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Communication & Advocacy Strategy



African Regional Organisation of the
International Trade Union Confederation
(ITUC-AFRICA)

Africa Trade Union Development Network

Editors
Alex Nkosi & Guy Hunt

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AFRICAN REGIONAL ORGANISATION OF THE INTERNATIONAL TRADE UNION
CONFEDERATION
(ITUC-AFRICA)

Africa Trade Union Development Network

Communication and Advocacy Strategy

By
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Reviewed & Edited by Alex Nkosi & Guy Hunt

Executive Summary

As the world is constantly changing, our work as trade unions has equally evolved over the years. Traditionally, we were primarily the unionised voice and face of workers, advocating for better working conditions and often taking a hard stance against policies perceived to have negative ramifications on our plight. That has been our long held characteristic as trade unions.

However, today as trade unionists we are not just workers. We are participants and key actors in the global economy – we are creators of wealth. We are no longer just interested in better working conditions and engaging with our employers and governments. Because we are cognizant of the fact that there are a lot of variables that have a bearing on our livelihoods in this continuously changing environment, thus we have to adapt or become irrelevant.

We have developed this Communications and Advocacy Strategy (CAS) with the aim of strengthening our engagements as trade unions with the world so that we become effective players in the global economy. This is part of our quest to develop and strengthen the capacity of our trade unions for active engagement in the African development agenda in favour of economic structural transformation, employment creation and equitable economic development at the national, sub-regional and regional levels.

Through this strategy, we will become more effective in communicating our views, positions and critiques to the world. Besides that, this strategy will guide us on how we will engage with a multiplicity of global actors from national governments, bilateral, multi-laterals and multi-national companies within and beyond our respective regions. Through such dialogues, we hope to contribute to a better place for everyone and the posterity.

The CAS will also enable us to communicate more effectively within ourselves as members of trade unions besides strengthening our networks and partnerships with like-minded institutions across the globe. Thus, this strategy has identified our target groups, divided as primary and secondary boundaries: those we will seek to support us in our mission and those that we will hope to influence through campaigns, conferences, research publications, media statements and other forms of communications.

However for us to be effective, we have to be focused. To ensure that we have a shared cause within our trade union fraternity, we have identified areas where we would like to invest our energies.

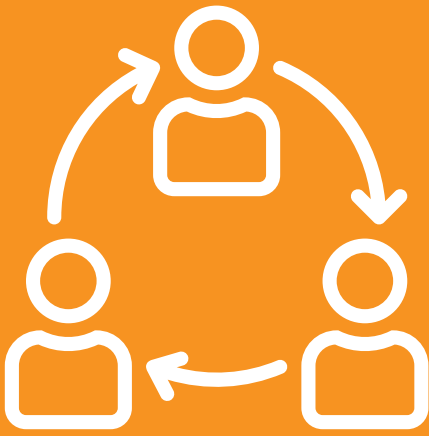
We want to strengthen the voice of workers and contribute to transformation in the following policy and practice spheres: (1) Decent Work Agenda in the implementation of Sustainable Development Goals; (2) The African Union Agenda 2063, and (3) Private Sector Accountability, particularly in light of Public Private Partnerships, Blended Finance, Accountability of Investors and Compliance to local and international labour standards. In terms of the Decent Work Agenda we want this to be mainstreamed in the implementation of the SDGs.

As for the Agenda 2063, we want the workers- the drivers of national economies- to be more aware of their role in this African Union agenda and get their unionised voice to fashion the destiny of Africa's socio-economic development. We have identified various ways and channels that we will utilise to advocate and communicate these issues effectively.

For ease of use, this CAS differentiates Communications Objectives and Advocacy Objectives. The Strategy position is that Communications differs from advocacy in that communications has everything to do with the information we want to put across to target groups, and how we package such messages. Advocacy is about influencing change. So in terms of advocacy, we are looking very much at the changes that our communications would like to bring.

Essentially, we recognise that to bring about change, we have to be more strategic and clearer about the issues we want to push for, and the institutions we would like to influence. Thus, the communications aspect of the strategy gives us tools for communications, and the advocacy part lays out our game plan for communicating changes we want to make.

Finally, we have set out ways through which we will be able to know if our communications are making any impact and if our advocacy work is influencing policy and practice. We have developed special indicators that we will use to monitor and evaluate the effectiveness of this CAS.



01

Introduction

1.1 We are ATUDN

We are an initiative of the African regional organisation of the International Trade Union Confederation (ITUC-Africa), a pan-African trade union organisation with 16 million declared members and 103 affiliated trade union centres in 51 African countries. As a representative organisation of working people, ITUC-Africa primary mission includes the promotion and defense of workers' rights and interests, through international cooperation between trade unions, global campaigning and advocacy within the major global institutions.

