



STRATEGIC PLAN - 2009-2012

**PROJECT: STRENGTHENING ITUC-AFRICA'S INTERVENTIONS IN
THE AREA OF ECONOMIC AND SOCIAL POLICY**

**AN INVENTORY OF RESEARCH CARRIED OUT
BY THE AFRICAN TRADE UNION MOVEMENT
ON ECONOMIC AND SOCIAL ISSUES
2010 Edition Outcomes**

Final Report

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1. Introduction

It has been noted that most of the development policies implemented in Africa over the past fifty years have almost failed. There are several reasons for this failure. The low involvement of key actors, including workers and trade unions in the development and implementation of economic development policies is one of the main reasons. The major obstacle to trade union involvement remains the lack of expertise.

To address this failure, ITUC-Africa has committed itself since 2009 to a major capacity building programme for its affiliates within the framework of its Strategic Plan of Action (2009-2012), which includes several projects.

The main objective pursued by the ITUC-Africa through this project -"Strengthening interventions in the area of economic and social policy" - is to build the capacity of its affiliates so that they can analyse economic and social policies implemented by African states. Affiliates are empowered to participate in social dialogue structures in their countries and in regional and international organisations by formulating appropriate alternatives on development issues. They take into account the priorities and concerns of workers and peoples of the continent. This project has planned several activities including an inventory of the research carried out by the African trade union movement and a diagnosis of the research organs of the trade union movement.

To achieve the objectives of this inventory, a questionnaire was developed and distributed to three target groups during the 2009 edition:

- i. 40 affiliated trade union centres
- ii. 6 trade union research institutions (Centres, institutes or laboratories)
- iii. 3 other regional trade union institutions

The 2009 edition of the inventory did not lead to any meaningful results, given the low level of responses received (out of 49 questionnaires distributed, 7 were returned to us). Subsequently, technical and practical measures were taken to improve the situation in the 2010 edition. A lighter version of the questionnaire was designed and distributed to three target groups:

- The 1st target group comprised 33 affiliates whose researchers took part in the research workshops on economic and social policies: there were 13 anglophone affiliates and 20 francophone affiliates.
- The 2nd target group consisted of 4 trade union research institutions (LRPI/GTUC, LaRRI, NALEDI, LEDRIZ)
- The 3rd target group was made up of 2 sub-regional trade union confederations (EATUC in East Africa and SATUCC in Southern Africa)

The questionnaires received as part of this second edition came mostly from trade union organisations included in the 1st target group.

This report consists of three parts. The first part presents a diagnosis of the research organs of trade union organisations; the second part deals with the various trade union research outcomes, and the last part presents the recommendations made by the organisations involved in the survey.

2. A diagnosis of the trade union research organs

2.1. Organisation of research

2.1.1. *The researchers*

The questionnaires received as part of the 2010 edition of the inventory came from 23 organisations out of the 33 organisations that took part in the workshops on research methodology held in Nairobi and Lomé in April and May 2010. The respondent organisations include 8 anglophones and 15 francophones as shown in table 1 below:

Table 1: The 23 organisations that responded

N°	Trade union organisation	Linguistic community
1	Ghana Federation of Labour (GFL) du Ghana	Anglophone affiliates
2	Malawi Congress of Trade Unions (MCTU) du Malawi	
3	Sierra Leone Labour Congress (SLLC) de la Sierra Leone	
4	Swaziland Federation of Trade Unions (SFTU) du Swaziland	
5	National Organisation of Trade Unions (NOTU) de l'Ouganda	
6	Zambia Congress of Trade Unions (ZCTU) de la Zambie	
7	Solidarity Research Institute (SRI) de l'Afrique du Sud	
8	Trade Unions Congress of Tanzania (TUCTA) of Tanzania	Francophone affiliates
9	Confédération des Syndicats Autonomes du Bénin (CSA-BENIN) of Benin	
10	Confédération Syndicale Burkinabè (CSB) of Burkina Faso	
11	Union Nationale des Syndicats des Travailleurs du Bénin (UNSTB) of Benin	
12	Confédération Syndicale des Travailleurs du Cameroun (CSTC) of Cameroon	
13	Confédération Syndicale Congolaise (CSC) of the Republic of Congo	
14	Confédération Syndicale des Travailleurs du Mali (CSTM) of Mali	
15	Confédération Nigérienne du Travail (CNT) of Niger	
16	Confédération Démocratique du Travail (CDT) of DRC	
17	Centrale des Syndicats des Travailleurs du Rwanda (CESTRAR) of Rwanda	
18	Confédération des Syndicats Autonomes du Sénégal (CSA) of Senegal	
19	Confédération Nationale des Travailleurs du Togo (CNTT) of Togo	
20	Union des Syndicats Indépendants du Togo (UNSIT) of Togo	
21	Union Syndicale des Travailleurs de Guinée (USTG) of Guinea	
22	Confédération des Syndicats du Gabon (COSYGA) of Gabon	
23	Confédération des Syndicats du Burundi (COSYBU) of Burundi	

