

RESULTS REPORT 2016

STRONG RESULTS FOR WORKERS
IN TRYING TIMES



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ABBREVIATIONS

3F	Fælles Fagligt Forbund (United Federation of Danish Workers)
3FI	3F International (department in 3F)
APM	A.P. Møller
ATC	Asociación del Trabajadores del Campo (Agriculture Workers' Union, Nicaragua)
BWI	Building and Woodworkers International (GUF)
CAFTA	Central America Free Trade Agreement
CBA	Collective Bargaining Agreement
CISU	Civilsamfund i Udvikling – Civil society in Development
CSR	Corporate Social Responsibility
CSO	Civil Society Organisation
DANIDA	Danish International Development Assistance
DIEH	Danish Initiative for Ethical Trading
EPZ	Export Processing Zone
ETI	Ethical Trading Initiative (UK)
ETUC	European Trade Union Confederation
FES	Friederich Ebert Stiftung (German social democratic organisation supporting labour market development)
FOS Belgium	Belgic Trade Union support organisation
FTA	Free Trade Agreement
GUF	Global Union Federation
GSP	General System of Preferences
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)
JETI	Joint Ethical Trading Initiative
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
MKI	Mediation and Complaints Handling Institution for Responsible Business Conduct (Mægling- og Klageinstitutionen)
MNC	Multinational Company
MoL	Ministry of Labour
NNF	Fødevareforbundet NNF (Danish Food Workers' Union)
OHS	Occupational Health and Safety
PA	Palestinian Authorities
SDG	Sustainable Development Goal
STG	Scandinavian Tobacco Group
TU	Trade Union
TUSO	Trade Union Supporting Organisations (Bangladesh)
TVET	Technical and Vocational Education and Training
UN	United Nations
UNGP	United Nations Guiding Principles on Business and Human rights
WTO	World Trade Organisation

1. INTRODUCTION

3F's Results Report 2016 covers 3F's results achieved under the framework agreement with DANIDA. The report is based on 3F's 'Årsrapport 2016' approved by 3F's International Committee in April 2017. The report provides a cross-cutting global analysis across four regional programmes against three generic immediate objectives and six super indicators. They embrace variances in regional programmes' specific indicators. The process of ensuring harmonised data, which was started in 2013, is not yet fully complete and is in 2016 slightly weakened due to several countries and partners being phased out in the course of the year. The report leaves out the results achieved in Central- and Eastern Europe that are currently not part of the framework agreement with DANIDA. For information on these, see 3F's Danish 'Årsrapport 2016'.

Following the Danish government's reduction in development aid and support to civil society, 3F decided to phase out several countries and partners rather than reducing budgets across the line to align with the 26% budget reduction. 3F phased out Danida-funding entirely from Guatemala, Palestine and Sri Lanka and 3F's office in Palestine was closed. Moreover, some partnerships in three other countries were phased out, including dock workers' union in Honduras, construction workers' union in Nicaragua and sugar workers' union in Mozambique. They however still form part of this year's results report as the partnerships were phased out by mid-2016 to ensure a proper phase out process. A few more partners will be phased out during 2017.

The report is divided into seven (7) main sections, starting with an **executive summary** followed by **political and labour market trends**. Section 3 includes major **changes in risks** in programme countries. Section 4 is the essence of the report summarising the **global cross-cutting results for 2016** at output-level. The analysis is divided into a short narrative per objective and per super indicator and a matrix with progress on specific indicators under each super indicator. As a new area of 3F efforts, **Framework Conditions for Workers' Rights** was introduced in the Strategic Plan Update for 2016-2019 and included in this 2016 report. The collaboration and dialogue with private companies is described under the **CSR efforts**, while the duty to protect workers' rights from the governments' side is framework conditions under this headline. Section 4 ends with a reflection on selected general **learning and adaptation** within 3F programmes in 2016. Section 5, 6 and 7 provide status and achievements within **popular anchorage and 3F member engagement**, information work and organisational development. Section 7 is supplemented by annex iii containing a status on recommendations from the DANIDA thematic review 2016. Lastly, it also provides an overview of the **resource allocation and spending** as well as analysis on **value for money** using the new budget and accounting system registering cost per super indicator.

2. EXECUTIVE SUMMARY

Partners achieved important results in 2016 despite economic, political or climate challenges and even crisis in several countries. It shows that trade union organising and work doesn't stop when a country is in deep crisis, as was the case in Zimbabwe or Mozambique. Difficult times can lead to more unity and awareness as well as international solidarity and thus bring real changes for workers - even in countries with anti-union violence such as Guatemala.

BETTER PROTECTION

More women and youth were engaged and better protected in the sectors that 3F supports. In both Latin America and southern Africa, partners organised relatively more female than male members. Progress among female members were 8% in all regions (excl. Palestine) with a 16% growth among female members in Latin America. By implementing well-developed gender strategies, more women have been elected to the leading bodies of the trade unions in the Export Processing Zones (EPZ) in Latin America. This has ensured broader Collective Bargaining Agreements (CBA) and made unionisation even more relevant for women.

More 3F partners influenced the regulatory and legal framework in their countries and sectors. Achievements were made particularly when partners coordinated their advocacy and stood united. In Zimbabwe, the trade unions ensured a significant change in a law about special economic zones - something that trade unions are struggling with in most countries.

3F partners achieved significant results in their efforts to better protect the most vulnerable workers - the casual and seasonal workers. In the export processing zones (EPZ) in Latin America, casual workers were covered and protected by the CBA. Through well-planned coordination, trade unions in Zambia succeeded in some key areas to legally ensure equal protection of permanent and casual workers thus ensuring their rights. In Latin America, the transport workers' union started to organise the otherwise 'informal' workers which has led to a doubling of the union membership.

STRONGER TRADE UNIONS

Jointly, 3F's partners achieved a 6% membership growth in 2016, while female membership increased by 8%. An-

nual targets were adjusted upwards in 2015 from 5% to 7% based on previous years' overachievement. Meanwhile, the union growth rate decreased when unions faced challenges in several countries affecting the employment situation. Latin America continues to have the highest growth rate (11%) followed by South Asia (5.6%) and southern Africa (3%). The number of members paying trade union fees increased by 21% in Latin America, which improves legitimacy and financial sustainability of partners. Unfortunately, in Bangladesh, there was a decrease of paying members after several years' progress - most probably due to closure of companies.

WORK ENVIRONMENT EFFORTS BETTER STRUCTURED

Convincing more employers to improve Occupational Health and Safety (OHS) management methods with worker representation was a key result among partners in all regions. The number of OHS committees increased considerably at workplaces, where 3F partners are present. 51% increase reaching a total of 752 in the three main regions. Partners improved their internal education of safety representatives. OHS generally received much greater attention by 3F partners, especially in southern Africa, Bangladesh and Palestine, where unions used to leave it to authorities and legislation. A few partners are now capable of registering work-related accidents at workplaces where they are present.

SOLIDARITY AND COOPERATION

3F's campaign and fundraising for the oppressed trade unions in Guatemala made a mark in 3F - both in terms of informing and engaging 3F members in solidarity and in campaigning against the oppression of basic labour rights. DKK 314,000 were raised at the 3F Congress and in 3F local branches, schools and at work places. The beverages industry workers' federation and the banana- and agriculture workers' union in Guatemala are therefore able to continue at the same activity level in 2017 after phasing out DANIDA funding and thereby hopefully ensure improved sustainability. 10 representatives from 3F's partners in all the regions were guests at the 3F Congress in 2016. Moreover, four partner delegations - from Ukraine, Belarus, Zambia and Guatemala - came to Denmark and 3F over the year on experience exchange and capacity building visits. 3F's new initiative 'Youth for solidarity' was piloted and resulted in 11 new young 3F members increasing their interest in international work.

3. 3F IN THE WORLD & GLOBAL LABOUR MARKET TRENDS

SUSTAINABLE DEVELOPMENT GOALS

Development policy has been subject to change in the past years. The world is interconnected and people around the world, to an increasing degree, experience the same threats and challenges. The Sustainable Development Goals (SDG) approved by the UN General Assembly by the end of 2015, marked a new global agenda. In their essence, the 17 SDGs could have been taken from the programmes and principles of the trade union movement. It is possible for 3F to prioritise work with several the SDGs, but for obvious reasons the efforts centre around goal no. 8: Decent work and economic growth. But while pursuing one specific goal, it remains imperative to follow the approaches of “doing no harm” to the achievement of any of the other goals and to “leave no-one behind”.

Achieving the SDGs requires substantially higher levels of investment than what can be obtained from traditional development assistance. This calls for the involvement of other actors, not least the private sector - a change reflected in Denmark’s new strategy for development cooperation and humanitarian action, “The World 2030”. The new policy also redefines the future modality for support to Danish civil society working in developing countries. This affects 3F’s work to strengthen trade unions and labour rights. All CSOs will have to align to the governments priorities both thematically and geographically. As a result, 3F is in the process of intensifying its ongoing effort to cooperate with companies and business organisations in its development work. 3F’s key strategic priority will however not change; to strengthen sister organisations in poorer countries. 3F still sees this as the most important factor to achieve decent work, stronger democracies and to reduce poverty and inequality.

