



STRATEGIC PLAN

OF THE

ORGANISATION OF TRADE UNIONS OF WEST AFRICA (OTUWA)

2016 - 2020

The Strategic Plan Of The Organization of Trade Unions of West Africa (OTUWA) (2016 - 2020)



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Organisation of Trade Unions of West Africa (OTUWA)

Paschal Bafyau Labour House

2nd Floor

Plot 820/821

Central Business District,

Abuja, Nigeria.

Email: otuwa@gmail.com

**“Planning without Action is a day dream;
Action without planning is a nightmare.”**

- Japanese proverb

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ACRONYMS

ACP	Africa, Caribbean, Pacific
AU	African Union
EU	European Union
BRICS	Brazil, Russia, India, China and South Africa
CSO	Civil Society Organization
DSP	Draft Strategic Plan
EATUC	East African Trade Union Confederation
ECOWAS	Economic Community of West African States
EPA	Economic Partnership Agreement
ICT	Information, Communication Technology
ILO	International Labour Organization
ITUC-Africa	International Trade Union Confederation-African Regional Organization
MOV	Means of Verification
NLC	Nigeria Labour Congress
OATUU	Organization of African Trade Union Unity
OTUWA	Organization of Trade Unions of West Africa
SATUCC	Southern African Trade Union Coordinating Council
USA	United States of America
WIEGO	Women in Informal Employment: Globalising & Organising

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Our appreciation similarly goes to the Friedrich Ebert Foundation (FEF) which funded the OTUWA Rebooting Conference in Dakar. The Foundation also facilitated the participation of Comrade Steve Faulkner from South Africa, for the Abuja workshop. Comrade Faulkner facilitated the Abuja workshop.

The ILO Area Office in Abuja went ahead to provide a grant that enabled us to get the services of Comrade Chom Bagu to write up the Strategic Plan based on the reports of the Abuja and Dakar workshops; both of which were attended by the OTUWA Executive Committee leadership and members of the General Council. The Abuja Area Office similarly facilitated the translation of the plan into French, as well as its publication. We are deeply obliged for the support rendered by the office towards the production of this plan.

PREFACE

After years of inactivity, the leaders of affiliate national centres of the Organisation of Trade Unions of West Africa (OTUWA) met in Abuja at a revival conference and took a number of important decisions meant to revive and reposition the organisation to champion the cause of workers in the sub-region. The congress elected a new leadership, moved the headquarters from Abidjan to Abuja (to be close to the ECOWAS headquarters) and amended the constitution to allow for the appointment of an Executive Secretary to run a full and functional secretariat.

The new leadership under my presidency has been working with the leadership of the Nigeria Labour Congress (NLC), led by Comrade Ayuba Wabba and has established a full pledged secretariat at the NLC national secretariat, with offices provided by the NLC.

At the beginning of 2016, we engaged the services of a seasoned trade unionist who, for many years, was the General Secretary of one of the biggest trade union centres in the continent, as Executive Secretary, to help run the affairs of the secretariat and the organisation.

It is not by accident that we kick-started the revitalisation programme of the organisation with a strategic planning workshop because, as the Japanese proverb says; “planning without action is a daydream, action without planning is a nightmare.” We believe that a well-articulated plan is important for the rebuilding project of our sub-regional body. We are however mindful of the popular saying that “the best laid strategic plans tend to be disrupted by the unexpected.”

We will guide against the unexpected in the implementation of this plan, and where they do occur, we will be very proactive in making the necessary adjustments so that the plans are not derailed.

I wish to use this medium to call on all our affiliates to work conscientiously with us to achieve the goals set out in this plan aimed at building a formidable organization in the interest of the working people of the sub-region.

Similarly, having assisted and supported the process of reviving the organisation, we expect the International Labour Organisation (ILO) and our continental organisations – Organisation of African Trade Union Unity (OATUU) and International Trade Union Confederation- African Regional Office (ITUC-Africa) – to continue to partner with us in the realisation of the objectives as articulated in this plan document.

In the same vain, we expect support and solidarity from other partner organisations as we set out towards taking actions geared at implementing the commitments in this plan.

Comrade Mademba Sock
President

FOREWORD

Having ten pillars for a five year strategic plan may appear ambitious. However, since OTUWA has been inoperative for over a decade, we decided that it was important to outline the various areas of work that our sub-regional body ought to be working on.

The ten pillars have activities ranging from the very basic to the very elaborate. Some of the pillars may not be in the familiar terrain of traditional trade union work. For example, pillar 4 on “engaging regional conflict and terrorism”. In the light of the activities of extremist groups in the sub-region, from rebel activities in the Sahel region in Mali to Boko Haram in the North Eastern part of Nigeria, Niger, Chad and North West region of Cameroon, whose activities have adversely affected workers, we believe that we needed to have a trade union response.

In the 7th pillar, which has two parts, we itemised a number of single impact activities, which when carried out, will hopefully raise the profile of the sub-regional body which had been in the doldrums over the years.

The Strategic Plan we have developed is a living document which we hope that in the process of working with it, we will be able to build on. We have sought to clearly set out the global and regional contexts of the plan and defines the purpose of (OTUWA) our organisation, in a manner that guides the elaboration of work to be done and assessed from time to time.

John Odah

Executive Secretary

1.0 Preamble

It is acknowledged that a Strategic Plan of this type, which is fundamentally developed to rebuild and reposition OTUWA must by necessity be seen as a living document. As OTUWA develops further, there will be a need to elaborate the purpose and scope of the Strategic Plan, in order to reflect the realities of Trade Unionism in the West Africa region and beyond.

1.1 Purpose of the OTUWA Strategic Plan

Its purpose however at this stage can be summarised as follows:

- To outline a range of measures to rebuild and strengthen OTUWA within a particular time frame and in respect of the human and material resources available to it.
- To present a framework to systematically address a range of collectively identified and prioritised challenges facing the trade union movement and workers in general.
- To provide a coherent implementation plan that can be monitored and evaluated in order to make necessary adjustments should the need arise.
- To record the allocation of responsibilities, duties and resources to ensure transparent accountability and cost effectiveness.
- To mobilise active participation in the work of OTUWA from Trade Unions and partner organisations including civil society, and to enlist their on-going support.

1.2 Global and Regional Context

While it is possible to identify a range of challenges that face the trade union movement across the Region associated with decades of under-development, and systemic poverty, the failure to address the needs of the people through inappropriate structural adjustment programmes, has resulted in chronic economic hardship and unemployment. More latterly, the implementation of austerity policies has tended to worsen impoverishment, and increase inequalities and decrease opportunities. In many of the countries of the West African Region, a range of specific challenges have compounded the more general features, and not least amongst them has been the incidence of military intervention and conflict, the undermining of the democratic dispensations established at Independence, the institutionalisation of corruption, and more latterly the health and social crisis caused by the Ebola epidemic.

