



AMALGAMATED TRANSPORT & GENERAL WORKERS' UNION (ATGWU)

5 **STRATEGIC**
years **PLAN**
2019 – 2023

Unity is Strength

VISION, MISSION AND VALUES

ATGWU VISION

To be the most effective and self-reliant labor union in Africa and beyond

ATGWU MISSION

To strengthen human and workers (labour union) ensuring decent work place, promote social justice and work to preserve the environment

ATGWU CORE VALUES

The values of ATGWU are the fundamental guiding principles that shape the way we think and behave. We are committed to...

- a) Being Democratic.
- b) Being of highest Integrity.
- c) United & with Team work.
- d) Being Transparent and Accountable.
- e) Equity and fairness.
- f) Voluntarism and Being Committed

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1. ACKNOWLEDGEMENTS

ATGWU recognizes the fact that a strategic plan is not in itself a magic wand and neither is it a universal remedy for all the organization's problems. However, the Union is at the same time aware that, if cautiously applied and adhered to, a strategic plan can guide the organization's activities towards achieving its vision and aspirations.

The Union decided to review the achievements of 2011-2016 strategy and agreed on strategic planning process that culminated in this comprehensive, yet simple, strategic plan. The process started in October 2018 till December 2018. This plan is expected to effectively guide the Union's operations and activities for five years, beginning January 2019. It will be regularly revised to ensure that it stays relevant to the organization's objectives and continues to meet the members' aspirations and needs.

We thank the ATGWU National Executive Board, committee members and the entire ATGWU members & fraternity for their time, commitment, active participation and contribution towards the strategic plan development.

Finally ATGWU acknowledges the valuable knowledge and expertise in strategic planning & development rendered by the Formulations Technologies Inc team comprising of Moses Musiitwa and Musoke Herbert that led to the successful implementation of this exercise.

2. EXECUTIVE SUMMARY

ATGWU Strategy 2019 -2023 is a medium to long term plan defining the scope and focus of ATGWU in Uganda. The Union has been operational for over 75 years now since 1938 and the strategic plan will build on a strong foundation that has been established by previous works, with the current projections which include:

- ❖ Increasing the membership base by at least 50 % in next 5 years, focusing on expanding coverage to all regions in Uganda
- ❖ Build the capacity of the institution and staff
- ❖ Development of infrastructure / Business center of the Union.

The purpose of ATGWU strategy 2019 -2023 are:-

- ❖ To provide a strategic direction for ATGWU in its pursuit to promote access to workers rights and decent work environments in Uganda.
- ❖ Guide the operations in the coming five years and ensure optimal utilization from the limited resources ie development of annual work plans and budgets
- ❖ Explain to stakeholders what ATGWU intends to do & how to collaborate (ie Public & private sector, Government of Uganda, International Donor in Uganda)
- ❖ To serve as a tool for resource mobilization.
- ❖ Serve as a guiding benchmark for the achievement of the what ATGWU strategic objectives should be achieved over the 5 year period.

The Union appeals to its strategic development partners and well wishers for support in all ways possible to enable the achievement of the objectives set out in this document. Sincere gratitude goes to all members & organizations that made it possible for this strategic plan to be put in place. Particular mention goes to the members of the National Executive Board and all Shop Stewards of ATGWU in the various companies for their untiring efforts in contributing to the strategic planning processes.



Bro. Abima Stephen
General Secretary – ATGWU

3. CHAIRMAN'S STATEMENT

I am delighted to introduce the Strategic plan for ATGWU which covers the period 2019-2023. The strategic planning process commenced by ATGWU in 2011 has been very successful and significant progress has been achieved.

