

ORGANISING STREET VENDORS IN LIBERIA

WORKSHOP REPORT

Monrovia, 16-18 May, 2011

*National Petty Union of Liberia (NAPETUL)
Liberia Labour Congress
Ghana Trades Union Congress
StreetNet International*

Organised and Facilitated by
Women in Informal Employment: Globalizing & Organizing (WIEGO)



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WORKSHOP PARTICIPANTS

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NAPETUL

Comfort Doryen, Chair
Delux Fahnbulleh, General Secretary
Helen Walker, Treasurer
Sayon Tweh
Charles Konnah
Prince Walker
Fidelis Mo
Hezekiah Kpogba
Theresa Nyepan
Nelson Kpeh
Cecelia Teah
Dauda Kamara
Onesmus Garmondeh
Emmanuel Kai
Roseline Maranna
Alphanso Bunder
David Pater
Kelvin Mansary
Constance Williams
Barpae Botenneh

(seven women, fourteen men)

Liberian Labor Congress

Anthony Taweh, International Director
J.Nyemah Natt, Vice-President

Ghana TUC

Togbe Adom Drayi, Head of Organisation
Department
Rose Kwei, Informal Economy Desk Officer

StreetNet International

Sibailly Douhoure, Organiser, Asia, West and
Central Africa

WIEGO

Dave Spooner (Facilitator), Organisation &
Representation Programme Consultant

Others attending parts of the programme:

Elita Manning, President, Liberia Labor Congress
Sei W. Gahn, Assistant Minister of Commerce & Industry
Julius Y. Saye Keh-nel, Division of MSME, Ministry of Commerce & Industry

Introduction

In 2009, Women in Informal Employment: Globalizing and Organizing (WIEGO) was approached by *Realizing Rights*¹ as a potential partner to develop work in Liberia. WIEGO subsequently worked with Realizing Rights in delivering workshops in Liberia during July and October 2009. The initial focus was around waste-picking and waste collection in Monrovia.

By 2010, the emphasis had shifted to the problems facing the many street vendors and informal traders in the city, and the need to assist and encourage dialogue between the vendors, the city authorities, national government, and other stakeholders. This included support from Realizing Rights for the development of the National Petty Union of Liberia (NAPETUL), and the organisation of a one-day workshop, *Taking Stock: Decent Work Opportunities for Women and Men in the Informal Economy*, in October 2010. The workshop, with the participation of WIEGO, was moderated by Mary Robinson, and attended by a wide range of stakeholders, including the Mayor of Monrovia, Government Ministers, officials of UN agencies and development NGOs, and representatives of NAPETUL. The workshop was convened against a backdrop of continuing harassment of street vendors in Monrovia by police and city officials, and the failure to establish an agreed framework and procedures for consultation, negotiation and conflict resolution.

One of the most important conclusions of the workshop and other meetings held immediately thereafter was the urgent need to help NAPETUL develop its sustainability, the capacity to be more effective in organising and democratically representing Liberian vendors and traders and, in so doing, opportunities for constructive dialogue and negotiation with the authorities. As Realising Rights was closing operations in December 2010, WIEGO agreed to explore the means of (non-financial) continuing support to NAPETUL, in both the short and long-term.

It was evident that most sustainable and appropriate means to do this was to be through developing a strong partnership between NAPETUL, the Liberia Labour Congress (LLC), the Ghana TUC (who have good relationships with LLC and considerable experience of supporting the development of informal workers' organisations in Ghana), and StreetNet International (who had already been in discussion with LLC and others in Liberia).

WIEGO therefore agreed to organise a workshop specifically for NAPETUL with two closely related aims: to strengthen the organising capacity of NAPETUL, and to explore the potential for a longer-term partnership between NAPETUL, LLC, Ghana TUC (and Ghana StreetNet), and StreetNet International. This is the report of that workshop, held in Monrovia in May 2011.

