

# THE STING IN THE TAIL

## African retail unions organising at Shoprite

An analysis of questionnaires completed by unions organising in Shoprite in 15 African countries

*Saliem Patel, Labour Research Service*



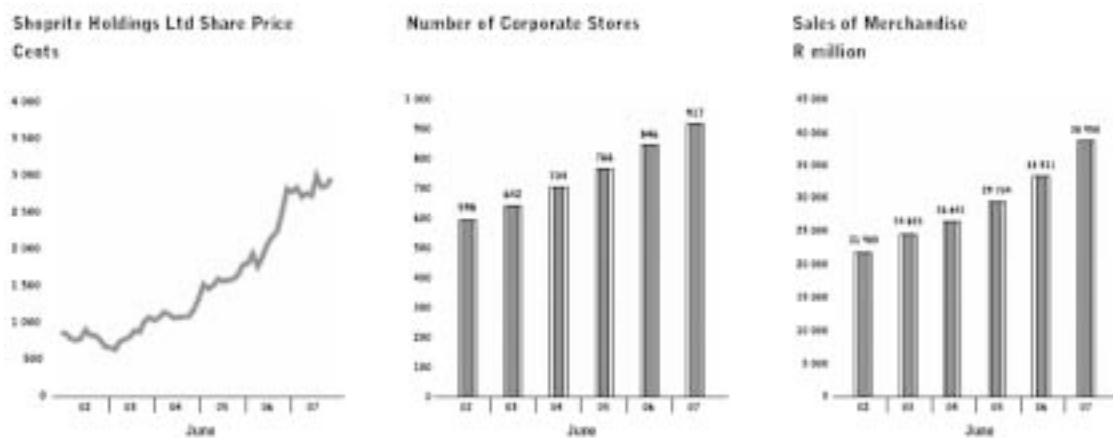
## INTRODUCTION

Research on multinational corporations (MNCs) by labour based organisations has increased due to the need for this information by trade unions in collective bargaining with MNCs. Unions require information about company operations beyond their borders because MNCs make decisions on the basis of their global spread and the global economic environment. Unions are increasingly looking at how they can work with unions in other countries organising in the same company so that they can speak with one voice and improve their collective bargaining outcomes, that is, so that they can improve the living and working conditions of ordinary workers through unity in action.

Shoprite now has 917 operational stores in 16 African countries and also operates in India. Its head office is in Cape Town and it is listed on the Johannesburg Securities Exchange (JSE) in South Africa. Although the bulk of its operations remain in South Africa it is growing fast in African countries. It is not just expanding swiftly but it has shown to be a highly profitable company with its 2006/7 profits climbing by 19.1 percent.

As Shoprite has targeted the African continent as a growth area for its operations it is no surprise that the unions in the retail sector are trying to find ways to work together on the continent. In 2006 the idea of a "Shoprite shop steward alliance" was mooted through the global trade union federation United Network International (UNI). In a workshop hosted by UNI Africa in March 2007 it was agreed that initial research should be conducted to provide

Figure 9: Shoprite Operating Figures



Source: Shoprite Annual Report, June 2007, p5.

insight into what was possible for the unions to do and lay the foundation for a plan of action for the Shoprite shop steward alliance. This research therefore focussed on obtaining information from the unions regarding their members at Shoprite, what the key issues are affecting their members at Shoprite, what their perceptions are of the company, what are they doing currently to organise at the company and how they saw solidarity being built between the unions on the continent organising employees of Shoprite.

This report outlines the results of the research and identifies the key issues that emerged during the research process. It also makes recommendations for building solidarity between unions on the continent organising in Shoprite. A draft of this report was presented to another workshop hosted by UNI Africa in October 2007 which allowed for clarification and correction of the information obtained from the questionnaires. The questionnaire sent out to the unions, the participating unions and the updated responses in tabular form are included as appendices. First, however, there is a note on the methodology used for this research.

## METHODOLOGY

In the workshop in March 2007 hosted by UNI Africa and the Fredrich Ebert Stiftung (FES), researchers from the African Labour Research Network (ALRN) as well as representatives from a number of UNI affiliates across Africa were present. It was decided that a questionnaire should be drafted by the Labour Research Service (LRS) for all the unions organising at Shoprite. The questionnaire would be administered by FES offices located in the various African countries together with the union organising at Shoprite. The information from this questionnaire would be collated by the LRS and used in a follow up workshop to discuss the way forward for the retail unions organising at Shoprite in Africa.

The questionnaire would be quantitative so that comparative empirical information could be obtained about the unions and union members as well as their perceptions of wages and working conditions and of the Shoprite management. This would be useful for the shop steward alliance to develop a plan.

The questionnaire was drafted and sent to all the participants of the March

workshop for amendments and additions. The final questionnaire used is attached in Appendix 4. Responses were received from fifteen countries and seventeen unions (as two unions responded from both Lesotho and Botswana). No union was found in Angola to send the questionnaire to so there is no information from this country.

The fact that there was an interest in this research from all the trade unions and the FES – which used their infrastructure to facilitate contact with unions, get the questionnaires completed, and collect all of them – resulted in the high number of successfully-completed questionnaires obtained. Another important contributing factor was interest shown by the South African Catering and Commercial Workers Union (SACCAWU) in this research and the entire process towards forming a continental alliance among shop stewards in Shoprite – SACCAWU is thirty-six thousand members strong in Shoprite and its leadership in this process gave confidence to unions organising in countries where Shoprite has just entered or where there are only a few operations. UNI, which initiated this research, ensured coordination of the process in a transparent and participatory manner – ensuring that even unions that were not affiliated to UNI participated fully.

In the follow up workshop in October 2007, eleven unions were present from eleven countries. See Appendix 5 for the union participants at the workshop. These participants made corrections and additions to the information gained from the questionnaires and tabularised by the LRS. The full workshop report can be obtained from the UNI Africa office or the South Africa FES office.

The completed questionnaires revealed that union information systems do not capture gender, form of employment breakdown of members, and union density (percentage of workers organised). This was evident by the gaps in the table on Shoprite union membership that was part of the questionnaire. It was agreed in the October workshop that unions will update this information and attempt to provide the gender and form of employment breakdown of membership by the 11 November 2007. In this report the latest figures provided by unions are used. While there are still gaps in terms of the membership breakdown according to gender and form of employment

Table 14: African Unions that completed the Questionnaires

Country	Union
Botswana	Botswana Commercial and General Workers Union (BCGWU)
Botswana	Botswana Wholesale, Furniture and Retail Workers Union (BWFRWU)
Ghana	Union of Industry, Commerce and Finance Workers (UNICOF)
Lesotho	National Union of Retail and Allied Workers (NURAW)
Madagascar	Confederation Generale Des Syndicats Des Travailleurs De Madagascar (FI SE MA)
Malawi	Commercial Industrial and Allied Workers Union (CIAWU)
Mauritius	Clerical, Administrative, Financial, Technical Employees Union (CAFTEU)
Mozambique	Sindicato Nacional Dos Empregados De Comercio Seguros E Servicos (SINECOSSE)
Namibia	Namibian Food and Allied Workers Union (NAFAU)
Nigeria	National Union of Shop and Distributive Employees (NUSDE)
South Africa	South African Commercial, Catering and Allied Workers Union (SACCAWU)
Swaziland	Commercial and Allied Workers Union of Swaziland (CAWUSWA)
Swaziland	Swaziland Commercial and Allied Workers Union (SCAWU)
Tanzania	Tanzania Union of Industrial and Commercial Workers (TUICO)
Uganda	Uganda Beverages, Tobacco and Allied Workers Union (UBTAWU)
Zambia	National Union of Commercial and Industrial Workers (NUCIWU)
Zimbabwe	Commercial Workers Union of Zimbabwe (CWUZ)

variables, there are at least twelve countries from which the unions presented their full membership number at Shoprite.

## RESULTS

As stated earlier, the questionnaire was completed by seventeen trade unions from fifteen countries. Angola is the only African country, where Shoprite retails, for which there was no completed questionnaire because no union could be identified to send the questionnaire to. As seventeen questionnaires were sent and all were received the response rate was therefore 100 percent. All the unions sent completed questionnaires before the October 2007 workshop was held.