In 2015, ITUC-Africa established the Africa Trade Union Development Network (ATUDN). ATUDN is an initiative that brings together affiliated trade union organisations, the solidarity support organisations (SSO), the representatives of the ITUC-Africa regional organisations and the Global Union Federations (GUFs). The network's objective is to bring the trade union perspective into the international development policy debates and improve the coordination and effectiveness of trade union development cooperation activities.

The work of the network focuses on research, evidence-based advocacy and capacity building activities. These include organising conferences and seminars as well as issuing publications which include policy statements and research projects of ATUDN. ITUC-Africa development cooperation strategy is based on the principle of the democratic ownership, firmly believing that people should be in charge of their development policies.

ATUDN recognises that international development cooperation has become part of everyday life due to the broadening effect of globalisation. Thus, it is ATUDN's view that the primary goal of development cooperation is to provide assistance to poor and less developed countries by promoting their long-term social and economic human development, ensuring peace and security in the world. The basic principles of this policy are based on universal values as provided for in the UN Universal Declaration of Human Rights, the UN Millennium Declaration and other UN declarations such as the: Johannesburg Declaration on Sustainable Development (Johannesburg 2002), International Conference on Financing for Development (Monterrey 2002, Addis Ababa 2015), International Conference on Population & Development (Cairo 1994), Doha in 2007.

Introduction

Trade unions in Africa just like their counter-parts elsewhere want to see inclusiveness at the centre of development plans, programs and actions. Owing to their central role of promoting fundamental human and trade union values of equity, fairness and inclusiveness, the participation of the workers and their trade unions in development processes is therefore crucial if sustainable development is to be achieved in Africa. As the representatives of working people, trade unions are important partners in facilitating the achievement of sustainable development in particular; its social dimension.

Education, training and information exchanges, on how development processes affects social and economic issue at the national, sub-regional, regional and even at the sub-micro level such as the household and the workplace, are key strategies towards strengthening workers' and trade unions' capacity. This will enable the unions to actively participate in development processes. Such capacity shall enable trade unions to hold their governments, international institutions, private sector, civil society and other power holders accountable to their citizens and constituencies.

There is an urgent need to address the challenge of capacity to participate and influence decisions in favour of workers. This is in order to overcome the global development legacy entrenched in economic and political systems that favour the elite and concentrate power and prosperity in the hands of a few. Destructive production and consumption patterns cannot be transformed if the trade unions are not equipped with the right knowledge, skills and tools to challenge the status quo in favour of their members and the general populace. Trade unions therefore need to be equipped with the knowledge and skills to be able to respond to such global changes, which have major implications for the nature of economic and job creation policies being adopted by governments.

The African Regional Organisation of the International Trade Union Confederation (ITUC-Africa) recognises that trade union participation within the development framework agenda in most African countries is not inspiring. This view was confirmed in the report of the feasibility study conducted by ITUC-Africa in preparation for the establishment of its Labour Research and Education Institute. The report confirmed that African trade unions despite their various challenges remain the most important organised part of civil society. They are hence expected to play a key role in influencing, implementing and enforcing rules to influence pro-poor socio-economic policy frameworks, a fair globalisation and promote development on the continent.

However, many trade unions largely suffer from: (i) weak formulation of alternative socio-economic development policies; (ii) weak technical competencies

Introduction

to effectively engage in social dialogue with state institutions on socio-economic development policies; (iii) poor human and financial resources to effectively advocate and influence socioeconomic policy changes, and; (iv) continued focus by unions on traditional labour issues as opposed to broadening their scope of work; (v) deliberate exclusion by power holders of trade unions from participation in economic policy development and implementation, amongst others.

As such there is need to build trade union capacities and competencies to influence socio-economic policies by (i) conducting informed quality research, and (ii) undertaking effective education, advocacy, lobbying and policy engagement activities. As a response to these challenges, ITUC-Africa established the Trade Union Development Cooperation Network to equip trade unions to actively participate in the national consultative processes on development agenda as well as to be adequately involved in the African Union activities, RECS (i.e. SADC, ECOWAS, EAC) development agendas as well as other processes as championed by international development agencies and multilateral institutions.

The commissioning of the “Advocacy and Communication Strategy” is therefore another step undertaken to strengthen the policy influence capacity of the trade unions in Africa. As new era of global public engagement and communication is manifest, communications and advocacy which engage governments, organisations and rights holders in a constructive dialogue to advance sustainable development is needed more than ever.

