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| Danish organisation | Forum for International Cooperation (FIC) |
| Title of the intervention | Decent and Sustainable Livelihoods for workers in horticulture plantations in Kenya, Uganda, and Tanzania |
| Partner name(s) | Kenya Plantation Workers Union (KPAWU), Tanzania Plantation and Agricultural Workers Union (TPAWU) and Uganda Horticultural Industrial Services Provider and Allied Workers Union (UHISPAWU) |
| Amount applied for | 2.711.461,00 kr. |
| Country(ies) | Uganda, Kenya and Tanzania |
| Period (# of months) | 1/11 2021 – 31/12 2023 |

**Decent and Sustainable Livelihoods for workers in horticulture plantations in Kenya, Uganda, and Tanzania**

1. **Objective and relevance**

The proposed intervention seeks to promote decent work and improved livelihoods for low-skilled and disadvantaged workers within the horticulture plantation sectors of Kenya, Tanzania and Uganda. The intervention will target to improve working conditions for at least 13000 horticulture plantation workers in Kenya, Tanzania, and Uganda. In this sector, women constitute over 70% of the target group. The project will run for a period of 2 years from November 1, 2021, to end of December 2023 in partnership with three trade union partners representing low skilled workers namely: Kenya Plantation Workers Union (KPAWU), Tanzania Plantation and Agricultural Workers Union (TPAWU) and Uganda Horticultural Industrial Services Provider and Allied Workers Union (UHISPAWU)

The intended outcomes of the intervention are:

1. Three partner trade unions have strengthened capacity and mandate to represent, cater and negotiate for plantation workers’ needs and rights and at least 74 workplaces (horticulture plantations) in Kenya, Tanzania, and Uganda have improved working terms and conditions for 13000 horticulture (flower sub-sector[[1]](#footnote-1)) employees by December 2023.
2. By December 2023, the relationships, solidarity, and cooperation among social partners to promote decent work and labour standards has improved resulting to harmonious labour relations, social dialogue, and fair labour practices.
3. By December 2023, three trade unions are advocating for the promotion of workers safety and health in horticulture plantations and the protection of the surrounding environments through enhanced surveillance.

While the exportation of horticulture products such as cut flowers is a major source of foreign income for Kenya, Uganda, and Tanzania; majority of the people who work in the plantations earn relatively low incomes and are, exposed to unfavourable working conditions and a production system that pose a danger to the physical environment. Women constitute over 70% of the workers in the sector and often lack collective bargaining power to demand for better pay and safe working environments. This project intends to reverse that situation by strengthening the capacity of three trade unions from Kenya, Uganda and Tanzania to enable them mobilise and recruit more members for improved collective representation, agitate the flower companies to improve the working terms and conditions of employees in order to realise decent working[[2]](#footnote-2) terms and conditions, work towards protecting the workers and the environment from hazardous chemicals and thus contribute to the realization of sustainable livelihoods.

Decent work is anchored in the United Nations Sustainable Development goals (SDG 08) focussing on the progressive realisation of economic and social rights rooted in decent work, social protection, and freedom of association. The International Labour Organization (ILO) provides an effective framework for the realisation of decent work which includes: (i) Productive employment and sustainable enterprise, standards, and basic rights at work, (ii) promotion of social dialogue including collective bargaining, (iii) social protection and security for all and the (iv) cross cutting gender mainstreaming; this is contrary to the conditions and environment prevalent in the sub-sector. Therefore, the promotion of sustainable livelihoods and decent work for workers in the horticulture plantations sector requires concerted efforts (between employers, workers, and government) for social dialogue to thrive and serve workers, interest and plight. This intervention aligns its strategies with the ILO decent work pillars with a strong focus on gender inclusion to promote work standards in provision of basic rights at work, social dialogue and progressive collective bargaining as well as securing social protection and welfare of workers in the horticulture value chain in the three countries of scope.

**Link with Sustainable development Goals (SDGs):** This intervention will contribute to the realization of SDG goals including:- SDG1- aimed at eradiation of poverty; SDG 4 target 4.7 aimed at increasing the knowledge and skills needed to promote sustainable development , sustainable lifestyles, human rights, gender equality, SDG 5 target 5.1- aimed at ending all forms of discrimination against all women and girls everywhere, target 5.2- aimed at eliminating all forms of violence against women and girls in the public and private spheres, target 5.5- aimed at ensuring women’s full and effective participation and equal opportunities for leadership, SDG 8- aimed at inclusive and sustainable economic growth, employment and decent work for all, SDG 10 target 10.4- aimed at development and adoption of policies that promote decent wage and social protection policies, and progressive attainment of greater equality, SDG 16- aimed at ensuring peace, justice and strong institutions and SDG 17 aimed at securing partnership for the goals.

FIC has strong experience in the area having successfully implemented the Decent Work and Labour Rights program funded by CISU and the Women at Work project funded by HIVOS between February 2019 and November 2020. The main objective of the Women at Work project was to ensure decent working conditions for the flower industry workers in Uganda, Rwanda, Kenya and Tanzania. As a result of the intervention, four unions namely CESTRAR in Rwanda, UHISPAWU in Uganda, KPAWU in Kenya and TPAWU in Tanzania unions were able to revise their strategies on recruitment resulting to increased number of members from 6000 to 9639; who also benefited from improved working terms and conditions through newly signed progressive collective bargaining agreements. Through FIC partnership, the 4 trade union partners managed to attain better structure of work and planning of their union activities. The intervention made an influence on the respect of women at workplaces through anti sexual harassment campaigns. The empowered women fought against sexual harassment. In Tanzania using media campaigns, women workers succeeded in eviction of a manager at one of the flower farms in Kilimanjaro region who had been accused of sexual harassment of female employees. In general, Workers in the horticulture sector get fairly low wages for instance In Uganda, there is no national minimum wages for the horticulture sector and thus employers often set wages as per their wish. In Kenya, it stands at $73 per month with minimal social security benefits. Tanzania minimum wage stands at $ 43. The absence or low minimum wages makes employers perceive any remuneration above it to be a privilege to the workers and not deserving for their hard work which makes the sector constitute of poorly remunerated workers often accompanied with nothing to show on social protection or welfare for decent living.

In spite of the efforts and strides made in the Women at Work campaign, Uganda, Kenya and Tanzania horticulture sub sector workers still faces persisting challenges and new emerging issues that need proper and sustainable redress. For example, the trade union membership density dwindled since the covid 19 period and therefore most workers, especially women workers lost their jobs. At the same time, there is generally lack of synergy and learning opportunity between unions in the same sector which may inspire sharing of workers challenges and strategies for addressing the challenges even though in different countries. Worse off, is that horticulture plantation workers continue being not only poorly remunerated but also experience lowest level of personal development, minimal social protection, and welfare and highly exposed to occupational health hazards.

This project will operate in Kenya, Uganda and Tanzania, and will have a widened coverage to include more workplaces that were not reached in previous interventions. It takes into account significant lessons learned from the past implementation including the need to review union strategies, the need to enhance trade union’s capacity in governance and accountability for increased transparency and enhanced democratic governance. FIC also noted that more success can be realised when working with unions with a focus in the same sector, who share similarities in challenges and working environment. This has the possibility of promoting more learning, sharing and realising standards that cut across the three countries. FIC additionally banks on the lessons learnt showing that building unions’ capacity to engage in effective social dialogue has potential to improve labour relations and improve handling of disputes and worker grievances. Finally, past lessons revealed that effective gender mainstreaming calls upon women specific interventions in the workplaces and entrenching the interventions in the union structures, policies, and strategies for longer term redress.

* The context of the intervention:

Lower cadre workers in horticulture plantations are exposed to poor wages, deplorable working conditions, long working hours with no compensation, low social protection and minimum benefits and lack of job security. The effect of COVID 19 has affected numerous workers in the horticulture especially Kenya, Uganda and Tanzania. Discussion with the three partner union officials revealed that at least 8000 workers in the industry, were mostly women and youth lost their sources of income due to lack of job security as well as company closures as a result of high operational costs or redundancy. In Uganda, UHISPAWU lost about 2000 members, in Kenya, KPAWU lost over 5,000 members and in Tanzania TPAWU lost about 1000 members in the horticulture industry.

Kenya’s horticultural sector is often heralded as one of sub-Saharan Africa’s success stories; being the world’s fourth-largest exporter of cut flowers, specialising in rose flowers, of which it is the biggest exporter to the EU. Domestically, horticulture is Kenya’s second-biggest foreign exchange earner after tea, accounting for 21.4 per cent of the total value of its exports (Kenya National Bureau of Statistics [KNBS], [2018](https://www.tandfonline.com/doi/full/10.1080/00220388.2020.1715944)). Despite earning high incomes for employers, the workplaces are characterised by working conditions that do not meet minimum labour standards, including acceptable occupational safety and health standards as well as fair remuneration. Further, the majority are employed with minimum job security and other forms of economic and social rights exploitation exposing them to other socio-economic vulnerabilities. In addition, considering the social status of women who make up at least 70 per cent of the workers, there is high prevalence of gender discrimination, physical and sexual harassment and sometimes violence. The sector has also not been good enough in promoting women strategic issues such as work-life balance, and maternity facilities to encourage women to join the labour force. Kenya plantation sector unions grapples with unique challenges including mechanisation, low pay of workers and highly casualised unskilled labour who have limited negotiation abilities and therefore in need of representation. The working conditions is worsened by unregulated use of harmful chemicals by some companies which goes unreported.

