domestic and migrant workers;</li> <li>• prepare a pool of expertise for women, youth and groups in vulnerable situations in area of wage equity;</li> <li>• Support appropriate training on labour standards, health and security for actors involved in social and solidarity economy, especially women ;</li> <li>• Support functional literacy sessions for women and youth working in targeted sectors of the informal economy ;</li> </ul>

<ul style="list-style-type: none"> <li>• Women's limited capacity in the area of management and leadership</li> <li>• Leaders' (especially women) inadequate understanding of the procedures of negotiation and the development of collective agreement or establishment agreement</li> <li>• Poor application (enforcement) of legislation</li> <li>• Non compliance with the legislation by employers</li> <li>• Violence against women in the labour market is increasing and occurring in disguised forms</li> <li>• Limited funds towards promoting equality activities</li> <li>• Persistent wage gaps between men and women</li> <li>• Inadequate implementation of the provisions on minimum wages and exclusion of certain categories of workers (Agricultural Workers, Family businesses, domestic workers)</li> <li>• women's unpaid work remains unrecognized and unaccounted for economically</li> <li>• Lack of training for the actors engaging with the informal economy and rural communities in the areas of administrative, legal, trade union skills; and for domestic and migrant workers, especially women, in the areas of their rights, duties and opportunities;</li> </ul>			<ul style="list-style-type: none"> <li>• At least 20000 activists will have been reached through campaigns on conventions;</li> <li>• At least 20% of members from affiliates sitting on sectoral social dialogue and social protection committees are women;</li> <li>• At least 40% of affiliates have between 10 and 35% of women in their confederal departments (offices);</li> <li>• More countries complying with paternity, maternity, parental leaves in accordance with the ILO Conventions;</li> <li>• At least 20 national organizations have women committees that are well structured and have services and expertise in equality and protection of workers;</li> <li>• At least 10 technical supports offered to affiliates in setting up service structures (health mutuals, audition centres) for members;</li> <li>• At least 10 service structures created and are operational;</li> <li>• At least 5 studies and research conducted in francophone countries;</li> <li>• 2 campaign documents produced and disseminated at regional level;</li> <li>• At least 20 established, operational networks of women trade unionists that are working in synergy;</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare a pool of expertise for women, youth and groups in vulnerable situations on reporting system concerning all form of discrimination and violence, including sexual violence in the workplace ;</li> <li>• Prepare a pool of expertise for women, youth and groups in vulnerable situations on management skills and representation in trade union ;</li> <li>• Training for women, youth and groups in vulnerable situations on negotiation skills and some professional and sectoral topics ;</li> <li>• Train at least 150 young women in entrepreneurship ;</li> <li>• Empower women in resource mobilisation and planning skills ;</li> <li>• Empower women in monitoring and evaluation skills ;</li> <li>• Training for personnel in charge on managing ACCESS and EXCEL system;</li> <li>• Support South-South and North-South exchange workshops on gender mainstreaming and protecting workers in the area of negotiation and developing collective bargaining in the workplace ;</li> </ul> <p><b>Campaigns and information</b></p> <ul style="list-style-type: none"> <li>• Campaigns for the ratification of core conventions and national, regional and international legal instruments aimed at promoting equality and protection ;</li> </ul>
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			<ul style="list-style-type: none"> <li>• Positive change observed about patriarchal behavior and attitude (reduced chauvinism);</li> </ul>	<ul style="list-style-type: none"> <li>• Campaigns for the registration of domestic and migrant workers and workers in the informal economy , including social security system, especially women and youth ;</li> <li>• Campaigns for unionization, recruitment and organizing women, youth and groups in vulnerable situations;</li> <li>• Advocacy for effective implementation of the provisions on minimum wage by the State and employers, and for the improvement of the same to take into consideration some other category of actors ;</li> <li>• Campaigns for access to high quality and affordable alternative services, such as childcare facility and nursery that provide kindergarten related programmes in the workplace ( to promote equality between women and men in the area of entrepreneurship, job opportunities and transition to formal economy)</li> </ul> <p><b>Service to members</b></p> <ul style="list-style-type: none"> <li>• Provide organisations with technical support towards setting up service structures for their members ;</li> <li>• Develop tools for monitoring gender dimension in programme and projects within ITUC-Africa ;</li> <li>• Finalize gender audit with each country committee ;</li> </ul>
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				<ul style="list-style-type: none"> <li>• Support in a specific manner functional literacy for women ;</li> <li>• Support the restructuring and institutionalisation of women's committees ;</li> </ul> <p><b>Studies and networking</b></p> <ul style="list-style-type: none"> <li>• Support the establishment of trade union women's networks for effective respect and better integration of equality issues at workplace ;</li> <li>• Provide technical support towards gender audits</li> <li>• Provide support to document good practices, legal provisions and other initiatives aimed at bridging the gaps in the area of representation and gender mainstreaming, protection of workers and social dialogue (innovative and inclusive approaches) ;</li> <li>• Research, exchange</li> <li>• Alliances, networking, synergy in support of affiliated organisations and ITUC-Africa in area of equality and protection of workers at national, regional and international levels ;</li> <li>• Continue to build upon and improve database on the integration of gender dimension within ITUC-Africa ;</li> </ul> <p><b>Representation</b></p> <ul style="list-style-type: none"> <li>• Support ITUC-Africa participation in regional, sub-regional and international workshops ;</li> <li>• Provide support for ITUC-Africa affiliation and alliance ;</li> </ul>
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## **PROGRAMME AREA: EXTENDING SOCIAL PROTECTION**