The results of the questionnaires are discussed in the categories below:

### Trade Union Rights

The questions posed to unions that related to basic trade union rights were:

- Do unions face resistance from the company when they try to unionise?
- Are unions allowed to distribute information to workers?
- Are unions allowed to meet with workers on the company premises?
- Do workers experience any intimidation or discrimination from the company when they join the union?

The unions in seven of the fifteen countries – Botswana, Ghana, Lesotho, Madagascar, South Africa, Tanzania and Zimbabwe – indicated that the company does not resist unionisation and allows them to meet workers on the premises as well as distribute information to workers. Their members employed by Shoprite do not face intimidation or discrimination from the company either. Unions from four countries – Mauritius, Nigeria, Uganda and Zambia – indicated that the company resists unionisation of employees and either does not allow unions to distribute information or does not allow the union to meet workers on the premises or both. Unions from two countries – Malawi and Namibia – indicated that the company resists unionisation by intimidating or discriminating against union members employed by the company, but does allow the union to meet workers and to distribute information on the premises. The union from Mozambique indicated that the company does not resist unionisation and allows meetings and distribution of information on the premises but there have been cases of intimidation and discrimination against union members employed by the company. The two unions in Swaziland had opposing responses with one indicating that the company does not resist unionisation and the other saying that it does.

Note: There is a need to monitor and improve respect for trade union rights at Shoprite in all countries. See Appendix 6 for union responses to questions on labour rights

### Collective Bargaining

Most of the unions do not have recognition agreements with Shoprite. Unions

in Botswana, Ghana, Namibia, South Africa, Tanzania and Zambia – a total of six countries – have recognition agreements. The union in Madagascar indicated that they do not need a recognition agreement because recognition is legislated. In a further five countries – Mauritius, Mozambique, Swaziland, Uganda and Zimbabwe – unions bargain with the company even though there is no recognition agreement.

Table 15: African Unions and Shoprite - Recognition and Bargaining

Country	Union	Recognition Agreement	Bargains with Company
Botswana	BCGWU	YES	NO
Botswana	BWFRWU	YES	YES
Ghana	UNICOF	YES	YES
Lesotho	NURAW	NO	NO
Madagascar	FI SE MA	NOT NEEDED	YES
Malawi	CIAWU	NO	NO
Mauritius	CAFTEU	NO	YES
Mozambique	SINECOSSE	NO	YES
Namibia	NAFAU	YES	YES
Nigeria	NUSDE	NO	NO
South Africa	SACCAWU	YES	YES
Swaziland	CAWUSWA	NO	NO
Swaziland	SCAWU	NO	YES
Tanzania	TUICO	YES	YES
Uganda	UBTAWU	NO	YES
Zambia	NUCIW	YES	YES
Zimbabwe	CWUZ	NO	YES

Note: Further work must be done on the content of recognition agreements and possibilities of standardising them to improve bargaining arrangements for unions in all countries.

## Workers' Demands

Wages came up as the first priority for nine of the seventeen unions. The second priority for these unions was long working hours of full-time workers. Casualisation, flexi-time, short-term or contract employment – dealt with here as non-full-time employment – was also a big concern for most unions. Four unions raised it as their first priority, four raised it as a second priority and four raised it as a third priority – making this one of the top three priorities for Shoprite workers in twelve countries.

Other issues raised by unions were health and safety, management style, and trade union rights. These were not common to all countries – four unions raised health and safety in their top three priorities, four unions raised management style in their top three priorities and three unions indicated organisational rights in their top three priorities.

The union in Madagascar indicated that their top priority demand was for refreshment to be restored. Their second priority demand was the provision of transport. This was not raised by any other union, however, these are clearly demands that workers in all African countries would identify with given the high cost of food and transport. (See Appendix 7 for union prioritisation of workers' demands)

Table 16: Minimum Wages in Local Currencies and Working Hours

Country	Union	Minimum Wage		Average Hours of Work		Local Currency
		Full-Time (monthly)	Casual (hourly)	Full-Time	Casual	
Botswana	BCGWU	644.80	3.10			Pula
Botswana	BWFRWU	500.00	3.40	45	45	Pula
Ghana	UNICOF	60 - 100		40 - 48		GHC
Lesotho	NURAW	1,200.00	6.80	45	35	Maluti
Madagascar	FI SE MA	70,000.00	350.00	46	24	Ariary
Malawi	CIAWU	5,500.00	32.00	48	52	M Kwacha
Mauritius	CAFTEU	4,850.00		45		M Rupee
Mozambique	SINECOSSE	2,800.00	14.58	48	48	Metical
Namibia	NAFAU	1,250.00	4.50	45	16	Namibian \$
Nigeria	NUSDE					Niara
South Africa	SACCAWU	2,100.00	8.38	45	27 to 30	Rand
Swaziland	CAWUSWA	1,600.00	6.10	45	28	Emalangeni
Swaziland	SCAWU	1,700.00		45	35	Emalangeni
Tanzania	TUICO	165,000.00	583.00	45	24	T Shilling
Uganda	UBTAWU			60		U Shilling
Zambia	NUCIW	550,000.00	1800.00	45	24	Zam Kwacha
Zimbabwe	CWUZ	2,000,000.00		45		Z Dollar

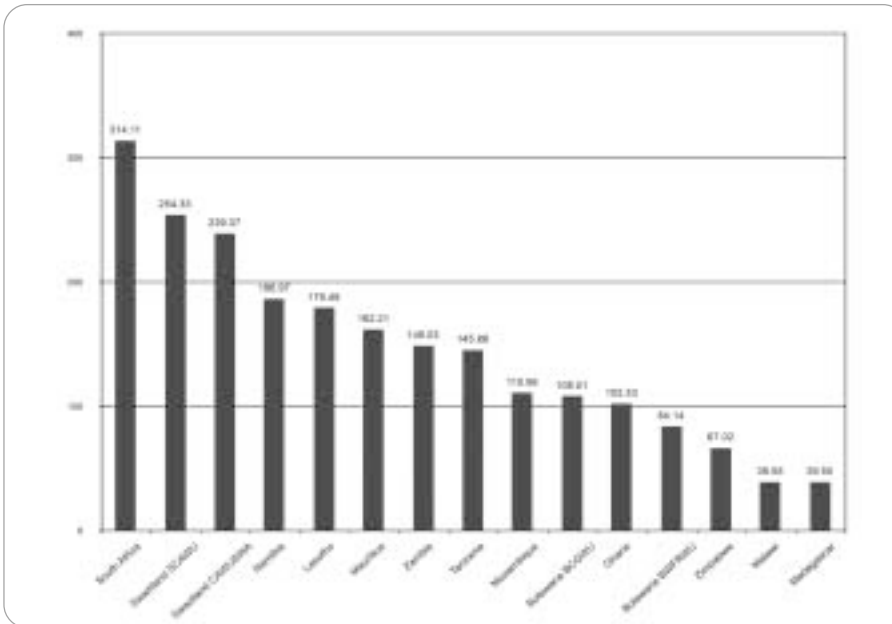
The unions' comparison of Shoprite wages with wages in other retail stores in their countries indicates that wages were about the same in three countries (Botswana, Mauritius and Tanzania). The union from Zambia indicated that it was the same for casuals but better for full-time workers. The unions in Ghana and Malawi indicated that wages at Shoprite were better than at other retail stores. Six unions indicated that the wages were worse at Shoprite than at other retail stores in their countries. With regard to working hours, eight unions pointed out that the working hours were the same as those in other retail stores in their countries. Four unions indicated that the working hours were more at Shoprite in their countries and four said that workers worked fewer hours at Shoprite compared to other retail stores in their countries. (See Appendix 8 for union comparisons of Shoprite wages and working conditions to other retail stores in their countries.)

