



# ANNUAL RESULTS REPORT 2017

- WITH KEY RESULTS 2014-2017

STRONGER TRADE UNION ORGANISATIONS  
CONTRIBUTE TO DECENT JOBS



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iii) Cross-cutting evaluation report 2013-2017

# ABBREVIATIONS

3F	Fælles Fagligt Forbund (United Federation of Danish Workers)
3FI	3F International (department in 3F)
ATC	Asociación del Trabajadores del Campo (Agriculture Workers' Union, Nicaragua)
BWI	Building and Woodworkers International (GUF)
CBA	Collective Bargaining Agreement
CISU	Civilsamfund i Udvikling – Civil society in Development
COLSIBA	Coordination network in the banana (and agricultural) sector in Latin America
CSR	Corporate Social Responsibility
CSO	Civil Society Organisation
DANIDA	Danish International Development Assistance
DI	Confederation of Danish Industries
DLF	Danish Union of Teachers
DIEH	Danish Initiative for Ethical Trading
EPZ	Export Processing Zone
FESTRAS	Federation of food and beverages trade unions, Guatemala
GUF	Global Union Federation
IA	IndustriAll (GUF)
ILO	International Labour Organisation
ITF	International Transport Workers' Federation (GUF)
ITUC	International Trade Union Confederation
IUF	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Union (GUF)
LO	Landsorganisationen i Danmark (Danish Trade Union Confederation)
LO/FTF Council	Ulandssekretariatet
MENA	Middle East and North Africa
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MNC	Multinational Company
MoL	Ministry of Labour
OD	Organisational Development
OECD	Organisation for Economic Cooperation and Development
OHS	Occupational Health and Safety
PGFTU	Palestinian General Federation of Trade Unions
SDG	Sustainable Development Goal
SITRABI	Agricultural workers' trade union, Guatemala
SPA	Strategic Partnership Agreement
TU	Trade Union
TVET	Technical and Vocational Education and Training
UN	United Nations
UNGP	United Nations Guiding Principles on Business and Human rights

# 1. INTRODUCTION

3F ended its period as an organisation with a framework agreement with DANIDA in 2017. The present report sums up the results and lessons from the last four years with a particular emphasis on the year 2017. As a consequence of the new Danish development and humanitarian aid strategy: The World 2030, 3F has entered into a new Strategic Partnership Agreement with the MFA as part of a consortium with the Confederation of Danish Industry (DI), and the LO-FTF Council. The overarching aim of the consortium is to deliver a substantial part of the Danish contribution towards the Sustainable Development Goal 8: Sustainable growth and decent work. The new strategy requires a number of adjustments of 3F's strategic orientation, putting more emphasis on the capacity of 3F's sister organisations to promote core labour rights while interacting with the other labour market parties for developing well-functioning labour markets and stimulate the creation of more decent jobs. The results and lessons of the past four years are thus seen in the light of this new strategic orientation.

The period as a framework organisation was interesting and stimulated 3F's capacity development. It included a lot of interaction with the Ministry of Foreign Affairs, consultants and civil

society organisations. It contributed to developing 3F's management capacity, methods and tools for monitoring progress and adjusting to new challenges, maximizing the target groups' benefit of the cooperation.

The positive results and development was confirmed by a cross-cutting external evaluation of the programme period 2014-17. The purpose was to identify the most value-adding parts of 3F's efforts and make sure these were carried over into the new modality. 3F has been preparing the transition and gone through a number of considerations and adjustments including a substantial change of programme countries – following the Danish list of priority countries.

The main conclusion of the evaluation was the following: *“The support to strengthen partner trade unions to organize and represent male and female workers provided by 3F under framework agreement with Danida in the period 2013-2017 have yielded significant results in terms of organizational capacity building and improved living and working conditions for workers. 3F's strategy of working in the same sectors as 3F covers in Denmark is seen as highly relevant as partners and 3F to a large degree share the same*

## 3F AND THE UN SUSTAINABLE DEVELOPMENT GOALS

3F considers the UN Sustainable Development Goals important components of the positive change which the international trade union movement, 3F is part of, strives for. 3F has analysed its own contributions to the goals and based on its trade union mandate (to work for members' rights and interests as workers in Denmark), the main efforts are and will be directed towards the achievement of SDG 8: Sustainable growth and decent work.

3F's efforts both at home and abroad also contribute directly to SDG's No. 1, 3, 4, 5, 10, 12, 16 and 17. Other goals (No. 2, 6, 7, 9, 11, 13) are important in sectors where 3F's members are employed and contribute as employees. 3F supports these contributions as far as possible.

In this report, the icons of the SDG's are used to illustrate the thematic areas of 3F's development cooperation - while 3F's core efforts in Denmark are not described.



Region/Sector	Agriculture	Industry	Construction	Transport	Hospitality/Service	Regional
Latin America	3	3	1	1		6
Southern Africa	3	3	5		4	1
South Asia		7				
MENA						1

*values and challenges. This enables partnerships to quickly evolve based on mutual respect and trust. It further enables the collaboration to be based on strategies developed by partners (often with support from 3F). The strategy of working in regional programmes promoting solidarity and sharing experiences between TU partners on a sector basis in geographical proximity makes good sense as labour markets and sector market conditions may have cross border links and because it enables a lean administration by Regional Offices.”<sup>1</sup>*

The evaluation team produced eight key recommendations mentioned in section 5.

The present report is based on 3FI’s ‘Årsrapport 2017’ approved by 3F’s International Committee in April 2017. The report contains a cross-cutting global analysis across three regional programmes against generic immediate objectives and six super indicators. The report leaves out results achieved in Central- and Eastern Europe that are currently not part of the framework agreement. For information on these, see 3FI’s ‘Årsrapport 2017’.

This report contains selected key indicators for the 2017 results and a summary of key results of the four-year programme phase 2014-2017. Cases represent examples of longer-term achievements that have benefitted the target group during the same four-year period.

2017 was an unusual year as 3F prepared and applied for the new partnership agreement with the MFA together with DI and LO-FTE. 3F also initiated its adjustment to the new strategy which will imply leaving a number of countries (Nepal, Mozambique, Malawi, Nicaragua, Honduras) and phasing in others (Myanmar, South Africa, Colombia). At a later stage, also Ukraine and Georgia will be phased in. During the transition period, 3F continue to work in all the above-mentioned countries, and at the same time prepares moving regional offices to priority countries. It stretches 3F’s capacity to its limits until a more stable situation can be re-established, focusing efforts in fewer countries.

During 2017, 3F also took a big step forward in integrating the international development work into the general work and strategy of 3F. This is significant as it potentially brings the international work closer to 3F’s 280,000 members and provides the relatively small secretariat with additional resources.

Since the approval of funding for the next four years by the MFA in June 2017, details have been negotiated and 3F has continued its regional programme development in the first part of 2018 to better utilise the cooperation between labour market partners more directly in the development cooperation with partners within the framework of SDG 8 on Decent jobs and sustainable economic growth.

### 3F’S INTERNATIONAL PROGRAMMES 2017

3F worked in direct partnership with 38 trade union organisations in Latin America, southern Africa, South Asia and MENA in 2017. 3F continued its support to trade unions in Central and Eastern Europe with direct partnerships in Ukraine and Belarus through DANIDA/CISU’s neighbourhood programme. 30 partners under the DANIDA frame were national trade unions or trade union federations and 8 partners were Global Union Federations (GUFs) or regional sector or sub-sector networks distributed in the various 3F sectors as seen in table above.

### STRUCTURE AND CONTENT OF THE REPORT

The report is divided into seven sections starting with a summary of main global **labour market trends** (section 2) affecting programme results, partners and target groups in 2017. This provides a background and an overall context to better understand the obstacles and challenges faced by 3F’s sister organisations. Section 3 summarises the **2017 results** as well as **the longer-term programme results from 2014 to 2017** providing a longer-term perspective of results of the framework period. A **change story** is included under each super indicator. Section 4 summarises the **main learning from the four-year period** emanating from implementation and experience as well as reviews undertaken over the years. The learning section includes how 3F intends to use this learning in adapting the programme in the new consortium work and while entering new priority countries. It concludes with a list of recommendations from the recent external cross-cutting evaluation of 3F’s framework period 2013-17 and 3F’s follow up plans. Section 5 reports on the solidarity work 3F’s members and other parts of the organisation as a testimony of the **popular anchorage**. Section 6 sums up the **information activities in Denmark** against indicators while section 9 reports progress against **organisational development** objectives set out in the Strategic Plan 2015-18 and elaborates on the years’ **spending of resources and value for money**. Annexed are the 3F annual audited financial report 2017, the auditors’ report and the cross-cutting evaluation report.

<sup>1</sup> A Cross-Cutting Evaluation of 3F International’s Framework Implementation Period 2013-2017, Final Evaluation report, by Jens Kaare Rasmussen and Vibeke Munk Petersen, Jan-Apr. 2018.

## 2. GLOBAL LABOUR MARKET TRENDS 2017

The global economic growth does not create enough jobs to absorb the number of young job-seekers entering the labour market. It is a big challenge for achieving SDG 8 aiming at sustainable growth with decent jobs for all. There is a need for much greater efforts to improve the quality of jobs already existing and ensure that new jobs are in fact decent.

### PRECARIOUS EMPLOYMENT CONDITIONS

Precarious and vulnerable forms of employment are spreading. Even with the current moderate economic recovery, there is very slow progress in reducing the number of working poor. The Annual Report of the International Labour Organisation (ILO) states that almost 1.4 billion workers were in vulnerable employment in 2017 and the figure is expected to increase by 35 million towards 2019. In the developing countries, the numbers are worse as three out of four workers are in insecure employment. According to the ILO, the number of people living in extreme poverty even though they have a job, is decreasing in middle income countries. Yet still, in 2018, 176 million employed workers live in **extreme poverty**. In developing countries, there is no progress in this area. The working population is growing faster than employment and the number of working poor is most likely to remain over 114 million and affect about 40% of all employed people in developing countries. The ILO report moreover shows that the percentage of women on the formal labour market is still well below that of men and they still engage in jobs with signifi-

cantly poorer working conditions and lower salaries. This trend, combined with growing inequalities, is also among the root causes of migration.

The use of labour brokers, self-employed workers, 0-hour contracts or freelancers is on the rise – from the cleaning sector to flight companies and other transport in Europe to tobacco production in Malawi.