The majority of African's population remain vulnerable and excluded from social protection benefits which can guarantee better living and working conditions. The extent of the social protection deficit in Africa, especially with respect to health coverage, income protection and unemployment benefits is huge and results in massive poverty. Only 3 out of 54 African countries have ratified Convention 102 on social protection; 4 have ratified Convention 183 on maternity protection; and 2 have ratified Convention 189 on domestic workers.

Meanwhile, social protection and social development have been demonstrated to contribute towards achieving inclusive development with growing appreciation that investments in social protection yield results for social progress and development. The adoption of ILO Recommendation R202 on Social Protection Floors, 2012 and Recommendation R204 concerning the transition from Informal to Formal Economy, 2015, are evidence of the growing recognition of the universal value of social protection and underscore the responsibility of the African trade union movement to work on developing strategies to improve the existing social protection mechanisms which exclude various actors, particularly informal economy operators in both urban and rural areas.

There is need to renew trade union commitment to social protection and to strengthen engagement at national and regional levels to extend the benefits of social protection to all.

Below is a matrix covering the issues, objectives, expected results, indicators and activities for this priority area of work:

## Extending Social Protection

ISSUES	OBJECTIVES	RESULTS	INDICATORS	ACTIVITIES
Limited social protection coverage (e.g. informal economy, migrant workers, women, casual workers and workers in agriculture)	<b>To achieve access to social protection for all workers without discrimination</b>	Social coverage extended to certain categories	At least 10% of the ITUC-Africa's affiliates have social protection expertise and schemes for their members	Training of experts on social protection
Limited services (benefits) in existing schemes		General acceptance of SPF (social protection floor) for all	At the end of the programme, at least 20 affiliates will have schemes and expertise on social protection and quality income;	
Insufficient funding for social protection (low investment by governments)		awareness on maternal health has increased	Number of countries that will have developed and institutionalized health insurance schemes for all	Technical support to organizations in establishing services to extend and provide effective social protection for all
Inadequate attention to maternal health			Ratification [rate] of the three core Conventions on protection increased at least by 2%;	Support towards organizing and running of information days and awareness-raising actions targeting employers and public authorities in each country
Lack of awareness, ratification and domestication of maternity protection in African countries			At least 20 affiliates will have conducted one campaign activity at national level	Support national campaign by affiliates for the ratification of conventions and raising awareness on national, regional and international social protection legal instruments aimed at advancing formal employment and protecting domestic, rural, informal economy and migrant workers;
Limited legislation because some risks are not covered			10 campaigns implemented on specific conventions	Support national advocacy campaign by affiliates for the adoption and effective implementation of legislations aimed at protecting domestic, rural, informal economy and migrant workers (minimum wage, social protection, occupational health and safety, essential needs, ; working time)
Non-existence of social policy and social protection policy in most countries			2 campaign manuals produced and disseminated	Support regional campaign for the extension of social protection to these workers
Poor enforcement of legislation			At least 20000 members reached through awareness campaigns	Support production and dissemination of social protection strategic documents, campaign and awareness at regional level