To compare wages across countries raises numerous problems. The first is that the exchange rate fluctuates continuously. The currencies fluctuate between each other and also with the US\$. However, comparison with the US\$ does give an indication of where wages are higher for the company and where it is lower. It is important to note also that the wage in US\$ does not indicate what can be purchased for this in a particular country – for this one would need to look at the purchasing power parity (PPP). In other words, a higher wage in one country does not mean that the worker earning that wage is able to afford better living conditions than a worker earning a lower wage in another country.

The unions in Nigeria and Uganda did not provide minimum wage data. Zimbabwe has a de facto dual forex market so the rate given below may not be the exchange rate on the streets of Zimbabwe. As two unions responded to the questionnaire from both Botswana and Swaziland and the unions provided different data the minimum wage provided by both unions are included on the next page.

From the graph on the next page it appears that Shoprite pays the highest monthly minimum wage for full-time workers in South Africa, equivalent to US\$ 314. This is followed by Swaziland (US\$ 254), Namibia (US\$ 186) and Lesotho

Figure 10: Full time monthly minimum Wage (US\$)



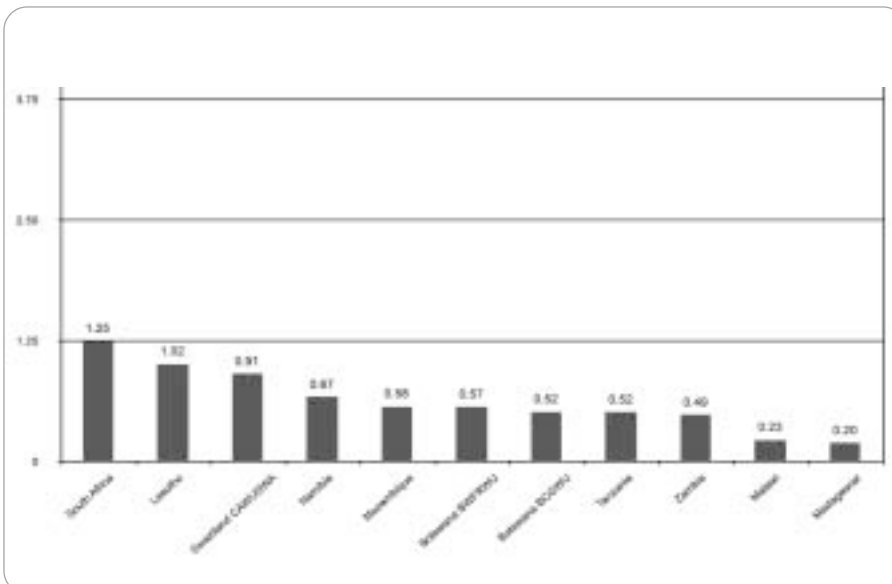
(Note: Exchange rates were used using XE.com and taken on the 7<sup>th</sup> November)

(US\$ 179). These countries are in the Common Monetary Area (CMA), meaning that their exchange rates are pegged to the South African Rand. The country in which Shoprite pays the lowest wage is Madagascar (US\$ 39.50) followed closely by Malawi (US\$ 39.55).

Six unions did not provide data for casual or non-full-time employees hourly wage rates. These were unions from Ghana, Mauritius, Nigeria, Uganda, Zimbabwe and one of the unions from Swaziland.

Casual or non-full-time workers earn the highest in South Africa (US\$ 1.25 an hour). This is followed by the hourly wages in Lesotho (US\$ 1.02), Swaziland (US\$ 0.91) and Namibia (US\$ 0.67). Again the countries paying the most fall within the Common Monetary Area. The hourly wage for non-full-time workers in Madagascar is the lowest at US\$ 0.20 per hour. This is followed by Malawi at US\$ 0.23 per hour and Zambia at US\$ 0.49 per hour.

Figure 11: Casual Hourly Wage (US\$)



Note: Education and campaign materials on the workers' issues identified need to be collated and made accessible to all the unions.

## Industrial Action

There were questions posed to the union around strike and other forms of protest embarked on by members of the union employed at Shoprite. The unions were also asked to comment on the reaction of Shoprite and by their governments to the industrial action.

There have been strikes at Shoprite in six countries during the past four years.

In Malawi there was a ten day strike in November 2004 on wages and conditions of service. There were 280 workers involved in the strike and a compromise was reached with the company. The union reported that the immediate response of the company was to threaten dismissal but after government intervention this threat was removed and opened the way for a compromise.

In Mozambique there was a three day strike in 2005 on wages, working hours and health and safety issues. All the workers at Shoprite participated and were threatened with dismissal at first. Government did intervene but did not force the company to sign an agreement. However, due to the support of the strike by all workers, the company did compromise on the issues.

In South Africa there were strikes in 2003 and in 2006. The strike in 2003 was for better conditions for casuals and the strike in 2006 was on wages and conditions of employment. The union reported that about thirty thousand workers were involved in the 2003 strike and about thirty-five thousand workers involved in the 2006 strike, and they felt that the strike was very successful in achieving improvements for workers. The company did threaten to dismiss workers and close stores. In addition police and private security were brought in to intimidate workers. These tactics, however, did not break the solidarity between workers.

In Tanzania there was a strike in February 2007 that lasted for three days. The strike was to gain a recognition agreement and improve wages and benefits. All the workers at Shoprite participated. The union reported that the company was tolerable of the strike and worked with the union to find a solution. The union felt that the outcome was favourable.

In Zambia there were strikes in 2003 and in 2005. The strike in 2003 lasted two days and was for higher wages. Only workers in Lusaka participated in the strike but the major outcome was that it forced the company to negotiate with the union. In 2005 the strike revolved around wages and conditions of employment and involved workers in and beyond Lusaka. A settlement to the strike was reached in the Conciliation Board after the company initially threatened workers with dismissal and then resisted meeting the demands of workers.

In Zimbabwe there was a strike at Shoprite in January 2007 that went on for



five days. The strike was called to improve wages and benefits and involved sixty workers. The company threatened dismissal with letters issued before the union meeting with the workers, but this did not deter them. The union felt that the outcome was a compromise that improved wages and benefits.

Note: How can unions in different countries offer support to unions involved in strikes? How can they also learn from the strike experiences in different countries, especially regarding how to deal with management threats of dismissal? What role will the alliance play?

## Current Strategies to Organise

The questions posed to unions about their current strategies with regard to Shoprite were:

- List the most important challenges that the union has identified at Shoprite.
- Briefly state what the union is doing presently to meet these key challenges.
- Do you have any recommendations for organising workers in Shoprite?

Three points stand out from all the union responses. The first challenge is to increase membership. This is understandable given the low level of organisation in most countries, especially among casual workers. The second is to improve collective bargaining with Shoprite including obtaining recognitions agreements. This stems from the company not having a positive attitude towards unions, as well as the fact that Shoprite is relatively new in many countries and unions do not have long relations with the company. The third is shop steward training. This is related to the two previous issues because trained shop stewards help with recruitment and they can be key players in negotiations. It is a difficult issue for the unions because training requires resources and time. Scarce resources and time make training a difficulty for the unions.

Unions stated that they embarked on elaborate recruitment campaigns, held organising meetings with workers and provided workers with information. Some are trying to get the support of the company for training and some are trying to get assistance from government regarding improving collective bargaining. (See Appendix 11 for the specific challenges of each country and what the union is doing to meet these challenges).

Note: There is a need for the alliance to address shop steward training.

## Membership

Of the seventeen unions, the twelve unions in the table below provided their total membership at Shoprite. The union with the highest Shoprite members is SACCAWU from South Africa with a total of thirty-six thousand members at Shoprite. The union in Zimbabwe reported 12 members. This should be seen in the context of the number of stores and the number of workers employed in the different countries. Zimbabwe only has one store while South Africa has 286 operations of Shoprite. The updated information from Uganda indicates that it is 100 percent organised although this is not fully paid up.

Although South Africa has the highest number of members at Shoprite it is just slightly over 54 percent organised with 75 percent of the full time employees being organised and 42 percent of the non-full-time employees being organised. The unions in Tanzania and Swaziland also appear to have organised a large percentage of workers – 87.3 percent and 71.4 percent respectively.

