SIKHULA SONKE

STRATEGIC PLAN

2009 to 2011

1. MEMBERSHIP

Three Year Goal: To increase the Sikhula Sonke membership to 8 000 (or 300 farms) by 2011 of which 50% will be seasonal workers, 40% persons speaking an African language and 66% women. Such expansion will take place within the boundaries of the Western Cape: Breede River initially and followed by two other areas still to be identified, preferably where farm workers are not organised.			
Objectives	**Activities**	**Timeframes and Who**	**Resources**
1.1 To expand the union membership into Breede River district by 2009, Swartland in 2010 and area 3 possibly the Karoo by 2011. The expansion programme should focus on seasonal and African farm workers, particularly women[1]	1.1.1 Conduct research using NEC, staff and outside resource persons to establish a profile of each of the new areas. 1.1.2 Develop a detailed questionnaire. The information to be collected to include number of farms, number of people working and living on the farm including seasonal and African workers, issues farm workers face and number of support organisations including trade unions etc.	• February to March 2009,2010, 2011	• Research capacity • Time of organizers and NEC • Transport • Media
	1.1.3 Recruitment and employ new organizers based on the area profile (i.e. African and Xhosa speaking). 1.1.4 Find office space for the organizer/s. This could include finding office space within an organisation operating in the area or an advice office or NGO or trade union.	• Rawsonville organizer and office space by June 2009 • Swartland and Breede river organizer/s and office space by April 2010 • Area 3 possibly the Central Karoo organizer and office space by April 2011	• Funds for salary and benefit package of three organizers • Transport • Rental for office space • Stationery • Training opportunities
	1.1.5 Networking with other role players, such as advice offices, Bawsi, TCOE, ANC, Parliamentary offices, other stake holders, to assist with recruitment drives 1.1.6 Initiate recruitment campaigns targeting seasonal, African and women workers	• Recruitment drive: between April to June 2009, 2010, 2011	• Time of organizers • Time of NEC and BECs members • Media tools i.e. pamphlets • Transport

[1]The selection of the new areas for expansion will be informed by the density/ concentration of farm workers within a geographical area, the type of farming production, where there are no service providers working in the area, and farm workers are not organized. Furthermore, the areas assigned to organizers will be aligned to local municipal boundaries and take account of the language used by the majority of farm workers in the area.

Objectives	Activities	Timeframes and Who	Resources
1.2 Develop a strategy for pensioners, disabled persons, the unemployed and youth (people living on farms) and how they can benefit through collective agreements and campaigns. *(This is potentially an area that could be done collaboratively with WFP)*	1.2.1 Conduct a proper survey of the needs of pensioners, the unemployed and the youth 1.2.2 Develop one or two campaigns and or projects to address their specific needs. This could be done by drawing in various role players to explore options and conduct educational programmes 1.2.3 Put in place a mechanism to monitor and evaluate effectiveness of such interventions	• BEC and Farm Committee leadership supported by the organizer (s)	• Time of BEC and Farm committee members • Time of organizers • Transport • Funds for airtime • Funds for venue hire and refreshment
1.3 Develop a strategy to deal with membership resignations and implement a follow-up process	1.3.1 Put in place and activate a mechanism to follow-up on membership resignations, particularly instances of bulk resignations 1.3.2 Workshop follow-up process with all shop stewards, NEC and BECs 1.3.3 Take up cases of intimidation on farms with the Public Protector or the appropriate state institution, i.e. Human Rights Commission 1.3.4 Refer instances of foul play by unions to BAASLU for mediation	• By June 2009 for adoption at Congress Chairperson and General Secretary/ NEC	• Time of NEC members • Time of case worker and organizers • Transport • Media
1.4 Develop an organisation wide gender strategy *(This is potentially an area where SS can ask for support from WFP and Ilrig)*	1.4.1 Collate information on the gender strategies pursued by other similar organisations 1.4.2 Develop and implement an integrated gender policy and strategy (such a strategy to include the needs of seasonal and African women farm workers)	• By June 2009 for adoption at Congress • General Secretary with external support • Implementation after the 2009 Congress	• Time of General Secretary, organizers, the NEC, external consultant or NGOs with expertise • Transport and logistical back

