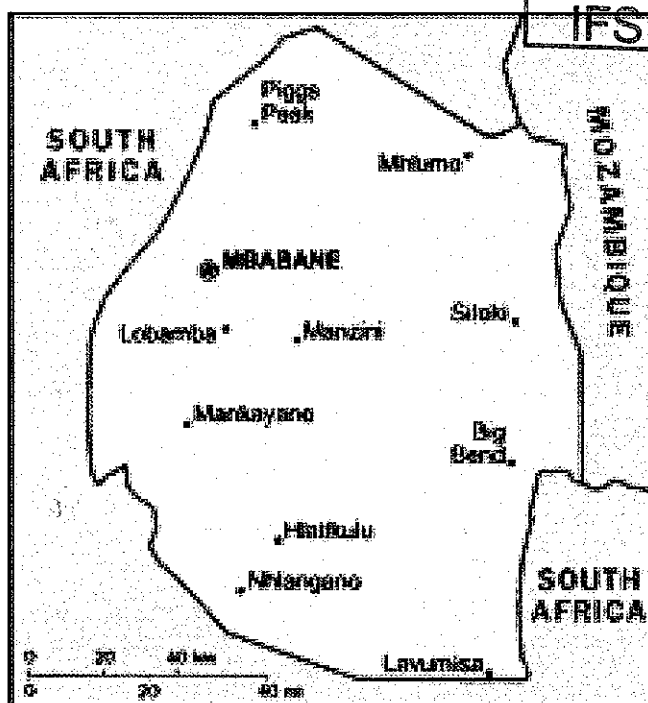


Evaluation of LO-Norway Programme of Co-operation with Swaziland Federation of Trade Unions

November 2006

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Project NSW1: Education and Training, 1998-2006



Report compiled by
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Acronyms and abbreviations

CAWUSA	Commercial and Allied Workers Union of Swaziland
CBA	Collective Bargaining Agreement
CLC	Consultative Labour Council
CMA	Common Monetary Area
CMAC	Conciliation, Mediation and Arbitration Commission
CPI	Consumer Price Index
CRC	Constitutional Review Commission
COSATU	Congress of South African Trade Unions
CSO	Civil Society Organisation
CTUC	Commonwealth Trade Union Council
CWUS	Construction Workers Union of Swaziland
DANIDA	Danish International Development Assistance, Denmark
FSECC	Federation of Swaziland Employers and Chambers of Commerce
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HLM	High-Level Mission from the International Labour Conference Committee on Application of Conventions and Recommendations
ICFTU	International Confederation of Free Trade Unions
ICFTU-AFRO	ICFTU African Regional Organisation
ILO	International Labour Organization
IRA	Industrial Relations Act
ITUC	International Trade Union Confederation
LAB	Labour Advisory Board
LO/FTF Council	Danish Trade Union Council for International Development Co-operation
LO-Norway	Norwegian Confederation of Trade Unions
NCA	National Constitutional Assembly of Swaziland
NGO	Non-Government Organisation
NNLC	Ngwane National Liberatory Congress
NORAD	The Norwegian Agency for Development Co-operation
MCTU	Malawi Congress of Trade Unions
MQAWUS	Mining and Quarrying Workers Union of Swaziland
OATUU	Organisation of African Trade Union Unity
OHS	Occupational Health and Safety
PPP	Purchasing Power Parity
PPTWU	Public and Private Sector Transport Workers Union
PUDEMO	Peoples United Democratic Organization
SACU	Southern African Customs Union
SADC	Southern African Development Community
SAPWU	Swaziland Agriculture Plantation Workers Union
SATU	Swaziland Amalgamation of Trade Unions
SATUCC	Southern African Trade Union Co-ordinating Council
SCHAWU	Swaziland Catering and Hotel Allied Workers Union

SESAWU	Swaziland Electricity Services and Manufacturing Allied Workers Union
SFL	Swaziland Federation of Labour
SFTU	Swaziland Federation of Trade Union
SMAPISA	Swaziland Manufacturing and Processing Industry Staff Association
SMEPAWU	Swaziland Media Publishing Allied Workers Union
SNA	Swaziland Nurses Association
SNACS	Swaziland National Association of Civil Servants
SNC	Swazi National Council
SPRWU	Swaziland Processing and Allied Workers Union
SSGWU	Swaziland Security Guards and Allied Workers Union
SSN	Swaziland Solidarity Network
SSP	Swaziland Progressive Party
STAWU	Swaziland Transport and Allied Workers Union
SUNASHI	Swaziland Union of Non-Academic Staff for Higher Institutions
SWASAWU	Swaziland Water Services and Allied Workers Union
SWAYOCO	Swaziland Youth Congress
USCW	Union of Swaziland Conservation Workers
WTO	World Trade Organisation
WUSTIC	Workers Union of Swaziland Town Councillors

Executive summary

1. The project co-operation between the LO-Norway and SFTU dates back to 1989.
Over the day, the project focus has widened from women only programmes to include education and training for a wide range of trade union cadres, with special emphasis on the workplace. The overall objective of the co-operation has been to develop capacity and self sufficiency in trainers and skilled workplace union representatives for sustainability of the SFTU.
2. The project co-operation has survived many obstacles due to the determination and persistence of the partners. On the political front, SFTU leadership and its membership has continued to face considerable opposition from the authorities. There has been cases of threat, kidnapping, bodily harm and even some deaths associated with trade union activities. The challenges notwithstanding, SFTU remains an active player in determining the destiny of workers and their community in Swaziland. In alliance with other groupings of the civil society, SFTU is exacting pressure to bring about a meaningful change.
3. The project activities achieved impressive outcomes emanating from the co-operation. These outcomes include a cadre of SFTU educators and workplace motivators, training materials, handouts, brochures on basic education in local languages, graduation ceremonies, audio visual production, and exchange programmes. In addition, for the period between 1998 and 2005, the project was able to train a total 1,060 participants (607 women and 453 men) in 30 different forums. These forums include women only activities, joint male-female workshops, leadership seminars, strategic seminars, evaluation workshop as well as exchange visits.
4. On the whole, the co-operation has been relevant, efficient and effective. It has also brought out a clearly articulated group of educators, with some of them being considered as role models in Swaziland and abroad.
5. However, the co-operation faced notable bottlenecks. Its level of efficiency was affected by lack of a formal co-operation agreement between the partners. At the same, sustainability of the co-operation was not clearly considered during project

implementation. The existing co-ordination structure of co-operation has affected the cohesion of the national centre due to suspicions between leadership and educators, accountability issues at SFTU, poor communications, and incoherent education and co-ordination structures.

6. As a way forward, the evaluator recommends for a more sustainable continuation of the co-operation between LO-Norway and SFTU. It is further recommended that this continuation must be in accordance with clear and specific indicators of achievement that are subject to internal periodic monitoring. For a more effective co-operation in the future, the evaluator recommends careful consideration of the following issues:

- Memorandum of understanding on project design, implementation, monitoring and evaluation
- Clearer, all-inclusive, and mutually reinforcing project co-ordination mechanism
- Improved financial accountability
- Review and finalise draft workers' education policy
- Focus on organising and membership recruitment, basic leadership training, basic trade union education to rank and file, with less emphasis on 'civic education'
- Identify any possible links with LO/FTF Council Programme

I Introduction

I.1 Background

The project co-operation between the Swaziland Federation of Trade Unions (SFTU) and the Norwegian Confederation of Trade Unions (LO-Norway) started in 1989. The aim then was to support activities in order to motivate women in to trade union activities. The co-operation was stopped after only one year stopped due to accountability problems. However, after careful consideration and some changes in project implementation, LO-Norway resumed project support in 1996 focusing on developing capacity of women members through education and training activities. Activities in 1996 involved countrywide sensitisation only.

The project support was briefly interrupted in 1997 due to mass actions and demonstrations taking place in Swaziland. The sensitization activities recommenced in 1998 in a more diversified approach by including the building the capacity of both male and female members at workplace levels.

The project co-operation between LO-Norway and SFTU since 1996 was coded as: **NSW1 Education and Training**. The objectives of the co-operation were stated as follows:

Long-term developmental Objectives:

- SFTU has an active, confident and skilled female membership participating in trade union activities and leadership positions at all levels.
- SFTU has developed capacity and self sufficient in trainers and skilled workplace union representatives for sustainability of the organization.

Short-term Objectives:

- An active confident female membership with ability to promote and articulate issues pertaining to their trade union and human rights.
- SFTU has satisfactory skilled trainers and workplace representatives with capacity to manage training activities and day to day representation satisfactorily.

1.2. Purpose of the evaluation

In the course of 2006, the collaborating partners (LO-Norway and SFTU) opted to evaluate the efforts made in Swaziland for the period between 1998 and 2006. This is the first evaluation of their co-operation since inception of the project.

The planned evaluation was aimed at reviewing the progress and results of the co-operation projects, and to see what has been achieved since 1998. In this regard, the purpose of the evaluation was to assess the performance and progress of the co-operation and to see if the intended results and objectives had been met. The evaluation was also intended to form the basis for LO-Norway's decisions regarding the future co-operation agreement with SFTU after 2006.

In a nutshell, the objectives of the evaluation were stated as follows:

- Firstly, to look at the **technical implementation side** of the project.
- Secondly, to look at **the wider impact** of the project on the working women in the Swaziland trade union movement—regarding the internal organisational life and regarding internal and external policies.

The evaluation report was also expected to include an assessment of the trade union and a short review of the political situation in Swaziland, thereby describing the context in which the project has been operating. Similarly, the evaluator was asked to review any strong or weak sides of the project, and other individual projects and co-operating partners. It was deemed important to LO-Norway to know the impact of existing labour legislation, the country's Constitution and relevant laws of the land on the development of the trade union movement in Swaziland. The Terms of Reference also give leeway to the evaluator to comment on other issues relating to the co-operation.

The LO-Norway engaged the support of the ILO through Dr Mohammed Mwamadzingo (Workers Education Specialist) to undertake the evaluation. The Terms of Reference for the evaluation are annexed as Appendix 1.

1.3 Approach and methodology

(a) Approach

Taking cognizant of the fact that the intended beneficiary of the evaluation exercise is the SFTU leadership and the educators, it was imperative that the evaluator adopts an all embracing approach with the necessary sensitivity associated with the trade union movement and its partners. In this regard, a participatory approach was embraced during the field visits. This approach was also found appropriate given the clear understanding that ownership of the process by SFTU leadership and its structures was critical towards the success of not only the evaluation process, but also more importantly the need to internalise the findings, conclusions and recommendations emanating from the exercise.

The field visit to Swaziland took place during the period 8 – 15 November 2006. There was also a one day trip to Maputo on 24 November 2006 to visit the Project Advisor of the LO/FTF Council (Denmark). The LO/FTF Council is the other main collaborating partner to SFTU.

(b) Collection of project documentation

The LO-Norway made available to the evaluator an extensive range documents pertaining to the project co-operation. These included annual activity reports, annual plans and application budgets, reports of the International Labour Conference, reports of missions undertaken by LO-Norway Regional Representatives and consolidated report of activities for the period 1996 through 2005. The SFTU also provided further documentation during the period of the field visits (2005 SFTU Congress Resolutions, Workers' Education Policy, Five Year Education Plan, and an outline of the LO/FTF Council-SFTU Project Agreement).

(c) Interviews

Before the commencement of field visits, telephonic interviews were conducted with the LO-Norway Regional Representative (Africa), Mrs Alice Gondwe-Siame. Mrs Siame also

accompanied the evaluator during the field visits in Swaziland. The emphasis of the telephonic interviews was to get further clarity regarding the evaluation assignment.

Subsequently, as stipulated in the Terms of Reference, the methodology of evaluation undertook interviews with some affiliates (in good standing and suspended) and key partners of SFTU as well as study of relevant documents such as project report, course content and lists of participants. Past and present participants were also interviewed, with the latter through a day-long workshop. The evaluator also interviewed representatives from the Ministry of Labour, employers' organization, past and present leaders of SFTU, political parties and other organizations in Swaziland which collaborate with SFTU on labour issues. The full list of people interviewed is shown in appendix 2, but the main institutions and persons met can be summarised as follows:

- ❑ SFTU (leadership, three affiliates, SFTU educators)
- ❑ Commissioner of Labour
- ❑ Federation of Swaziland Employers and Chambers of Commerce
- ❑ National Constitutional Assembly
- ❑ President of Industrial Court
- ❑ COSATU (report of visit and SFTU response)
- ❑ Suspended unions (SNA and SNACS)
- ❑ Swaziland Federation of Labour
- ❑ Former SFTU leaders
- ❑ Political parties (PUDEMO and NNLC)

The evaluator conducted several brief one-to-one interviews with the Secretary General of the SFTU during the field visit. Additional telephone discussions with the Secretary General were undertaken after the field visit. A one-day workshop was also held with educators (see Appendix 3).

Four types of questionnaires were also used. The first type was administered to the selected SFTU affiliates in good standing. The aim of this questionnaire (see Appendix 4) was to gauge the understanding of the affiliates towards the mission, vision and services offered by the national centre. The second type was used by the individual educators during the one-day workshop. This questionnaire (see Appendix 5) focused on the assessment of the project activities and aims to assess whether the objectives of the project have been met, and to provide the evaluation team with the information necessary to improve the organisation and methods of training. The last two types of questionnaires (see Appendices 6 and 7) were also targeted at the educators and were aimed at identifying the modalities of implementing the project in terms of administration, budgeting and reporting, and training methodology, content, materials and target groups, respectively.

At the end of the field visit, the evaluator made a presentation to the SFTU leadership (Central Executive Committee) and the Women's Committee on 14 November 2006. The presentation (see Appendix 8) was aimed at highlighting the general findings of the evaluation, discuss the conclusions and suggest recommendations emanating from the exercise.

II Swaziland: Brief Country Profile

II.1 History and politics

The **Kingdom of Swaziland** is a small, landlocked country in Southern Africa (one of the smallest in Africa), embedded between South Africa in the west and Mozambique in the east. The country is named after the Swazi, a Bantu tribe.

Swaziland offers a wide variety of landscapes, from the mountains along the Mozambican border to savannas in the east and rainforest in the northwest. Several rivers flow through the country. Mbabane, the capital, is the largest town in the country with 50,000 inhabitants. The other large towns include Manzini, Lobamba and Siteki.

The ruling Dlamini lineage had chiefships in the 18th century. An enlarged Swazi kingdom was established by King Sobhuza I in the early 19th century. Soon thereafter the first whites started to settle in the area. In the 1890s the South African Republic claimed sovereignty over Swaziland but never fully established power. Swaziland became a British protectorate after the 1899–1902 South African War. The country was eventually granted independence on 6 September 1968. Since then, Swaziland has seen a struggle between pro-democracy activists and the totalitarian monarchy.

Currently King Mswati III (born Makhosetive—King of Nations—on 19 April 1968) is the Head of state. He ascended to the throne upon the death of his father King Sobhuza II in 1986. By tradition, the king reigns along with his mother (the *Indlovukazi*, lit. *Great She-Elephant*), the former viewed as the administrative head of state and the latter as a spiritual and national head of state. As the monarch, the king not only appoints the prime minister — the head of government — but also appoints a small number of representatives for both chambers of the Libandla (parliament). The Senate consists of 30 members, while the House of Assembly has 65 seats, 55 of which are occupied by elected representatives (elections are held every 5 years in November). With so much power is in the hands of the king, effectively Swaziland is an absolute monarchy, despite the presence of a nominally democratic parliamentary system. The last elections for the House of Assembly were held in 2003 for five-year and political parties were not allowed to participate. In any case political parties are formally banned.

The constitution that was adopted at independence in 1968 was suspended on 12 April 1973 in a State of Emergency decree presumably still in force today, though the government claims that it has been dissolved. In 2001 King Mswati III appointed a committee to draft a new constitution. Drafts were released for comment in May 2003 and November 2004. However, they were strongly criticised by civil society organisations in Swaziland and human rights organisations elsewhere. In 2005, the constitution was put into effect, though there is still much debate in the country about that issue.

King Mswati III is often strongly criticized for living so lavishly in a nation that is afflicted by the world's highest HIV infection rates at 42.6 percent. Due in part to a high rate of HIV infection, Swaziland has the world's lowest life expectancy: 32.62 years, and with more than 50percent of all new infections occurring amongst young women and men.

All unmarried women were in 2001 placed under the chastity rite of "umcwasho" between 9 September 2001 and 19 August 2005 in an attempt to curb the spread of HIV and AIDS. This rite (re-introduced after suggestion from NGO's), banned sexual relations for Swazis under 18 years of age, but in 2005, he violated this decree when he married a 17 year old girl, who became his 13th wife. As per custom, he was fined a cow by members of her regiment which he duly paid.

His fleet of luxury cars, and the millions spent towards refurbishing his thirteen wives' luxury mansions and a luxury jet that could have cost a quarter of the nation's annual budget¹, are at odds with the approximately 34 percent of the population that stand unemployed, and nearly 70 percent of the population who live on less than a dollar a day. Swaziland is one of the poorest nations in the world, although one of the wealthier nations in Africa.

Generally in the last ten years, there has been steady growth of political opposition to the Government. This opposition is represented by the trade union movement (mainly the Swaziland Federation of Trade Unions), the Peoples United Democratic Organization (PUDEMO), the Swaziland Youth Congress (SWAYOCO), the Swaziland Progressive Party(SPP), and the Ngwane National Liberatory Congress (NNLC).

The growing political dissent pushed the state to establish Constitutional Review Commission (CRC), but it became apparent that the commission was being used for legitimizing the constitutional process rather than seriously addressing the issue of transition to democracy. Leaders from democratic formations, including trade unions, were forced by the prevailing circumstances to resign and from participating in the constitutional process. This did not stall the proceedings even though it was obvious that the CRC was unlikely to produce a constitution that will be acceptable to the opposition groups.

The present Government and the King, on the other hand maintained that any changes to the political system would have to be made on the basis of the results obtained by the CRC. Owing to the fact that, the society is divided on the lines of those who support the status quo, the constitutional process, and those who do not accept the present process it was clear that the outcome of the constitutional process will not provide a resolution of the political problems facing the Kingdom.

The strongest opponents of the CRC include the National Constitutional Assembly of Swaziland (NCA) established in September 2003 and comprised of trade unions, professional bodies, religious groupings and the banned political parties. The NCA regards the Constitution of Swaziland as a product of an illegitimate process and argues that its content does not represent the genuine aspiration of the people, but designed to consolidate the grasp of power by the present regime. NCAs programmes and activities entail civic education and legal litigations challenging the government of the constitution making process. The NCA has made many approaches to the King, but talks failed to take off due to the unnecessary presence of security forces at the venues. The NCA has pressed with the process in courts demanding for the lifting of the ban on political parties. They are also calling for a restart of an open and all inclusive constitutional process.

¹ He eventually did not buy it after his subjects complained.

During the week of the field visit for the evaluation it was reported in the local media that there seem to emerge some 'bridge building' across the troubled political waters.² This media analysis was based on two occurrences in the course of the weekend: (i) a representative of the Swaziland High Commission in South Africa attended the People's United Democratic Movement (PUDEMO) had organised a seminar to discuss its road map to democracy in Swaziland hosted by the Chris Hani Institute and the Swaziland Solidarity Network (SSN) in South Africa, and (ii) the leader of the Ngwane National Labour Congress, Mr Obed Dlamini (himself a former Prime Minister) represented the King at the annual memorial service of ex-servicemen.

Around the same time, it was also reported in South African media that a political dissident from Swaziland had claimed that guerrillas armed with guns and with the backing of militants in the African National Congress-led alliance have been holding training camps in several South African towns for a secret liberation army dedicated to overthrow the Swazi monarchy.³

II.2 Economy

Despite being classified as a lower-middle-income country, 69 percent of the country's 1.16 million people live in extreme poverty, with 70 percent of population engaged in subsistence farming or livestock herding. Most of the high-level economic activity is in the hands of non-Africans. Like other member states within the Southern African Customs Union (SACU), Swaziland has one of the world's highest Gini-Coefficients with the top 10 percent of the population controlling 40 percent of the national wealth, while 40 percent control only about 14 percent.

Swaziland's economic growth rate has continued to decline largely due to foreign direct investment shifting away to more attractive South Africa. Young women and men constitute 37 percent of the total population, but 60 percent of them are without jobs. Overgrazing, soil depletion, drought, and floods are persistent problems.

Nearly 60 percent of Swazi territory is held by the Crown in the trust of the Swazi nation. The balance is privately owned, much of it by foreigners. The question of land use and ownership remains a very sensitive one. Culturally, cattle are important symbols of wealth and status.

The sugar industry, based solely on irrigated cane, is Swaziland's leading export earner and private-sector employer. Soft drink concentrate (a U.S. investment) is the country's largest export earner, followed by wood pulp and lumber from cultivated pine forests. Pineapple, citrus fruit, and cotton are other important agricultural exports.

Swaziland mines coal and diamonds for export. There also is a quarry industry for domestic consumption. Mining contributes about 1.8 percent of Swaziland's GDP each year but has been declining in importance in recent years. Tourism also is important, attracting more than 424,000 visitors annually (mostly from Europe and South Africa).

² Times of Swaziland, Monday 13 November 2006 (pages 1 and 2).