WIEGO is very grateful to Heather Grady and the Rockefeller Foundation for their generous financial support, without which the workshop would not have been possible.

Dave Spooner, WIEGO Organisation & Representation Programme Consultant

¹ Realizing Rights was an organisation founded in 2002 by Mary Robinson, former President of Ireland and former United Nations High Commissioner for Human Rights. Its mission was to put human rights standards at the heart of global governance and policy-making and to ensure that the needs of the poorest and most vulnerable are addressed on the global stage. Realizing Rights worked with a range of partners on diverse projects and initiatives, including activities in support of decent work in partnership with WIEGO, the ILO, and the Ghana TUC. The organisation ceased operation in December 2010.

Sunday 15 May – Preparatory Meeting

A meeting was convened prior to the workshop opening to enable the representatives of the partner organisations participating in the workshop to introduce themselves, discuss the workshop objectives and the draft programme, and agree practical arrangements.

Those present included: Comfort Doryen (NAPETUL Chair), Helen Walker (NAPETUL Treasurer), Elita Manning (LLC President), John Nutt (LLC Vice-President - Administration), Anthony Taweh (LLC International Officer), Togbe Adom Drayi (Ghana TUC Head of Organisation Department), Rose Kwei (Ghana TUC Informal Economy Desk Officer), Sibailly Douhoure (StreetNet International Organiser, Asia, West and Central Africa), Dave Spooner (WIEGO).

Moses Barwrór, who had represented LLC in discussions about the proposed plans for support to NAPETUL during the meetings with Dave Spooner in Monrovia in October 2010, and in subsequent correspondence planning the workshop, did not attend.

Elita Manning informed us that that Moses was no longer President-General of the LLC. LLC had received funds from the Liberian government and a Swedish donor, and there were a number of questions on how it was used, and where it was spent, leading to the EC establishing an investigation. The results of the investigation led to an Extraordinary LLC Convention on 28 March, which expelled Moses. This helps to explain the poor communications with LLC prior to the workshop.

The meeting discussed and agreed an outline programme for the workshop, noting the importance of maintaining an open, honest and informal atmosphere, maximum participation and exchange of experiences from all participants, and programme flexibility to enable exploration of issues as and when they arise.



In outline, it was agreed to spend Monday concentrating on everyone's expectations for the workshop, introductions to the organisations represented, the 'story' of NAPETUL before and since its formation, and then an exploration of the priority issues and main bargaining counterparts faced by NAPETUL members (and potential members). Tuesday was to discuss NAPETUL's internal organisation – democratic structures, constitution, role of elected representatives, finance and sustainability issues etc. The final day was set aside for discussion of the main action points for the future – both internal for NAPETUL and for the development of the partnership with LLC, GTUC and StreetNet.

Monday 16 May - Workshop

Welcome & Introductions

The opening session of the workshop was addressed by Mr Sei W. Gahn, the Assistant Minister of Industry responsible for micro-enterprise development policy, who extended a welcome, and explained the government's preparedness to work with micro-traders and informal economy workers. He briefly described the government's 'micro, small and medium-sized enterprises' policy, and how they wished to assist with skills development, access to markets and access to capital. He stressed that the Liberian Government wishes to create the enabling environment for small business as an essential contribution to the rebuilding of the Liberian economy.

There were also welcoming remarks from Elita Manning, President of LLC.