Trade unions face a lot of challenges while offering effective service delivery to it members. Some of these challenges gathered and confirmed by the three partners are attributed to internal capacity gaps while others are related to external environmental factors. For instance, the agriculture plantation sector in Kenya has been experiencing the challenge of outsourcing and casualization of labour which calls for solidarity and concerted efforts by social partners at all levels.

In Uganda, 77% of the population in the horticulture sector are female and aged below 30 years. Uganda has high unemployment rates and does not have a government set minimum wage. This makes young people, especially women to become desperate to get any job to meet their daily basic needs. The two factors intensely contribute towards the poor working conditions which range from low pay to wanting occupational safety and health environment. The flower sector in Uganda comprises of a labour force of about 14000 with majority aged below 30 years. However, only 21% of the sector workers belong to a trade union. Furthermore, the Uganda government has not set a minimum wage for all sectors, more so the flower industry, thus the wages for the workers are sadly very low. This contributes to high labour turnover which ends up weakening the collective bargaining power of unions due to unpredictable density of membership. With minimal labour standards enforcement, the workers are also exposed to occupational safety and health risks, sexual harassment, HIV/AIDs at the workplace, limited freedom of association, the absence of periodical workplace inspections by the relevant authorities, and non- compliance with the law on social security and protection. According to UHISPAWU, due to low literacy, many female workers are often not aware of their basic worker rights for example the right to paid maternity leave which is a basic universal and fundamental right to any pregnant woman, many employers perceive it as a privilege and perhaps those allowing for may not have paid leave or many at times may be subject to a reduced pay. The lack of regular inspection by the Government of Uganda through the Ministry of Gender Labour and social Development has left women exposed to work vulnerability.

In Tanzania, there is a total of 25.7 million workforce with up to 850,000 young people entering the labour market annually. Informal agriculture accounts for 66 per cent absorption of those joining the labour market. According to the Tanzania Labour Force Survey, 2015, the overall unemployment among the youth stood at 17.4 per cent. Low economic growth and very few job opportunities result in job losses which not only affect the workers and their families, but also result in reduced membership of trade unions and thus their reduced ability for collective bargaining and campaigning for the rights of workers. The horticulture sector in Tanzania has approximately 12000 workers out of which 7510 are represented by TPAWU. The Sector experience similar challenges as the Kenya Context with Low minimum wages and persisting sexual harassment as Uganda horticulture workers. The minimum wages of $43 is on the lower side considering the high standards living and basic consumer basket needs.

**Summary of key challenges**

Many trade unions in East Africa have been greatly affected by the loss of membership as a result of lay-offs due to closure of businesses or downsizing as a result of low business outcomes. In the last one year, many workers in the horticulture sector have been compelled to go away on unpaid leave while several others were coerced into terminal leave with no benefits. The workers who remained are exposed to wages below the standard minimum wages because they lack options. Another major challenge is lack of proper representation of workers by trade unions. This is largely attributed to poor capacity or lack of it among the unions. Part of the main hindrance to improving working conditions is ignorance of workers on their rights which affects the level of collective influence and bargaining for better terms and conditions. The poor enforcement of labour legislation by the governments and reluctance to comply with labour legislation by employers. All these ultimately lead to poor working conditions, poor remuneration, lack of job security and social security at workplace. Workers in the horticulture sector are exposed to occupational health and safety issues partly because of the nature of work that requires one to stand and or bend for long hours while tending to farm or cutting flowers, and on the other hand, exposure to chemicals that are used in the flower farms while spraying flowers- which not only affect workers health, but also the physical environment. Many employees continue working just because they lack an alternative.

Majority of the workers in the horticulture plantations are women in youthful age, sexually active, semi-illiterate, ignorant about their rights at the workplace and work long hours and many days away from family exposing them to sexually transmitted diseases such as HIV&AIDS. Women in flower farms work as casual labourers, which does not entitle them to many if any benefits including paid leave (maternity, sick or, compassionate leave) or nursing facilities which hinder pregnant women from working or nursing mothers from keeping up. Between poorly planned breastfeeding breaks where mothers have to choose between nurturing children and having to report to work[[3]](#footnote-3) which leaves women with a difficult choice to makes keeping in mind their biological caring nature. Some employers have established creches and or children playing places at the workplace. While this has worked well in Uganda, in Tanzania, workers in one farm protested that the employer was using the provision of the children playing facility to deny women a right to overtime payment. Women in that farm protested and the service was removed. The lack of or inadequate presence of maternity protections affects the productivity of women workers. Women are often forced to do more menial jobs with low pay despite of bearing the heaviest family burden therefore important part of the intervention to improve women opportunity to improved working environment that is conducive to serve their plight.

Previous reports by unions have revealed that there are horticulture sector employers in the 3 countries that are hostile to unions and often victimize union members and threaten potential members from joining of unions. Such employers practice undignified treatment of workers who receive low pay, poor or no benefits, and work in harmful workplaces. In such workplaces, it is a challenge to ensuring the actual observance of freedom of association and the right to collective bargaining. The 3 trade unions have raised concerns that not all flower companies meet globally accepted certification standards. Furthermore, they have raised concern about the unequal application of certification standards and processes in the E. Africa countries. For example, in Uganda, the certification organizations only push employers to pay wages at the minimum agreed entry level pay which affects the development and growth of long serving workers in the sector. This weakens trade union’s ability to bargain for a higher pay for workers who have been employed for a longer period. In Kenya, the certification organizations are also engaged in corporate social responsibility for workers. Some employers take advantage and claim that it is them through the certification organizations that have provided benefits for workers- and hence refuse to increase other relevant social benefits for workers. The trade unions desire to influence certification bodies to have a harmonised approach or standard for employers and as a result enable trade unions advocate for decent work across the board. There is a growing tendency towards casualization, precarious work which reduces the number of permanent employees who benefit from better terms and conditions. While in all the countries there are policies to ensure occupational health and safety (OHS) of workers, the challenge is in weak enforcement and in some cases, the need to establish appropriate supervisory systems to ensure the onsite implementation of safety policies, standards of work and to further educate the workforce on these matters.

All these challenges result in workers who are unable to express themselves or participate in decisions that affect their lives including future prospects, low realisation of social integration, wellbeing and equality of opportunities. Low opportunities and low incomes for workers contribute to low productivity among workers who are unable to meet basic household and human needs, and thus increase in poverty amongst workers. Inability to make productive contribution may affect the output from companies, leading to more losses and more negative impact on workers even though this is not known to many employers. Poor health of workers and, low social- economic development of workers ultimately affect the economy of the three countries. The weakening of trade unions also means that they are not able to effectively represent and advocate for workers ‘rights.

* Intervention new objectives, strategic approach, or target groups.

Based on lessons learnt from past projects, this intervention puts more emphasis on promoting the rights of workers, especially female workers by building the capacity of trade unions to bargain and negotiate for progressive Collective Bargaining Agreements (CBAs)[[4]](#footnote-4) that consider workers’ needs and goes further to include women specific needs. The expected project aims at promoting synergy between the three sector unions through review and learning and working on areas of common interest to promote decent working terms in the horticulture sector. Another unique angle the intervention takes is on fostering the relationship between workers and the employers (companies) so that they appreciate the importance of treating workers well because this not only benefit the workers themselves, but also contributes to increased productivity and positive reputation of the companies locally and internationally. The DWLR program and the Women at Work campaigns focussed on building capacity of the trade unions on basic organization, whereas the new intervention goes beyond capacity to progressive negotiations, quality CBA development and effective advocacy for improved standardisation of labour practices in the horticulture sector in E. Africa.

This intervention will target 74 workplaces in Uganda, Kenya and Tanzania. This includes 50 which were reached in the previous interventions, but because of time lapse, loss of members and changes in the social and economic conditions, the earlier negotiated CBAs have expired and are due for renewal. It will include 24 new workplaces where there will be fresh negotiation of CBAs. The goal is to strengthen the density of unions and collective bargaining power of workers to enable them to negotiate with the employers for better terms and conditions. The intervention will also have heightened elements of advocacy for women rights at work, addressing precarious work in the horticulture industry, which is increasingly becoming common trend, and worsened by the COVID-19 pandemic situation.