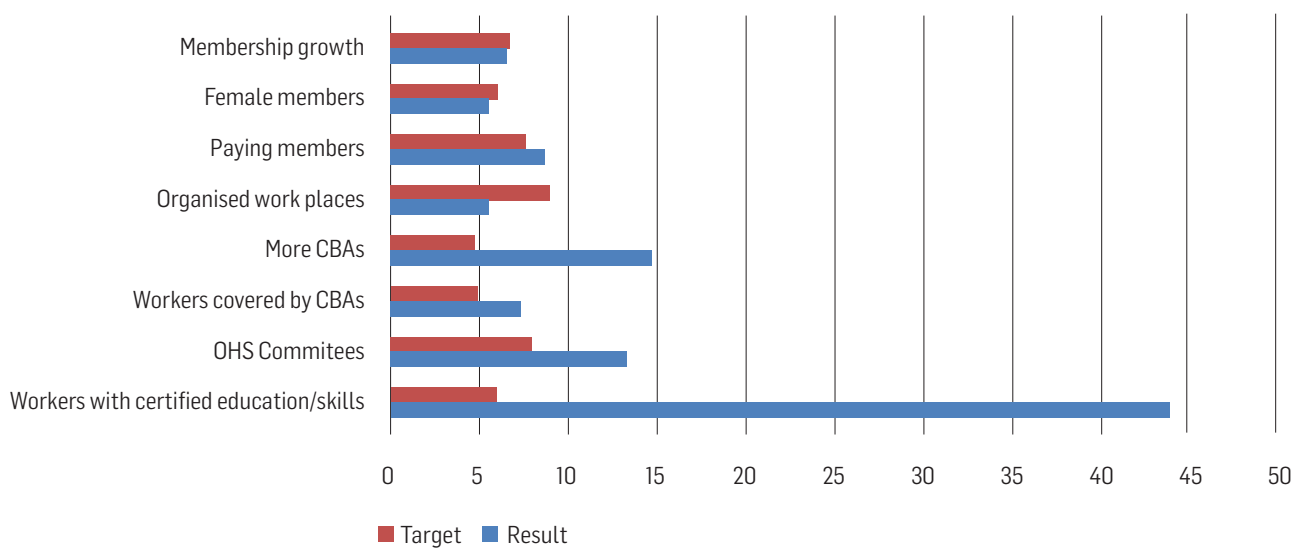
### ...AND A TRADE UNION RESPONSE

3F's partner trade unions face these challenges in all programme countries. They rarely receive much support from the political system. Creating a more stable and well-regulated labour market is not high on the political agenda of governments. Most employers do not see alliances with the labour movement as a viable way forward to promote business interests and they are becoming still more creative in trying to avoid legal employer responsibilities – and dealing with organised labour.

On this background, it is encouraging that many trade unions in the past year have achieved considerable improvement for their members. They achieve results particularly when they analyse the problems properly before designing their strategies. And they often succeed when the employers' international strategies are addressed in a united way building on solidarity across borders.

# 3. CROSS-CUTTING PROGRAMME RESULTS 2017 AND 2014 - 17

**MAIN PROGRAMME RESULTS**  
in percent against annual target



Real improvements for 3F’s sister organisations and impact for some of the poorest workers in the world often happen over a longer period of time. Some improvements can be measured immediately while others may be registered years after the input. Besides summarising selected 2017 results, this section therefore provides an account of some of the most significant results and their impact on workers’ living and working conditions within the four-year framework period. Cases are added to describe the processes in more detail.

## 3.1 TRADE UNIONS’ CAPACITY TO REPRESENT WORKERS (OBJECTIVE 1)

### IMMEDIATE OBJECTIVE 1

Strengthened sector-oriented trade union organisations have improved their capacity to organise, activate, represent and service male and female workers and actively seek influence and advocate for the development of sustainable national labour markets with respect for workers’ rights.

3F’s partner organisations achieved results close to the annual targets in 2017. As the figure shows, there were minor variations regarding organisational growth. Higher growth than expected was seen in the areas that directly benefit members: Number of Collective Bargaining Agreements (CBA), number of Occupational Health and Safety (OHS) committees and not least certification of workers’ upgraded skills. This is the product of more long-term capacity development.

Satisfactory progress was achieved on all indicators. The financial situation for many partners also improved considerably.

In southern Africa, the membership grew twice as much as in 2016, where the growth reached a modest 3.3%. Membership figures however continued to drop among most partners in Zimbabwe (except agriculture) due to the financial crisis. In Latin America, membership decreased in the beginning of the year, but this tendency was reversed in the last two thirds of the year. The decrease was mainly due to a poor financial situation causing closure of factories and job loss. However, in several countries, it was also caused by oppression of workers’ trade union rights or internal divisions within the trade union movement.

Trade union activists were persecuted in Bangladesh in the beginning of the year. As a response to spontaneous strike actions for higher salary in December 2016 in the Ashulia district, employers launched a campaign against workers, shop stewards, TU members and leaders. Trade union offices were closed, trade union activists imprisoned, and many workers were falsely accused. The trade union movement reacted and through the Global Union Federations (GUFs), a joint effort including embassies and major brands changed the situation. Because of the financial importance to the country of the mentioned stakeholders, it led to a gradual release of trade union activists, withdrawal of accusations and reopening of trade union offices. In the latter part

of the year, new trade unions were registered and existing TUs organised more members in Bangladesh.

It looks as if many partners now, through the development of more accurate data-analysis systems have improved their ability to spot tendencies of crisis and learn from experience. In all three regional programmes, there are examples of a weak start in the first quarter replaced by considerable progress in the last part of the year. The fact that many 3F partners are now capable of monitoring and learning from a negative development and turn it to progress, is part of the most important results of organisational development in 2017.

## 3F PARTNERS' KEY RESULTS 2017 AND 2014-17

SELECTED SPECIFIC INDICATORS	RESULT 2017	PROGRESS 2017	ANNUAL TARGET	PROGRESS 2014-17 <sup>1</sup>
Membership growth	+ 39,000 Total 622,393	6.7%	6.8	29%
More female members	+ 20,322 Total 251,548	8.8%	7.8	31%
More paying members in Asia and Latin America	+ 8,424 Total 158,677	5.6%	6	36.5%
More organised work places in Asia	+ 26 Total 479	5.7%	9	28.2%
More workers covered by CBAs	+ 63,591 Total 491,924	14.9%	5	16% <sup>2</sup>
More CBAs in Asia and southern Africa	+ 59 Total 854	7.4%	5	11.7% <sup>2</sup>
Functioning OHS Committees	+ 96 Total 816	13.3%	8	140%
Certified technical skills in Latin America	+ 1,420 Total 4,656	44%	6	311% <sup>3</sup>
Sector-oriented trade unions and federations and more unity in the sectors	Good examples of more unity was seen among trade unions, especially in Honduras, Nicaragua, Nepal & Malawi			
Regional networking and solidarity across borders	Strengthened networks in Latin America and in construction in southern Africa. Continuous dialogue and cooperation with Global Union Federations, especially in the construction, agriculture/food production and industry sectors.			

<sup>1</sup> Not all indicators had a reliable baseline from the beginning of 2014. Therefore, shorter periods of time are used to compare the increase in 2017 with the growth rates 2014-17.

<sup>2</sup> Baseline for these two indicators was only established in January 2016 and did not cover all regions. This explains the limited increase.

<sup>3</sup> The high percentage-wise increase is because the indicator counts how many workers get new certificates on their skills in comparison with the previous year. It is thus not an expression of how many are skilled workers.



## **SUPER INDICATOR 1 – STRENGTHENED NATIONAL ORGANISATIONS**

During the last four years, 3Fs partners in Latin America, southern Africa and Asia have undoubtedly become stronger. They have organised many new members, developed systems for data-registration and ability to analyse their membership development. There is a significant difference in how advanced these systems are and how good partners are at using them. However, the result is cutting across all regions.

### **SOUTH ASIA'S TEXTILE AND GARMENT UNIONS STRENGTHEN THEIR INTERNAL SYSTEMS**

3F's partners in the textile- and garment industry in South Asia have not collaborated with 3F for as long as partners in other regions. The trade union movement is divided with many national federations working under very oppressive conditions, especially in Bangladesh. Moreover, as most of 3F's partners, the majority of their members and representatives have short formal educations. In spite of these challenges, they have developed organisationally, improving their registration of members and their financial administration systems. They have significantly increased their income from membership fees which has improved their financial sustainability. Generally, membership fees in this region are not deducted automatically from the salary and paid to the union, as is seen in e.g. southern Africa.

The unions have a more solid basis for their strategy development when they know their own detailed membership pattern and the income the organisations get from membership fees. Gradually, the unions develop more internal transparency and downward accountability – which again has the potential of strengthening the internal democracy and public credibility. This helps partners organising new members and improving their image as reliable labour market party.

In this period, 3F partners' membership has grown by 29% (adjusted for phased out partners). Jointly, 35 national trade union organisations reached a total of 622,393 members by the end of 2017. Even though, there have been periods of decline or stalemate among some partners, the ability of the trade unions to organise and represent workers have been strengthened considerably. Many partners have developed a better economy, improved their management systems and downward accountability.

### **LATIN AMERICAN PARTNERS STRENGTHEN THEIR DOWNWARD ACCOUNTABILITY**

Many of 3F's partners have been quite reluctant to let others have a look at their financial situation, systems and challenges. However, starting in 2015, 3F has assisted most partners in Latin America in installing and using tailor-made, user-friendly accounting programmes. External experts and 3F's financial staff cooperated closely with partners. The process included training of key staff and was an offer to assist, rather than to control, partners. It has drawn partners' attention to the necessity of improving financial administrative systems and capacity in order to present financial results to members. 14 organisations now use the programme for managing funds provided by 3F. 10 partners are aware that the programme and training provides an opportunity to build a stronger financial foundation and to develop trust among members. Six of the partner organisations have started using the programme for all of the organisations' accounts. This creates a better basis for the organisations' growth and economic sustainability as members build confidence in the organisations' administration of the fees they pay. The advisory assistance provided by 3F may seem basic but has become an important step towards developing stronger and more democratic organisations. 3F has decided to use this experience from the beginning when entering new partnerships.