Workshop expectations

Each NAPETUL participant was asked to introduce themselves and describe briefly their hopes and expectations for the workshop. Common responses included:

- How the leadership can deal more effectively with the problems faced by street vendors
- How to improve NAPETUL by learning more about trade unionism
- How to work more effectively with local government
- How to recruit more members
- How to build good relations with Liberia Labor Congress
- How to work with Ghana TUC, StreetNet International, and other international organisations
- How the leadership of NAPETUL can contribute to development
- How to develop ongoing education work for NAPETUL leaders and members
- How to realise the democratic ideals and principles of NAPETUL
- How to improve understanding of the global shift from formal to informal work, and its implications for the Liberian economy
- How to bring the authorities to account through the development of unity between informal and formal economy workers
- How NAPETUL can affiliate to StreetNet International



Introduction to StreetNet International

Sibailly Douhoure introduced StreetNet International, outlining its objectives, membership application process, the benefits of membership, internal structures, membership, and policies. He emphasised StreetNet's political independence, class and gender policies, need for financial self-sufficiency, opposition to xenophobia, child labour, harassment by authorities, and privatisation of markets, and promotion of the 'social solidarity economy'.

Sibailly's presentation led to a very animated discussion on StreetNet's policy of 50% women's representation and participation in events, and in particular whether women could afford to leave their workplace to attend meetings. It was argued that payment of a modest attendance allowance would enable women to avoid loss of earnings. Rose Kwei described their experience in Ghana, how important it was that women should participate voluntarily, and therefore the need to organise meetings around dates and times when women find it easier to attend.

Introduction to Ghana TUC

Adom Drayi described how the Ghana TUC was formed in 1945 with a membership of six million workers. Today it has only 350,000. He explained how Ghana TUC realised the importance of uniting informal and formal economy workers. Ghana TUC currently has eighteen affiliated industrial unions (eight of which now include informal workers), and seven associate members: organisations of informal workers. Their informal economy desk facilitates organisation. Where there is no existing union able to organise the informal workers, then their associations are encouraged to join as associate members (e.g. Makola Market Union, the Ghana National Tomato Traders & Transporters Association).

This was made possible by new policies adopted by Ghana TUC in 2000, which established an informal economy desk and appointed a focal person responsible for its development. It was recognised that they needed to rethink strategy in the light of a decline in membership after the impact of the IMF's Structural Adjustment Programme in the 1980s, and the need to recruit a new generation of workers.

It was also recognition of the urgent need to address the problems faced by informal economy workers: long working hours and no rest time, irregular and low income, no forms of social protection, no rights to participation in decision-making processes, no access to credit etc.

Ghana TUC's response has included:

- Research on working conditions and labour standards in the informal economy
- Capacity-building, leadership and "democracy training" for informal economy workers' leaders
- Communications, marketing, bookkeeping and entrepreneurial skills training for informal workers
- Pre-negotiation policy and advocacy work with city and national government authorities
- Advocacy of programme for access to credit for informal economy operators
- Bargaining for the establishment of the Ghana National Health Insurance Scheme and a new pension and savings scheme for informal workers in 2008.
- Advocacy for a Decent Work Country Programme in Ghana that includes fundamental workers' rights, social protection, mechanisms for social dialogue, more jobs and improved incomes.

Adom described how the government is more likely to listen to informal economy workers when organised through the Ghana TUC, using the example of how work with the ILO facilitated meetings

with the Ministry of Labour on national policies on the informal economy. More specifically, he described how the Accra Metropolitan Assembly unilaterally banned street hawking in the city, leading to a very tense situation. Ghana TUC intervention was able to persuade the authorities to rescind the decision, pending the identification of alternative livelihoods for hawkers.

Ghana TUC played a very active role in the creation of the Ghana StreetNet Alliance in 2003, bringing together nineteen associations representing 5,000 members, which has done much to improve negotiations with the authorities, raise awareness over informal economy workers' rights etc.

Nevertheless, Ghana TUC faces several major constraints. The effective organisation of informal workers requires well-trained organisers who understand informal economy dynamics as well as trade union principles. It is also sometimes difficult to gain the willingness of some affiliated unions to recognise the importance of working with informal economy operators. Most importantly, to recognise that men and women's concerns are not the same, and there is a need to focus on the role of women. It is essential that women workers represent themselves.

