



NATIONAL ORGANIZATION OF TRADE UNIONS (NOTU)



“Workers of Uganda Organized, Represented and Enjoying inclusive Decent Work and Sustainable Jobs”

5 YEARS STRATEGIC PLAN (2025 – 2030)



International
Labour
Organization



APPROVAL

This Five-Year Strategic Plan for the period 1st July, 2025 to 30th June, 2030 was discussed and endorsed by the National Secretariat, approved by the Executive Board and subsequently ratified by the General Council at its General Council meeting held on 27th May, 2025 at Hotel Africana-Kampala City, Uganda.

Okello Musa
Chairman General

Bigirwa Richard
Secretary General



TABLE OF CONTENTS

APPROVAL	-----	i
TABLE OF CONTENTS	-----	ii
LIST OF ABBREVIATIONS AND ACRONYMS	-----	v
FOREWORD	-----	vii
ACKNOWLEDGEMENT	-----	ix
LIST OF TABLES	-----	x
EXECUTIVE SUMMARY	-----	xi
CHAPTER ONE	-----	1
1.0 INTRODUCTION TO THE DEVELOPMENT OF THE STRATEGIC PLAN	-----	1
1.1 Purpose of the Strategic Plan	-----	1
1.2 Strategic Planning, Methodology and Structure	-----	2
1.2.1 Strategic Plan Process	-----	2
CHAPTER TWO	-----	4
2.0 AN OVERVIEW ON NATIONAL ORGANISATION OF TRADE UNIONS AND THE SITUATION OF LABOUR UNION AND EMPLOYMENT IN UGANDA	-----	4
2.1 About the National Organization of Trade Unions	-----	4
2.2 Motto	-----	4
2.3 Vision	-----	4
2.4 Mission	-----	4
2.5 Core Values	-----	4
2.6 Mandate and overall Objectives	-----	5
2.7 Governance structures	-----	5
2.8 Management structures	-----	7
2.9 Other organisational structures	-----	7
2.10 Achievements registered so far	-----	8
2.11 Lessons learnt	-----	11
2.12 Major Challenges	-----	11
2.13 Contextual analysis on the Labour movement and Labour market in Uganda	-----	11
CHAPTER THREE	-----	16
3.0 ENVIRONMENTAL SCAN	-----	16
3.1 Strength, Weaknesses, Opportunities and Threat	-----	16
Analysis Table 1 : SWOT Analysis	-----	16



CHAPTER FOUR	-----	19
4.0 THE POLITICAL, ECONOMIC, SOCIO-CULTURAL, TECHNOLOGICAL, LEGAL AND ENVIRONMENTAL ANALYSIS	-----	19
Table 2: Elements for Consideration during PESTLE Analysis	-----	19
CHAPTER FIVE	-----	21
5.0 STAKEHOLDER AND OPERATIONAL ANALYSIS	-----	21
5.1 Stakeholder Analysis	-----	22
5.1.1 Internal Stakeholders	-----	22
5.1.2 External Stakeholders	-----	22
5.2 Stakeholder Mapping	-----	23
Table 3: Stakeholder Mapping	-----	23
5.3 Baseline Analysis	-----	25
Table 4: Baseline Analysis	-----	25
CHAPTER SIX	-----	26
6.0 EMERGING ISSUES AND INTEGRATION INTO NATIONAL AND INTERNATIONAL FRAMEWORKS	-----	26
6.1 Emerging Issues	-----	26
6.2 Alignment to SDGs and National Development IV	-----	26
6.2.1 Alignment to SDGs	-----	26
6.2.2 Alignment to National Development Plan IV	-----	27
CHAPTER SEVEN	-----	29
7.0 NOTU'S PRIORITY AREAS	-----	29
7.1 Strategic Plan Priority Areas Outcome	-----	29
7.1.1 PRIORITY AREA ONE: Trade Union Organising, Recruitment and Membership Growth, Density and Power	-----	30
7.1.2 PRIORITY AREA TWO: Decent work and Working Conditions for all workers in the world of work	-----	31
7.1.3 PRIORITY AREA THREE: Capacity Building, Training, Skilling, Service delivery and Development	-----	33
7.1.4 PRIORITY AREA FOUR: Social dialogue, Social Justice and Solidarity Campaigns	-----	34
7.1.5 PRIORITY AREA FIVE: Alliance Building, Partnerships and collaborations	-----	35
7.1.6 PRIORITY AREA SIX: Labour Standards, Legislations, Trade and Investment Agreements and Collective Bargaining Agreements for decent work and social justice	-----	36
7.1.7 PRIORITY AREA SEVEN: Strengthened Institutional Capacity And Effectiveness	-----	37



CHAPTER EIGHT	-----	39
8.0 CRITICAL SUCCESS FACTORS TO ENHANCE THE IMPLEMENTATION OF THE STRATEGIC PLAN	-----	39
8.1 Strategies and Action areas to be Considered during Implementation	-----	39
8.2 Roles and Responsibilities of Stakeholders in Strategic Plan Implementation	-----	40
8.2.1 NOTU Secretariat	-----	40
8.2.2 NOTU Affiliates and Members	-----	40
8.2.3 Development Partners	-----	40
CHAPTER NINE	-----	41
9.0 MONITORING AND EVALUATION RISK ASSESSMENT AND MITIGATION PLAN	-----	41
9.1 Monitoring and Evaluation Framework	-----	41
9.2 Risk Assessment and Mitigation Plan	-----	41
CHAPTER TEN	-----	46
10.0 FINANCING THE STRATEGIC PLAN	-----	46
10.1 Financing mechanisms and approaches of the strategic plan	-----	46
10.2 Advocacy and Communication Plan	-----	47



LIST OF ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution
AI	Artificial Intelligence
ACFTA	African Continental Free Trade Area
CBAs	Collective Bargaining Agreements
CSOs	Civil Society Organizations
COVID-19	Corona Virus Disease-19
COP	Community of Practice
COFTU	Confederation of Free Trade Unions
COTU-K	Confederation of Trade Unions of Kenya
DIT	Directorate of Industrial Training
DTDA	Danish Trade Union Development Agency
DPs	Development Partners
DWCP	Decent work Country Programme
EAC	East African Community
EATUC	East African Trade Union Confederation
FPRW	Fundamental Principles and Rights at Work
FUE	Federation of Uganda Employers
GDP	Gross Domestic Product
GFAs	Global Financial Agreements
HC	Host Communities
ILS	International Labour Standards
ILO	International Labor Organization
IOM	International Organization of Migration
ITUC	International Trade Union Confederation
LAB	Labour Advisory Board
MDAIs	Ministries, Departments, Agencies and Institutions
MoGLSD	Ministry of Gender, Labour and Social Development
M and E	Monitoring and Evaluation
NDP	National Development Plan
NDPIV	National Development Plan IV
NEB	National Executive Board
NLFS	National Labour Force Survey
NOTU	National Organization of Trade Unions
NSSF	National Social Security Fund



OATUU	Organization of African Trade Union Unity
OSH	Occupational Health and Safety
PESTLE	Political, Economic, Social-Cultural, Technological, Legal and Environmental Factors
SDGs	Sustainable Development Goals
SG	Secretary General
SIGs	Special Interest Groups
SP	Strategic Plan
SSWTUF	South Sudan Workers' Trade Unions' Federation
SWOT	Strengths, Weaknesses, Opportunities and Threats
UBOS	Uganda Bureau of Statistics
UNSDCF	United Nations Sustainable Development Cooperation Framework
TORs	Terms of Reference

FOREWORD



Richard Bigirwa,
SECRETARY GENERAL

The National Organisation of Trade Unions (NOTU) embarked on a critical journey to develop its Five-Year Strategic Plan (SP) for the period 2025-2030. This Strategic Plan will serve as a Road-map for the National labour center, guiding our efforts to advance, promote, protect and defend the social, political and economic rights and interest of workers through effective representation for improved welfare.

The world of work is undergoing significant changes, driven by technological advancements; demographic shifts; post COVID-19 pandemic effects; Climate change and Just transition; Artificial Intelligence (AI) and automation; Platform and gig work; Skilling and retooling; Gender equity and equality, Cross-border trade and investments; Business and Human Rights issue among others. These changes have created new challenges and opportunities for workers, employers, and governments.

In view of the above, NOTU and its affiliates must therefore adapt and respond to these

changes and challenges in order to remain relevant and effective in creating Decent work and Social justice for all workers in the world of work. As a result, our cherished vision of “Workers of Uganda Socially, politically and economically emancipated and enjoying decent work environment” will be realized. Our mission of promoting and protecting the rights of workers in Uganda through organising and recruitment, policy and legal influencing, grievance handling and dispute resolution, collective bargaining, advocacy and lobby, training and education among others, will also be sustained.

In light of above, the Strategic outcomes that underpins this well-thought and comprehensive, Strategic Plan for the next five years are;

- » An increase in trade union membership, density and power.
- » Improved working conditions and decent work, especially in employment, protection, social dialogue, social protection, trade and business, business and human rights, labour migration, climate change/just-transition, training and education, work-based learning among others for all workers, including migrant workers, refugees, gig and platform workers, informal as well as formal workers.
- » Enactment and implementation of pro-workers’ labour and trade and investment laws, policies and other standards for economic growth and sustainable development.
- » Independent, strong and united labour unions and workers in the country.
- » Inclusive and integrated gender and Special Interest Groups (SIGs)’s concerns and interests in the management and intervention of the National Center and labour movement and,
- » Strengthened institutional capacity, visibility and sustainability of NOTU and its affiliates.



Finally, I look forward to concerted efforts, support, collaboration and partnership from Staff, National Secretariat, Executive Board Members, Members of the General Council, Social partners, regional and international labour organizations and Development partners in successfully delivering the results and outcomes for the period of the Strategic Plan, 2025-2030.

Richard Bigirwa,
SECRETARY GENERAL



ACKNOWLEDGEMENT

The National Organization of Trade Unions (NOTU) wishes to express its sincere gratitude and appreciation to all persons or individuals and organizations that have in all ways, both technical, and financial contributed towards the development of this Five-Year Strategic Plan (2025 - 2030). Special appreciation goes to:

- » The National Secretariat, Executive Board, Staff and General Secretaries of NOTU affiliated unions for their inputs and dedication towards the development of the Strategic Plan.
- » International Labour Organization (ILO) for the generous financial and technical support, whom of which this strategy would have not been developed.
- » The Tripartite partners, especially Ministry of Gender, Labour and Social Development (MoGLSD), in particular, Department of Labour, Industrial Relations and Productivity and Federation of Uganda Employers (FUE).
- » Development Partners, particularly Mondiaal FNV, Danish Trade Union Development Agency (DTDA) and Enabel among others.
- » Workers' Members of Parliament in the 11th Parliament of Uganda.
- » The consultants and experts who provided technical guidance and support throughout the planning and development process.
- » All NOTU affiliates, workers, and stakeholders who participated in the planning process through surveys, focus group discussions, consultations and other engagement mechanisms.

Your contributions and inputs significantly shaped and provided a strong foundation in the development of this important document. It is in the interest of every stakeholders, especially workers and trade unionists that you continue with this great spirit of collaboration and partnership to collectively achieve the goals and objectives outlined in this Strategic Plan.

Finally, we express our heartfelt gratitude to the Programmes Officer, Businge C. Nicholas, the Technical Team and Consultants led by David Bimboona for the outstanding technical contribution, expertise and cooperation in development of this plan.



LIST OF TABLES

Table 1: SWOT Analysis	-----	16
Table 2: PESTLE Analysis	-----	19
Table 3: Stakeholders' Mapping	-----	23
Table 4: Baseline Analysis	-----	25
Table 5: Risk Assessment and risk mitigation plan	-----	42



EXECUTIVE SUMMARY

The National Organization of Trade Unions is pleased to present its Five-Year Strategic Plan for the period (2025-2030). This Plan outlines the Vision, Mission, and Strategic Objectives, as well as comprehensive road-map in achieving its stated Goals. The world of work is undergoing significant changes, driven by number of factors in form of technological advancements such as Artificial Intelligence, demographic shifts, effects of COVID-19 pandemic, Climate change and Just-transition, casualization of workers, cross-border trade and investments, Business and Human rights, Refugees and forcibly forced persons as well as emergency of gig and platform work among others. These changes have posed numerous challenges to the workers in the world of work. These includes; low wages and salaries, poor working conditions associated with inadequate occupational health and safety systems, limited access to social protection, limited protection and job security, limited skills development and training opportunities as well as dominance of the informal sector. National labour centers such as National Organization of Trade Unions and its affiliates need to be well-prepared with strong planning and implementation strategies to address these challenges in order to promote decent work, economic growth and social justice for its members and workers within the national, regional and international labour laws, policies and standards.

Therefore, this Strategic plan is designed to achieve the following objectives;-

- i) Trade union Organising and Recruitment, Membership growth, Density and Power.
- ii) Decent work and Working conditions for all workers in the world of work.
- iii) Capacity building, Training, Skilling and Service delivery and development.
- iv) Social dialogue, Social justice and Solidarity campaigns.
- v) Alliance building, Partnerships and Collaborations.
- vi) Labour Standards, Policies and Legislation, Trade and Investment Agreements and Collective Bargaining Agreements and Negotiations.
- vii) Institutional development, Visibility creation and marketing and Sustainability.