The intervention will take place in a relatively stable environment. FIC has experience in working with the targeted trade unions in Kenya, Tanzania, and Uganda. Kenya anticipates elections in the month of August 2022. Based on past experience, elections in Kenya often cause social, political, and economic fragility. FIC and partners will keenly monitor and analyse the political situation and adjust timelines of implementation as necessary. The goal will be to ensure that trade unions are non-partisan and members are resilient and can cope with unlikely shocks and workers are protected from harm. The project will put emphasis on partner trade unions remaining networked with other unions and CSOs in the country and ensure that the principle of do no harm is practiced and also maintain a close touch with their members. During the project, FIC will work with KPAWU, TPAWU and UHISPAWU to ensure they are able to effectively represent workers especially vulnerable women. This will include raising awareness about the welfare of workers and demanding from employers that they provide social protection for the workers through progressive CBAs.

The intervention aims to strengthen 3 trade unions to advance social justice by improving their capacity for collective bargaining to improve workers conditions and terms of work targeting employers and influencing policy change at employer and at national level in order to promote workers’ rights, reduce inequality and thus enable them fight poverty. By encouraging building the capacity of 3 trade union, the representation and participation of the 13000 workers in decision making will be realised. Fostering collaboration between the 3 unions and with employers to discuss cross cutting issues in the sector, sensitize workers on their rights, workers will be able to include and realize their own rights to participate and to influence decision-making processes which affect their present and future lives, reduce inequality and fight poverty. This intervention will aim at making the working places, especially in the flower farms to be decent for humans to work, including protection of workers from harm caused by chemicals, workers having access to adequate water and sanitation facilities and women in particular having their workplace needs met. The lessons learnt from the interventions will be shared for ongoing mutual learning, exchange and sharing of vital information to help strengthen the trade union movement in the project countries. The three immediate objectives are aimed at building the capacity of the unions to enable workers realise their rights, gain better employment conditions while reducing inequality, encourage participation of workers in decision making through collective bargaining, ensure access to resources and promotion of just institutions.

Kenya, Uganda, and Tanzania have a relatively stable equatorial climatic condition with high potential for producing flowers, fruits and vegetables and other horticultural crops. To improve the quality of products, companies often use chemicals that can easily harm the workers and the environment in the long run. For example, in Kenya, scientists[[5]](#footnote-5) have raised concern about the flow of dangerous chemicals from flower farms into Lake Naivasha. Chemical pollution can result in harming of the organisms in the lake. With the consumer in European countries putting more pressure on flower companies to promote chemical free production of flowers, there is a likelihood that the situation of farm workers will further deteriorate if consumers decline to purchase flowers produced using dangerous chemicals and this calls upon companies to quickly adopt organic measures for pest control. The project will thus address issues to do with occupational health and safety through unions advocating for companies to use globally accepted chemicals and increasingly, adopt integrated pest management interventions[[6]](#footnote-6) that ensure that the environment is not harmed. By fostering a collaborative working relationship between unions, and employers, the project will address workers and employer needs. This will ensure harvested horticultural crops can reach their market as soon as possible and in their expected quality of delivery. The goal is to ensure that occupational health and safety measures are observed even as the employers find market for the products.

**Partnerships and collaborations**

FIC conducted appraisals with each of the 3 partners to identify emerging problems, solutions, and interventions to address the issues identified. Several consultative meetings were conducted in a bid to realise the collective planning and areas of synergy as well as the capacity assessment of each of the partner. Emerging and persisting challenges included weak collective bargaining capacity, widespread precarious work affecting negotiations of unions and limitation of freedom of association by employers. Others included lack of national sectorial labour standards affecting Uganda and Tanzania and violation of women rights at work condoned by abuse and violence at workplaces. The strengths of the trade unions are that they are collectively representing the workers and have a strong history of fighting for the rights of their members through effective representation, advocacy and negotiations with the employers. FIC works with trade unions that represent labour intensive sectors which experience high level of violations of labour rights as a result of low economic options and general lack of awareness on labour rights. These are also partners who represents highest number of women labour force in the horticulture industry.

**Forum for international Cooperation**

FIC has several years of experience in working with trade unions and civil society organizations to promote decent work and labour rights in East Africa. The organization has experienced staff in Denmark and in East Africa that have overseen successful projects and programs. FIC has partnered with and strengthened the capacity 11 trade unions across four countries in East Africa to bring about fair working conditions, fair remuneration and terms and conditions of service. Over 25,000 workers from hospitality, construction, mining, maritime, and related businesses, construction, and agriculture value chain have benefited from improved working conditions and fair remuneration in Kenya, Tanzania, Uganda and Rwanda. Trade Unions have secured over 100 collective bargaining agreement including stoppage of privation of the Kenya Ports Authority at the Mombasa harbour.FIC has strengthened the internal capacity of trade unions, ensuring sustainable and effective structures to promote decent work. FIC has been implementing decent work projects and program over seven years in East Africa with intensive role in monitoring and coordination of partners. Partners in the past have demonstrated the significance of our governance intervention for example through the inclusion of women and youth in governance matters, a result of unions constitution reviews. Collective bargaining of union which is the core of union mandate has recorded positive results mainly because of designed intervention that serve the interest of the low skilled workers. This is the first time FIC is specialising in one sector with the goal being to intensively address violations and workers’ exploitation in the sector. The past reviews have revealed that FIC would create more impact if she concentrated on one sector and thus conclusively address labour and industrial issues with robustness and concentrated efforts.

## **Tanzania Plantation and Agriculture Workers Union (TPAWU)**

Tanzania Plantation and Agricultural Workers Union (TPAWU) was registered in the year 2000. TPAWU is affiliated to Trade Union Congress of Tanzania (TUCTA), which is the national umbrella trade union body in Tanzania. TPAWU is also affiliated to other global workers’ representative bodies such as International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tourism, Tobacco and Allied Workers’ Associations (IUF). The main objective of TPAWU is to organize, recruit and retain members and advocate for their rights and protection as well as to engage employers for the purpose of ensuring better working condition for the members. The union covers workers in the horticulture, tea, sisal and sugar sector. TPAWU has a total membership of about 50,000 members from plantations, agriculture, and flower farms in Tanzania. The union represents over 7510 workers employed in the horticulture sub-sector of Tanzania. TPAWU has collaborated with FIC for 3 years in the second phase of the Decent Work and Labour Rights Program (DWLRP) and advocacy campaign against precarious work and has also worked with FIC in the Women at Work project funded by HIVOS in Tanzania. The main strength of TPAWU is their wide geographical grass-root presence, strong democratic organizational structures and effective representation of women who make up majority emanating from agriculture and plantations. Within the short period of partnership with FIC in the DWLRP, TPAWU has secured more than 25 CBAS covering 6200 workers in the tea, sugar and sisal plantations. These members were able to realise salaries beyond country minimum wages with improved occupational health and safety (OSH) and provision of social protection services to its members secured through the improved effective capacity to negotiate for better terms. In the women at work campaign project, TPAWU secured a total of 14 Collective bargaining agreements covering 25 farms with a total of 2811 (997 male and 1814 female) workers directly benefiting from improved terms and conditions of work. TPAWU recognises that workers needs are ever evolving especially due to increasing cost of living. In its strategic plan, TPAWU has prioritised continuous assessment of member needs to ensure retention and organising and recruitment of at least 4600 new members to secure recognition and signing collective bargaining agreements. TPAWU aims to recruit at least 2600 out of the 4600 workers targeted during this project. This project will target companies that are located in Arusha and Kilimanjaro regions of Tanzania. In this project, the union intends to reach out to at least 20 farms in horticulture plantations with at least 4,000 (including current and new members) benefiting. In the proposed project TPAWU will play an important role of mobilization of workers from horticulture and lobby and advocate for employers to improve working conditions, authorities to carry out inspections to promote decent work, develop anti-sexual harassment policies and promote women needs in the workplaces.

## **Kenya Plantation and Agriculture Workers Union (KPAWU)**

The Kenya Plantation and Agricultural Workers Union (KPAWU) was registered in 1963. KPAWU is an affiliate to Central Organization of Trade Union COTU (K), which is the national umbrella of the trade unions in Kenya. The main objectives of KPAWU are to protect and resist exploitation, demand fair employment conditions, safeguard workers fundamental rights and interest at workplaces, fight injustices facing workers in agriculture and plantations such as tea, sisal, horticulture and agriculture related plantations along with engaging employers to ensure harmony and change of attitude for better working condition of the members. The union covers a sector with 1.8million workers and 150,000 workers in the horticulture sub sector. In the Women at Work campaign, FIC and KPAWU were able to undertake capacity building interventions to 2325 workers and union leaders and was able to realise increased understanding on sexual harassment, enhancement in the handling workers grievances including occupational health and safety, disseminated information on health and safety. With the improved effective negotiations, KPAWU secured 9 CBAS covering 4940 workers in farms such as Baraka roses in Nakuru, Desire flora farm in Machakos, Rainforest in Naivasha, Florenza in Nakuru and equinox flower farm etc. TPAWU estimates that a potential of 25,000 workers from the flower farms in the Rift Valley region of Kenya are yet to join unions for representation of their interests. These workers are working in different farms including Birds bloom, AAA growers, Enkacity, ever flora and Zena roses to mention but a few. In this project, KPAWU aims to reach workers in at least 40 farms and directly benefit at least 5000 workers.