Objectives	Activities	Timeframes and Who	Resources
1.5 Develop a proper membership database	1.5.1 Work with a service provider to develop a proper database 1.5.2 Develop a survey template or profile of key areas for information collection including payment of subscriptions 1.5.3 Collect information and input into the database 1.5.4 Extrapolate information on a monthly basis for analysis and strategizing	• April and June 2010 Administrator and organizers	• Funds to appoint an external service provider • Funds for software package • Time of administrator and organizers

2. INSTITUTIONAL BUILDING

Three Year Goal : To improve the efficiency and effectiveness of Farm Committees, Branch Executive Committees (BECs) and the National Executive Committees (NEC) and the overall performance of SS to deliver better services to members, deepen the democratic processes and enhance the quality of strategizing and decision-making.			
Objectives	**Activities**	**Timeframes and Who**	**Resources**
2.1 Farm Committees	2.1.1 Workshop the role and responsibilities of farm Committees and allocate and monitor responsibilities 2.1.2 Identify campaign activities for implementation at Farm Committee level 2.1.3 Introduce a rational election system in order to ensure continuity of leadership 2.1.4 Improve the effectiveness of shop stewards through training and mentoring system 2.1.5 Recruit advisors/mentors for farm committee meetings in specialized area such labour, housing and social to coach executive members in facilitation, strategizing, and improve operational efficiency.	• Bi-monthly farm committee meetings from 2009 to 2011. Organizers with Farm Committees	• Union organizers • Pro Bona mentors • Transport • Media (printed educational manual)
Objectives	**Activities**	**Timeframes and Who**	**Resources**
2.2 Branch Executive Committees	2.2.1 Improve the strategic decision-making capacity of Branch Executive Committees 2.2.2 Recruit advisors/mentors for each BEC in specialized area such labour, housing and social to coach executive members in facilitation, strategizing, and improve operational efficiency.	• Mentors attend monthly meetings for the duration of 2009 and 2010. Organizers with BEC executive	• Time of organizers and BEC members • Time of advisors on a probona basis • Transport; Media • Venue, accommodation and catering
2.3 National Executive Committee Meetings	2.3.1 Recruit and appoint advisors/ mentors to attend monthly NEC meetings in order to advise on policy, financial management, governance and other related issues 2.3.2 Planning and implementation of Congress driven by the NEC and BECs including reports	• Monthly meetings for the duration of 2009 and 2010. NEC Chairperson and General Secretary	• Advisors and mentors on a probona basis • Venue, accommodation, transport, catering and time off payment

	and recommendations 2.3.3 Develop list of competencies and skills required to serve on the NEC and educate Farm Committee and NEC on the requirements		
2.4 Work towards an AGM that takes strategic decisions and contribute towards the deepening of democracy	2.4.1 Ensure that quality information is provided to the BECs and NEC (addressing the needs of farm workers and improve the effective functioning of the trade union) to formulate proposals and recommendations to the AGM 2.4.2 Ensure that the AGM runs administratively efficient	• General Secretary, NEC, BECs and SS staff	• Time of NEC, BEC, farm committees and staff • Funds for refreshments and accommodation • Various forms of media • External resources where necessary