THE DECENT WORK AGENDA

It was the International Labour Organisation (ILO) that originally launched the concept of decent work, which is now integrated into SDG 8 - ensuring decent work and sustainable economic growth. The ILO Decent Work Agenda covers ten substantive elements within four strategic pillars: Full and Productive Employment, Rights at Work, Social Protection and Social Dialogue.

EMPLOYMENT OPPORTUNITIES

ADEQUATE EARNINGS AND PRODUCTIVE WORK
STABILITY AND SECURITY OF WORK
DECENT WORKING TIME
COMBINING WORK FAMILY AND PERSONAL LIFE
WORK THAT SHOULD BE ABOLISHED
EQUAL OPPORTUNITY AND TREATMENT IN EMPLOYMENT
SAFE WORK ENVIRONMENT
SOCIAL SECURITY
SOCIAL DIALOGUE, EMPLOYERS' AND WORKERS' REPRESENTATION

To achieve this goal, 40 million jobs should be created a year to balance the entrance to the labour market globally. The conditions of work should be improved for 780 million already in job, but who do not earn sufficiently to lift themselves and their families out of poverty. The Decent Work Agenda and the SDGs centred around Goal 8 will form the framework for a continuous strategic focus in the years to come.

GROWTH AND EMPLOYMENT IN 2016

2016 showed an economic growth on 3.1% worldwide and unemployment did not decrease. According to ILO, it seems that the irregular vulnerable part of the labour market will remain on the same level. It is estimated that 42% or 1.4 billion workers are in vulnerable forms of employment. The tendency of outsourcing, labour brokering, casualization and ‘precarisation’ of work is increasing globally. The number of poor workers is only decreasing marginally and ILO foresees the number to increase in developing countries. Half of the workers in South Asia and two thirds in Sub-Saharan Africa remain poor despite working full time.

If poorer countries had a more equal distribution of their generally higher growth rate, there would be a reasonable basis for increased employment and reduced poverty. However, that is not the reality in 2016. The growth in South and South-east Asia were not utilised to develop more socially balanced societies and equality. A few years ago, Latin America was able to reduce inequalities and poverty but is now facing a period of economic stagnation while especially southern and central Africa was hit by draught, famine, corruption scandals and failed investments. It is

very unlikely that market-driven economic growth could automatically lead to sustainable equitable development and the achievement of the SDGs. Investments are increasing in countries with high economic growth and low risk, but many investors do not think long-term. Some countries are affected by fluctuating world market prices, war, conflict, terrorism and natural disasters. In some periods, they get poorer and the market remains socially blind.

The experience of the trade union movement points at the need for stronger civil society and partnerships including a stronger internationally oriented trade union movement. Not least, it calls for a strong political and international regulation as essential to harness private investment and private business as a driving force for sustainable economic development.

3.1 CHANGES IN RISKS AND ASSUMPTIONS

There were changes in 3F programmes' risks and assumptions in 2016 that in some cases affected the programme implementation and achievement of results.

Combined effect of governmental actions in Palestine:

3F's attempts to station a programme coordinator in Palestine was never approved by the Israeli authorities. Danish government had reduced the funding and during 2016, the Palestinian authorities tightened its grip on the trade union movement and the freedom of association by freezing 3F's main partner, PGFTU's, accounts and interfering in the affairs of the trade unions leading to a legal case.

Most of the authorities' efforts to limit the voice and action of the Palestinian TUs started as soon as PGFTU fell out of line with the policy of the Fatah authorities and promoted a new social security law. On top of this, the security situation in the region worsened and isolated many cities and governorates making programme implementation difficult. The sustainability plan designed with partners to ensure a smooth phasing out of Palestine could thus not be properly implemented. All factors combined made the closure difficult and hampered staff and programme efficiency. The office closure thus had to be moved forward. Furthermore, 3F decided not to progress with a full application to the EU for Palestine after having the concept note approved. The risk given the conflict between TUs and the authorities was too high, especially without 3F's presence. This decision further affected the partnership relations and exit phase.

Financial crisis: The economic crisis in **southern Africa** that caused company closures and job loss leading to membership decrease and weakening of TUs, is no longer

only relevant for Zimbabwe and Malawi as foreseen in the programme document. Mozambique must be added with a deep debt and financial crisis escalating in 2016. In Zimbabwe, the financial crisis worsened with banks running out of cash and the introduction of bond notes. Some partners have lost up to 75% of their members in the past two years.

This development affects programme results. It also bears a risk in terms of administration of funds. 3F has monitored the situation closely and taken necessary precautions, i.e. split up transfers to partners and ensure that partners minimise the use of cash. Getting foreign currency is impossible in Zimbabwe and becoming still more difficult in Mozambique with many restrictions being added. Currency fluctuations in southern Africa has affected programme management. Closer monitoring and more frequent budget revisions have become necessary.

Security and peace: The risk of terrorist attacks in **Bangladesh** particularly targeting the expatriate community became real in 2016. Hostages were killed in a brutal attack on a café in Dhaka's embassy district. This worsened the already poor security situation on top of a volatile political situation and unrest. It has been monitored closely as it may endanger 3F's presence in the country.

Four provinces in **Mozambique** experienced armed conflict and transport was restricted only to military convoys. It hampered partners' ability to gather and train trade unionists from different parts of the country and monitor activities in the centre-north. A ceasefire between the fighting parties was however reached in December and 3F monitored the security situation closely. In **Zimbabwe**, the economic crisis led to more intense uprising and protests that were beaten down seriously by the Zimbabwean government's security forces. They are however not able to control the use of social media increasingly used to voice the protests.

Draught & climate change in southern Africa: The draught in 2015-16 not only affected food prices and food security (especially Malawi and Zimbabwe and the southern and central Mozambique), it continued to affect electricity supply especially in Zambia, Zimbabwe and Malawi. It lowered production in the region and companies, especially in the food and beverage sectors were scaled down drastically. It resulted in retrenchments and job insecurity and besides being a contextual risk, it also constitutes a programme risk as partners are unable to increase membership and thus representativity to improve conditions for their members.

Hostility towards trade unions in Bangladesh: Half of the applications to establish company-based trade union bran-

ches were still rejected by government which seriously contradicts ‘freedom of association’ to which Bangladesh has subscribed. Adopted rules to implement amendments to the labour act again made it more difficult to register new TUs. Apart from being a set-back in terms of the democratic development and social dialogue in Bangladesh, it also makes it difficult to achieve the programme objectives and targets, i.e. increasing union density. This risk was worsened by the end of the year with an unprecedented crack-down on TUs starting after local strikes over wage demands in an industrial area with a high concentration of garment factories. Many local union leaders were arrested and several TU offices were closed in the region and beyond. Some union leaders had to go into hiding. This may have serious consequences for partners.

Shrinking space for civil society is an increasing risk in the Latin American region. This is no longer only related to the very oppressing regimes in Honduras and Guatemala cracking down on TUs and civil society in general. Government policies in Bolivia and Nicaragua are becoming increasingly rigid and often target critical civil society voices. This represents a risk for partners’ ability to achieve progress for workers as well as 3F’s ability to support partners in the countries.

Tendency of reduction of development aid across Latin America: Some expected results, especially in the transport sector in Honduras and Guatemala, will not be achieved partly because of Danida’s budget cuts. There was a general tendency in the region of development aid being reduced or phased out. This affected the sustainability of past results or development processes and could lead to increased inequality in the region.

4. GLOBAL CROSS-CUTTING RESULTS 2016

4.1. 3F INTERNATIONAL PROGRAMMES 2016

3F worked in partnership with a total of 45 trade union organisations (including the 11 that were phased out) in 2016 in Latin America, Southern Africa, South Asia and Palestine/MENA. The support to the MENA construction network continued after 3F closed its office in Palestine.

3F continued its support to trade unions in Central and Eastern Europe with direct partnerships in Ukraine and Belarus through DANIDA’s neighbourhood programme.

36 partners under the framework agreement were sister organisations within 3F’s sectors. 9 partners were regional networks run by the GUF in their respective sectors or sub-sector networks in the sugar, banana and beverage subsectors in Latin America.

3F REGIONS, SECTORS AND PARTNERS 2016

Region/Sector	Agriculture	Industry	Construction	Transport	Hospitality/Service	Confederation	GUF
Latin America	6	4	3	2			4
Southern Africa	3	4*	4		3		1
South Asia		7					
MENA/Palestine**	1		1			1	1

*The partner in Malawi covers both Food and beverage (Industry) and service sectors. It is registered here under industry.

**Partnerships with the two sector unions and the Confederation in Palestine ended in May 2016.

Mid-Term Reviews were carried out in South Asia and Latin America Regional Programmes. 3F underwent a DANIDA-led thematic review including field visits to Zambia and South Africa as well as a financial control visit (see annex iii for a status on the recommendations). Conclusions were generally positive. 3F's strategy and implementation is assessed highly relevant and is progressing. Focus in the review-recommendations is on maintaining the synergy in the strategy and efforts rather than making changes. Learning was generated and smaller adjustments are embodied in revised programme documents and action plans. Improved documentation of 3F's added value will receive considerable attention in the years to come. Some areas for improvement are pending the new funding modality and size which may determine the future themes, set-up and geographical focus.