**Uganda Horticultural Industrial Services Provider and Allied Workers Union (UHISPAWU)**

UHISPAWU mobilises workers in the flower industry in Uganda serving a total membership of 3750 Workers prior the COVID-19 period with majority being women of reproductive age. UHISPAWU enjoys cordial relationships and credibility with the civil society and advocacy groups of Uganda with a bias to women rights organisations. UHISPAWU is affiliated to the National Organization of Trade unions of Uganda (NOTU) and internationally with the International Union of food Agricultural, Hotel, Restaurant, Catering, Tourism, Tobacco, and Allied Workers’ Association (IUF). The union has strategic partnerships with organizations such as Akina Mama Wa Afrika, FIDA Uganda, HIVOS and an international organization -Mondial FNV. The main strength of UHISPAWU is her ability to influence advocacy agenda and articulating issues affecting their members particularly women. The union is one of the few labour organisations led by a woman as a general secretary. This unique aspect is an inspiration to other women to aspire for leadership in the trade union.

The workers represented by UHISPAWU are characterised by low wages, poor social protection mechanism, inadequate job security and low freedom of association. This was evident during the pandemic period where more than 1500 worker represented by the union were sent down home without terminal dues as a result of caseation of movement in Uganda. UHISPAWU has pushed for social protection bill in partnership with other Human rights organization in Uganda and has in the past advocated for wage guidelines for the private sector workers bill waiting for presidential ascension. In 2020, FIC conducted a one-year partnership with UHISPAWU under the Women at Work campaign contributing to the inclusion of social security in CBAs benefiting over 1000 workers from 13 farms. Due to rising cost of life and massive loss of jobs due to the pandemic, most of the gains made by the union have been eroded necessitating the need for concerted intervention. The union recognizes and utilizes the power of social dialogue in negotiation for increased wages for its members. In the proposed project UHISPAWU will be instrumental in mobilization of workers to increase their representation, awareness raising on workers’ rights, coordinating capacity building initiatives, supporting research, initiating social dialogue with employers, working with other like-minded organizations to raise awareness about workers’ rights and violations, and negotiate with employer representatives for better collective bargaining agreements. In this project, UHISPAWU aims at reaching at reaching at least 3000 workers who are spread in 14 flower farms.

* Previous acquaintance or cooperation between the partners

The project partners have gathered a number of lessons from previous interactions which we believe will strengthen the process and increase the success in the proposed project. FIC has worked with TPAWU for over 3 years and UHISPAWU and KPAWU for over 1 year. These partnerships have enabled FIC to have a strong working relationship with the three trade unions. FIC used participatory human centred design and co-creation approach during the concept development. At the conceptualization stage, consultative forums were organized between FIC and the partners for brainstorming and sharing of ideas. The meetings were used to evaluate past programs, the success and challenges and the lessons learnt. The lessons learnt have been used in the design of the interventions. FIC has in the past convened trade unions, government agencies and employer federations to address labour rights matters. One of the key lessons from implementation of the previous projects has been to encourage closer and wider cooperation between stakeholders thus providing a higher chance for success. The forums have provided insights on strategies that work well and have been incorporated in this project. The experience particularly in incorporating employers’ representatives in the occupational safety and health committees and developing joint training and strategy improves harmony, reduces mistrust between trade unions and employers and encourages joint efforts for the interest of workers. This project has a strong component on capacity building of 3 partner trade unions, 3 employer representatives, and lobbying for increased inspection of companies by government authorities to ensure compliance with labour, occupational safety, health, and requisite environmental protection laws. It will forge stronger cooperation between trade unions, government and employers through joint interventions and implementation of workplace improvement strategies.

**Roles and responsibilities of partners**

**FIC**

As lead organization, FIC will be the overall project coordinator and legally responsible for the overall implementation of the project. FIC Denmark is charged with overall monitoring and follow up and reporting to CISU, the disbursement and approvals of partner request as well as custodian of the funds upon been received from CISU. FIC executive director based in Denmark is responsible for FIC work in Denmark and in East Africa and ensuring liaison with CISU. The E. Africa secretariat is directly responsible for the management and coordination of partners work during projects implementation, ensuring that the partners adhere to the funding guidelines and aspirations of CISU. FIC East Africa will also be responsible for financial disbursement and monitoring of partner utilisations and management of funds. FIC E. Africa will provide technical support and work with the trade unions and other stakeholders at country level in kick-off meetings, development of terms of reference for various interventions, facilitating peer meetings, engaging strategic partners, progress reviews, summative evaluations and provide relevant technical support as far as program and grant management is concerned in scope, time and budgets aspects for enhanced accountability by partners. FIC will be in charge of overall financial and project narrative reporting to CISU.

FIC has a board in Denmark and advisory board in Nairobi. The strategic role of the executive director consists of making sure that the programme lives up to the requirements of the board and that of DANIDA and CISU. However, this is cascaded downwards to ensure that programme staff are responsible for quality control as well. The East Africa regional manager is responsible for overall quality, synergy and delivery of programs. The project will be directly managed by a program coordinator with experience in implementation of projects, coordination of decent work and labour rights programs and vast years’ technical experience in implementation and monitoring, reporting of Trade union component programs. The finance unit headed by finance and administrative manager in charge of quality financial management and accounting of partners and FIC having had more than 7 years’ experience in handling all partnership programs in FIC East Africa. Both programs and Finance unit work in team work to ensure effective timely delivery and implementation of programs with the expected results.

**Partners (UHISPAWU, TPAWU and TPAWU)**

The three trade union partners will be in charge of the actual implementation of the project. This will include mobilization and recruitment of workers to join the unions, awareness raising on labour rights, organising capacity building activities, facilitating dialogue with employers and government. They will be in charge of daily implementation, project monitoring, quarterly reporting which includes financial reporting, risk management, planning and mobilisation of participants and stakeholders for action. The three partners are the direct link between employees and key actors like employers and their organisations, government, and civil society organisation by virtue of their mandate. The monitoring and follow up by partners will not only be done through reporting and participating in regular follow and learning meetings by FIC but also by the National Executive Committees (NEC) of the unions. Each union will develop country specific work plans influenced by the respective country calendars considering risks and mitigation measures in line with the larger project work plan and timelines. This will include in country kick-off meeting- inception and peer meetings to draw-up implementation work plans and review these as needed, or context demands. The role of the three partners in liaising with stakeholders enhances the strategic dissemination of project information through publicity, increased visibility to the public and actors.

**Other actors**

**Employers:** Employers play a critical role in ensuring decent working conditions for workers. As the owners of the companies and farms where the workers are, the employers will play a key role in providing workers with a chance to join unions, places for meetings and taking actions emanating from social dialogue meetings. They will be expected to play a key role in improving the working terms and conditions of workers by supporting the project initiatives such as supporting the research on women needs at work, providing staff time off to be trained on various aspects of labour rights, they will be better placed to promote decent work for employees

Employers are responsible for meeting the end of the bargain on progressive collective bargaining agreements by signing of CBAs with the partner Unions.

**Employer organizations and or federations** in Kenya, Uganda and Tanzania will play a key role in participating in trainings, providing oversight to their members to ensure that they adhere to labour standards. They will also support project activities such as research and dissemination of worker’s needs, and in following up on their members to observe sector standards. These include Tanzania association of Employers, Federation of Kenya Employers and federation of Uganda employers. They will be part of social dialogue workshops.

**Government Authorities** will be responsible for undertaking workplace inspections to ensure compliance with labour standards, offering trainings and ensuring enforcement of labour standards as well as workplace inspections. The ministries will be part of and parcel of social dialogue meetings which are included in the interventions

The project will also work with **certification organizations such as Fairtrade** to ensure there is harmonised application of the standards in the sector across the project countries.

1. **Partnerships and collaborations.**

FIC already has a solid working relationship with TPAWU spanning over 3 years. FIC has also worked with both UHISPAWU and KPAWU in the Women at Work campaign project with demonstrable success. By furthering our cooperation through this project, we will be contributing to the development of strong links with and between all the different partners. This project will specifically strengthen our collaborative and collective knowledge around decent work and labour rights. The collaboration of the three organizations provides a chance for a more focussed approach to a sub- sector which continues to earn the three countries large amounts of foreign exchange, and yet the workers have very little to show for it. With this intervention, deliberate efforts on collaboration will be realised through facilitating exchange opportunity of best practices between the partners, regular reviews of progress and sharing of tactics that a partner has used successfully, and the lessons learnt. The project will establish a steering committee with representation from FIC and all the partners. This committee will meet every 3-4 months to ensure project activities are being implemented as planned and to enhance collaboration and participatory planning and follow up.