Source: Survey data, ITUC-Africa, 2010 Edition

The geographic coverage of these organisations shows that almost half of them (47.8%) are in West Africa. The rest as shown in table 2, are spread across Central Africa (21.7%), East Africa (17.4%) and Southern Africa (13%).

Table 2 : Location of the trade union organisations that responded

Region	Number	%
West Africa	11	47.8%
Central Africa	5	21.7%
East Africa	4	17.4%
Southern Africa	3	13.0%
Total	23	100%

Source : Survey data, ITUC-Africa, 2010 Edition

2.1.2. The institutional framework

Research activities can be conducted by the research department of a trade union centre or by an office within a department of the trade union centre or by a specialised research commission of the trade union centre or by another structure outside the organisation. The information gathered indicates that trade union research is often coordinated by research departments in the trade union centres, according to 65% of the responses. According to 15% of responses, research is conducted by some offices inside other departments of the trade union centre or by specialized research committees of the trade union centres (8%) or by external structures outside the organisations (12%); see table 3.

Table 3 : Structures in charge of trade union research activities

Type of structure	Number of responses	%
Research department within the trade union centre	17	65%
An office forming part of a department of the trade union centre	4	15%
Specialised research commission	2	8%
Other structure	3	12%

Source : Survey data, ITUC-Africa, 2010 Edition

The information gathered indicates that the trade union research organs are quite recent. According to the information available on 14 out of 23 respondent institutions (table 4), research activities started in 1993 in USTG, Guinea, the oldest research structure, and in 2010 in Solidarity Research Institute (SRI) of CONSAWU in South Africa. The other respondent organisations did not indicate the year during which research activities started within their institutions.

Table 4 : The year during which research activities started within trade union organisations

	Institutions	Year
1	USTG - Guinea	1993
2	UNSTB - Benin	1994
3	UNSIT- Togo	1994
4	CSTC - Cameroon	1995
5	CNTI- Togo	1995
6	CSA- Benin	1997
7	CSA-Senegal	1997
8	MCTU - Malawi	2000
9	CESTRAR - Rwanda	2003
10	CNT - Niger	2006
11	CDT - DRC	2006
12	GFL - Ghana	2006
13	CSTM - Mali	2008
14	SRI (CONSAWU) - South Africa	2010

Source : Survey data, ITUC-Africa, 2010 Edition

To ensure that research activities are properly conducted, some research structures are affiliated to research networks or groups at national, continental or international level. The data shows that out of the 23 respondent organizations,

- 15 or 65% are affiliated to one or more research networks or groups at national level.
- 11 or 48% are members of one or more research networks or groups at continental level.
- Finally 9 or 39% said that they were members of one or more research networks at international level.

2.2. Trade union research capacity

2.2.1. The organisational capacity of research structures

It is important to see how research is organised in trade union organisations. There is need to ensure that there is a Research Steering Committee, which analyses the issues and provides directions and priorities, and a Scientific Committee which is responsible for the evaluation of the research work.

According to the information gathered, 11 out of 23 respondent institutions, i.e. **47.8%** said that they had a research Steering Committee. Regarding the Scientific Committee, only 4 institutions out of 11 that have a Steering Committee have set up a Scientific Committee to evaluate the outcomes of research carried out in their respective organisations.

This data shows that trade union research is still at an embryonic stage.

2.2.2. Human capacity

Human capacity has to do with the number, quality, composition, profile and experience of the staff employed by research institutions as well as with the familiarity of the staff with new information and communication technologies.

The staff of trade union research organs often consists of one to 10 people maximum. These are quite often nationals working as volunteers. There are few women in this area. However, there are few cases in CSTM/Mali, CNTT/Togo and NOTU/Uganda where research structures employ up to three women.