³ Saturday Star, 25 November 2006 (pages 1 and 7).

Swaziland, Lesotho, Botswana, Namibia, and South Africa form the Southern African Customs Union (SACU), where import duties apply uniformly to member countries. Swaziland, Lesotho, Namibia, and South Africa also are members of the Common Monetary Area (CMA) in which repatriation and unrestricted funds are permitted. Swaziland issues its own currency, the lilangeni (plural: emalangeni), which is at par with the South African rand.

Table 1: A Brief on the Economy of Swaziland <i>All values, unless otherwise stated, are in US dollars</i>	
Currency	lilangeni (SZL), South African rand (ZAR)
Fiscal year	1 April - 31 March
Trade organisations	WTO, SADC, SACU
Statistics	
GDP (PPP)	\$5.658 billion (2005 est.) (154th)
GDP growth	1.8% (2005 est.)
GDP per capita	\$5,000 (2005 est.)
GDP by sector	agriculture: 11.9%, industry: 51.5%, services: 36.6% (2005 est.)
Inflation (CPI)	4% (2005 est.)
Population below poverty line	69% (2005)
Labour force	155,700 (2003)
Labour force by occupation	no data
Unemployment	40% (2005 est.)
Main industries	mining (coal, raw asbestos), wood pulp, sugar, soft drink concentrates, textile and apparel
Trading Partners	
Exports	\$1.991 billion f.o.b. (2005 est.)
Export goods	soft drink concentrates, sugar, wood pulp, cotton yarn, refrigerators, citrus and canned fruit
Main partners	South Africa 59.7%, EU 8.8%, US 8.8%, Mozambique 6.2% (2004)
Imports	\$2.149 billion f.o.b. (2005 est.)
Imports goods	motor vehicles, machinery, transport equipment, foodstuffs, petroleum products, chemicals
Main Partners	South Africa 95.6%, EU 0.9%, Japan 0.9%, Singapore 0.3% (2004)
Public finances	
Public debt	\$357 million (2003 est.)

Revenues	\$805.6 million (2005)
Expenses	\$957.1 million; including capital expenditures of \$147 million (2005)
Economic aid	<i>recipient</i> : \$104 million (2001)
Household income or consumption by percentage share	lowest 10%: 1% highest 10%: 50.2% (1995)

II.3 Workers' and trade union rights

Swaziland joined the International Labour Organization in 1976 and ratified sixteen conventions in 1978, including six of the core conventions (C29, C87, C98, C100, C111, C105). Swaziland has now ratified thirty three ILO conventions, including all the eight core conventions.

Besides ratifying the ILO instruments, Swaziland had numerous reprimands from the ILO conference in last eight years. The country has been listed under Special paragraph on two occasions.

An ILO commission of enquiry mission was sent to Swaziland to investigate a spate of reported abuses which included abduction, violence and death of a sixteen-year-old school girl during a demonstration called by the SFTU were confirmed.

There are disturbing reports about continued violations of human and trade union rights in Swaziland. According to a fact-finding report published by the ICFTU-AFRO, there is indeed widespread harassment of workers by government and extra-judicial killings by police and military forces. At the same time, freedom of association by trade unions is challenged and right to strike is constantly restricted.

The ICFTU-AFRO report (sponsored by LO-Norway) also found that there is a failure on the part of the government to create room for dialogue with trade union movement. There were grave concerns on the enactment of the constitution, produced without open and participatory process disregarding the input of trade unions and the wider civil society. The new constitution grants the King extensive executive powers, combining the executive, legislative and judiciary roles, thus making the King the supreme law of the country.

The law provides for the right to form associations, including trade unions. Workers exercised this right, however in practice, the government continue to provide bottlenecks to trade unions. Workers in "essential services" may not form unions. The law also prohibits anti-union discrimination, but union bashing continues to be prevalent. Many employers continue to refuse to recognise duly elected union leaders. Union leaders are concerned that management in various industries dismissed workers for union activity. The allegations of union discrimination were most common in the garment sector.

The law provides for the right to organise and bargain collectively, and the Government generally respected this right in practice. Collective bargaining was widespread in Swaziland.

The Industrial Relations Act (IRA) does not permit "strikes"; however, it provides that employees who are not engaged in "essential services" have the right to participate in peaceful protest action to promote their socioeconomic interests. The law details the steps to be followed when disputes arise and provides penalties for employers who conduct unauthorised lockouts. The IRA empowers the government to mediate employment disputes and grievances through the Labour Advisory Board. When disputes arose, the government often intervened to reduce the chances of a protest action.

The law prohibits forced or compulsory labour, including by children, and the government has generally enforced this prohibition. However, the SFTU has cited the 1998 Administrative Order as a form of forced labour, because it reinforced the tradition of residents performing tasks for chiefs without receiving compensation and allowed the chiefs to fine their subjects for failing to carry out the manual labour.

II.4 Tripartism and social dialogue

ILO assisted in the formation of the National Social Dialogue Committee (a multi-faceted group), but yet to become operational. Delays are causing concern for social partners. Trade unions are worried that the delays will impact on their concerns regarding the constitution, while employers have also raised issues of compliance in relation to international labour standards.

This committee identified the need for political will in supporting social dialogue in Swaziland. To realize this end, the Ministry of Enterprise and Employment with assistance from ILO hosted a series of sensitization workshop on social dialogue focusing specifically on the policy makers. However this was not taken by trade unions to mean anything much in as far as trade unions-government relations are concerned with remarks from some trade unions "once beaten twice shy". The ILO team and CMAC (Conciliation, Mediation and Arbitration Commission) seemed to be confident that, soon meaningful results will be seen in the Swaziland industrial relations environment. This social dialogue process was meant to start building confidence among tripartite stakeholders and it was designed to address the three main political structures in Swaziland: Cabinet and Principal Secretaries; the Standing Committee of the Swazi National Council (SNC); and Members of both Houses of Parliament.

In June 2006, the government accepted a High-Level Mission (HLM) from the International Labour Conference Committee on Application of Conventions and Recommendations. One of the tasks of the HLM was to make suggestions towards the establishment of a meaningful framework for social dialogue in Swaziland, taking due account of the steps already undertaken by constituent partners. One of the outcomes of the HLM was the signing of a tripartite agreement to the establishment of a Special Consultative Tripartite Sub-Committee to review the impact of the constitution on the rights embodied in Convention 87 and also make recommendations aimed at eliminating discrepancies between existing legislative provisions and ILO Conventions on Freedom of Association.

During the field visit for the evaluation it was established that the Cabinet had approved the institutionalisation of social dialogue, but the sub-committee was yet to convene its first meeting.

III Trade union situation in Swaziland

According to the Annual Report of the Department of Labour, Swaziland had 36 trade unions, 19 staff associations, and two employer federations (Federation of Swaziland Employers (FSE) and Federation of Swaziland Business Community (FESBC). The FSE (Chief Executive Officer: Ms Zodwa Mabuza) is comprised of 500 members, and FESBC (Secretary General: Ms Thulie Dlamini) has 29 organisations as well as individual members.

There are two national trade union federations in Swaziland: Swaziland Federation of Trade Unions (SFTU) and Swaziland Federation of Labour (SFL). The SFTU (General Secretary: Jan Jabulani Sithole) has a membership of 41,775 from 21 national unions and is affiliated to the ITUC, SATUCC, CTUC and OATUU. The SFL (General Secretary: Vincent Ncongwane) is comprised of five unions with a total membership of 9,000. The SFL is seeking to affiliate to the ITUC.

Approximately 80 percent of the formal private sector is unionised in Swaziland. Key issues confronting the labour movement are the violation of workers rights, the privatization exercise and the lack of real social dialogue among the social partners.

The SFL was formed in 1993 by splinter unions from the SFTU. Its membership drawn is mainly from the banking and financial institutions, retail, manufacturing, pre-schools and non-academic staff of one college. Their reason for disaffiliating from the SFTU was derived from their lack of support of the 27 demands put forward by the SFTU to the government, which among other things called for democratic reforms and the provision of safety net for the poor. SFL was also searching for improved administration of unions, which had allegedly degenerated within the SFTU. It was further claimed that everything within the SFTU was centered on one man, the Secretary General. Others were kept in the dark and did not know what was going on in their own organisation. There was no accountability and the only alternative was to break-off to form a new centre. The SFL was thus created to salvage this situation and to restore transparency and accountability in the management of trade unions in Swaziland.

According to a fact finding mission of the ICFTU to Swaziland undertaken in April 2006, there are hardly any ideological differences between the SFTU and SFL but it is alleged that the SFL is closer to the authorities due to the following factors:

- The current General Secretary of the Swaziland National Council Standing Committee, an advisory body to the Monarchy, is the former President of the SFL. He was appointed while he was still the President of the SFL.
- The Treasurer of the SFL was selected by government to serve in the capacity as workers representative on the Smart Partnership Social Dialogue Forum without the prior mandate of the working people.
- The General Secretary of the King's political party, which is disguise as a cultural group, is an Executive Committee member of the SFL. This party has openly vowed

to oppose or prevent the SFTU in staging any anti-monarchy campaigns. The party also supports the undemocratic constitution that was recently passed into law.

Notwithstanding, the SFTU and SFL continues to pursue limited joint activities hinging on issues of common concern. Discussions are currently going on between SFTU and SFL aimed at exploring the possibility of creating Consultative Labour Council to serve as a united front where issues of national character that warrants collective action could be dealt with by trade unions.

The ICFTU mission recommended that the SFL be affiliated to the ICFTU in the hope of using this opportunity to foster greater cooperation and unity between the two centres in the future.

" I sincerely thank LO-Norway for the tremendous support and pray to the Almighty God that the exercise of sponsoring and educating our labour movement will empower our membership"

Member of SFTU Central Executive Committee,
Manzini, Friday, 10 November 2006

IV Focus on Swaziland Federation of Trade Unions

The Swaziland Federation of Trade Unions was formed on 19 October 1971 and registered on 23 March 1973. It had seven affiliates by then. The early formation of the SFTU was assisted by ILO, ICFTU Nairobi Project Office and OATUU through assistance on workers education activities aimed at creating awareness and the importance of forming trade unions.

As soon as SFTU was formally registered, the Constitution of Swaziland was suspended by the then Prime Minister, Parliament dissolved and state of emergency was declared. Workers were denied the right to assembly and all check-off systems cancelled. Attempts were made to substitute trade union with "Works Councils". No union activities were carried out.

In 1975 the country became the member of the International Labour Organization. It thereafter ratified 15 Conventions and established the Labour Advisory Board (LAB) to which Government, SFTU and Employers representatives were appointed in order to provide tripartite consultations on labour matters. The change necessitated the re-activation of SFTU, to represent workers in the LAB and at ILO meetings.

In 1993 the SFTU compiled and presented 27 demands (see Appendix 9) to Government. From 1994 to 1997 the SFTU staged mass stay-aways intended to force Government to accede to the SFTU demands. The King eventually realised that a country without a constitution is missing its identity. However, instead of giving the people a forum to discuss the constitution, the king took it as his project, and gave it to his brothers to compile.

Leadership and members of the SFTU have continued to face considerable opposition. In 1995 general secretary was threatened with deportation, and later allegedly kidnapped and abandon in the boot of a car. In 2002 he was publicly threatened by a Swazi senator and government delegate to the International Labour Organization. The death of Mxolisi Mbata, treasurer of the SFTU, was attributed to injuries he incurred as a result of a beating reportedly received from police after they broke up a SFTU general council meeting.

It is alleged that the state apparatus have tried to bring about division within SFTU. These allegations have gone to the extent of saying that anyone who is within SFTU leadership has been threatened with death. Justification is given that some of those who were willing to join government have been awarded top positions of power up to the ministerial level: examples given are Albert Shabangu (Minister of Education) and Senator Queen Motsa (Minister of Enterprise and Employment). There is also a talk that some of the SFTU affiliates are coerced not to pay their subscriptions in a bid to cripple the national centre.

The Minister of Enterprise and Employment introduced the Industrial Relations Act in 2000, which had a clause on multiplicity of unions. This was another way of introducing division and rule, which meant that the bargaining power of unions was going to be reduced.

The challenges notwithstanding, SFTU remains a thorn in the flesh of the authorities. In alliance with other groupings of the civil society, SFTU is exacting pressure to bring about a meaningful change. The SFTU leadership has committed itself to continue to demand for democratic changes and good governance in the country. SFTU will also continue to safe

guard the interests of the working population, and advance workers rights. SFTU continues to stage peaceful protests, demonstrations and mass actions against the regime.

SFTU has a potential membership of between 65,000 to 70,000 workers. However, there are large discrepancies on actual membership figures. According to SFTU Secretariat, the current membership stands at 41,774 in 21 affiliates (see Table 2). But the ICFTU mission in April 2006 noted that SFTU is composed of 55,700 workers in 20 affiliates. At the same time, the Commissioner of Labour reported that SFTU membership as at December 2004 was 29,341 members.

It is important to mention that three of the SFTU affiliates namely SNACS (Civil Servants: 5,000 members), STAWU (Transport: 1,800 members) and SNA (Nurses: 1500 members) are currently under suspension as result of their inability to pay affiliation fees. The suspension of these unions in itself is controversial and has created some animosity within the labour movement to the extent that various unionists and other quarters consider the last SFTU Congress held in August 2005 as illegal. The Congress was actually preceded by various court injunctions.

Table 2: Affiliates of SFTU <i>November 2006</i>	
Union	Membership
SPRAWU (Factories)	4200
CAWUSWA (Commercials)	4500
SWASAWU (Water)	1100
SESMAWU (Electricity)	700
SPTWU (Telecoms)	1200
SSGAWU (Security)	5000
CWUS (Construction)	3500
WUSTC (Town Council)	1200
SUNASHI (Non-Academic Staff)	340
SHCAWU (Hotels)	1500
SAPWU	15000
USWC (Conservation)	345
SMEPAWU (Publishers)	800
MQAWUS (Mining)	890
SATU (Amalgamated)	1300
PPTWU	200
Total	41775

SFTU focuses itself to the vision and aspirations for the betterment of the social welfare of the workers, and the acquisition of humanity, social justice and equitable sustainable

development in spite of the presence of globalisation, privatisation, outsourcing and trade liberalisation.

The newly elected executive is driven by conviction and commitment to the advancement and advocacy of peace, social justice, economic growth and social progress of its members, the community and the country at large. The SFTU is involved in an ongoing campaign to win democratic and pluralist reforms in Swaziland, as well as the removal of what it sees as restrictive labour legislation.

V Findings

V.1 Technical Implementation of the Project

(a) Project Outcomes

The evaluation exercise was able to identify various has impressive outcomes emanating from the project activities. These include the following:

- A cadre of SFTU educators and workplace motivators
- Training materials (Shop Stewards Manual, Collective Bargaining Under Globalisation Manual)
- Handouts (OHS, counselling and HIV/AIDS)
- Brochures (basic education, in *Siswati*)
- Two graduation ceremonies
- Video production
- Exchange programmes

Table 3 below also indicates that for the period between 1998 and 2005, the project has brought together 1,060 participants (607 women and 453 men) in 30 different forums to address the objectives of the LO-Norway support. These forums include women only activities, joint male-female workshops, leadership seminars, strategic seminars, evaluation workshop as well as exchange visits.

Table 3: Outcomes of the Project <i>1998-2005 Activities</i>				
Type of activity	Geographical coverage	Participation		
		Women	Men	Total
1998				
Rank and file and non-members seminars	8 towns	132	30	162
Women's conference	National	31	-	31
Evaluation workshop	National	28	-	28

		191	30	221
1999				
Women's leadership workshop	National	21	-	21
Educators' course 1 and 2	National	16	-	16
SFTU leadership workshop	National	4	12	16
		41	12	53
2000				
Educators' course 3	National	13	-	13
Rank and file and non-members seminars	7 towns	59	62	121
MCTU/SFTU educators exchange visit (Malawi)	Malawi and Swaziland	7	-	7
		79	62	141
2001				
Women's Conference	National	22	-	22
Rank and file seminars	4 regions	26	56	82
Occupational health and safety representative course	National	12	8	20
MCTU/SFTU educators exchange visit (Swaziland)	Malawi and Swaziland	16	-	16
		76	64	140
2002				
Shop stewards course	National	7	8	15
SFTU leadership strategic planning workshop	National	5	17	22
Women leadership/planning workshop	National	24	-	24
Regional workshop on development of collective bargaining manual (Swaziland)	Malawi, Tanzania, Uganda, Swaziland, Zambia and Zimbabwe	9	7	16
		45	32	77
2003				
Women leadership workshop	National	25	-	25
Leadership workshop on democracy, good governance and the constitution	National	4	17	21
Regional women leadership workshop (Swaziland)	Eritrea, Malawi, Tanzania, Uganda and Swaziland	20	-	20
Women leadership/planning workshop	National	16	-	16

		65	17	82
2004				
MCTU/SFTU educators exchange visit (Norway)	Malawi and Swaziland	6	-	6
MCTU/SFTU train of trainers course (Malawi)	Malawi and Swaziland	8	3	11
Shop stewards course	National	10	12	22
SFTU strategic planning workshop	National	8	12	20
Women leadership workshop	National	23	-	23
Six workplace seminars	Two regions	51	87	138
		106	114	220
2005				
Rank and file seminars	Four regions	26	50	76
Women leadership skills course on collective bargaining	National	27	-	27
Women leadership workshop on "solidarity across borders" (Malawi)	Malawi, Swaziland and Zambia	23	-	23
		76	50	126

(b) Has LO-Norway's support been relevant?

The relevance is concerned with the validity of the objectives and the usefulness of the results of the project and the success of the project in meeting the needs of the target groups. The relevance of the project was assessed by addressing the questions below:

- i. Describe the needs addressed by the project as stated in the project document and determine whether these needs still exist.
- ii. Indicate the views of the intended beneficiaries and/or direct recipients on the usefulness of the outputs of the project and whether the progress made towards the achievement of the objectives has contributed to meeting their needs.
- iii. Describe the alternative ways to meet the needs of the intended beneficiaries and/or direct recipients, if any.

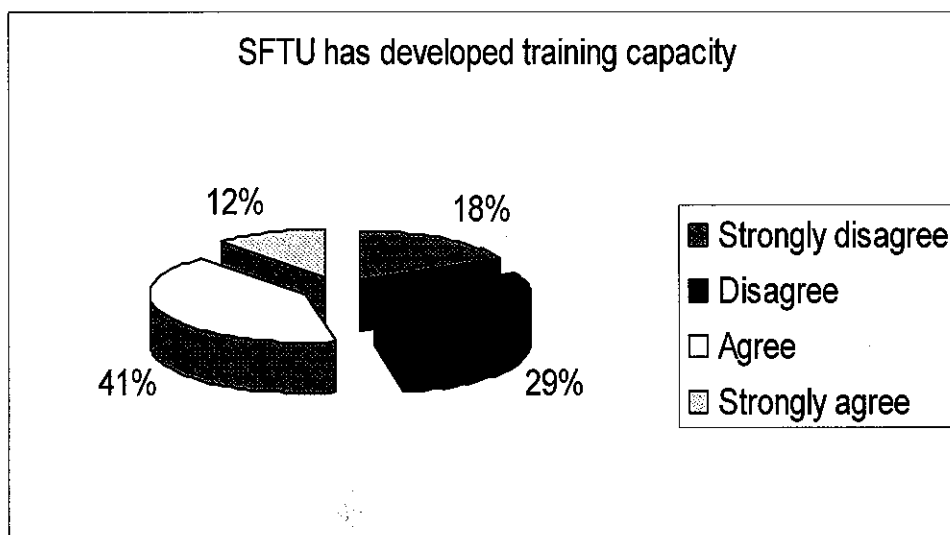
The outcome of the evaluation process was that the LO-Norway project support was indeed relevant to the needs and priorities of SFTU. The following confirmed the notion of the relevance of the project support:

- Involvement of women in SFTU structures
- Informed membership

- Training of shop stewards, rank and file
- Involvement of all unions
- Development of core cadre of co-ordinators
- Union recognition by employers

The chart 1 below shows that through the project, SFTU educators believed that they have developed training capacity.