<p>Low awareness of legislation among beneficiaries</p> <p>Non-compliance with legislation by employers</p> <p>Increasing [level of] unemployment that has aggravated the [existing] social protection problems</p>			<p>Information on at least 200 social protection experts from affiliates will be available in the database of ITUC-Africa</p> <p>At least 200 experts from affiliates available in the database of ITUC-Africa will have mastered [concepts on] conventions 183, 189, 100, 111, 183, 156 and 131 as well as recommendations 202 and 204</p> <p>At least five studies and research conducted in French speaking countries</p>	<p>Support studies on basic requirements for social protection ; complete ongoing studies and build on completed ones</p> <p>capitalize on [existing information] to build databases</p>
<p>The incidence of HIV/AIDS and Ebola;</p>			<p>At the end of the programme, at least 50% of affiliates sitting on social dialogue and social protection sectorial committees</p>	
<p>Growing public health issues</p> <p>Privatisation of public services;</p> <p>Poor quality public services and infrastructures;</p>			<p>At least 10 technical supports provided to affiliates towards establishment of service structures for members</p> <p>At least 10 established and functional schemes for members</p>	<p>Organize two regional workshops on social protection and social dialogue</p>
<p>New occupational diseases;</p> <p>Widespread poverty</p> <p>Pervasive informality</p> <p>Growing Inequality;</p> <p>Limited capacity of trade unions concerning social protection schemes governance</p>			<p>Affiliation of ITUC-Africa to at least three regional and international networks</p>	<p>Support ITUC-Africa participation in three workshops on social protection, as well as its affiliation to four regional, sub-regional and international networks on social protection</p> <p>Build relationships with regional organisations and institutions which are handling social protection programmes at regional and international levels (AU and EU) ;</p> <p>Encourage sub-regional organisations to build relationships with organisations which are handling social protection programmes at sub-regional, regional and international levels (UEMOA-CEMAC-SADDEC) ;</p>

Mismanagement of employee's pension funds				
			<p>At least 20 available synergy networks and frameworks for social partners and affiliates in the area of protection of workers</p>	<p>Networking Providing support for the development of policies</p> <p>promote alliance building with civil society organisations to enable lobbying and advocacy for social protection</p> <p>Organise and support research, exchange, alliance [building] and networking activities with partners and social movements at regional level;</p> <p>Support structuring and empowerment activities of national union networks on social protection and economy</p>
			<p>At least 10 committees on health and safety, as well as HIV established at the workplace</p> <p>Number of new labour and security codes revised</p>	<p>Building capacity and technical knowledge of leaders and focal points on occupational health, safety and HIV</p> <p>Implementing special training schemes on occupational health and safety, HIV and emerging diseases ;</p> <p>Implementing specific training programmes on social protection, especially for women in vulnerable situations (such as maternity and working time)</p> <p>Support labour standards and occupational health and safety specific training, designed for those involved in informal economy ; rural areas ; domestic and migrant workers [activities], with specific attention to women</p> <p>Support organizations in establishing services to target members who are victims of violence at work</p> <p>Establish at ITUC-Africa a co-ordination of activities on occupational health and safety, fight against HIV and AIDS as well as emerging diseases</p>