The Strategic plan's strategic and priority areas will achieve the following aims and outcomes; Increased trade union membership, density, retention and power in the world of work; Improved and decent working conditions for all workers, including migrant workers, refugees and Host communities, gig and platform workers, special interest groups in respect to employment, trade and investment, business and human rights, labour migration, climate change and just-transition, grievance handling and dispute resolution among others. In addition, it will lead to Independent, strong knowledgeable and empowered National labour center and labour unions; Inclusive, integrated social dialogue, social justice and solidarity mechanisms and approaches; Strong alliance building, partnerships and collaboration for trade union growth and development; Enactment and implementation of pro-workers' labour laws, policies, trade and investment agreements, collective bargaining agreements, social protection as well as human rights for economic growth and decent work and Strengthened institutional capacity, visibility and sustained actions by National center, affiliates and development partners.

The Strategic plan is divided into ten chapters for ease of presentation and usage. These chapters cover different aspects but are all aligned to one another. The parts are as follows; Chapter One of the Strategy provides an introduction to the development of the Five-year Strategic plan. It presents the purpose of the Strategic plan, identifies strategic planning,



methodology and the structure. It also highlights the strategic plan process used to consultatively and effectively develop the strategy.

Chapter Two presents an overview of the National Organisation of Trade Unions and the situation of labour unions and employment in Uganda. It highlights brief history of NOTU, identifies its motto, vision, mission, core values and governance structures. In addition, Chapter Two discusses some of the achievements, challenges and lessons learnt. It is worth noting that, many of the accomplishments and challenges discussed in the chapter refers to some of the contextual issues that affect or are likely to influence the actions of NOTU, which will be championed through this strategic plan.

Chapter Three and Four provides a diagnosis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of NOTU as well as the Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) analysis. These analysis were inputted or conducted by NOTU's leadership, affiliates, tripartite partners and Development partners. Through the SWOT and PESTLE analysis, the critical issues facing NOTU both internally and externally are unearthed. Furthermore, the analysis provides unique vantage points that NOTU stands on to pursue its vision and mission effectively.

Chapter Five focuses on stakeholders and operational analysis of NOTU, in terms of internal and external stakeholders. In addition, it looks at stakeholders mapping and baseline analysis that will ensure the successful implementation of the strategy. While, Chapter Six discusses the emerging issues and integration of the strategy into national and international frameworks, particularly alignment to Sustainable Development Goals and the National Development Plan IV.

Chapter Seven presents NOTU's seven priority areas and actions. It also considers strategic plan's outcomes to be achieved after the five-year period through the Secretariat, affiliates, social partners and development partners. On the other hand, Chapter Eight provides for critical success factors to enhance the implementation of the strategic plan. It also looks at the strategies and action areas to be considered during implementation of the strategy. Importantly, the chapter also looks at the roles and responsibilities of stakeholders in implementation of strategic plan.

The last chapters of the Strategy are Chapter Nine and Ten, which presents Monitoring and Evaluation Plan and Financing Plan for NOTU's Strategic plan respectively. The Monitoring and Evaluation part, suggests indicators and approaches that will be utilized to track progress towards achievements of the Results as set out in the plan. While, the Financing plan provides for the estimated costs for each priority areas and the possible funding sources to achieve the desired outcomes and intervention areas set out in the plan. Lastly, this chapter also provides for the advocacy and communication plan for effective implementation of the Strategic Plan 2025-2030.



CHAPTER 1

1.0 INTRODUCTION TO THE DEVELOPMENT OF THE STRATEGIC PLAN

1.1 Purpose of the Strategic Plan

The National Organization of Trade Unions is a non-profit and most representative labour center in Uganda, currently with 39 labour union affiliates. It has a membership of about Two million five hundred thousand unionized workers across all economic sectors of the country, including agriculture, transport, mining, fishing, manufacturing, services, civil service, Migrant Workers and the informal economy among others. However, it represents about 11 million workers in the country on all labour issues and concerns in the country. It was formed under Trade Unions' Decree of 1973, later on provided for under the 1995 Constitution of Uganda (as amended), under Articles 29 and 40 in addition. It was formed by an Act of Parliament, under Labour Unions Act Cap 228 of the Laws of Uganda. It is an ILO Constituency, and under Convention C144-Tripartite Consultation, forms part of the Tripartite partners. As a key player in the labour movement, NOTU promotes, defends and protects the rights of workers, improving their working conditions, and enhancing their overall well-being.

The purpose of this Five-Year Strategic Plan (2025–2030), therefore, is to provide a comprehensive framework to guide NOTU's efforts to achieve its overall Vision, Mission, Strategic objectives and Mandate as provided for under the 1995 Constitution of Uganda (as amended), Labour Unions Act, Cap 228 and other laws of Uganda. Nevertheless, the Plan aims at:

- (i) Aligning NOTU's strategies and programs with the changing labour market and socio-economic context in Uganda.
- (ii) Ensuring Decent work, Economic growth and Social justice for all workers in Uganda, including migrant workers, refugees, platform and gig workers, informal economy workers among others.
- (iii) Strengthening NOTU's organizational capacity and effectiveness in organizing, recruiting, collective bargaining, social dialogue and negotiations and representing workers' interests and concerns at local, national, regional and international levels.
- (iv) Enhancing NOTU's influence and impact on labour policies, laws, standards and practices, as well as on decent work in trade and investment, Business and Human rights, Climate change and Just transition, Apprenticeship (Work-based learning) among others
- (v) Lastly, improving the livelihoods, welfare and working conditions of workers in Uganda.

This Strategic Plan is designed to be a dynamic and flexible framework, adaptable to the evolving needs and priorities of workers in Uganda. It provides a road-map for NOTU and its affiliates' programs, projects, activity interventions, and resource allocation over the next five years, and serves as a basis for accountability, reporting, monitoring, and evaluation.

The development of this strategic plan is a product of several months of intensive analysis and design, involving wide and inclusive consultations among staff, members of the National Secretariat, Executive Board Member, NOTU Affiliated unions, Development Partners (DPs) and Government Officials. Additionally, it is a result of a deep internal reflection of its strengths and weaknesses as well as Opportunities and Threats (SWOT) within the organization as well



as a critical scrutiny of the history and current situation of the country, the complex interplay of the various actors in the Ugandan society and their impact or implications to the trade union/labour movement in Uganda. The process also revisited and reviewed the institutional philosophy (Mission, Vision, Objectives, Mandate, Values, and Principles) and established a firm and decisive commitment to the pursuit of workers' well-being.

Arising from this reflection and analysis, therefore are seven priority areas for NOTU and its affiliates in the Plan. The Plan calls for continuous planning, programming and intervention in CRITICAL AREAS of;

- (i) Membership Organising, Recruitment and workplace Organizing and Monitoring,
- (ii) Social dialogue, Negotiations and Collective Bargaining Agreements (CBAs),
- (iii) Policy Engagement and Influencing at Local, National, Regional and International levels,
- (iv) Capacity Building, Training, Skilling, Re-training and Education for Affiliates and Workers, including Work-based Learning such as Apprenticeship,
- (v) Lobby and Advocacy on Workers' Rights, Laws, Policies, Standards and Interests,
- (vi) Communications, Visibility and Marketing on labour issues, services and products,
- (vii) Research, Technical Advancement, Artificial Intelligence and Knowledge management on labour issues, services and products,
- (viii) Institutional development and Sustainability,
- (ix) Lastly, Monitoring, and Evaluation (M and E).

It is important to note that, the plan ensures scale up of cross cutting themes of inclusion, diversity, platform work, gig economy, refugees and host communities (HCs) as well as displaced persons, and climate change and just-transition, SIGs' as well as safeguarding, and environment needed to address significant contributions in establishing a protective environment for all categories of workers in the economy.

1.2 Strategic Planning, Methodology and Structure

The Strategic planning embraced a process of looking into the future and identifying trends and issues against which to align the organizational priorities within the next five years. At the National center, the strategy is about achieving a goal in the most effective and efficient manner possible. Therefore, strategic planning was about understanding the challenges, trends and issues; understanding who the key beneficiaries or clients are and what they need; as well as determining the most effective and efficient way possible to achieve the mandate.

1.2.1 Strategic Plan Process

In the development of the Strategic Plan (2025-2030), efforts were relied upon Annual Work-plans, ongoing projects and programmes as well as other activity-based interventions. NOTU engaged an independent external facilitators and consultants to coordinate the planning process. The role of the facilitators and consultants were to provide guidance in the process, collecting data and putting together inputs and views from National Secretariat members, Executive board Members, NOTU affiliates, Development Partners, Tripartite partners and various stakeholders in the development of the final Strategic Plan. They reviewed documents and materials including but not limited to, activity reports, project reports, annual work plans, proposal documents and its delivery methodologies, in relation to its strengths and weaknesses, opportunities and challenges.





CHAPTER 2

2.0 AN OVERVIEW ON NATIONAL ORGANISATION OF TRADE UNIONS AND THE SITUATION OF LABOUR UNIONS AND EMPLOYMENT IN UGANDA

2.1 About the National Organization of Trade Unions

As noted earlier, National Organizations of Trade Unions is a non-profit labour-based organization. It is an umbrella body of trade unions (federation) that represents workers across all economic sectors in Uganda. It was established by Decree No. 29 of 1973, which was later on repealed and replaced by the Labour Unions Act, Cap 228. It is the most representative National Labour Union Centre in Uganda with over Two Million Five Hundred (2.5 million) organized workers from Thirty-eight (38) affiliated trade unions across all sectors of the Ugandan economy. It works under tripartite and bipartite mechanisms as provided for through the legal and policy frameworks namely; the 1995 Constitution of Uganda as amended, the Labour Unions Act, Cap 228, the Employment (Amendment) Act, Cap 226 and the National Tripartite Charter on Labor Relations, 2013 among others. Therefore; -

- a) NOTU plays a fundamental role in coordinating and rallying its affiliates for the social and economic development of workers.
- b) In collaboration with its affiliates, NOTU ensures the promotion and defence of the rights and interests of workers by influencing for the deliberate regulations of conditions of employment for the betterment of members' welfare and workers in general.
- c) Act as a tool for workers to escape exploitation and violation of their basic human dignity and improve their job security as well as safeguard the provision of benefits and services to their members through Collective Bargaining Agreements (CBAs), grievance handling among others.
- d) NOTU and its affiliates are key in ensuring the promotion of International Labour Standards (ILS) and the Decent Work Agenda in the country through social dialogue, negotiations and effective participation in the formulation and implementation of national, regional and international labour related laws and policies and standards.
- e) In addition, it promotes the ILO's Decent Work Country Program (DWCP) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) by ensuring respect and promotion of International Labour Standards (ILS) and conventions.

2.2 Motto: Unity is Power and Wealth.

2.3 Vision: Workers of Uganda socially, politically and economically emancipated and enjoying decent work environment.

2.4 Mission: To advance, promote, protect and defend the social, political and economic rights and interest of workers through effective representation

2.5 Core Values

- a) **Voluntarism:** The willingness to freely offer one's time, energy, and resources to support a cause of organization without expectation of reward or compensation



- b) **Solidarity:** The act of standing together in unity and mutual support to promote a common interest, goal, or cause of the National center or its affiliates.
- c) **Constitutionalism:** Adherence to the principles and rules outlined in constitution, ensuring that all actions and decisions align with the established framework.
- d) **Democratic:** A commitment to democratic principles, including fairness, equality, and the protection of members' rights, with decision-making power resting with the members or their elected representatives.
- e) **Independence:** National center or its affiliates being free from external influence, control, or interference, allowing for autonomy in decision-making and action.
- f) **Transparency:** The quality of being open, honest, and clear in all interactions, decisions, and actions, providing access to information and promoting trust.
- g) **Accountability:** The willingness to take responsibility for one's actions, decisions, and outcomes, being answerable to stakeholders and the public.
- h) **Integrity:** The adherence to moral and ethical principles, demonstrating honesty, fairness, and consistency in all interactions and decision-making.
- i) **Non-discrimination:** The commitment to treating all individuals with respect and dignity, regardless of their background, culture, or characteristics, and avoiding any form of prejudice or bias.
- g) **Non-Partisan:** The avoidance of affiliation or alignment with any particular political party or ideology, maintaining a neutral and impartial stance.
- k) **Non-Sectarian:** The commitment to avoiding any form of sectarianism, promoting inclusivity and respect for all religions, cultures, and beliefs.

2.6 Mandate and overall Objectives

Notwithstanding the function of a National Labour Centre as provided in the Labour Unions Act, Cap 228; NOTU shall stand and operate on the following main objectives;

- a. To Advance, Advocate, Promote, Protect and Defend workers' rights in the formal and informal sectors of work, including the rights of migrant workers, platform/gig economy workers, refugees and displaced persons.
- b. To promote affiliates' social, economic, well-being and political interests.
- c. To enhance capacity building, training, skilling and retraining of workers and Unions for decent work, economic growth, Business and human rights observance, climate change and just transition and sustainable development.
- d. To build Trade Union power, density and solidarity through organizing, recruitment and education.
- e. To build strong and bigger membership and viable financial base
- f. To engage Global Capital for labour responsive policies, practices, trade and investments through Global Framework Agreements (GFAs).
- g. To advocate for strong labour standards, policies and legislation and.
- h. To offer legal services to her affiliates as a means of promoting accessible justice to vulnerable workers.