Chart 1: Development of Training Capacity in SFTU



(c) Efficiency and implementation of the project

The efficiency of the project is concerned with the use of allocated resources compared to the results obtained. Efficiency of the project was addressed by the following questions:

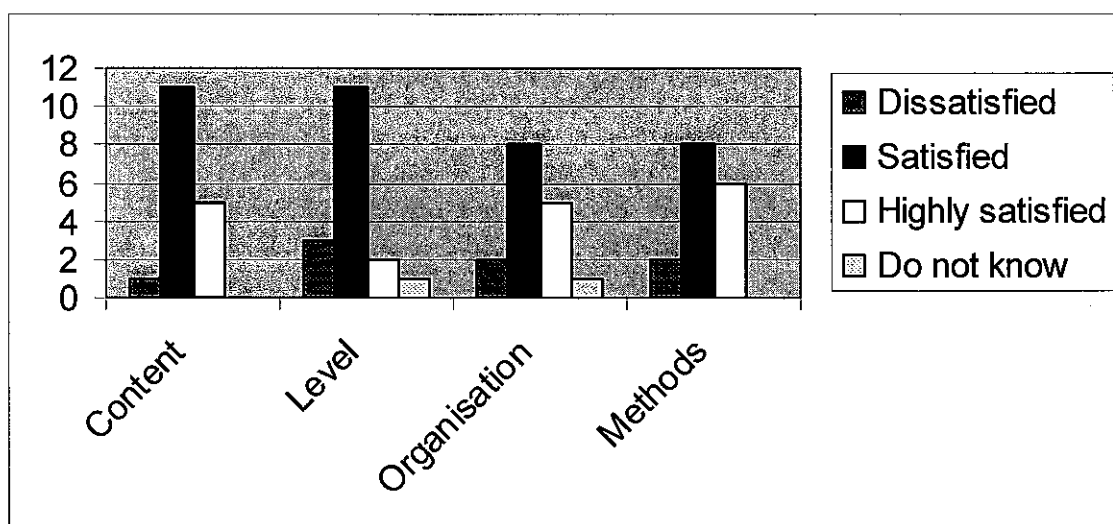
- Explain whether the project's results have justified the costs incurred.
- Describe the alternative ways of increasing the efficiency of the project, if any.

The analysis of the evaluation came to the realisation that the project results have justified the costs incurred and resources utilised. The following factors were mentioned as having contributed to the efficiency of the project:

- Venues chosen were cost effective
- Use of "training motivators" from unions
- Workplace focused
- Use of *Siswati* materials to reach wider participants
- Time consciousness in organising regional events

Chart 2 below indicates that majority of the educators were satisfied with the content, level, organisation and the methodology adopted during the training activities.

Chart 2: Level of satisfaction by educators



However, it must be noted that the evaluation exercise also identified that the level of efficiency would have been much larger if the project had not encountered bottlenecks at the workplace (due to arrogant employers), but also there was lack of recognition on the role of the educators emanating from the LO-Norway support by SFTU leadership.

(d) Effectiveness of the project

The effectiveness of the project is concerned with the degree of achievement of the objectives and the effects of the project on the target groups. Ideally, the effectiveness is measured by making reference to the indicators given in the project document and assesses the effectiveness of the project by addressing the questions below:

- i. Are the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources?
- ii. Describe the progress made towards the achievement of the objective(s) and specify major accomplishments and/or drawbacks.
- iii. Describe the intended beneficiaries and/or direct recipients. Information regarding their characteristics, such as geographical location, economic sector, income level, sex, age and decision making level should be provided, as appropriate.
- iv. Describe whether the number and/or type of intended beneficiaries and/or direct recipients have been reached according to plan. Explain the reasons for and the nature of changes, if any.
- v. Describe the effects of the project on the situation of the intended beneficiaries and/or direct recipients.

vi. Describe any internal and/or external factors which have (positively or negatively) influenced the achievement of the objectives.

vii. Describe the ways to improve the effectiveness of the project, if any.

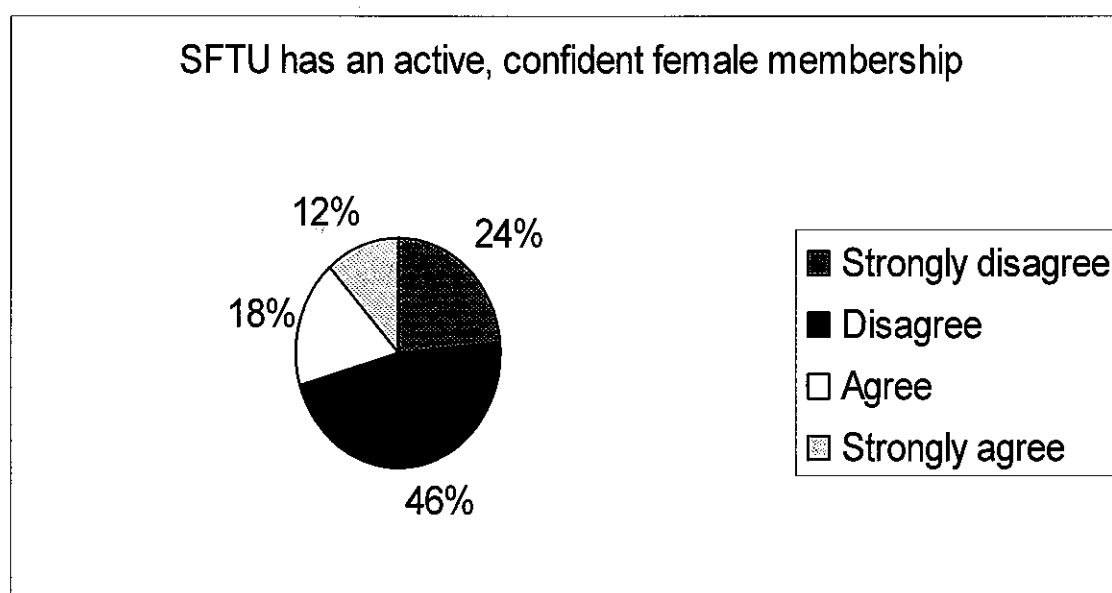
With respect to stated objectives, the evaluation identified two main notable achievements:

- SFTU has active, confident and skilled female membership
- SFTU has developed *some* capacity amongst trainers (both women and men)

But, it was difficult to gauge the effectiveness of the LO-Norway support since there was no project document (no indicators of achievement given at the commencement of the project). The evaluation found lack of consistency in identifying target groups on the part of the SFTU.

Chart 3 below indicates that there exists active and confident female membership within SFTU, but more work need to be done in this respect.

Chart 3: Extent of existing level of SFTU female membership



(e) Sustainability

The sustainability of the project is concerned with the durability of its effects and impact after the withdrawal of external funds. Assessing the sustainability of the project was undertaken by addressing the questions below:

i. Have institutional arrangements been made to ensure the continuation and/or further development of activities initiated under the project? Describe the ways in which local personnel are being equipped to assume responsibilities after the completion of the project.

ii. Will the required personnel and other resources be provided to ensure the continuation and further development of activities initiated under the project? Make reference to specific decisions and commitments made by the authorities concerned.

The evaluation exercise came to note that the LO-Norway project support to SFTU was not sustainable for the following reasons:

- There is a lot of ground to cover
- Most unions are not aware about the project
- No internal budgeting amongst unions
- SFTU still at an embryo stage
- There exist glaring misunderstanding between SFTU executive and educators

(f) Special concerns

Projects may have anticipated or unanticipated effects on issues which are considered of primary importance to the collaborating partners. These issues may be concerned with for example gender mainstreaming in trade union work, promotion of equality between men and women at the workplace, and the protection of the environment for sustainable development.

In a similar vein, the evaluation exercise identified the following issues to have emanated from the implementation of the project in Swaziland:

- Emergency of role models from the “AGS Academy”⁴
- Personal development of trained educators at workplace and community levels
- Increased confidence
- Recognition by employers
- Participation in regional assignments

V.2 Project Co-ordination

(a) Background and general observations

The cooperation between SFTU and LO-Norway can be traced way back in 1989. During that year LO-Norway support was only concentrated on women activities aimed at motivating them to participate in union activities. However, the co-operation was almost immediately halted due to accountability problems emanating from the SFTU. It is reported that SFTU was unable to account for the funds received.

⁴ The LO-Norway educational support to SFTU educators was nicknamed AGS Academy by the beneficiaries as a sign of respect to the commitment and determination of the LO-Norway Regional Representative, Mrs Alice Gondwe-Siame.

It was noted that the stoppage of the co-operation had adverse effects to capacity development of Swazi women, particularly if compared to other Southern African countries (such as Botswana, Tanzania, Zambia and Zimbabwe) where LO-Norway had on-going women programmes. Following several representations and further reflections, it was decided to resume the co-operation in 1996, but under different co-ordination mechanisms. The restart of the programmes still focused more on sensitisation of women on the role of trade unions. Unlike in other countries, it was then decided that LO-Norway may not need to merely transfer funds to the SFTU for these activities. It was deemed much easier for the Regional Representative of LO-Norway to undertake missions to Swaziland carry out the targeted activities and ensure that all the accountability is completed before her departure. Similar arrangements are also practiced by other SFTU supporters, such as the ICFTU-AFRO and the ILO/ACTRAV. So, even when the project target group diversified to include male and female members at grassroots since 1998 the same project co-ordination arrangement persisted.

However, somewhere along the lines, it became apparent that the SFTU leadership started to be agitated by the established project co-ordination arrangements. This agitation manifested itself through the LO-Norway educators who felt sidelined and marginalised by SFTU leadership. It is reported that the SFTU leadership felt uncomfortable with the co-ordination arrangements because the funds were not coming directly to the SFTU Secretariat. At the same time, there was a feeling of mutual suspicion between the educators and leadership on who benefits more from the co-operation.

The evaluation exercise identified various positive and negative attributes to the prevailing co-ordination arrangements. On the positive side is the fact that the LO-Norway/SFTU co-operation has been governed by clear and precise objectives (long term and short term). Similarly, the commitment of the partnership between LO-Norway and its counterparts in Swaziland has been encouraging given the fact that despite numerous and dramatic challenges afflicting the trade union movement, the co-operation has not relented. The only time that the project was halted was in 1997 due to the mass actions. Thus co-operation stalled only for one year, despite many years of turmoil in the unions. To this end, it is heartening to the evaluator to note that the co-operation and dialogue between LO-Norway and SFTU was truly built on mutual respect.

On the negative side, the evaluation established that there was not formal co-operation agreement between the partners. There has been no specification of time limit of the project co-operation, implying that long term planning could be difficult and it all depended on the good will of the partners. This, in itself, implies that most of the activities undertaken could only be determined at ad hoc basis, or at best, within a spell of one year. It is also noted that there has been no previous attempts at establishing the benefits derived from the co-operation.

"I love SFTU, but I am not sure and very worried about issues of accountability."

**Participant, LO-Norway/SFTU Evaluation,
Simunye, Saturday, 11 November 2006**

(b) Project administration, budgeting and technical reporting

The background to project co-ordination is also relevant in informing the existing misunderstanding between the project implementers and the SFTU leadership. Table 4 below shows that the SFTU leadership have had very little to do with the implementation of the project co-operation, while the educators were compelled to undertake large profile in the LO-Norway project support activities.

Table 4: Division of Responsibilities in project administration and reporting	
Roles of SFTU Leadership	Roles of SFTU Educators
<ul style="list-style-type: none">• Selection of participants• Sending invitations	<ul style="list-style-type: none">• Schedule of activities and workplan• Suggest participants in follow up courses• Follow up/motivate participants• Budgeting• Reporting• Financial reporting

This scenario has magnified the following challenges that were to the attention of the evaluator:

- *Limited* involvement of SFTU leadership in project activities
- *Poor* communication between SFTU leadership and educators
- *Poor* communication between SFTU Secretariat and LO Norway
- *No* involvement of trained educators in SFTU education committee and activities

V.3 Internal Perceptions of SFTU's Mission and Vision

The questionnaires that were provided to external SFTU affiliates required them to make brief comments on what they perceived to be the strengths and weaknesses of the federation. Table 5 reproduces the responses received.

Table 5: Perceived strengths and weaknesses of SFTU

Strengths	Weaknesses
<ul style="list-style-type: none"> - Organising workers countrywide - Participating in tripartite forums - Ability to challenge government - International solidarity and co-operating partners - Dynamic new executive - Provision of education opportunities - Legal assistance in case of need 	<ul style="list-style-type: none"> - Ineffective communication - Sensitivity to issues of accountability - Lack of internal democracy - Idolisation of leaders by some members - Lack of consultations with workplace leadership - Lack of strategic plan - Lack of records and minutes of meetings and decisions - Lack of transparency - Lack of vision - Failure to organise and mobilise membership towards certain goals - Ignorant rank and file - Limited donor support - People perceive SFTU to be a one man show - Failure to maintain unity among unions

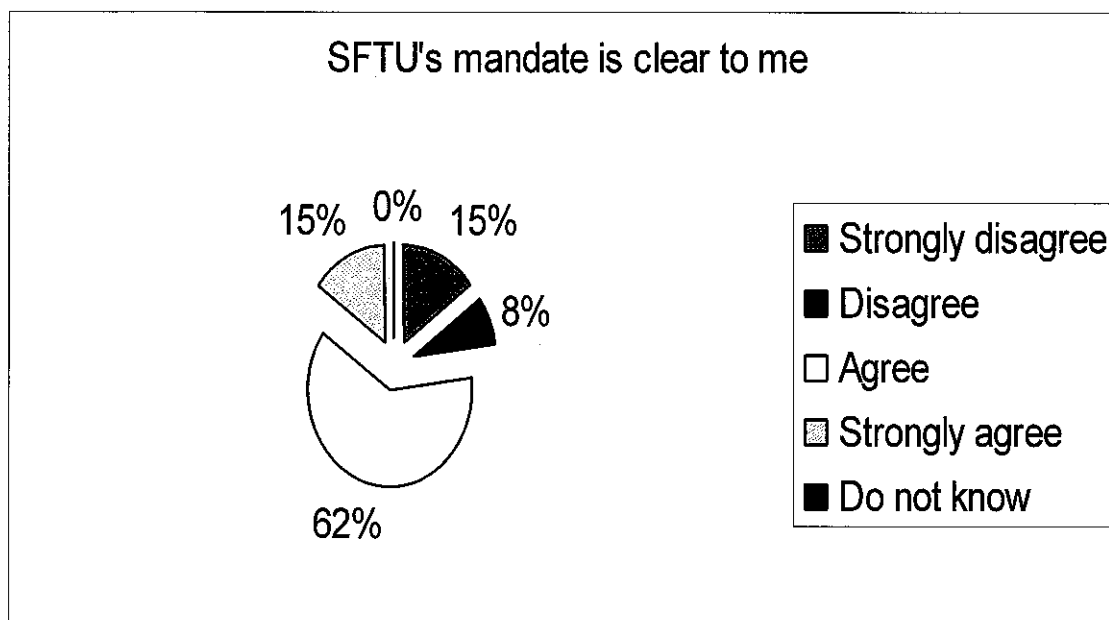
The affiliates were also requested to make any suggestions as to how SFTU could improve itself. Table 6 gives the responses pertaining to areas of future work.

Table 6: Areas of SFTU's Future Work

- Focus on membership recruitment and organising
- Leadership training on basic trade union principles
- Empowerment of workers
- Quality service to members ("trade union oriented, not just any service")
- Strategic planning and internal dynamism
- Education programmes, with special focus on women
- Address HIV/AIDS at the workplace

Chart 4 below shows that majority (87%) of the SFTU's affiliates were clear about the mission and the vision of the federation.

Chart 4: Clarity of SFTU Mandate



An important weakness from the point of view of affiliates was the calibre of staff at SFTU. Chart 5 shows that 46% were of the opinion that the members staff were of high professional calibre. Another 46% disagreed while another 8% did not know.

Chart 5: Level of Professional Staff at SFTU

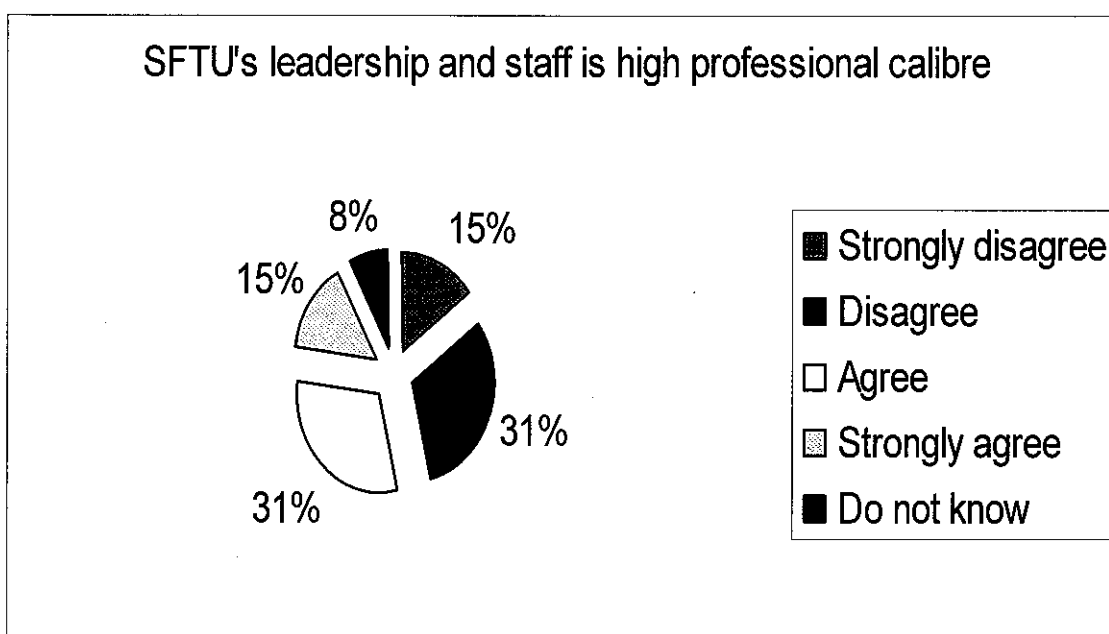


Chart 6 shows that only half of the affiliates believe that SFTU understand their needs, while 42% disagreed.

Chart 6: Does SFTU Understand our needs?

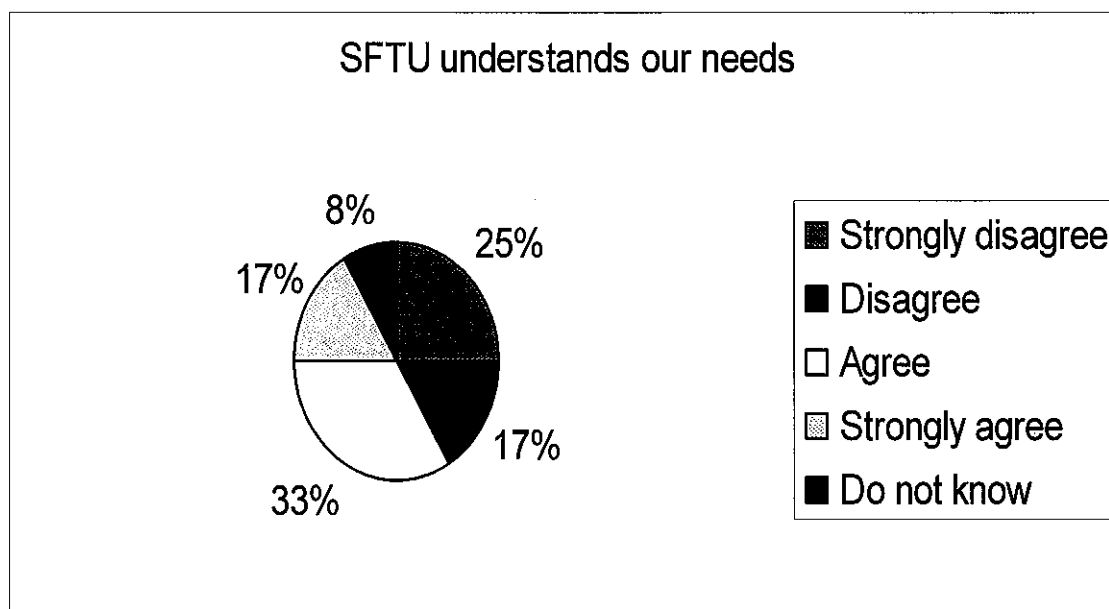
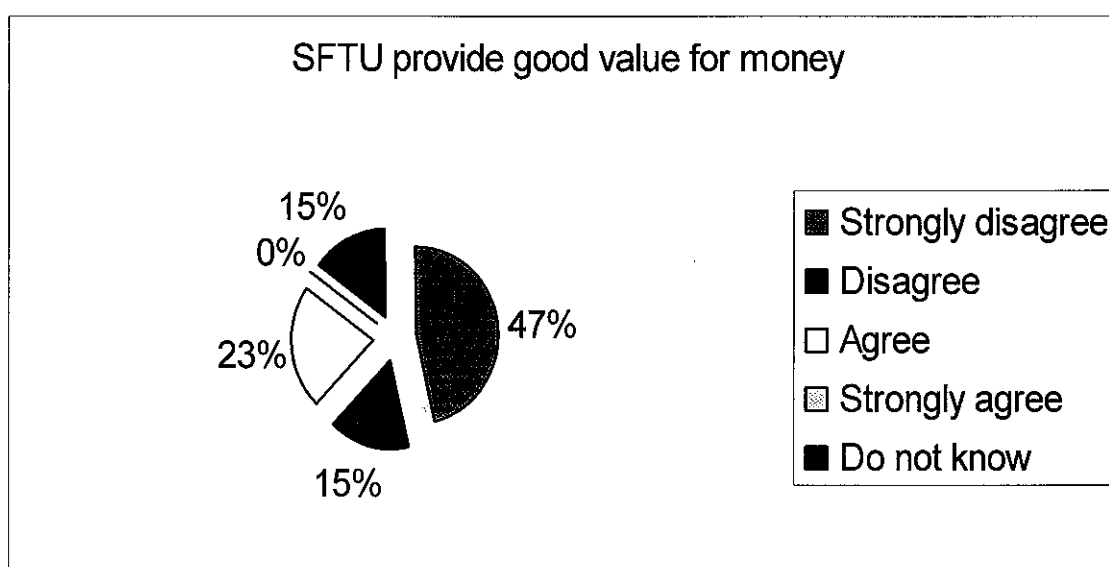


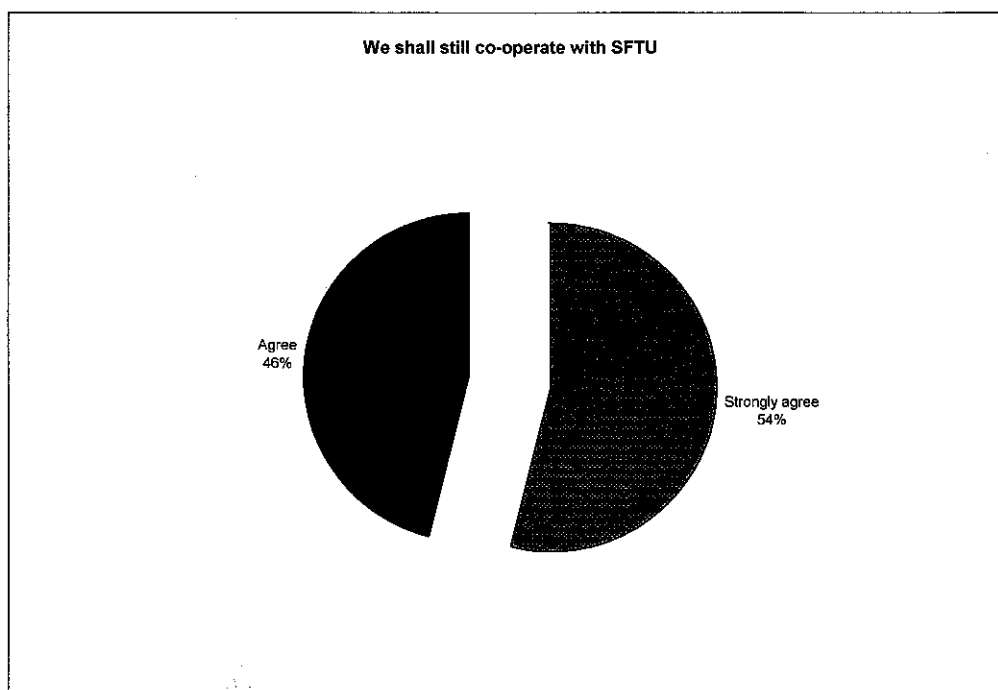
Chart 7 depicts the general satisfaction of SFTU membership. It indicates that majority (62%) do not think that they get the value of the membership dues paid to SFTU. Only 23% believe it is worth their money, while 15% did not know.