This staff is from different backgrounds including economics, management, sociology, law, Arts and computer science with different educational levels including B.A., Master's degree, Master or DEA (postgraduate). Doctors are hard to find, except in USTG, Guinea, CSTM, Mali, and COSYBU, Burundi, where there is one person with a PhD.

The staff work experience is in most cases between 1 and 4 years or between 5 and 9 years. However, there are organizations like NOTU in Uganda, CDT in the DRC, UNSTB in Benin, CSA-Benin, ZCTU in Zambia, TUCTA in Tanzania and COSYGA in Gabon which have research staff with over 10 years' experience.

According to the trade union organisations involved in this survey, the new information and communication technologies are an essential research tool. The use of the Internet as well as the familiarity with common softwares such as WORD for word processing, EXCEL for calculations and other specialized softwares such as SPSS or ACCESS are an advantage. The trade union research staff knows how to use these.

2.2.3. The institutional and operational capacity

Different aspects related to the strategic partnership in research as well as to a strategic plan of action and the content of research programmes will be discussed in this section.

Research partners

It is important to note that research partnership is established with:

- Regional, continental or international trade union organizations;
- Foreign partner trade union organisations;
- Global Union Federations (GUFs);
- The ILO or any other specialised organization;
- Governments and/or African regional organisations or
- Universities and tertiary education institutions in the country or abroad;
- Research institutions of the country concerned or foreign research institutions;
- NGOs and other civil society organs;
- Other institutions not listed above.

The answers provided by the 23 respondent organisations are entered in table 5 according to their importance. Relations are more frequent with the ITUC-Africa or the ITUC, the ILO, NGOs and universities.

Table 5 : Strategic research partnership

	Partnership	Number of responses	%
1	Regional, continental or international trade union organisation (ITUC-Africa, ITUC...)	14	60,87%
2	ILO or other specialised international organisation	13	56,52%
3	NGO and other civil society organs	10	43,48%
4	Universities and tertiary education institutions	10	43,48%
5	Foreign partner trade union organisation	8	34,78%
6	Global Union Federation	6	26,09%
7	Country or foreign research institutions	5	21,74%
8	State and/or African regional organisation	4	17,39%
9	Other institutions	3	13,04%

Source : Survey data, ITUC-Africa, 2010 Edition

Strategic plan and research areas

As regards the existence of a strategic plan which is essential to carry out research activities, it is important to note that out 23 respondent organisations, only 9, i.e. 39% have a strategic plan in the area of research. The duration of this plan is between 3 and 5 years.

However, 87% of respondent trade union organisations said that they had research programmes focusing on areas including:

- social security in 61% of the cases.
- decent work (57%).
- the problem of HIV/ AIDS (52%).
- socio-economic policies (52%).
- strengthening of trade union action (52%);
- the defence and promotion of workers' rights (49%);
- international trade (30%),
- youth employment (26%).

Themes relating to youth employment, regional integration, and gender and neoliberal policies are not left out as shown in table 6.

Table 6 : Areas covered by research programmes

	Area	Number of responses	%
1	Social security	14	60,9%
2	Decent work	13	56,5%
3	HIV/AIDS	12	52,2%
4	Socio-economic policies	12	52,2%
5	Strengthening trade union action	12	52,2%
6	Defence and promotion of workers' rights	11	47,8%
7	International trade	7	30,4%
8	Youth employment	6	26,1%
9	Regional integration	5	21,7%
10	Gender	5	21,7%
11	Neo-liberal policies	4	17,4%
12	Others	2	8,7%

Source : Survey data, ITUC-Africa, 2010 Edition

2.2.4. The material capacity of research structures

The equipment of the trade union research organs often comprises office equipment: computers, printers and copiers that are generally not new as well as cars, motorbikes and bicycles.

2.2.5. Financial capacity

It has been a bit difficult to analyse the financial aspect. The survey shows that the respondent organisations were not able to figure out the budget of their research organs. This budget is quite often mixed up with the overall annual budget of the trade union centre. However, an analysis of the overall budget shows that the external funds are more important because sometimes they represent up to 90% of the total amount and are often operated by foreign trade union organisations, namely Global Union Federations, the ILO, the ITUC-Africa and or the ITUC and the Government at times. Internal funds complement the external contribution.

2.3. The constraints and strengths in carrying out research activities

Several elements were identified as both constraints and strength in the implementation of the research activities.