2.7 Governance Structures

- a) **Congress** The supreme organ of NOTU that is held after every five years, with objectives to elect office bearers and transacting normal delegates' conference work. It is composed of all members of the Executive Board, members of the women committee, members of the Youth Committee, representatives of workers with disabilities, representatives of the Informal Economy workers, members of Parliament representing workers, members of the Council of Trustees as ex-officios, members of the Disciplinary Council and delegates from affiliates, selected in accordance to well laid down criteria (up to 500 paid up members- 5 delegates; 501 – 5000 paid up members- 7 delegates; 5001 – 10.000 paid up members- 9 delegates. For every extra 5000 members 1 additional delegate).



- b) **Governing Council:** The second highest decision-making body of NOTU and is composed of General Secretaries and Chairpersons from NOTU affiliated unions, members of Executive Board and Workers' Members of Parliament . It meets bi-annually to recommend policies, programmes and activities of the center to the congress, consider reports and make approvals as required by NOTUs Constitution and operating policies.



- c) **NOTU Executive Board (NEB):** It's a twenty-nine (29) Member board elected by the Congress. It meets every quarter to among others; make rules, regulations and policies for the good governance and management of the National center, appoints and sanction staff and provide overall oversight roles of the organization.
- d) **National Secretariat:** This structure is headed by the Secretary General. It ensures proper administration of the center, coordinates the affiliates and conduct day to day running of the center.



2.8 Management Structures

- (a) **Chairman General:** Is the political head of the organizations, and supervises the management and administration of the organization. The Chairman General is assisted by the Deputy Chairman General and three Vice Chairpersons General who he/she may call upon whenever need arises.
- (b) **Secretary General:** The Chief Executive Officer and Accounting officer of NOTU, responsible for providing strategic leadership, managing the secretariat, and implementing decisions made in the organs of the organization and is responsible for communications. In addition, he or she oversees projects and programmes of the organisation. The Secretary General is assisted by four Deputy Secretary Generals.
- (c) **Treasurer General:** Is the Chief finance officer of the organization, provides financial oversight on the organizational financial matters. He prepares and presents to the organs all financial and audited accounts of the organization. He is one of the signatories to all financial transactions of NOTU. He is assisted by the deputy treasurer general
- (d) **Departmental Heads:** Responsible for managing specific departments, such as Organizing and Recruitment, Education, Research, and Communications.
- (e) **Regional Coordinators:** Oversee NOTU's activities in the regions, providing support to affiliate unions and coordinating programs from the center.
- (f) **Affiliate Unions:** Thirty-nine autonomous trade unions affiliated to NOTU, who participates in all the interventions and decision-making, implement programs, and receive support services.

2.9 Other Organisational Structures

These are different special interest groups, whose roles includes to establish network with relevant organizations, provide and disseminate information concerning its interests, promote education and organizing activities as well as programmes and lay strategies and plan for its members and groups. These are;

- (a) NOTU Women's Committee: Promotes women's empowerment, equality, inclusion and participation within NOTU and labour movement.
- (b) NOTU Youth Committee: Represents the interests of young workers, promotes youth empowerment, inclusion and supports youth development programs.



- (c) PWDs Committee: Ensures inclusion of workers with disabilities interests and concerns.
- (d) Informal Economy Committee: Ensures informalities in the world of work are addressed and inclusion of informal workers' interests and programmes are implemented.
- (e) Regional Councils: These are established in every region composed of such offices and roles as the Executive Board shall determine.
- (f) District Councils: These are NOTU's District Council in every district composed of such offices and roles as the Executive Board shall determine.
- (g) Special committees, such as Legal Committees, Business and Human Rights



Committee, Board of Trustees, Disciplinary and Alternative Dispute Resolution Committee among others. These are formed to handle special interests and issues as guided by the Executive Board or the General Council.

The above governance and management structure is designed to ensure democratic decision-making, effective management, and efficient service delivery to affiliates and their members.

2.10 Achievements registered so far

Over the years, NOTU has undertaken number of interventions that have benefited its affiliates, workers and the whole country. These can be enumerated as below; -

- (a) Successful engagement with the President on 30th April, 2025 at State-House Entebbe. Key commitments achieved were; -
 - i) Revision of PAYE threshold from the current UGX 235,000 to UGX 350,000 as a start-up for salary deduction.
 - ii) Implementation of low-cost housing programmes for workers, where government will among others support in the provision of land and other infrastructural facilities such as water and electricity.
 - iii) Ensure casualization of workers is addressed and stopped in the country.
 - iv) Ensure quotas for workers' representatives and trade unionists in government appointments to different boards, agencies and other deployments within and outside the country.
 - v) Implementation of tripartite and sector-based Minimum-wage in the country to ensure value for labour.
 - vi) To re-constitute the Minimum-Wages Advisory Board to advise and propose appropriate wages and labour standards in the country.
 - vii) Ensure Government fulfills its international financial and reporting obligations, including to the International Labour Organisations.
- (b) Promotion of unity and solidarity on issues that affects workers in the country. This has resulted into enjoyment of workers' rights and welfare in the world of work.
- (c) Membership growth and increment as well as unionization of workers. At least, fifteen (15) trade unions have since joined NOTU from Confederation of Free Trade Unions (COFTU). This has brought NOTU membership to 39 affiliated unions. While, unionized workers stand at 2.5 million in the country. These have been sustained and participates in all its affairs and activities when invited as when and resources permits,
- (d) Improved relationship among NOTU affiliates and its leaders leading to conducive working environment and organizational stability.
- (e) Improved International donor relations and confidence leading to commitment to funding of NOTU activities.
- (f) Gender mainstreaming and integration in NOTU activities and partnerships leading to gender-sensitive programming and planning.
- (g) Improved working relations with tripartite partners. This is seen in continuous invitations of NOTU to workshops, consultations into government policies and activities with FUE on range of issues.
- (h) Increased NOTU outreaches and visibility across the country to ensure balance in activity interventions across all the regions so that all workers, local leaders and union leaders are reached, their capacities enhanced and built.
- (i) Increased stakeholder engagements: NOTU actively participates in different international and national meetings and engagements with ILO, East African Trade Union Confederation (EATUC), International Trade Union Congress (ITUC), Enabel, International Organization for Migration (IOM), Ministries, Departments, Agencies and Institutions (MDAIs), Civil Society Organization (CSOs) among others.
- (j) National galvanization of members: NOTU conducts massive country-wide awareness creation on NOTU's mandate and objectives as well as organizing and mobilization of workers to join different trade unions across the country.
- (k) Collaboration and Signing of Memorandum of Understanding between NOTU and South Sudan Workers Trade Union Federation (SSWTUF), Central Organization of Trade Unions (COTU-K) on the Protection of Migrant Workers' Rights and other issues.

- (I) Establishment of Social dialogue mechanisms and training of Negotiators in collective bargaining and social dialogue. This has been done through training of youth, women, elderly, workers councillors and persons with disabilities leaders. The trained leaders have exercised their leadership skills through improvement of the management of their respective union.



2.11 Lessons learnt

Key lessons learned include:

- (a) The Power of Social Dialogue – Engagement with NOTU has highlighted the importance of fostering strong relationships between government institutions, employers, and workers’ organizations. Effective dialogue facilitates policy development and ensures the voices of workers are heard in labour market reforms.
- (b) Capacity Building and Empowerment – Strengthening the leadership and organizational capacity of trade unions has proven essential for improving their effectiveness in advocating for workers’ rights. Providing training on negotiation skills, workers’ rights, labour laws, and leadership has empowered union leaders to better represent their members.
- (c) Challenges of Membership Engagement – The need to enhance membership engagement within trade unions. We’ve observed that unions need to build stronger connections with their members to ensure active participation and sustain long-term advocacy efforts.
- (d) Importance of Data-Driven Advocacy – Working with NOTU and its affiliates reinforced the significance of evidence-based advocacy. Reliable data on labour market trends and the condition of workers is essential for crafting impactful policies and interventions.
- (e) Navigating Political and Regulatory Challenges – Collaborating with NOTU has underscored the complexities of navigating political and regulatory changes. As labour policies are frequently affected by political shifts, having a proactive engagement strategy is critical in safeguarding workers’ rights.
- (f) The Need for Continuous Dialogue with Employers – Maintaining constructive relationships with employers is vital. While, tensions can arise, regular communication and engagement can lead to solutions that benefit both employers and employees, such as fair working conditions and labour agreements.

These experiences have helped to shape NOTU’s strategic approach in supporting its affiliates, emphasizing the need for collaboration, capacity building, and data-driven advocacy to strengthen labour rights and promote social protection.





2.12 Major Challenges

As noted, number of challenges and bottlenecks continue to be faced by Workers and trade unions in Uganda. Some of them include; -

- » Low wages and poor working conditions: Many workers in Uganda earn low wages and face poor working conditions, including long working hours, lack of protective gear, and exposure to hazardous substances. (Source: ILO, 2020).
- » Limited access to social protection: Only 10% of the population in Uganda has access to social security schemes, leaving many workers vulnerable to poverty and insecurity. (Source: ILO, 2020).
- » High levels of child labour: An estimated 2.5 million children in Uganda are engaged in child labour, often in hazardous and precarious conditions. (Source: ILO, 2020).
- » Limited representation and collective bargaining: Many workers in Uganda are not represented by trade unions, and collective bargaining agreements are limited. (Source: NOTU, 2022 and Labour Market Survey, 2024).

Challenges to Workers' Representation

- » Low trade union density: Only 10% of the labour force in Uganda is unionized, making it difficult for workers to negotiate for better wages and working conditions. (Source: ILO, 2020).
- » Limited compliance by employers, especially foreign owned trade and investments, leading to decent work deficits or precarious work.
- » Limited cooperation and collaboration with foreign sister trade unions and federations, especially on migrant workers' representations.
- » Limited capacity of trade unions: Many trade unions in Uganda lack adequate capacity and resources to effectively represent workers and negotiate with employers. (Source: NOTU, 2023).
- » Some restrictive labour laws: Uganda's labour laws can be restrictive, limiting the ability of workers to form and join trade unions. (Source: ILO, 2020).

Challenges to Workers' Welfare

- » High levels of occupational accidents and diseases: Many workers in Uganda face hazardous working conditions, leading to high levels of occupational accidents and diseases. (Source: ILO, 2020)
- » High levels of Unemployment, leading to low unionization and fulfillment of union obligation such as membership and subscription fees.
- » Limited access to healthcare: Many workers in Uganda lack access to healthcare, making it difficult for them to receive medical attention when needed. (Source: WHO, 2020)
- » High levels of poverty and inequality: Many workers in Uganda live in poverty, and income inequality is high. (Source: World Bank, 2022)
- » Negative impacts of Climate change and occurrence of pandemic such as COVID-19, Ebola among others.

2.13 Contextual analysis on the Labour movement and Labour market in Uganda

Uganda's labour market is characterized by a growing informal sector, limited job opportunities, and inadequate social protection for workers. The COVID 19-pandemic acted as a stress test for social protection and systems in Uganda. It exposed gaps in the country's social protection coverage, its comprehensiveness and adequacy. According to UBOS (2021-NLFS 2021-Main Report), specifically, it disproportionately affected workers in the informal economy, which accounted for 66.6% of the employed population in 2021.

According to Uganda Population Census, 2024, Uganda's population is 45,905,417 people, with a growth rate of 3.2% per annum (Uganda Bureau of Statistics-UBOS, 2020). The labour force is estimated to be around 16 million people, with a youth population (15-24 years) of 8.5 million (UBOS, 2020). This provides challenges and opportunities for decent work and social justice.



There is paucity of OSH data in Uganda. The NLFS 2021 gives proportion of workers who reported to have been exposed to hazardous working conditions. At national level, slightly more than one in five (22.4%) of the working population reported to have been exposed to multiple hazardous work conditions in the preceding 12 months to 2021. A higher proportion of male workers (27.2%) were affected compared to female workers (17.6%). Also, a slightly more workers without disability (17.5%) compared to those with disability (14%) reported to have been exposed to the hazardous working conditions.

The 2021 National Labour Force Survey (NLFS 2021), estimated the country's skill related inadequate employment rate at 9.3 percent in 2021 (UBOS (2021)). Male workers bore a greater burden of skill related inadequate employment (10.1%) compared to females (8.3%). Equally, the youth (18-30 years) experienced a higher rate of skill related inadequate employment (11.1%) relative to adults (9.1%). Furthermore, about 43% of the employed persons in Uganda were under-educated for the jobs they were holding. Only 45 % of the workers had educational requirements matching those of their main jobs and a few (11.2%) were over-educated.

Uganda's Gross Domestic Gross (GDP) growth rate has been slow, averaging 4.5% per annum over the past five years (World Bank, 2022). The country's inflation rate has been volatile, ranging from 2.5% to 6.8% over the past five years (Bank of Uganda, 2022). The informal sector accounts for approximately 80% of the labour force, with limited access to social protection and decent work (ILO, 2020).