Chart 7: Does SFTU provide good value for money?



The last chart was aimed at finding out if the stated weaknesses afflicting SFTU could lead to disaffiliation. All the respondents said that they were not considering abandoning SFTU for anything else.

Chart 8: Will you still co-operate with SFTU?



V.4 Analysis of SFTU Workers' Education Policy

During the evaluation exercise it was established that SFTU had indeed prepared a workers' education policy (see Appendix 10) aimed at profiling the main goals to be achieved as well as depicting the framework for effective delivery of education activities. Since the project under evaluation was primarily based on education activities, it was imperative that the evaluator makes a more intensive analysis of the policy. This section summarises the overall observations of the workers' education policy in the context of the LO-Norway support.

Various strong points associated with the policy can be enumerated as follows:

- The mere existence of the policy document
- Five year education plan
- Proposed structure (Education Committee)
- Committed leadership of proposed structure (Vice President of SFTU as the Director of Education)
- Co-operating partners (LO-Norway, LO/FTF, ICFTU-AFRO, ILO/ACTRAV) who could complement the implementation plan.

Nonetheless, the policy was inundated with weak points that could actually undermine the good intentions. For instance, whilst the preamble mentioned that the policy was derived

from the outcomes of the 2005 Congress, the evaluator was not presented with the Congress Resolutions pertaining to education (see Appendix 11). Similarly, a careful perusal of the SFTU Constitution (see Appendix 12) did not show any discernible role assigned to workers education. Other weak points related to the lack of budgetary allocations to implement the policy.

Probably one of the serious bottlenecks to the implementation of the policy is the fact that there has been some misunderstanding within the SFTU with respect to the role of educators in the education policy. Whilst the LO-Norway project support has generated a cadre of educators and a variety of education materials, the policy seem to have been generated by a parallel group of educators within the federation. Further interviews revealed that none of the core educators trained under the LO-Norway support were involved in the preparation of the workers' education policy.

Other overall observations can be summarised as follows:

- Current policy reads like a first draft (typos, incomplete sentences, repetitive, gaps)
- No evidence as "outcome of the Congress" (pg 1).
- Need for a sharper and clearer "mission" and "vision" of *workers* education
- Distinguish between labour education and workers education
- Certified national education shall elect education committee (pg5)?
- How does it fit within existing SFTU Structure (organogram)?
- Heavy structure
 - Monthly committee meetings?
 - Quarterly meetings with educators?
 - Quarterly meetings with SFTU Executive Committee
 - Reporting format: chairperson, co-ordinator, director of education?
- Payment of allowances (E150 per day) to educators, but dependent on funds?
- Incoherent paragraphs (eg pg 6 on "education programmes"; pg7 "establishment of institutional ...)
- Incomplete code of conduct
- Roles and responsibilities of different partners
- No mention of linkages with sub-regional, regional and international structures

V.5 SFTU and the external environment

(a) Partners in Swaziland

As an institution with a national outlook and in ascertaining the strength of SFTU to support trade union centres in their core function as a defender and a promoter of workers' rights, the evaluation sought to be informed by the views, perceptions and experiences of key stakeholders in addition to a detailed in house review of the important elements of organisational capacity. In this regard, a variety of key stakeholders were visited and interviewed.

As a whole, many of the external collaborators interviews were of the opinion that the SFTU's interventions in human and trade union sphere had helped to improve their organisational capacity. On the political environment, the positive role played by the SFTU

leadership in the constitution debate, role of political parties, and civic education was highly praised. Similarly, on the labour market environment the quality of SFTU interventions on topical issues such as HIV/AIDS, social dialogue, unemployment, privatisation, arrogant and ignorant employers was top of the notch.

There were, unexpectedly, some comments from external partners that demeaned the positive attributes identified above. There were concerns from some quarters that SFTU leadership is controlled by one man: "SFTU is a one-man show". Some of the other comments related to issues of accountability and internal democracy. Some of those interviewed referred to the links with SFTU as that of a "love-hate relationship".

(b) Debacle with COSATU

The fiasco associated with the draft report of the COSATU fact-finding mission to Swaziland in September 2005 is probably the most crucial external factor affecting SFTU leadership at the moment. The methodology of the COSATU mission and the manner of how the draft report (see Appendix 13) was distributed (on the Internet, in the media, to political parties) was described by SFTU as "very hurting and humiliating".

The evaluation team was privy to the COSATU draft report prior the field visit, and was subsequently presented with a rejoinder from SFTU (see Appendix 14). Whilst the rejoinder goes some way to offer clarification on many issues, the evaluation team was of the opinion that it was not going far enough to provide for the full information that would convince the reader that COSATU report was folly. Some of the observations were reported to the SFTU leadership during the presentation at the end of the evaluation. They include the following:

- ☐ Audited accounts , 1999-2004
- ☐ Membership audits
- ☐ Record keeping at SFTU (minutes of major decisions by the collective/executive)
- ☐ Lack of constitutional recourse to suspended unions
- ☐ Way forward (role of SATUCC, AFRO)

VI Conclusions

Based on the findings described in the preceding chapter, the conclusion of the evaluation exercise is that the LO-Norway programme of co-operation with the SFTU has generally been positive. Through the LO-Norway support, SFTU has managed to train and build a discernible cadre of trained women and men. For many years, the LO-Norway was the only visible and consistent partner supporting SFTU. This support has enabled the SFTU to play an important role in the continuing democratisation of the country while at the same time upholding and defending workers' rights. In a nutshell, the co-operation has been relevant, efficient and effective. It has generated tangible outcomes in the form of educational manuals, videos, translated materials. It has also brought out a clearly articulated group of educators, with some of them being considered as role models in Swaziland and abroad.

Nonetheless, the co-operation faced notable bottlenecks. Its level of efficiency was affected by lack of a formal co-operation agreement between the partners. At the same, sustainability of the co-operation was not clearly considered during project implementation. Moreover, the existing co-ordination structure of co-operation has affected the cohesion of the national centre due to

- Suspicions between leadership and educators,
- accountability issues at SFTU,
- poor communications at many levels, and
- incoherent education and co-ordination structures.

VII Recommendations

VII.1 Overall recommendation

The evaluation team recommends for a more sustainable continuation of the co-operation between LO-Norway and SFTU. It is further recommended that this continuation must be in accordance with clear and specific indicators of achievement that are subject to internal periodic monitoring.

VII.2 Specific recommendations for effective co-operation

(a) Memorandum of understanding on project design, implementation, monitoring and evaluation

It is strongly recommended that the collaborating partners consider signing a memorandum of understanding that would stipulate the form and extent of their co-operation. The memorandum must clearly spell out the project design, mode of project implementation, period monitoring and evaluation. In addition to stating the objectives, it should also give an indication of inputs, outputs, expected outcomes and assumptions that could be relevant in the dynamic political and economic situation facing Swaziland.

(b) Project management

The overall aim of programme management is to ensure that programmes are relevant, effective and efficient. Good programme management requires effective planning, implementation and monitoring of programmes. In this regard, SFTU should be encouraged to develop a strategic plan for the LO-Norway programme management. The project management plan must be aimed at elaborating the implementation of the memorandum of understanding between the partners. The content of the plan could include initiation and elaboration of annual plans, internal approval, sustainability, monitoring and evaluation. The plan could also specific projects monitoring system by defining the purpose and scope of the monitoring system, identifying key stakeholders, and describing the information required, indicators, decisions and data collection methods.

(c) Strategic planning

While it was evident that SFTU had recognised the participatory nature of strategic planning process, the federation still faces several challenges. In a rapidly changing environment, SFTU is required to anticipate and prepare for possible changes in its external environment. Today's SFTU is required, further, to clearly define its future direction and to reaffirm its purpose. The organisation must strive to find a perfect fit between its internal resources and the outside world. A strategic planning process provides the organisation with the opportunity to craft or reaffirm its vision, mission and goals in the light of both its internal and external

environments. It provides the organisation with a chance to define its future direction on the basis of sound analysis.

It was not clear from the evaluation that SFTU had a commonly shared vision, mission and goal of the organisation. We also did not find any statements of purpose and direction. None of the staff interviewed could articulate the vision and mission of the organisation. Further, a number of the respondents to our questionnaires have expressed the need for a clear vision and future direction.

(d) Improve financial accountability

Given the previous experience on difficulties with financial accountability in connection with the LO-Norway support, it is highly recommended that SFTU puts strong internal mechanisms on this issue. The main consideration on financial management should be on efficiency related to allocation of resources and the associated stewardship over such resources, including, accounting, financial controls and financial reporting. The finance function in an organisation such as ICFTU-AFRO also has an important role in project monitoring. It should serve as an aide to project monitoring through solid variance analysis. Underlying all this is a policy and procedure framework that ensures fairness and objectivity, ensures that assets are safeguarded and that financial decisions made are in the best interests of the organisation and its programmes.

Some of the suggestions to facilitate this process include:

- Good communication between the project officers and the accounts department. Project officers are informed of the arrival of project funds and are provided with balances of funds upon request,
- Cheques are signed by at least two people,
- The financial statements are audited by a registered firm of certified accountants,
- There are written policy and procedure guidelines for effective financial management,
- SFTU maintain a separate account for project funds, and
- Financial reporting is designed in a manner that supports efficiency and effectiveness.

(e) Clearer, all-inclusive, and mutually reinforcing project co-ordination mechanism

There should regular meetings between educators and the SFTU leadership. Meetings should clearly set agenda prepared in advance and recorded in minutes. The role and functions of the educators and project coordinator need to be clearly defined. The educators needs to be given sufficient authority to actually undertake in-house education programmes. There is need to review the organisation structure in order to facilitate the effectiveness of this function.

(f) Review and finalise draft workers' education policy

The current policy document, though already signed, reads very much like a first draft. The policy should be the guide principle to the federation with respect to education activities.

- Enhanced gender mainstreaming within SFTU leadership and in unions
- Encourage merger of unions
- Focus on organising and membership recruitment, basic leadership training, basic trade union education to rank and file, with less emphasis on 'civic education'
- Identify any possible links with LO/FTF Programme

"Despite the challenges faced while implementing the project, it remains my wish that the programme continues and that the federation values and treasures the LO-Norway co-operation and the 'AGS Academy' for the usefulness of our membership"

Member of SFTU Leadership,
Simunye, Saturday 11 November 2006

Appendix 1:

**TERMS OF REFERENCE
FOR**

**EVALUATION OF LO-NORWAY PROGRAMME OF CO-OPERATION
WITH SWAZILAND FEDERATION OF TRADE UNIONS (SFTU)**

The Swaziland Federation of Trade Unions (SFTU) and The Norwegian Confederation of Trade Unions (LO-Norway) project co-operation for women activities started in 1989, but after only one year the project stopped due to accountability problems. However, after careful consideration and some changes in project implementation, LO-Norway resumed project support in 1996 focusing on developing capacity of women members through education and training activities. Activities in 1996 involved countrywide sensitization only. In 1997 the programme was interrupted due to mass actions and demonstrations taking place in the country. Actual activities per se commenced in 1998, the following year the project was diversified to include development of both male and female members at grassroot/workplace levels.

The objective of this evaluation is twofold:

- ✓ Firstly, to look at the **technical implementation side** of the project.
- ✓ Secondly, to look at **the wider impact** of the project on the working women in the Swaziland trade union movement - regarding the internal organisational life and regarding internal and external policies.

The Evaluation report should include an assessment of the trade union and a short review of the political situation in Swaziland, thereby describing the context in which the project has been operating.

The planned evaluation is aimed at reviewing progress and results of the co-operation and to see what has been achieved through LO-Norway's work with SFTU. This evaluation is also intended to form the basis for LO's decisions regarding future co-operation.

LO-Norway will engage Dr. Mohammed Mwamadzingo a Workers Education Specialist based at the ILO Office in Pretoria, South Africa. Details regarding the arrangements will be elaborated in a separate contract.

The evaluation is scheduled to take place from 9th to 15th November 2006. LO-Norway expects the final evaluation report not later than 30th November 2006.

The project

The project LO-Norway has supported since 1996 is: **NSW1 Education and Training.** Evaluation should therefore focus on period covering 1998-2005

Long-term developmental Objectives:

- SFTU has an active, confident and skilled female membership participating in trade union activities and leadership positions at all levels.

- SFTU has developed capacity and self sufficient in trainers and skilled workplace union representatives for sustainability of the organization.

Short-term Objectives:

- An active confident female membership with ability to promote and articulate issues pertaining to their trade union and human rights.
- SFTU has satisfactory skilled trainers and workplace representatives with capacity to manage training activities and day to day representation satisfactorily.

Content of the evaluation:

1. **Has LO-Norway's support been relevant?:** Has the project covered actual needs and priorities of the co-operating partner and its members? Have these efforts been the right priorities? If there have been some adjustments of the project during implementation, have these been due to changed needs or for other reasons? Has the training been geared towards the correct target group i.e. equipping women with leadership skills and building self confidence? Strengthening workplace leadership with necessary skills?
2. **Efficiency and implementation of the Project:** Parties involved in the programme are LO-Norway and SFTU. Have the two co-operating partners carried out plans in a cost efficient and practical manner? Has the work been carried out efficiently and human resources used efficiently or could some of the work have been done in a better manner?
3. **What are the results of the project so far?:** Have the objectives been clear and realistic? If not reasons should be given. Have the activities of the programme reached the grassroots of the organization? If so, what are the indicators?
 - What kind of activities do participants who have gone through this project engaged in as members of the union?
 - Evaluate the content of training sessions. Has this been relevant to target groups?
 - Look at the broader effect of training. Here one should look for general results with emphasis on women and workplace leadership such as Shopstewards. Has the programme revealed a need for training men on gender issues? Are women issues integrated and dealt with as part and parcel of mainstream trade union agenda within SFTU? If responses are yes/no what are indicators/reasons.
4. **Sustainability:** How has the leadership demonstrated its commitment to support this project (both technical and financial)? Has SFTU the capacity to continue these activities without support from LO-Norway? Have any reference materials, manuals, brochures etc been produced to sustain these activities in SFTU? Has the training capacity of the organization improved? If so what are the indicators thereof? Course content, lists of participants should also be made available.
5. **External impact:** Has SFTU and in particular women been able to improve their performance at national level, within the SFTU and its affiliates? How about

Workplace representatives – have they been able to engage employers on issues affecting their welfare at the workplace upon acquiring skills? Is the SFTU able to reach new members? Of importance is the impact of SFTU as a national organization.

The methodology of evaluation will combine interviews with some affiliates and key partners of SFTU as well as study of relevant documents such as project report, course content and lists of participants.

Past and present participants should be interviewed. The evaluation team should also interview representatives from the Ministry of Labour or relevant government institutions, employers' organizations, past and present leaders of SFTU and any other organizations in Swaziland which collaborate with SFTU on labour issues.

The Consultant should review any strong or weak sides of the project, and other individual projects and co-operating partners. It is of importance to LO to know the impact of existing labour legislation, the country's Constitution and relevant laws of the land on the development of the trade union movement in Swaziland.

The Consultant is free to comment on other issues relating to the co-operation he finds relevant. He may also comment on the quality of work done, and review if the role of the Norwegian partners in the co-operation has been appropriate (if not already covered elsewhere).

Based on these findings, the Consultant is requested to draw conclusions and make appropriate recommendations.

Oslo, 11 October, 2006
LO-Norway – International Department

Nina Mjøberg
Head of International Trade Union Solidarity

Appendix 2:

Evaluation of LO-Norway Programme Co-operation with the Swaziland Federation of Trade Unions

Persons Met and Interviewed

8 November 2006

Name	Union/Organisation	Position
Dumisile Mabvuso	N.A.	Former Treasurer, SFTU

8 November 2006

Name	Union/Organisation	Position
Jan Sithole	SFTU	Secretary General
Achie Sayed	SFTY	Secretary General

9 November 2006

Name	Organisation	Position
Jinno L. Nkhambule	Department of Labour	Commissioner of Labour
Sipho N. Ndzimandze	Department of Labour	Assistant Commissioner of Labour

9 November 2006

Name	Organisation	Position
Thukani R. Maseko	NCA	Co-ordinator
Paul Shilubane	P. M. Shilubane and Associates	Lawyer

9 November 2006

Name	Organisation	Position
Bathobile Gule	Federation of Swaziland Employers and Chambers of Commerce	Director, Industrial Relations and Social Policy

9 November 2006

Name	Union	Position
Samuel Shongwe	SUNASHI	President
Mluleni Dlamini	SUNASHI	Vice President
Fundizwi Sikhondze	SUNASHI	Secretary General
Tselane Dlamini	SUNASHI	Treasurer
Hlaluthube Dlamini	SUNASHI	Trustee

Tonkhe Dlamini	SUNASHI	Member
Thandie Beames	SUNASHI	Member
Lee Madzinane	SUNASHI	Second Secretary General
Pumlani Vilane	SUNASHI	Trustee

9 November 2006

Name	Union	Position
6 members	SPTWU	

9 November 2006

Name	Union	Position
Celusuma Dlamini	WUSTC	Secretary General
Vusi Simelane	WUSTC	Chairman, Mbabane Region

10 November 2006

Name	Union	Position
Samuel Shongwe	SFTU	President
Jan Sithole	SFTU	Secretary General
Barnes Dlamini	SFTU	Vie President
Amos Simelane	SFTU	Trustee
Ndabenhle Dlamini	SFTU	Internal Auditor

10 November 2006

Name	Organisation	Position
Nomtheto Similane	University of Swaziland	Lecturer (former Secretary General of SFTU)

10 November 2006

Name	Union	Position
Masitsela Mhlanga	SNA	President
Thabsile Dlamini	SNA	Secretary General
Brian Cindzi	SNA	Deputy Secretary General

10 November 2006

Name	Union	Position
Melosi Hlanze	SNACS	President
Quinton Dlamini	SNACS	Secretary General
Patricia Mamba-Motla	SNACS	Legal Officer
Noah Dlamini	SNACS	Deputy Secretary General
Zanele Nkambule	SNACS	WWOS-Secretary
Sisimo Sihlomini	SNACS	Treasurer
Banele Dlamini	SNACS	Office Administrator

11 November 2006

Name	Union	Position
Samuel Shongwe	SFTU	President
Jan Sithole	SFTU	Secretary General
Zodwa Lukhele	SAPWU	Educator
Justice Mabuza	WUSTC	Shop steward