The transformation of the workplace environment in recent years has been the most remarkable feature of the country's progress. The proposals emerged from our planning process, have been taken on board and are consistent with the Vision and mission statements. We have been able to agree on the following to these main priorities

- ❖ Membership growth and development.*
- ❖ Service Excellence & Workforce Development*
- ❖ Information, Education and training.*
- ❖ Becoming a more adaptable and flexible organization through stronger partnership.*
- ❖ Providing high quality Programs and Services to members, ie Organizational excellence.*
- ❖ Strategic Communication and Networking*
- ❖ Ensuring a decent work place*

I would like to emphasize that the strategic plan is a working document. It will be supported by the yearly annual Plans of each Unit. These will detail key actions and targets designed to achieve our strategic goals. Partnership shall continue to be central to the way we do our organization both internally and externally. We must enhance the current partnership in order to become more effective and relevant as an organization and to deliver a stimulating and rewarding working environment for all members and staff.

Over the next five years we shall face many new internal and external challenges but we must embrace new opportunities as they arise. To do so, we must continue to build on our previous success and continue to adapt and develop to meet the changing needs of all our members and stakeholders. We must provide more flexible and higher quality services to our members, continue to deliver value for money for but also become more innovative, and creative, and continue to build good performance at the Work place where all members can contribute fully to our strategic goals.



Bro Owere Usher Wilson
National Chairman – ATGWU

4. About ATGWU

4.1 Legal Status:

Amalgamated Transport and General Workers Union (ATGWU) is a workers' Union registered in Uganda. It traces its existence from the first Workers' organization to be registered in Uganda, the Uganda Motor Drivers Association (UMDA), registered by the labour department of the colonial governance in 1938. Since then the organization has gone through a series of mergers and registrations, culminating into its current registration carried out in 1974.

4.2 Mandate:

ATGWU, one of the leading Workers' Trade Unions in Uganda, is at the forefront in advocating for the rights at work and decent working conditions.

4.3 Affiliations

ATGWU is directly affiliated to:

- a. The International Transport Workers Federation (**ITF**) with its headquarters in London, United Kingdom. ITF is an Global trade union federation of transport workers' unions founded in 1896. Website www.itfglobal.org. Any independent trade union with members in the transport industry is eligible for membership of the ITF. The ITF is made up of 759 affiliates representing over 20 million Transport Workers in 154 countries. It is one of the several Global Union Federations (GUFs); allied with the International Trade Union Confederation (ITUC). Website: www.ituc.org
- b. The National Organization of Trade Unions (**NOTU**), Uganda

NOTU was established by Trade Union Decree No.29 of 1973. It is the most representative labour centre, representing millions of workers in Uganda. Website: www.notu.or.ug

- c. Union Network International (UNI) with its headquarters in Nyon, Switzerland UNI is the GUF for employees in the skills and services industries with over 15 million members belonging to more than 900 unions in 150 countries worldwide. Website: www.uniglobalunion.org

4.4 Location and Contact:

Plot 467 Lubowa , Lweza

Lweza Township –

Off Entebbe Road

P. O. Box: 30407 Kampala – Uganda

Telephone: +256 414 232508

Fax: +256 414 341541

Email: mail@atgwu.or.ug

Web site: <http://www.atgwu.or.ug>

<http://www.africaefuture.org/atgwu> <http://www.atgwu.org>

4.5 Vision – 2011- 2016

To be the most effective, efficient, reputable and self-sustaining labour union in advocating for rights at work under a united membership.

4.6 Mission for 2011- 2016

To organize and educate workers; recruit and retain members and carry out advocacy through comprehensive systems, policies, and procedures in promoting and protecting rights at work.

It was important to re-define the vision, mission & core values of ATGWU so as to ensure that they are relevant, inspirational and aligned to the future aspiration of the program and the realities of the communities we serve.

4.7 Governance and Management structure

4.7.1 Shops

In each company, members elect representatives (Shop stewards) according to the sections in the company and/or the membership strength. The elected shop stewards then form a Shop Stewards Council, headed by a Chief Shop Steward. While in the association, members elect representatives to the executive councils that govern the individual associations.