The state of the Labour Market across the region tends to reflect the economic orthodoxy that has in general been pursued by Governments across the region, with a decline in the public sector and service delivery to those most in need, deindustrialisation and the continuing absence of beneficiation in relation to extractive industries, an over-reliance on an export led recovery model at the expense of national development, self-sufficiency and environmental protection. The continuing impact of globalisation and flexible and unregulated supply chain models, have diminished the possibility of providing decent work or sustainable livelihoods. This has particularly impacted on young workers and women.

This has meant that there has been a dramatic increase in the informal sector, where basic regulatory protections are largely absent, and where large sections of the economy operate outside of the focus of Trade Unions. Also an endemic and increasing youth unemployment that is feeding hopelessness, despondency, social revolt and social crime.

The region is characterised by decreased employment opportunities associated with growing unemployment and underemployment as well as employment informalisation.

Also critical are the weakened productive sectors, stifled industrial prospects that are being strangled further within the framework of global supply chains. All these have had a more biting implication for young workers and women.

The growth of the informal economy is linked to the weak intra-regional trade and low level of transport and communication infrastructural development.

Finally, the effect of climate change in the global and regional context of West Africa will form part of the area of work of the organization within the plan period.

Under these circumstances, traditional trade union organization and mode of operation have been challenged. Trade Unions have been forced into a defensive mode for much of the last decade. To survive, they are being compelled to innovate, to become creative in addressing the changes in the labour market, become resilient, and ensure the robustness of internal democratic and participatory organization.

At the Regional level, the Economic Community of West African States (ECOWAS) though it has evolved organizationally by operationalizing the Community Parliament and Court, in terms of its political, economic and social goals has continued to face continuous challenges in terms of the integration process, improvement in the social conditions of the citizens and expansion of the economies of West African countries. To compound the situation, the Ebola epidemic that has ravaged the region and the Boko Haram terrorist campaign have dislocated millions of citizens of the Region, undermined their fragile economies and fragmented communities and spread fear and uncertainty un conducive to foreign investment and the stability needed to deepen democracy and expand prosperity to marginalized sections of the Regional population.

1.3 Theory Of Change

OTUWA will promote the interests of workers of the West African sub-region by supporting an inclusive, united and strong regional trade union movement; being a strong workers voice in ECOWAS and facilitator of regional political, economic and social reforms; empowering workers in the informal sector, the unemployed particularly youth and women and expanding the membership of its affiliates national centres using a bottom-up and top-bottom approaches and the robust use of ICT.

1.4 Outcomes

The anticipated outcomes of this strategic plan will include the following:

- i) OTUWA will invest in supporting affiliate National trade Union centres to adapt to on-going change in the global context and develop campaigns for socio-economic reforms that will take advantage of informal sector and partnership with other social partners;
- ii) Work with affiliates to robustly engage ECOWAS to consolidate on the implementation of its free movement of people and goods to enhance economic development of the subregion and counter the new scramble for Africa
- iii) Support vigorous research to find workable solutions and models for mass employment to reduce youth unemployment and hopelessness; and
- iv) Use of ICT to organise meeting and communication with affiliates national centres and among affiliate national centres, as well as for trade union education.

1.5 The Role of OTUWA

Before outlining the Strategic Plan for OTUWA it is important to define its history, role, and what it seeks to achieve. Originally founded in 1983 in Guinea, OTUWA started brilliantly and functioned optimally during the first decade of its existence. However, when the secretariat of the organization moved to Cote d'Ivoire, a combination of factors made OTUWA to become dormant for a number of years and therefore could not take its rightful place in the sub-region. The dormancy was occasioned by the crisis in Cote d'Ivoire where the OTUWA secretariat was located, the sudden death of the Secretary General and the lack of institutional capacity at the Secretariat.

In 2014, OATUU and ITUC-Africa with the active support of the International Labour Organization (ILO) decided to work together to revive OTUWA, and to collaborate in enhancing the role of Trade Unions in the regional integration process. It was in this context that the two international trade union organizations decided to revitalise OTUWA more so that the ECOWAS Treaty recognizes the role of trade unions in the integration process and OTUWA has a category A consultative status within ECOWAS. It was the outcome of this decision that the Congress to relaunch OTUWA was held in Abuja in October 2015 where new officers of the organization were elected, and an Executive Secretary was subsequently appointed.

The role of OTUWA in this context is to:

- i) Revive the organization and bring back its voice and presence in ECOWAS and other International labour platforms;
- ii) Highlight labour related problems in the West African sub-region and focus national labour centres attention on these issues as well as means of addressing them;
- iii) Facilitate trade union unity and engagement of national unions in the activities of ECOWAS and the issues affecting the West African region.

1.6 SWOT Analysis

To develop the key activities that OTUWA will be engaged in the next five years, there is need to understand the external environment in West Africa and the global stage that faces OTUWA and its internal situation. It must be acknowledged that OTUWA is being revived in the context of:

- A world that is changing rapidly and challenging the way Trade Unions operate;
- Neoliberal capitalism is at the heart of the this disruptive change where it is once more concentrating wealth in a few countries and social groups and denying social services to the poor through its jobless growth and endemic unemployment for youth and women;
- Governments have become dependent on economic elites and international financial institutions
- Many countries are experiencing religious and social fundamentalism, racism and xenophobia which is negatively affecting workers, women and the excluded; and
- Under the guise of economic difficulties, democratic rights are being repressed including trade union rights.

On the other hand, new opportunities are also opening as new forms of organising are becoming available through people mobilising and the use of technology. The adoption of Sustainable Development Goals in September 2015 also provide a booster to social and trade union mobilising and a legitimate tool for improving the conditions of workers and the marginalised.

The **Strength** of OTUWA in the present context include:

- Increasing internal union democracy within affiliate national centres;
- Growing participation and representation of women and youth in affiliate national centres;
- Professionalisation of trade union staff;
- Wide spread use of ICT and social media; and
- Solidarity with other social democratic movements to protect rights including trade union rights.

Weaknesses:

- Low trade union density (less than 10%);
- Fragmentation of trade union at the national level;
- Poor membership records and services;
- Poor payment of affiliation fees;
- External dependence by regional Centres for funding activities;
- The linguistic divide in the Sub-region.