2.3.1. The constraints

There are often organisational and operational difficulties in carrying out research activities in trade union organisations.

Among the organisational challenges, there are first of all financial problems as reported by more than 71% of respondents; then there is a shortage of staff (according to 57% of respondents), a shortage of equipment (48%) and problems related to organisation and competence as reported by 38% and 33% of respondents. Issues related to administrative and accounting procedures were raised by 19% of respondents.

At an operational level, the reported obstacles are related to the coordination of activities, according to more than 52% of respondents, as well as to the implementation of research activities and evaluation of the work (according to about 48% of respondents). The publication and dissemination of the outcomes are also another problem facing trade union research organs.

2.3.2. The strength

To achieve their objectives in the field of research, trade unions have external as well as internal advantages.

Among the internal advantages, it is important to mention the competence of human resources, goodwill and commitment, capacity building through training and seminars as well as leadership capabilities.

The external advantages are, among others, the technical and financial support from external partners, the assistance from international unions, networks, training and forums as well as solidarity and collaboration with the ITUC and ILO.

3. The different products or research outcomes.

According to the information obtained in the framework of this survey, the research documents of the trade unions can be grouped into four categories:

Category A - Presentations made at seminars, workshops, conferences and round table discussions;

Category B - Training or teaching documents;

Category C - Published articles, reports or working papers;

Category D - Unpublished reports or research documents

Documents of categories A and B dominate the research outcomes. It is clear from the data collected that out of 23 respondent organisations:

- 14 provided information on the documents they produced in category A
- 9 organizations in category B
- 6 organizations in category C
- 4 organizations in category D

It is also apparent in the investigations that trade union research outcomes are generally not published. The means of publication remain in most cases websites, radio or TV programmes, and in some rare cases daily or monthly newsletters and journals.

The items below are listed by categories according to the organisations that produced them – see tables 7, 8, 9 and 10 below.

Table 7 : Category A - Presentations in seminars, workshops, conferences and round table discussions

N°	Trade union Organisation	Items / Outcomes
1	<i>UNSTB-Benin</i>	1- Presentation on good governance (2009) 2- ACP-UE (2008) 3- Formulation and publication of information on minimum wage (2008) 4- Publication of a declaration on the Symposium on the global economic crisis (2009) 5- Preparation of a document on the need to extend social protection to all population groups in Benin (LO/FTF/ Ghana TUC - UNSTB project (2009)
2	<i>CSA-Benin</i>	1- Impacts of privatisations in Benin and alternative strategies (2008) 2- Review of privatisation exercises in Benin (2008) 3- Mechanisms et methods of privatisation in Benin (2008) 4- Scope and limits of privatisation mechanisms and procedures in Benin (2008) 5- Study on privatisations conducted in Benin (2008)

N°	Trade union Organisation	Items / Outcomes
3	<i>CDT DRC</i>	1- Working conditions and purchasing power of Congolese civil servants (2007)
4	<i>CESTRAR Rwanda</i>	1- The foundations of decent work 2- HIV/AIDS in the workplace 3- CESTRAR's advocacy document on labour legislation in Rwanda 4- CESTRAR's institutional and organisational journal 5- Documentation, Monitoring and Evaluation of labour in Rwanda
5	<i>CSA-Sénégal</i>	1- Trade unionism in the 21st century 2- Collection of minutes from 1994 to 1999 3- Declarations on the country's economic and social life from 1995 to 2001 4- Interventions by the Secretary General of CSA from 1996 to 1998 5- Omnibus resolution of CSA constituents Congress in 1997 6- CSA's note on "journée continue" (working in continuous shift) in Senegal (1991) 7- Contribution to the topic: Mobilisation and trade union demands in West Africa on the issue of EPAs (2007)
6	<i>UNSIIT - Togo</i>	1- Joint Declaration with independent trade unions on the devaluation of CFA (1995) 2- Declaration -denunciation of VAT and price hikes (1995) 3- Memorandum and protest against the deterioration of living and working conditions of working people (1996) 4- Declaration on the deterioration of the purchasing power
7	<i>USTG - Guinea</i>	1- Guinea poised for new unionism in Africa (1993) 2- The trade union movement and democratic participation (2003) 3- Guinea put to the test of democracy and development (2007) 4- Interim results of the survey by questionnaire (2007)
8	<i>SLLC-Sierra Leone</i>	1- Socio-economic indicators 2- Survey on Collective Agreements
9	<i>Solidarity Research Institute (SRI) - Afrique du Sud</i>	1- Solidarity Trade Union and affirmative action (2010) 2- South African Transformation Monitor: JSE report (2010) 3- South African Transformation Monitor: Public Service Report (2010)
10	<i>GFL-Ghana</i>	1- Smuggled Chinese Textiles in Ghana (2004) 2- Emergence and Development of Labour Unions in Ghana (2006) 3- In depth research on social and economic issues related to the sustainability of the production chain in the Pineapple