The Ghana TUC presentation provoked considerable discussion. NAPETUL participants understood how Ghana TUC is able to ensure that authorities respect and negotiates with street vendors, but pointed out that there is no evidence of the Liberia Labor Congress having such influence – it has apparently a very low public or media profile, and shows no sign of being effective in advocacy to the Liberian government. Antony Taweh (LLC) explained that the LLC has major challenges like everyone else in Liberia, and has yet to be focused on the question of informal workers. He explained that, unlike the Ghana TUC, the LLC is a very new organisation, and still in a period of post-war recovery and transition from the merger between the Liberia Federation of Labour Unions and the Congress of National Trade Unions of Liberia. By building unity between the informal and formal workers' unions and associations, it was possible to strengthen bargaining power of everyone.

There was also discussion, and some confusion, on whether informal traders were workers, micro-employers (or potential employers) or both, and whether it was appropriate to join trade unions, employers associations or both? This led to discussion about national and international tripartite structures, relations between workers' representatives, employers' representatives and governments, and the specific role that national union centres have in representing workers in tripartite bodies, including the ILO.

The NAPETUL Story

Comfort Doryen and others from NAPETUL explained some of the story behind NAPETUL. During the 1980s, there was a growth in street vending in response to growing unemployment, despite prohibitive laws. After the war many refugees returned to Liberia, having gained street vending experience in other countries. By the mid-1990s, all the central streets were occupied by traders. There was no overall representative organisation, but every street had some form of association. In 1997, the authorities started to confiscate goods to discourage vendors, but to no avail – it was a question of survival for the vendors – they had no choice.

In 2005 the government attempted to ban street vending – leading to demonstrations and arrests, but there was no unified movement. Vendors were organised in separate street-based associations. In 2006, the government changed policy – confiscated goods were no longer employed, but were returned after payment of fines. This marked the start of an organising process to create a unified movement. The first meeting was held in 2008, with representatives attending from each street association. This led to the creation of the Small Business Alliance (assisted with Ministry of Labor advice). The Petty Traders Association and the Small Business Alliance then merged to form NAPETUL in 2009. This process was assisted by Realizing Rights – who helped train leaders on negotiations with government and provided modest financial support to rent their office and meeting space.

Vendors joined NAPETUL and paid membership fees primarily on the basis of the need for protection from ongoing police harassment. Membership cards were thought to be able to provide legitimacy and security. Yet the Monrovia Mayor’s office refused to recognise the organisation, accusing the union’s leaders of being criminals. The President’s office proposed that the City and NAPETUL form a committee to establish a memorandum of understanding, and to draw up guidelines for street vending. The Mayor refused to attend, and there is still no established procedure or structure for dialogue and negotiation between the city and the street vendors.



It is clear that the President’s office is relatively supportive – at least to find the means of achieving peaceful dialogue between the vendors and the city authorities – but the Mayor remains resolutely against giving NAPETUL any form of recognition as legitimate representatives of the vendors. The political relationship between the President and the Mayor is evidently not sufficiently strong enough to find a solution.

It was evident from the discussion that there was considerable confusion about the nature of NAPETUL membership, and the status of membership cards. NAPETUL has been trying to establish itself as the representative organisation of vendors for negotiations and bargaining with the City, yet it also collects money from the vendors to undertake street cleaning – in effect, on behalf of the City. From the perspective of the vendors themselves, is it clear what they are paying for when handing over membership fees? This was to become a significant area of discussion later in the workshop.

Key Issues facing Street Vendors in Monrovia

The NAPETUL participants undertook a group exercise to identify the six most important issues facing the street vendors at present. The exercise was an attempt to separate out the issues that face the vendors themselves, rather than the internal issues facing NAPETUL as an organisation. The key issues that emerged from group presentations and subsequent collation into an agreed set of issues included:

- Police Harassment (overwhelmingly the most important)
- Respect and recognition from the authorities

- Access to credit
- Access to good space for vending (a decent working environment)
- On-site warehousing facilities
- Business skills development
- Access to education for vendors' children

This was followed by a discussion on what the vendors themselves would see as the key benefit from joining NAPETUL – which is clearly and most obviously for NAPETUL to successfully lead a campaign against police harassment. In other words, successful organisation by NAPETUL must start with the key issue(s), and organising the vendors around that issue, rather than attempting to recruit members on the basis that NAPETUL is a good idea for its own sake.