Opportunities

- Discontent in the Sub-region with the socio-economic status quo;
- Growing mass consciousness and activism;
- Willingness by CSOs to engage trade Unions in strategic partnership;
- Consolidation of sub-regional trade union federations in the continent;
- Great potential for increased trade union membership;
- Growing acceptance of decent work agenda globally
- Increased acceptance of the importance of social dialogue for development;
- Accessibility of ICT by workers and trade unions;
- New ILO Labour protection instruments (Convention 189 on decent work for domestic workers & Recommendation 200 on HIV & AIDS & the world of work, Recommendations 202 on National Floors of Social Protection, 204 concerning the Transition from Informal to Formal Economy, and Force Labour Protocol).

Threats:

- Poor governance in many West African countries;
- Social and civil conflicts and violent extremism;
- Continued impunity and corruption by political elite;
- Labour market deregulation;
- Endemic youth unemployment;
- Falling oil prices and government difficulty in paying salaries in some countries;
- Poor social and economic infrastructure
- Rapid climate change and environmental disasters
- Poor management of migration
- Stalled integration of the West African subregion; and
- Deindustrialization and the expansion of the informal sector.

1.7 Strategic Vision, Mission, Core Values and Goal

The Strategic Vision, Mission, Core Values and Objectives of OTUWA are derived from a review of its founding Constitution, the October 2015 Congress Minutes, Strategic Plans of sister Regional Trade Unions, the deliberations of the Abuja May 2016 Strategic Planning Workshop and the July 2016 Dakar rebooting conference.

VISION

A peaceful, self-reliant, prosperous, democratic and people driven West African Region free from fear, corruption and poverty.

MISSION

To build and coordinate an inclusive, united and strong regional trade union movement to promote the interests of workers of the West African region by being a strong workers voice in ECOWAS and facilitator of regional political, economic and social reforms.

CORE OTUWA VALUES

- Sanctity of Trade Union Rights
- Workers' participatory democracy
- Accountability and Transparency
- Social dialogue & Constructive Engagement
- Collaboration & Networking for Global Justice and Equity
- Solidarity and unity (of purpose and action)

OBJECTIVES

- To support strong, inclusive national affiliates that unite workers and other social groups to fight against poverty and social exclusion and promote decent work and social welfare;
- Work with affiliates to respond to the political, economic and social crisis facing the West African region including terrorist threats and epidemics;
- To represent the interests of workers in ECOWAS and other appropriate structures and to work for the adoption of worker-friendly policies including those that promote decent work, equality, employment and sustainable economic development.
- To play a full and meaningful role in ITUC-Africa and OATUU activities and strengthen relations with Global Trade Unions, the ILO and civil society organisations in pursuit of common goals.
- Engage in international and national solidarity actions between national centres and their affiliates, and to ensure that organisational rights enshrined in the instruments of the ILO, AU, ECOWAS and National Governments are respected and adhered to.

Chapter 2

2.0: Strategic Areas of Activity

Pillar 1: To Strengthen and Capacitate the Secretariat

Given the context described above, and the need to re-establish OTUWA as identified by the Abuja Strategic Planning Workshop of May 2016, the July Rebooting Conference and in particular to reconstitute and capacitate the Secretariat in order for it to perform its functions which are essentially as follows:

- To coordinate the activities of OTUWA and in particular the activities associated with this Strategic Plan
- To ensure that affiliates are kept informed of developments in the region on a regular basis
- To provide support and coordinate solidarity action to affiliates when required
- To be the public face of OTUWA in the interface with ECOWAS, national governments and all fraternal organisations and partners.

Ensuring an Effective OTUWA Secretariat

- a. It is acknowledged that re-establishing and repositioning OTUWA will require considerable attention and support of the Executive Secretary. However, it is important to recognise that this work cannot be undertaken efficiently by one or two persons. In this regard, the day to day running of the office, and maintaining its infrastructure and dealing with daily administrative matters must not fall onto the desk of the Executive Secretary, although oversight will be needed. The time and energy of the Executive Secretary must be spent on ensuring that the main pillars of this strategic plan are implemented, and that time is also made available to build and enhance important relations and engagements with key players, especially affiliates at this time.
- b. To ensure that the Secretariat can fulfil these vital roles, the most immediate tasks are to ensure that the following is realised as a matter of urgency:
 - i) A basic staffing policy needs to be in place as a matter of urgency (that can be elaborated over time) that covers terms and conditions of service of all staff and what is expected of them. This should be developed before any additional appointments are made. It is suggested that those terms that apply to other sub-regional organisations (SATUCC, EATUC) staffers could provide a base-line, and could be added to if additional expertise/capacities are required. Given the

concerns for OTUWA to lead by example in terms of gender balancing, this should be a key feature of the staffing policy.

- ii) That there is an efficient and committed administrative hub in the office consisting of at least a PA to the OTUWA Executive Secretary, (preferably with appropriate language skills), Additional Support Staff to ensure that transport, messaging and security are in place.
- iii) Office infrastructure to enable efficient communication with affiliates and partners etc. and to allow for meetings and other activities in the office. An arrangement with the NLC could be helpful in this regard.
- iv) The possibility of short/medium term secondments from affiliates and associates and internships should be actively explored, particularly if they are linked to the implementation of projects associated with the Strategic Plan, but also in terms of using exchanges across affiliates to share and build capacity.
- v) Given current resource limitations, it is suggested that a communication strategy be developed that provides for regular communication with affiliates (a monthly electronic newsletter for example) and that this could be organised on a limited contractual basis for the time being. Clearly the question of translation will need to be factored in.

Time Frames: Points 1 – 3 above to be implemented by End of October 2016 and Points 4 – 5 by end December 2016

Pillar 2: Supporting Unity and Increased Membership for Affiliates

It is acknowledged that unless OTUWA affiliates are representative of workers within their respective countries, then OTUWA itself will be weak. Given the pressures on Unions to move beyond simply surviving, there is now a need for them to become pro-active agents for change in both improving the terms and conditions of workers, and in transforming society more generally.

A fundamental requirement arising from the Strategic Planning Workshop, is for Unions to grow, to work towards greater unity, both internally, and externally, and to ensure that the participation of workers is strengthened and sustained. There are many factors militating against this happening and some of these factors are detailed in the Summary of the Context above. However, despite what might appear as formidable obstacles, there are creative responses both within the region, especially in terms of organising in the informal sector, there are many lessons and expertise that can be drawn upon outside of the region, and a willingness to experiment.