Each of the project objectives have been conceived deliberately to contribute to the strengthening of the partners relations with other actors. For example, objective 1 aims to support trade union partners to sensitize, organize and recruit workers to enable them attain recognition agreements with employers (companies) and be able to negotiate progressive collective bargaining agreements. The process of attaining this objective will involve strengthening the ability of the partners to negotiate with both employers and government who is the authority through its relevant agencies in order to realise decent work. The objective will also include recruitment of members and in this way, strengthen the bargaining power of the unions. This will raise their profile and ability to engage with employers, authorities, local and international partners. Objective 2 which is aimed at facilitating cooperation between our partners through sharing of best practices on decent work will enable the partners identify mutual goals that they can jointly pursue. This will also enable them create networks and alliances that they can use to engage with employers. Objective 3 which focusses on lobbying for continuous assessment of the workplaces to ensure compliance with local and international standards to ensure entrenchment of decent work and labour rights in the plantations sector will require the partners to work with other key actors like certification bodies, relevant government ministries, and employers’ associations for effective lobbying. The partner trade unions are affiliated to the umbrella trade unions in the three countries where they will be able to influence positive change in those central organisations of unions. In Denmark, FIC will make use of her networks and media to raise awareness about issues of decent work and labour rights in the three countries especially where European companies are involved in East Africa. FIC will highlight successful initiatives undertaken by such companies to promote decent work or raise awareness about cases of violations where applicable.

1. **Target groups, objectives, strategy, and expected results**

Primary Target group

* The primary target groups are 13000 low skilled workers, engaged in labour intensive horticulture sub-sectors in East Africa. These groups of workers are considered vulnerable, first because the work they engage in does not require expertise or technical skills, for which majority of people joining the labour market can perform. This renders them vulnerable and submissive to the employment dynamics, and often with no voice to negotiate for fair working conditions and terms of service. Often, such environment also exposes them to violation of their rights and unfair labour practices. Lack of power to express and collectively represent themselves is a critical challenge among the primary target group. They are the ones who suffer most from indecent workplaces, low pay, and occupational health and safety issues. This project will thus target a vulnerable group that is often most exploited.

FIC works to promote effective voice of the vulnerable workers through their active participation in the trade union movement and activities and ability to engage in effective collective bargaining, social dialogue, and advocacy. This project will target to directly benefit 13,000 low skilled flower farm workers in 74 farms/workplaces in horticulture sector. In Kenya 40 farms/workplaces will be targeted and these are located in Naivasha, Nanyuki, Thika, Nyandarua, Ruiru, Rumuruti, Eldoret, Kitale, Machakos. In Tanzania, it will target 20 farms/workplaces located in Arusha and Kilimanjaro regions and in Uganda the target will be workers in 14 farms/ workplaces located in Wakiso- Entebe, Mukono, Mpigi, and Ntung’amo districts. At least 270 training of trainer’s session will be utilised to create awareness to 3000 members and non- members of the unions with a least 90 members undergoing medical examinations on the effect of chemicals on their occupational health and environment.

Specifically, the direct beneficiaries will be 5000 workers in Kenya, 4000 workers in Tanzania and 4000 workers in Uganda totalling to 13,000 workers. Over 70% of these are women and youth (aged between 18 to 35 years). For Uganda, it will also include targeting one farm located in Ntugamo district about 400kms from Kampala where there is suspicion that people below 18 years are working in the farms. In the past, UHISPAWU has faced difficulties in accessing workers in the farm to ascertain whether or not their rights and welfare are protected.

* The 3 trade unions will benefit from capacity building of at least 90 leaders at national and at branch levels, improvement of their strategies for negotiation and collective bargaining, and in recruitment of at least 2500 new members. They will also benefit from increased representation in decision making for improvement in workers welfare and in promoting just workplaces. With improvements in the unions internal capacity, the unions will be able to use the same to effectively represent members in the other sectors they represent.

Secondary target group

The advocacy actions will have far reaching impact to a larger number of decision makers and primary beneficiaries

* At least 34,000 workers will benefit indirectly from project advocacy campaigns
* Kenya, Uganda, and Tanzania government authorities (National and regional/ county) are key secondary targets mainly because they are responsible for ensuring labour laws are observed. They act as regulators and enforcers of employment policy and laws in each of the country. They are also responsible for inspection of workplaces and ensuring implementation of labour laws. These include Ministries of Labour, directorate for occupational health and safety, social protection bodies, main employment courts, Ministry of Agriculture and Ministry of Trade, ministry of health and relevant departments in the ministry of environment. At least 30 officers drawn from the various government ministries from the three countries will be targeted in this project. They will be targeted in social dialogues, training, lobbying them to undertake workplace inspection and awareness raising especially on worker’s rights.
* Employer Federations are important because they represent the voice of employers in each country. 3 employer federation will be engaged namely Federation of Kenya Employers (FKE), Association of Tanzania Employers (ATE) and Federation of Uganda Employers (FUE). The association represent employers and are key representing employers needs in meetings with trade unions. They will also be involved in negotiations between unions and employers. In this project, at least six (6) representatives of each employer associations from the three countries will be involved in activities touching on employers.
* 3 Certification and standards bodies are key in promoting industry standards in the three countries. They include the Flower Council of Kenya (FCK), Uganda Flower Exporters’ Association (UFEA) and Tanzania Horticulture Association (THA). At least three (3) representatives from these bodies will be involved in discussions to address labour and health related standards in the flower industry and how best to engage the trade unions in ensuring the standards are applied.
* 3 Umbrella trade unions are key in representing the voice of all workers in a country. In this project, they will be involved through supporting union activities to raise awareness about workers’ rights, dialogue with employer organizations and in trainings. They include Central Organisation of Trade Unions of Kenya (COTU-K), Trade Unions Congress of Tanzania (TUC) and National Organization of Trade Unions of Uganda (NOTU). At least six (6) representative each umbrella trade union will be involved in requisite meetings organised in liaison with the partner trade unions.
* Employers. Employers are the key target for campaign to improve the working conditions for workers. Employers are interested in realising returns out of their investment and they employ labourers to realise their goals. It is of importance to the employers for their companies to have quality production and good reputation especially because the sector is consumer oriented and very sensitive to bad media. They will be targeted for improving the work environment and be key in the development, signing and implementation of progressive collective bargaining agreements (CBA). At least 45 employers’ representatives per country will be involved in the project activities including negotiation with unions for better working condition, training on labour standards, supporting research on worker’s needs, and in development of standards for grievance handling.
* Describe how the target groups will participate in- and benefit from the intervention.

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| Target group | How they will participate | How they will benefit |
| 13000 Low skilled farm workers | * Expressing their needs * Attending awareness and training on labour rights * Cooperate with the Directorate of Occupational Safety and Health Services (DOSHS) and employers * Compliance with the Occupational Safety and Health Act (OSHA) and the Work Injury Benefits Act (WIBA) * Participate in productivity improvement programmes | * Improved knowledge and understanding of their labour rights * Improved working terms and conditions through collective bargaining. * Prompt processing of claims under the Work Injury Benefits Act (WIBA) * Protection against workplace injuries and diseases * Quality and relevant training in Occupational Safety and Health (OSH) * Receive training on productivity improvement * Increase access to information and infrastructure * Speedy settlement of disputes * Improved compliance to labour standards |
| Trade unions: - Leadership and National Executive committees.  (90 leaders) | * Mobilisers for the activities and stakeholders in their sector * Lead negotiation with employers * Represent worker issues * Positive engagement and consultations to advise their members correctly * embrace harmonious industrial relations * Observance of the labour laws and adherence to court rulings | * Improved service delivery to members * Increase in membership and ability to negotiate for workers * Increased capacity in leadership, negotiation, and networking * Provision of up-to-date and reliable labour market information * Fair and efficient application of laws * Strengthen social dialogue on labour administration * Expeditious analysis and follow up of collective bargaining * Follow up settlement of labour disputes submitted for conciliation |
| 3 Trade union umbrella bodies:  TUCTA. NOTU AND COTU | * They are union’s representatives at the National level. Have a power to influence the government on behalf of the partner unions * Convene National meetings with governments and international bodies. | * Enhanced solidarity of unions and workers * Increased ability for lobbying and advocating for workers issues at East Africa level. |
| Authorities:  Ministry of Labour, Social Protection, Inspectorate services agriculture, environment etc targeting three countries  (30 officers) | * Participation in social dialogues meetings for sustainable solutions pertaining to workers’ rights * Receive and act on complaints regarding compliance * Carry out regular inspections in the workplaces | * Increased implementation of labour laws * Workplace order and * High level of compliance on OSH matters by employers * Reduced labour disputes * Adequate provision of worker rights and privileges. |
| 3 Employer organizations   * Association of Tanzania Employers * Federation of Uganda Employers * Federation of Kenya Employers, | * Correctly advise their members * Advise employers on labour standards and productivity matters * Participate in negotiations and social dialogue. * Provision of worker’s rights * Compliance and implementation of labour laws and ensuring that the members are implementing the labour standards. | * Industrial harmony * Increased productivity * Improved relationships with the Trade unions and government. * Increased representation of employers |
| Employers  (74 flower companies) | * Social dialogue * Development and implementation of progressive CBAs * Providing space for workers to organize * Providing opportunity for workers to join unions * Train workers on safety and health * Report occupational accidents and diseases * Prompt deduction and payment of levies for workers social protection funds * Implement recommendations issued by health and safety committees * Compliance with the laws * Cooperate with authorities * Mainstream gender and disability issues at work * Participate in review of standards | * Improved workers productivity * Enhanced reputation * Order and industrial harmony * Fair and efficient application of OSHA, WIBA and other labour laws * Guidance on safety and health, and labour issues * Effective sensitization on the Labour Laws * Offer training services to workers on productivity * Provide requisite skills and competencies to drive productivity * Expeditious settlement of grievances * Fair and efficient application of laws * Timely analysis of Collective Bargaining Agreements and preparation of Reports on trade disputes |
| 3 Certification bodies | * Sharing& training of workers and employers on industry standards * Certification of members | * Improved observance of standards in the sector * Realisation of decent work |