4.7.2 Branches

Branches are formed on industry basis. Where the number and leadership capacity of members in an industry or firm justifies formation of a branch, such an industry or firm is allowed to form a branch of the Union by the National Executive Board (NEB).

Each branch is governed by a Section Executive Committee (SEC) consisting of the Chairperson, the Secretary, Treasurer, Organizing Secretary, Woman Representative, Youth Representative and three other members elected at Section General meeting of members. The committee serves for three years and all committee officers and members are eligible for re-election.

4.7.3 Secretariat

The Secretariat is delegated by NEB to carry out the day to day running of the Union's affairs. The General Secretary, who is the Chief spokesperson of the Union, heads the Secretariat.

4.7.4 National Executive Board (NEB)

The supervision of the day-to-day running of the union affairs is vested in the NEB that is elected every five years by the Delegates Conference, (the Quinquennial Delegates Conference). NEB implements the resolutions and directives of the DC.

4.7.5 Delegates Conference (DC)

The DC is the organ in which the supreme authority of the Union is vested. There shall be three types of delegates' conferences, namely:

- a. The Quinquennial Delegates Conference (QDC)
- b. The Annual Delegates Conference (ADC)
- c. The Extraordinary Delegates Conference (EDC)

NB: the women and youth are integrated in all union structures.

4.8 Scope of Membership:

ATGWU's scope of organization and representation of Workers covers organizations operating in the following industries:

- ❖ Road Transport Industry .
- ❖ Civil Aviation Industry.
- ❖ Logistics, Integrators and Delivery Service Industry
- ❖ Oil Industry
- ❖ Chemical Industries
- ❖ Private Security Industry
- ❖ Property Service Industry and
- ❖ General workers in support services

Note:

- a) Membership of the union is open to all workers within the mentioned industries. An eligible worker can join ATGWU by signing a membership declaration and authorization form.
- b) Every member has the right to fully enjoy and benefit from the services of the union without discrimination, and to participate fully in the business and activities of the Union, including providing leadership at any level.
- c) Every member is obliged to respect and uphold the union constitution and to strengthen and protect the Union.

ATGWU currently has a paid up membership of over 105,000 members with a potential membership of over 500,000 members.

5. SWOT Profiling

5.1 SWOT Profiling

Below is the analysis and tabulation of the Strength, Weaknesses, Opportunities and Threats (SWOT) of ATGWU

Strength

- Growing internal trade union democracy within affiliates
- Growing participation and representation of women unionists at the national and international levels
- Growing participation and representation of young unionists at the national and international levels
- Continent-wide representativeness
- Growing Visibility
- Open internal communication
- Some levels of transparency and accountable
- Professional staff (Competent & committed personnel) Intergenerational balance amongst staff)
- Existing Team spirit
- Improved official bilingual competence
- Ownership of headquarters secretariat
- Conference facilities
- Track record of achievements
- Solidarity support of the ITF and UNI.
- Appropriate monitoring and follow-up education
- Experience in implementing workplace HIV/AIDS intervention programmes
- of project activities at national level
- Defined Identity(Anthem and Flag)
- Experienced and dedicated full-time employees
- Qualified trainers with experience in various areas of workers' education

Weaknesses

- Low trade union representation across the country (less than 10%)
- Poor membership records
- Poor payment of affiliation fees
- Poor reporting from some national organizations
- Dependency on external funding for activities
- Out dated or lack of organizational policies and plans
- Lack of a clear employee retention strategy

- *Unstructured succession planning*
- *Accumulated staff retirement obligations*

Opportunities

- *Big membership potential.*
- *Increased awareness and support for workers' rights issues*
- *Increased demand for trade unions by the working community*
- *Increased willingness by some funding organizations to support*
- *Increased labour unions activities*
- *Growing mass consciousness on labour matters and the movement*
- *Existing Strategic partnerships*
- *Growing acceptance of the decent work agenda globally (Social Partners, UN SDGs, AU Agenda 2063)*
- *Big potential for increasing trade union membership*
- *New ILO labour protection instruments (Conventions 189 on Decent Work for Domestic Workers and Recommendations 200 on HIV and AIDS and the World of Work, 202 on National Floors of Social protection, 204 concerning the Transition from Informal to the Formal Economy, and Force Labour Protocol)*