The NLFS 2021 estimated Uganda's employment at 10 million persons in 2021, of whom 40.9% were females. This means that though females were the majority (51.5%) in the working age population, they face some inhibitions in accessing employment. The NLFS 2021 also shows that the workers with disability accounted for 6.5% of the employed. The youth made up 39.7% of the employed. Children aged 14-17 years constituted 6.7% of the population in employment. Slightly, more than three in five (61.2%) of the employed were in the rural areas, signifying



the important role of the rural economy in promoting socioeconomic development. Majority (50.3%) of the workers were in services, followed by agriculture, forestry and fishing (36%) and lastly production (13.8). The NLFS 2021 shows that workers in the informal economy, including agriculture were 9.2 million. This represented 91.9% of the total employment in 2021.

The NLFS 2021 estimated that 1.4 million persons in the working age population were unemployed in 2021. This represents unemployment rate of 12%, and shows a sharp increase from the rate reported in 2019/20. The sharp increase in unemployment is attributed to the job losses occasioned by the COVID-19 pandemic. Again, females bore a higher rate of unemployment (14%) compared to males (10%).

The progressive policy, regulatory and institutional framework, notwithstanding, social protection coverage in Uganda remains low. According to ILO World Social Protection Report 2024-2026 only 3.1% of Uganda's population was covered by at least one social protection benefit in 2024. This level of coverage is low to social security assistance and Africa's averages of 13.7% and 17.4%, respectively. Furthermore, slightly more than one in ten (11.2%) persons above retirement age received pension in 2020 while a paltry 1.2% of the vulnerable persons were covered by social assistance.

IN addition, the NLFS 2021 established that about one in five (20.3%) of the workers in paid employment were covered by some form of social security in 2021. Slightly more than three in four (75.6%) of the workers were not covered hence exposed to social and economic risks and other vulnerabilities. Specifically, 14.5% of the wage employees were covered by NSSF, 5.4% were members of a pension scheme while less than one percent (0.4%) were in other provident funds. In aggregate terms, more female wage workers (79.6%) were excluded from social security in 2021 compared to male worker (73%).

A heavy reliance on climate sensitive sectors makes Uganda's economy highly vulnerable to climate change. Agriculture, for instance, accounts for 40% of Uganda's GDP, employs 80% of the country's labour force and supplies 85% of the exports. However, agriculture in Uganda is mainly rain-fed with only 1% of agricultural production supported by irrigation, grossly increasing the vulnerability of the sector to climate variability and change.

Uganda is one of the largest hosting refugees in the world. According to data from UNHCR, it had 1,858,060 refugees and asylum seekers as of 31st March, 2025. The refugees and asylum seekers were mainly from South Sudan 99,247, Democratic Republic of Congo 593,11, Sudan 74,424, Eritrea 58,977, Somalia 50,662, Burundi 43,676 and Rwanda 24,398, Ethiopia 15,260. They are mainly in 14 refugee settlements spread across twelve refugee hosting districts in Uganda (Republic of Uganda (2021)). (Jobs and livelihoods integrated response plan for refugees and host communities in Uganda: 2020/21-2024/2025-Kampala: MoGLSD).

Uganda has legal, policy and institutional frameworks that seeks to promote integration of refugees in the country's national economic grid. A number of legal and regulatory frameworks have a bearing on the employment and livelihoods of refugees and host communities. The United Nations Refugees Convention (1951) and its 1967 Protocol gives the definition of a refugee, outlines the rights and privileges of refugees, and the legal obligations of member states to protect refugees.

Freedom of association, the right to organize and collective bargaining is entrenched in Uganda's Constitution, and domestic labour laws. Article 29 (1) (c) of the Constitution of the Republic of Uganda (1995) grants every person the right to freedom of association, including the freedom to form and join trade unions. Articles 40(3) of the Constitution affords workers the right to form and join a trade union of choice. Freedom of association and collective bargaining rights are also anchored in the labour laws. The principal laws include the Employment Act,



Cap. 226, Labour Unions Act, Cap. 228 and Labour Disputes (Arbitrations and Settlement) Act, Cap. 227.

The International Trade Union Confederation, (2020 ITUC Global Rights Index: The World's Worst Countries for Workers, Brussels: ITUC International Trade Union Confederation), classifies Uganda in category (4), which are countries with systematic violations of rights. Within the EAC, South Sudan and Burundi are in category 5+, which are countries that do not guarantee the rights of workers due to breakdown in the rule of law. Kenya, Tanzania and Uganda are in an improved category (4). Rwanda is in category three, which is a more improved category of countries that have regular violations of rights.

The MGLSD reported that there were about 50 registered trade unions and two trade union federations in Uganda by 2025. There is also an employer federation, which affiliates corporate employers particularly in the private sector. The 2016/2017 NLFS reported that 85 per cent of the employed population in Uganda were not members of any trade union or similar associations. Though this indicator was not captured in the NLFS 2021, the MGLSD reckons that workers and trade unions in Uganda do not fully exercise the right to organize and collective bargaining due to negative attitude and anti-trade union tendencies by some employers.

Weak advancement of the right to organize and collective bargaining in Uganda is manifested in the country's low trade union density. According to Danish Trade Union Development Agency (2022). Labour Market Profile-Uganda: 2022/2023, the country's trade union density was estimated at 6.1 per cent in 2020 among total employment, and at 13 per cent among wage workers. In contrast, data on collective bargaining coverage shows a relative improvement in the number of workers. Collective bargaining coverage more than doubled from 15.1 per cent in 2016 to 32.1 per cent in 2018. However, International Labour Organization. (2022). ILOSTAT database notes that this declined marginally to 30.2 per cent in 2019. Uganda's collective bargaining coverage in 2019 at least triple the rates for Kenya (9.7%) and Rwanda (5.7%). No data exist on collective bargaining coverage in other countries in the EAC region.

In respect to workplace grievances and disputes, the MGLSD registered 505 complaints in 2023/24, involving over 900 workers. Of the cases, 65 (8.9%) were settled at the bipartite level, 208 (28.5%) were settled through conciliation while 47 (6.4%) were referred to the Industrial Court for adjudication. Six of the cases were referred to other relevant authorities while 403 cases (55.3%) were pending. The high backlog of cases at the MGLSD coupled with a reported 1,973 case backlog at the Industrial Court as at December 2024, shows low capacity for grievance and dispute handling. This undermines advancement of the fundamental principles and rights at work.

Uganda is an origin, transit and destination country for labour migration. Intra-regional labour mobility is facilitated by the EAC countries, which includes Burundi, Kenya, Rwanda, South Sudan and Tanzania. An Assessment of Labour Migration and Mobility Governance in the IGAD Region: Country Report for Uganda. 2020. by ILO also notes that Asian nationals, especially Indians and Chinese, also form a large share of the migrant workers in Uganda. Ugandans also migrate to other countries for purposes of employment.

It is estimated that there were 781,440 Ugandan migrants abroad by 2022, of whom 52.3 per cent were females. The number of Ugandan migrant workers externalized is also reported to have increased from 2,539 workers in 2016 to 293,973 workers in 2024. The highest number of migrant workers externalized was reported in 2021 and 2022 despite the COVID-19 restrictive effects on demand and supply chains. Cumulatively, 293,973 Ugandan migrant workers had been externalized between 2016 and 2024. Close to 90 per cent of the workers externalized in 2021 and 2022 were females.

The foregoing context, provides a snapshot of the challenges and opportunities facing workers in Uganda and highlights the need for a strong and effective trade union movement to promote and protect workers' rights. The review and development of NOTU's strategic plan



is necessary to ensure that the organization remains relevant and effective in promoting and protecting workers' rights in Uganda. Consequently, the Strategic Plan is envisioned to enable NOTU to:

- (a) Align with national development priorities, including Uganda's National Development Plan (NDP), especially NDPIV and Vision 2040.
- (b) Address emerging challenges, including the impact of post-COVID-19, digitization, technological changes, Artificial Intelligence (AI), Climate change and Just transition, women and gender, labour externalization, platform/gig workers, decent work in trade and investments, Business and Human rights, Displaced persons, Refugees and Host Communities issues and the informalisation and casualization of work among others.
- (c) Enhance organizational effectiveness, efficiency, collaboration, partnership and sustainability for decent work and social justice.
- (d) Improve service delivery to affiliates and members.

CHAPTER 3

3.0 ENVIRONMENTAL SCAN

3.1 Strength, Weaknesses, Opportunities and Threat Analysis

Impact review and analysis of NOTU’s programmes and activities in line with its Strengths, Weaknesses, Opportunities and Threats (SWOT) was carried out to assess the current organizational operational environment. It assesses the current strengths and weaknesses, as well as the opportunities and threats it has or may face. This helps to focus on the strengths, minimize threats, and take the greatest possible advantage of opportunities available.

NOTU STRATEGY 2025– 2030 SWOT ANALYSIS	
INTERNAL	
Strengths	Weaknesses
<ul style="list-style-type: none"> Recognition in the law such as Constitution of Uganda, Labour Unions Act, Employment Act among others. Strong affiliate base: NOTU has a large and diverse affiliate base, representing workers from various sectors and industries in the economy. Bipartite arrangements such as MoUs, with FUE and sister federations in the region, such as COTU-K, South-Sudan. Member to number of social dialogue platforms and Boards such as LAB, NSSF, DIT, Industrial Court among others. Presence of organizational policies such Constitution and Human Resource, Financial manuals among others. Ongoing Programs and projects in number of areas such as Refugees and HCs, Equality and non –discrimination and inclusion of marginalized groups, climate change and Just-transition, Decent work in trade and investments, Child labour, labour migration among others. Institutionalized mechanisms for regular dialogue and collaboration. Fair Political Representation at all levels such as District Workers’ Councillors, Workers’ Members of Parliament, NRM Workers’ League among others. Competent technical team/staffs (headed by the Secretary General). 	<ul style="list-style-type: none"> Limited financial resources, as the National center depends mainly on affiliation fees and DPs funding. Social protection gaps to NOTU membership especially those in the informal sector. Non-recognition of NOTU affiliates by some employers. Limited capacity and strategy on collection of affiliation fees, including mechanism to discipline defaulting unions on affiliation fees. Inadequate staff to run office activities, due to funding gaps. Limited capacity for research and policy analysis, especially in-depth research and policy analysis. Continuous Covid-19 impact/consequences. Low membership density compared to workforce. Lack of effective representation and involvement in other line MDAs’ activities and programmes. No clear feedback system from NOTU about Ministry’s programs. Limited enforcement of Labour laws in the country. Political interference on labour and workers’ issues. Limited awareness and self-esteem among affiliates and workers on their rights.



<ul style="list-style-type: none"> • Stable and competent leadership structures and systems, such as National Secretariat, the Executive Board, General Council, Congress among others. • Tripartism spirit, thus good working relationship with the government, Employers. • Presence of Grievance handling and Alternative Dispute Resolutions mechanisms (ADR) at all levels. • Number of signed CBAs and Recognition Agreement in workplaces by affiliates. • High union membership and active, committed workers and union leaders. • Training and capacity building initiatives and programmes. • Established brand and reputation, as a strong reputable and historical leading trade union federation in Uganda. • Affiliations to Regional and international confederations such as EATUC, OATU, ITUC. 	<ul style="list-style-type: none"> • Failure by some affiliates to pay affiliation fees. • Heavy debt burden, to be cleared by the center. • Presence of another competing National Centre, COFTU. • Minimum control over affiliates, due to autonomy of unions. • Lack of functioning code of conduct for affiliates and leaders. • Inadequate cooperation and fragmentation among trade unions, leading to internal conflicts and fragmentation, undermining its unity and effectiveness.
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EXTERNAL

<p>Opportunities</p> <ul style="list-style-type: none"> • Political will and collaboration from the government and line Ministry (MoGLSD). • Existence of Parliamentary forums, a pressure group that helps raise the voice of workers. • Partnerships with international organizations to access resources, expertise, and influence. • Training and Education programs at national and international level. • Growing demand for workers’ rights due to Pandemics, Climate change, IA, labour migration among others. • Increased focus on informal economy, by government to formalize them. • Special interest groups; Youth women, PWDs engagement. • Ongoing labour reviews and development in the country, such as Labour Unions Act. • Tripartite Plus, especially Partnerships with CSOs and NGOs on issues of common interests. • Global Partnerships with alike organisations such as ILO, Solidarity Center and other global unions. • Digital Transformation, Ai and Platform work. • Huge working population, who can be unionized. • Availability of Peace, security and enabling laws in the country. • Trade and Investment Agreements such as AFCFTA, EAC treaty and other regional blocks. • Bipartite engagement and MoUs with the employer’s organization and employers. • Presence of different social dialogue platforms and structures at all levels. 	<p>Threats/Risks</p> <ul style="list-style-type: none"> • Indirect government repression, interference and restrictions on labour unions. • Political interference especially by MPs representing workers. • Casualization of employment that affects membership growth. • Leadership wrangles at union and national levels. • Limited financial resources to meet members’ needs. • Low Organising and recruitment capacities and abilities by some unions and affiliates. • Membership fluctuations affecting union density. • High unemployment rate and Economic instability and crisis affecting membership and subscription. • Fast-moving technological advancement, AI and Digitization leading to workers’ restructuring. • Increased informality of some economic activities in the economy. • Social and cultural barriers that affect unionization and engagements, especially on women workers. • Lack of awareness and low self-esteem among some workers. • Global Economic trends and politics spill-over in the country. • Cyber security threats and data protection issues, affecting information flow. • Limited cooperation on labour externalization and labour migration. • Climate change impacts on workers’ livelihoods and capacities.
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	<ul style="list-style-type: none">• Competition from other trade union center, COFTU.• Union related threats such as competition over members, internal conflict transparency issues.• Under declaration of membership and affiliations to the center.• Job insecurity leading to loss of jobs, social protection mechanisms among others.
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CHAPTER 4

4.0 THE POLITICAL, ECONOMIC, SOCIO-CULTURAL, TECHNOLOGICAL, LEGAL AND ENVIRONMENTAL ANALYSIS

The Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) analysis provides an understanding of NOTU’s external environment that relates to political, economic, sociocultural, technological, legal and environmental (ecological) factors.