1.2. The Change that we desire and how we will make it happen

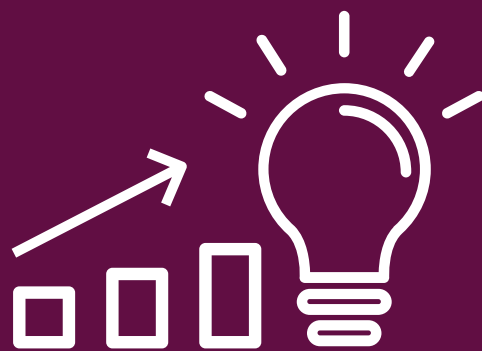
Our mission is to bring the voice of working people to development discourses in Africa, coordinating trade union input to development policy-making at the national, sub-regional and regional levels.

We agglomerate ITUC-Africa affiliates, trade union research institutes and sub-regional trade union confederations. We further want to improve the coordination and effectiveness of trade union development cooperation activities. Currently, we have identified three areas of focus where we want our impact to be felt. These are the areas:

1. **The Sustainable Development Goals (SDGs)**
2. **Private Sector Accountability for Development, and**
3. **The Role of Social Dialogue in Development**

02

Why We have Developed this CAS



We work to influence development agendas that have direct impact to the quality of life of workers in Africa. In doing so, ATUDN has and will continue to engage strategically with diverse stakeholders who have direct and indirect contribution in achieving our goals.

These stakeholders range from ITUC Affiliates, international development organisations, regional bodies such as UNECA, AU, AfDB, NEPAD, COMESA and SADC, national governments, regional and national trade unions, and academic institutions, legislators, local government leaders, like-minded organisations, media, as well as development partners.

As we engage with such diverse institutions, it is important to have a communication and advocacy strategy that states ATUDN's position, areas of focus and means of communicating to achieve long term goals.

2.1. Our Objectives for this Communication & Advocacy Strategy

We want this CAS to strengthen the influence on development policies by trade unions at national, sub-regional and regional level in the context of the global and regional development frameworks, the UN Agenda 2030 and the Africa Union Agenda 2063 and Private Sector Accountability, as stipulated in the ATUDN project objectives.

We draw a line between Communications and Advocacy as much as these concepts are interlinked and interrelated. As such, we have outlined both the communications and advocacy objectives that we would like to achieve.

Communication Outcomes

1. ATUDN affiliates have leverage on development issues beyond the scope of the core trade union work by 2020
2. ATUDN affiliates are authoritative voices of influence on global development outcomes by 2020
3. Informational flow, and regional collaborations are strong among ATUDN affiliates by 2020

4. ATUDN is a credible brand and source of information on international development/ development assistance and their incumbent labour issues by 2020
5. Greater participation of workers in implementation of international development commitments including availability of more access to platforms for social dialogue

Advocacy Outcomes

1. Regional governments implement harmonised systems for social protection in line with international standards in implementation of Sustainable Development Goals.
2. Trade Unions have a permanent presence in regional development planning and observatory bodies.
3. Greater recognition of the value and role of the informal economy in regional economic development.
4. Increased integration of women and the youth in implementation of International development commitments.
5. Secure commitment of regional and national governments to promote implementation of the decent work agenda by among others, involvement of trade unions in foreign direct investments bargaining

2.2. Our Communication and Advocacy Principles

We have the following principles that will guide ATUDN members' Communication and Advocacy works:

1. ATUDN members' advocacy work is a continuum of interventions ranging from constructive engagement, and policy positions one end, to lobbying on the other end.
2. ATUDN members Communication and Advocacy works will be evidence based;
3. Gender will be mainstreamed in all ATUDN members' Communication and Advocacy works;
4. Communication and Advocacy works will be non-partisan;

5. Communication and Advocacy activities will be an integral part of the programmes and will be the responsibility of ATUDN members to different degrees.

2.3. We defined our Partners

In 2016 ATUDN carried out a mapping exercise where we sought out to map out our partners and identified synergies with them. We were also able to identify the various platforms we would use to advance our agenda in line with the goals of the ATUDN programme. In this strategy, we are highlighting the partners, stating which ones we will work in alliance with and those that we will seek to influence.