4.2 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

The pace of progress has slowed down in this second to last year of the four-year strategy-period. While we adjusted targets upwards due to overachievement in the first two years, the pace started reducing. 3F however regard the overall progress towards objective one as satisfactory considering the 26% reduction in budget. The development of all partners becoming a relevant negotiation partner for the employers in a given sector is however quite slow with great varieties between regions and countries. Qualitatively, most partners have however become stronger regarding their internal organisational systems and strategies, their capacity to negotiate and advocacy.

Partners' representativity and thus ability to better represent the more vulnerable workers has contributed to achieving this objective in 2016. Especially 5 partners are implementing more relevant strategies to organize and

3F has analysed achievements and contributions to immediate objectives within its six super indicators linking to areas of strategic importance for trade unions' development and functions. The generic immediate objectives, super indicators and specific indicators are stated in the 3F Strategic Plan Update 2016-2019, pp. 9-11. Among the few changes of the original results framework is an immediate objective 3 on Framework conditions and workers' rights. Not all specific indicator data are reported from all 3F's regional offices as they are not equally relevant or possible to monitor in different contexts. The harmonisation of results is thus mainly at super indicator level. Case stories on best practices are included where relevant. It is important to note that figures and results from Palestine only cover the first four months of the year and several data were not reported.

empower women in to the leading bodies and as representatives. This has led to a differentiation in demands in CBA negotiations covering other areas than salary. 3F's focused advisory assistance concerning the protection of and partners' representation of casual and seasonal workers is continuing to produce results. In 2016, especially the EPZ unions and the transport workers' unions in Latin America and the agriculture and construction workers' unions in southern Africa have had significant progress in this area. Partners' ability to influence their national legislation is improving with good results being produced, this year especially in Zimbabwe. There are good results concerning more sector-orientation and unity in Latin America, Sri Lanka and Nepal. In Latin America, the consolidation of the sector-orientation of the unions has continued to produce positive change for workers. All partner trade unions in Latin America now have strategies that embrace a sectoral approach to the union work, but it is a slow development in both south Asia and Latin America. All 12 sister organisations in Latin America are now sectoral TU federations. The others have started dialogue with company-based unions in their sector to form a federation. However, there seems to be a set-back in unity and sector-orientation in both Bangladesh and increasingly also in parts of southern Africa. This impedes partners' ability to ensure workers' rights. In Sri Lanka, social dialogue improved as Textile & Garment (T&G) unions managed to unite forces and jointly request amendments to labour market legislation and fight attacks on existing rights.

4.2.1 SUPER INDICATOR 1 – STRENGTHENED NATIONAL ORGANISATIONS

There is substantial difference in the pace and mode of capacity development of 3F's partner organisations. Experience suggests that when an organisation start leading its organising strategy and developing and decentralising its internal structures and processes, controlling its financial management and data registration, strategizing and planning consciously for organising and representing women and casual workers, i.e. planning the organisational development in a strategic and targeted way, then progress is seen in many areas at the same time. Examples are the Construction workers' union in Bolivia, the Agricultural workers' union in both Zambia and Zimbabwe and the Industry general workers' union in Sri Lanka. These organisations have, to a higher degree than other

partners, optimised 3F's advisory assistance and adapted their organisation to the context and reality in which they operate. The Construction workers' union in Bolivia has made a great leap forward in terms of social dialogue and OHS regulations in cooperation with the employers. They have shown that it is possible to achieve results in pro-active dialogue and cooperation with the employers instead of seeking confrontation or lobbying for government to step in and pressurise the companies. Systematic organising has been a key to their results. Similarly, the Agricultural workers' union in Zimbabwe is the only union with a membership increase in the crisis-torn country. They have established organising groups, increased their work place visits despite the vast transportation costs to reach workplaces in agriculture, decentralised the work and trained their shop stewards to take care of most of the organising. Their significant result in organising women (115% female membership increase since 2014) is a result of a conscious and specific strategy with new and localised innovative methods.

AN INTER-UNION COORDINATION UNIT IN HONDURAS IS GAINING GROUND

3 Confederations, 1 TU Federation, 8 TUs and 1 TU sector network in Honduras (of which 6 were 3F partners) have created and participate in CONAIH – an inter-union coordination unit that has started producing significant change. CONAIH has formed issue-based committees that are working across the various TU organisations for a common cause. They are maximising expertise and motivation across the unions and have increased the weight and reliability of analysis with which the unions communicate issues. The process has been challenging and while some committees have made considerable progress, others are struggling to put their plans into practice. However, CONAIH has consolidated itself as an inter-union entity capable of offering valuable support to decision-makers in the TU federations by providing analysis and proposals on a high technical level. This has contributed to TU top level discussions with the government and employers. It has proven an excellent space for exchange and development of ideas.

Due to CONAIH's analysis, labour market actors and decision makers have improved their understanding of the workers' conditions in Honduras and how certain policies and reforms affect them. The aim is to avoid negative impacts on working conditions by providing evidence. Joint positions taken by the three Confederations have made it harder for the government and employers to take advantage of internal disagreements that weaken workers' positions. The process of joining forces and speaking with a single voice is key to defending workers' rights.

CONAIH is financed by coordinating various donor inputs from 3F, FOS Belgium, the LO/FTF Council, FES and own TU funds. By coordinating donors' financial and advisory assistance, CONAIH has optimised the use of funds and advisory support.

SUPER INDICATOR 1: STRENGTHENED NATIONAL ORGANISATIONS

Indicators and targets 2016	Progress 2016	Deviation
<p>Membership has grown by 7%/8% (f)</p>	<p>Membership grew among all 3F's 31 TU partners by 6% in 2016 and by 8% for women. The progress for general membership is 1 percent point below the target whereas women membership increase is in line with the target.</p> <p>Latin America: 11% (114,000 members in total) Southern Africa: 3% (299,000 members in total) South Asia: 6% (263,400 members in total)</p> <p>It represents a membership increase of 35,300 members to a total of 676,000 of which 275,400 or 41% are women. The proportion of female members has increased by 9 percent points due to the inclusion of new partners in Bangladesh with a higher percentage of women among their members and the targeted organising of women among several partners.</p> <p>The most significant membership increase in southern Africa is in hospitality workers' union in Zambia with a 53% increase. Five partners in southern Africa had a membership increase above 20% and especially the increase in female members are significant in these organisations. Total increase in the region is however low due to membership losses among Zimbabwean partners and status quo among Mozambican partners. In Latin America, the most significant increase has been in the transport and construction sector with a respective increase of 54 and 22% (mainly Bolivia), however with small actual numbers.</p>	<p>Baseline and results are adjusted when partners are phased out or new ones included. If comparing actual figures with 2015 report, there will therefore be a mismatch.</p> <p>The relative slowdown in the membership growth continues in 2016, however almost on target. The target was adjusted upwards in 2015 in the light of the previous year's higher growth rates.</p>
<p>Donor financing of organisation's budget diversified and reduced</p>	<p>In countries/regions proving data on this indicator, there has been a stalemate. In Latin America, 25% of partners' budgets came from own income, e.g. membership fees, same as in 2015. Since 2014, partners' own income rose by 40% and thus the dependency and risk of lack of sustainability and independence is satisfactorily reduced.</p> <p>In Bangladesh, the share of donor-financed income was not reduced due to the limited number of members paying fees and the many international donors interested in the T&G sector. In Sri Lanka and Nepal, partners have increased own financing, but mostly because of reduced 3F support. In Sri Lanka, own financing is more than 50% of the income.</p>	<p>There is a good chance that the Latin American programme will reach its target on reducing partners' donor-financed income by 10% in the programme phase.</p> <p>There is no data on external funding from partners in southern Africa and Palestine as this is regarded sensitive information.</p>
<p>No. of female elected representatives has increased by 3%.</p>	<p>The proportion of women elected as representatives at national and local levels among partners generally remained at their 2015 level with a small decrease at national level (southern Africa) and positive increases at local levels (southern Africa).</p> <p>Southern Africa: In the NECs, there is a decrease of 2.14 percent points in women elected representatives. However, 28% of NEC members are women. At the decentralised levels 18% of branches and workers' committees (at work places) have elected women as their representative, which is a progress of 6 percent points from 2015. 22% of shop stewards and workers' committee members are women – an increase of almost 3 percent points.</p> <p>Bolivia: The impressive numbers from 2015 are maintained in 2016, but have not further increased.</p> <p>Palestine: The figure has not increased since 2015. 25% women represent TUs at local and national levels, which is 5 percent points below the programme target.</p>	<p>No data exist from South Asia or Central America on this. Progress is not reported annually as it follows elections. Many partners have quotas for women representation in national bodies which may explain why these figures are higher than at the local levels. In Palestine, partners were not able to implement the strategy concerning more female representation due to the freezing of accounts and 3F phasing out its support.</p>