Tselane Dlamini	SUNASHI	Treasurer
Temalundi Nkambule	USCW	Branch Chairperson
Malamlela Dlamini	SPTWU	Educator
Muzu Simelane	SNACS	Branch Chairperson
Khanyisile Dlamini	SNA	Treasurer/Motivator
Adelaida Mntambo	SNACS	Recording Secretary
Zodwa Nkonde	SNACS	Member
Happy Ndlela	SESMAWU	Member
Patrick Gumbi	SAPWU	Educator
Tiny Dlamini	SNA	Educator/Regional President
Bongani Dlamini	SAPWU	Educator/Shop steward
Thandie Beames	SUNASHI	Educator
Ntokozo Ndzabardzaba	SAPWU	Shop steward
Tonkhe Dlamini	SUNASHI	Educator

12 November 2006

Name	Organisation	Position
Zodwa Mkhonta	Swaziland Electricity Board	Manager, Procurement and Stores (formerly Deputy Secretary General, SFTU)

12 November 2006

Name	Organisation	Position
Mario Masuku	PUDEMO	President

13 November 2006

Name	Union	Position
Vincent Ncongwane	SFL	Secretary General
Jimban Gweru	SFL	Treasurer
Rueben Ndlangamandla	SFL	Assistant Secretary General
Micah Yende	SFL	Executive Member

14 November 2006

Name	Organisation	Position
Obed Dlamini	NNLC	President (formerly Prime Minister and Secretary General, SFTU)

14 November 2006


Name	Organisation	Position
Meter Dunseith	Industrial Court of Swaziland	President

14 November 2006

Name	Union	Position
Samuel Shongwe	SFTU	President
Jan Sithole	SFTU	Secretary General
Barnes Dlamini	SFTU	Vice President
Sibusiso Masaya	SFTU	Internal Auditor

Kennedy Dlamini	SFTU	Vice Treasurer
Zodwa Lukhele	SFTU	Women's Committee
Thandie Beames	SFTU	Women's Committee
Mduduzi Gura	SFTU	Second Deputy Secretary
Tonkhe Dlamini	SFTU	Ex-Women's Committee
Archie P. Sabed	SFTU	First Vice Secretary General

Appendix 3:

	<p>Evaluation of LO-Norway Programme of Co-operation with Swaziland Federation of Trade Unions</p> <p>Evaluation Workshop, Simunye Country Club, 11 November 2006</p>
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Programme

09.00 hours	Opening session
	<ul style="list-style-type: none">• Introductions
	<ul style="list-style-type: none">• Background of the project
	<ul style="list-style-type: none">• Objectives of the evaluation
09.30 hours	Plenary session (Content of the evaluation)
	<ul style="list-style-type: none">• Relevance
	<ul style="list-style-type: none">• Efficiency
	<ul style="list-style-type: none">• Effectiveness
	<ul style="list-style-type: none">• Sustainability
	<ul style="list-style-type: none">• Outcome
	<ul style="list-style-type: none">• Special concerns
10.30 hours	Tea/Coffee Break
11.00 hours	Group activities <ul style="list-style-type: none">- Project administration, budgeting and reporting- Training methodology, content, materials and target group
12.00 hours	Reporting on group activities
13.00 hours	Lunch
14.00 hours	Final assessment <ul style="list-style-type: none">- Individual questionnaire
15.00 hours	Closing and departure

Appendix 4:

	Evaluation of LO-Norway Programme of Co-operation with Swaziland Federation of Trade Unions November 2006
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Questionnaire for SFTU Affiliates

How is SFTU performing with respect to its vision and mission?

The evaluation team would like to find out how you feel about SFTU. Please help us by answering the following questions.

What services have you received from SFTU in the past?

Type of service	Dates
1	
2	
3	
4	
5	

Please indicate the extent to which you agree or disagree with the following statements by putting a √ in the appropriate box

		Strongly disagree	Disagree	Agree	Strongly agree	Do not know
1.	SFTU's mandate is clear to me					
2.	SFTU's leadership and staff is of a high professional calibre					
3	SFTU's physical location is convenient to us					
4	SFTU does not place enough emphasis on the quality of service it provides					
5	SFTU responds quickly to our requests					
6	SFTU understands our organisation					
7	SFTU has demonstrated an understanding of assignments					
8	SFTU has demonstrated an understanding of our needs					
9	SFTU has improved our understanding of trade union and workers' issues					
10	SFTU's services have met our expectations					
11	SFTU plans its assignments well					
12	SFTU follows up its assignments professionally					
13	Recommendations from SFTU have been relevant, feasible and comply with our situation					
14	SFTU's officials have listened to our information and respected our experience					
15	SFTU has adhered to agreed timetables					
16	SFTU's intervention has helped to improve our capacity.					

17	SFTU is innovative in its approach					
18	SFTU provides good value for money					
19	SFTU can adopt appropriately when required					
20	We look forward to continued cooperation with SFTU					

What is important to SFTU's success? How important is each of the following to ensuring SFTU's success?

		Not at all important	Slightly important	Important	Very important	Of utmost importance
21	Strong emphasis on new ideas					
22	Superior delivery of service					
23	Significant impact on link institutions					
24	Regional co-operation					
25	Clear organisational vision					
26	Strong organisational values					


27	What do you feel are SFTU's strengths?					
28	What do you feel are SFTU's weaknesses?					
29	In what areas might you be interested in working with SFTU's in future?					
30	In your opinion, how does SFTU rate in comparison with other support organisations?					
	Excellent	Good	Fair	Poor		

31	Please feel free to make additional comments below:
Thank you for taking the time to complete this questionnaire	

Name (optional):

All information collected will be kept strictly confidential and the reported results will be anonymous.

Appendix 5:

	<p>Evaluation of LO-Norway Programme of Co-operation with Swaziland Federation of Trade Unions</p> <p>Evaluation Workshop, Simunye Country Club, 11 November 2006</p>
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Questionnaire for Individual Trained Participants

Approximate time: 30 minutes

This activity focuses on the assessment of the project activities and aims to :

- ❖ assess whether the objectives of the project have been met.
- ❖ provide the evaluation team with the information necessary to improve the organisation and methods of training.

1. Objectives of the project

1.1 As a whole, have the objectives been achieved?

Long term objectives

- **Objective a:** SFTU has an active, confident and skilled female membership participating in trade union activities and leadership positions at all levels.

Strongly disagree	Disagree	Agree	Strongly agree	Do no know

- **Objective b:** SFTU has developed capacity and self sufficient in trainers and skilled workplace union representatives for sustainability of the organization.

Strongly disagree	Disagree	Agree	Strongly agree	Do no know

Short term objectives

- **Objective a:** An active confident female membership with ability to promote and articulate issues pertaining to their trade union and human rights.

Strongly disagree	Disagree	Agree	Strongly agree	Do no know

- **Objective b:** SFTU has satisfactory skilled trainers and workplace representatives with capacity to manage training activities and day to day representation satisfactorily.

Strongly disagree	Disagree	Agree	Strongly agree	Do no know

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2. Training activities

2.1 How far have you been satisfied with the **CONTENT** of the project activities?

Highly dissatisfied	Dissatisfied	Satisfied	Highly satisfied	Do no know

2.2 How far have you been satisfied with the **LEVEL** of the project activities?

Highly dissatisfied	Dissatisfied	Satisfied	Highly satisfied	Do no know

2.3 How far have you been satisfied with the **ORGANISATION** of the project activities?

Highly dissatisfied	Dissatisfied	Satisfied	Highly satisfied	Do no know

2.4 How far have you been satisfied with the project **METHODS** used?

Highly dissatisfied	Dissatisfied	Satisfied	Highly satisfied	Do no know

3. Importance of the training in relation to your current trade union post

3.1 Indicate how far the project training activities have been useful to you in relation to your trade union work:

Not at all useful	Not useful	Useful	Very useful	Do no know

3.2 How far do you think the project activities will help you to build a more viable and sustainable trade union movement in Swaziland?

Not at all useful	Not useful	Useful	Very useful	Do no know

3.3 How far do you think the project activities will help you make your future trade union training activities more effective?

Not at all useful	Not useful	Useful	Very useful	Do no know

4. Content of training sessions (files – photocopies - training documents)

4.1 How much have you used the documents you received during the training sessions?

Not at all useful	Not useful	Useful	Very useful	Do no know

4.2 What was the level of comprehension of the teaching material?

Not at all clear	Not clear	Clear	Very clear	Do no know

4.3 What was the level of resource persons during the training sessions?

Not at all clear	Not clear	Clear	Very clear	Do no know

5. Working relations among participants

5.1 Indicate the level of communication and co-operation among participants.

Very poor	Poor	Good	Very good	Do no know

5.2 Indicate the quality of teaching:

Very poor	Poor	Good	Very good	Do no know


5.3 Indicate the quality of the administrative support (secretarial - social life - travel - medical):

Not at all useful	Not useful	Useful	Very useful	Do no know

6. Other general comments

Name of Participant (optional): _____

Appendix 6:

	<p>Evaluation of LO-Norway Programme of Co-operation with Swaziland Federation of Trade Unions</p> <p>Evaluation Workshop, Simunye Country Club, 11 November 2006</p>
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Questionnaire for Working Group 1
(SFTU National Project Co-ordinators)
Project Administration, Budgeting and Reporting

1. Please feel in the following table of responsibilities:

Responsibility	Name of persons in charge
A: Administration and supervision:	
- Drawing up the schedule of activities and the work plan	
- Selection of participants	
- Sending invitations to participants	
- Drafting activity reports (including conclusions and recommendations)	
- Budgeting	
-Financial reporting	

2. Describe the steps that were taken to ensure good collaboration between the SFTU coordinating team and the SFTU Women's committee in the various phases of the project.

3. Describe the steps that were taken to ensure good collaboration between the coordinating team and the SFTU Education Department in the various phases of the project.


4. How were the field activities supervised and monitored?

5. Have there been any changes in the co-ordination team?

6. How have these changes (if any) affected the implementation of the project?

All information collected will be kept strictly confidential and the reported results will be anonymous.

Appendix 7:

	<p>Evaluation of LO-Norway Programme of Co-operation with Swaziland Federation of Trade Unions</p> <p>Evaluation Workshop, Simunye Country Club, 11 November 2006</p>
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Questionnaire for Working Group 2
(SFTU National Project Co-ordinations)
Training Methodology, Content, Materials and Target Groups

1. List the steps undertaken when preparing for the training activities
2. How were the participants selected to participate in the training activities?
3. Were there any participants who participated at different training activities and levels (for example basic seminars, regional seminars, specialised seminars, trainers' seminars, evaluation seminars)? Explain the selection criteria used for identifying such participants.
4. Explain the methodology used during training activities in which you participated in your capacity as coordinator.
5. List the educational material used during the training

6. Who were the resource persons? Who selected them? What were the selection criteria?

Name of resource persons	Who selected the resource person	Selection criteria

6. What difficulties did you experience while co-ordinating these activities?

7. How did you overcome these difficulties?

8. What suggestions would you give to improve on the quality and efficiency of the training activities?

All information collected will be kept strictly confidential and the reported results will be anonymous.

Evaluation of LO-Norway
Programme co-operation with
Swaziland Federation of Trade
Unions

**Draft Findings, Conclusions and
Recommendations**

Project NSW1: Education and Training, 1998-2006

14 November 2006

Table of Contents (Final Report)

- Acknowledgements
- Executive Summary
- 1. Introduction (background, purpose and methodology of evaluation)
- 2. Country profile
- 3. Trade union situation in Swaziland
- 4. Focus on SFTU

Table of Contents (Final Report)

- 5. Findings:
 - Technical implementation
 - Project co-ordination
 - SFTU Internal Mechanisms
 - External impact
- 6. Conclusions
- 7. Recommendations
- 8. Lessons learnt
- Appendices (list of persons met, workshop programme, questionnaires, SFTU Constitution, SFTU Education Policy, list of documents consulted, statistical information)

Terms of Reference of the Evaluation

Aims:

- 1. Review technical progress and results of the LO-Norway/SFTU Project Co-operation
- 2. Assess wider impact of the project
- 3. Form the basis of LO-Norway's decision for future co-operation
- 4. If appropriate, suggest alternative actions to be taken to achieve programme goals

Objectives of the Co-operation

- Long-term development objective:
- SFTU has an active, confident and skilled female membership participating in trade union activities and leadership positions at all levels.
- SFTU has developed capacity and self sufficient in trainers and skilled workplace union representatives for sustainability of the organization.

Objectives of the Co-operation

- Short-term development objective:
- An active confident female membership with ability to promote and articulate issues pertaining to their trade union and human rights.
- SFTU has satisfactory skilled trainers and workplace representatives with capacity to manage training activities and day to day representation satisfactorily.

List of organisations met during the evaluation

- ❑ SFTU (leadership, selected affiliates (3), SFTU educators)
- ❑ Commissioner of Labour
- ❑ Federation of Swaziland Employers and Chambers of Commerce
- ❑ National Constitutional Assembly
- ❑ President of Industrial Court
- ❑ COSATU (report of visit and SFTU response)
- ❑ Suspended unions (SNA and SNACS)
- ❑ Swaziland Federation of Labour
- ❑ Former SFTU leaders
- ❑ Political parties (PUDEMO and NNLC)

Findings 1: Technical Implementation

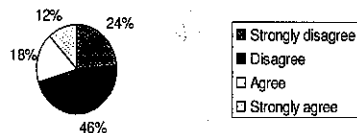
(a) Relevance

Project relevant to the needs and priorities of SFTU

- Involvement of women in SFTU structures
- Informed membership
- Training of shop stewards, rank and file
- Involvement of all unions
- Development of core cadre of co-ordinators
- Union recognition by employers

Findings 1: Technical Implementation

SFTU has an active, confident female membership



Findings 1: Technical Implementation

SFTU has developed training capacity



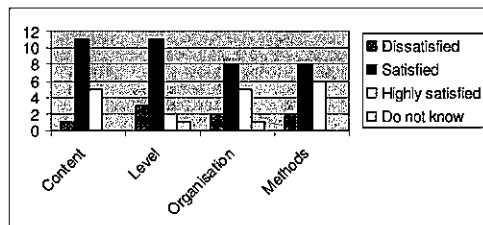
Findings 1: Technical Implementation

(b) Efficiency

Project results have justified the costs incurred and resources utilised

- Venues chosen were cost effective
 - Use of "training motivators" from unions
 - Workplace focused
 - Use of *Siswati* materials to reach wider participants
 - Time consciousness in organising regional events
- But: Problems encountered at workplace (employers) and lack of recognition by SFTU leadership.

Findings 1: Technical Implementation



Findings 1: Technical Implementation

(c) Effectiveness

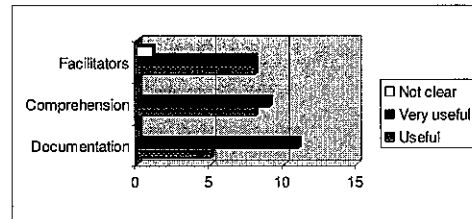
With respect to stated objectives, there are notable achievements

- SFTU has active, confident and skilled female membership
- SFTU has developed *some* capacity amongst trainers (both women and men)

But:

- (i) No project document (no indicators of achievement given at the commencement of the project)
- (ii) Lack of consistency in identifying target groups

Findings 1: Technical Implementation



Findings 1: Technical Implementation

(d) Sustainability

The project is NOT sustainable after the withdrawal of LO-Norway support

- There is a lot of ground to cover
- Most unions are not aware about the project
- No internal budgeting amongst unions
- SFTU still at an embryo stage
- Misunderstanding between SFTU executive and educators

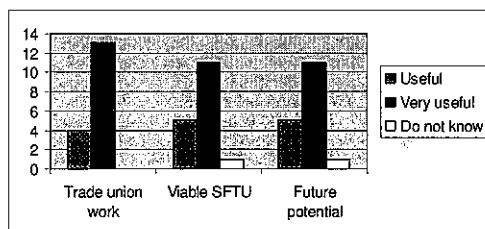
Findings 1: Technical Implementation

(e) Project outcomes

The project has impressive outcomes

- A cadre of SFTU educators and workplace motivators
- Training materials (shop stewards, CBA under globalisation)
- Handouts (OHS, counselling and HIV/AIDS)
- Brochures (basic education, in *Siswati*)
- Two graduation ceremonies
- Video production
- Exchange programmes

Findings 1: Technical Implementation



Findings 1: Technical Implementation

(f) Special concerns

Anticipated and unanticipated outcomes

- Emergency of role models from the "AGS Academy"
- Personal development of trained educators at workplace and community levels
- Increased confidence
- Recognition by employers
- Participation in regional assignments

Findings 1: Technical Implementation

Summary

"I sincerely thank LO-Norway for the tremendous support and pray to the Almighty God that the exercise of sponsoring and educating our labour movement will empower our membership"

Findings 2: Project Co-ordination

Historical background

- Project started in 1989, women only
- Halted in 1990, due to accountability problems
- Restarted in 1996, women only
- 1997 interruptions due to mass actions
- Current phase since 1998, involve male and female members at grassroots

Findings 2: Project Co-ordination

General observations

- Clear (long term and short term) objectives
- No project document
- No specified life span, but annual planning since 1995
- No co-operation agreement
- No previous project evaluation

Findings 2: Project Co-ordination

Project administration, budgeting and reporting

SFTU Leadership

- Selection of participants
- Sending invitations

SFTU Educators

- Schedule of activities and workplan
- Suggest participants in follow up courses
- Follow up/motivate participants
- Budgeting
- Reporting
- Financial reporting

Findings 2: Project Co-ordination

Challenges

- *Limited* involvement of SFTU leadership in project activities
- *Poor* communication between SFTU leadership and educators
- *Poor* communication between SFTU Secretariat and LO Norway
- *No* involvement of trained educators in SFTU education committee and activities

Findings 3: SFTU Internal Review

SFTU's Strengths

- Organising workers countrywide
- Participating in tripartite forums
- Ability to challenge government
- International solidarity and co-operating partners
- Dynamic new executive
- Provision of education opportunities
- Legal assistance in case of need

Findings 3: SFTU Internal Review

SFTU's Weaknesses

- Ineffective communication
- Sensitivity to issues of accountability
- Lack of internal democracy
- Idolisation of leaders by some members
- Lack of consultations with workplace leadership
- Lack of strategic plan
- Lack of records and minutes of meetings and decisions
- Lack of transparency

Findings 3: SFTU Internal Review

SFTU's Weaknesses

- Lack of vision
- Failure to organise and mobilise membership towards certain goals
- Ignorant rank and file
- Limited donor support
- People perceive SFTU to be a one man show
- Failure to maintain unity among unions

Findings 3: SFTU Internal Review

Areas of SFTU's Future Work

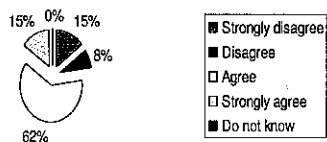
- Focus on membership recruitment and organising
- Leadership training on basic trade union principles
- Empowerment of workers
- Quality service to members ("trade union oriented, not just any service")
- Strategic planning and internal dynamism
- Education programmes, with special focus on women
- Address HIV/AIDS at the workplace

Findings 3: SFTU Internal Review

- [LO Norway Evaluation Swaziland Book1.xls](#)

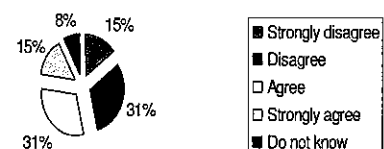
Findings 3: SFTU Internal Review

SFTU's mandate is clear to me

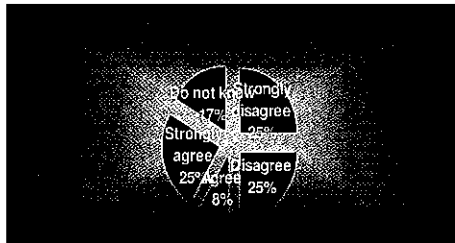


Findings 3: SFTU Internal Review

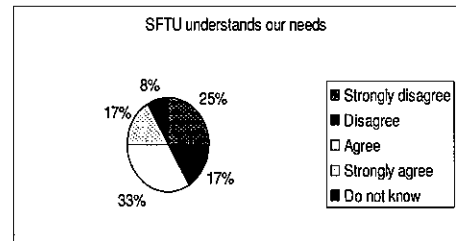
SFTU's leadership and staff is high professional calibre



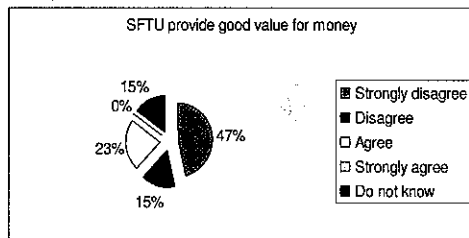
Findings 3: SFTU Internal Review



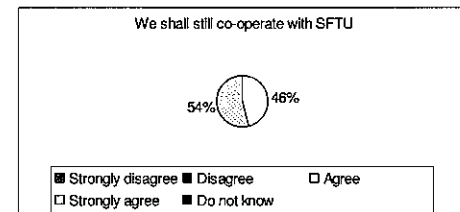
Findings 3: SFTU Internal Review



Findings 3: SFTU Internal Review



Findings 3: SFTU Internal Review



Findings 3: SFTU Internal Review

SFTU Workers' Education Policy

Strong points

- Policy document
- Five year education plan
- Proposed structure (Education committee)
- Committed leadership of proposed structure (Director of education)
- Co-operating partners (LO-Norway, LO/FTF, ICFTU-AFRO, ILO/ACTRAV)

Findings 3: SFTU Internal Review

SFTU Workers' Education Policy

Weak points

- No Congress resolution on workers' education
- Lack of constitutional backing
- No budgetary allocations to implement policy
- Existing structure/mechanisms not all encompassing

Findings 3: SFTU Internal Review

SFTU Workers' Education Policy

Overall observations

- Current policy reads like a first draft (typos, incomplete sentences, repetitive, gaps)
- No evidence as "outcome of the Congress" (pg 1).
- Need for a sharper and clearer "mission" and "vision" of workers education
- Distinguish between labour education and workers education

Findings 3: SFTU Internal Review

SFTU Workers' Education Policy

Overall observations

- Certified national education shall elect education committee (pg5)?
- How does it fit within existing SFTU Structure (organogram)?
- Heavy structure
 - Monthly committee meetings?
 - Quarterly meetings with educators?
 - Quarterly meetings with SFTU Executive Committee
 - Reporting format: chairperson, co-ordinator, director of education?