Table 17: Levels of Organisation at Shoprite in Africa

Country	Union	Number of Workers at Shoprite			Number of Shoprite workers belonging to union			Percentage of Shoprite workers belonging to union			Shoprite Members
		Men	Women	Total	Men	Women	Total	Men	Women	Total	
South Africa	SACCAWU			66,000			36,000			54.5	36,000
Zambia	NUCIW						825				825
Uganda	UBTAWU	309	191	500	309	191	500	100.0	100.0	100.0	500
Tanzania	TUICO			502	207	231	438			87.3	438
Swaziland	CAWUSWA			503			359			71.4	359
Namibia	NAFAU				161	175	336				336
Malawi	CIAWU						321				321
Mozambique	SINECOSSE	302	138	440	129	70	199	42.7	50.7	45.2	199
Swaziland	SCAWU			404			141			34.9	141
Lesotho	NURAW				27	26	53				53
Madagascar	FI SE MA	213	170	383	13	15	28	6.1	8.8	7.3	28
Zimbabwe	CWUZ				7	5	12				12

Number of Shoprite Operations in Various Countries (source: Shoprite Annual Report 2006, p6.)

Table 18: Shoprite Operations in African Countries

	Stores	Branches	Dealers	Stalls	DE Members	Partners	Partners	Partners	Partners	Partners	Partners	Partners	Partners	Partners
South Africa	296	106	24	68	139	12	26	55	19	41	29	75	44	
Angola	1			7										
Botswana	3	1			5			4	2				1	
Chad				2										
India	1													
Lesotho	3			1	3	1		2						
Madagascar	7													
Malawi	2			4				2						
Mauritius	1													
Mozambique	4				1			1						
Nigeria	11	3		8	9		1	2	3	9	2	45	8	
Rwanda	1													
Swaziland	2			2	1			1		1			1	
Tanzania	5													
Uganda	2													
Zambia	18							7						
Zimbabwe	1													
TOTAL	348	110	24	92	168	13	27	74	24	52	31	92	54	

## Management Style

The following table was provided in the questionnaire to assess the unions' perception of management:

Table 19: Questions which explore Shoprite Management Style

1	Management involves shop stewards in decision making	Decisions are made unilaterally by management
2	Workers are consulted about operational changes by management	Workers are only instructed to carry out changes by management
3	Supervision is constructive	Supervision is oppressive
4	Workers are appreciated as contributors to Shoprite	Workers are seen as a cost to Shoprite
5	Workers are treated with respect	Workers are treated in a disrespectful manner
6	Management is not racist	Management is racist
7	Management is not sexist	Management is sexist

The union responses (see Appendix 10) indicated unambiguously that Shoprite does not have a consultative culture. The unions indicated that workers and worker leaders are not consulted on operational decisions and that when there are operational changes only two of the seventeen unions (the unions

in Tanzania and Uganda) said that workers are consulted. Twelve unions felt that supervision was oppressive rather than constructive and only one union felt that management views workers as “contributors” rather than a mere “cost” to the company. Furthermore, regarding the managers’ treatment of workers, twelve unions felt that workers were treated in a disrespectful manner. Three of the unions felt that management was racist (unions in Botswana, Mozambique and South Africa) and four unions felt that management was sexist (unions in Botswana, Malawi, South Africa and Swaziland).

Note: What can unions and workers do to impact on the management culture at Shoprite? Are there international experiences to learn from that UNI can assist with?

## Solidarity

The questions posed to unions regarding continental solidarity were:

- Are they prepared to work with unions organising in Shoprite in other countries?
- What should the focus of this work be?
- How will this benefit your union?
- What recommendations do they have for building solidarity between workers in Shoprite on the continent?

Every union strongly supported the need to work with unions organising in Shoprite throughout Africa. Their responses to the question on the focus of union collaboration centred on the four key areas listed below.

Table 20: Collaboration and Solidarity

<b>Organising</b>	New strategies to recruit and incorporate workers in the union, especially casual workers, are needed.
<b>Collective bargaining</b>	There should be cooperation between the countries in negotiations on wages, overtime, working conditions, health and safety especially HIV/AIDS. There should also be an attempt to develop common standards and recognition agreements as part of a process towards a framework agreement.
<b>Training</b>	Training of shop stewards is a high priority as these are the worker leaders on the ground.
<b>Information Sharing</b>	Information specifically on conditions of workers at Shoprite, on materials developed by unions and on union strategies should be shared.

The unions felt that through sharing of experience and improvements in collective bargaining they will be able to improve services to workers and gain more respect among the employees of Shoprite. This would impact favourably on union membership growth.

They also felt that a continental alliance backed up with concrete forms of solidarity would increase their bargaining power.

They felt that this alliance between unions organising in Shoprite should embark on the following:

- Work towards a company council.
- Establish joint shop steward training workshops.
- Establish a reliable network for exchanging information on conditions of workers in different countries and on union strategies.
- Produce a newsletter.
- Develop joint educational material.

## KEY ISSUES AND RECOMMENDATIONS

This section highlights issues that were raised both in the questionnaire and in the workshops and makes recommendations on how these issues can be taken up. The recommendations focus on what can be done given the basis already established through the research and the workshops, and can be acted upon by the participating unions and the established committee of the alliance.

The first issue is one that was quite controversial and needed discussion to reach a consensus in the workshop. This was the issue of who was to be represented at the alliance meeting – Shoprite shop stewards or union officials? The decision was that it should be shop stewards. The decision was made on the basis that the alliance should be worker-led to ensure it is based on concrete demands of workers at Shoprite. Concerns were raised that shop stewards are not permanent and that this may result in breakdown of communications between the unions. However, it was resolved that these shop stewards should be union based, report to the union and where unions are able to finance an official to attend alliance meetings, this will be welcomed.

This discussion brought to the fore different traditions of unions in various countries and especially the role workers play in the union. That it was resolved in favour of shop-floor representation is a unique outcome for trade union collaboration on the continent. While previous engagements on this shop-floor level have been once off, here long term collaboration is directed by shop stewards and even coordinated by a committee of shop stewards from different countries.

This dynamic outcome requires some attention to the challenges that come along with it. Shop stewards are employed for long hours and have less time to coordinate. They also lack access to computers for regular email communication. Then there is a high possibility that they are sometimes less informed about the broader socioeconomic and political environment outside the company they work at. These are challenges of worker empowerment in the union that can only strengthen the union if addressed.

A network of people with contact details now exists. However, forms of communication and regularity of communication should be planned – text messages to mobile phones, email accounts set up and used and union resources to assist with coordination functions of the committee and alliance should be made available.

A second issue raised in the October workshop was about how to access company resources for organising, for example, getting the company to agree to full-time shop stewards in various countries, to framework agreements and the establishment of a company council. Full-time shop stewards are currently only operational in South Africa. A presentation and discussion on this revealed that it is as important to take up wages and conditions of workers as it is to get the company to commit itself to social dialogue and ensure that workers are able to organise and represent their interests. For the

company to pay an elected full-time shop steward would go a long way in showing this commitment and ensure that workers are represented by “one of their own”. For the company to agree to a company council across borders would also indicate this preparedness to consult and work with those it employs while giving workers the space to formulate unifying policies and practices they would like to see the company adopt.

Talks should begin with the company on full-time shop stewards in other countries and on a company council sooner rather than later. Unions should place this on the agendas of meetings with the company.

A third issue is on collective bargaining support. Whether big or small with a long or short history of organising at Shoprite, every union raised this as essential. There are a number of activities that need planning for: training, exchanges, information, and solidarity action.

Plans need to be drawn up by the next meeting of the coordinating committee of the alliance and circulated. It will be useful if the committee could be assisted with this to ensure that it is realistic and realisable.

A fourth issue is that many unions organising at Shoprite are not UNI affiliates. (See Appendix 13.) They do not have positions on affiliation and need to be encouraged. This will help unions in the same country to work together as well as build international links. Unions noted in questionnaires that collaboration with other unions in their country was weak or non-existent. (See Appendix 12). Through affiliation and active participation of affiliates UNI will be in stronger position to build international solidarity.

UNI to send relevant information to all the unions not yet affiliated about UNI, affiliation criteria and process for application. This should be monitored on a quarterly basis.