Indicators and targets 2016	Progress 2016	Deviation
Decentralised grass-root level union structures are increasingly influencing decision-making processes in the partner organisations.	<p>Structures to improve decision-making processes and increase local level involvement are gradually being improved in most unions with a few set-backs. However, it seems to be a long-term process to actually see the effect of these organisational restructuring and decisions.</p> <p>Southern Africa: All partners have conducted training of local structures and 6 partners highlight this as an important result of the cooperation with 3F. 5 partners have included provincial, district and branch structures to give feedback to roles and responsibilities in the union during strategic planning and restructuring. This can lead to further involvement of lower structures. New partners in Malawi have taken the first steps in their strategic planning to create an improved organisational structure where lower levels have a say and can criticise the national leadership. The gradual improvement of training systems across all unions in terms of training shop stewards and OHS representatives contributed to empower lower structures and enable shops stewards to become more vocal in the union. This also contributes to conflicts and grievances being solved at a lowest level possible.</p> <p>Palestine: Internal democracy was strengthened in PGFTU and the member TU federations. All affiliates had their individual congresses and carried out elections without 3F support. New leaders were elected on several posts. The PGFTU leadership has partly implemented the main four recommendations that was issued by the council meeting representing each governorate in the West Bank. This is a sign of increased influence by local structures in decision making in PGFTU.</p> <p>South Asia: All nine partners have gone from having no strategic plan in 2014 to now having a strategic plan and have started a process of change in their organisations. Most of them seem to have achieved more systematic approach to their work including paying more attention to democracy, transparency and delegation of work. This is regarded a direct added value by the 3F partnership.</p>	<p>In South Asia, it is too early to say whether the organisational changes will lead to a strengthening of the decentralised structures.</p> <p>Implementation of the strategic plan of PGFTU and its member TU federations which includes further decentralisation and strengthening of local structures came to a halt due to the freezing of PGFTUs funds by the Palestinian Authorities.</p>

4.2.2 SUPER INDICATOR 2 – MORE AND BETTER COLLECTIVE BARGAINING AGREEMENTS

By covering more workers by CBAs, it was possible to improve workers' living conditions in Latin America. Due to a more systematic approach to the work and a better data registration and reporting of actual results, Latin American partners developed capacity to measure whether workers covered by their CBA's improve their real wages and living conditions. 3F and partners can therefore begin to document the difference in living conditions between workers covered or not covered by CBAs. In 2016, real wage among all LA partners' members has improved by 3 percent points, reaching 46% of the cost of the official family basket. However, even though improving, minimum salaries from two working adults in a family are still not quite enough to cover the basic needs of the family. TUs are generally critical towards the calculations in the official family basket which in their perspective is set too low.

CBAs are difficult to achieve both in Palestine and South Asia. The quantity and quality of the CBAs in the T&G sector is relatively low and the culture of collective bargaining is limited. Initially, CBA's often mainly refer to legislation and minimum wages. In some cases, e.g. in Sri Lanka, CBAs do provide better conditions for workers without hampering the competitiveness of the company. Even if labour expenses increase slightly, it is compensated by reduced costs for staff turnover, reduced absenteeism and improved efficiency and motivation. In Palestine, the agricultural workers' union managed to negotiate four new company-based CBAs and is gaining ground in local negotiations focussing on improving negotiation capacity locally. Supported by 3F, the good practice in one governorate was copied to others. There are still only a few sector-wide CBAs in Central America, where partners traditionally have only had the opportunity to bargain at company level. But partners develop increasing capacity to enter into different types of agreements with employers and their organisations. The quality of CBAs has improved and especially includes other than salary clauses on issues such as OHS, gender and casual/seasonal workers.

MORE WOMEN AS UNION MEMBERS AND LEADERS IMPROVE THE QUALITY OF CBA'S IN THE EPZs IN HONDURAS

The EPZ Trade Union Network (Red Maquila) in Honduras is producing important results. Their organising strategy builds on empowerment of local structures - the elected shop stewards in the factories that besides organising in their own factories are reaching out and making information and awareness raising in neighbouring factories. It works! Membership grew by 36% in 2015 and 24% in 2016. This improves the unions' bargaining position. More women in the executive committees and negotiating teams has changed the demands prioritised for bargaining - addressing other needs than salaries or other ways to achieve real income improvements. EPZ workers' unions have negotiated access to credit for housing with the banks and they have managed to raise funds for housing projects providing improved conditions at lower costs than before. Better day care solutions for EPZ workers' children were negotiated with clothing brands, employers and the municipality. Productivity bonuses were included in negotiations and can no longer be changed by management without the consent of the union. Part of the bonus is now paid even if the daily target is not achieved 100%. Free transport to and from work - paid by the employer - was agreed. Unfortunately, it was obstructed by the mafia as it apparently considered this new service to workers a threat to their "protection money" income.

The changes have increased the union's relevance for women and as a result, more women than men were organised. In 2015, the union organised 31% more women and in 2016, another 33%. Compared to the previous year. The case shows how a more gender balanced leadership can change the type of demands brought at the negotiating table and improve conditions for both men and women.

SUPER INDICATOR 2: MORE AND BETTER COLLECTIVE BARGAINING AGREEMENTS (CBAs)

Indicators and targets 2016	Progress 2016	Deviations
No. of workers covered by CBAs increased by 5%.	<p>A total of 452,900 workers were covered by CBAs in 2016 (excl. figures from Zimbabwe where all workers in principle are covered).</p> <p>South Asia: 13,4% increase covering a total of 72,360 workers of which 40,761 are women (56%). It represents an 11% increase in number of CBAs in South Asia. The biggest relative increase is made in Bangladesh as it starts from a very low level.</p> <p>Latin America: 1.6% or 1,835 more workers were covered by CBAs, which is below the global target. Now making a total 115,500 covered by CBAs in the sectors that 3F support. However, there was a 4% increase in women covered by CBAs and women constitute 1,740 or 94% of the new workers covered. The relatively modest progress in Latin America should be seen in the light of the 2015 progress on 30%. 2016 was thus used to consolidate and implement the CBAs reached.</p> <p>Southern Africa: 265,000 workers covered (no relative increase as it constitutes a baseline). There is an increase of 9.3% in no. of CBAs making a total of 695 CBAs and 11 partners have ensured salary increases, however not above the inflation rate.</p> <p>Palestine: 30% or 36 more workers are covered by CBAs making a total of 61 workers covered in the first 4 months. No global figure on the increase of CBA-covered workers as the registration of this indicator is new in several regions. 2016 thus forms the baseline.</p>	<p>3F is working to harmonise data. In Southern Africa and South Asia, partners have reported on number of CBAs instead of number of workers covered. In Palestine, partners have recently started to register – thus no figures for comparison.</p> <p>The no. of workers covered by CBAs are larger than the total membership in several regions because a worker is covered by the CBA whether he/she is a TU member or not.</p> <p>3F is in close dialogue with partners in Southern Africa concerning this indicator as they use very different methods. Zimbabwe is excluded as all workers in principle are covered by the sector CBAs and it would skew the picture.</p>
No. of casual workers covered by CBAs increased by 4% in selected sectors and countries.	<p>Globally comparable data are not available.</p> <p>However, partners, especially in southern Africa and Latin America are making significant results in protecting casual workers' rights and improving their conditions (see case and results under Super indicator 4)</p>	<p>It will take some time for 3F partners to find a method of registering casual workers and thus also no. of them covered by CBAs which would go beyond membership</p>

<p>No. of CBAs that include protective clauses against casualization, discrimination (e.g. gender, ethnic, caste) and health hazards has increased.</p>	<p>Globally comparable data are not available.</p> <p>Latin America: 67% of partners have started recording information regarding compliance to protective CBA clauses. The No. of violations of protective clauses is growing, especially violation of gender-related clauses.</p> <p>Southern Africa: 10 partners have recorded improvements in CBAs with 8 being at company level and 2 being at national/sector level. 5 partners have managed to include clauses protecting casual workers. This for instance concerns gratuity and transport allowance which now also benefit seasonal and casual workers. The agriculture workers' union in Zimbabwe managed to ensure that if a casual worker has been given a contract 6 times with the same employer, he/she should be given a permanent contract (over a period of 9 years). Other unions negotiated similar improvements either sector-wide or at company level. 3 partners have negotiated specific OHS clauses at company level and 3 partners have negotiated clauses improving maternity leave. Other issues negotiated include pension schemes, paid sick leave, paid compassionate leave, transport- and housing allowance, education allowance for children.</p>	<p>In Latin America, the indicator was changed to highlight to show compliance with the protective CBA clauses. Partners however still keep inconsistent records. Increase in violations is currently due to an increased registration/recording of the violations. It is thus too early to make a general picture as no data existed before.</p>
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4.2.3 SUPER INDICATOR 3 – IMPROVED OCCUPATIONAL HEALTH & SAFETY

3F partners continued to make significant progress in relation to promoting systems and structures for OHS management, especially when it comes to establishing OHS or safety committees and getting elected representatives at work place level trained. The functioning of the OHS committees and the results achieved varies. As a general trend management establish OHS committees when unions push for it. When the TU federation establish a systematic quality training of OHS representatives, then the committee generally functions better and achieve important

results for workers in cooperation with management at the work place. When the OHS committees function, generally the registration of accidents becomes more reliable.

This includes the agricultural workers' union in Palestine in their effort in the Food Industries sector working closely with employers on the thorough training of representatives and OHS supervisors and the development of materials for the specific sub-sector. They continued their work on alternatives to the use of pesticides in the agriculture sector.