3. COLLECTIVE BARGAINING

Three Year Goal: To conclude collective agreements on at least 70% of the farms where Sikhula Sonke has majority and work towards the establishment various collective bargaining chambers within the agricultural sector for example fruit, wine, vegetables and flowers with the view to streamline the bargaining process and optimize the benefits to farm workers.			
Objectives	**Activities**	**Timeframes/Who**	**Resources required**
3.1 To negotiate and conclude 50 plus recognition agreements per year – 150 agreements for the three year period 2009 to 2011. Ensure that all recognition agreements are approached from a gender and feminist perspective.	3.1.1 Investigate and incorporate into the standard recognition agreement a clause on agency agreement; paid time off for shop stewards and other benefits as identified (including developing a strategy) 3.1.2 Workshop the implications of simultaneous negotiations for both recognition and collective bargaining agreement and make recommendations and implement the strategy for dealing with this.	• August/ September 2009. Chief Negotiator, paralegal and case worker, organizers	• Time of Chief Negotiator/ paralegal and case worker organizers and General Secretary • Time and funds to secure legal expert/s where appropriate • Venue, catering, transport, logistical back-up
	3.1.3 Conduction farm level workshops to educate Shop Stewards and farm workers in general on the revised recognition agreement. 3.1.4 Provide training and support to organisers to confidently initiate and complete recognition agreements	• Organiser and shop stewards at farm committee level leading with support, where appropriate, from the Chief Negotiator/ Paralegal	• Time of organizers and Chief Negotiator/ Paralegal • Time of external facilitator (where applicable) • Transport and logistical back-up
	3.1.5 Sikhula Sonke team enters into negotiations with farm management and work towards the conclusion of recognition agreements 3.1.6 Activate legal mechanism where farm management fail to comply 3.1.7 SS staff/ NEC and BECs to ensure that membership numbers on farms do not drop below 50% plus 1 or simple majority	• Throughout 2009, 2010 and 2011. The SS team consists of the organizer, shop stewards, NEC members and the General Secretary or members of the Specialist Unit	• Time of Chief Negotiator, Paralegal, organizers and General Secretary • Time and funds to secure legal expert • Venue, catering, transport, logistical back-up

Objectives	Activities	Timeframes/Who	Resources required
Recognition agreements (continue…..)	3.1.8 Put in place systems and monitoring mechanism and ensure effective implementation	• Throughout 2009, 2010 and 2011. The General Secretary/ Chief Negotiator/ Organisers/ NEC	• Time of General Secretary/ Chief Negotiator/ Organisers/ NEC
3.2. Collective Agreements will be concluded in the following manner:- *2009*: 50% of total recognition agreements *2010*: 60% of total recognition agreement *2011*: 80% of total recognition agreement All collective bargaining agreements are being reviewed on an annual basis	3.2.1 Revise the standard collective bargaining agreement so that the baseline includes more benefits than those contained in the Sectoral Determination for the agricultural sector. (Sikhula Sonke would use the Simonsig agreement as a benchmark i.e. job grading with appropriate wage scales, benefits and social rights particularly during 2009. This benchmark could change based on other agreements concluded over the three year period) 3.2.2 Conduct a feasibility study on pension/ provident fund options for farms (without this benefit) and make recommendations to SS members and NEC 3.2.3 Convene a one-day externally facilitated collective bargaining conference for Shop Stewards and NEC members to consider the standardized collective agreement and the feasibility study on pension/provident fund options 3.2.4 Develop a strategy with a clear implementation plan for working with migrant and foreign nationals	• From July 2010 (Chief Negotiator/ paralegal Contract Researcher/s; LRS, COSATU)	• Time of Chief Negotiator, organizers, shop stewards, NEC member/s • Time and payment of Contract Researcher/s • Time of external facilitator (approach COSATU, CCMA and Department of Labour for resources)
	3.2.5 Sikhula Sonke team enters into negotiations with farm management every three years and work towards the conclusion of the collective agreement. Ensure however that the wage component keep pace with inflation increases 3.2.6 Activate legal dispute mechanism where negotiations deadlock	• From July 2009 (Chief Negotiator/ Paralegal/ Contract Researcher/s; LRS, COSATU)	• Time of staff and external resource persons

Objectives	Activities	Timeframes/Who	Resources required
3.3 To work towards the establishment of four bargaining chambers for the fruit, wine, vegetable and flowers. Priority will be given to establishing a chamber for the fruit sector.	*SS and various unions* 3.3.1 Appoint a team within Sikhula Sonke to conceptualize and initiate the process including securing support from COSATU and CCMA 3.3.2 Convene a workshop with Shop Stewards, BEC and NEC member to consider the processes and implications of bargaining chambers 3.3.3 Meet with other unions to explore the establishment of bargaining chambers with the view of developing proposals/options and a way forward on implementation	• From April 2010 onwards. Members of NEC/General Secretary/Chief Negotiator/ Paralegal	• Time of President, General Secretary/ Chief Negotiator/ Paralegal; BEC and NEC • Time of administrator for logistical support • Time of expert support from COSATU and CCMA and facilitator • Caterings, venues, transport, logistical support
	Employer Organisation 3.3.4 To explore with employer organisations (i.e. Agri-SA) the possibility of establishing bargaining chambers and secure buy-in. This will be executed through four half day meetings 3.3.5 Find a strategy to incorporate independent employers in the processes of establishing bargaining chambers	• Throughout 2011 and onwards.	• Time of Chief Negotiator/ Paralegal, General Secretary, President or NEC member and administrator • Caterings, venues, transport, logistical support