### **MORE WOMEN ELECTED AS TRADE UNION REPRESENTATIVES**



3F and its partners have over the years promoted gender equality internally in the organisations and among their members. This contributes to SDG 5 - gender equality. The membership growth rate is higher for women than for men. Since 2014, 31% more women have organised in partner organisations

and this has contributed to a better protection and promotion of their rights and has improved their life situation. By the end of 2017, women made up 40% of the total membership – just over a quarter of a million. In South Asia, 63% of all members are women. In southern Africa and Latin America, more female members have organised especially in the textile industry, agriculture and hospitality sectors. Several partners have developed specific strategies for organising women. More women are also elected as representatives from factory to branch and national executive committee level. In Honduras, a more gender balanced trade union leadership has influenced the charters of

demands and the unions' capacity to cooperate with employers and find solutions to challenges of child care, housing and safe transport (see case from Honduras below).

### MORE SECTOR-ORIENTED TRADE UNION FEDERATIONS

In Latin America, the traditionally company-based trade unions have joined forces in sector trade union federations or sector-based trade unions and cooperate closely in sector-networks nati-

onally, regionally (e.g. sugar, banana and textile) or within the same company (e.g. Coca Cola). It has strengthened unity and solidarity and coordination between national TUs, contributed to capacity development and supported the achievement of results substantially. This has, in some cases, improved the bargaining strength of the workers and pushed job quality towards decent jobs while stimulating investment and job creation, thus contributing to SDG 8.

### UNIONS CONTRIBUTE TO DECENT JOB CREATION IN HONDURAS

The trade unions in the Export Processing Zones (EPZs) in Honduras have developed a strong network based on solidarity that strengthens them considerably in their dialogue with employers. They have focussed on educating new leaders and especially women have been elected for top positions in the organisations such as negotiation and executive committees. This has influenced their collective bargaining strategy and resulted in important achievements for members:

- Honduras now has some of the best paid textile and the garment workers among developing countries. The minimum salary was raised by 8% in 2018 and is now equivalent of DKK 1,875 per month. Nevertheless, employment in the EPZ industry has continued to grow – from 122,000 in 2013 to 151,000 by the end of 2017.
- The EPZ trade unions have made alliances with consumer groups – not least students – in the USA. This made brands rethink their anti-union strategies and rehire dismissed unionised workers. Trade union activists are still in risk of persecution and intimidation in Honduras, but not the same way as before.
- Together with employers, trade unions have negotiated cheaper housing loans for workers with the banks. The unions have initiated several housing projects for EPZ workers at lower costs than they used to pay for smaller rented apartments.
- Together with the employers, the trade unions have asked brands and local authorities to support the public day care centres and the EPZ workers' children are now taken care of by trained early childhood personnel at a reduced price.
- Transport to and from work is often expensive and dangerous, not least for women. TUs have negotiated transport for workers within a certain distance, free of charge.
- This has opened up improved work-life balance opportunities. The amount of overtime has been reduced because the survival of the family no longer depends of parents taking all the overtime they can get. Some employers see the reduction of expensive overtime as an advantage when orders can be produced within normal working hours.
- The elected health and safety representatives at some factories have been empowered to order defect chairs, tables, machines etc. are replaced. The women working in the production line have gained more self-esteem and courage to resist and complain about sexual harassment from their superiors.

8 DECENT WORK AND ECONOMIC GROWTH



The trade union movement in Bangladesh is highly fragmented with more than 50 federations in the textile and garment sector alone. This weakens their bargaining position vis-à-vis employers and government. 3F promotes coordination and coopera-

tion between the most representative federations. There is, however, still a long way to go before trade unions can match the much better organised employers.

### BETTER PROTECTION OF WORKERS' RIGHTS THROUGH UNITY AND COOPERATION IN NEPAL

In Nepal, the trade union movement is divided into 13 different trade union Confederations (centres). Despite their links to different political parties, a process of uniting forces to improve workers' influence has developed, particularly among the major centres. Two coordination bodies have been formed. Jointly they achieved significant political influence which is reflected in the new Constitution's strong chapter on labour rights. This opened the doors for the passing of six new labour laws, that had been pending for long.

3F's partners in the textile and garment sector moreover implemented a jointly agreed Code of Conduct and started organising joint works councils in the factories to avoid competing over the same members. They also initiated efforts to achieve a joint agreement with the employers on the development of the country's textile and garment industry and thus job creation. The intention was to enable Nepal's textile industry to properly utilize its newly gained duty-free access to the US market. The cooperation and unity between trade unions and the planned merger of two major government parties in Nepal led to preparation of a merger between two major confederations and their affiliated federations, which would strengthen the sector-orientation of the trade union movement in the country.

## SUPER INDICATOR 2 – MORE AND BETTER COLLECTIVE BARGAINING AGREEMENTS

### MORE WORKERS COVERED BY CBAS



Partners' registration show that workers covered by a CBA have increased their real wages while others in the same sector can barely keep up with price rises.

When partners get still more workers covered by CBAs, they contribute significantly to reducing poverty in line with SDG 1 and also reduce inequalities in society in line with SDG 10. The salary for a CBA covered worker has increased from covering 41% to 49% of the living costs of a normal family (governments' official food basket). The 50% mark is significant as it means that two adults are able to earn enough to cover the most essential family expenses.

The trade union efforts to include casual workers in the CBAs contribute to the general CBA coverage in the sectors and countries. The number of workers covered by CBAs have increased by 16% since 2014 in the sectors and work places where 3F partners are present. In Latin America, there has been an impressive 35% increase in the CBA coverage and as much as 126% counting only female workers covered by CBAs.

Generally, partners' capacity to negotiate CBAs has improved considerably and the preparation in terms of consultations on demands and proper analysis before the actual negotiation has also improved substantially. The inclusion of other issues than salaries in the CBA demands has made collective bargaining even more relevant for workers, especially concerning OHS and gender issues. In Latin America and southern Africa, the exchange of information and experience in the regional networks has lifted partners' ability to negotiate better CBAs in their countries.

In Central America, CBAs have traditionally been negotiated at company-level. Beginning with the construction workers' trade unions and later taken up by the EPZ workers (tripartite), agricultural workers and dock workers (bipartite) in Nicaragua, sector-wide collective bargaining has gained terrain. This is linked to the development of a more sector-oriented trade union movement.

## SUPER INDICATOR 3 – IMPROVED OCCUPATIONAL HEALTH AND SAFETY



Occupational Health and Safety (OHS) has become a key priority for 3F's trade union partners over the past four years. Though safe and secure working environments is one of the targets of SDG 8, health promotion, disease prevention and a reduced number of intoxications etc. falls under the

SDG 3 on good health and well-being. Previously, OHS had low priority for most partners, and they traditionally expected employers, government labour inspectors and legislators to ensure safe and healthy working conditions. Before partnering with 3F, it was new for many 3F partners to have direct dialogue with employers regarding OHS, especially in southern Africa and South Asia. Gradually, OHS has been integrated into all regional programmes, both as a strategic advocacy focus and as an area of cooperation and negotiations at workplace level.

OHS has also entered the agenda of the regional sector networks. They have informed the trade unions' work nationally. OHS is an area of less conflicting interests with employers than e.g. salaries

## CHINESE CONSTRUCTION GIANT IN SOUTHERN AFRICA PUSHED TOWARDS COMPLIANCE

Chinese companies dominate the construction-sector in Southern Africa and have been out of reach for trade unions in the region for a long time. But in 2015, a campaign conducted by the regional Building and Woodworkers International (BWI) network (with four participating 3F partners), resulted in a breakthrough in Zimbabwe and Zambia.

National partners finally succeeded in getting the major Chinese-owned multinational contractor; SINO-HYDRO to abide by the sector-CBA in Zimbabwe and sign a sector-wide CBA with the construction workers' union in Zambia. The BWI network coordinated and conducted the campaign which included development of a campaign strategy, mapping of Chinese contractors, regional network meetings to exchange experience and information of TUs by international experts. The experience suggested that Chinese companies in Southern Africa are more likely to abide by national legislation if it is enforced by the authorities. With this knowledge, the construction workers' union in Zimbabwe; ZCATWU changed its tactics and started negotiating with the responsible ministries and authorities to whom they presented documentation for the breach of the CBA by SINO-HYDRO. The government issued orders to the company, which from 2016 has signed to abide by the national CBA, even paying workers retrospectively for 2015. With this Zimbabwean experience, the construction workers' union in Zambia; NUBEGW managed to negotiate a CBA with SINO-HYDRO using the same tactics. Another sister-organisation in Mozambique; SINTICIM is in the process of doing the same. This may constitute the beginning of a breakthrough concerning labour rights within Chinese companies and trade unions are now planning to prepare the same process with other Chinese companies and multinational companies in general. 3F will ensure that the experience and learning is transferred to other sectors in the region – and to other regions.



and ideal for commencing social dialogue. Employers easily see the benefits of complying with the legal requirements, reducing accident rates, sickness and make work processes less demanding. Workers also see and concretely feel the benefit of the union work. Therefore, OHS issues are now included as one of the top areas in CBA negotiations.

Partners have integrated OHS in their strategic plans. They have engaged in political advocacy and tripartite negotiation to improve legal regulation and enforcement. With a high success rate, they have pushed employers to form bipartite workplace OHS committees and also included OHS demands in their CBA negotiations. Several partners now have an OHS advisor or focal point at their head office and at branch level to work more strategically with the issue.

### TRIPARTITE OHS COUNCIL IN PALESTINE SETS AN EXAMPLE

Palestinian General Federation of Trade Unions (PGFTU) was challenged by the fact that the Palestinian Authorities (PA) decided to halt the establishment of a national OHS council after several years' pressure from the trade unions. Then PGFTU decided to pilot the establishment of 10 OHS councils at governorate (provincial) level with the support of 3F. The negotiations with the PA labour offices, municipalities, civil defence and police were initiated in 2013, and finally in 2015, the OHS councils were established in ten governorates with regular meetings, action plans and joint field monitoring visits to work places to investigate on OHS conditions and work-related accidents. The councils were however not functioning in all governorates and PGFTU decided to document best practices from four of the better functioning ones. The OHS council in Nablus quickly proved a role model with effective cooperation between all council members. They have gained public credibility and reached a high level of influence among official institutions. They reached an agreement whereby a recommendation from the OHS council became a requirement before the municipality can issue a permit for new public works. This recommendation is only given if the contractor adhere to the OHS regulation established by law. The council in Nablus submits periodic reports concerning OHS conditions at the workplaces and in companies. Results were documented and used to inspire others. The learning was used to once again advocate for the establishment of a national OHS council.