A fifth issue is the development of a resource base for the alliance. This can be done by the unions in collaboration with the various labour support organisations.

The alliance committee should collect bargaining agreements with Shoprite of all the unions. These can be shared and analysed so as to develop common conditions and standards of employment.

UNI should write to various organisations and institutions that can assist with the following:

- Shoprite information – annual reports and newspaper articles and other Shoprite research.
- Creating a resource pack on framework agreements and developing campaigns on MNCs.

## CONCLUSION

This report was written to provide the Shoprite shop steward alliance with information on the unions in Africa organising at Shoprite. It is a first step and its purpose has been accomplished in so far as it provides a general overview

of the unions concerned, their preparedness to work together, the main demands of workers, their perceptions about the company and their expectations of the establishment of an alliance between the unions.

Having established a coordinating committee of the shop steward alliance at the workshop held in October, the next step is for the committee to develop a plan of action based on the key issues that emerged and that are also highlighted in this report.

To ensure that the alliance can engage Shoprite on a strategic level it is important for the unions to have a more detailed overview of the company itself – what some in the labour movement call strategic research - because it helps to build a united strategy among the unions. The research should provide the shop steward alliance with an analysis of ownership and control, the form of corporate governance, the company finances, its specific operations and specific geographical spread, its suppliers and consumers and how the company is located within the retail sector. It is important that the unions have this analysis to ground the alliance in preparation for changing the company in a manner that incorporates workers' voices and is to their direct benefit. With this analysis the unions will also be more confident to form broader alliances with civil society to put further pressure on the company to conform to the international campaign for decent work for decent life.

## APPENDIX 4: Questionnaire

### BACKGROUND

A workshop was organised on the 30-31 March 2007 by the Fredrich Ebert Stiftung (FES) with United Network International (UNI) Africa on trade union responses to multinationals. In addition to FES and UNI Africa affiliates, a number of African labour-based NGOs were present. The workshop reviewed work done on multinationals by the various organisations present and came up with a plan to conduct a small research project on the unions organising at Shoprite in various African countries. The motivation for the research was to provide practical and useful information to the Shoprite Alliance, which was formed by UNI in 2006, so that the alliance can discuss how to develop a programme for engaging Shoprite on the continent.

FES asked the Labour Research Service (LRS) to develop a questionnaire for this initial research, and for the various organisations present to comment and add before it was administered.

Below is the research process that was agreed to and the questionnaire itself.

### PROCESS

This questionnaire was drafted by Saliem Patel from the LRS. However, it will be administered and completed by FES offices and the UNI affiliate organising at Shoprite in various African countries.

Gerd Botterweck will distribute the questionnaire to various FES offices in Africa together with an overview of the project.

The FES will appoint a staff member in each country to work on this questionnaire with the UNI affiliate.

The FES staff member will contact the General Secretary of the UNI affiliate in the country to clarify purpose of the project and to ask for a trade union official/member with whom to liaise and who would facilitate the completion of the questionnaire with a shop steward at Shoprite.

The FES representative and the union appointed person will first go through the questionnaire to clarify the questions and the data required.

The trade union appointee will complete the questionnaire and gather the required information with a Shoprite shop steward and submit it to FES office in the country.

FES staff will check and then clarify responses, data and attached documentation with the appointed union person if necessary.

FES staff will then send the completed questionnaire and accompanying documentation to Gerd Botterweck (Resident Director, FES, Zambia Office)

Saliem Patel (LRS) will analyse the questionnaires, collate the information and provide a synthesis report to FES and UNI for comments.

The report should be ready by the 5 August to inform the Shoprite Alliance meeting in that month.

Suggested Countries that this project will cover:

**South Africa** is the home country of Shoprite and where most of its operations are.

Countries with over four Shoprite stores:

**Zambia** (18), **Namibia** (11), **Madagascar** (7), **Tanzania** (5), **Mozambique** (4)  
(In Zambia Shoprite has, in addition to the shops, fast food outlets trading as Hungry Lion.)

**Botswana** (3), **Lesotho** (3), **Swaziland** (2) and **Angola** (1) have fewer Shoprite stores but have quite a few other operations that fall under the Shoprite group so should be included as well.

**Ghana** has 2 Usave outlets, **Nigeria** has 1 Shoprite store and **Uganda** has 2 Shoprite stores. It would be useful to do these countries as these are potential growth points for Shoprite.

Total of 13 countries (including South Africa)

Contact Details:

Gerd Botterweck  
Resident Director  
Friedrich-Ebert-Stiftung  
Zambia Office  
Tel. +260 1 295615/6  
Fax: +260 1 293557

Saliem Patel  
Labour Research Service  
7 Community House,  
41 Salt River Road,  
Salt River,  
7925,  
South Africa

Tel: +27214471677  
Fax: +27214479244  
Mobile: +27825385047

Shoprite in different African countries?



**COUNTRY:**

**Name of FES Staff Member working on this project:**

**Address:**

**Telephone:**

**Work:**

**Mobile:**

**Name of Trade Unionist working on this project:**

**Name of Trade Union**

**Address:**

**Telephone:**

**Work:**

**Mobile:**

Which unions organise in the Shoprite Group in your country?

Name of Union's involved in bargaining	UNI Member (Y/N)	Contact Details
		General Secretary: Address: Telephone:
		General Secretary: Address: Telephone:
		General Secretary: Address: Telephone:

If there is more than one union organising in the Shoprite Group, are all recognised by the Shoprite management?  
(Please provide copies of recognition agreements if available.)

Unions with a recognition agreement	Unions with no recognition from Shoprite
-------------------------------------	--

If there is more than one union, which ones participate in collective bargaining?

Unions That Take Part In Collective Bargaining	Unions That Do Not Take Part In Collective Bargaining
--	---

Please provide latest collective bargaining agreements.]

If there is more than one union organising in the Shoprite Group do the unions

YES  NO

Which unions organise in the Shoprite Group in your country?

Name of Union's involved in bargaining	UNI Member (Y/N)	Contact Details
		General Secretary: Address: Telephone:
		General Secretary: Address: Telephone:
		General Secretary: Address: Telephone:

If there is more than one union organising in the Shoprite Group, are all recognized by the Shoprite management?  
(Please provide copies of recognition agreements if available.)

Unions with a recognition agreement	Unions with no recognition from Shoprite
-------------------------------------	--

If there is more than one union, which ones participate in collective bargaining?

Unions That Take Part In Collective Bargaining	Unions That Do Not Take Part In Collective Bargaining
--	---

(Please provide latest collective bargaining agreements.)

If there is more than one union organising in the Shoprite Group do the unions cooperate?  YES  NO

If yes, how do you describe the level of cooperation?

No Cooperation	Weak	Effective
----------------	------	-----------

If yes, which unions cooperate with each other during collective bargaining with Shoprite?

On what other issues do unions cooperate? (Provide examples.)

Do casual and temporary workers have different grievances from full-time workers? (Give examples of specific grievance of casual and temporary workers.)

Do workers experience any discrimination from Shoprite when joining the trade union? (If yes, give examples.)

Do workers experience any intimidation from Shoprite when joining the trade union? (If yes, give examples.)

What is the minimum wage for a full-time worker at Shoprite? (Please state if this is weekly or monthly.)

How does this compare with other retail stores in the country?

Worse	Same	Better	Much Better
-------	------	--------	-------------

What is the minimum hourly wage rate of a casual worker at Shoprite?

How does this compare with other retail stores in the country?

Worse	Same	Better	Much Better
-------	------	--------	-------------

Does the company allow union representatives to meet with workers and shop stewards on the company premises? (If no, give examples where union representatives were refused the opportunity to meet.)

Does the company restrict entry to certain sections of the business premises to union representatives? (If yes give examples where union representatives are denied entry.)

What operations of the Shoprite Group does the union organise in (eg. Shoprite, Checkers, Ujala, Hungry Lion, Furniture City, OK Furniture, OK Food, House and Home, Megacore, etc.)

What are the main grievances of workers at Shoprite identified by the workers and union?