**Partner Legitimacy.**

FIC is working with workers through their unions whose mandate is to represent workers’ interest. Each of the unions in this project is working within their area of competence, bringing with them their members, stakeholders, and communities for whom they serve. The three partners herein represent the interests of their target groups as evidenced by the formation of their organisation and in their strategic objectives. Trade unions mandate is to represent workers and continuously work to improve on the service to members. FIC undertook consultative planning, identification, and formulation of interventions with the trade union partner representatives who in turn went back to their union members to ensure that the expressed needs and priorities were in line with theirs. Both individual and all partner meetings were held to ensure that project interventions were collectively agreed upon and documented. The relevant issues raised, and respective redress mechanisms is what formed the project ideas. FIC facilitated participatory capacity assessment exercises that included administration of the Organizational Capacity Assessment tool that looks into several elements of the organization and areas for intervention. The tool has both pre and post assessment phases with intention of tracking the progress after capacity strengthening interventions. FIC has been improving the assessment tool to make it better based on implementation experiences with previous partners.

The strategic position of KPAWU, TPAWU and UHISPAWU to the umbrella trade union of Kenya, Tanzania and Uganda is a strength to the proposed project in that, it has close ties to the persuasion and lobbying of other unions in the three countries. These unions have the unique advantage of being the biggest representative of workers in the horticulture sector. The unions represent the low skilled flower farms workers with low level of education and are vulnerable to social and economic risks. The unions have democratically elected leaders, and these have served as the voice of the workers. All three unions operate under the legal provision of the labour laws in Kenya, Uganda and Tanzania, which recognises the trade unions as the legal representative for organised workers. For a trade union to collectively bargain for its workers, the Trade union must organise and attain simple majority of workers in a particular workplace to enable them to have long lasting legal relationship with the employer through a recognition agreement. Upon which the union negotiates for the workers terms and conditions through signed collective bargaining agreement on annual or periodic basis depending on the laws for each country.

FIC held discussions with umbrella trade unions, government officials, and employer representatives to have a broad understanding of the issues affecting labour relations in the horticulture sector. Elements of these discussions have been incorporated into this intervention.

**Strategy of the intervention**

The proposed intervention seeks to promote decent work and improved livelihoods for low-skilled and disadvantaged workers within the horticulture plantation sectors of Kenya, Tanzania, and Uganda. The intervention will target to improve working conditions for at least 13000 horticultures (flower plantation workers) in Kenya, Tanzania, and Uganda. The project will integrate the societal restraints caused by COVID-19, but also assumes that society is not completely locked down as a result of the COVID-19 pandemic. The project assumes that workers are interested in joining trade unions as a means of realising their rights to decent work.

The intended outcomes of the intervention are:

1. Three partner trade unions have strengthened capacity and mandate to represent, cater and negotiate for plantation workers’ needs and rights and at least 74 workplaces (horticulture plantations) in Kenya, Tanzania and Uganda have improved working terms and conditions for 13000 employees by December 2023.
2. By December 2023, the relationships, solidarity, and cooperation among social partners to promote decent work and labour standards has improved resulting to harmonious labour relations, social dialogue, and fair labour practices.
3. By December 2023, three trade unions are advocating for the promotion of workers safety and health in horticulture plantations and the protection of the surrounding environments through enhanced surveillance.

The intervention aims at enhancing the capacity of three trade union partners to engage effectively with key duty bearers (government authorities, employers, and their organizations) to ensure that low skilled workers benefit from improved working terms, conditions, and safe working places. FIC supports partners organizational development of internal structures and systems as well as capacity strengthening to perform their key functions. Intervention areas include information sharing, skills development in negotiations, networking, social dialogue and advocacy. This change process is expected to lead to progressive collective bargaining outcomes, improved occupational health and safety (OHS), improved industrial harmony, increased protection of the physical environment from chemical use and more respect for workers’ rights.

**Balancing elements of the Development Triangle**

The intervention will address the three critical elements to sustainable change including organizational capacity development, advocacy, and strategic delivery elements. Capacity building initiatives will include strengthening the internal structures of partners making them more resilient to fulfil their own mandate and improve service delivery to the beneficiaries who are low skilled workers in the horticulture sub-sector. Actions will include training of the trade unions to gain capacity to execute the activities during the project, training on labour rights, and leadership and organizational development. Focus will be on leadership, program management and change management. Capacity building Interventions will include promotion of union capability to cascade training from the national to the branch levels, promotion of peer learning opportunities within and between unions and sharing of best practices to improve the project implementation. Strategic delivery elements will include supporting the unions to carry out massive recruitment of new members, awareness raising to both union members and non-members about labour rights, provision of direct training on occupational health and safety and development of posters to promote the rights of workers. There will be training of trade union officials on basic negotiation techniques and on labour laws and standards to enhance their ability to represent workers and keep check of government officials charged with workplace inspections. Advocacy elements will include lobbying authorities to undertake regular inspection of workplaces to ensure compliance with labour, health and environmental standards, development and follow up on the implementation of collective bargaining agreements, lobbying for implementation of certification standards, engaging with media to highlight good practices by companies applying progressive labour and occupational health safety standards as well as highlighting those that do not apply the standards in the horticulture value chain. Evidence-based advocacy interventions will influence duty bearers mainly the employers to improve work and labour standards. The interventions will build the governance structures of trade unions so that they will be better able to effectively influence duty bearers and engage in social dialogue on framework conditions for working places.

**Objectives, activities, expected results and indicators**

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| **Outcome 1:** Three partner trade unions have strengthened capacity and mandate to represent, cater and negotiate for plantation workers’ needs and rights and at least 74 workplaces (horticulture plantations) in Kenya, Tanzania and Uganda have improved working terms and conditions for 13000 employees by December 2023.  **Indicators:**   * Number of workers who benefit from signed and implemented CBAs with progressive clauses. * Number of new collective bargaining agreements * Number of new recognition agreements * Number of strategies with guidelines for collective bargaining in the horticulture sector   **Means of Verification**   * Copies of signed CBAS * Copies of Recognition agreements   **Assumptions:**   * Trade unions have the ability and capacity to mobilize workers * Partners have capacity to negotiate for better terms and work conditions of workers |