Table 2: Elements for Consideration during PESTLE Analysis

PESTLE ANALYSIS	
Political Factors	Economic Factors
<ul style="list-style-type: none"> • Government policies, laws and regulations on labour, employment, and trade unions can impact NOTU’s operations and effectiveness. • Changes in trade union laws and regulation can affect NOTU’s ability to organize, bargain, and advocate for workers’ rights. • Election cycles and political instability can impact NOTU’s ability to operate effectively and advocate for workers’ rights. • Corruption and poor governance can undermine employment and industrial relations. • Human rights and Business can impact on the way how workers’ issues and rights are considered in the world of work. 	<ul style="list-style-type: none"> • Uganda’s economic growth and development can impact employment opportunities, wages, and working conditions. • Inflation and cost of living can erode workers’ purchasing power and affect their standard of living. • Global economic trends, such as trade agreements, investments and economic downturns, can impact economy and employment opportunities. • Foreign investment and aid can impact economy and employment opportunities, as well as NOTU’s ability to advocate for workers’ rights.
Socio-cultural Factors	Technological Factors
<ul style="list-style-type: none"> • Demographic changes such as age, gender and urbanization can impact employment opportunities and workers’ needs. • Cultural and social norms can impact workers’ attitudes towards trade unions and CBAs. • Education, training, re-tooling and skills development can impact workers’ employability and ability to adapt to changing labor market demands. • Poverty and inequality can impact workers’ standard of living and ability to access decent work. 	<ul style="list-style-type: none"> • Digitization, AI and automation can impact employment opportunities and workers’ skills requirements. • Advancement in communication and information technology can affect ways of communication with members, employers, and stakeholders. • E-learning and online training can enhance workers’ access to skills development and training opportunities. • Data protection and cyber security can impact ability to protect members’ personal data and maintain confidentiality.



Legal Factors	Environmental (ecological) Factors
<ul style="list-style-type: none">• Changes in labour laws and regulations can impact NOTU's ability to advocate for workers' rights and negotiate CBAs.• Employment standards and protections can impact workers' rights and working conditions.• Health and safety regulations can impact workers' safety and well-being.• Dispute resolution mechanisms can impact NOTU's ability to resolve disputes and enforce CBAs.• International and regional labour conventions and standards can affect NOTU's ability and capacity to advocate for its domestication and implementation.	<ul style="list-style-type: none">• Climate change, Just-transition and sustainability can impact employment and livelihoods.• Natural resources and extractive industries can impact employment opportunities and workers' safety and well-being.• Occupational Health and Safety (OSH) can impact workers' safety and well-being.• Environmental regulations and standards can impact employment opportunities and workers' safety and well-being.• Mining, Oil and Gas can impact on the employee-employer relations and working conditions.

CHAPTER 5

5.0 STAKEHOLDERS AND OPERATIONAL ANALYSIS





5.1 Stakeholder Analysis

This is a broad collection of institutions (and individuals) who have a stake in NOTU's affairs, operations or programmes directly or indirectly. These stakeholders include both Primary and Secondary stakeholders, competitors and collaborators, as enumerated below;

5.1.1 Internal Stakeholders

- (a) **NOTU Affiliated Unions:** These includes, respective General Secretaries and Chairpersons, other union leaders and ranks and files/members right from the enterprise/workplace, to shop, branch/ district, regional upto national levels.
- (b) **NOTU Staff:** Employees of NOTU who implement programs, provide services, and support members and other stakeholders on day-to-day basis.
- (c) **NOTU Leadership and Governance structures:** These includes, elected leaders who set strategic direction, make decisions, and represent the organization. For example, Executive Boards, Members of the General Council, Elected members of Special Interest Groups, adhoc committees and select committee members.
- (d) **Workers' Representatives:** These includes, elected Workers' Members of Parliament and District Workers' Councillors, Board Representatives, Industrial Court Panellists and other Representatives on decision making bodies.

5.1.2 External Stakeholders

- (a) **Uganda Government:** Line MDAs, especially MoGLSD, Ministry of Trade, Investment and Cooperatives (MoTI), Ministry of Education and Sports (MoES), Agencies such as; NSSF, DIT, Industrial Court, Compensation Board, Minimum Wages and Advisory Boards Council, National Negotiation and Consultative Council as well as National Social Security Fund (NSSF).
- (b) **International/Global and Regional Union Federations,** such as EATUC, Organisation of African Trade Unions Unity (OATUU), ITUC–Africa and Brussels, Solidarity Center International among others.
- (c) **Employers' organisations** such as FUE, Business Associations and other organizations that represent employers' interests and negotiate with NOTU, such as Uganda Manufacturers' Association (UMA), Private Sector Foundation.
- (d) **International Labor Organizations** and other global organizations that promote workers' rights.
- (e) **Academia,** who shape debates and opinions on employment and labour issues in the country through education, training, research and publications.
- (f) **Civil Society Organizations and NGOs** as well as community groups, and advocacy organizations that support workers' rights and social justice under tripartite plus.
- (g) **Media and Press:** Journalists, media outlets, and online platforms that report on labour issues and NOTU's activities such as Workers' TV, Workers' voice, among others.
- (h) **Development Partners:** Organizations and individuals that provide financial and technical support to NOTU's programs and activities.
- (i) **District Local Governments,** such as Labour Officers, Community Development Officers, among others.
- (j) **Community leaders,** such as Cultural and Religious Leaders, Influential individuals who shape public opinion and support workers' rights.

5.2 Stakeholder Mapping

This stakeholder analysis identifies the key stakeholders that NOTU needs to engage with to achieve its strategic objectives. It assesses their interests, influence, and expectations, providing a basis for developing effective stakeholder engagement strategies.

Table 3: Stakeholders’ Mapping

Stakeholder Group	Interest	Influence	Expectations
NOTU Affiliated Unions and Members	High	Medium	Effect representation, improved working conditions.
NOTU Staff	High	Low	Implementation, Resources and support.
NOTU Leadership and structures	High	High	Strategic direction and effective decision making.
Workers’ Representatives	High	Medium	Effect representation and influence.
Workers Councillors	High	Low	Effect representation at local government councils.
Uganda Government: Line MDAs	High	High	Development of laws and enforcement with labor inspection.
Employers’ organization and Business Associations	High	High	Social dialogue and Negotiations, cooperation and compliance of labour laws and CBAs.
International Labor Organizations	High	High	Partnership, technical guidance and networking.
International/Global and Regional Union Federation	High	High	Collaboration, Networking and Partnership.
Civil Society Organizations and NGOs	Low	Medium	Collaboration, cooperation and solidarity
Media and Press		Medium	Accurate reporting, publicity and awareness raising.
Development Partners	High	High	Collaboration, Accountability, transparency and Networking.
Community Cultural and Religious Leaders	Low	Low	Support, Endorsement, and Cooperation.
District Local Governments,	Mediu	Medium	Monitoring, Reporting and Enforcement.
Political Parties and Organisations	High	High	Policy advocacy and legislation







5.3 Baseline Analysis

This analysis establishes a basis for comparing organizational capacities before and what is required for effective programme or activity implementation within the five years. The following areas were analysed; -

Table 4: Baseline Analysis

No	Baseline Factor	Baseline	What is Needed
1.	Human Resources-Staff	Nine staff- (Secretary General, Programmes Officer, Finance Officer, Research and Policy Officer, Assistant Programmes Officer, ICT Officer, Administrative Officer, Officer support Officers).	<ul style="list-style-type: none"> ▪ Two Project Officers ▪ Two Finance Officers ▪ Two Research Officers ▪ Monitoring and evaluation officers
2.	Infrastructural Resources		
	Vehicles	Two Vehicles (Double Cabin and Land-cruiser)	Two pick-ups One Executive car
	Office space	Own Home	More space
	Motorcycles	Nil	Two motorcycles
	Resource center	One and limited space	More space
	Board-rooms	One and limited to 20 people	Two more board-rooms
	Parking space	Limited to five motor vehicles	30 MV parking
	Networks and internet	Can support 50 users	Need more that can support 100 users
3.	Financial Resources		
	Development partners' support	a) Currently has three major Development partners (Mondiaal FNV, ILO, DTDA) b) International federation's support (ITUC, EATUC and Solidarity center)	Need more ten Development partners
	Membership affiliations	NOTU's affiliates affiliation fees and monthly subscription fees	Membership affiliation management system
	Returns on Investments	Nil	
	Consultancy or professional services	Nil	
4.	Organizational soft-ware/digital tools		
	Laptops	Four	Ten more laptops
	Desktops	Two	Five more desk-tops
	HD projector	One	Two more HD projectors
	High powered heavy printer	One	Two more Heavy printer
	Digital membership data system	Affiliation membership sheet	Digital membership data system
	Camera	One	Three cameras
	Financial tool	SAGE PASTEL Accounting soft-ware	Quick-book Accounting software

CHAPTER 6

6.0 EMERGING ISSUES AND INTEGRATION INTO NATIONAL AND INTERNATIONAL FRAMEWORKS

6.1 Emerging Issues

Some of the main emerging issues and developments that have both positive and negative impacts on labour, industrial relations and productivity worth being considered by NOTU includes: -

- (i) **Digital and technological transformation:** This is expected to significantly impact employment by creating new job opportunities in the technology sector, fostering a growing gig and platform work, while potentially displacing some traditional roles due to automation, highlighting the need for skills development to adapt to the changing job market and address the digital divide in the country.
- (ii) **Labor Rights in Trade and Investment and Unionism:** NOTU faces challenges in promoting and protecting labour rights, particularly in cases of companies firing or threatening to fire employees for strike action, as well as non-compliant investors and global multinational companies and corporations.
- (iii) **Economic Restructuring, Rationalization of Agencies and Liberalization:** Uganda's economic restructuring, rationalization of government agencies and liberalization have led to challenges for workers and unions, including limited job security and benefits.
- (iv) **Refugee and Host Communities:** Uganda continue to host number of refugees and displaced persons highlighting the need and sustained engagements on awareness-raising and labour market interventions for refugees, Host Communities, forcibly forced persons and vulnerable groups.
- (v) **Continuous Labor Law Legislation, Amendments and Reviews:** NOTU has been influential in labour law legislation incorporation, but there is still a need for effective consultation, participation and implementation and enforcement of the laws and policies.
- (vi) **Social Protection issues:** These includes, NSSF Voluntary Registration and Contribution, Health insurance and other related non-social security services in the country.
- (vii) **Climate change and Just transition:** This continues to pose great challenge to Uganda's workers and economy as a whole.

6.2 Alignment to SDGs and National Development Plan IV

The four pillars of Decent Work Agenda, namely social dialogue, social protection, rights at work and employment are indispensable building blocks of sustainable development. These pillars are at the center of this strategic plan as well as at the center stage of Uganda DWCP III 2025/26-2029/30. In addition, this Strategic Plan is positioned in the global, regional and national agenda. The strategic objectives directly contribute to a number of Sustainable Development Goals (SDGs) and at the same time contribute to key objectives of NDP IV as well as Vision 2040, as seen below; -

6.2.1 Alignment to SGDs

SDG 1: No Poverty: NOTU's work on promoting decent work, fair wages, and social protection contributes to reducing poverty and inequality. Advocacy for policies and programs that address poverty and inequality, such as social security schemes and labour market



programs. This goal is inherently connected to workers' rights and well-being. Therefore, NOTU and its affiliates are instrumental in advocating for fair wages, comprehensive social protections, and equal opportunities, all of which contribute significantly to reducing poverty.

SDG 2: Zero-Hunger: This focus on eliminating hunger and promoting sustainable agriculture, which have a direct impact on workers and their trade unions. Therefore, it ought to advocate for fair wages, worker nutrition, rural development, and sustainable farming, aligning with the goal's targets and ensuring the well-being of workers in the agricultural sector.

SDG 5: Gender Equality: It requires NOTU's efforts to promote gender equality and women's empowerment in the workplace, including training and capacity-building programs for women workers and leaders. Advocacy for policies and laws that promote gender equality, such as equal pay for equal work for equal value and protection from harassment and violence in the world of work is very important.

SDG 8: Decent Work and Economic Growth: NOTU's core mandate is to promote decent work, fair wages, and safe working conditions, aligning with SDG 8. Advocacy for policies and programs that promote employment, entrepreneurship, skilling, workers' rights and standards and economic growth, such as vocational training and labour market programs directly supports the realization of this goal.