(Wages, working hours, fear of retrenchment, short-term employment contracts, casualisation, organisational rights, health and safety issues, management style, etc.)

Please give a maximum of three in order of the most important.

- 1.
- 2.
- 3.

On average, how many hours a week do full time workers work at Shoprite?

On average, how many hours a week do casual workers work Shoprite?

How do you compare the working hours at Shoprite with other retail stores in the country?

Fewer hours	Same	More hours	Much more hours
-------------	------	------------	-----------------

Do workers receive any training through Shoprite? If yes, please describe the nature and duration of training.

Is training

Inadequate	Adequate	Good
------------	----------	------

How do you compare the working conditions in Shoprite with what is stipulated by law (acts governing labour relations)?

Worse	Same	Better	Much better
-------	------	--------	-------------

What is your opinion of the management style at Shoprite? (Tick the box in either the right or left column - if not sure then don't tick.)

1	Involves Shop Stewards in decision making	Decisions are made unilaterally by management
2	Workers are consulted about operational changes by management	Workers are only instructed to carry out changes by management
3	Supervision is constructive	Supervision is oppressive
4	Workers are appreciated as contributors to the Shoprite	Workers are seen as a cost to the Shoprite
5	Workers are treated with respect	Workers are treated in a disrespectful manner
6	Management is not racist	Management is racist
7	Management is not sexist	Management is sexist

Have there been strikes by workers at Shoprite in the past three years? (If yes, provide the dates and duration.)

Date and Duration Strike	What Was The Major Issue/s	Number of workers involved	How was it resolved? (e.g. did workers succeed, fail, or did they reach a compromise?)

Were there any other forms of activities, protests or industrial actions by workers at Shoprite (e.g., pickets, go-slows, stayaways, media highlighting workers' issues, etc)? Provide details of this and state what the issue that sparked it was and also how successful it was.

What was the reaction of Shoprite management to the strikes or other forms of actions? (e.g. did they threaten workers with dismissal, did they respect the right of workers to strike, did they victimise strikers, did they try to divide the workers - please give examples.)

Did government ever intervene in a dispute between unions/workers and Shoprite?

Was government's intervention positive or negative for the union/workers? (Explain what the issue was and how government intervened.)

List the most important challenges that the union has identified at Shoprite? (e.g. increasing the number of members; gaining recognition agreement from the company; improving collective bargaining with the company; training shop stewards, etc.)

What do you think will be the benefits for your union?

Do you have any recommendation for organising workers in Shoprite?

Briefly state what the union is doing presently to meet these key challenges

Do you have any recommendations about how to build solidarity between workers in Shoprite in different African countries?

Has your union heard of the UNI Africa Shoprite Alliance?

Would your union be prepared to work with unions in other African countries that organise at Shoprite?

If yes, what do you think the main focus issues should be?

If the union would like to participate in the UNI Africa Shoprite Alliance, provide details of the person in the union that would be the contact person:

Name:		
Position in Union		
Position in Shoprite		
Telephone contact numbers: (+ country code, area code, number)		
Work:	Home:	Mobile:
Email:		

## APPENDIX 5: Unions Present at the October 2007 Workshop

Country	Abbr.	First Name	Surname	Position in Union	Position in Shoprite
Botswana	BWFRWU	Ignatius	MOKHUCHEDI	Chairperson	
Botswana	BWFRWU	Linda O.	SEGWAI	Shops Steward and Cahir of Shop Steward Committee	Creditors Clerk
Ghana	UNICOF	Edward Lincoln	ADDO	Head of Industrial Relations	
Ghana	UNICOF	Samuel	GYAMFI	Interim Cahirman of Shoprite Shopsteward	Scanning Controller
Lesotho	NURAW	Ntsoaki	MABITILE	Shop Steward	Non Food Controller
Lesotho	NURAW	Mathabang	NKETISE	Branch Secretary, Gender Coordinator, National HIV/AIDS Coordinator	
Madagascar	FI SE MA	Jose Bertin	RANDRIANASOLO	General Secretary	
Madagascar	FI SE MA	Christian Rivo	RAVELOSON	Member	Meat Market Controller
Malawi	CIAWU	Mary	Dzinyemba	General Secretary	
Malawi	CIAWU	Maria	KANYENDA	Vice Secretary	Computer Operator
Mauritius	CAFTEU	Greetanand	BEELATOO	General Secretary	
Mozambique	SINECOSSE	Luis	DA COSTA PEREIRA	Legal Advisor and Negotiator	
Mozambique	SINECOSSE	Nocitina Castro	ZANDAMELA	Member of Shoprite Committee	Merchandise Contoller
South Africa	SACCAWU	Cynthia	JOYCE	Provincial Chairperson/NNT member/ Cosatu Provincial Treasurer	Planning Clerk (DC)
South Africa	SACCAWU	Stephinah Refiloe	LEKALAKALA	Regional Treasurer/National Negotiating Team Member/CEC	Front-End Controller
South Africa	SACCAWU	Lisema	LEKHOOENA	International Relations Officer	
South Africa	SACCAWU	Lebogang	MASAKALE	Local Secretary/REC member/NNT member	Shelf Packer
South Africa	SACCAWU	Phineas	MOKATI	Local Chairperson/REC member/ Deputy National Chairperson	Grocery Controller
South Africa	SACCAWU	Solomon	RAUTSIANE	Regional Chairperson/ NNT member/ Deputy National Secretary	Receiving Clerk
South Africa	SACCAWU	Mike	TAU	National Chairperson/ REC/CEC/NEDCOM)	Admin Clerk
Tanzania	TUICO	Peles	JONATHAN	Assistant General Secretary	
Tanzania	TUICO	Asha	MATAULLA	Shopsteward and Chair of TUICO branch at Shoprite	Receiving Clerk
Uganda	UBTAWU	Samuel	BUHIGIRO	Organising and Education Secretary	
Zambia	NUCIAW	Simakando	LIMBANGU	Deputy Secretary of Finance	
Zambia	NUCIAW	Esau	MUGWAGWA	Shopsteward	Scanning Controller

### Abbreviations

BWFRWU	Botswana Wholesale, Furniture and Retail Workers Union
UNICOF	Union of Industry, Commerce and Finance Workers
NURAW	National Union of Retail and Allied Workers
FI SE MA	Confederation Generale Des Syndicats Des Travailleurs De Madagascar (Workers General Trade Union Federation of Madagascar)
CIAWU	Commercial, Industrial and Allied Workers Union
CAFTEU	Clerical, Administrative, Financial, Technical and Allied Workers Union
SINECOSSE	Sindicato Nacional Dos Empregados De Comercio Seguros E Servicos (National Commercial, Insurance and Service Workers Union)
SACCAWU	South African Commercial, Catering and Allied Workers Union
TUICO	Tanzania Union of Industrial and Commercial Workers
UBTAWU	Uganda Beverage, Tobacco and Allied Workers Union
NUCIAW	National Union of Commercial and Industrial Workers Union

## APPENDIX 6: Trade Union Rights and Collective Bargaining

Country	Union	Recognition Agreement	Bargains with Company	Company Resists Unionisation	Company Allows Distribution of Information	Allows Union To Meet Workers On Premises	Discrimination Against or Intimidation of Union Members
Botswana	BCGWU	YES	NO	NO	YES	YES	NO
Botswana	BWFRWU	YES	YES	NO	YES	YES	NO
Ghana	UNICOF	YES	YES	NO	YES	YES	NO
Lesotho	NURAW	NO	NO	NO	YES	YES	
Madagascar	FI SE MA	NOT NEEDED	YES	NO	YES	YES	NO
Malawi	CIAWU	NO	NO	YES	YES	YES	YES
Mauritius	CAFTEU	NO	YES	YES	NO	YES	NO
Mozambique	SINECOSSE	NO	YES	NO	NO	YES	YES
Namibia	NAFAU	YES	YES	YES	YES	YES	NO
Nigeria	NUSDE	NO	NO	YES	NO	NO	YES
South Africa	SACCAWU	YES	YES	NO	YES	YES	NO
Swaziland	CAWUSWA	NO	NO	YES	NO	NO	YES
Swaziland	SCAWU	NO	YES	NO	YES	YES	NO
Tanzania	TUICO	YES	YES	NO	YES	YES	NO
Uganda	UBTAWU	NO	YES	YES	NO	NO	YES
Zambia	NUCIW	YES	YES	YES	NO	YES	NO
Zimbabwe	CWUZ	NO	YES	NO	YES	YES	NO