### OHS COMMITTEES IMPROVE WORK ENVIRONMENT

For trade unions to analyse and influence OHS at work place level, it is essential to have functioning OHS committees. They are bipartite forums and represent one level of social dialogue. Often, by initiating social dialogue around OHS, confidence is built to broaden the cooperation and dialogue to other areas. The best results have been the development of systems, OHS committee formation at work place level and the systematic training of OHS representatives. Since 2014, there has been an increase of functioning OHS committees of impressive 140% across the three regions reaching a total of 816 OHS committees (adjusted for phased out partners).

There is still a long way to go before the OHS effort of 3F's partners is systematic and holistic. Further development of the approach is needed before OHS is treated as more than safety precautions to avoid accidents, dirt and noise. The capacity to systematically analyse, influence and put demands and suggestions forward to prevent longer term effects of e.g. work positions, work processes and psychological work environments still leaves room for improvement among most partners. Linking OHS to improved worker satisfaction, reduced absenteeism, turn-over and increased productivity is also yet to be utilised by 3F's partners.

### SUPER INDICATOR 4 – MALE AND FEMALE WORKERS' RIGHTS MORE RESPECTED AND BETTER PROTECTED



The effort to better protect and represent male and female workers in casual, fixed-term, seasonal or informal employment has become an

integrated part of the trade union work among many partners over the past four years. They have improved CBAs or influenced national legislation for casual workers to be covered by CBAs, social security and enjoy their rights as human beings and workers. There is a specific gender focus in promoting respect for workers' rights as women are more likely to get vulnerable or informal forms of employment. The efforts help reduce poverty and promote gender equality as casual workers are among the poorest and most vulnerable workers in society. Securing their rights and CBA coverage can help contribute to SDG 1 and SDG 5.

However, employers' resistance seems quite stubborn when it comes to improving conditions for casual workers. When unionisation is low with e.g. a large percentage of casual workers

## IMPROVED CONDITIONS FOR CASUAL WORKERS IN AGRICULTURE IN ZAMBIA AND ZIMBABWE

Casualisation is particularly widespread in the agricultural sector in 3F programme countries. 3F's partner in agriculture in Zimbabwe, GAPWUZ, found that many workers never knew if they would be able to provide for their family the following month, as they only had contracts for one month at a time. It was difficult for the union to get a dialogue with the workers, who were afraid that contact with the union could jeopardize their chance of getting their contract renewed.

GAPWUZ focused on casual workers in the 2016 collective negotiations. As a result, the national sector agreements in three agricultural subsectors – general agriculture, tea & coffee, and Kapenta fishing – now include a minimum period for contract workers (9-11 months) as well as a maximum of 6 – 7 renewals of the temporary contract before it must be replaced by a permanent contract. This makes casual workers better able to plan their own finances and less afraid of joining the union. GAPWUZ also managed to ensure equal rights and benefits for all workers. Regardless of the type of contract, all workers are now entitled to pension upon retirement, and all workers are covered by the Workers' Compensation Insurance Fund if they get injured at work.

In Zambia, 3F's partners' advocacy successfully achieved an amendment of the Labour Act with effect from January 2016. The focus for the unions are now on monitoring the implementation of the law. They are widening the unions' scope to better involve and represent casual workers to ensure that their rights are known and respected. 3F's partner in agriculture, NUPAAW visited farms jointly with the Farmers Association (the employer) and the representatives from the Ministry to monitor compliance with the new Labour act. NUPAAW made use of community radio campaigns to inform workers about the new labour law. They not only target workers at workplace level, but also the communities around the farms. Finally, NUPAAW's shop stewards increased their efforts to meet with casual workers one-on-one and discuss their needs and challenges, which has increased the grievance handling for casual workers. It has also involved more casual workers in trade union activities both in branch committees, women committees and OHS Committees. NUPAAW's efforts has resulted in a much larger representation of casual workers.

3F supported the process of conducting studies on the extent and nature of casualization in Zimbabwe (2014), Zambia (2015), Mozambique, Malawi (2016) and South Africa's construction sector (2018). The studies also provided recommendations for trade unions on how to tackle growing casualization of labour. 3F assisted partners in turning these recommendations into strategies to organise and represent casual workers including joint efforts on national level to lobby for improvements of the labour law. Furthermore, 3F facilitated sharing of information and strategies regionally. 3F continues to provide advisory assistance on how unions better represent casual workers – this includes sharing of experience from Denmark and other regions.

on a work place, it is very difficult to ensure that the CBAs or legislation is enforced. There is a long way to go before casual workers are ensured their rights and before there is equal rights for permanent and casual workers and for men and women.

## SUPER INDICATOR 5 – IMPROVED VOCATIONAL EDUCATION AND TRAINING



Efforts to improve technical education, skills upgrading, and certification of skills are becoming more visible and have become part of partners' agendas in Latin America and gradually also in southern Africa thus contributing to quality technical and vocational education and training (TVET). Partners contribute to improving labour market

parties' involvement in TVET systems. They facilitate quality assurance and concretely ensure that more skills are formally certified and that members have access to skills upgrading. In Latin America, some partners are now including certification of skills in their strategies to achieve job security, better wages, improved working conditions and safety at work. 3F's partners have members without much formal education and it is of great importance for these workers to have their skills upgraded and certified. It reduces their vulnerability on the labour market and improves their employability. It also improves their bargaining strength if skills are formally acknowledged. Since this became a key priority in the Latin American programme, a total of 4,656 workers have participated in technical and vocational education and training (TVET) and had their skills certified. This is an increase of 311% since January 2016.

### NICARAGUAN DOCK WORKERS MEET PRIVATIZATION BY UPGRADING AND CERTIFYING THEIR SKILLS

As an affiliate of the International Transport Federation (ITF), the dock workers' union, FSTPS, in Nicaragua has participated in several discussions and experience exchanges regionally and internationally concerning privatisation of the ports.

One important step in preparing themselves for this was to transform the union from company-based unions to a national TU federation. Furthermore, they negotiated a national sector-CBA to protect as many workers as possible and ensure equal workers' rights whether public or privately hired. They also focused on the importance of technical education and skills upgrading and the role of trade unions in minimizing workers' vulnerability and ensure their value. Private companies that win the concessions to operate the ports need highly qualified staff to ensure satisfactory productivity level and to live up to international standards. They often use the lack of qualified labour to hire staff outside the union. Having heard the experience from Danish dock workers, FSTPS developed a TVET strategy and mapped the existing possibilities of skills training and resources. During the mapping exercise and assisted by the Danish colleagues, they started negotiating with the Central American Maritime Transport Commission (CO-CATRAM) that offers technical training free of charge. FSTPS managed to ensure the training and certification of more than 400 workers of which 20% are women. In the results report to 3F, FSTPS wrote:

*'The 3F dock workers' solidarity group from Denmark opened the doors to COCATRAM and the role of the unions in skills upgrading. We discovered that the unions should promote skills upgrading and formal training of dock workers (...) We have ensured training of both casual and permanent dock workers that are now much more prepared for the privatization process. Our members are listed and certified in their various work areas which is an advantage to the new private company owners.'*

Skills upgrading, technical education and certification of members' skills has also become part of the agenda in Zambia and Zimbabwe in the past two years. Five trade unions now strategize to play an increasing role to ensure that more members receive a quality technical education and skills upgrading while working. Exchange visits to 3F and Denmark has inspired and sparked the interest of partners. They saw the role of 3F and employers in the TVET area and interacted with the 3F solidarity group and representatives at the work places. The solidarity group later visited Zambia, where they met with the ministry, employers and trade

unions concerning the functioning of the TVET area and how labour market parties should play a significant role. The partners have now developed TVET strategies and in Zambia an employer-paid fund for skills upgrading was established inspired by experience from South Africa and Denmark.

## 3.2 REGIONAL NETWORKING AND COORDINATION (OBJECTIVE 2)

### SUPER INDICATOR 6 – INCREASED REGIONAL COORDINATION

#### IMMEDIATE OBJECTIVE 2

Improved national and regional Trade Union networking, collaboration and exchange of experience is coordinated by the GUF regional offices and lead to dialogue with multinational companies and regional and international institutions.

#### 17 PARTNERSHIPS FOR THE GOALS



Networks between trade unions and federations has been strengthened in all three regions and contributes significantly to entering strategic partnerships between stakeholders to achieve the other SDGs, as laid out in SDG 17. In the construction sector (southern Africa, Latin America and the Middle East), the cooperation is coordinated by the regional office of the GUF, Building and Woodworkers International's (BWI) regional offices and supported by 3F. In the transport sector in Latin America, 3F and partners also coordinate closely with the GUF, the International Transport Federation (ITF). In these two sectors, significant results have been achieved nationally by trade unions because of their regional coordination and exchange of experience. Within the textile and garment sector in South Asia, 3F has been in dialogue with the GUF, IndustriALL, to support their global strategy for the textile and garment sector and assist in its implementation within the region. Together with partners in the agriculture and food production industry, 3F supported network meetings in southern Africa and Latin America.

The various networks between trade unions in agriculture and the beverages industry in Latin America has been significantly strengthened in cooperation with the Global Union Federation, IUFs regional office.



## REGIONAL NETWORKING ADDS VALUE IN CENTRAL AMERICA

Sugar industry workers and cane cutters in the Central American region have developed a well-functioning trade union network that is now yielding results in TUs efforts to improve working conditions on the ground. The network was developed under the guidance of the experienced banana workers' network, COLSIBA and El Salvador, Honduras, Nicaragua and Colombia TUs participate actively in the exchange of experience.

Good ideas and examples as well as strategic reflections flow easily between the sugar workers' unions in the region, because the main challenges of the sugar and ethanol production are the same: Low-paid casual workers in the fields, indirect hiring of casual or subcontracted labour (outsourcing to labour brokers), reduction of the permanent labour force, unhealthy working environments with a high risk of work accidents. Furthermore, the fragmented trade union structure is a common problem and it is the same sugar and beverages companies that operate across borders and trade unions are met with the same arguments during collective bargaining.