Findings 3: SFTU Internal Review

SFTU Workers' Education Policy

Overall observations

- Payment of allowances (E150 per day) to educators, but dependent on funds?
- Incoherent paragraphs (eg pg 6 on "education programmes"; pg7 "establishment of institutional ...")
- Incomplete code of conduct
- Roles and responsibilities of different partners
- Linkages with sub-regional, regional and international structures

Findings 3: SFTU Internal Review

Summary

" I love SFTU, but I am not sure and very worried about issues of accountability."

Findings 4: SFTU and External Challenges

- Political environment (constitution, political parties, civic education)
- Labour market environment (HIV/AIDS, unemployment, ignorance)
- External perception on SFTU leadership (suspension of unions, accountability, one-man show, internal democracy, "love-hate relationship")
- Role in social dialogue
- Debacle with COSATU

Findings 4: SFTU and External Challenges

Observations on the debacle with COSATU

- Audited accounts , 1999-2004
- Membership audits
- Record keeping at SFTU (minutes of major decisions by the collective/executive)
- Constitutional recourse to suspended unions
- Way forward (role of SATUCC, AFRO)

Overall Conclusion

- The evaluation has noted positive outcome on the SFTU/LO-Norway co-operation in general. For example, members have been trained, effective participation in national debate, existence of a draft workers' education policy.
- However, the present structure of co-operation has not been efficient: due to
 - suspicions,
 - accountability issues,
 - poor communications at many levels, and
 - incoherent education and co-ordination structures.

Overall Recommendation

- The evaluation team recommends for a more sustainable continuation of the co-operation between LO-Norway and SFTU.
- This continuation must be in accordance with clear and specific indicators of achievement that are subject to internal periodic monitoring.

Recommendations for effective co-operation

- Memorandum of understanding on project design, implementation, monitoring and evaluation
- Clearer, all-inclusive, and mutually reinforcing project co-ordination mechanism
- Improved financial accountability
- Review and finalise draft workers' education policy
- Focus on organising and membership recruitment, basic leadership training, basic trade union education to rank and file, with less emphasis on 'civic education'
- Identify any possible links with LO/FTF Programme

Final remarks

" Despite the challenges faced while implementing the project, it remains my wish that the programme continues and that the federation values and treasures the LO-Norway co-operation and the 'AGS Academy' for the usefulness of our membership"

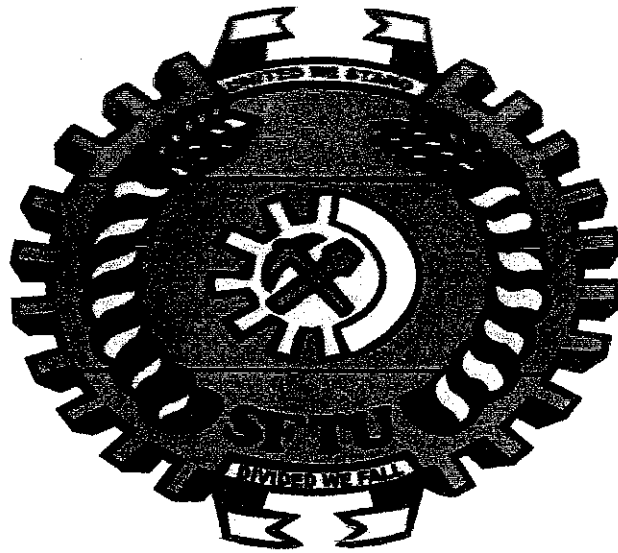
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Appendix 9:

**The 27 Demands
of the Swaziland Federation of Trade Unions
to the Government of Swaziland**

- 1 REINSTATE THE CLAUSE UNDER THE INDUSTRIAL RELATIONS ACT, (SECTION 13).**
- 2 REMOVE THE SIX MONTHS CEILING IN RESPECT OF COMPENSATION FOR UNFAIR DISMISSAL IN THE INDUSTRIAL RELATIONS ACT, 1990 SECTION 13 (4).**
- 3 RECOGNISE MAY DAY AS A PUBLIC HOLIDAY IN SWAZILAND**
- 4 TAX EXEMPTION FOR ALL TERMINAL BENEFITS**
- 5 PAID MATERNITY LEAVE (COMPULSORY FOR ONE MONTH).**
- 6 NO CONTRACTING OUT OF SERVICES**
- 7 NO SECURITY DEPOSIT OF WAGES: (EMPLOYMENT ACT, 1980 SECTION 2).**
- 8 REQUIRE PROOF OF THE ECONOMIC DECLINE OF AN ENTERPRISE BEFORE EFFECTING RETRENCHMENTS**
- 9.1 CONVERT THE SWAZILAND NATIONAL PROVIDENT FUND INTO A NATIONAL PENSION SCHEME.**
- 9.2 ALLOW SWAZILAND NATIONAL PROVIDENT FUND MEMBERS THE RIGHT TO USE THEIR CONTRIBUTION AS COLLATERAL AGAINST LOANS**
- 10 SEASONAL EMPLOYEES SHOULD QUALIFY FOR PENSION BENEFITS.**
- 11.1 AFFIRMATIVE ACTION SHOULD BE GAZETTED**
- 11.2 NO DISCRIMINATION BY BIG COMPANIES AND MULTI-NATIONAL CORPORATIONS**
- 12 ALL WORKERS SHOULD HAVE THE RIGHT TO STRIKE.**
- 13 ESTABLISH A NATIONAL MINIMUM WAGE**
- 14 PROVIDE PROPER ACCOMMODATION FOR THE POLICE AND THEIR FAMILIES**
- 15 END THE BRUTALIZATION OF STREET VENDORS:**
- 16 THE WATER SERVICES CORPORATION NOT TO BE PRIVATISED**
- 17 NO TAX INCREASE THIS YEAR**
- 18 EMPLOYEES ELECTED TO PARLIAMENT**
- 19 NO VICTIMISATION OF JOURNALISTS**
- 20 SET UP AN ECONOMIC FORUM**
- 21 INVOLVE WORKERS IN A CONSTITUTIONAL FORUM**
- 22 ESTABLISH NATIONAL SECURITY SCHEME**
- 23 NO DISCRIMINATION AGAINST FEMALE EMPLOYEES BY EMPLOYERS**
- 24 EXEMPT BUS OWNERS FROM SALES TAX ON THE PURCHASE OF BUSES**
- 25 PROVIDE TECHNICAL TRAINING AT THE SWAZILAND COLLEGE OF TECHNOLOGY**
- 26 PROVIDE ILO DRAFT LEGISLATION TO THE LABOUR ADVISORY BOARD**

Note: Two of the original 27 demands were combined into one during the deliberations of the Labour Advisory Board Task Force



SFTU WORKERS EDUCATION POLICY

SFTU WORKERS EDUCATION POLICY **FRAMEWORK**

Preamble

Given the profound political, economic, industrial and social developments taking place around Swaziland, SFTU and this education programmes is faced with complex new tasks in an increasingly difficult environment for trade Unions.

Confronting these challenges requires a renewed effort to build and sustain solidarity between workers in Swaziland linking the daily concerns of our members with the international processes which affect them and their communities.

A strong trade union movement is required in order to bring about the type of society based on social cohesion that fits our vision for the future. Trade union education should contribute to a life-long learning process of personal development, leading to the active involvement of people within the union and community, reinforcing democratic principles at all levels.

This Policy, which is based on the outcomes of the Congress, outlines major goals for trade union education and the educational services which the SFTU should provide, and the framework for effective delivery of these services. In implementing the policy, proper consideration must be given to the different needs of unions operating under very different circumstances.

The principles, strategies and institutional framework outlined in this Education Policy represent the first stage towards the realization of SFTU's resolutions at various congresses to strengthen the labour movement in Swaziland using education as a vehicle for positive change, which enjoins the labour movement to maintain and support the policy consistent with the interests, aspirations, developmental goals and objectives of the labour movement in Swaziland.

Introduction

Over the years, the SFTU and its affiliated unions as well as cooperating partners have recognized the importance of education and the need to compliment the provision of education and training opportunities to workers by various institutions. The SFTU among other things considers education as a vehicle for development, empowerment of citizens, building the capacity of trade unions, fostering the culture of democracy, promoting social justice, combating and mitigating the impact of the HIV/AIDS scourge, ensuring harmonious labour relationship.

SFTU must as a matter of grave urgency endeavour to produce an enlightened and skilled workforce in order to be able to survive, prosper and effectively compete in this highly knowledge-based and technological-driven global economy.

Mission and Vision

The mission and vision of education and training in the SFTU is the integral development of the knowledge and skills capability of individual workers for;

- A democratic, cohesive, strong, articulate and proactive free trade union movement that will contribute to the attainment of a just, prosperous and stable Swazi society;
- The organisational capacity of the trade union movement, especially in relation to the challenges posed by globalisation, democratic transition, the HIV/AIDS pandemic, child labour, declining trade union membership and other related problems;
- A vibrant trade union movement which will positively promote and implement measures to encourage the wider involvement of women, in order to help correct those gender imbalances which inhibit democratic representation.
- The focus is to ensure that available material and human resources are effectively applied in order to establish appropriate and sustainable structures for delivery of Leadership training programmes, grassroots education and provide opportunities for interaction on sub-regional and regional levels between participating organisations. Training programmes and material should be based on present challenges.

- The prime objective of labour education is to produce workers who are critical, independent, questioning and analytical in their outlook, yet deeply familiar with the percepts and practices of democracy. Working towards achieving this goal requires the SFTU, its affiliated unions to provide well organised and structured on-going labour education programmes in a sustainable manner, underpinned by a comprehensive progressive policy, hence the need for an Education Policy.

Policy Goal

The goal of labour education within the SFTU and its affiliated unions has been to provide workers with the skills and knowledge so as to play an active, constructive and effective role in the social, economic, political and cultural life of the Swazi, African society and the World at large. At the same time labour education has and continues to serve as a significant means of disseminating information about trade unionism, human and trade union rights, international labour standards, labour laws, various aspects of the work of the SFTU.

The policy framework will guide SFTU and its affiliated unions as they design, implement, monitor and evaluate appropriate education and training programmes to endeavour to meet the individual and collective needs of union members and workers generally.

Policy Objective

Given the challenges facing labour education, the SFTU and its affiliated unions have seen the need to develop a comprehensive education policy framework with the following objectives:

- To ensure that labour education serves as an effective means of improving the knowledge and skill capability of members as well as strengthening the capacity of the trade union movement to cope with the growing social, economic, political and cultural challenges that confront members and society at large.
- To ensure that labour education and training are tailored to address the express desires of working people.
- To establish and operate a well-organised institutional framework for the effective and efficient delivery of labour education.
- To adopt measures that can enhance the attainment of self-reliance status with respect to the financing of labour educational programmes and related activities.

- To ensure greater and effective membership active involvement and participation and gender equity in labour education programmes, activities and structures.
- To promote greater internal democracy with special emphasis on transparency and accountability in the day-to-day operations of the existing education and related structures.
- To ensure proper implementation, management, monitoring and evaluation of labour education projects, their inherent programmes and activities.

Strategies for Achieving Policy Objectives t

To:

- Train a standing crop of labour educators and trainers whose expertise can from time to time be used in the design, implementation, monitoring and evaluation of education programmes in the Country.
- Develop a clear programme of education and training for trade union members and the working people generally based on identified target groups and expressed needs.
- Develop a well-structured comprehensive curriculum on all relevant labour education courses to address the learning needs of various target groups.
- Incorporate the teaching of major social, economic, political, health, cultural and other related issues in labour education.
- Develop appropriate learning and teaching resource materials based on the curriculum on labour education.
- Encourage and support national trade unions to operate functional labour education departments and/or other structures manned by competent personnel responsible for training and education activities.
- Explore new sources of funding with international friends and civil society organisations involved in development cooperation.
- Promote and sustain a network of communication and interaction among the standing crop of labour educators within the trade union movement.

- Use labour education as the vehicle to strengthen and empower trade unions in Swaziland so that they play a proactive and constructive role in the advancement of the cause of working people.
- To foster and consolidate the culture of democracy in the overall execution and implementation of labour education projects at all levels.
- Explore, strengthen and promote bilateral and multilateral cooperation between the SFTU and its affiliated unions on the one hand and on the other hand cooperating partners within the trade union movement and allied organisations for the advancement of the educational needs of Swazi workers in general.
- Establish a forum of educators for purposes of dialoguing and exchange of ideas.
- Ensure and promote consultations with the partners and beneficiary trade union organisations in the determination, design, implementation, monitoring and evaluation of education projects.
- Ensure political and technical coordination of SFTU activities.

Education committee

- SFTU certified national educators shall elect an education and training committee which shall comprise of the Chairperson, Vice Chairperson, Secretary, Vice Secretary and three (3) committee members. Their term of office shall be four years
- The committee shall meet at least once per month to discuss matters and issues related to workers education/training. The committee shall oversee all education programmes which are under the auspices of SFTU.
- The Committee shall also meet with SFTU educators/practitioners at least quarterly. The purpose of such meetings would be to discuss issues pertaining workers education programmes and challenges.
- The committee shall report to the Director of workers education through the Co-ordinator of education. However, the committee shall also meet with SFTU Executive Committee quarterly or as and when need arises.
- The Director, Coordinator, HIV and AIDS Coordinator and the project Secretary are ex-officios of the education Committee.
- The committee should formulate their own regulations which should be approve by SFTU Executive Committee

Educators/Practitioners

SFTU certified national educators/Practitioners shall be expected to uphold this policy and the SFTU Constitution at all times. They shall be required to execute SFTU education/Training programmes from time to time. They are also expected to adhere to the SFTU code of conduct.

Educators will get an allowance per diem for facilitating workshops/seminars which are conducted by the SFTU/or its cooperating partners, such allowance (per diem) shall not be less than E150/day which is not inclusive of travel expenses. This allowance shall attract an annual increment equivalent to CPI all income groups. Payments of such allowances shall depend on the availability of funds. This does not include Study circles.

Education Programmes

Performance in the ever-increasing complex global economic environment, Simply put, efficient and meaningful economic growth cannot be achieved without a clear sense of direction and coordination of all parts of the economy by the human element at all levels, especially in a situation where the regime of flexible specialization is being adopted.

Similarly, no plan for sustainable development can be complete without an integrated strategy for training and development of the labour and the general public. Such a strategy can also serve the goal of poverty alleviation by articulating with plans for decent employment.

Training Needs Assessment

Development and strengthening of workers' education to ensure that trade unionists – from workers' representatives at various levels to the broader masses of the rank-and-file members better understand their position and their rights, as well as the various problems facing them, their organisations, industry, country, continent as well as the entire world.

In order to develop sound education programmes there is need for the organization to first carry out a training needs assessment so as to establish knowledge gaps/education needs of the workers.

Further, there is also need to have a profile data which will enable the organization to have information of the trained and untrained members.

Establishment of Institutional Framework for Efficient Delivery of Labour Education

To;

- Develop and adopt pre-service and in-service training curricula for labour education practitioners to ensure that the growing education and training needs of union members and workers generally are reflected.
- Develop and review educational and training budgets to ensure that adequate funding is devoted to the provision of educational services for affiliated trade unions.
- Ensure the membership composition of the education committee of the SFTU with a view to ensuring that it is inclusive of representatives of women, youth and other marginalised groups.
- Create, integrate and support functional education structures within the framework of existing and/or would-be regional trade union structures as a practical commitment to achieving democratic decentralization of education work.
- Encourage all trade unions affiliated to the SFTU to establish and/or strengthen existing labour education structures. The labour education structures should be democratically decentralized in order to create space for more membership involvement, especially women members in the design, implementation, monitoring and evaluation of education programmes.
- Improve communication and networking among existing national labour education structures, between them and the SFTU as well as cooperating partners through the judicious application of the Internet technology and other means.
- Provide and support pre-service and in-service professional/specialized training and education courses for staff of labour education outfits.
- Establish and strengthen mutual working partnership with intergovernmental organisations, employers' organisations, service providers and other institutions with a view to securing their support and assistance towards the effective and efficient provision of education programmes for the benefit of trade unions members and workers generally.

Working towards Self-reliance in Financing Labour Education

- Allocate a 20% percentage of the income realised by the SFTU from membership subscription for the financing of labour education.
- Encourage affiliated national trade unions to apportion a percentage of their regular income for the funding of labour education and training programmes.
- Introduce and pursue the strategy of matching funding to allow for eventual take over of the responsibility of financing education programmes without external support.
- Source funding from employers for the financing of relevant trade unions education programme at all levels.
- Explore new sources of funding and civil society organisations involved in development co-operations.
- Make labour education cost-effective by adopting and applying less expensive methods of providing labour education programmes e.g. the use of the "study circle" methodology and emphasizing the sharing and exchange of human and material resources and avoiding duplication of efforts.
- Acquire land and financial assistance from cooperating partners, members and/or their organisations for the erection of labour colleges in Swaziland.
- Train and utilize the services of a pool of resources person to handle and run labour education courses in the country.*****
- Develop appropriate local learning and teaching materials on various labour education and related courses.
- Ensure proper coordination of the education and training programmes of the SFTU and its affiliated unions in order to avoid duplication of effort and wastage.
- SFTU trained Leadership, beneficiaries have an obligation to report and plough back acquired knowledge to their structures/constituencies as long as they remain Union

Greater Effective Membership Involvement, Participation and Gender Equity in Labour Education

- Conduct surveys to assess, identify, determine and prioritize the nature and extent of the education and training needs of all cadres and ensure that they are effectively addressed. The research must reflect the interests and aspirations of the different shades of working people.
- Encourage and support trade unions to organise follow-up programmes on all international, regional and sub-regional courses they attend in order to achieve multiplier effect.
- Develop and make available to members, relevant learning and teaching materials on various labour education courses and subjects.

Implementing the policy – organisation and assumptions

The successful implementation of the education policy requires a supportive policy environment, functional institutional framework, commitment and support of all concerned parties including the leadership and membership of the entire trade union movement, personnel responsible for labour education programmes and activities, cooperating partners and social partners.

Special responsibilities of affiliated unions

- All affiliated unions should endeavour to develop and adopt education and training policies, which must be consistent with those of SFTU.
- Share information and experiences with the SFTU by submitting reports on all education and training activities they may have carried out in the year.
- Organise relevant in-service training programmes for union educators to enable them become familiar with new active learning teaching techniques and methods.
- Improve the content and broaden the scope of labour education and training to accommodate diverse interests and new challenges.
- Improve, strengthen, expand and decentralize education structures and activities.

- Improve networking and communication among their affiliated unions with special emphasis on the design, planning, implementation, monitoring and evaluation of education activities.
- Ensure that at least 30% quota on women's participation in labour education and training activities is adhered to.

Code of conduct

- SFTU trained educators will ensure that they perform their duties in a professional manner and uphold high integrity and esteem. Educators will also adhere to this policy and Trade Union tenets (**must be added further**)

Monitoring and evaluation

For purposes for effective monitoring and evaluation, the SFTU and its affiliates intend to do the following:

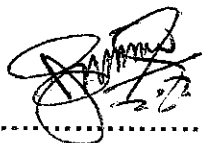
- Carry out an evaluation exercise on a regularly so as to assess the impact and effectiveness of implemented education and training programmes.
- Endeavour from time to time to secure the cooperation and support of all concerned parties to ensure the full implementation and sustainability of the policies.
- Strengthen the Project department in order to monitor and evaluate all project activities through the application of well-developed integrated and comprehensive evaluation plans.

Conclusion

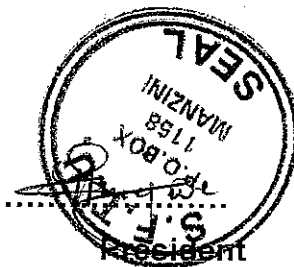
The successful implementation of these policy objectives is dependent on the determined efforts and commitment of all affiliated unions of the SFTU, cooperating partners and other friendly organisations.

The policy, therefore, represents both the practical challenges and priorities and requests all the affiliated unions of the SFTU, to actively support and promote the objectives of the policy in all spheres of activities to ensure a vibrant and prosperous labour movement in the country, preparing for social, economic, political and cultural advancement in the years ahead.