Proposal 1: Recruitment and Servicing of Members

With these considerations in mind the following is proposed:

A major workshop on **Recruitment, Servicing of Members and Increasing Worker Participation** should be organised as a priority. The purpose of the workshop will be to :

- a. Receive a report from each affiliate to construct an accurate assessment of the membership potential across the region, and
- b. Develop generic materials to promote trade union membership, worker unity, democratic trade unionism and develop other materials that will address the question of fragmentation.
- c. Devise a model programme for low cost in-country organising workshops aimed at launching a recruitment campaign in each country, and ensuring that there is a complementary servicing and participation element to each programme.
- d. Develop a specific approach to building appropriate informal sector organisation, by drawing upon the best practice of OTUWA affiliates, and organisations such as WIEGO.
- e. Ensure that women and young worker participation is fully integrated as a vital element of all roll-out programmes, and this should be reflected in in-country provision.
- f. To agree that those who are nominated to attend the initial regional workshop will then constitute an **OTUWA Organising Network** of educators/trainers to lead this work and that this must be reflected in the priority they must give to this work by their local affiliates.
- g. To build trade union consciousness. Trade unions may have taken for granted the importance of building the consciousness of workers after the barrage of neo-liberal messages and anti-union measures by the corporate world.
- h. To consolidate the overall project as one coordinated and serviced by an experienced trade unionist seconded to work on behalf of the Secretariat for this purpose.
- i. Time Frame: The Workshop should take place between the last quarter of 2016 and the first quarter of 2017 to allow for resources to be gathered, and a suitable secondment to be arranged.

It should be stressed that this project should be seen as revitalising the recruitment and organising capacity of all affiliates and would seek to embed best practice into each participating organisation.

It will be particularly important that the lessons of the project are drawn out and shared with the OTUWA Executive Committee and all affiliates.

Proposal 2: Addressing the Question of Fragmentation

It was acknowledged by the Strategic Planning Workshop and the Rebooting Conference that the fragmentation of the trade union movement in the region requires very careful consideration before remedial action can be embarked upon. The reasons for such

fragmentation are complex, and relate to both historical traditions and legacies, and to an array of internal and external pressures.

What is proposed here is an incremental approach that builds trust and confidence in OTUWA, and that takes into consideration that this approach does not hinge upon a single intervention or event, but is rather part of an on-going process.

Another important acknowledgment is that OTUWA is striving to be an **inclusive** organisation that represents the interests of all workers regardless of their political orientation, cultural and religious diversity and organisational structure. There will however be a necessity to make an assessment that potential affiliate members do ascribe to the principles that underscore democratic trade unionism, including adherence to a democratic constitution that includes provision for regular free and fair leadership elections at all levels, accountability and transparency, and a commitment to trade union unity. With these considerations in mind the following is proposed:

- a. Each affiliate will be asked to prepare a brief but succinct report on the state of the trade union movement in each country, and in particular the range of organisations that constitute the trade union movement. A template that can be updated will be developed for this purpose. In addition to basic information about all unions/federations active in each country, it will also seek to gather information on membership, sectors covered and the state of relations that exist.
- b. The Executive Secretary, in close cooperation with in-country Executive Committee and General Council members will develop a schedule of meetings in each country within the region over a twelve month period to meet with as many of these organisations as possible, and to engage them in the possibility of participating in OTUWA activities. The initial emphasis will be on developing cordial relations, and to make a determination of what needs to be done at in-country level to increase levels of cooperation, mutual respect and joint work on common concerns. It should be noted that much of this is already underway in some countries. A similar process will take place if there are divisions emerging within existing affiliates, in order to strengthen trade union unity.
- c. Visiting each of the countries in the region in this manner should also provide an opportunity to meet with Labour Ministers and others, and win their support for steps towards building unity, and also to open up the possibility of positive engagements at the level of ECOWAS
- d. If progress in terms of the above proposals is made, then opportunities for potentially new affiliates to participate in the various in-country programmes (e.g. on recruitment and servicing members) should be provided.
- e. It may prove to be important at some stage to clarify the organising scope of both existing and potential OTUWA affiliates, and not least to ensure that competition for membership is not allowed to damage relations and especially moves towards greater unity.

It will be important to ensure that should existing and potential OTUWA affiliates require

solidary support for a particular dispute they are engaged in, or are subject to any measures that seek to undermine their right to organise or function as an independent trade union, then OTUWA and its affiliates will engage and offer whatever solidarity support they can. This will both build the profile of OTUWA, and provide opportunities to cement mutual respect at national level.

Pillar 3: Engaging with ECOWAS

Given that OTUWA has secured observer status within ECOWAS, and has therefore a valuable opening into its various structures, it will be important to use these to best effect. Clearly matters of Labour and Related Social Concerns such as migration will be a direct point of entry, but there may be many other avenues where the voice and views of Labour should be heard. This could include discussion on social security matters, adherence to a range of conventions and other instruments, the question of the environment, and more generally on economic and social development. The important point here is to ensure that there is a strict degree of prioritisation, and acknowledge that it is more strategic to make a comprehensive and impactful intervention in a small number of prioritised areas, rather than to spread intervention too thinly and dissipate any impact that could be made.

Taking lessons from other regions in this regard could be extremely helpful, and to elicit the views of the ITUC-Africa and OATUU, as well as other partners could prove to be critical, and especially in terms of learning the lessons for an effective, credible and sustainable engagement.

However, it will be important to recognise that while this work is crucially important, it cannot rest on the shoulders of a small and already committed Secretariat alone. Engaging with an institution like ECOWAS, and possibly the AU and other formations requires considerable capacity, even in carefully prioritised areas. With these considerations in mind the following is proposed:

A}

- i. That a review is initiated on the current state of policy development and approval in ECOWAS in those areas that directly affect Labour, for example on the harmonisation and standardisation of Labour Legislation, Equality, and Employment. This will also involve a document search and assessment of existing OTUWA policy documentation, and that of fraternal organisations such as ITUC-Africa and OATUU, and others including Civil Society Organisations that have expertise in these matters.
- ii. That this review be undertaken by an individual drawn from a labour friendly institution, with the purpose of providing a comprehensive background document for Executive Committee deliberations. It will be important that the person assigned to this research project is able to present documentation that is accessible, and that can be made available to a wider audience. It would also be useful for this person to have

appropriate language skills and be familiar with trade union organisation.