SDG 10: Reduced Inequalities: NOTU's work on promoting social dialogue, collective bargaining, and workers' rights contributes to reducing inequalities and promoting social justice. Advocacy for policies and laws that address inequality, such as anti-discrimination laws and policies promoting equal access to education and training.

SDG 13: Climate Action: This emphasis on climate action is highly relevant to workers and trade unions. The center can advocate for policies and programmes that protect jobs, ensure a just transition, and promote workplace safety, aligning with the broader goals of climate resilience and adaptation.

SDG 16: Peace, Justice and Strong Institutions: Emphasis on justice, peace, and institutional integrity directly supports the objectives of trade unions globally. By working towards the targets of SDG 16, trade unions and NOTU can help create more equitable, fair, and safe workplaces, contributing to broader societal stability and inclusive economic growth.

SDG 17: Partnerships for the Goals: This is relevant for workers and trade unions because it emphasizes partnerships that ensure fair economic policies, workers' rights, social protections, and accountability. Labor unions and the center can use these partnerships to advocate for inclusive growth, capacity building, and fair labour standards, directly contributing to the achievement of this goal.

6.2.2 Alignment to National Development Plan IV

The National Development Plan IV (NDP IV) of Uganda outlines the country's development priorities and strategic direction from 2025/2026-2029/2030. The goal of NDP IV is "to achieve higher household incomes and employment for sustainable socio-economic transformation." It is premised on the theme: "Sustainable industrialization for inclusive growth, employment and wealth creation." The NDP IV will be achieved through five strategic objectives and these are: Sustainably increasing production, productivity and value addition in agriculture, minerals, oil and gas. Tourism, CT and financial services. Enhancing human capital development. Supporting private sector to drive growth. Building and maintaining strategic sustainable infrastructure. Strengthening good governance, security and role of the state in development. To align NOTU's work with NDP IV, here are some of the key areas of focus:

- » **Promoting Decent Work and Economic Growth:** NOTU can contribute to NDP IV objective of promoting economic growth and development by advocating for decent work, fair wages, and safe working conditions.
- » **Improving Human Capital Development:** The National center can support NDP IV's focus on human capital development by providing training and capacity-building programs for workers, particularly in areas like vocational skills and entrepreneurship, Just-transition, AI, platform work among others.
- » **Enhancing Social Protection:** It can also align with NDP IV's goal of enhancing social protection by advocating for policies and programs that protect workers' rights, including

social security schemes and labour market programs.

- » **Fostering Inclusive and Sustainable Development:** The center can contribute to NDP's objective of promoting inclusive and sustainable development by advocating for policies and practices that promote environmental sustainability, decent work in trade and investments, social justice, and human rights and Business and involvement of the youth and women, refugees, migrant workers and workers in gig and platform economy.





CHAPTER 7

7.0 NOTU'S PRIORITY AREAS

This Strategic Plan is meant to ensure it meets NOTU's mandate and objectives as a National center. Therefore, the priority areas are;

- (i) Trade union Organising and Recruitment, Membership growth, Density and Power.
- (ii) Decent work and Working conditions for all workers in the world of work.
- (iii) Capacity building, Training, Skilling and Service delivery and development.
- (iv) Social dialogue, Social justice and Solidarity campaigns.
- (v) Alliance building, Partnerships and Collaborations.
- (vi) Labour standards, Policy and Legislations, Trade and Investment Agreements and Collective Bargaining.
- (vii) Institutional development, Visibility creation and marketing and Sustainability.

7.1 Strategic Plan Priority Areas' Outcomes

The Strategic plan's strategic and priority areas will achieve the following aims and outcomes;

- i. Increased trade union membership, density, retention and power in the world of work.
 - ii. Improved and decent working conditions for all workers, including migrant workers, refugees and HC, gig and platform workers and SIGs in respect to employment, trade and investment, business and human rights, labour migration, climate change and just-transition, grievance handling and dispute resolution among others.
- ii. Independent, strong knowledgeable and empowered National labour center and labour unions.
- iii. Inclusive, integrated social dialogue, social justice and solidarity mechanisms and approaches.
- iv. Strong alliance building, partnerships and collaboration for trade union growth and development.
- v. Enactment and implementation of pro-workers' labour laws, policies, trade and investment agreements, collective bargaining agreements, social protection as well as human rights for economic growth and decent work.
- vi. Strengthened institutional capacity, visibility and sustained actions by National center and development partners.



7.1.1 PRIORITY AREA ONE: Trade union Organizing, Recruitment and Membership Growth, Density and Power

Strategic Goal: Increased trade union membership, density, retention and power in world of work

Deliverables/Outputs	
Output 1A:	Applying an organizing approach at every level in line with national organising strategy to increase union density, stronger bargaining power and influence.
Output 1B:	Ensuring strong affiliates who negotiate and engage for better working conditions, and decision-making for workers.
Output 1C:	Enhancing capacity to recruit and retain membership.
Output 1D:	Identifying strategic growth workplaces or sectors for greater visibility and recruitment and influence for the center and affiliates.
Deliverables/Outputs	Activities and intervention areas
Output 1A:	<ul style="list-style-type: none"> • Develop and implement a National Organising strategy for NOTU through active engagement of affiliates, leaders, members and staff. • Carry out Surveys and focus group discussions to gather feedback from workers to understand their needs and priorities. • Conduct educational, refresher training campaigns and sensitization activities on the relevance and importance of trade unions and its activities. • Conduct Needs Assessments and provide more need-based technical support services to NOTU affiliates. • Undertake special Training for union leaders and organizers to effectively engage with workers, employers, government authorities and build relationships.
Output 1B:	<ul style="list-style-type: none"> • Support affiliates to build and grow its membership. • Develop national workplace representative charter, detailing the important role and process of organizing and becoming a workplace representative. • Conduct continuous refresher training and capacity building initiatives for lower-level leaders and ranks and files. • Train leaders in marketing, negotiation and leadership skills.
Output 1B:	<ul style="list-style-type: none"> • Ensure inclusive, diversity and values that resonate across generational cohorts of workers and leaders. • Map workplaces with potential for unionization and directly reach out to workers and employers. • Widen the services and benefits base to attract and retain members. • Social media engagement, such as Facebook, Twitter, and TikTok to share updates, success stories, and mobilize members to advocate for unionization. • Conduct targeted capacity building activities for NOTU secretariat and leaders, including on leading and managing trade union movements. • Develop Information, Education and Communication materials on NOTU's work, results and engagements in form of fliers, brochures, posters, booklets, journals among others. • Establish unionization and labour issues billboards in major towns and industrial parks.



Output 1C:	<ul style="list-style-type: none"> • Ensure inclusive, diversity and values that resonate across generational cohorts of workers and leaders. • Map workplaces with potential for unionization and directly reach out to workers and employers. • Widen the services and benefits base to attract and retain members • Social media engagement, such as Facebook, Twitter, and TikTok to share updates, success stories, and mobilize members to advocate for unionization. • Conduct targeted capacity building activities for NOTU secretariat and leaders, including on leading and managing trade union movements. • Develop Information, Education and Communication materials on NOTU’s work, results and engagements in form of fliers, brochures, posters, booklets, journals among others. • Establish unionization and labour issues billboards in major towns and industrial parks.
Output 1D:	<ul style="list-style-type: none"> • Institute feedback mechanisms to regularly solicit feedback and reports from members and affiliates. • Conduct research, policy analyses and other publications on decent work and labour migration and its impact on work in Uganda and outside Uganda. • Media engagement to utilize press releases, media briefs and media interviews on current employment and trade union issues. • Fortify NOTUs presence by leveraging on digital transformation and other platforms.

7.1.2 PRIORITY AREA TWO: Decent work and Working Conditions for all workers in the world of work

<p>Strategic Goal 2: Improved and decent working conditions for all workers in respect to employment, trade and investment, business and human rights, labour migration, climate change/just-transition, gig and platform work , refugees among others.</p>	
<p>Deliverables/Outputs</p>	
Output 1A.:	Safe and secure workspace for all categories of workers that promotes occupation health and safety for employees.
Output 1B:	Positive, inclusive communication and open dialogue where employees feel comfortable expressing opinions and concerns without fear.
Output 1C:	Workers are protected from violence, harassment and discrimination in employment and occupation.
Output 1D:	Fair and transparent grievance handling procedures and Alternative Dispute Resolution system.
Output 1E:	Protection against all forms of exploitation and labour abuses such as forced, compulsory and child labour.
Output 1F	Ensure integration of climate change and just-transition plans and programmes in the world of work.



Deliverables/Outputs	Activities and intervention areas
Output 1A:	<ul style="list-style-type: none"> • Security systems for flexibility in work schedules, breaks, and access to wellness resources. • Proper Occupational, Safety and Health equipment, training, and procedures to prevent work-related injuries and illnesses. • Establish channels and systems for employees to raise concerns about working conditions. • Conduct compliance monitoring and regular inspections and audits to ensure adherence to labor standards and working conditions.
Output 1B:	<ul style="list-style-type: none"> • Develop deep understanding of interpersonal dynamics to bridge gaps, make informed decisions, and strengthen work relationships. • Develop respectful interactions, open communication, and support systems and structures in workplaces. • Establish psychologically supportive atmosphere that encourages open communication and positive interactions. • Prioritize clear and concise written communication through email simulations on labour issues and concerns.
Output 1C:	<ul style="list-style-type: none"> • Set up grievance redress and Alternative dispute resolution modal systems at work. • Ensure inclusion of issues of harassment, violence, non-discrimination, gender, human rights and business are in CBAs and trade and investment agreements. • Develop feedback and referral mechanisms to regularly solicit feedback from members to identify areas of discrimination and ensure responsiveness to the raised concerns. • Ensure affiliates play a role in drawing up the anti-discrimination, violence, harassment policies, to ensure special interests groups' such as youth, women, PWDs concerns are addressed. • Ensure standards of conduct and national and international laws and conventions are understood by all union members.
Output 1D:	<ul style="list-style-type: none"> • Develop and design a well-defined grievance handling and ADR policies and systems. • Conduct training and refreshers on grievance handling and ADR for leaders and enterprise leaders and workers. • Institute strong reporting and referral to District Labour officers, MoGLSD and Industrial Court.
Output 1E:	<ul style="list-style-type: none"> • Conduct awareness raising through educating and training on workers' rights, labour laws and standards and conventions. • Conduct monitoring and reporting on fundamental Principles and Rights (FPRW) at work violations. • Undertake awareness raising and actions on refugee and HC rights and laws. • Lobby and advocate policy makers and governments to enact and enforce strong anti-forced labor legislation. • Invest on investigative and research-based monitoring, documentation and reporting of worker' complaints and abuses. • Advance the FPRW in all child labour rampant sectors such as agriculture, mining among others. • Conduct campaigns to educate consumers and value chain actors in trade and investment on FPRW.
Output 1F	<ul style="list-style-type: none"> • Drive climate actions from government, workers and employers • Protect workers' rights and livelihoods. • Ensure climate policies and actions are integrated, just and fair to all workers at all levels, such as enterprise, local governments and national levels.



	<ul style="list-style-type: none"> • Advocate for investments and actions in green skills and jobs among all workers, including youth, women and persons with disability. • Undertake climate change adaptation and mitigation actions such as green belts, tree farming, waste management and overall environmental protection. • Undertake awareness raising and capacity building initiatives on climate change and just transition process. • Participate in all policy, legal and social dialogue processes related to climate change and just transitions at local, national and international levels.
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7.1.3 PRIORITY AREA THREE: Capacity Building, Training, Skilling, Service delivery and development

Strategic Goal 3 : Independent, strong, knowledgeable and empowered National center and labour unions.	
Deliverables/Outputs	
Output 1A:	Enhanced leadership skills to manage internal operations, facilitate decision-making, and inspire members.
Output 1B:	Improved collective bargaining and negotiation skills in the world of work and labour market trends.
Output 1C:	Increased awareness of union rights, services and benefits
Deliverables/Outputs	Activities and intervention areas
Output 1A:	<ul style="list-style-type: none"> • Build leadership and technical capacity of Trade Unions to enable more effective participation in industry consultations. • Build long-term capacity through mentor-ship, induction, knowledge sharing, and follow-up support for members and leaders. • Organize social dialogue, Negotiations and Collective bargaining sessions and workshops for leaders and staff, including Special Interest Groups like youth, women, informal economy and PWDs. • Develop membership involvement and programme or activity participation strategy and manual.
Output 1B:	<ul style="list-style-type: none"> • Organize workshops to educate and train members about their rights, CBAs and Negotiation. • Develop national models on CBAs and Negotiation strategy. • Develop contingency strategy and plans for different scenarios, such as potential strikes or employer resistance. • Regularly update members on the progress of negotiations and solicit feedback.
Output 1C:	<ul style="list-style-type: none"> • Utilize multiple communication channels like email, social media, and in-person meetings. • Organize social gatherings, workshops, and educational seminars on relevant topics for youths, women, informal economy workers and PWDs as well as leaders. • Provide training opportunities for Shop Stewards, SIGs and union activists. • Tailor activities to different member demographics and gender and vulnerabilities such as migrant workers, • Develop Communication strategy to clearly communicate union decisions and information to members.