Most partners are represented in provincial and national OHS councils or tripartite organs either at sectoral level or through their Confederation to which they can provide suggestions and inputs.

SUPER INDICATOR 3: IMPROVED OCCUPATIONAL HEALTH & SAFETY (OHS)		
Indicators and targets 2016	Progress 2016	Deviations
<p>No. of functioning OHS committees at workplaces increased by 8%.</p>	<p>51% increase in no. of functioning OHS committees across three regions, which is far above the target.</p> <p>South Asia: 76.5% increase making a total of 60 OHS committees</p> <p>Latin America: 32% increase with a total of 260 OHS committees</p> <p>Southern Africa: 44% increase making a total of 432 OHS committees.</p>	<p>The progress is very far above target which may then need to be adjusted upwards if the trend continues.</p> <p>No new figures recorded in Palestine.</p>
<p>No. of work accidents at workplaces decreased by 2%/2% (f) in selected programme sectors and countries.</p>	<p>Globally comparable data and thus totals are not available. It is very positive that more partners are now registering and reporting accidents.</p> <p>Latin America: 55% decrease in accidents/13% among women. This is far above the target. It is also far above the regions' programme target on 25% decrease.</p> <p>Southern Africa: 459 accidents (data from 11 of 15 partners) representing an increase of 273%. The increase does not necessarily reflect more accidents, but rather an improved registration. Data from 3 partners count for 522 out of 627 cases (since 2015) excl. partners where no baseline existed, the increase is only 13%. The figure is likely to increase in the coming years as more partners improve their registration.</p> <p>Palestine: 41% decrease of registered accidents (651 in total) as compared to 2015. This number however only represents the first 4 months of the year.</p>	<p>There are reservations regarding the reliability and comparability of the figures. It varies what kind of accidents are registered as different methods are applied in different contexts and among partners.</p> <p>No data from South Asia as registration has just started among some partners and others only register large-scale accidents like fire-accidents.</p> <p>Gender disaggregated data are only registered in Latin America.</p>

4.2.4 SUPER INDICATOR 4 – MALE AND FEMALE WORKERS’ RIGHTS MORE RESPECTED AND BETTER PROTECTED

Partners’ capacity to defend workers’ rights is improving. Regarding gender, one of the most encouraging results is that more partners organise relatively more new women than men and that women are increasingly being elected for posts locally or in the national organs of the organisations (see case on EPZs above). Generally, this improves the capacity of the organisations to fight discrimination.

The bill on Special Economic Zones in Zimbabwe was changed, based on concerns raised by the trade union movement. Had the bill been passed in its original form, core workers’ rights such as the right to organise and bargain collectively would have been suspended. By a coordinated effort and campaign, Zimbabwean TUs and the confederation managed to avoid the signing of the bill by the president even though it had already been passed in parliament. The law was intended to attract both foreign and local investors due to the economic crisis of the country. It shows the capacity of Zimbabwean unions to influence labour market politics despite the unfriendly situation prevailing between the Zimbabwean Congress of Trade Unions (ZCTU) and its member unions and the ruling party; ZANU-PF.

3F partners are working still more actively to secure equal rights and improved conditions for the most vulnerable workers in the labour market; casual, seasonal and short-term workers. Most partners in Latin America and southern Africa have developed strategies on how to target casualization which has started to yield concrete

results. Improved methods of organising casual workers and negotiating specific clauses in the CBAs helped improve casual workers’ contracts, conditions and benefits. In some cases, partners managed to establish equal conditions for casual and permanent workers in their CBA’s. Most significant progress was seen in Zambia and Zimbabwe, but also Mozambican partners gained ground in this regard (see case below). For instance, the industry workers’ union in Zimbabwe ensured “chain responsibility” giving casual workers, hired by sub-contractors, equal terms of employment. This was the result of focusing on better conditions and non-discrimination of casual workers result in the union’s training of negotiators.

Five partners in southern Africa are now capable of registering the number of casual workers among their members, which improves their capacity to target and service these members specifically. It is essential – both to protect these vulnerable workers and leave no-one behind, but also for the TUs own survival and existence as still more jobs become casual. In southern Africa, a thorough casualization study was finalized in Mozambique and Malawi following the experience and success of similar studies last year in Zambia and Zimbabwe. This gives partners the needed data and evidence to work targeted on the issue. The transport workers in Bolivia started organising new types of members: Self-employed motor cycle taxi drivers and baggage handlers which increased their membership by three times. In Nicaragua, the dock workers’ union, that traditionally organised public dock workers, was able to organise workers contracted by private subcontractors or hired by brokers and prepared to negotiate a CBA also covering these workers. In Honduras, the agricultural workers’ union strived to organise, formalise and defend the melon pickers that have been working under very poor and insecure conditions. And in the EPZs, partners started organising the sub-contracted security personnel.

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. This also made it 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 made specific focus on casual workers in the 2016 collective negotiations. As a result, the 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 on the number of times that a worker can get a contract renewed without being permanent (6-7 times). This makes casual workers better able to plan their own finances and less afraid of joining the union. GAPWUZ also managed to negotiate social benefits for casual workers ensuring

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 during work.

In Zambia, 3F's partners were actively involved in advocacy to amend the Labour Act in 2015 that was effected from January 2016. The focus for the unions are now on monitoring the implementation of the law, and 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 made joint farm visits 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. This way they not only target workers at worksite levels, 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, as well as 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.

ADDED VALUE OF THE PROGRAMME

3F funded and facilitated the process of conducting studies on the extent and nature of casualization in Zimbabwe (2014) and Zambia (2015). The studies also provided recommendations for trade unions on how to tackle the increasing casualization of labour. Learning from the conclusions in the studies, 3F assisted partners in developing strategies on how to organize and represent casual workers as individual unions, and how to make joint efforts on national level to lobby for improvements in the labour law. Furthermore, 3F facilitated sharing of information and strategies among unions in the region. 3F is continuing the process of providing advisory assistance on how unions better represent casual workers – this includes sharing of experience from Denmark and other regions.

The Palestinian Authorities (PA) went directly against the TU union movement after passing a new social security law and system. The confederation, PGFTU, had withdrawn from tripartite discussions when clauses providing sufficient security for Palestinian workers were dropped. However, the process showed that the otherwise loyal PGFTU was ready to go against the PA on specific issues in defense of workers' interests. This had not happened before.

In Sri Lanka, FTZ-GSEU continued its work to better protect Tamil workers from discrimination, both by ensuring equal participation of ethnic groups during seminars and putting the problems of discrimination in the open and creating solidarity among workers independent of ethnic origin or other. 3F facilitated a dialogue between FTZ-GSEU and brands. This, together with a strong international campaign, solved the three-year conflict in the Ansell factory and fired workers were re-hired and a retirement scheme was put in place.

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

Indicators and targets 2016	Progress 2016	Deviation
No. of reported violations of workers' rights reduced in programme countries	<p>Globally comparable data are not available on reduction in no. of cases. A decentralisation of the case handling was registered in all programmes, and the dispute handling capacity at work place level is clearly growing. This will most likely contribute to preventing violations in the future leading to the foreseen reduction.</p> <p>Latin America: 62% reduction making a total of 988 reported cases. 7 organisations register and follow up on violation of workers' rights. 39% (f) and 61% (m) were involved. This shows that a growing number of cases were won in favour of workers. 71% of cases filed to court were won in favour of workers.</p> <p>Southern Africa: 27% of the 3,181 cases were won in favour of workers. It is however not because they lost the rest, but rather that many of the cases that went to national mediation or arbitration institutions or courts are still pending. It illustrates the general trend that 57% of the 859 won cases were solved at work place level without assistance from the national level.</p> <p>Palestine: 42% of cases won in favour of workers with 107 or 17% being settled before reaching court. Many violations are against Palestinian workers working in the illegal Israeli settlements where the Israeli labour law is enforced by Israel. This makes the monitoring difficult.</p>	<p>2016 constitute a baseline year for many partners which is why progress cannot be measured globally.</p> <p>The figures are very insecure. It is monitored over longer periods (part of the development objective) as it takes time for cases to be filed and handled, especially in court or national mediation/arbitration institutions.</p>
No. of TU partners that have participated in elaborating proposals to improve labour laws increased	<p>27 out of a total of 31 3F partners (TU Federations) worked systematically on influencing national legislation of framework conditions to protect workers' rights, many of them as part of joint and coordinated TU positions. This is a 19% increase compared to 2015.</p> <p>It covers a wide range of types and methods of influence, e.g. on regulation regarding SEZs in Zimbabwe, social security in Palestine, minimum wage and law on registration of TUs in Bangladesh or suggestions for bi- and tripartite bodies concerning OHS, TVET or social security in Latin America.</p> <p>Latin America: 9 partners Southern Africa: 10 partners South Asia: 7 partners Palestine: 1 partner</p>	
Labour market regulation increasingly cover casual workers and reduce discrimination	<p>The achievement for the TU movement in influencing the new labour law e.g. on clauses improving the protection of casual and seasonal workers in Zambia, was reported last year. The law came into force in 2016 and TUs monitor its implementation. It has proven even more efficient for partners to negotiate that casual workers are covered by the CBAs and not only rely on legislation. This is important as casual workers are cheaper for the employers if they are not covered by CBAs and thus do not have right to basic benefits. By including them in CBAs, employers' incentive to employ people on casual contracts are diminished.</p>	<p>The wording of the indicator might be improved to more clearly include CBA regulation.</p>
Dialogue established between partner TUs and Danish companies and suppliers operating or sourcing in the programme regions	<p>Reported in section 4.4.2 under CSR.</p>	

4.2.5 SUPER INDICATOR 5 – IMPROVED VOCATIONAL EDUCATION & TRAINING

Efforts to ensure technical education, skills upgrading and certification of skills are becoming more visible and an important part of several partners' agendas in Latin America and gradually also in southern Africa. In Latin America, partners are now using certification strategically to ensure job security, better wages and improved working conditions and safety at work. There is evidence that it is of great importance for workers to have their skills upgraded as it reduces their vulnerability to changes and improve salary bargaining, however the skills need to be formally acknowledged to ensure this. In the transport se-

ctor, dock workers are using training and certification as a protection against lay-offs during privatisation processes and sub-contracting (see case below).