N°	Trade union Organisation	Items / Outcomes
		sector in Ghana (2008) 4- In depth research on social and economic issues related to the sustainability of the production chain in the cocoa sector in Ghana (2009)
11	<i>MCTU-Malawi</i>	1- Gender Terminologies used in Statutes (2010) 2- Chinese Investments in Malawi (2008) 3- Globalisation and Transformation of WP 4- Study on Public Services
12	<i>NOTU-Ouganda</i>	1- The salient issues in the new Uganda labour laws (1996) 2- The global financial crisis: impact on the Uganda economy with focus on the labour market (2009) 3- The response to global financial crisis with emphasis on Uganda strategy (2009) 4- An overview of CSOs in the NDP process (2009) 5- National development plan process and development (2009) 6- Pension/retirement and benefit reforms (2009) 7- The global financial crisis: signs, effects and possible mitigation measures for Uganda (2009) 8- The contribution of trade unions to enhancing growth, employment and prosperity for all (2008) 9- Work, self-reliance, sustainable development and corporate social responsibility (2008)
13	<i>ZCTU-Zambia</i>	1- Impact of structural adjustment on the economy of Zambia (1998) 2- The Social Economic Impact of FDI: a case of the extractive industry in Zambia 3- Working conditions in the Public sector in Zambia (2009) 4- The impact of privatisation on labour in Zambia (2000) 5- Corporate Social Responsibility Study (2002)
14	<i>TUCTA-Tanzanie</i>	1- The status of HIV/AIDS 2- Minimum wage issues 3- The study on the capacity of social benefit scheme 4- High tax effect on workers' wages

Source : Survey data, ITUC-Africa, 2010 Edition

Table 8 : Category B - Training document

N°	Organisation Syndicale	Items / Outcomes
1	<i>CSTC - Cameroon</i>	1- Financial statistics of trade unions (1995) 2- The implementation of socio-economic structures of trade unions (workers' bank)
2	<i>UNSTB - Benin</i>	1- SCTM System (Study Circles Training Method (1984) 2- Teaching Manuals (UNSTB - CSA-BENIN)
3	<i>CSA - Benin</i>	1- Workers' education at CSA Benin (Tomes 1&2) (2005) 2- Training Manuals for Facilitators of Study Circles (2006) 3- Education manual on Safety and Health at Work (2007) 4- Training manual on safety and hygiene at work 5- Training manual on occupational diseases at the work environment
4	<i>CESTRAR - Rwanda</i>	1- Guide for sensitisation of Trade unions 2- Capacity building of trade union leaders 3- Document on international labour standards
5	<i>CSA - Senegal</i>	1- The role of the shop steward 2- Communication techniques 3- training modules on HIV/ AID in the work environment 4- Management of organisations (CSA- F.Ebert Foundation Seminar -) 5- Body language (CSA- F. Ebert Foundation Seminar 6- Training manual for Study Circles 7- Training manual on organisation of meetings 8- Training modules on health, security, and environment at the work place 9- Papers on « the impact of climate change on employment and the labour market - response to the challenges ahead » 10- Manual on the Cotonou Agreement and EPAs 11- Training manuals in Wolof (National language)
6	<i>USTG Guinea</i>	1- Trade unions and collective bargaining practices (2006) 2- In-depth study of industrial relations (2006) 3- Poverty Reduction Strategy (PRS) in Guinea (2008)
7	<i>GFL - Ghana</i>	1- Planning, Monitoring and Evaluation Capacity Building Programme (2000) 2- Planning, Monitoring and Evaluation Capacity Building Programme (2001) 3- Planning, Monitoring and Evaluation Capacity Building Programme (2009)

N°	Organisation Syndicale	Items / Outcomes
		4- CNV VERBA 1 and 2 Programmes (2002) 5- CNV VERBA 1 and 2 Programmes (2009)
8	<i>Solidarity Research Institute SRI - South Africa</i>	1- Regularly updated salary negotiation information document