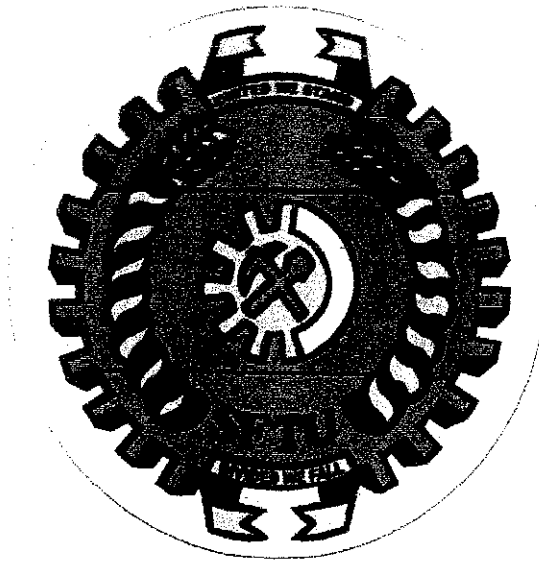
SIGNED AT Manzini ON THE 18 DAY OF May 2006



Secretary General



Education Director



**SFTU'S QUADRENNIAL
CONGRESS
RESOLUTIONS AS
AT THE 19th OF AUGUST,
2005**

SFTU'S 6TH QUADRENNIAL CONGRESS RESOLUTIONS AS AT THE 19TH OF AUGUST, 2005

The 6th Congress of the Swaziland Federation of Trade Unions (SFTU) held at the Orion Hotel from the 16th to the 19th of August, 2005 after extensive three day deliberations on several labour market and socio economic issues, resolved the following package of resolutions including the structural changes in the constitution, which resulted in its amendments, as demonstrated in the amended constitution submitted to the Commissioner of Labour..

POLITICAL DISPENSATION

- SFTU, views itself as an advocate for democracy and a vehicle for social transformation, as such remain allergic to undemocratic rule, oppression, repression, disregard for the rule of law, disrespect for human dignity and social justice. The above being the case, the system of government in the country remain a sticky challenge for the working class and the progressive's motive forces.
- SFTU in her pursuance for democratization in the country, believes that there comes a time when a man made law becomes incongruent with morality, social justice and Human dignity, this goes for both the 1973 decree and the adopted constitution, and obeying such laws against ones' conscience, makes one an accomplice and equally guilty with the perpetrator of injustice.
- SFTU calls for a people driven constitution process and the current product is not acceptable in it's entirety due to the exclusive nature of the process and its content.
- SFTU calls for all progressive forces to mobilize against the constitution and pressure for a democratic dispensation that which is people driven.
- SFTU calls for all oppressed and marginalized people of our beloved country to join forces with all who challenge this constitution for a more democratic dispensation.
- SFTU calls for international Organisations who advocate for human rights and social justice to put pressure on Swaziland Government for creation of a

democratic space for all the people of Swaziland both as individuals and groups.

- SFTU calls on all civic society organisation, churches, students, workers and the unemployed to collaborate with each other and not compete with each other in order to break the chains of oppression for the sake of ourselves and our children.
- SFTU calls for good political governance and rebirth of human rights.
- SFTU condemns the co-existence of the 1973 Kings Proclamation side by side with the new constitution yet somewhat contradictory in nature.
- SFTU would appreciate a situation whereby, by the end of the year, the civil society of Swaziland should have come with a firm strategy and programme for democratization by 2008.

ORGANIZATIONAL AND CONSTITUTIONAL STRUCTURAL CHANGES AND AMMENDMENTS

Building and re-shaping SFTU structures

- ✓ Remove internal auditors from the Executive Committee.
- ✓ Remove the seconded members from the Executive committee.
- ✓ Consider an Executive committee of 10 members namely; President and 2 deputies, Secretary General 2 assistance Treasurer and Deputy and 2 Trustees and the quorum thereto to be five people always including the Treasurer and the Secretary General
- ✓ Replace General Council with central Executive Council. Central Executive council to meet quarterly and/or as required.
- ✓ Takes resolutions and ballot for Protest Action
 - Any additional powers will be reflected in the attached proposed constitution amendments.

NATIONAL SHOP STEWARD COUNCIL

This is a newly proposed structure which should meet once annually to provide for an annual General meeting structure. Its composition will be the NEC + CEC + all Shop stewards of affiliates.

MERGERS

- ✓ SFTU Promotes mergers of Unions for the purpose of strengthening their capacity to improve the welfare of the workers.
 - ✓ SFTU promotes discussion with SFL and teachers that could lead to one big federation or confederation for the working class in Swaziland.
- SFTU advocates for continuous collective approach in dealing with Socio-economic issues with SFL and Teachers whenever possible.
 - SFTU calls for SNPF conversion to Pension.
 - SFTU calls for SNPF to be used as collateral for members.
 - SFTU calls upon all its affiliates to put more emphasis on organizing and workers education.
 - SFTU calls for a National minimum wage.
 - SFTU calls for effective job creation drive from government and creation of decent jobs and not casual jobs with slave wages.
 - SFTU calls for networking strategy with informal sector and continued linkage with retrenched workers to sustain the working class mobilization and retention of trained Human Resources and cadres.
 - SFTU should find a social Security scheme that considers Health unemployment, disability, old age and death of its members at an affordable premium.
 - SFTU is called upon to find a formula that could cause the co-operatives of affiliates to provide better service delivery and that protects members from many sharks and irresponsible shylocks.

INVESTMENT AND EMPOWERMENT POLICY

- SFTU says there should be a difference between harvesters and investors
 - Investors should consider partnerships where possible.
 - Investors should be compelled to deliver on skills Transfer and technology.
 - Employers should be compelled to comply with code of good practice and comply with company social responsibility and good corporate citizenship
 - Employers should not retrench or casualise jobs that are permanent in nature.
- Government should promote SME and facilitate low interest rate finances for informal sector development programmes.

- Government should play a significant and meaningful role in the programme of poverty alleviation.
- All Policy making structures should include non-state actors from formulation stage through implementation to evaluation stages.
- Government should stop privatization of National assets since that negates both job creation aspect of things and undermines the role of the State in service delivery of affordable services and goods to the citizens
- SFTU should consider purchasing and investing in property.

LAND

- SFTU says the right to land is God given and all citizens should have the right to land ownership whether in Rural or urban places. There can be no economic empowerment to the broad citizenry if the question of land is not resolved.
- Evictions should not be allowed unless they are meant to develop the land further or for mining purposes or any economic project that would help alleviate poverty and create jobs.
- Government should consider a land tenure system that has capacity to empower the rural folk and anybody with a piece of land.
- Culture should not be used to deny people and particularly women access to land ownership.
- SFTU calls for affordable food prices including bread.
- SFTU calls for subsidized public transport and reduction of the most recent increases.

CULTURE:

- SFTU believes Culture retains the identity of a nation; as such it remains very important.
- SFTU believes culture should be dynamic and not static
- SFTU believes culture should not be used to oppress the under privileged
- SFTU believes elements of culture that conflict with fundamental rights should be reviewed to allow fundamental rights to prevail.
- SFTU calls for the authorities not to use culture to impede progress and development.

EDUCATION

- SFTU calls for free education from primary to University level since we view human capital as a major resource we have.
- SFTU calls for education system that takes on board life skills and technology relevant to the times.
- It should be obligatory to industrialists to transfer skills to the Swazi at the shop floor.

HEALTH

- SFTU calls for safe public health care centres.
- There is need for enough drugs
- Need for motivated personnel
- Need for basic equipment such as beds and blankets
- Need for sufficient staff
- Need for affordable costs.

HIV/AIDS

- Whilst all countries at the world cup and Olympics gunner for a gold medals, but we currently hold a medal that is not needed by anybody the HIV/AIDS prevalence which is now at 42.6%.
- There is need for behavioral change
- Government still owes the nation a National policy on HIV/AIDS; particularly that it has been declared a national disaster.
- There is need for options to combat HIV/AIDS at Shop floor level, at the churches, within community and everywhere if we are to win the war.
- All structures of civil society government and workers should collaborate and compliment each other and not compete for space.
- Government should ensure that there is adequate balanced diet for the people as such there is a demand for agriculture food security policy.
- There is need for supply of free ARV's
- There is need to regulate pharmaceutical companies to assure affordability of all drugs that suppresses the scourge.
- The ILO code of conduct on HIV/AIDS should be the working document for all work place policies on HIV/AIDS.

- Schools should take seriously the issue of HIV/AIDS from pre-school level if we are to build a safe generation.
- Employers should not discriminate against HIV/AIDS positive workers.
- Workers should not stigmatise those who have publicly declared themselves and are known to be positive.
- Government budgetary preferences should demonstrate beyond any shadow of doubt that HIV/AIDS has been declared a National disaster.
- SFTU calls upon every worker beginning from top leadership down to the rank and file to do testing and know their status because it is only then that one would know what to do with it.
- SFTU calls for all affiliates to place it on their collective agreement documents the rights of workers in an event they were infected and affected.

POVERTY

- SFTU supports the millennium development goals of the United Nations, that there should be a fight against poverty.
- SFTU believes Swaziland has that potential and capacity but is currently impeded by the following;
 - Lack of food security policy
 - Lack of fiscal discipline
 - Corruption which according to the Minister for finance, costs government over E 40 million per month
 - Lack of discipline in feeding ourselves
 - Preference to use available land for cash crops such as cotton, sugar cane, pine apples and forestry.
 - Should stop producing food we don't eat and buy everything we eat.
 - Swaziland has a small population, no reason failing to produce what we eat.
 - No incentives for agriculture farmers to plough food for consumption but lot of incentives to produce cash crops.

- No fair distribution of the wealth we create 10% of the population own 43% of the wealth and yet over 300, 000 feeding on donor aid food, whilst 66% working people earn below poverty datum line and over 40% unemployed.
- System of governance an impediment to investors with long term plans.
- Disregard for the rule of law an impediment to investments.

CHILD LABOUR

- SFTU says no to child labour
- SFTU says the place for children is the class room and play grounds
- SFTU calls for regular adhoc inspections at child labour prone economic sectors, such as in the agriculture, transport, textile and informal car wash industry.

INTERNATIONAL SOLIDARITY

- SFTU is pleased to note that even ICFTU is merging with WCL
- SFTU advocates for international solidarity from Shop floor, Locally, Nationally, regionally and internationally.
- SFTU promotes and advocates for all of its affiliates to join Global Unions.
- Locally SFTU supports mergers
- At National level SFTU supports formation of one Federation and collaboration with other independent Unions.

DEMOCRACY AND GOOD GOVERNANCE

- ✓ SFTU believes there can be no good governance without the total respect for the attributes of democracy which are:
 - Respect for the rule of law
 - Tolerance for the deserting views.
 - Respect for human rights
 - Economic freedom and Justice
 - Popular participation in policy Formulation.
 - Free and fair regular elections
 - Equality before the law.

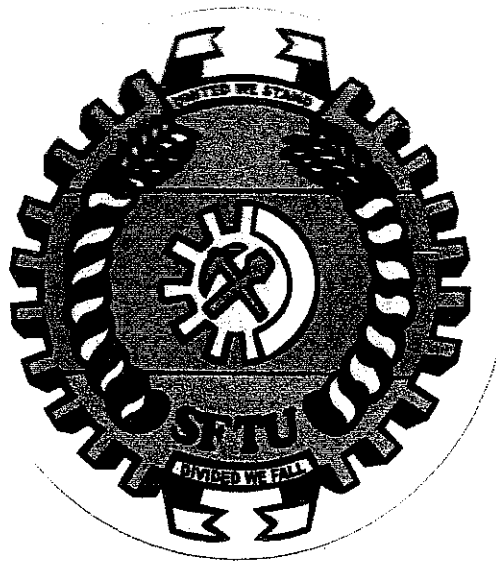
- ✓ Swaziland is not democratic and needs to re-engage in the constitution dispensation that is all-inclusive.
- ✓ Call upon the Civil Society to put pressure to bear on government to consider democratic changes.
- ✓ Call for international community to put pressure to bear on Swaziland until democracy is realized.

TRADE UNION RIGHTS

- ✓ SFTU condemns violations of worker rights at all shops floors
- ✓ The existing gross violation at the;
 - Textiles
 - Hotels
 - Agriculture
 - Transportation
 - Commercial and Retail

Common violations include the following among others:

- ✓ No payment of overtime worked
- ✓ No maternity leave
- ✓ No lunch break
- ✓ Excessive hours
- ✓ Corporal punishment
- ✓ Paying below minimum rates
- ✓ Assault at work
- ✓ Disregard of safety regulations
- ✓ Refusal to recognize Unions
- ✓ No leave
- ❖ SFTU calls for regular tripartite Inspections at the workplaces
- ❖ SFTU calls for Government to allow Police and Prison staff to form Unions
- ❖ SFTU calls upon Government to repeal section 40 (13) of the Industrial Relations Act 2000 as amended.
- ❖ SFTU calls for the right to strike within reasonable time
- ❖ SFTU calls for social dialogue on the constitution.



CONSTITUTION

OF THE

SWAZILAND FEDERATION OF
TRADE UNIONS

(SFTU)

AS AMENDED AT THE 6th

QUADRENNIAL CONGRESS 16th TO
19th AUGUST, 2005

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CONSTITUTION OF THE SWAZILAND FEDERATION OF TRADE UNIONS

PREAMBLE

The Swaziland Federation of Trade Unions (SFTU), democratically formed by Democratic and Free Workers Unions and Association of the Country affirms its commitment to the establishment of non-racial, non-exploitative and democratic society which depends on Unity of purpose of the workers directed at eradication of all forms of oppression, suppression, exploitation, discrimination and others as well as the social. Economical and political advancement of the quality of life and work conditions of employees, promotion, development and maintenance of an authentic working leadership. Further affirms its commitment to worker development for purposes of self-determination, equality, prosperity and social justice. To this end the Federation may form any alliance and/or joint venture with any civic group/Non Governmental Organization for purpose of economic empowerment and social welfare of the people on issues of public authority and public administration.

The workers also believe in shaping their destiny in all spheres of life.

Title and Registered Office

Rule 1

- a) The name of the organization as constituted by these rules shall be the Swaziland Federation of Trade Unions (SFTU) hereinafter referred to as the "**Federation**".
- b) The registered office of the Federation shall be in Manzini at P.O. Box 1158, Manzini – Swaziland or at such place as Central Executive Committee may determine from time to time. The Federation shall inform the Commissioner of Labour of any change of address within fourteen days.

- c) The logo of the Federation shall be "**An injury to one in an Injury to All**" **United we stand Divided we fall** solidarity forever and any other as may be decided from time to time by Central Executive Committee.

Objectives

Rule 2

- a) To assist Unions on matters of trade union organization and administration wages and working conditions, collective bargaining and other such related matters.
- b) To ensure the complete organization of all workers in the Kingdom of Swaziland. To this end to strive for the achievement of compulsory check off for union subscriptions.
- c) To promote and safeguard the interest of all workers and of Union and Association who represent them throughout Swaziland. To be concerned with the social, cultural, economic, political and educational advancement of all workers.
- d) To maintain and develop a unified trade union movement in Swaziland composed of free and democratic workers union and associations.
- e) To ensure the advancement of trade union education for all workers and especially trade unionists at all levels.
- f) To mediate, assist, advise and speak on behalf of any national union or ordinary workers on any national, international or industrial issues and upon request represent any trade union in matters of industrial dispute. To generally provide a consultation forum to its members.
- g) To settle disputes between Unions/Associations, particularly disputes concerning jurisdiction and representation and to do so independently

or in consultation with the Labour Commissioner as the case deems fit.

- h) To co-operate directly with a democratic Government to ensure the social, political and economic development of the country and to promote legislation that enhances the rights of the workers in matters related to Industrial Training, safety welfare and social security.
- i) To develop and maintain co-operation with Government, any lawful employers organization and members thereof and individual employers on issues of common concern.
- j) To represent the workers of Swaziland in International Forums and to promote international friendship, co-operation, solidarity and fraternal understanding with other workers movements.
- k) To secure the ratification and application of International Labour Conventions and to promote and support the enactment of legislation that enhances the rights and interest of workers and trade unions in general and to bring to the notice of the authorities any legislation or policies considered to be contrary to the interests of workers, human dignity and social justice.
- l) To promote international friendship, co-operation and fraternal understanding with all workers of the world on the basis of mutual respect for each other's national sovereignty.
- m) To maintain and safeguard the democratic character of the trade union movement in Swaziland and to defend it against subjugation by political or hostile forces and from infiltration by subversive elements whether from within or outside the country.
- n) To promote and encourage the establishment of Co-operative Enterprises owned wholly or partly by the worker, Social Security Schemes and General Welfare and any form of economic empowerment of the movement.
- o) To acquire either by purchase, lease or otherwise any movable or immovable property and also to sell, let mortgage or otherwise deal

with or disperse of such properties so long as this is in the best interests of the Federation.

- p) To take any other lawful action or adopt any other lawful method for the furtherance of the interests of workers in general, its affiliates and those of the Federation itself.
- q) To enter into alliance with special groups to pursue issues of common interest whether social, cultural, economic, political or otherwise.
- r) To have the right to associate with any Non-Governmental Organization whether locally situated or outside the country.
- s) To enter into joint venture with any Non-Governmental or Civic Group/Organisation on issues or schemes for economic empowerment or social welfare improvement.
- t) To address Central Executive Council on all issues of public authority, public policy and public administration for information, direction, questions, and decisions and acquisition of mandate from Central Executive Council, and listening to concerns and views that may be submitted arising from both shop floor issues and issues arising from public authority, public policy and public administration.
 - Where a protest action on socio-economic interests is proposed, a secret ballot will be conducted where affiliates can be represented by any of its principal officers to cast a vote and results thereto would be determined on the basis of relevant section of the Industrial Relations Act.
- u) To sue and be sued.

Affiliation/subscription

Rule 3

- a) Every Trade Union or Association shall have the right to seek affiliation to the Federation.
- b) (I) In applying for affiliation the Union shall write to the Secretary General of the Federation enclosing a copy of its Constitution, a list of its elected officials and officers and its membership

together with a declaration duly authorized by its governing body as provided for under constitution and signed by at least two of its principal officials or officers to the effect that the union undertakes to abide by the Federation's constitution, principles and policies.

- (ii) Affiliation fee shall be the sum of E500.00 (Five hundred Emalangen) paid once off as a joining fee commitment not refundable.
 - (iii) Membership of the federation shall only come into effect after the union has paid its affiliation fees, which shall be due at the end of the calendar month following the date of admission.
 - (iv) Upon being admitted as an affiliate of the federation, the Secretary General shall inform the union concerned in writing within 14 days of the decision being made. The union shall be entitled to one official copy of the federation's constitution supplied free of charge. Should there be amendments to the constitution, every affiliate shall be entitled to a new copy and shall be supplied within 24 days of when it came into effect.
- c) The subscription fee shall be the equivalent of 25% of the Union subscriptions received from each member every month. The subscription fee shall be forwarded to the Treasurer General or remitted into the SFTU Bank Account through Bank Stop Orders signed by Unions or its members. Dues are to be forwarded not later than 5 day after receipt of cheques from employer each month after payment of salaries. Subscription should be deducted directly from the Employer. All subscriptions paid shall be accompanied by corresponding membership print out. Employers/Companies are to make two separate cheques in the following arrangement. 75% of monthly subscriptions goes to the Union/Branch Account whilst 25% goes to the SFTU Account. (Three Cheque of system) 25% to SFTU, 35% goes to National and 40% goes to Union Branch.
- d) The Federation will keep accurate and up to date record of subscription fees, which record shall be made available for inspection by any affiliated union in good standing (not in arrears above three months), after giving reasonable notice and in any case not earlier than seven days.
- e) A union that is three months in arrears, shall be automatically suspended from the federation and the office of the treasurer general

administratively inform the defaulting union, and the union shall have a right to make good their arrears or appeal to the Central Executive Committee within 30 calendar days.

- f) A suspended union, shall forfeit all benefits and rights from the federation including participating in meetings, workshops and congresses, but may attend May Days and protest activities.
- g) Any Union, which is offered financial or any material aid by organization either from inside or outside the country shall inform the Federation of such aid or assistance.
- h) The Central Executive Council for non-payment of subscription fees or violating the Federation's rules, standing orders and policies may Expel a Union from the Federation.
- i) A Union will become liable for Expulsion if it is more than five months in arrears. A union shall have the right to appeal to the delegates' congress or extra ordinary delegates' congress as the case may be against its Expulsion.
 - 1. The members seconded to the national executive committee will cease to participate in all union activities including such executive committee meetings as soon as their unions are suspended.
 - 2. Their reinstatement will be automatic as soon as their unions make good their subscription to the federation and the suspension is duly lifted.
- j) Before a Union may take industrial action it shall inform the Federation before taking any such action.