Strategic Campaign Organising – Police Harassment

The discussions on issues and priorities was followed by an exercise to begin thinking around how to organise an effective campaign to end police harassment. Firstly, it required identification of potential allies who could be helpful in shifting government and (more importantly) municipal attitudes and policies towards street vending, and thus ending police harassment on the streets. This led to a lively discussion on potential allies, including some in the media, development agencies and NGOs, church-based organisations, opposition political parties and MPs, 'traditional' leaders, and so on.



In turn, this led to a discussion on the elements required to mount a successful campaign – assuming that the issue will not be resolved in a few days, or through a sudden change of heart by the Mayor. Key elements were identified to be:

Good planning. Development of an agreed campaign strategy over a period of months, with activities staged at regular intervals.

Building support among the membership. It is essential that any campaign has the active support and participation of the street vendors themselves, and that they are fully involved in agreeing the campaign objectives, demands and methods. This requires a period of intense discussion and education, organised through street meetings etc.

Alliance building. Clearly stating the issues and grievances to a wide range of potential allies (see above), and gaining their support – perhaps publicly signing declarations, making statements to the media, formally writing to and meeting government representatives etc.

Actions. Organisation of a sequence of actions designed to draw attention to the lack of rights and respect experienced by street vendors, their importance in the development of Liberia's economy, and their demands for an end to police harassment. Actions do not necessarily need to be provocative or disruptive. They could include, for example, simply all street vendors wearing bright t-shirts emblazoned with 'end police harassment' while carrying out their business on the streets, fly-

posting hundreds of posters around the city, peacefully picketing high-profile events to be attended by the Mayor, as well as more obvious demonstrations etc.

Finance. Agree a realistic small budget for the campaign – the cost of materials, media campaign, street meetings etc, and raise the money directly from the membership (street collections?) – with clear and transparent explanation of how the money is to be used.

Media Contacts. Start immediately to build contacts with journalists and potentially supportive media. These need not necessarily be immediately around the issue of police harassment, but could be on a wide range of topics and subjects that could be newsworthy, and could begin to establish NAPETUL as the main representative organisation of street vendors (and other informal poor workers?) for comment, quotation and debate for news stories.

International Contacts. Begin work immediately with StreetNet International to develop contacts with street vendors' organisations in other countries, with the Liberia Labor Congress (and Ghana TUC) to develop support in the international trade union movement), and with WIEGO and other international NGOs to develop international contacts with opinion-formers, policy advisors etc. Do not underestimate the importance of small actions of solidarity from allies in other countries – letters to the Mayor, articles appearing in newsletters, web-sites etc.

Tuesday 17 May - Workshop

Ministry of Commerce & Industry – Opportunities for micro-traders

Julius Saye Keh-nel, working with the Division of Micro, Small and Medium-sized Enterprises at the Ministry of Commerce & Industry, was invited to say a few words on the opportunities for cooperation with NAPETUL. He outlined how there were plans for the government to set aside funds at the Central Bank for access to long-term loans at low interest for micro-traders. The government understands that lack of access to credit is a major obstacle for development of micro-enterprises. He recommended that NAPETUL writes to the Minister with a view to establishing a committee with a focus on the informal economy, looking at questions of taxation, working space for street vendors, access to credit etc. He urged NAPETUL to be patient, and to look for long-term development.

NAPETUL Structure & Constitution

Sibailly Douhoure introduced a discussion about the structure and constitution of NAPETUL. It was generally agreed that the present constitution is confusing, and over-elaborate. It was suggested that in the process of merger between the Petty Traders Association and the Small Business Alliance, elements from both constitutions had been amalgamated, but there were contradictory and overlapping elements of both now included, leading to very cumbersome and complicated structures.