				Promote the establishment of committees on occupational health and safety, fight against HIV and AIDS as well as emerging diseases at intersyndicale level in ITUC-Africa's member countries
Limited capacity of trade unions concerning social protection schemes governance Mismanagement of employee's pension funds		Better trade unions leaders' capacity on governance of social security schemes		Training of unions leaders on governance of social security Schemes  Training of leaders on specific conventions and recommendations
		More trade unions leaders understanding of use of pension funds for development		Training of unions leaders on use of pension funds for development

## **PROGRAMME AREA: CLIMATE CHANGE AND ENVIRONMENT**

ITUC-Africa acknowledges that Climate Change is one of the most pressing issues confronting society today. Whilst all continents will be affected by this phenomenon, developing countries are likely to be the hardest hit and people living in poverty the most affected.

The Climate Change Strategy Paper for Trade Unions in Africa emphasizes that human activities, particularly the emissions of carbon dioxide, are the dominant cause of global warming, bringing about climate change. Other studies underline the fact that climate change poses a moderate threat to today's development and a severe threat to future sustainable development and thus to employment, livelihoods and jobs.

Hence, it is imperative that trade unions, assert their involvement as social partners on Climate Change policy discussions at national, regional and global levels through sustained, systematic research and education. It is in this view that ITUC-Africa has identified Climate Change and Environment as one of its priority areas of work during the period 2016 – 2019. Below is a matrix covering the issues, objectives of the programme, expected results, indicators and activities for this programme.

## Climate Change and Environment

ISSUES	OBJECTIVE	RESULTS	INDICATORS	ACTIVITIES
Heavy impact of GHG on Africa - Increasing droughts, floods, pollution	<b>To enhance African trade union contribution to addressing climate change and environmental crises</b>	R.1. Climate change and Environment acknowledged as a priority at Sub Regional and National level	African trade union network on climate change launched and active	Establishment of an African Trade Union Network on Climate Change
Low investment in renewable energy sources			Approximately 70% of ITUC-Africa affiliates familiar with ITUC-Africa strategy on climate change	Updating strategy document to cover environmental issues
Affordability and access to renewable energy sources				Reproduction, translation and dissemination of ITUC-Africa strategy on climate change to ITUC-Africa affiliates
Impact of climate change on livelihoods -displacement, migration, food insecurity			At least 10 national trade union policies on climate change developed and adopted	Support affiliates to develop policies on climate change
Transitioning to a low carbon economy and its effects on jobs (Just Transition, reskilling and retraining)				
General knowledge deficit on Climate Change in Africa and particularly within trade unions		R.2. Increased awareness and knowledge of ITUC-Africa affiliates on the causes and socio-economic impacts of climate change and environmental degradation	Survey outcomes on trade union activities on climate change and environmental degradation	Baseline Survey on trade union activities on climate change and environmental degradation at national level
Low involvement of trade unions in climate change policy processes at national, sub regional and regional levels			At least capacities of 70 trade union leaders, women and youth enhanced per year  Online programme on climate change running	Training of Trainers at Regional Level  Capacity building training of trade union leaders, youth and women on climate change and environmental sustainability – New