The network has helped trade unions to develop strategies and strengthen their bargaining position in each country. In one of the sugar mills in El Salvador, the social dialogue was developed earlier, and improvements of the factories' OHS work were achieved. The trade union and management also developed an environmentally responsible and community friendly CSR policy. This has been used as an inspiring example and as business case. In Honduras and Nicaragua, new agreements between unions and management as well as continuous improvements of health and safety conditions have been achieved.

It is a challenge for all these unions to include casual/seasonal workers under the protection of the social security system and the collective bargaining agreements. It was partly achieved in Nicaragua, and the cane cutters in Colombia achieved the inclusion of cane cutters under a CBA, transformation of casual to permanent jobs and elimination of subcontracting in the beginning of 2015. These achievements are very inspiring for other trade unions and the significance for the poor, marginalised target group is obvious. The regional exchange of experience within a sector therefore adds much value to the partnership with 3F and the development of each partner. Experience shows that it requires a certain level of personal trust and confidence, which can only be achieved by meeting physically from time to time. But once this level has been achieved, it is possible for regional networks to become financially sustainable because low-cost methods of communication can complement not-so-frequent physical meetings.

The strong network and solidarity among sugar workers have even been extended to support Coca Cola workers fight for their right to form trade unions which 3F has supported and advised on. The president of the sugar workers' network in El Salvador says about this new alliance:

*“Much of the sugar we produce are used in the Coca cola bottles. The trade union organising in the production change is strategic – we really feel related to the workers in the Coca cola factory”.*

## 3.3 FRAMEWORK CONDITIONS AND CSR (OBJECTIVE 3)

### IMMEDIATE OBJECTIVE 3

3F has contributed actively to improving labour market framework conditions for more respect for workers' rights and adherence to ILO conventions, especially in countries where they are most challenged or systematically violated.



In 2017, and in the whole framework period, 3F has actively contributed to the achievement of SDG 12 and 16 – responsible consumption and production as well

as good legal framework and access to justice. This has been done through campaigning and capacity building of trade union organisations; cooperation and coordination with other stakeholders at the labour market in Denmark and internationally including employers and brands; putting labour rights on the agenda when discussing due diligence and compliance as well as campaigning and lobbying together with partners for decent job creation and adherence to ILO conventions.

## STRONGER AWARENESS AND CAPACITY TO PROMOTE WORKERS' RIGHTS

### SELECTED INDICATORS

Partners' capacity has been strengthened to utilise international and national frameworks and conventions to promote workers' rights.

3F has contributed to increased knowledge and awareness among Danish stakeholders (politicians, NGOs, institutions and schools) on labour market issues, trade unions and CSR.

3F has supported partners in utilising formal complaint mechanisms in case of violation of workers' rights including the ones established by free trade agreements. It is also part of the cooperation to support dialogue with certifying entities such as Rainforest Alliance, who often include core labour rights in their certification criteria, while in practice some certified companies do not accept unions and collective bargaining. The efforts have yielded some results. Rainforest Alliance has, for example, improved certification criteria and de-certified some plantations in Honduras.

Furthermore, 3F has provided training and capacity building of partners in how to use CSR policies and international guidelines as the UNGP and the OECD Guidelines for Multinational Enterprises to monitor and promote the respect of workers' rights in Latin America, southern Africa and South Asia. This has included sharing of experiences at regional level; developing training modules together with partners for them to be able to train shop stewards at multinational companies and; development of strategies on how to influence and monitor companies' CSR policies when it comes to the right to organise and collective bargaining.

Likewise, 3F has been involved in the establishment of two different trade union courses in Denmark: a master class course at Copenhagen Business School and a shorter course at the LO school, Konventum. Shop stewards participating in the courses have afterwards contributed with inputs and concrete suggestions to the company management on CSR. Finally, 3F in cooperation with CISU and the Danish Union of Teachers (DLF) arranged an after-work-meeting for smaller NGO's on international law, labour market and workers' rights and what to pay attention to as a Danish civil society organisation working in developing countries.

## INFLUENCING CSR POLICIES AND PRACTICES AND CONTRIBUTING TO SDG 8

### SELECTED INDICATORS

3F has contributed positively to Danish and European CSR policies.

3F has contributed to minimum two partners have engaged in dialogue with or submitting complaints about governments' and companies breach of workers' rights to local, national or international authorities or grievance/complaints mechanisms.

3F has improved its own procurement policy and practices to include adherence to ILO conventions in all parts of the value chain and together with partners in developing countries ensured monitoring of this.

3F has continued its engagement in Danish Ethical Trading Initiative (DIEH) as a member of the board, and through this actively participated in debates to ensure a workers' rights perspective when discussing ethical behaviour, due diligence and compliance.

3F is a partner in a Danida Market Development Partnership (DMDP) project in Myanmar together with DIEH, Bestseller and Aalborg University focusing on the linkages between improved OHS, productivity and social dialogue with the aim of achieving decent jobs and sustainable value addition. This is particularly relevant in a young industrial economy, where unions were only recently legalised, that has experienced increased foreign investments in recent years.

International fashion brands and two GUFs, IndustriALL and UNI, signed a new Accord on Fire and Building Safety in Bangladesh in October 2017. The signing and effective implementation of the Accord from 2013 has been one of the most important achievements by global trade unions leading to improved safety for millions of workers in the garment sector in Bangladesh. 3F therefore campaigned to get more Danish companies to sign the new Accord, including some of the biggest importers of ready-made garment, Coop and Dansk Supermarked. Both companies have signed the new Accord.

Through its own procurement policy, 3F wants to ensure that respect for workers' rights is controlled throughout the value chain. Experience tells that trade union presence or access to workplaces in all parts of the value chain is quite crucial to achieving this. 3F has therefore cooperated with Fairtrade Denmark and BKI Foods for some years to identify fair trade suppliers that will cooperate with local trade unions, receive training and allow workers to join a trade union and bargain collectively. In 2017 a cooperation was established with the coffee cooperative Solidaridad in Nicaragua, where the agricultural union ATC has access and is able to organise workers. In collaboration with local sister organisations and the Global Union Federation, in this case ITF, the transport link is also monitored from plantation to the Danish Coffee roasters. 3F and Fairtrade Denmark launched the new Fairtrade trade union coffee in the spring 2017. Similarly, 3F has started a process of identifying textile producers and suppliers that are willing to allow trade unions to verify if workers' rights are respected.

# 4. KEY LESSONS LEARNED AND REFLECTIONS 2014-2017

Important experience and learning has been generated over the past four years emanating from the programme implementation. Much of the lessons learned concern partner organisations' daily life. But also lessons from 3F being a framework organisation with harmonised systems and methods have facilitated the learning across regional programmes 3F have taken these lessons forward in developing the new strategy as part of the labour market consortium and with partners designing the new regional programmes. There are lessons on different levels – from the general and global learning to the more specific learning in each region in relation to a regional or country context and depending on the pace and stage of partners' development. It thus ranges from very basic, but essential, organisational development issues to broader processes of change for workers.

## GENERAL LEARNING ACROSS REGIONS

### TRADE UNION-TO TRADE UNION APPROACH

3F's trade union-to-trade union approach, where 3F assists and supports sister organisations through the establishment of equal partnerships, has proven very important for partners. It provides 3F with easy access to insight into the situation of the organisation as a whole. The high level of identification and confidence facilitates advisory assistance in the form of exchange of experience between trade union representatives and activists. Reviews of previous programme phases as well as the global cross-cutting review in 2018 identified 3F's approach as highly relevant and appreciated by partners.

### PARTNERSHIP COOPERATION BASED ON PARTNERS' OWN STRATEGIC PLANS

Basing the cooperation and implementation on partners own priorities has been an area of progress over the past four years. Partners have taken ownership to planning processes which help them handle own strengths and weaknesses. The fact that 3F looks at the whole organisational development taking partners own priorities seriously, makes it less of a project with a donor-recipient relationship and more of core OD support. However, as long as there is an element of financial support remains, the donor-recipient relationship will of course not disappear completely, but more efforts are required to change it in the direction of a mutually beneficial and equal partnership (see case on strengthened national organisations from South Asia). 3F is gradually improving its capacity to assist partners in developing strategic plans of higher quality and prepare them for using the acquired capacity also when the formal development support. 3F will continue to monitor and build capacity in the area to improve sustainability and though modalities of donor support are shifting, 3F is committed to aligning to partners own priorities.

## DATA COLLECTION, ANALYSIS AND COMMUNICATION

Registration of trade union core data has become more accurate and useful for the partners, although there is still room for improvement. Quality data supports organisational development, structure and efficiency as well as advocacy and bargaining power. Progress is strongest where 3F has used the approach to assist partners in improving their internal systems rather than to request data for donor monitoring purposes. A lot of advisory assistance has been provided in this area in all programme countries, but it is 3F's assessment that it has generated important value for partners in relation to the resources spent. When trade unions become better at data-handling and analysing, they increasingly become better at responding to positive or negative trends – it enables them to become more strategic and well-prepared during negotiations or in advocacy. Thus, it improves their capacity to engage in the core trade union functions such as CBA negotiations, OHS work, influencing framework conditions and technical education. 3F has used this lesson to encourage a focus on collection and handling of data from the very beginning of the new partnerships in South Africa, Colombia and Myanmar which is in line with partners' own priorities.

## ORGANISATIONAL AND FINANCIAL ADMINISTRATIVE CAPACITY

Working with partners that have very limited and weak financial administrative capacity has been a challenge in previous programme phases. 3F has given high priority to assist partners in developing their financial and administrative procedures. This is also part of 3F's partner screening procedures and will continue with new partners. Furthermore, to build financial administrative capacity – not just donor guidelines – should be a key focus area for new or weaker partners. 3F has seen important results of this kind of assistance to partners, especially in Latin America and Southern Africa. Learning from these experiences should be ensured. This includes improving partners' accountability towards own constituency, i.e. ability to present and defend annual financial reports in a simple and accessible way as has been done with great success in Latin America (see case on strengthened national organisations from Latin America), and it is already being applied with new partners in Colombia.

## WORKING WITH PARTNERS' SUSTAINABILITY

It has been 3F's intention to facilitate sustainability planning with the partners, but the internal capacity or approach has seemed insufficient. There has been a reluctance among partners to discuss it with 3F, and some partners do not take the discussion seriously until funding runs out. Partners are often reluctant to develop the needed transparency and give 3F insight into their



general economic situation (southern Africa, South Asia). The approach will change from the beginning of the new programme phase. 3F will include advisory assistance regarding financial management of the organisations as such in all partnerships and explain the advantages of sharing insight into their financial situation and administration and how to make achievements sustainable. 3F will also give advice on diversifying funding sources and co-financing of activities and make sure all their activities are visible in their own budgets.