Government of the Federation

Rule 4

- a) The supreme ruling body of the Federation shall be the Quadrennial Delegates Congress. The function of the Quadrennial Delegates Congress shall be:-
 - 1. To formulate policy of the Federation

2. To elect by secret ballot all officers of the Federation
 3. To receive from the Secretary General a report on the Federation's activities for the previous four years.
 4. To consider the financial report of the Federation
 5. To consider alteration to the by-laws and amend the constitution if necessary.
 6. To consider any other matters referred to it by Central Executive Committee.
- b) Affiliated Union shall be entitled to send delegates to the Congress on the Following basis.

<u>Members</u>	<u>No. of Delegates</u>
Less than 500	5
501 to 1000	7
1001 to 2500	9
2501 to 3000	10
3001 to 5000	12
5001 to 8000	14
8001 to 10000	15
10001 to 15 000	18
15001 to 20 000	20
20 001 or more	22

- c) Central Executive Committee shall decide the date and venue of the Quadrennial Delegates Congress and shall be convened by the Secretary General upon giving 3 months notice. Such notice shall include the proposed agenda and shall also inform the date by which any the office must receive proposed item on the agenda.
- d) The agenda of the Quadrennial Delegates Congress shall make provision for the following agenda items:

- 1.) President's opening and welcoming remarks
 - 2.) Secretary General's speech on overview and theme of the Congress.
 - 3.) Adoption of Agenda
 - 4.) Adoption of Minutes of previous meeting and matters arising from minutes.
 - 5.) Presentation by the Secretary General on report of activities.
 - 6.) Discussion of the report of activities.
 - 7.) Treasurer's Financial Report
 - 8.) Amendment of rules and submission of recommendations.
 - 9.) Adoptions of resolutions.
 - 10) Election of officials and officers for the ensuing period.
 - 11) Address by newly elected President and Secretary General.
 - 12) Any Other Business.
 - 13) Close of Meeting
- e) Central Executive Committee shall determine the agenda for an Extra-Ordinary Delegates Congress.
- f) The quorum of the Quadrennial Delegates Congress shall be two-thirds (2/3) of delegates present and from Unions that are in good standing and must be present throughout the meeting. The same quorum shall apply to an Extra-Ordinary Congress.

The Central Executive Council

Rule 5

- a) The Central Executive Council of the Federation shall be responsible for the administration and control of the Federation in between meetings of the Quadrennial Delegates Congress.
- b) The Central Executive Council shall be made up of the Executive Committee plus the three principal officials of each affiliation union. Where one or more of the principal officials is or are on the Executive Committee of the Federation, the Union concerned shall be free to nominate their substitutes.
- c) Central Executive Committee shall meet at intervals of six months and shall be summoned by the Secretary General upon giving notice of not less than twenty-one days. The quorum for a meeting of Central Executive Committee shall be two-thirds (2/3).
- d) The Agenda of all meetings of Central Executive Committee shall make provision for the following items:-
 - 1. Adoption of the Agenda
 - 2. Confirmation and adoption of Minutes of the previous Council Meeting.
 - 3. Matters arising from the Minutes
 - 4. Secretary General's report of activities
 - 5. Treasurer's Financial Report
 - 6. Any Other Business.
- e) Central Executive Committee shall protect the funds of the Federation against extravagance or misappropriation and shall in order to achieve a high standards of efficiency and attain the objectives of the Federation establish departments or committees as it may deem necessary from time to time which shall function under the general supervision of the Secretary General.

- f) The Secretary General may on the authority of the Executive Committee convene Extra-Ordinary Council upon giving notice of not less than 7 days.

Powers of the Central Executive Council

Rule 6

- a) On the recommendation of the Executive Committee Central Executive Committee may approve or sanction the obtaining of a loan from any person, Union, Bank, Building Society, Corporation or the Government of the Kingdom of Swaziland on the security of the investments and property of the Federation or on such other terms as may be negotiated.
- b) Central Executive Committee shall make standing orders for such matters as the Federation may prescribe.
- c) Central Executive Committee shall consider any decision referred to the Federation by Unions and shall approve or disapprove of such decisions, depending on whether or not it considers them to be in the best interest of the workers directly concerned and the trade union movement as a whole.
- d) Central Executive Committee shall have power to settle any disputes between unions.
- e) Central Executive Committee shall delimit the jurisdiction of and hear disputes arising out of jurisdiction boundaries of unions referred to it.
- f) Central Executive Committee may raise a levy on its members for special purposes.
- g) Central Executive Committee shall have power to waive arrears in subscriptions due to the Federation, reduce the amount to be paid or set the amount a union shall be required to pay in subscription fees provided the union concerned has demonstrated its willingness to pay normal fees within a period set by Central Executive Committee. Such a decision shall require a two-thirds majority vote.

- h) Central Executive Committee shall have power to fine a Union which is guilty of conduct prejudicial to the interest of the trade union movement, the council or any section of the workers provided that any decision to fine a Union shall be supported by two-thirds of the members present at Central Executive Committee meeting.
- i) Any Union so fined shall have the right to appeal to the Quadrennial Delegates Congress or to the Extra-Ordinary Delegates Congress as the case may be.
- j) Central Executive Committee shall have power to call for an Extra-ordinary Delegates Congress and the Secretary General shall within the 30 days of the decision being made convene the Congress. The procedure for the holding of the Congress shall be the same as stipulated in Rule 4 save where exception has been made.
- k) The Federation shall, on all issues of socio economic interest to the workers, arising from public authority, public policy and public administration, that may require a peaceful protest action, conduct a secret ballot in terms of section 40 of the IRA 2000 as amended, where each affiliate shall be represented by one of its principal officers.

Officers and Trustees of the Federation

Rule 7

- a) The General Officials of the Federation shall be:-
 - 1. The President
Vice President 1
Vice President 11
 - 2. The Secretary General
Assistant Secretary General 1
Assistant Secretary General 11
 - 3. The Treasurer General
Assistant Treasurer General

4. Trustee 1
Trustee 11

- b)* Honorary Officers may be paid allowances depending on availability of funds in respect of their expenses when attending official meetings of the Federation and in respect of the performance of any other business of the Federation.
- c)* The Secretary General and the two Assistant Secretary-Generals may be full time officials of the Federation.
- d)* The General Officials shall be elected for a term of four years at the Quadrennial Delegates Congress and are eligible for re-election provided their unions are in good standing and not in arrears exceeding three months, and that they are still within the bargaining unit affiliated to the federation, and /or their work place responsibilities do not place them in a conflict of interest in as far as the union and the membership is concerned.
- e)* An outgoing General Official who has served a full term of office and is not a candidate for re-election shall become a delegate at a Congress of the Federation in his own right and with the rights normally associated with a delegate, provided their unions are in good standing and not in arrears exceeding three months, and that they are still within the bargaining unit affiliated to the federation, and/or their workplace responsibilities, do not place them in a conflict of interest in as far as the union and the membership is concerned.
- f)* A General Official may be removed from office by the Quadrennial Delegates Congress or Extra-Ordinary Congress as the case may be by a two-thirds majority of the Delegates present and voting at such congress.
- g)* Central Executive Committee may lay off any full time General Official who is removed from office in accordance with Rule 7 (f) above shall be entitled to such terminal benefits under his contract of service as from time to time.
- h)* A General Official shall cease to hold office if:-

- i) The individual declares that he/she resigns in a formal decision making structure of the federation or he dies or resigns from office, either by letter or by simple declaration. Also if that person absconds or deserts 3 consecutive meetings he/she is automatically suspended but when sick that can be justified.
 - ii) He is not re-elected to office
 - iii) He becomes insane or is otherwise unfit and incapable of acting as a General Official.
 - iv) He is removed in accordance with Rule 7 (f)
- I) A General Official shall be suspended from office if: -
 - i) He willfully and without reasonable grounds acts in Contravention of any provisions of these rules.
 - ii) He conducts himself or his affairs in such a way as to render him unfit to hold office.
 - iii) He is convicted of an offence involving dishonesty or which in the opinion of the Quadrennial Delegates Congress or the Extra-Ordinary Congress as the case may be renders him unsuitable to hold office.
 - iv) He fails to carry out his duties in accordance with these rules or the standing orders.
 - v) He places the name of the federation into disrepute
 - vi) He utters public statements in public and outside the structures of the federation, that tend to undermine or tarnish the image of the organisation
- j) The Central Executive Council may suspend from office any General Officer who:-
 - i) Is convicted of an offence, which in the opinion of Central Executive Committee renders him unsuitable for his duties.

- ii) Fails to carry out his duties in accordance with these rules or any standing orders made hereunder.
- (k) The period of suspension of any General Official under these rules shall not be less than seven days and in general not more than thirty days. During the period of suspension no salary or allowance shall be paid to a full time General Official.
- (l) Central Executive Committee may suspend a General Official for such longer period, as it may deem fit notwithstanding the provisions of sub-Rule 7 (j).
- (m) Central Executive Committee shall give due consideration to the matters occasioning the suspension of a General Official and shall have the discretion of lift the suspension or to give notice to the suspended General Official that it intends to recommend to the Quadrennial Delegates Congress or the Extra-Ordinary Congress as the case may be that he should be removed from the office. If Central Executive Committee decides to lift the suspension it may do so without imposing a penalty as is consistent with the offence committed. A General Official on whom a penalty is imposed shall have the right to appeal against such penalty to the Quadrennial Delegates Congress or the Extra-Ordinary Congress.
- (n) If a two-thirds majority vote of the delegates present and voting at the Quadrennial Delegates Congress or the Extra-Ordinary Congress allows the appeal, any penalty imposed on a suspended General Official shall be quashed and such official shall be entitled to all benefits that might have been withheld from him/her as a result of the suspension and penalty.
- (o) Central Executive Committee shall determine the salaries and other conditions of service of full-time General Officials and other employees of the Federation.
- (p) Central Executive Committee shall determine among other conditions of service out of pocket expenses, sitting and travelling allowances for General Official Members of Committee and other employees of the Federation.

- (q) Central Executive Committee shall have power to make standing order for the better carrying out of the business of the Federation or the enforcement of these rules.
- (r) In case of unauthorized late-coming or absences not occasioned by illness or circumstances beyond his/her control from any of the meetings prescribed under these rules, Central Executive Committee shall have power to fine the Union whose official or officials fails to be punctual or to attend such meetings.
- (s) All meetings shall be bound by the following rules:
 - 1. Punctuality
 - 2. If after 30 minutes of the said time, quorum is not formed, the meeting shall be called off, and the next meeting to recur in seven days.
 - 3. If the second meeting does not form quorum within the first 15 minutes, those present will resume the meeting, any resolution, or conclusions agreed there in, shall bind everybody.
 - 4. Affiliates who shall have failed to attend the scheduled meetings, shall be fined 2% of the unions monthly subscription
 - 5. Late comers will be fined 1% of the unions monthly subscriptions
 - 6. Quorum shall be 66% of the affiliates in good standing.

Executive Committee

Rule 8

- (a) There shall be an Executive Committee of the Federation, which shall be responsible to the Executive Council for the general administration of the Federation and its affairs.
- (b) The Executive Committee shall consists of the President, two Vice President, the Secretary General, two Assistant Secretaries – General, the Treasurer General, Assistant Treasurer general, the two Trustees

and two internal auditors shall be elected in the congress, but shall not form part of the Executive committee.

- (c) The Executive Committee shall hold an ordinary meeting at least once every month on a fixed date provided that an Extra-Ordinary Meeting may be summoned at any time by the Secretary General. Seven days notice of such meeting shall be given by the Secretary General.
- (d) The agenda for all meetings of the Executive Committee shall make provision for the following items.
 - 1. Adoption of the Agenda
 - 2. Confirmation and adoption of Minutes of the previous meetings
 - 3. Matters arising from the Minutes
 - 4. Secretary General's report of activities
 - 5. Treasurer's Financial Report
 - 6. Correspondence
 - 7. Any Other Business

Duties of the Officials

Rule 10

(a) The President

- (i) She/He shall be a part-time officer elected at the Quadrennial Delegates Congress and shall be eligible for re-election in terms of rule 7(d) and (e).
- (ii) She/He shall preside at the Quadrennial Delegates Congress, Extra-Ordinary Congress, Central Executive Committee and the Executive Committee meetings.
- (iii) She/He shall be responsible for the conduct of business at all such meetings and sign the minutes of each meeting at the time they are read and passed as correct.
- (iv) She/He shall have a casting vote in the event of equality of votes at any of the meetings.

- (v) He/she shall perform any other duties that may be imposed upon him by standing orders.

(b) *The Vice Presidents*

The Vice President shall be a part-time official elected at the Quadrennial Delegates Congress and shall exercise all the powers and perform the duties of the President if the President is absent or is not able to act. If neither the President nor any of the Vice Presidents is present at any meeting of the Federation the members present at any such meeting shall after fifteen minutes of the scheduled time for the commencement of the business appoint one from among themselves to act as President and he shall assume full responsibility and perform all duties of the President.

(c) *Acting President*

In the event of the President not being available, an Acting President shall be appointed by the Executive Committee and subject to confirmation by Central Executive Committee he shall exercise all the functions of a President.

(d) *The Secretary General*

- (i) He/she shall be responsible for the conduct of the business of the Federation and for giving effect to the instructions and directions of the Quadrennial Delegates Congress, Central Executive Committee and Executive Committee.
- (ii) He/she shall attend all meetings of the Executive Committee, General Councils, Quadrennial Delegates Congress and Extra-Ordinary Congress and shall have the right to speak but not to vote at such meetings.
- (iii) He/she shall be responsible for the general administration of the Federation and the maintenance and care of all records of the Federation.
- (iv) He/she shall together with the President and Treasurer, keep Central Executive Committee and the Executive Committee

informed of all-important matters relating to the affairs of the Federation including finance.

- (v) He/she shall be responsible for the appointment of the employees of the Federation whose appointment has not been provided for under these rules and shall define the duties of the staff so appointed.
- (vi) He/she shall together with the Treasurer and Auditors of the Federation prepare and submit all financial returns required under these rules and by law.
- (vii) He/she shall in conjunction with the President convene meetings, send notices and agenda and record the proceedings of such meetings.
- (viii) He/she shall organize and supervise the secretarial and general clerical work.

(e) *The Assistant Secretaries-General*

There shall be two Assistant Secretaries General who shall perform duties as may be assigned to them by the Secretary General. The Secretary General shall with the prior approval of the Executive Committee appoint one of the two Assistant Secretaries General to act on his behalf if the Secretary General shall be absent from the office or shall not be able to act for seven days or more. Any Assistant Secretary General so appointed shall assume all the power and perform all of the duties of the Secretary General.

(f) *The Treasurer General*

There shall be:-

- (i) A Treasurer of the Federation who shall be elected at the Quadrennial Delegates Congress and who shall be eligible for re-election.
- (ii) He/she shall be responsible for the financial books and for all the funds of the Federation.

- (iii) All funds received by him shall be paid into the Federation's account at on official Bank within three working days.
- (iv) He/she shall produce the current bank statement with vouchers for each meeting of the Executive Committee.
- (v) He/she shall prepare an interim financial statement of account for Central Executive Committee Meetings.
- (vi) True copies of the audited accounts and auditor's report thereon shall be presented to the Quadrennial delegates Congress.
- (vii) The true copies referred to in (vi) above shall be submitted together with the general report to the Commissioner of Labour in accordance with the Industrial Relations Act NO. 1 2000 as amend.
- (viii) He shall prepare an annual audited statement of account for the Quadrennial Delegates Congress.
- (ix) The copy of the statement of account referred to in (viii) above shall be lodged in the Federation's office for inspection by any official or officer of an affiliate on application to the Secretary General should this be required.
- (x) He/she shall sign cheques together with the Trustees and the Secretary General.

(g) Vice Treasurer General

- (I) The Vice-Treasurer shall be elected at the Quadrennial Delegates Congress and shall be eligible for re-election.
- (ii) He/she shall deputize in the absence of the Treasurer.

(h) Trustees

- (i) There shall be two Trustees of the Federation who shall be elected by the Quadrennial Delegates Congress.
- (ii) All real and personal property of the Federation shall vest in the Trustees for the time being of the Federation who shall manage such property in accordance with the directives of the Executive Committee.

(j) Auditors

- (i) Two Internal Auditors shall be elected at the Quadrennial Delegates Congress and shall be eligible for re-election.
- (ii) The Internal Auditors shall have access to all the books of accounts of the Federation and shall examine every balance sheet and shall verify the accounts and vouchers relating thereto and shall either sign them as found to be correct, duly vouched and in accordance with the law or shall specially report in what respect they find them incorrect, unvouched or not in accordance with the law.
- (iii) Registered and Independent Auditor (s) shall be appointed by Central Executive Committee to audit the accounts of the Federation at the end of each year and shall issue a certificate in that respect.
- (iv) True copies of the audited accounts and auditor's report thereon shall be presented to the Quadrennial Delegates Congress.
- (v) The true copies referred to in (g)(iv) above shall be submitted together with the general report to the Commissioner of Labour in accordance with Section 22 of the Industrial Relations Act no.1 of 2000 as amended.

Funds

Rule 11

- (a) The funds of the Federation shall be lodged at one of the registered banks in Swaziland approved by a motion at the Executive Council.

- (b) An annual budget shall be prepared by the Executive Committee and submitted to the Executive Council for its consideration and approval.
- (c) No expenditure, which is not included in the annual budget of the Federation, shall be incurred without the prior approval of the Executive Committee.

Voting

Rule 12

- (a) Voting at the Executive Committee meetings shall be by show of hands. Each eligible member shall have one vote on any item put to a vote.
- (b) Voting at Central Executive Committee or Quadrennial Delegates Congress shall be by a show of hands. Each delegate shall have one vote on any item put to a vote provided that the President may at his own discretion or on demand of the two-thirds of the members present and voting rule that a secret ballot be taken.
- (c) Voting at the Quadrennial Delegates Congress for the following purposes shall be by secret ballot supervised by an independent person appointed by the Federation.
 - (i) Election of General Officials, Trustees or Delegates.
 - (ii) Any proposal materially to alter the Constitution of the Federation.
 - (iii) Any issue of which two-thirds of the delegates may think important to warrant a secret ballot voting.

Obligation of Officials, Officers, Trustees and Internal Auditors

Rule 13

- (a) All officials, officers, trustees and internal auditors shall be required to sign an obligation immediately after the declaration of their election or appointment as the case may be to the following effect that:-

DECLARATION

Ibeing a member of the General Officials of Swaziland Federation of Trade Unions duly elected on the 19th of August 2005.

Do hereby make Oath and say that: I shall take it upon myself at all times to defend, promote the constitution of the Federation and to protect the rights of the working class in Swaziland:

I undertake to abide by the rules and regulations of the Federation of Trade Unions at all times. I further take it upon me to deliver, upon ceasing to hold my position, properties, funds and books of the Federation, which are in my custody to my successor, I further undertake not to disclose any information that will be detrimental to the Federation during my time in the office or anytime there-after.

I understand and accept that such disclosure shall warrant that I be charged in accordance with the Federations rules and any other laws,

So help me God

The above declaration shall be made under Oath

Conflict of Interest

Rule 14

1. All officers of the federation shall ensure that there is no conflict of interest between their workplace responsibilities and the union duties
2. If and when an elected officer of the federation assumes responsibility outside the bargaining unit which has inherent conflict of interest, that officer shall automatically relinquish the former position

The National Shop Steward Council:

Rule 15

1. There shall be a National Shopsteward Council.
2. The composition of this Council shall be inclusive of the Executive Committee, the Central Executive Council, and all shop stewards and Marshals from all the work places of the affiliates
 - First Vice Secretary must be the PRO
 - 5 marshals from each union shall be incorporated into the s/steward National and shall/will act within the spirit of the federation
 - Every Union shall choose 5 marshal whose duties shall be clearly define in the constitution
 - Be responsible for law and orderlies and security of the federation's activities.
3. This Council shall meet once a year, or as required
4. This council, constitute the federations Annual General meeting audience.

Marshals

Rule 16.

1. There shall be at least five marshals from each workplace
2. They shall be composed of Union die-hards and activists from each work station.
3. They shall be responsible for the maintenance of law and order within the Trade Union ranks during Marches, celebrations, and fund raising activities.
4. They shall assist cadres in preparations for weddings and funerals largely on the part of manual work.
5. There shall be a Chief Marshal who shall be answerable to the Executive Committee
6. They shall be governed by standing orders as prescribed by the Executive Committee from time to time.

General

Rule 17

- (a) Central Executive Committee shall interpret the rules provided in the Constitution between Quadrennial Delegates Congress.
- (b) Nothing in these rules shall be interpreted as contrary to the provisions of the law or labour legislation.
- (c) No person shall be qualified for election or appointment to any office in the Federation involving responsibility for the management of its funds if such person has at any time be convicted of an offence involving dishonesty or is insolvent or is declared bankrupt or illiterate.
- (d) Where a person holding the office referred to in sub-rule © above whilst holding such office is convicted of an offence involving dishonesty or becomes of unsound mind or insolvent, such person shall forthwith be removed from office.

Alterations/amendments of Rules

Rule 18

The Quadrennial Delegates Congress shall have the powers to rescind alter or add to any of these rules by a two-thirds majority of the delegates present and voting.

Dissolution

Rule 19

The Federation shall not dissolve or be dissolved except by a motion proposed and supported by three quarters of all affiliates of the Federation obtained in writing and by a vote of 5/6 obtained by secret ballot.