Threats

- *Many emerging factions / unions targeting the same potential membership*
- *Partisan politics infiltrating union affairs*
- *Membership spread over wide area requiring a lot of financial and human Resources to organize and serve*

6. Strategic Goals & Aspirations

6.1 Organizational Statements

The union has looked at its key strengths and opportunities such that when all are used as a day-to-day guide and reference point, the union will always show the way to the best decisions. The key aspect of ATGWU is to provide a basic range of trade union movement, workers representation & personal development to its members in an affordable, friendly and understandable format. Despite the fact that many of its members may have few other choices, it aims to deliver its services in such a way that the members will want to come back for more services. The organizational statements have been reviewed, with some improvements in area of focus, thus below

ATGWU Vision; To be the most effective and self –reliant labor union in Africa and beyond

ATGWU Mission; To strengthen human and workers (labour union) ensuring decent work place, promote social justice and work to preserve the environment

ATGWU Core Values;

The values **of ATGWU** are the fundamental guiding principles that shape the way we think and behave. We are committed to...

- a) Being Democratic.
- b) Being of highest Integrity.
- c) United & with Team work.
- d) Being Transparent and Accountable.
- e) Equity and fairness.
- f) Voluntarism and Being Committed

6.2 Our Goals are

- ❖ Membership growth and development.
- ❖ Service Excellence & Workforce Development
- ❖ Information, Education and training.
- ❖ Becoming a more adaptable and flexible organization through stronger partnership.
- ❖ Providing high quality Programs and Services to members, ie Organizational excellence.
- ❖ Strategic Communication and Networking
- ❖ Ensuring a decent work place

Our Critical Success Factors (CSFs)

- ❖ **Developing Internal Capacity:** Build institutional capacity and sustainability of the union.
- ❖ **Increasing Membership:** Broaden and actively engage all membership of the union.
- ❖ **Credibility and visibility:** Build credibility and visibility of the union.
- ❖ **Resources Mobilization;** Developing alternative Resources mobilization strategies.
- ❖ **Promoting Openness:** Promote effective Strategic Communication practices.
- ❖ **Broaden scope:** Broaden scope to respond to diverse and evolving member needs and Organizational development needs of the union.

Based on the findings from the stakeholder meetings, ATGWU fraternity feedback, technical committee report and the SWOT analysis, the National Executive Board and management identified the following core strategic goals for ATGWU

6.3 Strategic Goals

Goal 1: Membership Growth and Development.

To use all means possible, to recruit new members to the union, and to provide a range of services, supports and programs, to assist individuals enter/re-enter the active labor market.

Planned Outputs:

- Improved numbers of members, by at least 40,000 persons per year.
- Retention of members
- Raise financial Support from members contributions

Strategic Objectives (SO)

SO 1: ATGWU will organize and recruit members from all organizations in Transport and General workers sectors, by registering, profiling and building their capacity through workers education & training and other such intervention based on feedback survey from members

SO 2: ATGWU will solicit support, (human and financial) from partners and donors, to help them execute their services

SO 3; ATGWU will develop a code of conduct for members to promote solidarity in the union.

Goal 2: Service Excellence & Workforce Development

To promote customer service excellence to our members, as the central focus of all our Programs and Services.

Planned Outputs:

- Excellent services to our Union members.
- Increased coverage, (regionally) in Uganda
- Up-grade ICT Utilization, targeting digital recruitment
- Development of professional staff members

Strategic Objectives (SO)

SO 4; ATGWU will organize conduct a internal skills gap analysis for Union leaders, to help profiling and building their Leadership capacity

SO 5; ATGWU will develop a service profiles menu for members (member's information data base, membership's cards etc) and shall focus on ICT utilization to promote efficiency and effectiveness in the union.