We know that every partner counts, but we also recognise the unique levels of influence and power of each partner that calls for a different approach and focus. Therefore, to be effective in our engagements, we have categorised our partners as Primary and secondary boundary partners. Also cognizant of the differences in the areas of influence that partners have with respect to the three strands of work we have identified, namely: 1) Decent Work Agenda in the implementation of Sustainable Development Goals; (2). The African Union Agenda 2063, and (3) Private Sector Accountability. To simplify our presentation of the partners, we have decided to put them in a table that categorises them as Primary and Secondary (primary meaning that we seek to directly influence or reach out, and secondary, those that would be in support of our work and those whose neutrality would matter for our effectiveness). Then we have aligned them to the issues that will matter to us as we implement this strategy:

Primary and Secondary Boundaries

Work Areas			
Boundaries	Decent work Agenda in SDGs (agenda 2030)	African Union Agenda 2063	Private sector Accountability/ Development Finance
	OECD	All ITUC affiliates	OECD
Primary	All ITUC affiliates	SADC, COMESA, NEPAD	All ITUC affiliates

Primary and Secondary Boundaries

Work Areas			
Boundaries	Decent work Agenda in SDGs (agenda 2030)	African Union Agenda 2063	Private sector Accountability/ Development Finance
	EU, UNECA, AU, COMESA	Community of Sahel - Saharan States	SADC, COMESA, NEPAD
	National Governments	East African Community	EU, USAID, IMF, World Bank
	All regional economic communities	African Capacity Building Foundation	All regional economic communities
	African Council of Ministers	Economic Community of Central African States (ECCAS)	National Governments
	National SDG observatory groups	Economic Community of West African States (ECOWAS)	Multinational Companies
	United Development Programme (UNDP)	African Union Member States	National Investment Forums/Bodies
	National level Ministries of economic planning	African Union, UNECA, African Development Bank	African Development Bank
Secondary	Academia	Academia	Academia
	Research institutions and Think thanks	Research institutions and Think thanks	Research institutions and Think thanks
	Civil Society Organisations with alignment towards the decent work Agenda	Civil Society Organisations with alignment towards the decent work Agenda	Civil Society Organisations with alignment towards the decent work Agenda
	International Labour Organisation	International Labour Organisation	International Labour Organisation
	The Media	The Media	The Media

2.4. We know how we will communicate with our Primary and Secondary Boundary Partners

ATUDN sees importance of strengthening two-way communication to communicate its messages to the partners. This allows the sender to receive feedback from the receiver. In this perspective, we will have a tradition of following-up on communicated content for documenting achievements or lessons.

We understand that there are many channels of communication that we shall deploy to fulfill our mission. The Table below summarises the communication channels and tools we will use for each of one of the areas of focus that we have chosen to invest our energies and competencies in.

Our Communication Channels, Platforms and Tools

Work Areas			
Communication, Channels and Tools	Decent work Agenda in SDGs (agenda 2030)	African Union Agenda 2063	Private sector Accountability/ Development Finance
Channels	Newspapers, Publications, Websites, Social Media, Broadcast Media, Blogs	Newspapers, Publications, Websites, Social Media, Broadcast Media, National Trade Union newsletters , Blogs	Newspapers, Publications, Websites, Social Media, Broadcast Media, Blogs
Platforms	Conferences, Workshops, High level policy interface meetings, Head of States and Governments meetings, National labour day, Country Strategy development meetings, Annual Reviews	Conferences, Workshops, High level policy interface meetings, Head of States and Governments meetings, National labour day, AU Summit, Annual Reviews	G8 Summit, G20 Summit, World Bank/IMF Spring meetings, AfDB meetings, OECD meetings, Conferences, Workshops, High level policy interface meetings, Head of States and Governments meetings, National labour day, Annual Reviews

Our Communication Channels, Platforms and Tools

Work Areas			
Communication, Channels and Tools	Decent work Agenda in SDGs (agenda 2030)	African Union Agenda 2063	Private sector Accountability/ Development Finance
Tools	Policy Briefs, Position papers, Research papers, Implementation monitoring reports, Documentaries , National level Open days, National campaigns, Speeches, Petitions, Press Statements, Tweets, Blogs, social media posts, mailing lists, Policy debates	Policy Briefs, Position papers, Research papers, Implementation monitoring reports, Documentaries , National level Open days, National campaigns, Policy Assessments, Programme evaluations, Tweets, Mailing lists, Policy debates	National campaigns, Petitions, Press Statements, Research reports, Global and regional campaigns, Tweets, Social media posts, Blogs, Mailing, Policy debates

2.5. We are sure of the messages we want to put across and the changes we need

On each one of the three issues we have identified as the focus of this CAS, we have a message we want to put across and changes that we would like to see happening in member countries and Africa at large. Again, we are streamlining our messages to the areas of focus:

2.6 Internal Communication at ATUDN

To deliver the communications objectives, ATUDN needs to strengthen its internal communication processes. ATUDN internal communications is both top- to bottom (communication from upper levels to lower levels) and peer-to- peer (communication from one Unit to another/ individually). Enhanced internal communication creates a tradition of exchanging information and knowledge internally. It brings enabling environment that ensures ATUDN staff are moving towards achieving the common goal.