Moreover, the collaboration model applied by 3F, which include core budget support including the possibility of the organisations to employ a technical staff, has given some challenges when phasing out. If the technical support and developed capacity has not been institutionalised properly in the organisation, but has been focussed on the cooperation only. The challenge is to avoid set-backs in organisational capacity, e.g. on data handling, documentation and analysis the moment the technical support is phased out. There are various experiences with the out-phasing processes over the years. In some cases, the organisation went back to their old unsystematic and mainly oral way of doing things. However, among some out-phased partners, leaders and representatives have taken ownership to the strategic planning, financial management etc. and thus continue to prioritise it. But in general, there is low capacity to transfer ideas into written documents, strategies and proposals. Therefore, the lesson learned for 3F's future advisory assistance is the proper institutionalization of the technical capacities and to avoid having it as a separate 3F-activity. It is also connected to the financial sustainability and staff being paid by the 3F budget support. Staff should be increasingly financed by the partner's own income. Therefore, the advisory assistance need to focus on prioritisation of own resources in the organisation.

### ADDING VALUE THROUGH REGIONAL NETWORKING

Networking at national and regional level includes exchange of experience and mutual learning between partners and has been part of 3F's strategy for many years. This has added much value to the capacity development of each partner and their influence nationally, which was also recognised by DANIDA's review team in 2016 and the external evaluation team in 2018. An example is from the construction sector in Southern Africa, where several partners dealt with Chinese MNCs operating in the whole region. (see case from Zimbabwe and Zambia under More and Better CBAs). The GUFs' regional offices are often key actors in coordinating joint efforts in a sector, but they use different set-ups and approaches to regional coordination and networking. Some GUFs prefer to coordinate and cooperate directly from GUF head offices, while others have direct development coop-

eration at regional offices, which better matches 3F's more decentralised, regional implementation strategy. Coordination of the experience exchange between construction TUs by the BWI regional office in southern Africa and MENA has been effective. In the agriculture and food & beverage industry sectors, it has also been useful for TUs to exchange experience although their global union, the IUF, is less active as coordinator. IUF is however very active in supporting partners' campaigns internationally when rights are violated. In Latin America, partners have actively formed more relevant and effective regional networks within sugar, banana and textile subsectors and even at company level (Coca Cola network). 3F has supported these efforts from their beginning and involved IUF as much as possible (see case under regional coordination from the sugar network in Latin America). 3F has changed strategy for supporting IndustriALL specifically in the textile and garment sector in Asia and signed MoU's around specific efforts and activities with the head office, focusing at the strengthening of regional coordination and implementation of IndustriALLs global strategy for textile and garment within the region. It has been a learning process for 3F to adapt also to the GUF's own global strategic plans when supporting them in specific regions.

In coming years, 3F will establish new forms of cooperation with GUF's based on their own strategies and supporting the global agendas that benefit 3F's national partners. It will, of course, be assessed continuously how this cooperation can continue in a sustainable and cost-effective way.

### ORGANISING, REPRESENTING AND DEFENDING THE RIGHTS OF CASUAL WORKERS

During the previous programme phases, the partners have developed capacity to represent and protect the most vulnerable groups in the labour market. This has especially happened during the past five years. Dealing with casual workers' rights has however been, and will continue to be, an up-hill battle in all regions.

Important results have been achieved in Southern Africa and Latin America in particular. 3F has advised partners to analyse the situation before implementing organising campaigns and re-designing organising strategies. It has helped the partners analyse the sustainability of their organisations in case they do not organise members in casual forms of labour.

3F has also facilitated that best practice cases have been exchanged and serve as inspiration for other partners in the programme and beyond (See case under male and female workers' rights from Zambia and Zimbabwe). In Latin America, there has

been an impressive advocacy work for improved labour market regulation to prevent casualisation, subcontracting, labour brokering and exclusion of casual workers from the social security system. This had to come from lower levels without conflicting with the confederations and affect the internal structures of the trade unions. In this area, the assistance is rights based and has a direct poverty reducing potential as it deals with the most vulnerable people on the labour market, many of whom live in absolute poverty although working full time. Casualisation of the labour market is also a challenge in Denmark and elsewhere. It undermines traditional labour market regulation and can have negative consequences for all workers if not regulated.

### **WORKING WITH GENDER IN TRADE UNIONS – A COMBINATION OF STRATEGIES**

3F has over the years used different approaches when working with gender issues, e.g. supporting specific women structures or supporting mainstreaming of gender into partners' strategies. Different methods have pros and cons. The experience shows that the issue does not receive much attention from the leadership of the organisation unless training and sensitization is applied. For instance, the data registration, analysis and monitoring of results have served as effective tools to visualize the situation and conditions for women in various sectors as well as the organising potential. The experience shows that most trade union leaders are in favour of developing specific plans to address gender inequality and achieve more equal rights when challenges and opportunities for the organisation become clear to them. This made the agricultural workers' union in Zimbabwe develop a specific organising strategy targeting the seasonal workers (many of whom are women) in the peak-season using a task force including women trade union activists to target the vulnerable workers. Experience exchange has also been an effective tool for the gender work, for instance within the banana and agro-industrial network COLSIBA in Latin America. COLSIBA has promoted an exemplary approach in this area. Other examples are the Bolivian industry workers' union that visited Denmark for an experience exchange and got inspired by learning about 3F's gender approach. This motivated the organisation to promote women's networks and it is now organising more women. Moreover, many women have been elected representatives because of their increased self-confidence.

In Honduras, the increase of women in the executive committee and at the work places and their collaboration through the textile workers network, has influenced and changed the content of the CBA demands and other type of benefits have been achieved apart from salary increases, e.g. housing and child care (see case under strengthened national organisations). 3F can utilise the

various experiences and their results to improve its advisory assistance.

## **SPECIFIC LEARNING FROM LATIN AMERICA**

### **INTERNATIONAL CAMPAIGNS AND REGIONAL NEGOTIATIONS AND FRAMEWORK AGREEMENTS**

The regional focus has been worthwhile and generated very positive results, among others improvement in CBAs through the experience exchange and preparatory work. This is for instance the case of the Coca Cola workers in El Salvador supported by the sub-regional network and IUF showing that trade unions' participation in regional networks begin to generate support between TUs to each other's organizing efforts and provide certain protection that formerly had been left to solidarity from Europe and the US.

Also, the initiatives to replicate the tripartite agreements achieved in Nicaragua first in Honduras and later also in El Salvador and Guatemala is an example. Moreover, networking 3F partners have jointly developed much more capacity to lift their advocacy to international organisations and institutions. Examples are the sugar trade unions' advocacy in key fora, e.g. participation in the World Forum for sugar producers, the advocacy of banana TUs in the World Banana Forum and their capacity to use global framework agreements and promote their implementation.

Based on the experience participating in international campaigns against the violation of basic labour rights by multinational companies, partners have become more aware of the importance of gathering solid documentation and be well-prepared to use it when launching a campaign. 3F is using the learning to advise partners on strengthening their registration and documentation systems and strategies on how to use it most strategically with the backing of international organisations or relating to complaining when Free Trade Agreements' sustainability chapters are not adhered to.

### **INFLUENCING LABOUR MARKET LEGISLATION THROUGH UNITED PROPOSALS AND TRADE UNION UNITY.**

The experience where partners participate in advocacy processes indicate the need for them to be proactive and make joint initiatives. It means, instead of waiting for someone to invite them for hearings or discussions in a legislative process, partners may take leadership and prepare their joint positions, share them with the relevant authorities and other actors and elaborate negotiation strategies. Partners have experienced that the capacity to link their daily work with the themes and issues raised nationally or internationally is essential. An example of this is the develop-

ment of proposals by the Bolivian construction workers' union for domesticating the ILO conventions on OHS in the national legislation.

In most of the programme countries, the trade union movement is fragmented. The experience of establishing and utilising regional platforms and networks has been useful and permitted the trade unions to express themselves in a united way in negotiations with various stakeholders. To continue this process requires improved capacity from 3F to match the needs of partner organisations in terms of preparing and practising advocacy based on advanced analytical and strategic inputs.

## **SPECIFIC LEARNING FROM SOUTHERN AFRICA**

### **ADDING VALUE THROUGH EXCHANGE OF EXPERIENCE WITH 3F TRADE UNIONISTS**

Direct exchange of experience between 3F in Denmark and partners has added much value to the partners' capacity development in Southern Africa in the past period. In 2016, a delegation from the industry workers' union in Zambia visited Denmark. It was the first time mutual visits were planned around a specific topic in this region. This was repeated when three partners from Zimbabwe came to Denmark on a similar visit. The international committee of 3F's South Denmark region hosted the visits. One year later, members of the committee visited Zambia to follow up and promoted a tripartite model of skills upgrading in general and technical and vocational training (TVET) in particular.

It inspired the partners to engage in skills upgrading as a natural part of their promotion of members' interests. The two partners' capacity to work for their members' access to quality education has grown substantially. It is not a new experience that partners can get very inspired by visiting 3F in Denmark and that advisory assistance is more effective as exchange of experience among equals. In southern Africa, it has pushed a process forward that has otherwise been difficult for programme staff to advise on.

## **SPECIFIC LEARNING FROM SOUTH ASIA**

### **STRONG SECTOR-ORIENTATED AND UNITED TRADE UNION ORGANISATIONS**

It is essential to the development of a well-functioning labour market to enhance unity and sector-orientation, especially in a fragmented trade union movement as e.g. Bangladesh. Support for trade union federations in uniting when dealing with employers and government while developing their capacity to organise and service trade unions at factory level should therefore continue. Fear of losing privileges or positions in unification processes often leave the trade union movement paralysed in its fragmented structure. Legislation in the programme countries also creates obstacles for uniting. There is plenty of room for the existing quantity of trained/experienced trade union leaders, who will be needed also in future improved structures. In the South- and Southeast Asia programme, a special challenge has been the slow progress regarding unity. Both when it comes to forming a united sector-oriented umbrella structure above the

level of union federations and when it comes to establishing co-ordination, joint activities or joint political messages. However, Nepal's TU movement has set an excellent example and should be involved in future sharing of experiences providing a best practice example. 3F will continue to monitor progress in this field and assess if support to partners should be more focused, if partners should be met with more requirements, and whether the to include a broader range of sectors.

