



# STREETNET INTERNATIONAL STRATEGIC PLAN 2025-2028



[www.streetnet.org.za](http://www.streetnet.org.za)

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# About Us

StreetNet International is a global alliance of organizations representing street vendors, market vendors and hawkers worldwide. **StreetNet Strategic Plan 2025-2028** outlines a clear roadmap to strengthen the rights, representation and livelihoods of informal traders globally.

This plan focuses on advocacy, policy influence, capacity building, organizational sustainability, democratic governance and global solidarity to ensure economic and gender justice, fair transition towards formalization, social protection and decent working conditions for street and market vendors.



# Mission

Strengthening and empowering members organizations to organize, protect and promote street, market vendors' and hawkers' rights and livelihood, especially of women, through the following: advocacy actions, capacity building, education, democratic governance, representation and solidarity among all workers, being a strong and sustainable international movement of street and market vendors

# Vision

Street and market vendors and hawkers, selling goods and/or services are legally recognized workers, empowered, democratically organized, who live with dignity and enjoy Decent Work.

# Values

StreetNet International adopted, respects and promotes its values which guide the organizational work, activities and partnership globally:

- democracy
- solidarity
- collective decision-making process
- accountability and transparency
- gender justice
- unity, diversity, inclusion
- professionalism, including integrity, honesty, confidentiality and credibility.

# Who we are

**StreetNet International is a global alliance of membership-based organizations which exists to empower street, market vendors' and hawkers.** The organization works to improve working conditions, advocate for street and market vendors' rights, and promote policies that support informal economy workers globally.

StreetNet membership is composed of street vendors, market vendors and hawkers. All these workers depend on small-scale trading of goods or services in public spaces to make a living, usually in urban areas. **Because street and market vendors and hawkers are mainly own-account workers and often not recognized as workers, they are part of the informal economy in many countries across the world.**

Whether we are talking about New York City, Rio de Janeiro, Abuja or New Delhi, street and market vendors and hawkers offer invaluable contributions to their communities. They provide essential goods and services, support local economies, and create jobs. Additionally, they often serve as a vital social safety net, providing food, clothing, and other necessities to vulnerable populations.

Although the affiliates that make-up StreetNet come from different cultural and socio-economic contexts, the lack of social protection, exposure to violence and evictions in their workspaces, and to the impacts of climate change were identified as three of the major trends affecting their daily lives.

Depending on the region, migration is also a key factor as well as the importance of informal cross-border trade. But overall, **the situation for street and market vendors and hawkers across the globe has more commonalities than differences.**

# Where we are now?

StreetNet counts amongst its organisational strengths its capacity strengthening and training of affiliates and its global identity as representing members globally at international labor organization gatherings, seeking to foster conventions that favour informal economy workers – a process of ‘visibilisation.’ **Building solidarity, internal democracy; embracing and utilizing diversity in the movement is a further strength, as is StreetNet’s external communication and its understanding of workers issues.**

Looking at the world and the opportunities presented to extend our agenda, we see that **“We are the only global worker's organization focused on street and market vendors and traders rights and protection. This is unique to us.”** For this reason, it is a priority that we continue to assert our identity and seek to continue influencing out of that, including with regional and global policy makers.

We aim to look for allies in other political movements of workers around the world, such as platform workers, farmers, transport workers, service providers and precarious workers of various origins and also as a global workers' movement with roots beyond the traditional workspace, and to strengthen the union and organization of our colleagues.

We see the necessity and opportunity to involve youth more and to address climate change more explicitly in our work. Finally, we see opportunity to work with technology to connect with one another across language divides, with local governments and organisations.



# Where are we going?

Seven areas of focus emerge out of our analysis, these are:

- 1) Sustaining and extending our global policy focus
- 2) Cultivating global solidarity with local/ regional struggles
- 3) Supporting members to engage locally
- 4) Supporting and deepening stronger union connections
- 5) Exploring and charting new courses new directions - the social and solidarity economy
- 6) Paying attention to our own organisational health and capacity
- 7) Strengthening the organizational structures and education capacities to enhance its representation from the global to the National level.

## What is going to get in our way?

To pursue these commitments well, the following organisational challenges will have to be addressed:

- **Involvement and capacitation to lead the youth, people with disability and women.**
- **Funding**, especially for local initiatives. (for implementation of the Plan)
- Use our **institutional power** to be present on the ground in different countries so that affiliates can use the same power to negotiate.
- Better understanding of global issues and better linkage between regional and global situations
- **Monitoring the impact of our activity:** MEL; data collection and learning opportunities and events
- **Policy influence:** extend international campaigns beyond ILO
- Strengthening exchange visit practices for peer learning among affiliates and organization with same objectives
- **Greater education and capacity building.**
- **Greater solidarity**

Looking at the context in which we work, there are significant threats to both the well-being of our constituents and to our organisational ability to achieve our intended impacts. These include:

- The political climate of countries with the military in power; crackdowns; digital exclusions (e.g: lack of infrastructure, shutdowns); permanent evictions; shrinking space for activists and other civil society groups.
- Lack of recognition - we are not authorized to trade in public spaces, nor are organizations authorized to do so
- Climate change and natural disasters
- Armed conflicts and insecurity in different countries across the world with the potential to snowball into global wars further impacting workers negatively
- Pandemics and demonetization
- Privatisation of spaces in cities and neocolonial policies of big organisations, corporations, and states
- Urbanisation and urban policy - how can we convert them into opportunity by using our strength and a long existence of organizing street vendors? How can we include street vendors and their natural markets (where there is a possibility) of a a Heritage Natural Market?
- Financial constraints and lack of assets which keeps street vendors in the debt cycle.