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| **Output 1.1:** By December 2023, three trade union partner have improved their negotiation strategies to include revision of collective bargaining agreements to ensure they meet the decent work pillars[[7]](#footnote-7)  I**ndicators**   * Number of trade union strategies reviewed   **Means of verification:**   * Revised strategies and annexes   **Activities:**   * + 1. Engage consultants to review the negotiation strategies of the three trade unions to include minimum standards for collective bargaining agreements and inclusion of superior social protection clauses     2. Publication of new negotiation strategies as model to other unions in the country.   **Assumption**   * Signed CBAs are implemented and contribute to better working terms and conditions for workers |
| **Output 1.2.** By December 2023, three trade unions have recruited and or reactivated membership of at least 3,000 members  **Indicators:**   * number of new union members who sign up and actively engage in union activities * number of dormant members who reactivate membership and engagement in union activities * number of unions that realise recognition agreements with employers   **Means of Verification**   * Records of members   **Activities:**   * + 1. Support three trade union partners to sensitize, organize and recruit at least 2500 new members and reactivate at least 500 existing dormant members   **Assumptions**   * Workers willing to participate in union activities as a way of realising collective bargaining and improved labour relationships |
| **Output 1.3:** By December 2023, at least 150 shop stewards/branch officials have received training in negotiation and bargaining techniques and how to counter dynamic employment trends.  I**ndicators**   * Number of shop stewards trained on negotiation and collective bargaining techniques   **Means of verification:**   * Training materials; attendance lists; minutes; photos; feedback sheets.   **Activities:**   * + 1. 6 trainings on strategic negotiation and collective bargaining techniques carried out for a total of 150 labour union shop stewards/ branch officials.   **Assumption:**   * Trained union officials take initiative to review implementation of existing CBAs with a view to updating them, while in workplaces without CBAs, and initiate the process for developing new CBAs. |
| **Output 1.4:** By December 2023, at least 90 trade union officials (30 from each union) have been trained in union leadership, local and international labour laws. These will further train workers at farm level.  **Indicators:**   * Improvement in the quality of union leadership and governance with systems put in place to promote internal dialogue and collective decision making   **Means of verification:**   * Training materials; attendance lists; minutes; photos; feedback sheets.   **Activities:**   * + 1. 3 trainings on union leadership carried out targeting 30 per country by December 2023.     2. Conduct awareness to 500 workers on their labour rights. This will be done by trained union members at the workstation level.   **Assumption:**   * Trained top union officials successfully train branch officials who in turn reach out to members. |
| **Output 1.5:** By December 2023, at least (30) CBAs: 12 new CBAs and 18 renewed CBAs have been signed between employers and the trade union partners.  I**ndicators**   * Number of new CBAs signed and implemented * Number of old CBAs renewed   **Means of verification:**   * Documentation from negotiation meetings (e.g., attendance lists and minutes), copies of old and new or renewed CBAs.   **Activities:**   * + 1. Support UHISPAWU to review the current recognition agreements with employer organization to take into consideration current issues such as COVID-19, rising cost of life.     2. Support UHISPAWU realise 3 new CBAs with employers of farms that had not been included in the industry recognition agreement.     3. Support TPAWU to review existing 20 CBAs to be progressive and negotiate 5 new ones     4. Support KPAWU to review 10 existing CBAs and realise 5 new CBAs.   **Assumptions**   * Employer’s sign and undertake to implement negotiated CBAs |

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| **Outcome 2:** By December 2023, the relationships, solidarity, and cooperation among social partners to promote decent work and labour standards has improved resulting to harmonious labour relations, social dialogue, and fair labour practices  **Indicators:**   * Improvement in the handling of workplace grievances and or labour disputes * Increased cooperation of social partners in promoting labour relations and social dialogue and fair labour practices   **Means of verification:**   * meeting reports * workers and employer’s feedback   **Assumptions:**   * Social dialogue is embraced by employers, employees and government as a method for promoting industrial harmony |

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| **Output 2.1:** By December 2023, 12 social dialogue meetings have been held between union leaders, employers, and government officials to discuss industrial relations and the development of grievance handling procedures.  **Indicators**   * Number of grievance handling procedures produced * Number of social dialogues meetings held   Means of verification:   * Minutes of the dialogue meetings held   Activities:   * + 1. 12 social dialogues meetings held, 4 for each country. Each meeting will take 2 days and will have (30 people each): - (10 human resource managers from selected farms in each country, 10 labour officers/ labour conciliators and 10 trade union representatives)     2. Framework for grievance handling and social dialogue developed in at least 15 workplaces; 5 for each country   **Assumptions**   * Concept of social dialogue is embraced by unions, employers and government as an alternative for resolution of disputes and handling of grievances |
| **Output 2.2:** By December 2023, at least 2,000 workers have received information and training on HIV and AIDS, occupational safety, and health (OSH), COVID-19, workers’ rights, and protection at the workplace.  **Indicators**   * Number of workers trained * Number of policies or guidelines developed on OSH, HIV&AIDS, COVID\_19 etc   **Means of verification**:   * Training materials; dissemination materials; attendance lists; minutes; photos. * Participants’ list, reports, minutes, and feedback from workers   Activities:   * + 1. 9 training of trainers (ToT) targeting 30 participants per session carried out in Uganda, Kenya and Tanzania     2. 60 half day dissemination and awareness raising workshops on HIV&AIDS, OSH and other workers’ rights targeting 30 participants per workplace conducted in Kenya, Uganda, and Tanzania   **Assumptions**   * Employers provide space for workers to meet to discuss labour issues |
| **Output 2.3:** By December 2023, three assessments (one per country) on women specific challenges and needs at the workplaces have been conducted and recommendations made as a basis for training, dissemination, and advocacy activities to improve the welfare of women at work.  **Indicators:**   * Number of assessments done * Women specific needs identified and reported to trade unions and employers. * Workplace/ human resource policies updated to include women specific needs   **Means of verification:**   * 3 assessment reports. * Workplace inspection reports. * Dissemination materials; attendance lists; photos.   **Activities:**   * + 1. 3 assessments conducted by consultants to establish women specific challenges and needs at the workplaces and recommendations for improvement developed as a basis for training, dissemination, and advocacy.     2. 3 dissemination workshops carried targeting workers and employer representatives from the 74 workplaces and actions put in place to improve the workplaces.     3. Dissemination of women rights at work using posters targeting at least 3000 women   **Assumptions:**   * Progressive CBAs result in better working conditions and social protection of women’s interest |
| **Output 2.4:** By December 2023, at least 90 trade union officials (30 from each union) have been trained on gender equality, gender mainstreaming, women’s rights and women specific challenges and needs at the workplace and development of actions to implemented and cascading of trainings to farm level  **Indicators**   * number of workers aware of women rights at the workplace * Number of trade union officials trained   **Means of verification:**   * Training materials; attendance lists; minutes; photos; feedback sheets.   **Activities:**   * + 1. 3 trainings of trainers carried out for 90 union officials at national and branch level.     2. Awareness on gender equality and mainstreaming conducted for 200 workers   **Assumptions**   * Unions are receptive of women needs and are willing and able to advocate for these needs in the workplaces. |
| **Output 2.5:** By December 2023 at least 45 employer representatives have been trained on gender equality, gender mainstreaming, women’s rights and women specific challenges and needs at the workplace and development of actions to implemented  **Indicators**   * Number of employer representatives trained on women needs   **Means of verification:**   * Training materials; attendance lists; minutes; photos.   **Activities:**   * + 1. 3 trainings carried for 45 members of employer associations in Kenya, Uganda, and Tanzania.   **Assumptions**   * employers are receptive of women needs and are willing and able to accommodate these needs in the workplaces. |
| **Outcome 3:** By December 2023, three trade unions are advocating for the promotion of workers safety and health in horticulture plantations and the protection of the surrounding environments through enhanced surveillance.  **Indicators:**   * number of workers examined * number of occupational health inspections and audits carried out * number of workplaces surveyed * number of studies carried out on the environmental impact of chemicals used in flower plantations   **Means of verification:**   * Medical examination report, * Workplace survey or inspection reports, * Environmental audit reports   **Assumptions:**   * Enforcement of labour and occupational health and safety laws and standards will result in decent work conditions |
| **Output 3.1:** By December 2023 three trade union partners have lobbied authorities to survey or inspect at least 15 workplaces to establish their conditions in relation to industry standards  **Indicators**   * Number of inspections held   **Means of verification**   * Inspection reports   **Activities**   * + 1. Lobby and advocate for adherence to sector certification standards which promote safe production standards and respect of workers’ rights targeting one body in each country.     2. Facilitate local and international media coverage to raise awareness on horticulture value chain including on companies that are adhering to and those not adhering to labour and environmental standards in Uganda, Kenya, and Tanzania   **Assumptions**   * Employers cooperate with authorities in conducting the workplace inspections * Trade unions working in the horticulture sector in East Africa are willing to share best practices on labour, health, safety, and environmental standards |
| **Output 3.2: B**y December 3 trade unions have lobbied authorities to undertake occupational safety and health inspections and audits in 6 flower farms.    **Indicators**   * Number of OSH inspections and Audits carried out by authorities * Number of studies carried out on the environmental impact of chemicals used in flower farms * Number of prosecutions cases conducted by authorities   **Means of verification:**   * Workplace inspection and audit reports * Study reports * Report of cases followed up by authorities   Activities:   * + 1. Work with occupational health and safety authorities to conduct medical examination of at least 30 workers in 5 flower farms per country     2. Lobby for authorities to Carry out inspections and audits for compliance with occupational health and safety laws     3. Conduct 3 studies on the environmental impact of chemicals used by flower companies (1 per country) |

**Sustainability of the project**

This project aims at improving the working terms, conditions, and environments of low skilled and lowly paid workers in flower plantations in Kenya, Tanzania, and Uganda. The intervention will contribute to increased awareness of the workers’ rights violations that often occur in flower plantations, contribute to the strengthening of trade unions collective bargaining power through increase in members, promote their voice in advocating for workers, advocate for employers to adhere to minimum labour and environmental standards, advocate for increased workplace inspection and as a result, contribute to the realisation of the sustainable development goals. The sustainability of the project will be realised through the strengthening of the unions ability to network with likeminded partners, improve their own leadership, negotiation and financial management structures. As they effectively represent workers through dialogue, they will gain increased legitimacy from members and other actors. With all the actors especially the flower companies increasingly embracing decent work and labour rights, there will be industrial harmony and protection of peoples and environmental rights.