7.1.4 PRIORITY AREA FOUR: Social dialogue, Social Justice and Solidarity Campaigns

Strategic Goal 4: Inclusive and integrated social dialogue, social justice and solidarity mechanisms and approaches.

Deliverables/Outputs

Output 1A:	Ensuring integration of SIGs such as youth, women, PWDs, and informal economy workers in all social dialogue and solidarity events.
Output 1B:	Enabling marginalized groups to actively participate in decision-making processes and advocate for their rights at all levels.
Output 1C:	Social inclusion of all workers such as refugees and forcibly displaced persons, platform workers, labour migrants and informal workers in affairs and programmes that affect them.
Output 1D:	Advocating for laws and regulations that promote social justice principles and harmonious and peaceful industrial relations.
Output 1E:	Community building and fostering solidarity and collaboration among diverse groups to work towards shared goals.

Deliverables/Outputs

Activities and intervention areas

Output 1A:	<ul style="list-style-type: none"> • Advocate for policies that promote equal pay for equal work of equal value. • Gender and special interest group inclusion in workshops and seminars. • Establish Special interest and Violence and Harassment operating manuals, procedures. • Establish peer mentor-ship programs to support the development and career progression of underrepresented members. • Utilize communication channels to raise awareness about the union's commitment to equality of opportunities.
Output 1B:	<ul style="list-style-type: none"> • Establish regular social dialogue meetings and initiatives for youth, women, PWDs, Informal economy workers, migrant workers and platform workers. • Undertake member education workshops and training on workplace rights and working conditions. • Organize social events to build solidarity and unity among affiliates and workers such as youth camps, women conferences, leaders' retreats among others. • Identify and develop future union leaders' programmes to ensure continuity. • Conduct research and data collection on social dialogue, labour movement and labour markets in the country.
Output 1C:	<ul style="list-style-type: none"> • Advocating for recruiting and representation of workers from diverse backgrounds, including ranks and files, youth, women and disability, refugees, migrant workers and platform workers. • Providing training for union members and leaders on diversity, inclusion, and anti-discrimination practices. • Leadership representation and support systems for women and special interest groups in leadership roles within the trade union. • Constructive engagement with employers and government bodies to address workplace concerns and promote positive labour relations.



Output 1D:	<ul style="list-style-type: none"> • Conduct Membership surveys and focus group discussions on social, political and economic issues. • Hold and participate in social dialogue and interfaces at bipartite and tripartite levels.
Output 1E:	<ul style="list-style-type: none"> • Integrating social justice principles into union activities, addressing issues like racial equity, gender equality. • Collaborating with other community and district structures to build coalitions and leverage collective power for broader social change. • Hold and lead public and workers' cohesion, demands on issues that affect them.

7.1.5 PRIORITY AREA FIVE: Alliance Building, Partnerships and Collaboration

Strategic Goal 5: Strong alliance building, Partnerships and Collaboration for trade union growth and development.

Deliverables/Outputs

Output 1A:	Facilitating new partnerships into labour movement and labour markets for decent work.
Output 1B:	Ensuring leverage and collaboration on each other's strengths and opportunities.
Output 1C:	Ensure risk mitigation and innovation on labour issues and concerns
Deliverables/Outputs	Activities and intervention areas
Output 1A:	<ul style="list-style-type: none"> • <u>Undertake stakeholder mapping and analysis for additional partners.</u> • Strengthen collaborations and partnerships with affiliates and other alike partners. • Build coalitions to advocate for policy change for workers. • Develop Stakeholder action plan to regularize/institutionalize and/or systematize engagements with NOTU and other like-minded institutions.
Output 1B:	<ul style="list-style-type: none"> • Engage with CSOs, private sector, media and NGOs and academia on common issues. • Attend and participate in national, regional and international forums • Embrace and organize exchange programs with cooperating partners. • Design a partnership strategy for NOTU to expand its networks. • Establish clear accountability measures to ensure transparency and trust within partnership.
Output 1C:	<ul style="list-style-type: none"> • Exchange programs with other trade union confederations within EAC and beyond. • Share information, and data to form decision-making or collaboration. • Hold joint solidarity campaigns and events. • Establish open communication between NOTU and key stakeholders through meetings, workshops, and information sharing platforms. • Fulfill regional and international membership obligations. • Collaborate with other organizations and agencies like MoGLSD, FUE undertake common issues. • Engage with all social dialogue structures and platforms at enterprise, district, national and regional and international level



7.1.6 PRIORITY AREA SIX: Labour Standards, Legislation and policy making, Trade and Investment Agreements and Collective Bargaining agreements for decent work and social justice.

Strategic Goal 6: Enactment and implementation of pro-workers' labour laws, policies and standards, trade and investment agreements, Collective bargaining agreements, social protection as well as human rights for economic growth and decent work.

Deliverables/Outputs

Output 1A:	Participating and influencing the development of pro-workers' labour laws and policies, trade and investments agreements.
Output 1B:	Ensuring compliance and observance of labour laws and workers' rights at all levels in the world of work.
Output 1C:	Integration of labour laws in the national, regional and international legal and policy frameworks, conventions and agreements

Deliverables/Outputs

Activities and intervention areas

Output 1A:	<ul style="list-style-type: none"> • Develop evidence-based position papers, Memorandums, Petitions, or letter-writing on relevant labour laws and policies. • Undertake Policy advocacy to influence policy decisions at both local, national, regional and international levels on labor issues. • Advocacy, Lobby and legislative engagement for legislative amendments to strengthen workers' protections and improve labor standards. • Influence and lobby for pro-workers' social protection policies, laws and interventions. • Participate in policy, legal and standards discussions and consultations with government, employers, and investors. • Conduct in-depth research on relevant policy issues, including potential impacts on members and the wider workforce. • Anti-discrimination policies: Advocate for legislation protecting workers from discrimination based on race, gender, sexual orientation, and disability. • Raise awareness of refugees and host communities as well as migrant workers on labour laws and rights. • Participation in ILC and all social dialogue structures.
Output 1B:	<ul style="list-style-type: none"> • Organize action campaigns on labour laws, policies, trade and investments and conventions. • Monitor the understanding and upholding of national and international labour laws to protect worker rights. • Conduct workshops on identifying potential workplace violations and appropriate response strategies. • Organize joint tripartite workplace monitoring and reporting systems to actively monitor workplaces for potential labour law, standards and policy violations. • Develop clear internal guidelines and procedures for handling labour law compliance. • Utilize online platforms and digital space to share policy updates, tracking and reporting. • Track legislative progress and policy implementation to identify areas for further action. • Ensure ratification and domestication of relevant ILO and other related conventions on labour and special interest groups and refugees and forcibly displaced persons. • Design and implement training programs for labour inspectors, District Workers Councillors and Workers' Members of Parliament.



	<ul style="list-style-type: none"> Organize synergy building and social dialogue at all levels on the labour law implementation and compliance. Develop and implement policy and legal tools, guidelines, and management information systems for Ministries of Labor to facilitate effective labour inspection and enforcement.
Output 1C:	<ul style="list-style-type: none"> Ensure legal training and awareness sessions for union leaders and members on relevant labour laws. Ensure Members' engagement in policy development, influencing and presentation. Organize round-table meetings and interfaces with key decision-makers, Parliamentarians, Committees of Parliaments to present union positions, policy briefs, memorandums and concerns. Undertake coalition building with other advocacy groups and partners on policy labour issues. Ensure inclusion of decent work in trade and investments and Business and Human rights. Institute and facilitate legal and policy making and influencing technical committee. Prepare routine policy briefs, positions and proposals on labour and employment issues.

7.1.7 PRIORITY AREA SEVEN: Institutional Development, Visibility creation and marketing as well as Sustainability

Strategic Goal Seven: Strengthened institutional capacity, visibility and sustained actions by the National center and its affiliates.

Deliverables/Outputs

Output 1A:	Effective Human resource personnel.
Output 1B:	Strengthened financial accountability and sustainability.
Output 1C:	Effective infrastructural and policy systems.
Deliverables/Outputs	Activities and intervention areas
Output 1A:	<ul style="list-style-type: none"> Organize staff and leadership training and capacity building initiatives. Conduct regular staff performance appraisals and audits to meet organizational needs. Strengthen NOTU secretariat and its affiliates with necessary tools, systems and requirements. Training NOTU Staff and its leaders in multiple skills such as AI, Platform work, ICT, M and E among others. Provide relevant training programs that address specific skills and knowledge gaps related to accountability. Train and build capacities of staff and leadership on the rights of refugees and forcibly displaced persons, labour migrants and platform workers. Facilitate staff and leaders for effective performance. Utilize online learning platforms to access a wide range of courses and resources on decent work.



<p>Output 1B:</p>	<ul style="list-style-type: none">• Develop and provide financial accountability and proper management of union funds.• Regular financial reporting to members, and preventing misuse of resources.• Design a resource mobilization strategy to improve NOTU's financial capacity to carry out its programmes and service.• Design and launch an efficient membership due Collection system.• Develop and mainstream a robust financial and results accountability culture within NOTU and its affiliates.• Engage in financial and human resource mobilization.
<p>Output 1C:</p>	<ul style="list-style-type: none">• Establish and capacitate a functional NOTU secretariat with clear financial and programme management structures and systems.• Establish strong resource center system.• Ensure provision of digital tools for the organization.• Review NOTU's constitution and other policies.• Ensure functional office operations, coordination and office utilities.





CHAPTER 8

8.0 CRITICAL SUCCESS FACTORS TO ENHANCE THE IMPLEMENTATION OF THE STRATEGIC PLAN

The following are the underlying factors for the successful implementation of this Plan;-

- (i) **Executive Sponsorship:** Strong support from top leadership at NOTU is crucial for resource allocation and overcoming obstacles.
- (ii) **Performance Metrics:** The centre should establish measurable key performance indicators (KPIs) to track progress and identify areas for improvement.
- (iii) **Change Management:** The Secretariat should Implement change management strategies to address resistance and facilitate adaptation to new processes.
- (iv) **Human Resource Management:** There will be a need to invest in attracting, developing, and retaining high-performing employees as well as attractive work conditions to ensure special attention is paid to staff capacity building.
- (v) **Policies, systems and structures:** In order to enhance internal transparency and coordination across the organization, both internal and external policies and procedures should be reviewed and operationalized across all levels.
- (vi) **Resource mobilization:** There will be need to invest in diversifying and stabilizing its resource base, including looking into investment opportunities and taking advantage of internal resource mobilization. These will include, identifying available resources, building networks and relationships, developing fundraising strategies, securing financial contributions, managing in-kind donations.
- (vii) **Strong Monitoring and Evaluation systems:** This should include defining clear objectives and indicators, establishing a monitoring framework, data collection and analysis, reporting mechanisms, feedback loops, and using findings to inform decision-making among others.
- (viii) **Relations management:** The center will have to identify key stakeholders, and build strong relationships with alike partners for communication and collaboration.

8.1 Strategies and Action areas to be considered during implementation

For the strategic plan to be effective, the following implementation strategies will be embraced:

- i. Trade Union recruitment, retention, Density and power strategy: As such, there will be a need to implement the strategies and build capacity in membership recruitment and growth to ensure sustained membership. Additionally, it is important to institutionalize a membership recruitment and retention Strategy as well as strong M and E to monitor progress and identify lessons in the course of the implementation of this strategy.
- ii. Resource Mobilization strategy: This will help to mobilize resources in ensuring the successful implementation of the Plan.
- iii. Advocacy and Lobby Strategy: The strategy will base its success on continuous advocacy and lobby activities that are supportive of the delivery of the outputs and intervention areas for affiliates and workers.
- iv. Communications, Visibility and marketing strategy: This will entail open communications channels with affiliates and all the stakeholders, as well as creating awareness on the ongoing activities and services being delivered to ensure decent work and social justice for workers.



- v. Partnerships, Networking and Collaboration framework: This will help in identifying the key stakeholders as well as how to relate with different stakeholders in the implementation of the Strategic Plan.

8.2 Roles and responsibilities of stakeholders in Strategic Plan implementation

The following Parties will be cardinal in the implementation and execution of the Strategic Plan to ensure its realization;-

8.2.1 NOTU Secretariat

- (i) Support and facilitate affiliates and members in the implementation of the Plan and its programme interventions.
- (ii) Establish an interactive website, social media and other communication channels that will promote information sharing among all the affiliates, stakeholders and the general public.
- (iii) Promote and coordinate collaborative, partnership and networking efforts.
- (iv) Ensure that all emerging issues relevant to the Strategic Plan programme are brought to the attention of NOTU governance structures and affiliates.
- (v) Facilitate regional networking and collaboration among NOTU affiliates and national stakeholders within the region on related issues.
- (vi) Lead and coordinate fundraising drives, proposal development and concept notes for the implementation of the activities and actions of the Plan.
- (vii) Support national, regional and global stakeholders in formulating advocacy and engagement action plans around identified priority issues.