## **What we need to do to get to where we want**

This strategic plan affirms StreetNet's traditional role, including in worker capacity building and training and in representation of its member interests at a global level, especially in advocating for formalization, recognition and social security. Additionally it seeks to take on new areas of work, for example in addressing climate change and the social and solidarity economy. It also seeks to expand its own organising efforts, including through strengthening connections between local, regional and global work and in including young people, women and people with disabilities more effectively. As worker rights are increasingly imperiled in certain regions and as democracy is under threat, the coming period will also ask that StreetNet consider the extent to which it focuses on its own workers' rights and/or participates in the larger struggle(s) for democratization and for protecting the civic space - tackling oppression and victimization - in which constituent's rights to livelihood are exercised.

# Our Participatory Strategic Plan Process

This strategic plan was developed over several months and using multiple participatory engagements with regional leadership, including an in-person workshop, an on-line follow-up meeting and engagement from a working group.

This offered space for significant thinking about StreetNet's identity to be undertaken and articulated, through revisiting values and through work on the Vision and Mission statements, and laid the basis for future thinking, including about StreetNet's strategic and operational plan going forward. This approach foregrounded a strategic approach to StreetNet's work globally, and its connection to regional priorities. This involved a great deal of exchange and 'going over' of issues. Significant strides were made in establishing a co-creative and comradely approach to developing StreetNet International's strategy, including through the use of participatory and engaging approaches.

This resultant strategic plan defines the key global strategic goals and specific Anticipated Outcomes that will guide StreetNet International in the next 4 years and which are fully aligned with the vision, mission, values and the purpose of the entire organization.

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# **Strategic Goal I:**

**Member organizations influence policy change and attain legal recognition and rights as part of formalization processes.**

## **Anticipated Outcomes:**

**Outcome 1:** StreetNet Affiliates influence and achieve policy change at local/national levels and attain legal recognition as workers in at least 4 regions.

**Outcome 2:** New legislation and policies towards street and market vendors attaining legal recognition as workers is developed and presented in the decision-making bodies for voting and/or approval at local/national levels in at least 4 regions.

**Outcome 2.1:** StreetNet Affiliates initiate to influence policy change and attain legal recognition as workers at local/national levels in at least 4 regions through advocacy actions, promoting street and market vendors rights in the public agenda, visiting decision makers to place demands and engaging in negotiations.

**Outcome 2.2:** New legislation and policies passed amending/developing street vending regulations in favour of street and market vendors, in at least 4 countries in each region.

**Outcome 3:** StreetNet Affiliates achieve an increased number of vending licenses and permits to sell, in at least 4 countries in each region.

**Outcome 4:** An increased number of street vendor representatives, especially women, are included in policy-making processes, across all regions, and Affiliates report an increased number of invitations to participate in national tripartite forums and/or bilateral statutory forums.

**Outcome 5:** More data and research on street and market vendors is available via participatory research and data collection initiatives from different stakeholders.

**Outcome 6:** Additional instances of national legislation being aligned with and based on ILO Recommendation 204.

**Outcome 7:** Additional instances of taxation policies that incorporate the needs of street and market vendors.

**Outcome 8:** An increased number of StreetNet Affiliates organize, mobilize and recruit workers to advocate for their rights.

## **Strategic Goal 2:**

**Member organizations influence policy change and attain inclusion of street and market vendors within existing, or new, social protection schemes and other Decent Work agenda rights as part of formalization processes.**

### **Anticipated Outcomes:**

**Outcome 1:** StreetNet Affiliates report an increase in the number of countries with street and market vendors and hawkers having access to social protection, whether pensions, health care, maternity benefits and/or childcare support.

**Outcome 2:** Members of StreetNet Affiliates report the perception of being more economically secure, more likely to invest in their small businesses, improve their skills, and focus on long-term growth, contributing to increased incomes, productivity and resilience.

**Outcome 3:** StreetNet Affiliates report to be better equipped to handle unexpected challenges, such as natural disasters, pandemics, or economic downturns, without falling into extreme poverty.

**Outcome 4:** StreetNet Affiliates report an increased number of countries with policies for childcare that support informal economy workers, particularly women.

**Outcome 5:** ILO Resolutions/Recommendations/Conventions, UN Declarations and other key documents take into account street and market vendors and hawkers' social protection needs.