**Summary of intervention milestones**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | 2021 | 2022 | | | | 2023 | | | |
| **No** | **Milestone description** | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| 1.1.0 | Inception activities (signing partner contract& development of detailed work plans |  |  |  |  |  |  |  |  |  |
| 1.1.0 | Steering committee meetings |  |  |  |  |  |  |  |  |  |
| 1.1.1. | Review the strategic plans of the three trade unions to include minimum standards for CBA |  |  |  |  |  |  |  |  |  |
| 1.1.2 | Publish the new strategic/negotiation plans |  |  |  |  |  |  |  |  |  |
| 1.2.1 | Partners sensitize, organize and recruit at least 3000 members |  |  |  |  |  |  |  |  |  |
| 1.3.1 | Training of union officials on strategic negotiation |  |  |  |  |  |  |  |  |  |
| 1.4.1 | Trainings on union leadership |  |  |  |  |  |  |  |  |  |
| 1.4.2 | Awareness to 500 workers on their labour rights. |  |  |  |  |  |  |  |  |  |
| 1.5.1&2 | Support UHISPAWU to review the current recognition agreements & negotiate new |  |  |  |  |  |  |  |  |  |
| 1.5.3 | Support TPAWU to review existing 20 CBAs |  |  |  |  |  |  |  |  |  |
| 1.5.4 | Support KPAWU to review 10 existing CBAs and realize 5 new CBAs. |  |  |  |  |  |  |  |  |  |
| 2.1.1 | Social dialogue trainings conducted |  |  |  |  |  |  |  |  |  |
| 2.1.2 | Framework for grievance handling and social dialogue developed |  |  |  |  |  |  |  |  |  |
| 2.2.1 | TOT training on OSH, HIV&AIDS etc. |  |  |  |  |  |  |  |  |  |
| 2.2.2 | Dissemination and awareness raising workshops on labour rights |  |  |  |  |  |  |  |  |  |
| 2.3.1 | Assessments of women specific challenges and needs carried out in 74 workplaces in Kenya, Uganda and Tanzania |  |  |  |  |  |  |  |  |  |
| 2.3.2 | Dissemination workshops to improve the workplaces |  |  |  |  |  |  |  |  |  |
| 2.3.3 | Posters for dissemination of women needs (3000) |  |  |  |  |  |  |  |  |  |
| 2.4.1 | Trainings of trainers carried out for 90 union officials at national and branch. |  |  |  |  |  |  |  |  |  |
| 2.4.2 | Awareness on gender equality and mainstreaming conducted for 200 workers |  |  |  |  |  |  |  |  |  |
| 2.5.1 | Employer representatives trained on women needs |  |  |  |  |  |  |  |  |  |
| 3.1.1 | Lobby and advocate for adherence to sector certification standards |  |  |  |  |  |  |  |  |  |
| 3.1.2 | Media coverage to raise awareness on horticulture value chain |  |  |  |  |  |  |  |  |  |
| 3.2.1 | medical examination of at least 30 workers in 5 flower farms per country |  |  |  |  |  |  |  |  |  |
| 3.2.2 | inspections and audits for compliance with occupational health and safety laws |  |  |  |  |  |  |  |  |  |
| 3.2.3 | studies on the environmental impact of chemicals used by flower companies |  |  |  |  |  |  |  |  |  |
| 4.0.0 | External evaluation |  |  |  |  |  |  |  |  |  |

**Monitoring, Evaluation and Learning**

A steering committee will be established composed of 3 representatives each from FIC and the partner unions. The committee will meet at least once every 4 months and will be responsible for providing strategic direction and oversight for the project, reviewing of milestones, address risks and anticipated challenges and agree on work plans. At the onset of the project, an inception workshop shall be conducted to ensure all the partners are properly on boarded and a more detailed workplans are developed. The project has developed the results framework which contains outcome and output indicators to measure progress and means of verification together with assumptions. Other key point of reference for measuring the progress of the project will include monthly and quarterly work plans, stakeholder feedback meetings, project budgets and risk analysis tool. The partners and FIC will utilise the available monitoring tools to collect information to regularly improve on the intervention approach, methodologies of dissemination and ensure risks are managed on a monthly and quarterly basis. Review meetings will take place both online and physical; to be integrated in the overall project work plan and budgeting. On a quarterly basis, the partners’ coordinators and FIC will hold meeting upon reviewing all the quarterly narrative and financial report from partners. The discussion of anticipated risks will be paramount in every monthly meeting which will consider country contexts for each partner including attribution and contribution factors to the changes realised. The result, challenges, risks and mitigation measures, lesson learned, most significant change stories and recommendations are part of our reporting areas on a quarterly basis. Moreover, there will be quarterly visits by FIC to Uganda and Tanzania partners since Kenya partners are within reach of FIC. The field visits will be an opportunity for FIC to verify the transformation, follow up on persisting challenges as well harvest transformation from the beneficiaries. Quarterly analysed data by use of simple spreadsheets and thematic categorisation will be disaggregated if related to gender, aggregated to identify total changes and numbers influenced as well as tabulated for easy understanding. FIC will share lessons learnt, stories of change and milestone on FIC website, social media etc. Internally, FIC will use internal evaluations with partners to review progress and areas of improvement. The intended and unintended changes will be documented. An independent external evaluation shall be carried at the end of the project and will assess efficiency, effectiveness, relevance, sustainability, and impact of the project. This will be shared with partners and CISU.

**Risk analysis and management**

COVID-19 pandemic might take a longer time before it is completely under control. The risk of partner’s staff, and FIC staff contracting the diseases remains high and the impact will also be high. To overcome the challenges brought about by the pandemic, the project will emphasis on follow up of all laid down protocols, and also push employers to purchase PPEs to ensure participants to activities are adequately protected. Where possible, activities will undertake online, while others may be postponed if the situation worsens.

Elections in Kenya is set for August 2022: This is a high risk with high impact. Based on past experience, the period can disrupt programs. In order to overcome the risk, the activities for the program will be planned with election in mind so that they occur before or after the slowing down of the election fever.

Being the first time FIC is trying to bring together the 3 trade unions from the three countries to cooperate directly in one sector, there is a low risk of slowing down on building trust and solidarity between the three unions as they push to advocate and strategize at the regional level. To overcome this risk, the project will foster the collaboration of the leaders from the onset. This has already started to happen during the project development phase.

The project faces a medium level risk of encountering uncooperative or anti-union employers. This may occur especially in sectors with low number of labour inspectors and where employers are afraid of inspections. To overcome the challenge, the project will approach such employers through their Employer Federations and Ministry of Labour through social dialogue.

1. Intervention-related information work in Denmark

The information work in Denmark will be directed to the public via SoMe (Facebook, Instagram and YouTube), but special information activities will be directed to Danish Trade Unions.

To ensure understanding and support for workers with different working condition is important, so initiative including webinars between Danish and East African workers in Uganda, Kenya and Tanzania.

Special information activities will be directed to Danish consumer organizations and importers companies in the Horticulture sector in order to raise awareness both on poor working condition, but also to create awareness of the production in relation to climate impacts.

And information activities will also be directed to politicians in order to make the environmental and climate aspect of this project known.

1. Horticulture includes flowers, vegetables, fruits, lawn grasses etc. The main focus for this project is flower plantations. [↑](#footnote-ref-1)
2. Decent Work is described as a sum of aspirations of people into work that is productive, gives fair income, security in the workplace and social protection for the family, equal opportunities and treatment, better prospects for personal development and social integration, freedom to organize and participate in decision making. [↑](#footnote-ref-2)
3. https://www.akinamamawaafrika.org/ [↑](#footnote-ref-3)
4. CBA is a written agreement concerning the negotiated terms and conditions of employment made between employers and workers through representation of a trade union. [↑](#footnote-ref-4)
5. <http://www.tropical-biology.org/wp-content/uploads/2015/01/Jimoh-Vogler-Waters_2007.pdf> [↑](#footnote-ref-5)
6. https://www.unep.org/news-and-stories/story/new-pest-control-techniques-kenyas-flower-hub [↑](#footnote-ref-6)
7. * Minimum standards in the CBAs embrace ILO decent work pillars including clauses on fair wages and salaries, provision for social protection of workers including those under non-standard terms, right to occupational health and safety, freedom of association and protection of workers from arbitrary loss of jobs.

   [↑](#footnote-ref-7)