We will strengthen our internal communication through the following processes:

2.6.1 Processes

- Proofreading materials to avoid producing them with grammatical or typographic errors;
- Peer reviewing materials with assistance from academic stakeholders and other experts in particular fields
- Checking all communications are targeted and are consistent with agreed key messages;
- Recording press cutting and any media contents related to ATUDN for references and analysis;
- Keeping a log of all ATUDN external communications (letters) including invitations;
- Updating directory of ATUDN members;
- Updating notes board including sharing news related to ATUDN;
- Sharing external material for learning;
- Emailing upcoming events.
- Maintaining active and engaging social media accounts, particularly on Twitter and Facebook
- Developing branding guidelines for all ATUDN communications materials

2.6.2 Role of the ATUDN Secretariat

The ATUDN Secretariat coordinates the activities of the network. As such, the Policy Officer is charged with communications, which will entail working hand in hand with other ITUC Affiliates and shall work together with the ITUC-Africa communication team to provide strategic direction for the day-to-day implementation of this strategy. Hence, the team's core functions involve:

1. Linking policy and advocacy information to members and partners who can use it in a relevant and accessible format: This is one of the most valued services that ATUDN provides according to feedback from members.

Why We has developed this CAS

2. Coordinating the regular preparation, production and broadest possible dissemination of policy and advocacy documents to policy makers, international agencies, civil society and ATUDN's boundary partners.
3. Providing administrative support for official ATUDN activities: This includes events like the Annual General Meeting and any other events done by other organisations in collaboration with ATUDN. The communications involved under this include pre-event communication with participants and preparing reports and when required, press releases or media packs being prepared.
4. Monitoring the media for topics of concern to the network: ATUDN collects newspapers and monitors information in the print media on news items that are of concern to the ATUDN network. The team shall also post some of the cuttings with topical issues to the website.

03

Advocacy Issues



As ATUDN, we conduct multiple advocacy activities to ensure input of trade union views in the development-related policy debates and especially concerning the inclusion of the decent work agenda and democratic ownership in development as key issues for sustainable development strategies. In addition, we represent the vision and values of trade union organisations on

Key Messages for the CAS

Work Areas			
Key Messages	Decent work Agenda in SDGs (agenda 2030)	African Union Agenda 2063	Private sector Accountability/ Development Finance
Messages	Workers are central to the success of SDGs	African workers will define the destiny of the continent	Investments must respect local and international labour standards
	Meet the targets related to the decent work agenda (SDG 8)	Strong, resilient and well trained labour force is prerequisite for a better Africa for all	Workers must have a special place in investment negotiation
	SDGs related projects must integrate decent work agenda	Labour conflicts could lead to collapse of Africa's development agenda, therefore Social Dialogue and tripartism should be institutionalised.	Investments must spell out clear strategies for local capacity development and the creation of decent jobs.
	Decent work agenda contributes to the realisation of the rest of the SDGs	National governments must open up to integrate workers' voice in development planning beyond the scope of trade unionism	International investments must not come at the expense of worker's rights and profit should not short-charge the realisation of development outcomes.
	Trade Unions must work with Civil Society Actors in monitoring implementation of the decent work agenda within the framework of the SDGs	African workers must begin to engage with the African Union Agenda 2063 at local level	International investments, Public Private Partnerships must open up to local scrutiny and desist from a culture of impunity
	Monitor the implementation of the SDGs at national, sub-regional and regional level.	Monitor implementation of Agenda 2063	Create observatories for multinational investments to curb labour and human rights abuses.

Why We has developed this CAS

In line with this thinking, we have identified three policy issues that define our work in the next three years:

1. Sustainable Development Goals and the decent Agenda 2030
2. AU's Agenda 2063: the Africa we want
3. Private sector accountability

3.1 Why these issues matter to us

We are not focusing on these issues because they are saleable buzzwords that have come to define today's global development. We are tackling them because they are inextricably linked to the plight and welfare of workers in Africa. The following sections will explain why these issues matter to us.

3.1.1. Sustainable Development Goals and the decent work Agenda 2030

We know the UN Agenda 2030 of the Sustainable Development Goals is the global framework that seeks to guide global action to reduce poverty and induce development for all particularly peoples of Africa and those from the developing world in general. The SDGs have 17 Goals and 169 targets to be reached by 2030.