## APPENDIX 7: Union Prioritisation of Workers Demands

Country	Union	First Priority	Second Priority	Third Priority
Botswana	BCGWU	Flexi time	Casualisation	No Employee Benefits
Botswana	BWFRWU	Wages	Short Term Employment	Health & Safety
Ghana	UNICOF	Wages	Fear of Retrenchment	Working Hours
Lesotho	NURAW	Wages	Casualisation	Health & Safety
Madagascar	FI SE MA	Refreshment must be restored	Transportation should be provided	
Malawi	CIAWU	Wages	Working Hours	Casualisation
Mauritius	CAFTEU	Short Term Employment	Working Hours	Contracts
Mozambique	SINECOSSE	Wages	Working Hours	Health & Safety
Namibia	NAFAU	Casualisation	Organisational Rights	Management Style
Nigeria	NUSDE	Wages	Working Hours	Organisational Rights
South Africa	SACCAWU	Wages	Working Hours	Casualisation
Swaziland	CAWUSWA	Casualisation	Wages	Management Style
Swaziland	SCAWU	Ill Treatment	Non Payment of Overtime	Non Implementation of Minimum Wage in CB Agreement
Tanzania	TUICO	Wages	Working Hours	Management Style
Uganda	UBTAWU	Organisational Rights	Short Term Employment	
Zambia	NUCIW	Wages	Working Hours	Management Style
Zimbabwe	CWUZ	Wages and Benefits	Health & Safety	Short Term Employment

## APPENDIX 8: Trade Union Comparison of Shoprite Wages, Working Hours, Training and Working Conditions

Country	Union	Compare Wages with Other Retail Stores	Compare Working Hours with Other Retail Stores	Quality of Training	Compare Working Conditions with Labour Law
Botswana	BCGWU	Same	Same		Same
Botswana	BWFRWU	Worse	Same	Good	Better
Ghana	UNICOF	Better	Fewer	Good	Better
Lesotho	NURAW	Worse	Same		Worse
Madagascar	FI SE MA		Same	Adequate	Same
Malawi	CIAWU	Better	More	Inadequate	Same
Mauritius	CAFTEU	Same	Same		Same
Mozambique	SINECOSSE	Worse	More	Inadequate	Worse
Namibia	NAFAU	Worse	Fewer		Worse
Nigeria	NUSDE				
South Africa	SACCAWU	Worse	Fewer	Inadequate	Worse
Swaziland	CAWUSWA	Better (FT) Worse (Cas)	Fewer	Inadequate	Worse
Swaziland	SCAWU	Worse (FT) Better (Cas)	More	Inadequate	Better
Tanzania	TUICO	Same	Same	Inadequate	Worse
Uganda	UBTAWU		More	Adequate	Worse
Zambia	NUCIW	Better (FT) Same (Cas)	Same	Inadequate	Better
Zimbabwe	CWUZ	Worse	Same	Inadequate	Same



## APPENDIX 9: Industrial Action and Company Responses

Country	Union	Duration of Strike	Major Issue	Number of Workers	Resolution
Botswana	BCGWU				
Botswana	BWFRWU				
Ghana	UNICOF				
Lesotho	NURAW				
Madagascar	FI SE MA				
Malawi	CIAWU	29 Oct - 8 Nov 2004 (10 days)	Salaries and conditions of service	280	reached a compromised on the issues
Mauritius	CAFTEU				
Mozambique	SINECOSSE	2005 (3 days)	Wages, Working Hours and Health & Safety	All (except management)	Compromise
Namibia	NAFAU				
Nigeria	NUSDE				
South Africa	SACCAWU	2003 & 2006	2003 - Better Conditions for Casuals. 2006 - Wages and Conditions of Employment	2003 - 30000 2006 - 35000	success and compromise
Swaziland	CAWUSWA				
Swaziland	SCAWU				
Tanzania	TUICO	2007 (February 3 days)	Recognition, Wages, Benefits	All workers	Settlement was favourable - on all three.
Uganda	UBTAWU				
Zambia	NUCIW	2003 (1.5 days); 2005 (2 days)	2003 Wages; 2005 Wages and Conditions of Employment	2003 - All unionised workers in Lusaka; 2005 - All unionised workers in urban areas	2003 - Negotiations were entered into as a result of strike; 2005 - Settlement happened under the Conciliation Board
Zimbabwe	CWUZ	8 - 12 Jan 2007 (5 days)	Salary and Benefits	60	reached a compromised on the issues

Country	Union	Company Responses to Strikes	Government Responses to Strikes	Responses to Other forms of Protest
Botswana	BCGWU			
Botswana	BWFRWU			Management Threatened to dismiss workers when they complained
Ghana	UNICOF			
Lesotho	NURAW			
Madagascar	FI SE MA			
Malawi	CIAWU	Threatened Dismissal	Government intervened on the side of union and dismissals were withdrawn	
Mauritius	CAFTEU			Go-slow - management tried to divide workers. Government intervened to resolve matter for workers
Mozambique	SINECOSSE	Threatened Dismissal	Intervened but did not get management to sign agreement	
Namibia	NAFAU			Union raised issue of casualisation and government intervened positively to get company to address issue.
Nigeria	NUSDE			
South Africa	SACCAWU	Dismissals, Threat to close stores, Police and Private Security to intimidate strikers	No Involment except for police providing security at the stores	
Swaziland	CAWUSWA			Picketing (transport and paid maternity leave) - Management responded negatively
Swaziland	SCAWU			Government positive response to a grievance
Tanzania	TUICO	Cooperation	No intervention	
Uganda	UBTAWU			
Zambia	NUCIW	Threatened Dismissal	Government intervened in mediation	During wage negotiations stay aways and had a media campaign
Zimbabwe	CWUZ	Threatened suspension (letters prepared before meeting with union reps)	No intervention	

## APPENDIX 10: Trade Union Perceptions of Management

Country	Union	Shopstewards Involved in Operational Decisions	Workers Consulted about Operational Changes	Supervision (Constructive or Oppressive)	Management's View of Workers (Contributors or Cost)	Management's Treatment of Workers (Respect or Disrespect)	Racist	Sexist
Botswana	BCGWU	NO	NO	Oppressive	COST	Disrespect	YES	YES
Botswana	BWFRWU	NO	NO	Oppressive	COST	Disrespect	NO	NO
Ghana	UNICOF	NO	NO	Constructive	COST	Respect		
Lesotho	NURAW	NO	NO	Oppressive	COST	Disrespect	NO	NO
Madagascar	FI SE MA	NO	NO	Constructive	CONTRIBUTORS	Respect	NO	NO
Malawi	CIAWU	NO	NO	Oppressive	COST	Disrespect	NO	YES
Mauritius	CAFTEU							
Mozambique	SINECOSSE	NO	NO	Oppressive	COST	Disrespect	YES	NO
Namibia	NAFAU	NO	NO	Oppressive	COST	Disrespect	NO	NO
Nigeria	NUSDE							
South Africa	SACCAWU	NO	NO	Oppressive	COST	Disrespect	YES	YES
Swaziland	CAWUSWA	NO	NO	Oppressive	COST	Disrespect	NO	NO
Swaziland	SCAWU	NO	NO	Oppressive	COST	Disrespect	NO	YES
Tanzania	TUICO	NO	YES	Oppressive	COST	Disrespect	NO	NO
Uganda	UBTAWU		YES	Constructive		Respect	NO	NO
Zambia	NUCIW	NO	NO	Oppressive	COST	Disrespect	NO	NO
Zimbabwe	CWUZ	NO	NO	Constructive	COST	Disrespect	NO	NO