Low participation of African trade unions in global processes on Climate change such as the COP			At least 20 Cadre of Climate activists trained	Year School and other ITUC-Africa fora  Face to face and online education programme on Climate change and Environmental sustainability
Non-existence of trade union policies on climate change at national level		R.3. Increased participation of trade unions in climate change engagement processes at national, sub regional, regional and global levels	ITUC-Africa representation on UNEP steering group is evident  At least 15% African trade union representation at COP 22	Participate in various climate change platforms and fora (UNEP, COP)  Sensitize affiliates on existing Climate change programmes at national level  Support affiliates to effectively monitor national programmes on climate change
National policies on Climate Change weak or poorly enforced				
Low knowledge of concept of green jobs in Africa				
Poor management of domestic waste				
Dumping of toxic waste in Africa		R.4. Clear notion of Just Transition for Africa developed and popularized	Document on Just Transition for Africa	Discussion and definition of the context of Just Transition For Africa (Tie to General Council meeting)  Publish document on ITUC-Africa's position on Just Transition for Africa  Develop, promote and popularize campaign on "Just Transition To A Low Carbon Economy"
Deforestation, desertification, drying up of water bodies, pollution (air and water), soil erosion		R.5. Deepened cooperation with other civil society groups on climate change and environment to strengthen positions on climate change	Number of networks with civil society groups	Alliance building and networking with specific civil society and environmental groups
Disappearance of ecological systems		R.6. Deepened understanding of concept of green jobs	Publication on green jobs initiatives in Africa	Research on green jobs initiatives in selected African countries (including income generation activities from domestic waste)

Extinction and migration of species		Increased knowledge on green jobs opportunities and initiatives		
Chemical Fishing				
Big Trawler Fishing				
Land grabbing		R.7. Increased capacity of ITUC-Africa affiliates on questions around domestic waste management and the effects of toxic waste and dumping for Africa and the environment	Case report on toxic waste	Collection of case studies on toxic waste dumping and effects on livelihoods
Depletion of natural resources				
Modes of production and consumption driven by industrialized and industrializing countries				

## **PROGRAMME AREA: STRUCTURAL TRANSFORMATION FOR AFRICA'S DEVELOPMENT**

Three decades of implementation of the Structural Adjustments Programmes failed to either bring structural changes to African economies or address key structural constraints. The SAPs have rather deepened the primary commodity export-dependence that Africa inherited from colonialism and increased vulnerabilities to volatile world primary commodities prices. Moreover, the open trade, investment and financial regimes and policies have had little impact on wealth creation and led to substantial accumulation of wealth in the hands of the few outside the continent. Trade liberalization has exposed indigenous industries to unfair competition from abroad leading to de-industrialization and loss of high quality manufacturing sector jobs and degradation of domestic productive capacity. Together with extensive retrenchment of public sector workers, this has increased the rate of informalization and joblessness.

The 3<sup>rd</sup> Congress reiterated that decisive measures should be adopted to ensure that the abundant natural resource of the continent are tapped for the benefit of the people in order to mitigate unemployment, poverty, governments debts and the growing gap between individuals and poor countries on the one hand, and the rich on the other hand. It recommended a clear vision in order to lead a daring development programme for the interest of the continent and its people focused on a long term vision embedded in the social, economic and political structural transformation framework. This priority, offers under the new ITUC-Africa's strategic plan, appropriate trade union actions to meet these challenges. Below is a matrix covering the issues, objectives of the programme, expected results, indicators and activities for this programme.