8.2.2 NOTU Affiliates and Members

- (i) Support Secretariat in the implementation of activities at the national and enterprise levels where required.
- (ii) Ensure that all relevant national stakeholders are involved in NOTU related activities.
- (iii) Mainstream NOTU Strategic plan (e.g. in thematic areas for workshops, programmes and strategic interventions) in their respective activities, programmes and union Plans.
- (iv) Support the monitoring, evaluation and reporting of NOTU Strategic Plan programme i.e. provision of information on NOTU related activities being implemented and their impact.
- (v) Support the Secretariat to identify priority areas and possible spaces for non-state actor's participation in consultation processes at the national and regional level.
- (vi) Undertake national lobbying and engagement activities with policy makers specifically on promoting the decent work agenda.
- (vii) Create awareness about the Plan and its ongoing programmes and activities to the key stakeholders and general public.

8.2.3 Development partners

- (i) Facilitate Tripartite dialogue engagements by encouraging and supporting engagement between government, employers, and trade unions to promote social dialogue and find solutions to labour-related challenges.
- (ii) Provide financial support in form of funding and grants to fund union activities like awareness campaigns
- (iii) Coordinate and facilitate participation of staff, leaders and affiliates in international conferences, training and workshops for effective realization of the Plan.
- (iv) Support research initiatives to inform policy positions on labour issues, enabling unions to advocate for improved working conditions and legislation through evidence-based collective bargaining
- (v) Provide training programs for union leaders on issues like Collective Bargaining and negotiations, labour law, gender equality, and project management to enhance their effectiveness in representing workers
- (vi) Promote international standards and raising awareness about International Labour Organization (ILO) conventions and encouraging their ratification and domestication in Uganda.



CHAPTER 9

9.0 MONITORING AND EVALUATION OF THE STRATEGIC PLAN, RISK ASSESSMENT AND MITIGATION PLAN

Monitoring and Evaluation (M&E) mechanism is a critical component geared towards ensuring that the various strategies are implemented.

The implementation of Strategic Plan 2025-2030 will depend on the following critical success factors:

- a) Monitoring will be an ongoing process of data collection that will allow managers and leaders at NOTU to examine positive and negative trends and adjust their strategies accordingly.
- b) To implement the framework of action proposed by this Plan, the first step is to establish the pertinent baselines. The information derived from baselines will provide the basis for the Action Plans developed by the organization's different Programs.
- c) The center will form a Strategic Plan Review Committee, consisting of members from the Secretariat and representatives from Board and the affiliates.
- d) Conduct periodic evaluations to identify any elements that would enable to refine and/or redirect the Plan as needed.

9.1 Monitoring and Evaluation Framework

The following DM&E framework as well as M and E structure will ensure successful implementation of the strategic plan; -

- a. The Executive Board Members will oversee successful implementation of the strategic plan. They will report regularly (preferably annually) to NOTU General Council on the progress of the Strategic Plan implementation.
- b. The Secretary General shall provide overall guidance to the framework and the M and E plan. He or she will hold regular meetings to review the status of the Strategic Plan implementation as it relates to their respective departments and operations.
- c. The Secretary General and other delegated staff will breakdown the key performance indicators into activities and implementation plan into monthly and quarterly targets for effective and efficient monitoring and evaluation.
- d. Progress reporting and review of the strategic plan implementation by the Executive Board will be done on quarterly basis and monthly for staff. The reporting will address activities falling due within the quarter/month.
- e. Management will design and adopt a frame work and template for performance and programme evaluation and reporting will be undertaken.

9.2 Risk Assessment and Mitigation Plan

It is assumed that the implementation of this Strategic Plan will encounter number of risks either internally or externally some beyond the organization's control. As such, there are mitigation measures that have been put in place to counteract those risks. The following table provides a ranking of the potential risks and their associated mitigation measures:



Table: 5: Risk Assessment and Risk Mitigation Plan

Assumption/Risk	Level/Rating	Mitigation measure
<p>Shrinking space of trade unionism: The decreasing trade union densities would challenge the political influence of the trade unions, including NOTU and politicians could use this to undermine their labour unions.</p>	<p>High</p>	<ul style="list-style-type: none"> • Demystify union benefits, services and roles. • Trade Unions should clearly communicate the value proposition of membership, highlighting the benefits they offer to workers. • Intensify Organizing and Recruitment. Drives: Actively recruit new members. • Reach out to workers in non-unionized workplaces. • Host informational meetings, and utilize social media and other outreach tools. • Promote and explore Sectoral Bargaining to attend sectoral-based concerns and interests. • Develop and implement digital organizing strategies. • Develop strategies to retain and maintain members.
<ul style="list-style-type: none"> • Government repression and restrictions: indirect government interference compromises unions’ ability to call for enforcement of some labour laws 	<p>Medium</p>	<ul style="list-style-type: none"> • Continuously engage with government agencies to find lasting solutions for peace and promote social dialogue as a tool for peace and security. • Continuous social dialogue with the MoGLSD and other line MDAs. • Promote Tripartism and social dialogue.
<ul style="list-style-type: none"> • Political interference especially by MPs representing workers 	<p>High</p>	<ul style="list-style-type: none"> • Maintain transparent communication with stakeholders, including the public, media, and relevant authorities, to build trust and foster understanding. • Build strong separation of powers and independence syndrome among leaders, affiliates and members. • Carry out training in leadership and management.
<ul style="list-style-type: none"> • Leadership wrangles at union and national levels. • Limited financial resources. • Low recruitment capacities and abilities. 	<p>Medium</p>	<ul style="list-style-type: none"> • Strategic risk planning is crucial for managing risks. • NOTU leaders must identify and tackle risks that could harm their goals. • The Union leaders must focus on the most severe and impact risks first. • Develop conflict resolution and management mechanism.



<ul style="list-style-type: none"> • Membership fluctuations, due to job losses- High membership turnover. 	<p>High</p>	<ul style="list-style-type: none"> • Harnessing the Energy of young Workers: • Organize Events and forum Building events for different class of workers and leaders. • Organize events, workshops, and forums that encourage interaction and collaboration. • Develop harmonious and peaceful employment relations. • Develop membership retention and sustainability strategy.
<ul style="list-style-type: none"> • High unemployment rate and Economic instability and crisis. 	<p>High</p>	<ul style="list-style-type: none"> • Unions can negotiate contracts that include provisions for job security, such as seniority-based layoffs, which can help workers retain their jobs during economic downturns. • Engage government, employers and Development Partners on decent trade and investment climate in the country. • Engage Tripartite Partners in fighting unemployment and promote skills development.
<ul style="list-style-type: none"> • Casualization of employment that affects membership growth. 	<p>High</p>	<ul style="list-style-type: none"> • Push for laws that limit the use of precarious employment contracts like zero hour contracts and temporary agency work. • Ensure that all workers, regardless of their employment status, have access to basic rights and protections.
<ul style="list-style-type: none"> • Job insecurity leading to loss of jobs, social protection mechanisms among others. 	<p>High</p>	<ul style="list-style-type: none"> • Advocate and lobby for amendments and developments of stronger laws that protect workers from arbitrary dismissals. • Push for policies that guarantee job security for all workers.
<ul style="list-style-type: none"> • Union related threats such as competition over members, internal conflicts transparency issues. 	<p>High</p>	<ul style="list-style-type: none"> • Clarify the issue that may cause conflicts • Encourage joint workplace organizing and Recognition in similar sectors or enterprise. • Encourage affiliates' use of the center in all matters that affect them. • Regulate the demarcation of unions.



<ul style="list-style-type: none"> • Competition from other trade union center, COFTU. 	<p>Medium</p>	<ul style="list-style-type: none"> • NOTU should implement innovative strategies to improve their services to attract new affiliates and retain existing ones. • Mobilizing workers in emerging jobs, sectors such as platform or gig economy. • Coalition building and campaigning in areas of common interests
<ul style="list-style-type: none"> • Climate change impacts on workers' livelihoods and capacities. 	<p>Medium</p>	<ul style="list-style-type: none"> • Increased use of renewable energy and application of new technologies such as electric cars • Training of affiliates and members of Just-transition. • Develop workplace policies on climate change and just-transition.
<ul style="list-style-type: none"> • Externalisation of workers and labour migration. 	<p>High</p>	<ul style="list-style-type: none"> • Protection of workers through licensing and placement procedures. • Creation of service agreement between the Ugandan recruitment company and the foreign recruitment company. • Signing cooperation agreements and MoUs among cross sister federations. • Lobby government to recruit Labour Attaches in the respective destinations countries.
<ul style="list-style-type: none"> • Cyber security threats and data protection issues and gig/platform work 	<p>High</p>	<ul style="list-style-type: none"> • Implement MFA to add an extra layer of security beyond passwords. • Use methods like one-time codes, biometric authentication, or hardware tokens. • Regularly back up of critical data and systems. • Develop and test a disaster recovery plan to ensure business continuity in case of a major security breach. • Advocate for rights and working conditions of gig and platform workers. • Recruit and organise gig and platform workers. • Promote policy and legal changes to address gig and platform work.



<ul style="list-style-type: none"> • Social and cultural barriers. 	<p>Medium</p>	<ul style="list-style-type: none"> • Provide training for staff to work in a multicultural society. • Equip staff and leaders with the knowledge and skills to interact respectfully and effectively with people from diverse backgrounds. • Focus on cultural norms and values analysis in all programming and implementation. • Partner and engage with local organizations and leaders. • Establish community advisory groups and Community of practice (CoP). • Develop stakeholder reporting and feedback systems.
<ul style="list-style-type: none"> • Increased informality of some sectors and economy. 	<p>Medium</p>	<ul style="list-style-type: none"> • Provision of access to Finance and Business Services. • Improve access to financial institutions. • Provision of business development services and training, mentor-ship, and access to information and markets. • Promotion of education and skilling in SMEs. • Promote lifelong learning to workers to adapt to changing job markets. • Liaise with relevant government agencies such as URA, URBS, and skilling centers.
<ul style="list-style-type: none"> • Fast moving technological advancement and Digitization leading to workers' restructuring. 	<p>High</p>	<ul style="list-style-type: none"> • Cyber Threats detectives to prevent data breaches and disruptions • Lobby for data Security in Transit to ensure data is protected during the migration process. • Proper data governance and management practices that can prevent data duplication.
<ul style="list-style-type: none"> • Refugees and forcibly displaced person influx and impact on Host communities 		<ul style="list-style-type: none"> • Advocate for refugee and HC rights in workplace. • Promote refugee and forcibly displaced persons' integration into labour market. • Undertake awareness-raising on labour laws and rights. • Provision of support services such as training, skills development, organizing, social dialogues and networking initiatives.

CHAPTER 10

10.0 IMPLEMENTATION AND FINANCING THE STRATEGIC PLAN

The detailed indicative budget required to implement the strategic plan for the period of five years is indicated in the table below. It captures the summary estimates of the budget based on each of the priority areas.

PRIORITY AREAS	US\$	UGX
Priority Area 1: Trade union organizing, recruitment and membership growth, density and power	US\$ 1,327,000.00	4,770,170,868
Priority Area 2: Decent work and working conditions for all workers in the world of work	US\$ 575,000.00	2,066,954,219
Priority Area 3: Capacity building, training, skilling and service delivery and development	US\$ 604,000.00	2,171,448,252
Priority Area 4: Social dialogue, social justice and solidarity campaigns	US\$ 634,000.00	2,279,041,696
Priority Area 5: Alliance building, partnerships and collaboration	US\$ 146,048.23	525,000,000
Priority Area 6: Labour standards, legislation and policy making, trade and investment agreements, social protection and collective bargaining agreements	US\$ 233,650.51	840,000,000
Priority Area 7: Institutional development, visibility creation and marketing and sustainability	US\$ 667,504.8	2,400,000,000
Grand total	US\$ 4,187,203.54	UGX15,052,615,035

10.1 Financing mechanisms and approaches of the Strategic plan

In order to effectively and efficiently implement the strategic plan, the following financing arrangements will be explored;

- Developing and writing of bankable proposals and activity-based concept notes to be submitted and funded by different alike Development partners.
- Undertake consultancy services through its staff and resource center.
- Ensure NOTU affiliates consistently and timely fulfil its membership subscription and affiliation obligations to the National center.
- The National center can undertake small, medium and long-term investments to generate resources to finance the strategic plan.
- The National center can undertake fundraising drives and campaigns.
- NOTU associates, representatives and friends can donate and provide grants in cash or in-kind for the implementation of the strategic plan.



10.2 Advocacy and Communication Plan

The National Secretariat and the Executive Board Members will partner with NOTU Affiliated unions, relevant line MDAs, social partners and NOTU Development partners to conduct sensitization, public awareness and marketing of the Strategic Plan 2025–2030, its priority areas and outcomes. NOTU and its affiliates will collaborate with the Secretary General to provide links for the Strategic Plan on NOTU website. The Secretary General will also organize media briefings at institutional, national and where possible at regional and international levels to highlight the Strategic plan priority areas, outcomes and activities and interventions. The Executive Board Members and staff with the guidance of the Secretary General will engage media houses and other social media platforms to promote publicity and reporting on Strategic Plan activities while observing the overall communication policy of NOTU.

The staff and National secretariat will also keep track of international and local events aligned to promotion of decent work, and organize joint activities on relevant Strategic plan outcomes. The Staff and National secretariat with the approval of the Secretary General will develop and disseminate key policy and advocacy messages that resonate with the day's theme and specific Strategic plan outcomes.

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**International
Labour
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