We are aware that the SDGs build on the Millennium Development Goals and complete what these did not achieve . Succinctly, they seek to realise the human rights of all and to achieve gender equality and the empowerment of all women and girls and help create jobs and ensure decent work for all workers. These SDGs are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.

For the first time, the UN Member states have placed the decent work agenda at the heart of the SDGs. According to International Labour Organisation, "decent work sums up the aspirations all people have for their working lives; for work that is productive, delivers a fair income with security and social protection, safeguards basic rights, offers equality of opportunity and treatment, prospects for personal development and the chance for recognition and to have your voice heard. Decent work is also central to efforts to reduce poverty and is a path to achieving equitable, inclusive and sustainable development. Ultimately decent work underpins peace and security in communities and societies. " The SDG goal number 8 underpins the centrality of the decent work agenda in economic development so much so that it becomes the anchorage for the rest of the other 16 goals.

¹<https://sustainabledevelopment.un.org/post2015/transformingourworld>

²Ibid

³<http://www.ilo.org/asia/decentwork/lang--en/index.htm>

Why We has developed this CAS

As ATUDN, we want to see a move from mere talk to action in the implementation of the decent work agenda. To do this, we are not only building capacity of trade union members. We are also monitoring the implementation of the decent work agenda at both national and regional levels. Therefore, this advocacy strategy intends to ensure the integration of the decent work agenda in implementation of all government programmes. We set out how we will engage governments and other institutions to safeguard the fulfillment of the decent work agenda. Further, the strategy is pushing for inclusivity in economic development, ensuring that no sector of the population is left behind. The diagram below shows the goals that we have chosen as a priority for the ATUDN and also how we have positioned the decent work agenda within the other SDGs aside Goal 8.

<p>1 NO POVERTY</p> 	<p>Protecting people's rights can ensure they are sustainably lifted out of poverty. Having a job is no guarantee of a dignified livelihood. Social protection and social protection floors, must be put in place to ensure that people, including the 'working poor' do not fall into poverty. Addressing the informal economy can help lift huge numbers of people out of poverty.</p>
<p>5 GENDER EQUALITY</p> 	<p>Imbalanced labour access and conditions are a major component of gender inequality. Addressing this requires policies and laws to protect both formal and informal economy workers, to ensure compliance with anti-discrimination, minimum wage legislation and core labour standards, and to secure effective and universal access to social protection.</p>
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>Trade unions play a fundamental role in ensuring that the benefits of economic growth are shared fairly among those that create it. Employment creation, workers' rights, social dialogue and social protection are the pillars of the Decent Work Agenda and ensure that "no one is left behind". SDG8 is the hub for trade union action on SDGs.</p>
<p>10 REDUCED INEQUALITIES</p> 	<p>High and rising inequality among and within countries has a major social and economic cost. The SDGs recognise that the current rise in inequality is at odds with sustainable development. Strengthening the voice of working people is a proven way of curbing this trend. Trade unions promote the adoption of fiscal, wage and social protection policies that reduce inequalities.</p>
<p>13 CLIMATE ACTION</p> 	<p>Climate change and the need to shift to low carbon societies require a massive transformation in how economies and industries work. To avoid hiding the social costs of this transformation, change must start on the work floor: national Just Transition plans are needed to appropriately reorient workers in high-emission industries and provided appropriate adaptation measures to workers impacted by climate change.</p>
<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p>Social dialogue contributes to institutional stability by promoting consensus among social partners on socio-economic policies. Trade unions promote freedom of association and collective bargaining, contributing to the rule of law and democracy. Only democratic societies and institutions can create an enabling environment for decent work to flourish.</p>

Situating the decent work agenda within sdgs. Source ATUDN

3.1.2 AU's Agenda 2063: the Africa we want

A bit of history would help us to understand the genesis of Agenda 2063. In late 1970s, African leaders came up with their own economic blueprint - the Lagos Plan of Action for the Economic Development of Africa 1980-2000 (LPA) - crafted by Africans working through two major institutions, the United Nations Economic Commission for Africa (UNECA) and the Secretariat of the then Organisation of African Unity (OAU). This was in response to the loss of growth momentum in economic development experienced by the continent.

As the Lagos Plan of Action, and the NEPAD Programme- which came after LPA, Agenda 2063 enunciates the goals of collective self- reliance, emphasising among others the development of domestic markets in Africa rather than reliance on external markets, the control of natural resources by states, the role and importance of domestic factor inputs in development, the imperative of self-sufficiency in food production, the development of human capital and the provision of social infrastructure for the African people. Clearly, by concentrating on sectoral programmes, as the Lagos Plan of Action, and the NEPAD Programme, Agenda 2063 envisages the structural transformation of African economies.