4. REGULATORY COMPLIANCE

Three year Goal: To monitor and lobby government (the Departments of Labour and Land Affairs and Agriculture) to improve the enforcement and compliance mechanisms of all labour legislation so that all farm workers derive maximum benefit.			
Objectives	**Activities**	**Timeframes**	**Resources**
4.1 To monitor compliance and enforcement of legislation	4.1.1 To develop a database of non compliance and lack of enforcement of laws on farms where SS has members (Build up a profile)	• Between February and June 2009 (Paralegal with assistance from administration)	• Time of Paralegal, organiser and administrator; Transport; fund for database development
	4.1.2 To complete a desktop study on capacity (i.e. labour inspectors) provincially to enforce current labour legislation. Share the findings with strategic partners in a one-day workshop with the view of developing a campaign strategy	• June 2009 ongoing (Paralegal)	• Time of Paralegal and legal expert, workshop facility, transport, catering
4.2 Lobby government to constitute a special unit within D.o.L to concentrate specifically on labour law enforcement compliance on farm	4.2.1 Use the research to develop a case/ proposal for the constitution of a special unit with D.o.L	• Oct 2009 (Paralegal and external expert)	• Time of Paralegal/ external expert
	4.2.2 Lobby Department of Labour role-players and the Parliament's Labour Portfolio Committee to consider and adopt the proposal for a special farm unit.	• 2009/2010 (SS President, General Secretary and Strategic partners)	• Time of President, General Secretary, Transport, Funding
	4.2.3 Develop and implement a campaign strategy to apply pressure on government to accept and implement the case/proposal of the special farm unit which include awareness raising through media, protest action with memorandums to demand more labour inspectors and follow-up strategy	• NEC, SS staff and strategic partners	• Time of NEC, organisers and strategic partner • Materials and Press release

Objectives	Activities	Timeframes	Resources
4.3 To establish a case work unit to deal more effectively with CCMA and Labour Court cases, establish a legal fund	4.3.4 To develop a coherent strategy for dealing effectively with cases including capacity required	• May 09 NEC, SS staff and strategic partners	• Time of NEC, organisers and strategic partner • Human capacity • Funding
	4.3.5 Establish a legal fund and approach new donors to support such a fund	• 2011 (Executive committee of the NEC, General Secretary with support from legal NGOs	• Time of NEC, GS and external legal partners • Human capacity
	4.3.6 To establish a specialist unit (collective bargaining, paralegal work, education and training) and ensure the effective implementation of the strategy	• General Secretary, NEC	
4.4 To train 100 shop stewards per year to effectively record and deal with issues of non compliance.	4.4.1 2 Training workshops (C.C.M.A , Labour Court and disciplinary procedures, various legislations) 4.4.2 Develop a support and mentoring strategy	• 1st round Feb 2009 and 2nd round after harvest March 2009 (This is to be repeated annually • General Secretary	• Time of trainers/ Paralegal and General Secretary • Transport, refreshments