SO 6; ATGWU will promote workforce development by upgrading the competencies of the staff members by providing /facilitating targeted training programs and services, including the continuous development programs.

Goal 3: Information, Education and training.

To inform and influence issues affecting members, their rights at work place and general labour market trends so that ATGWU supports the worker , for economic and social development.

Planned Outputs:

- IEC materials for information sharing, in multi- languages
- Training tools –Calendar, Manuals, Budgets, etc
- Will provide information to stakeholder organizations eg Employers on the labour sector trends and its operations
- ATGWU will sponsor suitable laws and policies affecting labour sector,
- Develop a training facility for all grades of drivers – Driving school

Strategic Objectives (SO):

SO 7: Develop and disseminate materials and information leading & creating networking linkages, to a better understanding and developments of the labour sector, with emphasis to Transport and General Workers/ informal sector .

SO 8: Develop training tools (Calendar, Manuals, Budgets) , get approvals, and implement scheduled trainings

SO 9: Develop and implement a Driving school facility for Drivers in Uganda and beyond

SO10: Integration of ATGWU initiatives into National Organization of Trade Unions -NOTU & National programs of Ministry of Labour & Social development (Laws, Policies and regulations).

Goal 4: Organizational Excellence.

To achieve excellence in our work practices in order to deliver the optimum return on available resources

Planned Outputs:

- Organizational Policies and Procedures developed
- Sustainable organization (increased finances and reduced in-debtedness)
- Expanded & Furnished office- space
- Professionally run organization .

Strategic Objective (SO)

SO 11: Review the existing (or develop) organizational policies and procedures to manage the organization, i.e. operational policies, and then manage the Secretariat professionally and according to budget as approved by the NEB

SO 12: Recruit and develop competent staff to manage the affairs of the Secretariat

SO 13: Develop a resource mobilization strategy for sustainability

SO 14: Expand the office space (Business Center) and equip it with furniture, fitting and computer equipments

Goal 5: Strategic Communication and Networking

To improve communications and relationships with all our stakeholders and to communicate proactively with our members so that they can make informed choices regarding our range of services.

Planned out puts:

- Increased awareness of unions activities to members & society
- Increased organizational visibility(Corporate Image) in Uganda and beyond
- Adoption of good governance practices, by bench marking other institutions

Strategic objectives (SO):

SO 15: Train and develop competent members to disseminate information to members & the general public.

SO 16: Interact & maintain communications with all stakeholders in Uganda and all regional & international affiliated unions.

SO 17: Develop advocacy strategies and programs to engage both members and general public on issues of concern eg HIV&AIDS, Climatic Changes & Preservation of the Environment, Expanding Social protection for Informal sector, Gender equality-Domestic violence issues etc

Goal 6 Decent work place agenda;

To campaign against precarious work, ie secure decent working conditions for the members.

Planned Outputs:

- Increased awareness of members about the Decent Work Agenda
- Adoption of Decent work place practices.

SO18: Train and develop competent members (TOT) to disseminate information to members & campaign against precarious work.

SO 19: Campaign against precarious work, with awareness session to members.

The above seven core strategies will form the basis upon which future activities, projects and all decisions of the Union will be anchored. The focus will be on implementing actions that will ensure that the cancer ATGWU delivers and achieves the strategic goals and ultimately contribute to access of Workers rights and improvement of working conditions based on the decent work agenda pillars

7. Strategic Roadmap & Milestones

2019 Activities -1st Year

1. Organize & Recruit New members -40,000 1st Year
2. Develop TOT team to support the memberships recruitment
3. Staff Recruitment -
4. Review & update Existing Policies
5. Up-grade CBA's and Recognition Agreements
6. Programs Evaluation for last 5 years , and develop/expand programs
7. Up-grade ICT facilities to start digital recruitment
8. Assess capacity of Leaders for future development
9. Training Tools- Calendars, Manual

