



TUDCN PARTNERSHIPS SEMINAR FOR EAST AFRICA

HOTEL SAFARI, NAIROBI - KENYA, 3-4 APRIL 2017

Report

Participants: Damarius Muhika (COTU – Kenya), Anthony Turyahebwa (NOTU – Uganda), Godfrey Mutindi (Lo - Norway), Alain Christopher Ndayishimiye (Lo FTF – Denmark), Diego López González, Lorenza Lo Sasso (ITUC), Estrella Ngoma Hassan (ZATUC – Zanzibar), Marie Bukuru (COSYBU – Burundi), Mashdari Emmanuel (CSB – Burundi), Setephano Mwaiko (EATUC), Vera Van Nuffelen (IFSI FGTB, Belgium), Dieudonné Edmond (WSM – Belgium), Seraphin Gasore (COTRAF – Rwanda), Alex Nkosi (ITUC Africa), African Biraboneye (CESTRAR - Rwanda), George Owidhi, Jane Njoki, Charles Omanga (COTU – Kenya), Carolyn Khamati Mugalla (EATUC), Celestine Marakha, Abongo Rebecca Okello Obongo (COTU – Kenya).

Day 1 – 3 April 2017

Session 1 – THE STATE OF TRADE UNION DEVELOPMENT COOPERATION IN EAST AFRICA

Khamati Mugalla (EATUC) opened the meeting and welcomed the participants underlining the importance of the event. For the first time trade union organisations from East Africa working on development cooperation met together with their SSO partners to reflect on their solidarity initiatives and share information on projects and future actions, allowing a better coordination and strengthening the impact of their work.

Subsequently, **Diego López González** (ITUC) introduced the three main objectives of the event:

1. To have a mapping of trade union development cooperation in East Africa.
2. To analyse trade union development cooperation in East Africa on the basis of the trade union development effectiveness principles and the TUDEP tool.
3. To improve the coordination and coherence of trade union development cooperation initiatives in East Africa.

After a round of presentations of all the participants, **Diego López González** presented the Trade Union Development Coordination Network (TUDCN) and its main areas of work:

- improving the role of trade union organizations as actors in development (advocacy), and
- strengthening the cooperation among organizations (partnership), using the following tools:
 - o [Trade Union Development Project Directory](#);
 - o [Trade Union Development Effectiveness Principles](#).

- [Trade Union Organisational Capacity](#)

Subsequently, **Alex Nkosi** (ITUC Africa) presented the specific role of the ATUDN (African Trade Union Development Network) and its work around advocacy and partnerships.

The regional network is devoted to strengthening the role of trade unions as actors of development cooperation, taking part in the main international and regional fora, elaborating trade union policy positions at regional level and cooperating with other CSOs. On partnership, the network is involved on the achievement of trade union development effectiveness principles, in order to better implement concrete activities for development, as well as better coordinate and measure the effectiveness and sustainability of trade union activities.

Khamati Mugalla followed the discussion presenting the priorities of EATUC (East African Trade Union Confederation) in development cooperation:

- Strengthening the trade union Capacities: (i) in terms of the knowledge and resources that trade unions need in order to be effective, (ii) the rededication to achieving results (Theory of Change Concept) and (iii) organizational capacity as a multi-faceted and continually evolving process;
- Research: to support trade union recommendations, positions or policy proposals on development cooperation.
- Lobby and advocacy: via targeted action to decision makers and via change in the general views of the public and decision makers on development cooperation.

Following these presentations, the discussions on the state of trade union development cooperation in Africa were started with an overview of the [Trade Union Development Projects Directory](#). This database aims to collect all the development cooperation projects in which trade union organizations are involved.

After this, **Khamati Mugalla** introduced a mapping of the projects implemented in East Africa. At the time of the meeting twenty nine projects in progress were identified. These involved EATUC and eight national organisations from five different countries: Kenya (COTU), Uganda (NOTU), Tanzania-Zanzibar (TUCTA and ZATUC), Burundi (COSYBU and CSB) and Rwanda (CESTRAR and COTRAF). The main SSOs supporting these projects are CGSLB (Belgium), FNV (Netherlands), IFSI-ISVI/FGTB (Belgium), ILO, LO-FTF Council (Denmark), LO-Norway, FES (Germany), Solidarity Center (U.S.A.) and WSM (Belgium). Depending on the situation of the country/organization, actions were addressed to different key areas of work, such as social dialogue, education and training, democracy and good governance, social protection and social security, informal economy and regional integration.

After the presentation, participants were divided into two working groups to share information on priority countries and areas, as well as objectives and activities of their projects. Each group was composed of SSOs' representatives and organisations from the sub-region in order to get a better picture of the work in East Africa.