- iii. The Executive Committee will then use this document to engage in a strategic discussion on what areas of intervention in ECOWAS should be prioritised and how this will take place. This will by necessity also involve a degree of in-country lobbying and possible campaigning, and this should be built into the Executive Committee's response.
- iv. Based on the above process, a robust system and measures should then be developed to enable OTUWA Affiliates to hold their national governments accountable for implementing these policies.
- v. Time Frames: it is envisaged that this research project should be initiated as soon as resources allow, and be completed by the beginning of December 2016.
- vi. In the interim, existing documents accessible to OTUWA like; (i) ECOWAS Labour and Employment policy; (ii) The Supplementary Act A/SA.../06/13 Relating to the General Convention on Social Security of Member States of ECOWAS; (iii) FMM West Africa: Support to Free Movement of Persons & Migration in West Africa; (iv) ECOWAS Vision 2020 (v) African Union First Five-Year Priority Programme on Employment, Poverty Eradication and Inclusive Development, and (vi) African Union Agenda 2063 need to be analysed including efforts by member states to implement them.

On Migration: OTUWA's work in the area of Migration and free movement of people within the sub-region will focus on capacity building for the leadership of affiliate National Centres and to sensitise them on ECOWAS Free Movement Protocols as well as on Labour Migration issues in general.

These will include:

- What workers and trade unions stand to benefit from the free Movement of people and goods;
- What trade union protection migrant workers require;
- What rights are migrant workers entitled to;
- What social security protection they require in the countries they migrate to;
- What need to be done to ensure that migrant workers' social security contributions in their country of migration is transferable to their countries of origin or any third country.

With regard to migration to other sub-regions, and countries outside the continent, OTUWA will work with its affiliate national centres to influence migration policy and development and create awareness on the issue – all geared toward the protection of the rights of migrant workers.

It should be noted that the consultation with affiliates as envisaged in Proposal 2E above will serve to further inform the approach, and provide very useful tactical information.

B}

Social Dialogue: The ECOWAS heads of state in a supplementary Treaty signed in 2010 provides for social dialogue among the tripartite partners, government, employers and trade unions. Now that OTUWA has been revived, it must assume its rightful place in the tripartite dialogue as the undisputed voice of Labour in the West African Sub region. To strengthen the voice of labour in the dialogue, OTUWA must:

- i) Sensitise affiliates about the Social Dialogue and need for active participation
- ii) The Executive Committee of OTUWA and other representatives must meet before every Dialogue session to collate affiliate inputs and plan how to effectively contribute to the outcome of the Dialogue;
- iii) Circulate the decisions of the dialogue among its affiliates.

Pillar 4: Engaging Regional Conflict & Terrorism

Insecurity continue to pose a great threat to the West African Region and it is thwarting its effort to achieve regional integration. Terrorism is a new and more devastating addition to existing conflicts. Its major characteristic is that it is embedded in the social and economic injustices that the region is known for and feeds on ignorance. Boko Haram is the main face of this new conflict and since it started about 6 years ago in Nigeria it has spread to Niger, Chad, Cameroun and has been responsible for killing, kidnapping and destruction of markets, banks, places of worship and several others leading to the death of about 20, 000 people and the displacement of about 2.2 million including about 20, 000 workers. The violence in the Gulf of Guinea has further reduced revenues coming to Nigeria and its neighbours and increased the economic hardship of people.

In the immediate past, the voice of labour has not been audible in the campaign against insecurity and terror. Labour must contribute in challenging the factors that breed insecurity like it did in the struggle against Apartheid in South Africa and military adventurism in Bukina Faso. For OTUWA to effectively engage conflict and terror, it needs to undertake the following:

- i) Make audible its voice in the campaign against violence and terror;
- ii) Support affiliates to strengthen their partnership with CSOs particularly those working in the field of peacebuilding and collaborate with them in responding to major root causes of conflict and terror;
- iii) Seek partnership with ECOWAS Early Warning System and become a recipient of its early warning information so that it can support its affiliates to become catalysts of rapid response.

Pillar 5: Supporting Democratic Elections

Elections in the West African Region as in other parts of the continent continue to pose a challenge and to create insecurity and uncertainty. The tendency to hold tight to power and to manipulate elections or to win elections by all means by leaders often compel opposition groups and CSOs to resort to sometimes violent means to seek redress.

To make elections normal democratic processes, OTUWA will work with its affiliates to:

- i) Engage in rigorous political accountability processes;
- ii) Observe elections and monitor the processes leading to elections
- iii) Work with CSOs and other partners to campaign against violence before, during and after elections and,
- iv) Advocate for more transparent and accurate voting processes.

Pillar 6: Sustainable Development Goals

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development at a UN Sustainable Development Summit. This include a set of 17 Sustainable Development Goals (SDGs) and the 169 targets. The SDGs which replaced the Millenium Development Goals (MDG) unites the big global challenges of the era-halting climate change, arresting the loss of natural resources, and ending extreme poverty in a single framework. Implementing the SDGs require integrated national planning for all countries, which are signatories to the 2030 Agenda as they are expected to give regular Country Reports on the status of their implementation.

Within the West African sub region, we will engage governments on their strategies for implementing the SDGs, as well as their implementation plan(s) and coordination mechanism. We will lead in citizens mobilization to engage the governments and to hold the 15 countries to account, to ensure that annually the 17 goals are mainstreamed into policy, action and budgets at national levels across the subregion.

Though all the 17 SGD's are relevant to OTUWA and its affiliates' mandate, Goal 8 (decent work), goal 1 (end poverty), goal 2 (zero hunger) and goal 13 (Climate Change), are key components of the SGD's that are of urgent importance to Trade Unions.

To ensure the quick and effective implementations of these goals, OTUWA will work with its affiliates to:

- i) Develop capacity and awareness among workers and members of the public;
- ii) Develop strategies for holding national governments accountable for meeting the targets;
- iii) Build sectoral partnerships and networkks to promote the achievement of these goals.

Hold annual OTUWA Forum on the implementation of the 2030 Agenda for Sustainable Development

Pillar 7a: Special Programmes

One: Dealing with Cotonou and Post Cotonou Process : In June 2000, the European union signed a partnership Agreement with 79 countries from Africa, the Carribean and the Pacific. This ACP-EU Agreement was for a 20year period to end on 2020. The Agreement came into force in 2003.

A key component of the Cotonou Process is the negotiation of Economic Partnership Agreements (EPAs) between the EU and the various regional blocs within the ACP countries. Thus, the EU has been in negotiations with the ECOWAS sub-regional bloc, to have all the 15 countries sign EPAs with the EU. These negotiations which commenced in 2002-2003 has been mired in controversy, as many in the ACP countries have criticised the disproportionate advantage the entire EU have over fragmented ACP economic bloc in the negotiations.