5. CAMPAIGNS

Three year Goal: To lobby government, exporters, retailers and relevant institutions for ethical working and living conditions, better service delivery and to secure more resources for people working and living on farms			
Existing campaigns: Living wage (Coalition); descent work descent lives; TESCO ; Tenure rights (A.L.A.R.M) New campaigns: The formation of a farm worker unit (Living wage coalition members); Substance abuse; Extend decent work decent lives campaign Campaigns supports by SS: Right to health care (TAC); EPAS (Economic justice centre); the Right to Work (AIDC); Poverty Alleviation (COSATU); The Right to food (Economic Justice Centre) Networks and strategic partners: War on Want; Women on Farms; COSATU; BAWSI; LHR; CRLS; TCOE; Ilrig; AIDC; Khanya College; ANAMURI; Action Aid; Independent unions; SCLC and the Legal Aid Board.			
Objectives	**Activities**	**Timeframes**	**Resources**
5.1 Living wage campaign: Lobby government to increase minimum wage and improve employment conditions	5.1.1 To conduct research on a food basket and cost of living 5.1.2 Use research to develop a case for the implementation of a living wage increase and the improvement of conditions of employment 5.1.3 Develop and implement in partnership a campaign strategy to apply pressure on government; Exporters; retailers to accept and implement the demand and follow-up strategy 5.1.4 Develop Memorandum of Understandings including a campaign plan between network partners and ensure its effective implementation	• May 2010 with the assistance of an expert researcher or strategic partner	• Time of expert researcher • Funding • Transport • Time of the N.E.C

5.2 TESCO Campaign: Lobby TESCO and other international organisations to improve ethical standards, job security better working and living conditions	5.2.1 To use food basket research and database of non compliance to put pressure on Supermarket for implementation and enforcement 5.2.2 With the assistance of War on Want build up a case for redress by retailers/ wholesalers or entities in the agricultural supply chain in the UK 5.2.3 To target TESCO AGM to put pressure for adoption of proposal. Work with War on Want to put pressure on TESCO to improve the working and living conditions on farms 5.2.4 Develop an aggressive campaign with strategic partner for the enforcement of the compliance results of the WIETA audits	• July 2009 onwards – General Secretary; NEC and WFP • May –August 2009-2010 with the assistance of an expert researcher /campaign researcher.	• Time of NEC, GS and WFP • Funding for overseas travel, accommodation and refreshments • Media material for briefings

Objectives	Activities	Timeframes	Resources
5.3 **<u>Decent work, decent lives campaign:</u>** To lobby government to ensure better working conditions including job security for seasonal workers *Campaign Focus - 2009* *Health and Safety and Labour brokers*	**5.3.1** To use Centre for Rural Legal Studies research on labour brokers, as part of strategy to lobby government for a new law that regulates the conduct of labour brokers	• 2009 – 2010 • Case work Unit	• Research capacity/ CRLS • Time of assigned staff member • Transport
	5.3.2 To raise awareness in all areas where Sikhula Sonke have members about the campaign demands	• Open days in all areas – March to June • Organisers	• Transport • Materials • Funding • Refreshments
	5.3.3 To equip worker leaders to deal with Occupational Health and Safety problems, Unemployment Insurance, save transport to work and back on farm level	• Branch and farm meetings • Organisers	• Time of organisers and leaders • Transport
	5.3.4 To lobby the Department of Labour to enforce Occupational Health and Safety laws, Unemployment Insurance benefits etc. on farms 5.3.5 To lobby provincial and national Department of Transport and Safety and Security to ensure the safe transport of farm workers to and from work	• NEC and BEC leadership; General Secretary	• Transport • Funding • Human capacity

Objectives	Activities	Timeframes	Resources
5.4 To lobby government to improve better housing on and off farms and to ensure that women have housing contracts 5.5 Under the banner of ALARM lobby against evictions and for better housing and living conditions on farms with the view of transforming the rural landscape and secure benefits for farm workers in terms of land reform and support for agricultural activities	5.4.1 To have a conference which will bring together government, relevant stakeholders and network partners to discuss issues affecting farm workers housing, land and agrarian reform and develop proposal or options for the way forward? 5.4.2 Develop a plan of action using the conference results 5.5.1 To develop and implement a campaign strategy to put pressure on government and other departments for better housing and living conditions on farms. 5.5.2 To educate farm workers around land reform and related issues	• June 2009 onwards - in partnership with WFP, NEC, General Secretary and SS organizers and campaign partners	• Time of WFP, NEC, General Secretary, organizers • Funding for the conference logistics including transport • Time of external experts
	5.4.3 To use the campaign as part of our strategy to change ESTA for better living conditions on and of farms		
	5.4.4 To develop a media strategy in terms of campaigns		
5.6 To improve the operational efficiency of managing campaigns within SS	5.6.5 To train and equip members on all levels to own and drive the different campaign initiatives	• 1st rollout Branch General Meetings between April to June 09 • Campaign advisor	• Time of campaign expert
	5.6.6 To establish a desk within the case work unit to ensure implementation of the campaign strategy	• 2010 – General Secretary and Organisers	• Timeframe of General Secretary and Organisers • Funding
	5.6.7 To assign a staff member within the case work unit to take the strategy forward	• 2010 - designated staff member	• Timeframe of staff member and Funding