2020 Activities -2nd year

1. Organize & Recruit New members -40,000 -2nd year
2. Education & Training support the memberships recruitment
3. Leadership development program
4. Develop new CBA's and Recognition Agreements
5. Programs developments and implementation
6. Staff development programs
7. Start to develop business plan for Driving School & Business Center
8. International meetings

2021 Activities 3rd Year

1. Organize & Recruit New members -40,000 -3rd year
2. Education & Training support the memberships recruitment
3. Leadership development program
4. Develop new CBA's and Recognition Agreements
5. Programs developments and implementation
6. Staff development programs
7. Implementation of Driving school program
8. Bids for Business Center and Resources Mobilization
9. International meetings
10. Mid-term Reviews

2022 Activities 4th-Year

1. Organize & Recruit New members -40,000 -4th year
2. Education & Training support the memberships recruitment
3. Develop new CBA's and Recognition Agreements
4. Programs developments and implementation
5. Staff development programs
6. Implementation of Driving school program
7. Bids for Business Center and Resources Mobilization
8. International meetings

2023 Activities -5 Year

1. Organize & Recruit New members -40,000 5th Year
2. Education and training
3. New CBA's and Recognition Agreements
4. Complete pending assignments from previous years
5. Programs Evaluation for last 3 years ,
6. Construction/ Completion of Business center
7. Strategic plan for 2024-29
8. Governance / Elections

8. Financial Management Plan

Management Arrangements

Management of the implementation of the Strategic Plan will require clear allocation of responsibilities for implementing all planned activities, with reporting lines running hierarchically (bottom-up) through the organization.

The objectives of the management and implementation arrangements would include the following:

- Definition of the various mandates underlying the Strategic Plan implementation and the responsible parties for implementation of those mandates.
- Outlining of key strategic activities, their expected outputs and how their implementation will be measured and reported on.
- Determination of necessary resource requirements (facilities, equipment, goods and services) for implementation.
- Ascertainment of what systems, policy and procedures should be in place to ensure that the implementation process is properly guided.

Budget Development

Budgeting Guiding Principles Adopted

The budget has been developed, focusing on **3 key resource requirements**:

- Resource requirements for funding the mandated (programs) activities of **ATGWU**. A programme budget is a result of this process, to meet the requirement.
- Resource requirements for providing support services necessary during the implementation of the mandated (programmes) activities. An operational budget is a result of this requirement.
- Resource requirements for Capital developments.

Budget Basic Assumptions

Programmes & Capital development activities shall be derived from the Annual activity work plans, their method of implementation shall be determined as a basis for identification of their resource requirements for their implementation.

