



TERMS OF REFERENCE

Consultancy to Develop a Training Manual for Trade Union Organisers, on Building Organising Campaigns in the Informal Economy

Background and Rationale

Across Africa, the informal economy remains the largest source of employment, engaging millions of workers who contribute significantly to national economies and local livelihoods. Yet many workers in the informal economy continue to face precarious working conditions, low and unstable incomes, weak labour protections, limited access to social protection, and insufficient representation in decision-making processes. Trade unions across the region have therefore identified the urgent need to strengthen organising capacity and expand representation among workers in the informal economy. Building sustainable membership growth, developing new leadership, and winning strong agreements for concrete improvements in wages, rights, protections and public policy requires strategic and stronger organising methods, more trained organisers, and effective campaign strategies.

To respond to this need, the **International Trade Union Confederation (ITUC)** and **African Regional Organization of the International Trade Union Confederation (ITUC-Africa)** seek to develop a **Training Manual for Trade Union Organisers** that will serve as a practical capacity-building tool for affiliates and organisers across the continent. The Manual will support organisers, educators, leaders, women activists, youth organisers and migrant worker representatives to organise workers, build organising campaigns, and strengthen worker power in the informal economy to transition to formal employment.

This initiative is anchored in the outcomes of the *1st African Trade Union Organising and Collective Bargaining Strategic Forum*, held in Kigali, Rwanda, in October 2024, which adopted the *Kigali Declaration and Roadmap on Organising and Collective Bargaining*. The roadmap calls on African trade unions to intensify organising, regenerate union structures and expand worker representation across all sectors. It sets a strategic target to organise *4 million new members in Africa by the end of 2027*, with a strong emphasis on women, youth, migrant, platform and informal economy workers.

The Kigali Roadmap can be accessed on the ITUC-Africa website here: **<https://www.ituc-africa.org/Report-of-1st-African-Trade-Union-Organising-and-Collective-Bargaining.html>**

Given the scale and diversity of the informal economy across the continent, there is a *strong practical case for equipping organisers with a ready-to-use Manual/Toolkit* that can be immediately adapted for *training, recruitment and campaign work*. With more than 80 per cent of workers in Africa engaged in informal employment in many



countries, unions require practical organising instruments that simplify planning, strengthen field mobilisation, and support consistent training approaches across affiliates. A well-designed Manual will therefore help organisers reach workers more effectively, build confidence among new organisers, and accelerate union growth where organising needs are greatest.

This assignment supports ITUC and ITUC-Africa’s broader agenda on union renewal, organising growth, decent work, equality and social justice.

Purpose of the Consultancy

ITUC and ITUC-Africa seek to engage a qualified consultant or consultancy team to design and produce a high-quality Training Manual for Trade Union Organisers on Building Organising Campaigns in the Informal Economy. The Manual should be practical, action-oriented and adaptable for use across different African contexts. It should equip unions and organisers with training tools to recruit, mobilise and retain members, develop worker leadership, build campaigns, negotiate strong agreements, and secure policy reforms that improve the lives of workers in the informal economy. The assignment should also ensure that the final Manual is transformed into a modern digital learning resource suitable for online worker education and blended learning delivery.

Indicative Timeline

Milestone	Date
Application Deadline	May 11, 2026
Singing of Contract	May 25, 2026
Inception Meeting	May 30, 2026
Submission of Inception Materials	June 3, 2026
Submission of First Draft Manual	July 15, 2026
Review and Validation Process	July 15 - July 31, 2026
Upload to Moodle Platform	August 20, 2026
Submission of Final Manual and Digital Package	August 30 2026

ITUC and ITUC-Africa will coordinate consultations with affiliates and relevant experts during the review process.

Scope of Work and Deliverables

The consultant shall undertake the following tasks:

- Review existing training manuals, organising materials and methodologies relevant to trade union organising and the informal economy, including but not exclusively ITUC and ITUC-Africa resources.
- Assess practical and effective approaches used by affiliates and other unions to organise workers in the informal economy.



- Conduct consultations with selected unions and worker organisations, organisers and experts to identify lessons, needs and emerging practices.
- Prepare at least three case studies from Africa, preferably from different contexts (from Anglophone, Francophone, Lusophone countries) highlighting successful organising campaigns in the informal economy.
- Develop a practical Training Manual (different modules) covering organising fundamentals, campaign development, recruitment strategies, organisers/ leadership development, bargaining approaches, inclusion of women and youth, gender equality perspectives, and tools for organisers.
- Include facilitation guidance, sample exercises, checklists, templates and training resources for trainers to adapt and deploy immediately.
- Revise the draft Manual based on comments received from ITUC, ITUC-Africa and designated technical units.
- Reproduce the entire electronic/paperback version in a format suitable for digital learning and self-paced online use.
- Support preparation and upload of the final Manual to the ITUC-Africa Moodle learning platform with diverse tools for learners, facilitators and tutors.
- Facilitate or support a staged pilot training session for selected organisers using the online platform.

The consultant shall submit the following deliverables:

- Inception Note and Workplan
- First Draft Training Manual
- Final Revised Training Manual
- Electronic Publication Version of the Manual suitable for wide circulation
- Moodle-ready Learning Package for upload to the ITUC-Africa online learning platform
- Enhanced Digital Resource Package including links to case studies, videos, templates and relevant learning materials
- Pilot Online Training Session for selected organisers, with short feedback and recommendations report

Qualifications and Experience

The consultant or consultancy team should demonstrate:

- Proven experience in trade union organising, labour movement campaigns, or worker education programmes.
- Strong expertise in developing training manuals, learning tools and capacity-building materials.
- Good knowledge of labour market realities, including workers in all their diversity (women, youth, migrants, etc) and the informal economy in Africa.
- Demonstrated experience working with trade unions and cooperatives, associations or worker organisations.
- Experience in digital learning design, e-learning platforms or Moodle-based training programmes will be an advantage.
- Strong analytical, writing, design and facilitation skills.



- Ability to produce practical, user-friendly and results-oriented materials.
- Proficiency in **English** is required. Knowledge of **French** will be an added advantage.

Reporting and Management Arrangements

This initiative is being convened jointly by ITUC and ITUC-Africa as part of their shared commitment to strengthening organising capacity, expanding union representation, and building worker power in the informal economy across Africa. The consultant will work under the overall supervision of the Africa Labour Research and Education Institute (ALREI) of ITUC-Africa, which will serve as the lead coordinating institution for the assignment. Further technical guidance and substantive inputs throughout the consultancy process will be provided by: ITUC-Africa Organising Unit; ITUC-Africa Gender and Equality Unit; and ITUC Campaigns and Organising Department. ALREI will coordinate communication, consolidate feedback, oversee quality assurance of all deliverables, and liaise with relevant teams responsible for the Moodle learning platform. Regular progress updates and consultation meetings will be required during the consultancy period.

Submission of Applications

Interested candidates are invited to submit the following documents:

- Technical Proposal outlining understanding of the assignment, methodology and workplan
- Curriculum Vitae(s)
- Relevant samples of previous work
- Evidence of relevant digital learning / Moodle experience (where available)
- Indication of availability for the assignment period

Applications should be submitted electronically to: ALREI – ITUC-Africa; Email: alrei@ituc-africa.org. Deadline for Submission: The deadline for submission of applications is **11 May 2026 @23.59GMT**.