It was agreed that there is an urgent need to revise the constitution to clarify the structure of street committees and branches, the role of Congress, a clear and simple governance structure between Congress meetings, a set of financial regulations and so on. There was substantial discussion on

various structural models that could be considered by NAPETUL, using examples from other unions in Liberia, Ghana, and affiliates of StreetNet International .

It was agreed that Ghana TUC, LLC and StreetNet International would provide NAPETUL with one or two examples of constitutions from comparable unions or associations to assist their discussions in drawing up a new constitution.

Membership & Recruitment Strategy

The workshop conducted a brief mapping exercise to discuss current membership and potential membership growth. Using a map of central Monrovia, NAPETUL participants indicated – street by street – where membership was strong, where there were good leaders in place, where there were many unorganised vendors, and where would be the potential for the development of street leaders and NAPETUL membership. This provided a basis for the development of a recruitment strategy – targeting key areas and streets, providing training and support for leaders and potential leaders, expanding in a systematic and targeted way, rather than attempting to grow haphazardly.

Membership and Membership Dues

The discussion on mapping and targeting potential recruitment for NAPETUL membership highlighted questions around the importance of regular payment and collection of union dues. In 2010-11, NAPETUL had 1,200 dues-paying members on its register. So far in 2011-12, only 35 members had paid, but it was still early in the financial year.

The question is confused by the collection of ‘cleaning fees’. One of the main areas of complaint by the City Council was that street vending created a lot of litter and waste, and they had demanded that NAPETUL takes responsibility for cleaning those streets used by vendors. NAPETUL therefore sells ‘tickets’ to the vendors for cleaning, and use the income generated to hire street cleaners to do the work.



There was considerable debate around this. StreetNet and Ghana TUC participants suggested that this put NAPETUL in a confusing situation, where it is in effect collecting a form of tax from vendors and providing services that should be the responsibility of the Council. It would be far more appropriate, it was suggested, that vendors pay taxes to the Council, in return for which (along with other services) the Council ensures that the streets are cleaned. This would place NAPETUL in a far stronger bargaining position as legitimate representatives of tax-paying traders seeking to negotiate improved conditions and services. It would also mean that the vendors themselves are not confused as to whether NAPETUL is representing the vendors to the authorities, or the authorities to them. Is the payment of dues a form of taxation to ensure services (e.g. security and cleaning) or is it their contribution to building a strong representative organisation capable of demanding these services from the appropriate authorities?

Financial Sustainability & Planning

Helen Walker, NAPETUL Treasurer, was invited to draw up a rough indicative budget for the current year, in discussion with the workshop participants. The results of the discussion showed that if income from membership dues was comparable to the previous year, and all costs kept to a minimum, NAPETUL's finances are healthy. It was noted that two of the offices in the NAPETUL HQ building are now rented out to private companies, which has considerably reduced the rental costs to NAPETUL.

Discussion on the budget revealed that for the foreseeable future, NAPETUL was not in a position to have any paid members of staff, or to pay elected office-holders. This will remain unlikely to be possible unless there is a very substantial increase in the numbers of dues-paying members.

There was also considerable discussion on the meaning of sustainability and, in particular, the need to ensure that the 'core' NAPETUL budget was viable without any external support – i.e. from membership dues and any other self-generated income. If external support is available (from foreign donors etc) then it will almost certainly be for specific activities – such as training, capacity-building, exchange visits, or campaign activities – and should not be confused with the day-to-day financial requirements of the organisation.

It was also noted that NAPETUL needs to strengthen and develop its basic documentation, which most external donors would want to see before agreeing to any financial support for activities. These include a revised constitution, a set of accounts for the previous year, and a set of financial regulations.