**Outcome 6:** StreetNet Affiliates report new cooperatives and other social solidarity economy (SSE) units being created.

**Outcome 7:** StreetNet Affiliates report emergency policies that include street and market vendors' access to specific funds for humanitarian purposes and/or to re-start their businesses after a crisis.

**Outcome 8:** More StreetNet Affiliates are active in coalitions for the ratification and implementation of ILO instruments, including the Convention 190.

**Outcome 9:** More StreetNet affiliates are part and active in coalitions with relevant stakeholders in defense of the set of rights gathered in the Decent Work agenda for street and market vendors.

## **Strategic Goal 3:**

**StreetNet Affiliates have improved and sufficient capacity to build and sustain democratically elected, inclusive and pro-woman governing structures representing street, market vendors and hawkers in local, national and international policy discussions.**

### **Anticipated Outcomes:**

**Outcome 1:** An increased number of StreetNet Affiliates are up to date with Congresses and new mandates.

**Outcome 2:** An increased number of StreetNet Affiliates have multiple leadership members involved in SNI activities (as opposed to only one representative in all groups).

**Outcome 3:** Increased number of women who are in a position of top leadership in the SNI and its Affiliates' structures (President, VP, General secretary etc.)

**Outcome 4:** More women leaders have, and are using, new skills in advocacy and leadership to represent their organizations and members in negotiations.

**Outcome 5:** An increased number of SNI Affiliates report having sustainability plans in place.

**Outcome 6:** An increased percentage of StreetNet's membership is composed of women, youth, people with disabilities and migrant workers.

**Outcome 7:** More StreetNet members participate in regional and international sharing exchanges, actively learning from each other.

**Outcome 8:** An increased number of affiliated organizations participate in national, regional and international forums where diverse coalitions are present.

**Outcome 9:** At least 4 new Affiliates joined StreetNet from new countries worldwide.

**Outcome 10:** At least half of SNI affiliates report having youth committees established;

**Outcome 11:** By 2027, an SNI Youth Committee has been established.

## **Strategic Goal 4:**

**StreetNet has measurably contributed to building global solidarity and alliances among all workers.**

### **Anticipated Outcomes:**

**Outcome 1:** StreetNet has actively contributed to a strengthened, powerful, and united network of informal economy workers representing different sectors who can advocate collectively for their rights with unified voice and representation in the policy making processes at national, regional and global level.

**Outcome 2:** StreetNet is active in new coalitions and alliances, particularly in the labour movement, feminist movement, right to the city and food sovereignty movements.



# Annual Action Plans

Each year, the International Council mandates the SNI Team to produce an annual action Workplan and budget that aligns with these objectives. These plans and budgets are available through the SNI Office.

## Monitoring, Learning and Evaluation (MLE)

StreetNet International (SNI) is committed to learning about the impact of our work. We seek to understand our success and our failures, to learn what works to improve the lives of street and market vendors and continuously learn how we can improve our efforts.

StreetNet uses the Outcome Harvesting methodology to assess and understand its progress. The SNI Strategic Plan includes Anticipated Outcomes which provides focus areas for the following four years. Team members harvest outcomes on a monthly basis as part of their regular reporting. One team member is designated as the key lead person for this exercise and prepares an annual report which analyzes all outcomes for the previous 12 months. This report is used as input for an Annual Learning Meeting for the team, with a report of the meeting shared with the Executive Committee and the International Council.

As part of their regular work, the StreetNet media team collects Impact Stories – these are brief stories (text accompanied by photos, video and audio where possible) whose goal is to understand the impact of a SNI activity or project on the affiliate and individual street and market vendors.

For project management and learning purposes, SNI develops logframes for new projects and builds MLE, including external evaluations where appropriate, into project budgets.

A full description of the SNI MLE system and related reports are available from the SNI Office.

# Risk Mitigation & Management

We understand that although we have clarity about our role and work, not everything is within our control. **Over the next four years, we anticipate that we will face risks we cannot yet foresee**, as well as some of the following:

**1. Political instability or unfavorable legal changes in the regions and countries where StreetNet operates.**

To mitigate against this risk, SNI will actively promote solidarity between affiliated organizations and plan long-term for a solidarity fund for emergencies.

**2. Funding shortage or other challenges affecting financial resource mobilization.**

To mitigate against this risk, SNI will actively develop the capacity of its members, so that they can take over tasks when shortage in funds doesn't allow them to hire a technical person for support.

**3. Resistance or lack of cooperation from local governments or stakeholders.**

To mitigate against this risk, SNI will engage with regional and international bodies for added pressure, including the ILO, the African Union, and other regional bodies as appropriate.

## Conclusion

This Strategic Plan positions StreetNet International as a leading voice for informal traders globally. By organizing, advocating, and building alliances, we aim to create a fair and inclusive economic system that respects the rights and contributions of street and market vendors worldwide.

# CONTACT US



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