By 2014, the entire ECOWAS nations were to have signed the Agreement but till date Nigeria and one or two other countries are holding out from endorsing the Agreement. Though signing the EPA attracts financial support from the EU to the Country, it however creates competition between the countries to the advantage of the EU. Given the focus of the EPAs on trade liberalisation, the absence of workers' voice in the negotiation is a cause for great concern. Moreover, these EPAs are supposed to come to an end by 2020 and with the exit of the United Kingdom from the EU, new complications may arise as it is possible that the UK may revive the Commonwealth and commence its own negotiations.

In view of these grave limitations in the EPAs, OTUWA should :

- i) Demand a seat in the negotiations where they are yet to be concluded or a renegotiation where they have been signed to enable Trade Unions to contribute their opinions to the final Agreements ;
- ii) Support Nigeria's and the other countries that are yet to sign the agreements to insist on fair and just provisions that will compel the EU to renegotiate the Agreements ; and
- iii) Appoint a technical committee that will include CSOs to sensitise and campaign amongst ECOWAS member States on the implication of signing the EPAs in their present form. This campaign is urgent given that these EPAs are required to be ratified by the legislature before coming into force.

Two: Working with Multilaterals: Presently, there is an emerging second round of scramble for Africa between the United States, the EU and BRICS which is inclusive of China. The deals that are being entered into are exploitative and unfavourable to Africa's development and industrialization and aimed to keep the continent as an exporter of raw materials and a consumer of manufactured good. The aggressive incursion into Africa by China has further energised this trend and deepen corruption in Africa's economic governance. It is important to note that in nearly all of these new industries including petroleum, ICT, new service outlets, mining of solid minerals, etc. unionization of workers is disallowed or allowed with serious constrains.

OTUWA working with its Affiliates and CSOs need therefore to:

- i) Commission a study of the emerging industries and their labour practices;
- ii) Request for transparency in the deals between ECOWAS Countries and the advanced countries.
- iii) Commence a campaign against neoliberalism and its growth without jobs and demand for tightening of labour legislation in the region.

Three: Building Capacity for Training and Research: With the myriad of problems facing workers in the region, trade unions cannot continue to depend on developed country unions for its training needs. The training and research needs in West Africa are different and deserve a different approach. Consequently OTUWA will:

- i) Establish a training Institute to serve its affiliates with a faculty that is capable of assisting trade Union leaders and activists to understand and appreciate emerging socio-economic trends and strategies to respond.
- ii) Set up a research team contributed to by affiliates that will regularly identify themes of interest to workers and their leaders and either conduct the research themselves where possible or identify academics to undertake it.
- iii) Collaborate with the African Labour Research Network and other labour friendly research institutes and bodies to fill the research needs of workers within the subregion.

Four: Language Academy and Exchanges: ECOWAS countries are divided into three language groups which makes communication even at the leadership level of the trade unions very difficult. To improve communication between workers and their leaders in the various countries of ECOWAS and fasten and cheapen activities of OTUWA:

- i) The Federation will commence language programmes in each Country starting with teaching French in Anglo African countries and English in Francophone countries. Portugues will be added subsequently.
- ii) Language courses in French, English and Portugues will be added to the OTUWA Institute course load when established.

Five: OTUWA/CSO Annual Forum: To strengthen workers solidarity and increase its influence and impact in society, OTUWA will organize an annual Labour/CSO forum to respond to emerging issues and develop action platforms to galvanize the public to support a progressive resolution of contemporary issues.

Six: OTUWA Mobilization and Advocacy: To firmly reestablish OTUWA in the hearts and minds of the workers, of the West African sub-region, the leadership and other officers of the organization will undertake vigorous mobilization and advocacy on a range outlined in this strategic plan.

Apart from organizing visits to affiliates and countries, on a periodic basis, this dimension will require having an advocacy voice, in special and regular publications to address special

thematic issues. In this regard, the organization will :

- (i) Use the various medium of new information technology like twitter, facebook, sms, youtube, electronic bulletin among others to popularise the positions of the organization.
- (ii) Produce regular editions of an advocacy publication- OTUWA Speaks, on thematic issues.

Pillar 7b: Special Programmes

It takes time to arrive at reasonable results in institution building. The series of programmes articulated in the various pillars of this plan will take some time to bear fruits. While these are maturing and being implemented, the following set of special programmes are also proposed as cost effective, quick-wins Action Points, that need to be integrated to the overall Strategic Plan. They include:

- i. **OTUWA Summer Camp for (unemployed) youth):** The Camp will enable OTUWA and its affiliates garner new ideas on unemployment and help design programmes that can be used by the unemployed to seek for jobs or be engaged positively.
- ii. **OTUWA Prize for the best labour publication:** This prize will be organized in collaboration with a research institute or a university to be identified and will encourage academic research on key emerging labour issues.
- iii. **OTUWA Prize for the best plantation workers' initiative:** This prize event will be organised in collaboration with an identified fair trade promoting organisation to encourage fair trade and decent work.
- iv. **OTUWA Soccer Youth Football Tournament:** Given the popularity of football and its role in building unity among people, a tournament will help make OTUWA a household name in the ECOWAS sub-region.
- v. **OTUWA Chair of Labour Studies:** The Executive Committee will collaborate with an Academic institution within West Africa to establish a Chair for Labour Studies.
- vi. **OTUWA Newsletter:** To ensure monthly dissemination of information on the activities of trade unions and related activities within the sub region and also information on interesting subjects that may concern OTUWA and its affiliates.
- vii. **OTUWA Home Page:** The page will maximise the use of modern information technology for the work of OTUWA.
- viii. **OTUWA Social Dialogue in West Africa:** This programme will ensure that the organisation holds an annual programme as a preparation for the ECOWAS tripartite social dialogue forum, to prepare trade union positions.

- ix. **OTUWA Labour Ministerial Forum:** This is to create a platform where the trade unions in the sub region will engage labour ministers of ECOWAS on a range of Labour employment issues.
- x. **Annual Women Academy:** This Academy for women will be used to brainstorm innovative ideas on increasing the participation and representation of women in trade unions.
- xi. **OTUWA Autumn University in October for Youth:** This is a form of Youth Academy where on an annual basis youth from various countries of the sub region will meet to undergo training on an identified thematic issue.
- xii. **OTUWA Prize for the best Informal Sector Initiative in West Africa:** This will be organised in collaboration with organisations like Streetnet and WIEGO.
- xiii. **OTUWA Migration Engagement Forum:** OTUWA will work with affiliates and partners to address the multi-dimensional issues in migration.
- xiv. **OTUWA/ Global Unions Annual Forum:** This is to enable OTUWA to work with global unions more closely on issues of mutual benefits to our two organisations, in the sub-region.
- xv. **OTUWA Investments:** The need for long term self-sufficiency and financial sustainability will require that within a short time frame of not later than the first quarter of 2017, an investment strategy is developed for the organisation which the Executive Committee shall deliberate on and approve. This will act as guide to the organisation in its effort to raise sustainable funding.