6. EXIT FROM WOMEN ON FARMS:

Goal 2008 onward: Sikhula Sonke operations are to be separated from that of WFP. This will strengthen the trade union ability to make its own independent strategic and political decisions; secures, have control over and manages its own resources (including finance and human resources) and ensures it's proper and effective governance.

Objectives	Activities	Timeframes	Resources
Fundraising 6.1 Ensure that trade union has sufficient funds to carry out its vision, mandate and programmes. In other words SS is financial viability	*External funders:* 6.1.1 To secure all the funding for its 2009 projected budget and beyond: - Write funding proposals based on the above objective; - Secure at least 5 funders (existing and new) and/or the value of the 2009 budget - Put in place and implement a plan to secure funds for periods between three to five cycles 6.1.2 Put in place a system for the approval of funding proposals (via NEC and/or BECs) and regular reporting on progress and meeting funder/s requirements 6.1.3 All funds raised will be channeled through the bank account of Sikhula Sonke	• March 2009 onwards – General Secretary NEC, office manager with support	• Time of General Secretary, NEC and Office manager (?) • Desktop information • Expert advice where required

Objectives	Activities	Timeframes	Resources
Fundraising (continue) 6.2 Put in place a membership fee policy and ensure its effective implementation	6.2.1 Develop a members fee policy taking into account for example inflation targeting and affordability (for adoption as the AGM) 6.2.2 Put in place a proper membership database 6.2.3 Improve the membership collection to reach a target of 100% for permanent members and 50% for seasonal workers and other members such unemployed, disabled and pensioners 6.2.4 Review the effectiveness of the in-house fundraising activities and put in place mechanism to improve these initiatives and increase the surplus generated	• March 2009 onwards	• Time of the General Secretary, organisers Administrator/Financial person • Time of the NEC and BECs particularly to consider the in-house fundraising challenges
Financial Management 6.3 To put in place policies, systems and staffing capacity to manage the financial and other Sikhula Sonke resources and ensure that the NEC and BECs are able to fully implement their governance/oversight role with respect to financial management	6.3.1 To develop the financial and asset policies with assistance where required 6.2.2 Put in place the financial systems including the acquisition of a accounting package i.e Quickbooks, Accpack or Pastel suitable for the needs of the organisations and electronic banking.[2]	• April to June 2009 – co-ordinator of objective General Secretary with the appropriate support • Following the appointment of a Financial Administrator in 2009	• Funding (systems, development policies, staff and training) • Time of General Secretary and Office Manager/Bookkeeper Administrator • External expertise and support

[2] The electronic banking should perhaps be done later, when the risks associated have been properly appraised and has the proper procedures are in place.

Objectives	Activities	Timeframes	Resources
Financial Management (continue)	6.2.3 Put in place a risk management strategy including:- - a system for conducting annual financial audits and deal effectively with management queries; - monthly and quarter regular financial reports against budgets - activate forensic audits where appropriated	• May 2009 onwards	
	6.2 4 Secure the services of financial staff to administer the policies and systems, including developing job specs	• Appointment (on outsourced basis initially) – April 2009 onwards based on secure funding	
	6.2.5 Build the capacity of the NEC to implement their fiduciary financial responsibility	• April/May 2009	
Human Resources Management 6.4 To further develop the Human Resource policies and procedures and ensure its effective implementation	6.4.1 Develop HR policies and procedures including recruitment, staff development, performance appraisal, disciplinary and grievance procedure in line with the existing labour legislation	• April/May 09 –ongoing – General Secretary with outsiders	• Time of General Secretary, Office Manager, NEC and programme coordinators • Expert input
	6.4.2 Develop the staffing/ management structure with an implementation plan including grading and ensure its effective implementation	• March 2009 ongoing	
	6.4.3 Develop and implement a staff development plan	• March 2009 ongoing	
	6.4.4 Put in place and manage the performance management system	• June 2009 ongoing	