Source : Survey data, ITUC-Africa, 2010 Edition

Table 9 : Category C - Published articles, reports and working papers

N°	Trade union Organisation	Items / Outcomes
1	UNSTB-Benin	1- HIV/ Aids in Benin: Talking to children about it (2009) 2- 35 years of labour struggles (2009)
2	CSTC - Cameroon	1- Youth employment and unionisation (2006) 2- Involvement of trade unions in the PRSPs in Cameroon
3	CSA-Benin	1- The Global financial and economic crisis: an opportunity to increase the participation of trade unions in the quest for solutions (2010) 2- Building the capacities of trade union organisations in Benin on poverty reduction strategies (2005) 3- Compilation of main legislative and regulatory texts on labour rights in Benin (2007) 4- Practical guide on social security for Assessors at the courts in Benin (2007) 5- Compilation of texts on health and safety at work (Tome 1, 2001) 6- Compilation of texts on health and safety at work (Tome 2, 2007) 7- Trade union organisations' approach to the Poverty Reduction Strategy Paper -PRSP (2006)
4	CSA-Senegal	1- ILO/Trade unions study on productivity in companies 2- CSA Newsletter: News from CSA from 1997 to 2001
5	MCTU Malawi	1- History of Trade Union in Malawi 2- Labour Market Survey 3- Study in Public Services 4- Study of Manufacturing Sector 5- MCTU Baseline Survey 6- Social Security Systems in Malawi 7- Minimum Wage Position Paper 8- Economic Partnership Agreements 9- Gender Terminologies used in statutes 10- MCTU Annual Reports
6	ZCTU-Zambia	1- Impact of structural adjustment on the economy of Zambia (1998) 2- The Social Economic Impact of FDI: a case of the extractive industry in Zambia 3- Working conditions in the Public sector in Zambia (2009) 4- The impact of privatisation on labour in Zambia (2000) 5- Corporate Social Responsibility Study (2002) 6- The China -Africa relations: case of Zambia (2009)

Source : Survey data, ITUC-Africa, 2010 Edition

Table 10 : Category D - Unpublished reports or research documents

N°	Trade union Organisation	Items / Outcomes
1	<i>CDT - DRC</i>	1- Violation of trade union rights in DRC (2004 and 2006) 2- The problem of casual work in DRC (2007) 3- Factors responsible for the drop in the unionisation rate in DRC (2008) 4- Casual engagement in the labour legislation and practice in Kinshasa (2009) 5- The problem of proliferation of trade unions in DRC (2009)
2	<i>CSA Senegal</i>	1- Position paper on the renegotiation of the Lome Agreement 2- Report on the CSA/FES seminar on the strategies of collection of demands for shop stewards 3- Report on CSA/CGT international Forum on Africa's debt, women and labour (2001) 4- Booklet on regulations and laws on occupational health and safety and the environment (conventions and national laws)
3	<i>USTG - Guinea</i>	1- Study on the influence of workers representatives on the ESC (2008)
4	<i>MCTU- Malawi</i>	1- Gender sensitive terminologies used in statutes (2001)

Source : Survey data, ITUC-Africa, 2010 Edition

4. Conclusion and recommendations

Since research is vital for the consolidation of trade union actions, it must take centre-stage in every trade union action if it is to be effective. The development of trade union centres' research activities should assist them in articulating issues during negotiations and in developing their skills. It is therefore important that trade unions support researchers because when they are strong; they contribute to the achievement of trade union objectives.

Several recommendations were made by the respondent organisations. These recommendations can be summarized as follows:

- Organise training programmes for researchers in order to build their capacity and educate them on current issues of development of African societies;
- Establish a network for national trade union researchers;
- Provide necessary means to ensure that research activities are properly carried out (financing of research activities, equipment support, and support for the publication of research);
- The support and assistance of organisations such as the ITUC-Africa is needed to train researchers;
- Provide institutional support for research;
- Establish research centres which will serve as references;
- Leadership commitment is important.

To implement these recommendations, the following proposal has been made:

- Sensitise trade union leaders on the importance of research;
- Include research in policy options;
- Provide adequate and necessary resources to do research properly;
- Form a network or an association of trade union researchers among affiliates;
- Train and expose researchers to various socio-economic research programmes;
- Employ qualified researchers in trade union research units;
- Carry out periodic sensitisation and educate researchers on leadership skills.