Pillar 8: Building of OTUWA Secretariat & Training Institute

To meet the needs of OTUWA as an organization and affiliates organizations and serve a workers' hub in the region, The Federation will set in motion a process of building a Secretariat and Training Institute. This edifice will provide a place where trade union leaders and activists can be train cheaply and where workers in the region can call a home.

To materialize the project, OTUWA will :

- i) Commission an Architectural Design
- ii) Acquire Land via the Nigerian Government in Abuja
- iii) Launch a building Fund

Pillar 9: Financial Mobilization & Stability

As acknowledged by the Strategic Planning Workshop, the area of financial stability is a crucial element to have in place going forward. All of the proposals listed above depend to a

large extent on the degree to which resources (both human and material) can be mobilised and secured. It is further recognised however, that given the pressure on individual unions and their federations to mobilise increases in membership subscriptions at this time presents a real challenge.

There are other important considerations when discussing the issue of financial resources related to the question of sustainability, independence and effectiveness that need to be factored in. Certainly, the experience of an over-dependence on external funding is known throughout the trade union movement, and the observation that increasingly arises is that those trade union organisations that have been in receipt of external funding for prolonged periods are most affected when such resources are no longer available.

One of the lessons to emerge is that unless explicit complementary measures are taken to increase self-sufficiency and sustainability when external funds are available, when they are no longer available it can result in a catastrophe, and reduce the organisation to a worse state than it was before external funds were first made available! This has been the case of many trade union movements on our continent and beyond.

The reality that we are faced with is that not only is subscription revenue likely to be limited and even in decline, the availability of funds from external sources are also increasingly limited. Austerity policies of Governments in the North have impacted on the development funds that they make available to their own trade union movements, and there has been a visible tightening of what these funds can be used for. The implications of this are very serious. Increased supervision and direction of developments funds in the North, compounded by the severity of the resource deficit in the South, means that those distributing funds can, if they so wish, exercise more control over the responses that trade unions in the South may wish to embark upon.

For this and many other reasons, it is essential that OTUWA defines very carefully what it requires financial support for and why. One of the key purposes of the Strategic Workshop was for OTUWA to define for itself, based on the needs of workers and their organisations in the region, what its current strategic priorities are, and which are reflected in this document.

Despite the severity of the economic and social crisis throughout the region, there are several options open towards achieving financial stability, and possible financial advancement, and some of these are covered in what follows below. However, it is worth acknowledging that amongst the affiliates of OTUWA are those who, because of their size and overall resource capacity, are able to provide support to OTUWA over and above affiliation fees, and especially in terms of donations in kind. While this must be acknowledged as a valuable contribution to regional solidarity it is also important that OTUWA develops itself in a modest manner, and seeks to make savings wherever possible to ensure that the balance between infrastructure development, and its activities remain complementary and are not distorted. The proposals that follow flow from these considerations :

- a) A budget for the next three years of operation of OTUWA, reflecting the proposals in this Strategic Plan needs to be developed without delay by the Treasurer of OTUWA assisted

by the Executive Secretary. The budget should be based wherever possible on low cost alternatives. The expansion of the infrastructure should be modest but ensure effectiveness. The development of a budget also provides an opportunity for OTUWA to indicate that it intends to work in a cost effective manner that is consistent with moves towards a high degree of self-sufficiency.

- b. It will be important to retain and expand wherever possible the income OTUWA derives from affiliation fees. It would seem to be appropriate that fixed salary costs should be met by affiliation fees as a priority, to ensure that OTUWA, despite other limitations can function. However it is recognised that much needs to be done to show that OTUWA's limited resources are being applied to the best effect. All of the proposals listed above, if implemented, should be seen as an illustration of direct benefit to affiliates and their members. It will therefore be crucially important to make sure that this is communicated to Affiliates and from there to members.
- c. It is proposed that rather than develop separate funding proposals to fraternal organisations, it might be more effective to present this strategic plan as a whole, and to seek their support for distinctive elements of it while of course avoiding a 'double funding' situation. This would not only retain the integrity of the Strategic Plan, in terms of agreed priorities, but would also indicate to funders that their contribution was based on expressed need, and a complementary holistic approach. It would also be important to show that affiliates are making a crucial contribution through their affiliation fees and the covering of costs in kind. One such contribution could be the provision of information technology that would limit the costs of communication, and provide possibilities for regional link-ups via skype or Google hangout that saves on airfares and accommodation costs. Many organisations now are able to operate on this basis, and contribute to environmental awareness by doing so.
- d. Given the reluctance of funders in general to support infrastructural costs, it would seem to be appropriate to investigate the possibilities of either the larger national centres making a specific donation to meet these costs. In most cases these should be non-recurring costs (office furniture/e-filing systems/communication equipment etc.). In addition, if staff are to be seconded to OTUWA for dedicated project work, while affiliates could continue to cover their existing salary elements, additional salary costs and expenses could be met by ensuring that there is a percentage administration element identified in projects funding applications.
- e. There are a number of other fund raising possibilities that surfaced in the Strategic Planning Workshop, however, until capacity within OTUWA has been consolidated, it is proposed here that the Secretariat confines itself at the moment to what is listed here. However, if fundraising possibilities can be undertaken at affiliate level, then they should of course be fully supported. For example, it might be possible for an affiliate to raise funds to provide an airfare for participation in an OTUWA activity.
- f. It is of course essential that the highest levels of accountability and transparency are built into OTUWA's systems of financial governance. It will be important therefore to engage the services of auditors and book-keepers who can both ensure that the

Executive Committee receives periodic financial reports and who can advise on possible savings. The cost of providing these services could perhaps be a distinctive element that is covered by an affiliate, or could be shared with an established CSO.

Time frames: It is proposed that the above proposals be activated without delay, and especially the budget, and as soon as the Strategic Plan is agreed, to engage appropriate funding agencies.