### **TRAINING OF TRADE UNION LEADERS, STAFF AND ELECTED REPRESENTATIVES**

There has been a general tendency among partners to carry out – or receive - a lot of training without necessarily analysing and documenting the results it generates. Trade unions have often either participated in, or conducted, mainly short donor driven one-day trainings (especially Bangladesh). They have not always been based on partners' actual needs and strategies. 3F has tried to help partners develop internal and/or shared training systems and more long-term training courses on specific themes (e.g. OHS, negotiation, leadership skills etc.). In-depth training of local trade union leaders is understood as particularly important to increase their capacity and to foster networking between leaders from different factories. Furthermore, coordinating with other donors on this issue is essential in e.g. Bangladesh and Myanmar, where a lot of different donors operate with a plurality of approaches.

3F has learned to focus more attention on partners' capacity to document the effects of the training, which will be integrated into implementation plans and indicators to ensure continuous learning. Based on recommendations from reviews of 3Fs programmes, documentation should be linked to the 3FI super indicator system, which can serve as a dialogue tool with partners to document their own development and effect of various activities.

### **FRAMEWORK CONDITIONS FOR WORKERS' RIGHTS AND CSR**

In the Asia programme there has been a specific focus as many multinational companies in the textile and garment industry are buying their products in South- or Southeast Asian countries. This has led to several additional lessons:

- Despite a focus on voluntary CSR efforts, including certifications and codes of conducts that include respect for workers' rights, the general disrespect and resistance to the rights that empower workers is still high. Many of 3F's partners and 3F have learned that CSR, national legislation and international efforts to implement international labour standards should go hand in hand. One element apparently cannot replace another;
- There is a need to raise awareness about the legal as well as illegal ways of suppressing the rights of workers to organise in a trade union. Most people (including Danish NGOs) are unaware of the methods that employers and governments apply to keep workers from organising. The abstract aim of 'Freedom of Association' is not enough. What workers need are democratic unions, fully owned by themselves with capacity to defend their rights and claim remediation when their rights are not respected;
- NGOs, media and politicians have focused one-sidedly on



the individual responsibility of internationally operating companies. But judged from the experience acquired mainly in Bangladesh, the collective efforts of responsible companies within a sector, can have a significant impact, and campaigns and cooperation with companies should, to a higher degree, include what companies operating in a specific country should do collectively;

- According to 3F's experience, more may be achieved by developing capacity through a broad spectrum of tools, mechanisms and methods which ensure responsible business conduct. The most important being empowerment through organising most workers based on their own interests. The search for one specific complaint or campaign method at an international level that will work in all settings seems unlikely to yield the expected results;

Working together, union-to-union and shop-steward to shop-steward to take advantage of the capacity of sister organisations in the multinational companies' home countries seems to be one

effective tool among others which 3F will utilise in its advisory assistance when moving forward in this sector.

## RECOMMENDATIONS & FOLLOW-UP FROM CROSS-CUTTING EVALUATION 2013-17

The key lessons were assessed by the consultants that conducted the external cross-cutting evaluation of 3F's development assistance as a framework organisation 2013-17. The following is a summary of the eight recommendations and 3F's response to these adopted at 3F's International Committee meeting in June 2018.

No.	Recommendation	3F's response and follow-up
1	<b>Trade-union approach:</b> 3F's partnership among equals approach to sister organisations works well and produces significant results both for the organisations and for the organisations' individual members. This approach may add considerable value to the work of the Labour Market Consortium.	3F is pleased that the effectiveness of the trade-union-to-trade-union approach is acknowledged by the evaluation team. The plan is to strengthen the approach and ensure its relevance by providing advisory assistance to partners at different levels, from simple to technically advanced levels.
2	<b>Cooperation within the new consortium:</b> It is recommended to invite the two other consortium members to the meetings of the Programme Advisory Committees in the regional programmes.	3F agrees and will divide the PAC meetings and the other consortium members will be invited to one part of the meeting.
3	<b>Adaption to local/regional conditions:</b> The three large programmes should have a more differentiated approach including activities better adapted to very different contexts and challenges.	In 3F's opinion, the programmes have been adapted to local and regional contexts and challenges, and 3F still wants a harmonized trade union approach. Nevertheless, the new programme documents 2018-21 will put more emphasis on specific activities adapted to the different situations.
4	<b>A simple standardised super-indicator-system:</b> It is recommended to simplify and standardise the super-indicator system and to make it more useful for dialogue with partners related to their strategic plans and also ensure that it creates direct input to the joint reporting of the consortium.	3F agrees and will continue its efforts to simplify and standardise the super-indicators in the 2018 – 21 programme documents.
5	<b>Web based method manual and tool kit:</b> It is recommended to update method manuals and tool-kits and make them web-based. It is also recommended to improve sharing of examples and knowledge across programmes/regions.	3F agrees and will, when revising the method manual and tool-box, ensure that it is web-based. Likewise, 3F will develop methods for sharing of information and experience across regions and programmes after the programme documents 2018-21
6	<b>Gender:</b> 3F has not implemented gender-mainstreaming in its programmes and should use the term promotion of gender equality.	3F has received other recommendations in the past but will follow the advice and remove gender mainstreaming from the method manual and programme documents.
7	<b>Fundraising:</b> It is recommended to reduce the dependency on the Danish MFA and get a broader financing of 3F's development work, i.e. by more clearly promoting workers' rights as part of human rights and seek other funding sources.	The fundraising strategy will be discussed and updated in the second half of 2018 and first half of 2019.
8	<b>More differentiated advisory inputs:</b> It is recommended that 3F ensures more advanced advisory assistance e.g. in collaboration with the other consortium members related to social dialogue, minimum wage and CBA negotiations. It should focus even more on preparation and quality assurance of technically and strategically advanced issues.	3F agrees. The continued relevance of the advisory inputs should be ensured by adapting the assistance to each partner. 3F works with young TU organisations with short experience such as the ones in Myanmar legalized in 2012, but also with large organisations with many years of experience such as the partners in Bolivia, Colombia and South Africa. It will be considered to organise a panel of 3F advisors from branches as well as federation level.

# 5. SOLIDARITY WORK AND 3F MEMBER ENGAGEMENT

Active 3F members and representatives at shop floor, branch or federation level continue to make 3F's international efforts alive and anchored among the grassroots in the trade union movement. The solidarity with colleagues within the same sectors as 3F organises in Denmark is very much alive.

## INDICATORS

Strengthen the active engagement of at least 13 solidarity groups, especially the newer groups related to South Asia and Southern Africa.

Improve integration between the international development work and 3F's other departments and branches.

Continued focus on current relevant international topics on annual solidarity conferences.

## RESULTS OF COLLECTION FOR COLLEAGUES IN GUATEMALA FOLLOWING THE 3F CONGRESS 2016

3F maintained its support for two sister organisations in Guatemala after the DANIDA support had been phased out due to budget cuts: The banana workers' union SITRABI and the food and beverage workers federation, FESTRAS. This was made possible through collection before and during 3F's 2016 Congress.

Organising workers is still a very difficult task in Guatemala as the employers meet it with heavy resistance and oppression/intimidation. To be active in a trade union represent a high personal risk and can in many cases cost people their lives. A newly formed company-based trade union under FESTRAS lost one of its board members, Tomás Ochoa in September 2017. He was shut by masked men on a motorcycle when he left the factory. The investigation has not yielded any results – in line with the widespread impunity. The support from 3F has been an important financial contribution to continue the union's fight for better conditions. Both organisations have utilised the support for implementing their own plans in developing their organisations.

## SOLIDARITY ON THE BACK OF A TRUCK

Linked to 3F's efforts to support melon workers in Honduras and their right to organise in trade unions, 3F supported a collection for the agriculture workers trade union, STAS. They had expressed a wish to buy a used pickup truck to be able to reach the plantations where their current and potential members are working. The vehicle came into good use, when a group of palm oil workers organised and requested negotiations with the employer. When the employer threatened and even fired trade union

leaders, the workers went on strike. Solidarity in terms of food was transported from other unions to the plantation and allowed the workers to continue their protest for some months.

## YOUTH FOR GLOBAL SOLIDARITY

3F once again arranged for two groups of young 3F members to exchange experience with partners and youth in programme countries. The visits were financed by the 3F trade union study-travel fund and in 2017 Nepal and Nicaragua-Honduras were the selected destinations. Upon return participants shared their experience at local 3F branches. In the future, 3F International will ensure an even better connection to the 3F branches to also support that young members' interest in solidarity work will become an integrated part of branch solidarity activities.

## INTERNATIONAL SOLIDARITY CONFERENCE 2017

3F held its annual international solidarity conference in 2017 with the topic: 'The struggle of the future labour market – Do we become working poor, or do we get decent jobs?'. More than 100 3F members participated actively (among these about 24 new participants) and got a chance to discuss solidarity work across local 3F branches, solidarity groups and sectors. There was a discussion about the SDG 8 and how the new cooperation between the labour market parties in Denmark; 3F, DI and LO-FTF council has the potential to contribute towards achieving the goal. This included a panel debate between the 3F vice-president, Tine Christensen, DI's head of international company advice, Jacob Kjeldsen and the head of the LO/FTF council, Mads Bugge Madsen. There was a roadshow on 'The Working Poor' in Europe and elsewhere, meeting between trade union activists from Asia and Central America, discussion on experiences concerning gender and equal rights from textile workers in Honduras and discussion on CSR, investment and development with cases from Carlsberg, Bestseller, Maersk, Scandinavian Tobacco and Pension funds.

## 3F SOLIDARITY GROUP ENGAGEMENT

Solidarity groups were quite active in 2017. There are currently 15 active solidarity group in 3F. It shows that again the newer groups in southern Africa (both visits in southern Africa as well as hosting of visits), Asia (experience exchange seminar across continents) and Bolivia have been quite active. Following are the key solidarity group activities in the three regions supported by the DANIDA framework agreement.