As ATUDN, we are know that the role of trade unions within the framing and realisation of the Agenda 2063 is indisputable. The trade unions are the workforce of Africa that will carry the Agenda to fruition. However, to be effective we must have greater say and influence on how our continent is executing this ambitious plan for the Africa that we all aspire. Thus, this strategy will ensure that implementation of the agenda 2063 does not leave just seek transformation of the African infrastructure landscape, but also the human resource that will fashion our destiny – the Africa we want. The prosperity of Africa must cascade to the ordinary people no matter their social-cultural background. But to push for this, trade unions must be strategic in their engagements and this strategy informs such a process.

3.1.3. Private Sector Development Finance Accountability

The landscape of development finance has changed substantially over the last decade. The global economic meltdown that started some eight years ago has seen decrease in Overseas Development Assistance (ODA) to most African governments . In 2011 Official Development Assistance (ODA) from EU Member States fell for the first time since 2007 from 0.44 % to 0.42 % of GNI (gross national income). This percentage lies far from the UN target of 0.7 %. Secondly, private capital flows to developing countries have recovered substantially since their collapse in 2007 .

Why We has developed this CAS

This decline has affected African states, which largely run on budget deficits and perennially relies on external budgetary support for their development projects. Faced with the challenge of dwindling capital, most African governments are pursuing other development financing instruments such as blending and public-private partnerships (PPPs) as an alternative to improving financing for infrastructural development and by extension, to improving service delivery for the public. As it has been argued by the research done by ATUDN, this development finance model – where the state shares risk and responsibility with private firms but ultimately retains control of assets – is hoped to improve services, while avoiding some of the pitfalls of privatisation: unemployment, higher prices and corruption – harbours more developmental challenges that ought to be contested.

Today, aid donors increasingly seek to inject private-sector resources into development by ‘blending’ official development assistance (ODA) with private finance. The term ‘blending’ refers to a mechanism established by the OECD to mix the ODA with funds from the finance institutions for the purpose of supporting and financing development in the developing world. Blending grants and loans is nothing new in Europe. Other multilateral and bilateral development finance institutions, such as the EIB, the German KfW and the French AFD, have for years used their own grant resources together with loans for infrastructure and other development initiatives .

So far we know that there is little evidence of the development impact, and projects often do not align with country ownership, transparency and accountability. Also, we know from studies that Private Public Partnerships that characterise ‘blending’ have seen a great disrespect for ILO minimum labour standards. We are also aware of the ‘race to the bottom’ whereby aid and loan recipient countries have put in place weak mechanisms to make themselves aid attractive. We have learnt that private sector development aid has at times ignored development of local skills and promoted capital flight that has only disadvantaged poor Africa states and denigrated the plight of workers.

This strategy has put in place issues that trade unions would like to pursue in terms of private sector development finance. Through this strategy we would like to see more social dialogue and transparency around private sector financing projects in Africa. We also want to ensure that national governments stand for the respect of minimum labour standards and pursue a path that ensures that local labour force benefits and develops from development aid.

Why We has developed this CAS

3.2. We have crafted a plan to address these issues

We have laid out this advocacy strategy to address the three issues that have infiltrated the development discourse of today. We have identified advocacy goals that we would like to achieve on each issue and set out a clear game plan on how we will get this done. In addition to the matrix that spells out our strategy step by step, we have cost exactly how much it will take us to address these issues. We have also put in place indicators that will help us know if we are making any headway.

Table 2: ATUDN ADVOCACY STRATEGY MATRIIX

Goal			
Key Messages	Decent work Agenda in SDGs (agenda 2030)	African Union Agenda 2063	Private sector Accountability/ Development Finance
Specific Advocacy Goal			
Strategy			
Output			
Activities			
Success Indicators			
Overall Assumptions of advocacy			