In general, 3F southern African partners are not working actively in influencing TVET and using it as a part of their negotiation. It is only few partners that prioritise the area even though it was decided on the Programme Advisory Council meeting. In Zambia, the Confederation got a seat on the national TEVETA council which gives affiliated TUs more direct access to TVET at tripartite level. The agricultural workers' union in Zambia made a first draft TVET strategy linked to their internal TU training strategy. After a visit to 3F and Denmark with a focus on TVET, the Industry workers' union in Zambia recommended to start engaging employers and government concerning TVET. However, no actual progress has been made and follow-up is planned towards in 2017.

DOCK WORKERS IN NICARAGUA PREPARE FOR 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 of the important steps was to transform the union from company-based unions to a national TU federation of dock workers and negotiate a national sector-CBA to protect as many workers as possible and ensure equal workers' rights whether public or privately hired. Another area was 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 live up to international standards. They often use the lack of qualified labour to hire staff outside the union. With the experience from Danish dock workers, FSTPS developed a strategy on TVET and mapped the existing possibilities of skills training and the resources. During the mapping exercise and assisted by the Danish colleagues, they started negotiating with the Central American Maritime Transport Commission (COCATRAM) 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'.

SUPER INDICATOR 5: IMPROVED VOCATIONAL EDUCATION & TRAINING		
Indicators and targets 2016	Progress 2016	Deviation and learning
Increased no. of partners influencing policies, quality and institutionalisation of TVET	Globally comparable data are not available and only regional programmes in Latin America and southern Africa has worked systematically on this. Latin America: 7 partners are actively influencing TVET policies. These are mainly in construction (Bolivia, Nicaragua), agriculture (sugar) (Nicaragua) and transport (Bolivia, Nicaragua). Southern Africa: 2 Mozambican partners actively participate in the adaptation of professional qualifiers for their sector (hospitality and the sugar sub-sector).	The work at policy level is only at its initial stage in southern Africa and not started in south Asia and Palestine.
Increased no. of workers completing a certified technical/vocational education in selected programme sectors and countries	The indicator shows important progress but data only exist from one programme. Latin America: 2,104 TU members were upgraded in their skills and certified in 2016. This is an increase on 86% from 2015. 25% of these are women. In the whole programme period from 2015, 3,236 workers have had their skills upgraded and certified.	Only Latin America have figures on this indicator as partners are actively working on it.

4.3 REGIONAL NETWORKING AND COORDINATION (OBJECTIVE 2)

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.

4.3.1 SUPER INDICATOR 6 – INCREASED REGIONAL COORDINATION

The usefulness of regional coordination and exchange of experience is both reflected in important results in terms of partners' achievements at national levels and in more effective international advocacy. However, the regional efforts are not in all cases coordinated by the regional GUF offices though 3F considers this a more sustainable model. The construction sector led by Building and Woodworkers International (BWI) is achieving still better results across the three regions where 3F is working with the construction sector. The relatively new construction network in the MENA region (started in 2013) has been further consolidated and gaining ground. It is moving towards still more financial sustainability as contributions from BWI affiliates in the MENA region are increasing annually. There have been significant improvements in the relationship between the BWI affiliates in the region through the co-operation. There is an increased participation of women in the network meetings and there has been a focus on refugees and migrants, the network has led to positive bilateral cooperation, e.g. between Egypt and Jordan assisting the many Egyptian migrants in Jordan.

Especially, communicating in-between meetings has improved between BWI affiliate TUs in southern Africa using social media. There are several examples of TUs reaching a result nationally due to information or sharing of best practice from colleagues in another country in the region (bilateral exchange). One focus of the BWI network in southern Africa was facilitating information so that affiliates could organise workers in Chinese MNCs. Three 3F's partners produced impressive results in this regard which is an indication of their strong capacity compared to other unions in the region. Even the stronger South African Unions have not yet organised any workers in Chinese MNCs. It shows that 3F partners often make better use of the regional experience exchange as they have worked with their

internal organisational development and issues are followed up through the partnership and advisory assistance from 3F.

The International Transport Federation (ITF) is well-coordinated and yielding good results in Latin America which is the only region where 3F supports the transport sector. On the other hand, IndustriAll in the regions of south Asia and Latin America, focussing on the textile and garment sector has not taken up the coordination and facilitation of experience and information exchange and only one regional network meeting has taken place in south Asia, however led by 3F. IndustriAll national councils are being established in each country and has started to function in Sri Lanka with less success in Nepal and Bangladesh.

The partners in the agriculture and food and beverage industry sector in southern Africa highlighted the re-establishment of the regional network meetings in the sectors as one of the most positive developments in 2016. As IUF was unable to take up the coordinating role, a task force was established representing IUF partners from all sectors and countries. Although, most work was carried out by 3F's regional office, the task force ensured inputs and follow-up on issues and topics and arranging work visits. For the network meetings to become more sustainable, greater involvement and coordination from IUF is however needed and a broader participation including other southern African countries should be promoted.

The same is the case in Latin America, where the cooperation with the regional IUF has not improved from last year (see learning from results report 2015). But despite IUF not coordinating and leading the network meetings, these are still happening due to 3F facilitation coordinated with the affiliate unions. In Agriculture and Food and beverage Industry, four sub-sector networks continue to produce good results. The banana and agro-industrial worker unions' network (COLSIBA) is faced with the challenges that the non-unionised area of banana production has doubled which has made the network focus on local network building. The beverages network has started coordinating with the sugar sector, especially concerning the strive to get workers organised in Coca Cola in El Salvador as the lower wages and poor conditions otherwise constitute a threat to Coca-Cola workers in other central American countries. The sugar network (a sub-network under COLSIBA) is still growing with more unions in the region joining, especially when the network created an alliance with the sugar cane cutters and started defending their rights and conditions. Sugar cane cutters are the most exploited and vulnerable workers in the sub-sector. It is complicated as these are working under plantation and small business owners and such work places are more

difficult to organise than bigger sugar mills. The sugar network has achieved greater visibility through this alliance and on focussing on women and youth in the sugar industry. The EPZ network has been strengthened with improved representation of women and the inclusion of Salvadoran unions, which makes the work more efficient and inclusive (see case in section 4.2.2).