Role of Elected Representatives

The day concluded with a discussion on the role of elected representatives. It was agreed that the current number of elected representatives and governance, management and advisory structures, as stated in the constitution, was far too complex, and there was considerable room for confusion about respective roles and responsibilities. Adom Drayi suggested that at its current stage of development, NAPETUL should try and keep its structures as small and simple as possible, perhaps just the Congress every two or three years, a Council (drawn from branch or street representatives), meeting perhaps every six months between Congresses, and an elected Executive Committee of perhaps no more than six or seven people (Chair, Vice-Chair, Secretary, Vice-Secretary, Treasurer, Vice-Treasurer and National Coordinator).



There was also considerable discussion on required 'qualifications' of elected officers. The current constitution stipulates, for example, that the Chair shall be "a Junior High School graduate or above", "God-fearing", "morally astute", not a "former warrior or pledge loyalty to any defunct rebel organisation", without a "criminal track record", and aged between 25 years and 35 years old or above. Two observations were made, from comparison with unions and workers' associations in other countries. Firstly, that it is entirely up to the membership to elect who they like, irrespective of

qualification – if they want to elect a 23 year old Muslim who never attended school, then they are entitled to do so. Secondly, the role of the elected leadership is to govern the organisation, and to ensure that the policies of NAPETUL, as determined by Congress, are carried out. If an elected member does not have specific skills or training to undertake certain tasks, then it is quite acceptable to bring in assistance, advice or technical support from outside – presumably on a voluntary basis for the present.

Wednesday 18 May - Workshop

Recommendations

The final half-day was dedicated to a discussion of recommendations for NAPETUL's development, and plans for future cooperation with LLC, StreetNet, Ghana TUC and WIEGO.

Participants worked in small groups to agree the main points of action as a result of the workshop discussions. The reports from the groups included:

- Revise the constitution
- Revise the structure of NAPETUL
- Establish branch structure and regular 'general meetings'
- Begin to organise outside Monrovia
- Develop network of relationships with LLC, Ghana TUC, StreetNet and WIEGO
- Affiliate to StreetNet and LLC and participate in activities
- Provide leadership training
- Initiate constructive engagement with the government
- Build capacity for negotiation and advocacy to local and national government
- Negotiate with the city authorities over taxation and street cleaning
- Increase women's participation – develop cooperation with LLC women's desk
- Develop awareness on HIV/Aids among membership
- Address issues of child labour on the streets
- Explore possibilities for micro-loan provision, including a NAPETUL credit union?
- Demand access to schools for vendors' children
- Organise (or ensure that others provide) a better work environment:
 - warehousing facilities – perhaps as a cooperative?
 - market buildings – although recognising potential complications in relationship to Marketeers Association
 - sanitation facilities – requiring negotiation with the City authorities
- Provide business skills training for members

In subsequent discussion, it was agreed to adopt a process for the revision of the constitution (including revised governance and management structures:

- a) Obtain some examples of recommended constitutions from affiliated unions and/or associations of Ghana TUC, LLC and StreetNet, and discuss thoroughly within NAPETUL

- b) Decide key principles for structures and rules of NAPETUL for recommendation for adoption at Congress
- c) Ask LLC and/or StreetNet for assistance in preparing a first draft, based on the agreed principles
- d) Present the draft to NAPETUL executive for discussion, amendment and agreement
- e) Hold Congress to present new constitution for agreement or amendment.

Close of Workshop

The workshop was drawn to a conclusion. Thanks were extended to all participants, guests and the facilitator.

Future Planning

The participants from LLC, Ghana TUC, StreetNet International met officers of NAPETUL immediately after the close of the workshop to agree plans for the immediate future. Procedures and timetables were outlined for NAPETUL affiliation applications to the LLC and StreetNet International, and plans were discussed to organise exchange visits, workshops and meetings with Ghana StreetNet Alliance and Ghana TUC.



Workshop Participants – Monrovia, 18 May 2011.