## Structural Transformation and Development

Issues	Objectives	Expected results	Indicators	Activities
<p>Continuing impacts of neoliberal policies championed and imposed by the international economic institutions and other partners (IMF, World Bank, WTO, EU, etc.) Weak States, complicity of elites</p> <p>Acceleration of deregulation and privatization of public enterprises and services Jobless economic growth</p> <p>Weak and poor leadership Bad governance Endemic corruption Illicit financial flows that undermine Africa's development Low Industrial development Inadequate investments in productive sectors undermining economic development and job creation</p> <p>Poor and insufficient infrastructure Underdeveloped and low investment in agriculture Inappropriate trade and investment agreements that undermine interregional trade Weak Regional Integration High and growing levels of Poverty,</p> <p>Inequality and Unemployment Continuous exploitation and exportation of natural resources in raw form and low value addition Inappropriate and ineffective social and economic policies undermining Africa's development</p>	<p>To contribute to effective mobilization of African for structural transformation for Africa's development</p>	<p>1. An African TU developmental vision for Africa's structural transformation and development is <u>adopted and disseminated widely within ITUC-Africa affiliates</u></p> <p>2. National level engagements in policy processes by African trade unions is enhanced</p> <p><u>Consolidated networking, cooperation and coordinated actions of African trade unions on Structural Transformation for Africa's development</u></p>	<p>1. Document on development vision distributed to ITUC-Africa affiliates</p> <p>2. At least 10 ITUC-Africa Affiliates countries have developed national alternative policies on development</p> <p>3. At least 5 campaigns on AMV, Social Infrastructure, Trade and Investment Agreements in Africa</p> <p>4. At least 10 ITUC-Africa affiliates participate actively in processes related to national development strategies and national budget per annum</p> <p>5. More demands for structural transformation and inclusive development by African trade unions: At least 10 advocacy campaigns organised per annum</p> <p>6. Strong and productive of publishing at least 1 pro-labour report on development each year</p>	<p>1. Research and policy analysis on Structural Transformation and development</p> <p>2. Education &amp; Training on on Structural Transformation and development</p> <p>3. Seminars at National, Regional and Sub-regional levels on development issues</p> <p>4. Network &amp; Alliance building among TU working on development issues and progressive CSO</p> <p>5. Lobbying and advocacy campaigns with Governments, Subregional Organisations and other relevant organisations for structural transformation and development</p> <p>6. Participation in social dialogue processes for structural transformation and development at various levels (national, sub regional, regional, continental and international)</p>

<p>Low investment in education, health and human resource development  Continuing and growing marginalization of Africa in the global economy  Inadequate and ineffective monetary, fiscal and financial policies for mobilizing resources for national development.  Low trade union capacity in development policy analysis and formulation of alternative development agenda for Africa  Low participation of trade unions in processes related to development  Low investment in research and development</p>			<p>ATUDN, CARES &amp; ALRN members organise at least 2 meetings per annum at national level on structural transformation and development</p>	<p>Information sharing and exchanges on development issues among the trade union movement at various levels</p>
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## PROGRAMME AREA: FINANCE AND LOGISTICS

The regional organization's affiliation fees account for less than 10% of the total income. Even so, the payment of such affiliation fees is erratic with many centers only paying their affiliation fees in the year congress is held. ITUC General Fund allocation remains the most reliable source of income and core funding. Project funds make up a greater percentage of the total budgeted income and provide the most support to the activities of the regional organization. This is not a sustainable financial situation.

Financial autonomy is essential for independent trade union organization that is driven primarily by membership interests. There is thus crying need for improvement in the payment of affiliation fees and other financial contribution of affiliates to support their regional organization. The creation of a regional Solidarity Fund that attracts voluntary contributions from affiliates will be an important step forward. Affiliates' contribution to sharing the cost of regional meetings is also to be encouraged.

### Finance and Logistics

ISSUES	OBJECTIVE	RESULTS	INDICATORS	ACTIVITIES
Small internal financial resource base	Achieve financial sustainability	Bigger internal financial resource base	At least 20% increase in dues paying membership figures	Harmonise membership figures with ITUC
Low subscriptions		Upward review of affiliation fees		Negotiate with affiliates to review membership figures
Irregular payment of affiliation fees		Timely payment of affiliation fees	Proposal for constitutional amendment on affiliation fees	Campaign for introduction of generalised check-off
Dwindling external financial resources		Higher membership figures	80% of members in good standing half-yearly.	Support for union organising
Absence of reliable membership figures		More generalized institution of check-off systems	More sectors and countries with check off systems;	Generating discussions in the General Council on affiliation fees
Absence of check-off systems in some countries		Existence of a regional solidarity fund	Affiliates contribution to activities	Establish a data base on check off system
Untapped financial support from strong affiliates			At least 50% of the affiliates contribute to the solidarity fund	Campaign on institutionalisation of check off system
High dependence on external funding for activities			Better balance between external and internal sources of funding	Mobilizing support for the establishment and contribution to the solidarity fund

## PROGRAMME AREA: COMMUNICATION

The continuing role of communication to inform, promote activities and maintain the image of an organization through the media is more evident today than ever and workers' organizations must respond effectively and efficiently to the urgent need thereof.