## DOCK-WORKERS' SOLIDARITY

The Danish dock workers have been advising and provided various forms of solidarity support to the dock workers unions in

Latin America, especially Nicaragua and El Salvador. In 2017, the Danish dock workers' solidarity group participated in the international conference held in Panama on the challenges related to the privatisation of ports all over the world. In Nicaragua, they celebrated the results of their efforts with colleagues in Nicaragua – that is the formation of a national industry workers' federation and the signing of a sector CBA for port workers.

### **EXCHANGE OF IDEAS – BOLIVIA-DENMARK**

The 3F Bolivia solidarity group joined by 3F's vice-president, Tina Christensen revisited Bolivia for the third time to see workplaces in various geographical places and listen to the experience from both transport, construction and industry trade union federations. The partners were curious to hear about the 3F experience and heard about the 3F general strategy, vision and experience within some key areas. The topic was how to develop the trade union movement to become more relevant for its members.

### **LEARNING ACROSS CONTINENTS**

In November 2017, 3F region Midtjylland in cooperation with 3FI held an international conference in Silkeborg focussing on the textile and garment-sector. The purpose was to exchange experiences between trade unions in Latin America, Asia, Denmark and IndustriALL in Geneva. Experiences, ideas and results were exchanged, and participants left with more knowledge about results of concrete trade union efforts and inspiration regarding new ways of working and, not least, a better understanding of the importance of international solidarity.

### **3F REPRESENTATIVES ADVISES ZAMBIAN AND ZIMBABWEAN PARTNERS ON HOW TRADE UNIONS CAN INFLUENCE TECHNICAL EDUCATION**

2017 was an active year for the solidarity groups in southern Africa. 3F Region South Denmark's international committee was in Zambia to follow up on the industry workers' unions' visit to Denmark the year before. It thus focussed on the trade unions' role in influencing technical and vocational education and training on many levels. The visit included meetings with the agricultural workers' union, employers and the ministry of education.

Experience exchange were also done the other way around when three partners from Zimbabwe visited 3F in Denmark. The visit also focussed on TVET and internal trade union training. They met with 3F local branches in Valby and South Funen and visited DI. Direct connection was established between the agriculture workers' union in Zimbabwe and the Danish agricultural school, Dalum Landbrugsskole. The partners in Zimbabwe would like

3F representatives to visit Zimbabwe and were eager to have employers included in such a visit.

### **SOLIDARITY GROUP CARRIES OUT TRADE UNION TRAINING IN MALAWI**

The breweries solidarity group (the former Carlsberg group) trained two Malawi partners in organising and negotiation. The members of the solidarity group demonstrated participatory pedagogical methods, e.g. including work place visits, one-to-one conversations with workers on the work place as part of an organising strategy, role play for practicing negotiation techniques.

## 6. INFORMATION WORK IN DENMARK

Following information work in 2017 contributed to achieving the objectives set in the Strategic Plan 2015-2018.

Objectives	Progress 2017
1. Improve quality and intensiveness in the information work by, among others, employing a student assistant to support this area.	<p>Following the general cut in 3F funding and the reduction in the budget line for information work from 3% to 2% of the allocation, there is no longer a student help in this area. Moreover, 3F had to cut down its agreement with a freelance journalist who edited the international newsletter.</p> <p>The 11 young 3F members that visited two programmes produced reports that has been shared with 3F local branches in the Main board of 3F. Posts directly from their journey were shared on Facebook. Several of them have made 'after work' meetings or presentations for fellow members at their local branch or work place.</p>
2. Develop webpage specifically for 3F international and intensify the use of social media.	<p>The webpage suffered from lack of updating in 2017. This is being done currently.</p> <p>The 3FI Facebook page is maintained. No. of followers are now 1,233, an increase of 30%. 3F is continuously exploring how to engage people more on the page and make postings attract more people.</p>
3. Increase number of subscribers to 3F's international newsletter from the current 4,300 to 5,000.	<p>After having reached the target of 5,181 subscribers in 2016, 2017 suffered a set-back following the need to cancel the agreement with the freelance journalist writing the articles due to budget cuts. There are now 2,500 subscribers which is a major set-back. Some of the articles are brought forward in Globaltnyt.</p> <p>About 3 international 3F articles reach the national media with an estimated reach of 100,000-300,000.</p> <p>3F is working on establishing a closer coordination and cooperation with the communication department/ Fagbladet 3F which has the capacity to support the development and reach a broader audience. The international newsletter will if feasible be shared with the EU department and new EU office in Brussels.</p>
4. Analyse the use of the interactive school material, dilemma, developed and disseminated in 2014 and assess the possibility of future such products.	<p>This activity was cancelled due to reduction of the 3FI personnel.</p>



# 7. ORGANISATIONAL DEVELOPMENT

Following is a status of the progress on the eight organisational objectives defined in the Strategic Plan 2015-2018.

Objectives	Progress 2017
1. Corporate Social Responsibility (CSR) Strategy developed and approved by June 2015	Draft strategy developed and approved as discussion paper by 3F's International Committee and a 3F CSR committee established.
2. Fundraising Strategy revised and approved by the end of 2016	Postponed due to changes in funding modalities. A new strategy will be developed in 2018.
3. Key strategic documents for 3F's international development work are revised and approved following strategies and decisions taken at the 3F Congress 2016	A strategy for 3F Internationals transformation into a more integrated part of both 3F itself and the new labour market consortium has been approved by 3F's International Committee.  3FI will later develop a reader-friendly version in Danish mainly targeting 3F members and an English version targeting mainly other Danish and International stakeholders. Furthermore, a document describing 3F's contribution to the Sustainable Development goals has been elaborated.
4. 3F is able to make pilot report on cost-effectiveness and cost-efficiency by June 2016	Achieved. See below for the analysis.
5. 3F has improved its Risk Management principles and practice by January 2016	Achieved. The risk management systems have been improved. The Global Administrative Manual now have a section on staff safety and security. Each Regional Administrative Manual has the same relating to each context. Risks are analysed and updated for each region in each half-year report and there is an improved information flow regarding sudden escalated risk situations. However, 3F continuously analyses how to improve its risk management system including coordination with other consortium members.
6. Monitoring and quality assurance has been strengthened at all levels by 2017	The quality and analysis of data in progress reports has been significantly improved – both at partner and regional programme level. The harmonisation of super indicators has come a long way and makes cross-cutting analysis possible. The QA system has been revised following an audit of the system and its use in 2016. New procedures and formats are being developed for the new consortium cooperation.
7. Strengthened capacity of 3F to set impact indicators and conduct impact assessments systematically.	Impact indicators have been harmonised. In 2016, a thorough baseline on all impact indicators were carried out in each of the three regional programmes. This has significantly improved the reporting on progress at impact level in the 2017 annual regional reports. With the RAM-system cancelled, this is only included in selected indicators in this report.
8. Knowledge management improved by January 2016, ensuring proper filing and enabling experience sharing and learning across regions and programmes.	There has been an increased sharing of annual reports and learning across regions, both electronically and through method workshops and leadership seminars. Skype conferences are now used to share knowledge. It has been decided to use web-based tool-kits and share examples from the different regions in the future.

## RESOURCE ALLOCATION

2017 has been a year of re-adjusting the organisation to the changing conditions, without compromising on the context-related and sustainable achievements. This has proceeded without major complications and has led to an overall satisfactory financial result.

## OVERALL FRAME SPENDING 2017

Region	Spending	Budget
Africa	11,0	11,0
Latin America	8,0	7,8
South Asia	3,8	3,8
Middle East	0,5	0,5
Global	0,9	0,7
<b>Total programmes</b>	<b>24,2</b>	<b>23,9</b>
Information	0,4	0,5
Monitoring and review	0,7	0,9
Audit	0,2	0,2
Administration	1,7	1,7
<b>Grand total</b>	<b>27,2</b>	<b>27,2</b>

3Fs own contribution amounted to 1.2 mill. DKK, which, as in previous years, was financed by 3F membership fees with some contribution by individual members and branches. The other part of the own financing (DKK 3.6 mill.) was covered through 3F fees to Global Union Federations.

Because of the continued high level of engagement and cautious financial management, some activities were postponed and will take place in 2018. Several partners were phased out preparing for the shift in priority countries in 2018 and Regional Offices in Southern Africa and Latin America have focused on responsible phasing out of partners aiming at sustaining as many as the achieved results as possible.

Coupled with the shift in modality and integration into the new consortium, this also delayed some activities.

## VALUE FOR MONEY

Reporting on super indicators has been an important tool for partners and 3F to assess whether the partner is building up capacity as expected and where 3F should focus its advisory assistance, i.e. from supporting basic organisational systems to enable the TUs to improve conditions for their members and create results for the target group. Hence, the discussion, interpretation and use of the system will continue to be strengthened and used to influence programme development, priorities in advisory assistance and organizational decisions moving into reporting on outcomes in the new consortium cooperation from 2018.

2017 is the third year of distributing actual partner expenditure between 3F's six Super Indicators. Some adjustments have been made based on the 2015 & 2016 reporting experience and learning. The most important one has been for partners and regional offices to register the support as specifically as possible – looking at the end-result of a specific organizational support to partners. This change was initiated mid-2016 when the 2015 numbers were ready.

The move from the more general super indicator strengthened national organisations to the more specific indicators, that reflect how partner organisations benefit their members, means that the financial reporting is now more in line with the accompanying narrative reporting.

Latin America has registered a much larger amount on regional coordination which is in line with the actual development in the regional programme to more of sector-networking and coordination nationally and across the region. Not much is spent on TVET reflecting that it is mostly in Latin America that expenses have been prioritised for this area. Male and female workers' rights take up a larger percentage this year than the year before as a lot was done on casualisation and studies made on gender to help trade unions design relevant strategies and initiatives.

For South Asia, the bulk of efforts and funds go into strengthening the relatively weak partner organisations in Bangladesh (95%) which is in line with the actual incurred cost. Even though, there are good results reported in other areas in South Asia, there is almost no spending. 3F's partner organisations often receive earmarked funding from other donors. However, since 3F still provides core organisational support, it is still part of the narrative reporting but with limited visibility in the spending.

### The distribution in 2017 was as follows:

	Super Indicator	Share of spending 2017	2016
1	Strengthened national organisations	59%	69%
2	More and better Collective Bargaining Agreements (CBAs)	5%	5%
3	Improved Occupational Health & Safety (OHS)	7%	6%
4	Male and female workers' rights more respected and better protected	11%	10%
5	Improved vocational education and training	1%	1%
6	Increased regional coordination	17%	9%



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