Objectives	Activities	Timeframes	Resources
Administration, IT, Office management and asset management 6.5 To further develop, manage and maintain the administrative and IT systems and ensure the effective manage of the office and Sikhula Sonke property and assets	6.5.1 To review the administrative systems and processes and develop and implement an action plan flowing from this.	• April/May 2009– coordinated by General Secretary and Administrator with external support	• Time of General Secretary, Administrator, Office Manager and NEC • Funding for IT and other systems • Expert Advice
	6.5.2 To review and make recommendations on the IT requirement of the organisation and how to best meet these including the appointment and management a dedicated IT service provider	• April/May 2009 – coordinated by General Secretary and Administrator with external support	
	6.5.3 Develop a proposal and implementation plan for the office/ accommodation and transport needs taking into account the organization's growth	• March/ April 2009 - Coordinated by NEC supported General Secretary	

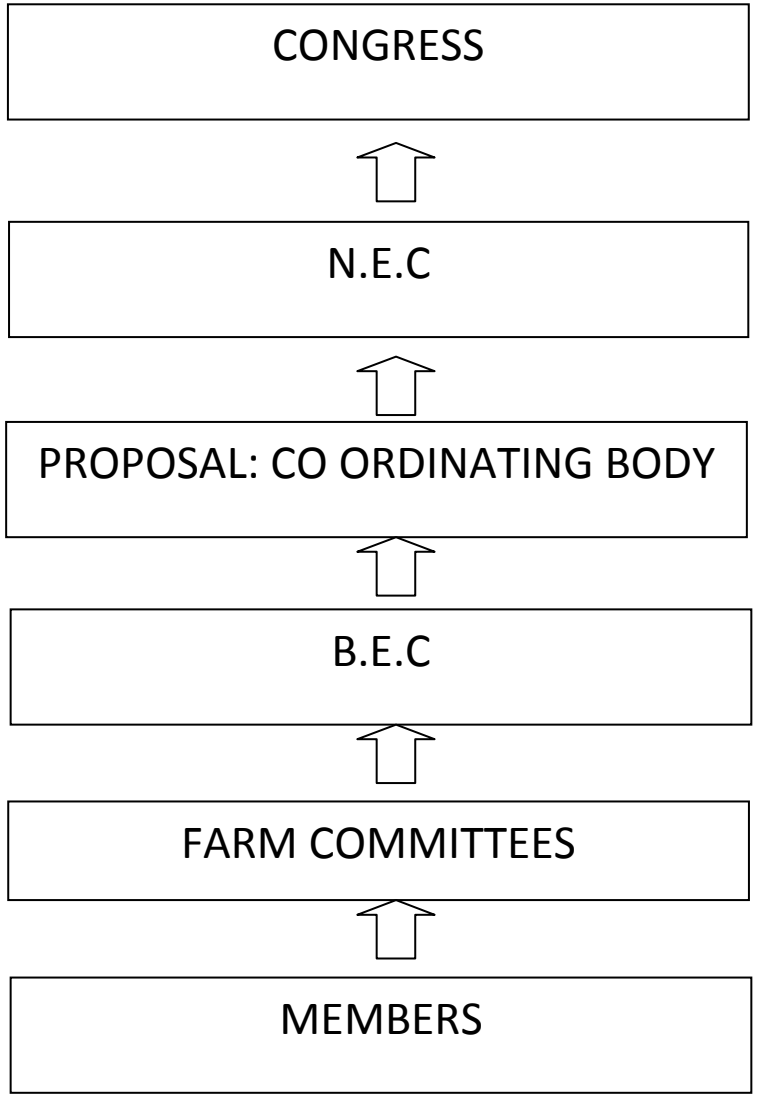
Objectives	Activities	Timeframes	Resources
Strategic Direction 6.6 To develop the strategic thinking capacity within Sikhula Sonke through periodic strategic planning and evaluation processes supported by research and inputs from various strategic role players.	6.6.1 Develop and put in place a strategic planning and evaluation process and cycle 6.6.2 Develop and execute a comprehensive political education programme[3] for NEC and BEC members, shop stewards and staff focusing on issues such as:- • the history of trade unions and its relevance today • the similarities and differences between a NGO/ Trade Union and Social Movement • Understanding the labour markets • Economic literacy • Government and different economic systems such as capitalism, socialism • Agrarian Reform • Gender and feminism • Race and issues of diversity • Public speaking and engaging the media 6.6.3 Develop a research agenda to ensure the Sikhula Sonke strategic direction remains at the cutting edge and appropriate to address the needs of its members. Work jointly with other organisations or commission research (where appropriate). This agenda to include research on labour brokers and job security.	• March 2009 - General Secretary/ NEC Exco • April 2009 – programme in place – coordinated by General Secretary • June/ July - With external support develop a research agenda – coordinated by Secretary General and NEC Exco	• Time Secretary General, NEC exco, BEC staff • External Expertise • Funding for strategic planning, research and capacity building