Media is at the heart of knowledge, information sharing and culture and to be able to anticipate events, identify opportunities, adapt to change and be effective, unions need a good communication strategy and an easy access to up-to-date ICT that is an unavoidable lever for both effective and good internal and external communication.

For the new quadrennial 2016-2019, communication in ITUC-Africa will mainly focus on informing the public on the founding principles of the movement, on the efforts deployed to achieve the objectives and enable them to have a critical and objective view on the organisation. Below is a matrix covering the issues, objectives, expected results, indicators and activities for this priority area.

### COMMUNICATION

ISSUES	OBJECTIVES	RESULTS	INDICATOR	ACTIVITIES
*Absence of full multi-linguisme as far as the official languages of the secretariat is concerned Insufficient IT equipments	Optimise communication within the secretariat	Improved IT systems and skills	Annual upgrade of 25% of fully equipped members of staff 90% Functional softwares	Conversation courses/Meetings for exchange Scheduled servicing of equipment
Recurrent faults on individual UPSs as a result of power fluctuation Not up to date skills in the use of office softwares	Enhance the visibility of ITUC Africa and affiliates	Improved visibility and communication capacity of ITUC-Africa and affiliates Enhanced voice of African workers on different issues in the region	50% Less reliance on IT assistance 50% Lower expenses on UPS 80% Less delayed delivery notification	Acquire adequate equipment Training of the staff Acquire licences Design and implement an upgrade path for client and server side softwares
Low but expensive bandwidth and unstable internet connection Wi-Fi coverage of the Research Centre especially the rooms			Size of email attachment >=20Mo Reduced Cost by 50% Full and sustained Wi-Fi coverage of the entire headquarters: 80%	Implement a Central UPS solution Reinforcing current wireless connection with an ADSL/DSL one

<p>Low visibility of programmes and activities of ITUC-Africa</p> <p>Lack of regular update from programme coordinators</p> <ul style="list-style-type: none"> <li>- Poor attitude to IT utilization</li> <li>- Weak capacity : no e-newsletter, no podcasts</li> <li>- poor utilization of website, poor use of social media networks.</li> </ul> <p>Limited translation capacity</p> <p>Poor use of database technology for membership record thereby undermining union service delivery as well as information provision</p> <p>Limited use of virtual meeting softwares</p>			<p>satisfaction feedback from room occupants</p> <p>Number of reports received from programme coordinators and affiliates (9 out of 10 activities)</p> <p>Figures obtained from website visitors' statistics (articles / read / feedbacks / comments)</p> <p>8 newsletters produced (Bi-annual)</p> <p>Number of invitations from international organizations, the number of accreditations to international and regional bodies, the degree at which ITUC Africa and Affiliates influence policies at National, Regional and International levels <b>(25% more)</b></p> <p>Number of radio programmes produced and broadcasted      &gt;=1 a week</p> <p>The number of video conferences      &gt;=1 a week</p>	<p>Extension and maintenance of existing network</p> <p>Develop a communication policy that should include the submission of a summary (text, audio and video), pictures or video of recently held activities</p> <p><b>Redesigning and implementation of the website</b></p> <p><b>Prioritise a push over a pull mechanism of access to information</b></p> <p>Publishing and broadcasting of harvested materials on website and in newsletters</p> <p><b>Scale up the use of social media</b></p> <p>Regular production of radio files</p> <p>Alliances with international media</p> <p>Up-to-date Information received from affiliates on regular basis</p> <p><b>Reinforce the network of communicators by</b> encouraging affiliates to appoint a focal person on ICT.</p>
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