Session 2 – The Trade Union Development Effectiveness Principles and the TUDEP tool

Diego López González [presented the eight Trade Union Principles on Development Effectiveness](#) . Approved in February 2011 at the ITUC General Council. The principles are designed to serve as a common reference for development cooperation initiatives, strengthening working methodologies that ultimately contribute to enhance the impact of trade union development programmes. All the principles are interrelated and applied to all partners in the framework of development cooperation initiatives.

Participants went through each principle and discussed the content together.

After the session regarding the principles, **Diego López González** [presented the tool used to assess the implementation of the principles](#) in trade union partnerships, the trade union development effectiveness profile (TUDEP). Organisations have realized the importance of analysing the implementation of each principle in their joint initiatives and how this contributes to strengthen partnerships and to create more effective monitoring and planning systems for future activities.

At the end of this session, participants were divided into two groups, one made up of SSOs and the other of organisations from the sub-region to fill in the questionnaire in the [light version of the TUDEP tool](#): 27 questions related to each of the eight principles. The objective of this is to help all the parties involved in development actions to understand the degree of achievement per principle and facilitate discussions amongst trade union partners. The results of the questionnaire are reflected in a specific graph that is used to compare the perception on the implementation of the principles by SSOs and organisations receiving support, in order to discuss them to strengthen their partnerships.

Day 2 – 4 April 2017

Session 3 – Analysis of trade union development cooperation in East Africa.

The second day started with a plenary session in which the group of SSOs and that of organisations from the sub-region presented their answers to the questionnaire and the discussions that took place within their group. The graph that reflects the answers of each group to the questionnaire was showed.

The graph for receiving partners showed the need to tackle issues related to the sustainability of actions. In relation to this, some of the participants raised the lack of concrete exit strategies and the need to tackle environmental sustainability which was considered as a relatively new concept. A part from that, the principle of democratic ownership was also seen as one to be improved: the measurement of the perception of this principle indicates that receiving organisations feel the necessity to strengthen the dialogue with the SSOs on planning and implementing actions.

In the case of SSOs, the graph also showed that sustainability is a principle to which attention has to be drawn; this is not necessarily a financial issue, but could be more a matter of planning measures and strengthening receiving organisations to improve skills to sustain themselves in the long run. At the same time, the graph for SSOs showed the principles of transparency, inclusiveness and equality as ones to be worked, underlining that the dialogue between partners has to be strengthened.

The results of the two graphs put together were then showed. This reflected that there biggest difference in perception with respect to the implementation of the principles concerned those of sustainability, democratic ownership, autonomy and partnerships.

Participants then worked in two groups, each including SSOs and organisations from the sub-region, to further discuss two principles each and to suggest concrete measures that could be put forward to improve compliance with the principles. The principles discussed were sustainability (by both groups), inclusiveness and equality, and partnerships.

On **sustainability**, emphasis was put on the need to reinforce the capacities of staff and leadership, to include the concept of environmental sustainability in strategic plans, to strengthen the existing technical capacity in terms of green economy, the need to consider and identify risks in order to propose mitigation and the importance of exit strategies (rebranded as sustainability strategies).

On **inclusiveness and equality**, participants suggested undertaking awareness raising seminars for women and youth including men and strengthening the capacity of leadership on gender.

With respect to **partnerships**, participants highlighted the importance of establishing realistic goals in the agreements, increasing the capacity of partners, increasing flexibility within programmes to modify and review objectives and breaking down targets into milestones and creating synergies with other programmes.

At the end of the exchange, participants agreed on the fact that the exercise was very useful to enhance dialogue between partners and to find solutions to tackle joint challenges

Conclusions:

Participants underlined the added value of the meeting because for the first time organisations from the sub-region and SSOs working in East Africa had the chance to meet and share information, needs and future plans; furthermore, the Trade Union Development Effectiveness Principles have been confirmed as key points to measure the achievements of development projects. Thanks to the TUDEP tool, participants are able to monitor their work measuring their progress on the different principles.

The results of the questionnaire showed that both SSOs and organisations from the sub-region share the perception that coherence is the strongest principle within their work. On the other side, sustainability, autonomy, democratic ownership and partnerships are the principles with the furthest perception difference between the two groups.

In order to reinforce sustainability, local organisations asked to receive more support to strengthen their capacities, enlist new skilled people in the organizations and investing in new profiles. This is also a long-term plan that will allow organizations to be more autonomous at the financial and capacity level. Indirectly, this will improve capacities of the trade union organizations on having greater influence on the decision-making processes in their countries.

The meeting confirmed that the work of the TUDCN on partnerships is fundamental in order to coordinate activities among countries but also within the same national centres, so resources are better addressed to the different priorities; this can be done thanks to seminars like this and improving mechanisms of coordination between trade unions.

Some of the organizations suggested their willingness to organise training seminars on the principles and TUDEP tool in their countries in to extend its use within their organisations.



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