Pillar 10: Monitoring and Evaluation

- a. While it is recognised that the Strategic Plan is a living document, it will require very careful monitoring by the Executive Committee. The following is therefore proposed:
- b. That this Draft Strategic Plan (DSP) now be subjected to further scrutiny and amendment by members of the Executive Committee and those who attended the Strategic Workshop, and that refinements and amendments be submitted as a matter of urgency and consolidated by the Executive Secretary with the assistance of the consultant if required.
- c. That a Final Draft of the Strategic Plan be developed, cross checked and circulated by the end of August 2016, to all who attended the two workshops related to this plan, and members of the general council for a possible revalidation.
- e. That monitoring of distinct elements of the Strategic Plan be agreed before commencement of implementation and responsibilities for reporting and time-frames should also be finalised at that point.

Chapter 3

Strategic Plan Matrix

A schedule of Activities/Timeframes and Responsibilities is attached as an appendix.

Results	Indicators	MOV	Implementation Year					Responsible Stakeholder	Critical Assumptions & Risk	Budget
Goal			1	2	3	4	5			
P 1 Strengthen & Capacitate the Secretariat	i. Full complement of staff recruited ii. Office fully equipped	Executive Secretary's Report	X					Executive Committee	NLC will fulfil its promise to provide salaries for staff for a full year, fully equipped Office	
P2 Supporting Increased Membership for Affiliates	i. TOT for Affiliate organisers ii. Step-down training by Affiliates iii. Mapping of TU federations in affiliate countries iv. OTUWA Member Countries toured to engage all TU groups toward unity	TOT Report Step-down Training Report Mapping Report Tour Report	X					Executive Secretary Executive Secretary Executive Secretary Executive Secretary	i. Adequate funding will be secured in time ii. Affiliates will support the Step-down training Affiliate will support the mapping and second staff Affiliate will support the engagement of non-OTUWA members	

P3 Engaging with ECOWAS	i. Policy mapping of ECOWAS & prioritisation of areas of intervention ii. Robust participation in ECOWAS social dialogue	Mapping document	X	X	X	X	X	X	Executive Secretary	i. Adequate funding	
P4 Engaging with Regional Conflict & Terrorism	i. Violent extremism policy adopted to guide affiliates ii. OTUWA becomes a recipient of ECO - Warn Reports	i. Policy Document ii. Executive Secretary's Report	X	X	X	X	X	X	Executive Committee Executive Committee	Adequate funding exist ECOWAS is willing to integrate OTUWA into ECO-Warn	
P5 Supporting Democratic Elections	A political engagement Policy is adopted and implemented	i. Political Engagement policy document ii. Executive Secretary's Report	X						Executive Committee	i. Adequate funding ii. Available manpower	

P6 Sustainable Development Goals	i. Priority SDGs adopted for Affiliates to support & Engage ii. Capacity & partnership built to hold national governments accountable for implementing SDGs	i. SDG Priority Document ii. Minutes of OTUWA Meeting where Priorities were adopted Executive Secretary's Report		X	X	X	X	X	Executive Committee	i. Unanimity of Affiliates to support the same SDGs ii. Existence of good willing partners	
P7a Special Programmes	One i. TU engaged in negotiating EPAs ii. Technical Committee established to lead campaign against EPAs Two i. A desk study of the policies & practices of multilateral is commissioned ii. Campaign against second scramble for Africa launched Three i. A Training Institute Established	Executive Secretary's Report		X	X	X	X	X	Executive Committee	i. ECOWAS member States & EU are receptive to TU participation ii. Credible partners exist to collaborate with	

	ii. A Research Team Constituted Four i. Language Academy and Exchanges Commenced Five i. OTUWACSO Forum	X x	X X X X X	X X X X	X X X X	X X X X	X X X X	iii. TU activists and members will be interested i. Able to attract credible CSOs ii. Adequate funding		
P7b. Special Programmes	i. OTUWA Summer Camp for (unemployed) youth.		-Executive Secretary's Report -Activity Report	x	X	X	X	Executive Committee	i.Availability of funds	
	i. OTUWA Prize for the best labour Publication		-Executive Secretary's Report -Activity Report	x	X	X	X	Executive Committee	Availability of funds	
	iii. OTUWA Prize for the best plantation workers' initiative.		-Executive Secretary's Report	x	X	X	X	Executive Committee	Availability of funds	
	iv. OTUWA Soccer Youth Football Tournament		-Executive Secretary's Report -Activity Report		X	X	X	Executive Committee	Availability of funds	

	v. OTUWA Chair of Labour Studies.	-Executive Secretary's Report				X			Executive Committee	Availability of funds	
	vi. OTUWA Newsletter	-Executive Secretary's Report -Newsletter		X		X	X	X	Executive Committee	Availability of funds	
	vii. OTUWA Home Page	-Executive Secretary's Report	X						Executive Secretary	Availability of funds	
	viii. OTUWA Social Dialogue in West Africa	-Executive Secretary's Report -Activity Report	X			X	X	X	Executive Committee	EOWAS Funding of Dialogue	
	ix. OTUWA Labour ECOWAS Ministerial Forum.	Executive Secretary's Report			X	X	X	X	Executive Committee	Willingness of ECOWAS Commission to accept proposal	
	x. OTUWA Autumn University in October for Youth	-Executive Secretary's Report -Activity Report	X			X	X	X	Executive Committee	Availability of funds	
	xi. OTUWA Prize for the best informal Sector Initiative in West Africa.	-Executive Secretary's Report	X			X	X	X	Executive Committee	Availability of funds	
	xii. OTUWA Migration Engagement Forum	-Executive Secretary's Report -Activity Report	X			X	X	X	Executive Committee	Availability of funds	

	xiii. OTUWA/ Global Union Annual Forum	-Executive Secretary's Report -Activity Report		X	X	X	X	Executive Committee	Availability of funds & readiness of Global Unions to participate	
	xiv. OTUWA Investments Strategy	Executive Secretary's Report -Strategy Document			X			Executive Committee	Availability of funds to engage consultants	
P8 Building of OTUWA Secretariat & Training Institute	i. Architectural Plan Commissioned	i. Executive Secretary's Report	X					Executive Committee	i. Availability of funds	
	ii. Land Acquired	ii. Executive Committee's Minutes		X					ii. Host government Project ready to provide land	
	iii. Building Fund Launched				X				iii. ECOWAS, member states & Affiliates ready to support the building with funds	
P9 Financial Mobilization & Stability	i. A financial Mobilization Strategy is adopted	i. Executive Secretary's Report	X					Executive Committee	i. Affiliates pay their affiliation Fees regularly	
	ii. An Annual Budget System Established	ii. Executive Committee's Minutes			X		X		Donor Funding is Secured	
P10 Monitoring & Evaluation	Monitoring & Evaluation Plan		X	X	X	X	X	Executive Secretary	Adequate funding Monitoring and Evaluation	

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