SUPER INDICATOR 6: IMPROVED REGIONAL COORDINATION		
Indicators and targets 2016	Progress 2016	Deviation
Increased no. of CBA negotiations is coordinated nationally and regionally	<p>There is positive progress in especially Latin America and southern Africa.</p> <p>Latin America: 9 partners were involved and used the regional network activities very actively. 3 are gradually becoming more active with good participation and 2 partners are relatively inactive.</p> <p>Southern Africa: 1. BWI has collected best practices on organizing and collective bargaining in Chinese MNCs and developed a manual to affiliates. Partners have contributed to a database on MNCs on working and salary conditions in various countries providing affiliates a systematic overview and an important tool for negotiation and monitoring.</p> <p>The construction unions in Zambia and Zimbabwe have shared their CBAs negotiated in 2015 with the Chinese MNC, Sino-Hydro (see 2015 results report). As Sino-Hydro is the main contractor in the Kariba Dam mega-project, this has put both unions in a stronger bargaining position. The company now knows that the TUs cooperate and know the conditions on the other side of the border and thus cannot play out the TUs against each other.</p> <p>South Asia: IA and the GUF UNI are in the process of engaging brands in establishing national sector CBAs as a direct result of the historically binding Accord on Building, fire and safety. In Nepal, a sectoral agreement has been signed for the carpet industry.</p>	In South Asia, there are no specific result yet despite a big no. of international brands and producers operating in the countries.
No. of joint advocacy campaigns conducted has increased	<p>4 joint advocacy campaigns, which in number are less than in 2015.</p> <p>Latin America: 2 campaigns; 1 against the biggest fruit importer to Europe, Fyffes that are denying workers their right to organise. 1 for the justice of 12 workers in the T&G sector coordinated by IndustriALL.</p> <p>MENA: 1 joint campaign on OHS in the construction sector in the region. This is significant as it was the first joint campaign in the region of Arab countries.</p> <p>Southern Africa: 1 joint campaign on Chinese MNCs continued.</p> <p>South Asia: No regional campaigns. There was an IndustriALL Council led campaign in Sri Lanka where textile unions joined in demanding workers' rights to be a condition in Sri Lanka regaining its GSP+ status. On the some topic, an international campaign is run through ITUC/ETUC targeting the EU.</p>	
No. of regional/international framework agreements signed/implemented in the region has increased	<p>One MoU was signed in Sri Lanka ending three years' dispute with multinational Ansell. Although it was no GFA, It was signed by IndustriALL. Ansell agreed to respect the core rights of their workers, which will have some effects for other than Sri Lankan Ansell workers.</p> <p>South Asia: Bangladeshi partners take active part in the implementation of the Accord on building and fire safety in Bangladesh, which is an international framework agreement. Sri Lankan TUs want to learn from this and establish something similar. In Bangladesh, a National Committee for monitoring the implementation of the IndustriALL/H&M Global Framework Agreement has been established and is gaining ground.</p> <p>Southern Africa: A reference group among southern Africa unions (incl. 3 3F partners) has been established to assist and give inputs to South African construction TUs in their effort to negotiate a framework agreement with the dominating South African-based construction MNC, WBHO. BWI changed its strategy and adopted a resolution to put forward to the international board to raise an international campaign against WBHO.</p>	WBHO has over 3 years been unwilling to dialogue.
No. of GUF affiliates contributing to and participating in regional sector coordination has increased	<p>54 GUF affiliates participated in regional sector coordination meetings. This 18 more TUs than in 2015 – an increase of 33%. It means that the regional experience exchange becomes more effective as it potentially benefits more countries and sectors.</p> <p>Latin America: 12 GUF affiliates participated in regional network meetings (4 sectors). 7 were 3F partners. This year, Columbian TUs were included in the agriculture, food and beverage sector (IUF) and transport sectors (ITF).</p> <p>Southern Africa: 19 GUF affiliates participated in regional network meetings (3 sectors). 15 were 3F partners. An increase of 60% because the agriculture, food and beverage sector meetings recommenced coordinated by 3F and a task force of GUF affiliates.</p> <p>South Asia: 13 GUF affiliates participated in an IA coordinated meeting in the T&G sector. 9 were 3F partners.</p> <p>MENA: 10 TU affiliates participate in the BWI network- the same number as last year. An Iraqi construction workers' union has joined. But unfortunately, the Yemen TU withdrew due to the escalating conflict in the country.</p>	IUF affiliates and 3F currently arrange the network meetings in the agriculture and food and beverages sector in southern Africa (not IUF).

4.4 FRAMEWORK CONDITIONS FOR WORKERS' RIGHTS & 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

The most immediate aspect of the objective has been fully achieved. 3F contributes actively to improving labour market framework conditions. Nevertheless, it will be a long haul to achieve the objective's other part: More respect for

workers' rights and adherence to ILO conventions, especially in countries where they are most challenged. The focus has been on the countries where the rights are most challenged, such as Colombia, Honduras, Guatemala, Zimbabwe, Bangladesh and to some extent Sri Lanka. Public and internal awareness raising, mail-campaigns and lobbying have been conducted and the main effect has been the awareness raising among marginalized workers who feel more confident because they know they have national and international support.

The main channel of 3F's support is directly to partners, who plan and implement their own advocacy with 3F advice to push governments to protect the rights of workers effectively. In several cases, however, the full impact of these activities can only be harvested if other stakeholders are more directly involved in campaign activities. This will normally be engagement in international advocacy activities (see case below).

4.4.1 INTERNATIONAL LABOUR MOVEMENT

INTERNATIONAL LABOUR MOVEMENT		
Indicators and targets 2016	Progress 2016	Deviations & learning
3F influences global labour market framework conditions through the organisations' membership and influence on GUFs, ITUC and ILO	Campaigns and other efforts with IUF, BWI, ITF and IndustriALL have been conducted. Joint campaigns for the protection of TU representatives' rights (release of imprisoned trade unionists, drop false charges), have targeted Bangladeshi and Nicaraguan governments, among others.	Some TU organisations start global campaigns without exhausting local and national dispute settlement mechanisms first. 3F will continue to include advisory assistance regarding most efficient strategies and support partners in direct participation in the debates on international platforms.
Partners' capacity has been strengthened to utilise international and national frameworks and conventions to promote workers' rights	3F has supported partners in filing formal complaints, incl. at ILO level. The Guatemala campaign mobilized support for two sister organisations being phased out. The campaign had an advocacy element to focus on the lack of state protection of workers' rights and the need to put pressure on both government and the EU. EU has signed an association agreement with Central American countries including Guatemala. A conference on the use of the EU-Central America (CA) association agreement was conducted in Honduras, as a follow up to the trade union Central America Free Trade Agreement (CAFTA) chapter 16 complaint about Honduras and Guatemala governments' lack of protection of workers' rights.	3F has learned from partners' practical experience by e.g. challenging compliance certifying organisations and companies. 3F continues to promote and support the building of capacity to utilise complaint mechanisms at regional, bilateral and international level.
3F is able to coordinate and act in alliance with partners in developing countries at the Nordic, European and international level of the GUFs and the ILO	Alliances were developed around issues at global level within the GUFs; IUF, BWI, ITF and IndustriALL, mainly. The efforts to ensure high level of information between representatives in the governing bodies of the GUFs developed and close contact with Danish LO representative at ILO's governing body was maintained. The efforts are coordinated through 3F's International Committee.	Agendas are different in rich and poorer countries. The influential Northern and European TU movement often do not understand the agendas and strategies of minority TU movements in developing countries. Nevertheless, labour markets face the same new challenges and this will probably lead to more similar agendas. 3F is pushing for this shift to be better understood in both the global North and South.
3F has contributed to increased knowledge and awareness among Danish stakeholders (Politicians, NGOs, institutions and schools) on labour market issues, trade unions and CSR	The progress has been linked to discussions with a wide range of stakeholders – including private companies, NGO's and authorities such as Danish MFA about ethical trading, consumer demands and the LO steering group for CSR Master Class. 3F also contributes to this via it media, solidarity and information campaigns.	

4.4.2 CORPORATE SOCIAL RESPONSIBILITY (CSR)

SCANDINAVIAN TOBACCO HELD ACCOUNTABLE TO OWN CSR POLICY IN NICARAGUA

Danish based Scandinavian Tobacco Group has a CSR policy. This also covers the local company in Estelí, Nicaragua producing for STG. In late 2015, partners of the 3F Latin America Regional Programme visited the factory as part of a regional union CSR-conference. The company demonstrated their CSR programme which, among other things, included community activities such as the celebration of Mother's Day, a football tournament, reforestation, support to a school etc. The company also invited participants to enter the production area which provided better working conditions than average for factories in the area.

Only by unity during a hard conflict did the workers succeed in having a union recognised by management. But they had not been able to negotiate a CBA, because according to the company representative "it isn't necessary and I don't know if I have authorization to participate in such a negotiation." The union tried to solve this issue locally supported by their federation, but the company's reaction to a list of demands for collective bargaining was hostile. They started an anti-union campaign with threats and actions intended to get workers to leave the union. Many workers were intimidated for fear of losing their jobs. At one critical moment, the union was about to disappear. But with support from 3F's partner; the Agricultural Workers' Federation (ATC) in Nicaragua and 3F, a union proposal was prepared that changed the course of things. ATC appealed for assistance from the Ministry of Labour in Nicaragua and 3F. Contact was then established with the company CEO in Denmark. A first response was that the problem had been solved. Collaboration was established with the TU federation, NNF, representing STG's Danish workers. Union leaders in Estelí, motivated by ATC and 3F actions, began a door-to-door campaign to inform workers and they started re-joining the union.

As the violations of workers' rights were documented by the Ministry of Labour, the HQ of the Scandinavian Tobacco Group intervened to ensure that their Code of Conduct was followed. It opened a new opportunity for the local union to organise and engage in social dialogue, including collective bargaining. It resulted in strengthened social dialogue at local level.

CORPORATE SOCIAL RESPONSIBILITY (CSR)		
Indicators and targets 2016	Progress 2016	Deviations and learning
3F has contributed positively to Danish and European CSR policies and practices	3F has continued its work as a member of the board of the Danish Ethical Trading Initiative (DIEH) and participated actively in debates on due diligence, compliance and ethical behaviour. Dialogue with other TU organisations, NGO's and companies has been strengthened inside and outside the DIEH framework. UNGP has been used as a basis for raising awareness and discussing the due diligence requirements of companies etc. Some efforts were spent on discussing that criteria for responsible/ethical production and sourcing are the same at home and abroad.	3F decided not to participate in a "CSR-abroad award" jury this year, as 3F regarded the practice of the nominated companies as below compliance standards. The understanding that CSR is not only about companies' individual principles and actions, but to an increasing degree a question of collectively decided criteria and actions of e.g. all major brands sourcing in one country. This has shown its strength especially in Bangladesh and will be more generally recommended by 3F.
Pilot activities conducted in at least one developing country in cooperation with a Danish or multinational company or organisation	Pilot activities have been conducted in Malawi, Bangladesh, Costa Rica, Colombia, Nicaragua and Honduras and a pilot project has been prepared in Myanmar. Continued efforts to ensure workers' and trade unions' involvement in CSR policy and implementation were conducted together with the Danish Fairtrade labelling organisation revising 3F's own procurement policy and practice. In Bangladesh and Myanmar, the close cooperation with Bestseller continued and led to the formation of a project group applying for a joint project.	3F's general CSR approach was tested during anti-union activities at a local company in Estelí, Nicaragua, owned by the Danish MNC (see case above). Learning can be used in other cases linking local actions by 3F partners with 3F actions in Denmark just as has also been the case during privatisation of ports in Central America and 3F's (Danish dock workers) dialogue with APM Terminals/Maersk in Denmark.