[3] Invite various role players (including WFP) to give strategic input on a monthly basis and at the Congress contributing to building the strategic capacity of the leadership and staff. SS can also ask a NGO or education and training service provider to co-ordinate and fundraise for such a programme. The creation of reading groups can also form part of such a process.

Objectives	Activities	Timeframes	Resources
6.7 To develop and implement a branding and marketing strategy to establish Sikhula Sonke as an independent functioning organisation	6.7.1 Secure the assistance/ support (perhaps on pro bona basis) the help of a marketing/advertising agency to develop a proper inexpensive strategy for brand development 6.7.2 Secure free media (SABC, newspapers, radio) time to promote Sikhula Sonke programmes and campaigns	• July 2009 onwards – NEC, co-opted members of the BEC coordinated by General Secretary • August 2009 onwards	• Time of NEC, BEC and General Secretary • Funding • Expertise time
6.8 To ensure that Sikhula Sonke is able to make informed strategic, democratic and independent decisions	6.8.1 To ensure that leadership at all level of the Sikhula structure are competent to ensure the implementation of this objective (see institution building section) 6.8.2 Put in place a programme of the NEC and BECs to become fully competent in the governance aspects of the organisation's work (with outside support)	• March 2009 onwards ---- coordinated by the NEC	
Strategic relationship with WFP 6.9 Build a working relationship with WFP that is premised on strategy collaboration	6.9.1 Building the partnership through the following mechanisms: o Document the history of the development of Sikhula Sonke and the changing relationship between SS as a trade union and WFP as an NGO o Mediation process between CEO of WFP and the GS of SS o Continue with the quarterly meetings between the Sikhula Sonke NEC and WFP Board to monitor the implementation of the	o NEC, WFP board, General Secretary and WFP CEO	o Time of NEC and General Secretary; WFP board and CEO o External resource persons and service providers as required from time to time

	MOU with clearly defined milestones o Continue the joint management process – use the available funding to procure the necessary service providers for the mediation and follow-up workshops o Conduct 4 workshops to: define the milestones for exit; explore the similarities and differences between NGO, trade union and social movement; defining the post exit relationship and how the two organisations share the work 6.9.2 Develop a future strategic partnership agreement between the two organisations		
Compliance as a trade union 6.10 Ensure that Sikhula Sonke comply with the requirements of being a trade union	6.10 Annually submit to the Registrar the statutory information required	• NEC, Secretary General, Office manager – after the AGM in August annually	• Time of the NEC, Secretary General, Office manager

7. STRUCTURAL PROPOSAL



Staffing Structure 2011

N.E.C

GENERAL SECRETARY

VACANT: OFFICE MANAGER
March 2011

ASSISTANT GENERAL SECRETARY

CASE WORK UNIT

Vacant: Chief Negotiator March 2011

ADMIN & FINANCES

Administrator

FINANCE

Part time bookkeeper

ORGANISERS

1 Regional Organiser
4 Organisers
Vacant: Citrusdal Organiser
Ceres Organiser
Total = 7 organisers

1 Paralegal