## APPENDIX 11: Trade Union Identified Challenges at Shoprite and focus for continental Solidarity

Country	Union	Major Challenge	What is Union Doing	Prepared to work with other African unions in Shoprite	What should be the focus	How will it benefit your Union	Recommendations to build continental solidarity between workers in shoprite
Botswana	BCGWU			YES	(1) Organising Collective Bargaining	(1) Union becomes viable	(1) Networking
Botswana	BWFRWU	(1) Improve bargaining with Company	(1) Talking to management and staf to improve relationship	YES	(1) Improve Collective Bargaining (2) Leadership Training	(1) Information (2) Networking	(1) Need UNI assistance
Ghana	UNICOF	(1) Gaining recognition agreement (2) Improving collective Bargaining (3) Training shop stewards	(1) Organised meetings with workers to build leadership	YES	(1) Improving welfare of members	(1) Build union's image	(1) Cross border exchanges to shre experiences
Lesotho	NURAW	(1) Increase Membership	(1) Campaign to Recruit at Shoprite	YES	(1) Wages (2) Hours of Work (3) Casualisation	(1) Increase membership	(1) Exchange programmes for shopstewards (2) UNI affiliates support (3) Centralised Bargaining
Madagascar	FI SE MA	(1) Increase Membership	(1) Providing Information to Workers	YES	(1) Netwroking to share experiences (2) Building Solidarity	(1) Stregthen involvement in company (2) Gain Expearence of howto deal with Problems	(1) Communication and Networking
Malawi	CIAWU	(1) Casualisation		YES	(1) Casualisation (2) Hours of Work (3) Imporve management style	(1) More protection for workers (2)Network will increase stregnth in collective bargaining (3) Union capacity building	
Mauritius	CAFTEU	Everything	Started recruiting members and provision of training	YES	(1) Help with organising in MNCs like Jumbo (2) Training and assistance from NGOs	(1) Gain respect for the union	
Mozambique	SINECOSSE	(1) Increase Membership (2) Improve negotiation methods (3) training of Shop Stewards	(1) Recruitment	YES	(1) Training for Negotiations (2) Joint Activities on HIV/AIDS and Labour Legislation (3) Country Exchanges to share experience	(1) Increase membership (2) Improve union position in negotiations (3) improve conditions of memebers	(1) Information (2) Training (3) Communications
Namibia	NAFAU	(1) Increase membership (2) Improve collective bargaining (3) shop steward training	Attempting to get support from company for training and to allow for recruitment	YES	(1) Strategy to mobilise workers (2) Training (3) Information and communication network	(1) Service workers better	(1) Training (2) workshops that focus on solidarity
Nigeria	NUSDE	(1) Recognition Agreement	(1) Consulting relevant stakeholders	YES	(1) Networking (2) Organising Strategies to ensure unionisation	(1) Increase Revenue (2) Provide better serive to workers, (3) Increase membership	(1) Education targeted at workers (2) Company Summit (3) Networking
South Africa	SACCAWU	(1) Increase Membership (2) new recognition agreement	(1) Recruitment Drive (2) engage company on all issues of members	YES	(1) Build Regional Shop Steward Structures (2) Exchange and Share Information (3) Education and Training (4) Global Framework Agreement	Able to effectively challenge the mindset of management	(1) Joint Programmes (2) Establish Company council
Swaziland	CAWUSWA	(1) Gain Recognition Agreement (2) Casualisation (3) Discrimination	(1) Taking up issues with Department of Labour, CMAC, High Court	YES	(1) Casualisation	(1) Gaining international support	(1) Workshops for shopstewards to share experience and strategise

Country	Union	Major Challenge	What is Union Doing	Prepared to work with other African unions in Shoprite	What should be the focus	How will it benefit your Union	Recommendations to build continental solidarity between workers in shoprite
Swaziland	SCAWU	(1) Training Shop Stewards (2) Increase Membership (3) Improve Collective Bargaining	(1) Recruitment Campaigns	YES	(1) Organising (2) Collective Bargaining	(1) Gain Respect from Shoprite (2) Enhance Potential	(1) Networking for cooperation (2) Exchange Information and Agreements
Tanzania	TUICO	(1) Increase membership (2) Shop steward training (3) improve collective agreement (4) trade union education	(1) Preparation on improving collective agreement (2) funding proposal for training and education submitted (3) continuous organising	YES	(1) Exchange programmes (2) Training and Education (3) collective agreement (4) information exchange	(1) Improve service delivery (2) international solidarity (3) more informed on global issues	(1) exchange programmes (2) information sharing
Uganda	UBTAWU	(1) Gaining recognition agreement	(1) Identifying contact persons (2) organising workers (3) education of workers on their rights	YES	(1) Monitor relation between shoprite and unions in various countries (2) establish common operational standards (3) build coalition for lobbying (4) organising unorganised workers	(1) Secure recognition agreement (2) gain from organising experience of others (3) being part of larger network	(1) Information for members by unions in different countries
Zambia	NUCIW	(1) Permanent Employment (2) Collective Bargaining (3) Management Practices	(1) Negotiate conditions of employment of Casuals (2) Changed approach to collective bargaining (3) Promote better industrial relations	YES	(1) Harmonisation of Conditions of Employment (2) Exchange of information, experiences and knowledge through meetings, publications and seminars to build regional network	(1) Improve Collective Bargaining around wages, conditions of employment and management practices	(1) Regional Conferences and Meetings (2) Publication of Regional Newsletter (3) Build Network
Zimbabwe	CWUZ	(1) Increase members (2) Training shop stewards	(1) Mobilising workers to participate in union activities	YES	(1) Working conditions and benefits (2) HIV and AIDS (3) Health and Safety	(1) Recognition (2) Increase and maintain membership	

## APPENDIX 12: Trade Union Co-operation Nationally

Country	Union with most members	Union with 2nd highest membership	Union with 3rd highest membership	Do Unions Cooperate in Bargaining	Level of Cooperation
Botswana	BWFRWU	BCGWU		NO	Non
Lesotho	NURAW	LUCCAWU		NO	Non
Madagascar	FI SE MA	Sekrima		YES	Weak
Namibia	NAFAU	NWRWU		NO	
Swaziland	CAWUSWA	SCAWU	ACCIWU	NO	Non

## APPENDIX 13: Affiliated and Unaffiliated Unions of UNI

Country	UNI Member	Non UNI Member
Angola		
Botswana	BCGWU	BWFRWU
Ghana		UNICOF
Lesotho	NURAW	
Madagascar		FI SE MA
Malawi	CIAWU	
Mauritius	CAFTEU	
Mozambique	SINECOSSE	
Namibia	NAFAU	
Nigeria	NUSDE	
South Africa	SACCAWU	
Swaziland	SCAWU	CAWUSWA
Tanzania	TUICO	
Uganda		UBTAWU
Zambia	NUCIW	
Zimbabwe	CWUZ	

## Acknowledgements:

This research was possible due to the strong motivation of the United Network International (UNI), a global union that organises in the service sector. The South African Catering, Commercial and Allied Workers Union (SACCAWU) played a leading role to bring together the relevant unions on the continent and the Friedrich Ebert Stiftung (FES) assisted with financial support as well as with logistical support through its numerous offices and staff on the continent. The report hopefully reflects this energetic collaboration and comradely spirit between all these organisations.

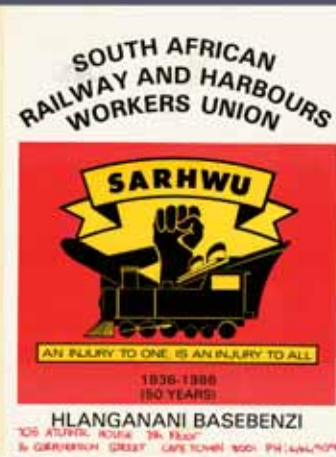
With the support of UNI and FES





# LRS

LABOUR RESEARCH SERVICE



Labour Research Service  
 PO Box 376, Woodstock, 7915, South Africa  
 Telephone: +27 (0)21 447 1677  
 Facsimile: +27 (0)21 447 9244  
 Email: [lrs@lrs.org.za](mailto:lrs@lrs.org.za)  
 Web: [www.lrs.org.za](http://www.lrs.org.za)