Financial Projections For Next 5 Years

9. Implementation, Monitoring & Evaluation Plan

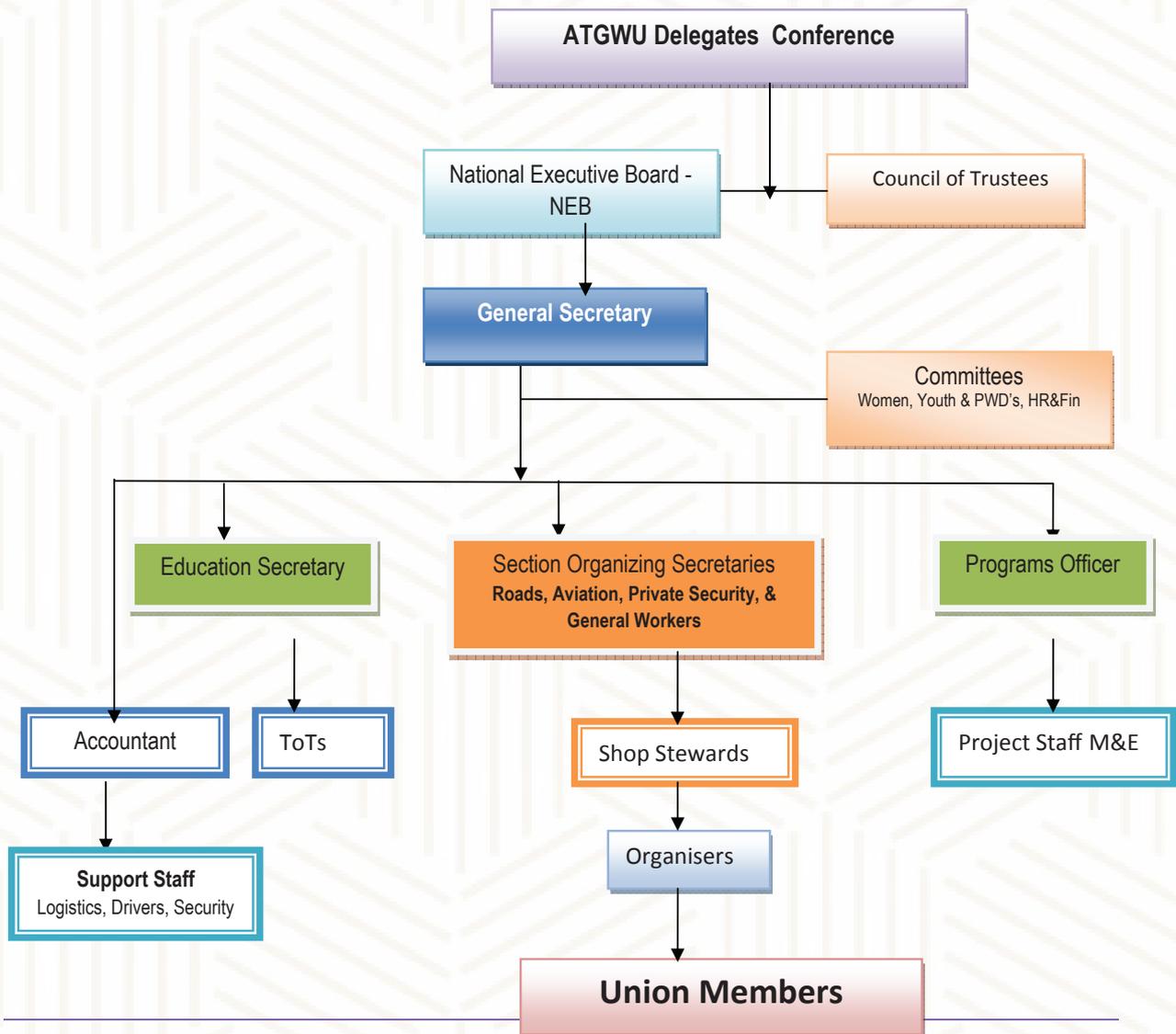
The monitoring, evaluation and control action framework for **ATGWU** is anticipated to achieve the following;

- To track the implementation of scheduled activities.
- To ascertain whether resources earmarked for the implementation of the scheduled activities suffice and are delivering what they were planned to deliver.
- To assess whether the envisaged outcomes are being realized from the implementation process.
- To establish whether there are any un-anticipated challenges that might have cropped up and seek ways of how best to solve them.
- To evaluate whether envisaged outputs/outcomes were actually realized.
- To ascertain whether the institutional capacity in terms of logistics, human resources and financial resources are adequate to enable it realize its vision and goals.
- Control action within this framework refers to what action should be undertaken in the event of something going wrong.
- Where the above might be inadequate, then the union might consider updating them to enable it realize its targets.

The routine monitoring and evaluation tools to be used shall entail the following;`

- Regular NEB Management Meetings (four times)
- Annual General Meetings (AGM /QDC`s)
- Organizational Assessment and Program evaluation.
- Annual Financial and systems Audits

Annex I | Proposed Organizational Chart for AGTWU 2019-23





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