Appendix

Table 2: ATUDN ADVOCACY STRATEGY MATRIIX

Goal	Greater influence by trade unions on development policies at national, sub-regional and regional level in the context of the global and regional development frameworks, the UN Agenda 2030 and the Africa Union Agenda 2063 and Development Financing Accountability.		
Component	Agenda 2063	Sustainable Development Goals	Private development finance
Specific Advocacy Goal	Effective integration of the African workforce and shared benefits in the implementation of Agenda 2063	Shared and inclusive economic growth and development benefitting everyone including members of trade unions	Responsive, inclusive, open and accountable development financing mechanisms that respect international labour practices and greatly benefits local people
Strategy	<ol style="list-style-type: none"> 1. Support regional communities to formulate and implement national Agenda 2063 strategies 2. Increase engagements with African Union and its agencies around implementation of Agenda 2063 3. Increase awareness of the Agenda 2063 at national and regional levels 	<ol style="list-style-type: none"> 1. Support regional communities to formulate and implement national SDG strategies 2. Initiate high-level interface meetings to push for greater political commitment towards the decent work agenda 3. Raise awareness of Agenda 2030 during critical events such as Head of States and Government meetings 4. Develop alliances (networking) to enhance monitoring of SDGs and decent work agenda commitments nationally and regionally 	<ol style="list-style-type: none"> 1. Issue evidence-based policy positions on effectiveness or non-effectiveness of involving the private sector in development based on selected country and regional level projects 2. Increase engagements with OECD EU, AfDB and other financing agencies on the impacts of private sector development financing 3. Build local and regional capacity of regional trade unions to engage with RECs on harmonised terms for development financing to curtail the race to the bottom

Goal Greater influence by trade unions on development policies at national, sub-regional and regional level in the context of the global and regional development frameworks, the UN Agenda 2030 and the Africa Union Agenda 2063 and Development Financing Accountability.

Component	Agenda 2063	Sustainable Development Goals	Private development finance
Output	<ol style="list-style-type: none"> 1. All national and regional communities implement strategies to push for Agenda 2063 by 2020 2. ATUDN produces monitoring reports of Agenda 2063 and use them to engage with heads of governments/council of ministers annually 3. Regional campaigns undertaken to sensitive members on Agenda 2063 by 2020 	<ol style="list-style-type: none"> 1. All national and regional communities implement strategies to push for Agenda 2030 by 2020 2. At least two high-level engagements undertaken annually with influential decision makers at national, sub-regional and on the continent 3. 4 regional status reports on the implementation of the SDGs produced and shared with RECs and council of head states and governments 4. At least two high level formal partnerships developed with CSO SDG Observatory bodies 	<ol style="list-style-type: none"> 1. At least two regional case studies produced on the effectiveness of private sector development financing 2. Annual engagements with OECD, EU, AfDB and other development finance agencies undertaken with clear resolutions on best practices 3. At least two regions agree on harmonised procedures and protocols for engagement with private sector development financing that safeguards and contributes positively to positive development results. 4. Two regional campaigns undertaken to sensitive national governments on private sector development financing bad and good practices

Goal Greater influence by trade unions on development policies at national, sub-regional and regional level in the context of the global and regional development frameworks, the UN Agenda 2030 and the Africa Union Agenda 2063 and Development Financing Accountability.

Component	Agenda 2063	Sustainable Development Goals	Private development finance
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Activities

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| <ul style="list-style-type: none"> i. Produce state of the art report on the implementation of Agenda 2063 on each region ii. Train regional communities on issues embodying agenda 2063 and on how they can leverage on them. iii. Produce IEC materials on Agenda 2063 iv. Undertake regional and national campaigns, press conferences on Agenda 2063 v. Participate in AU special activities to input into Agenda 2063 | <ul style="list-style-type: none"> i. Establish national, sub-regional and regional level SDG decent work steering communities ii. Support development and implementation of SDG strategies at regional levels iii. Produce state of the art report on the implementation of Agenda 2030 on each region zeroing in on the decent work agenda iv. Participate in high-level engagement meetings v. Produce and disseminate country-based policy positions on SDGs implementation vi. Produce IEC materials to support campaign on SDGs | <ul style="list-style-type: none"> i. Undertake regional research on Private sector development financing and its implications on the local labour force ii. Initiate side meetings with OECD, EU, UNECA, AfDB and other development financing institutions iii. Support regional communities and their national governments to propose harmonised systems for evaluation of private sector development financing iv. Undertake awareness campaigns on private sector development financing v. Issue media statements on private sector development financing vi. Establish disclosure portals for private sector development financing projects at national, sub-regional and regional levels vii. Engage with private sector companies best labour practices |
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Goal	Greater influence by trade unions on development policies at national, sub-regional and regional level in the context of the global and regional development frameworks, the UN Agenda 2030 and the Africa Union Agenda 2063 and Development Financing Accountability.		
Component	Agenda 2063	Sustainable Development Goals	Private development finance
Overall Assumptions of advocacy	1.	There is peace and stability in all regions	
	2.	National and regional communities have cultivated good relationships with state institutions to facilitate engagements	
	3.	There is strong coordination, networking and knowledge sharing among all the ITUC affiliates	
	4.	There is pro-activeness and political will among the trade unions at national level.	



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