<p>3F has contributed to minimum two partners have engaged in dialogue with or submitting complaints about governments' and companies' breach on workers' rights to local, national or international authorities or grievance/complaints mechanisms</p>	<p>A complaint has been filed to the British ETI and ILO from 3F partners about the violations of workers' rights in southern Honduras.</p> <p>A follow up to previous CSR-training and discussions in Latin America was conducted in the southern African programme. 3F Partners in southern Africa discussed the strategy and it has been debated among some partners in Asia as well. Some partners have discussed CSR policies and some have had dialogue with Danish or other MNCs taking their CSR policies or compliance certificates as point of departure (e.g. Carlsberg in Malawi).</p> <p>A conference on the possible use of monitoring and formal/informal complaint procedures in the EU free trade and association agreements was conducted with Latin American partners and with a 3F HO input.</p> <p>In Southern Africa, the regional BWI network's campaign on Chinese MNCs, strengthened 4 direct and 4 strategic partners' capacity to deal with the Chinese companies at national level by filing complaints to government. Some of the actions led to the national sector CBA being enforced (Zimbabwe) on the Chinese companies or company-based CBAs being signed (Zambia) with one Chinese MNC.</p>	<p>Though 3F has promoted the use of the formal complaint mechanism through OECD contact points including the Danish MKI, also in the case of Fyffes in Honduras, it has been met with some reluctance. There are obviously pro's and con's but for 3F it is also a question of trying new ways to gain new experience with all existing advocacy tools for workers' rights.</p>
<p>3F has influenced the design and implementation of ethical trading initiatives' projects or interventions (e.g. DIEH or ETI) to include respect for freedom of association and other workers' rights</p>	<p>In 2016, a new modality 'Danida Market Development Partnership' was launched and 3F applied with DIEH, Aalborg University and Bestseller. The project will train management and workers in improving social dialogue, productivity and work environment simultaneously. The project is likely to begin in the second half of 2017.</p> <p>A CSR pilot project in the Philippines was initiated during 2015 and completed in the beginning of 2016. A new CSR pilot project was prepared in the coffee sector in Nicaragua.</p>	<p>The influence of 3F in a joint ETI project, managed by the UK based ETI in Bangladesh became more difficult than expected. No formal inclusion of 3F partners in the country and no institutional social dialogue took place. This has been subject to criticism from 3F, but with the volatile Bangladesh context, only insufficient steps have been taken to improve the strategy.</p>
<p>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 ensure monitoring of this</p>	<p>3F has developed a more active dialogue with suppliers. In search of responsible suppliers, who allow inclusion of local trade unions in the monitoring of progress with regards to basic workers' rights.</p> <p>In the on-going case, a collaboration has been initiated with a coffee cooperative and the agricultural workers' association, ATC, in Nicaragua and a full supply chain, including the conditions of transport workers, is being mapped.</p> <p>Similar effort is being made concerning textiles used in 3F, however without success so far.</p> <p>Many TUs in Denmark are interested in following 3F's example and establishing the same contacts.</p>	<p>A collaborative approach including farmer cooperatives and farm workers' trade unions, has turned out to be more difficult than expected. The mutual scepticism is high and the first attempt in Honduras failed. The farmer cooperative rejected the project as they didn't want to cooperate with TUs.</p> <p>Likewise, the attempt to find a supplier that can deliver textiles/merchandise with the standards required by 3F has proven difficult. Most often, there is resistance by the local companies to ensure access of local TUs.</p>

4.4.3 SUSTAINABLE DEVELOPMENT GOALS (SDG)

SUSTAINABLE DEVELOPMENT GOALS		
Indicators and targets 2016	Progress 2016	Deviations and learning
A bigger part of 3F; federation level and local branches are aware of the SDGs and how to use them in the organisations' political work	A paper on 3F and the SDG's (priorities and strategies) has been developed but not adopted by a 3F governing body. It functions as a guideline for 3F International's work.	The SDG's are complex and interlinked. Integration of SDG's in 3F's strategies is challenging for the democratic decision making processes of a very large interest based organisation. The support for specific SDG's and targets will therefore start as more limited thematic efforts.
3F has contributed to Denmark's action plan and implementation of Goal 8 of the 2030 SDGs; Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	3F has fully embraced the quite ambitious SDG 8. This is reflected in the formation of different alliances and new ways of tackling cooperation with private enterprises. This includes the formation of a project group with Bestseller, DIEH and Aalborg University to apply for a project, proposals for a closer collaboration around due diligence for the IFU fund investments etc. There is increasing focus on social dialogue for better labour markets in 3F's programmes and the focus of the solidarity groups is also being adapted to this new agenda. 3F also contributed to goal 13 concerning climate-efforts by using its expertise and adopted policy on 'green conversion'.	A main 3F focus has been and will continue to be on workers' rights as human rights. Safeguarding these rights are strategic tools to reduce inequality, poverty and lack of democracy. The challenge is to include the HRBA sufficiently in the urgent employment- and growth creating agenda. Only a tiny minority of new jobs worldwide live up to ILO's definition of decent work as many workers are excluded from using their rights to organise and bargaining collectively.

4.5 LEARNING AND ADAPTATION

Important learning has been generated in 3F during 2016. There is more general learning that applies to the effort globally whereas other important learning is specific to each region. The following is only a selection of learning generated in 2016.

FRAMEWORK CONDITIONS FOR WORKERS' RIGHTS AND CSR

- Despite a growing focus on voluntary CSR efforts, including certifications and codes of conducts that include the full 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 seems to be an urgent need to raise awareness about the legal as well as illegal ways of suppressing the rights of workers to be able to organize in a trade union. Most people (including Danish NGOs) are unaware of the hundreds of methods that employers and governments use to make it impossible for workers to organize. The abstract 'Freedom of Association' is not enough. What workers need are real democratic unions devel-

oped and fully owned by the workers themselves with capacity to defend their rights and claim remediation and compensation 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 mainly in Bangladesh, collective efforts of responsible companies within a sector can have a much larger impact, and campaigns and cooperation with companies should, to a higher degree, include what is needed in each country and what companies operating in a specific country should do collectively;
- According to 3FI's experience, there is an emerging lesson that more may be achieved by developing capacity to use a broad spectrum of tools, mechanisms and methods in ensuring responsible business conduct and ensuring human incl. workers' rights. The most important being empowerment through organising majority of workers based on their own interests. The search for one specific complaint or campaign method at international level that will work in all settings seems impossible;
- Working together union-to-union and taking advantage of the strength of sister organisations in the multinational companies' home countries seems to be one effective tool among others.

ADAPTING TOOLS AND METHODS FOR PARTNERS' TO BETTER UNDERSTAND AND UTILISE M&E IN THE ORGANISATIONAL DEVELOPMENT

In Latin America, the regional office has successfully used graphs and figures to illustrate baselines and development in results on e.g. membership, CBA-coverage, inclusion in social security schemes, dependency on donor-funds among partners etc. The use of such visual tools in 3F's internal reports and, more importantly, towards partners at regional partner meetings and in annual partner reviews has helped to develop partners' own understanding of data-registration and handling which has also significantly improved their internal and external presentation of data. The success of the visual presentation as a basis for discussion and analysis has improved partners' understanding of their own development, strengths and weaknesses. It has also received attention from other international donors such as FOS Belgium that plan to replicate the methodology.

In southern Africa, 3F followed up on a lesson learned from 2015 that partners need further 3F support in their reporting process to be able to use their reports and data internally and towards their members as well as provide 3F with the needed information. Therefore, the reporting format was revised making it more pedagogic and accessible and a pilot process was implemented with Zimbabwean partners that were also trained in its use. The format encourages more examples and analysis and more focus on results rather than activities. It uses questions to improve partners' understanding and encourage analysis. Partners gave their inputs to the changed format. Period 1 reports 2016 showed significantly improved quality of reports in Zimbabwe compared to partner reports from the other countries. The format was adapted based on learning from the pilot phase and will be implemented with all partners in southern Africa during 2016/17 after training. It will be shared with other regional offices for inspiration and included in the Method Manual.

PHASING OUT DIRECT PARTNERSHIPS

The scale of Danida's budget cuts was announced very late in 2015 following the shift in government.

3F chose not to make a cut across the board, but instead focused the cuts in specific countries and areas. The consequence was that the entire program in Palestine was closed as well as all partner cooperation in Guatemala and Sri Lanka during 2016 and several partners in Mozambique and Nicaragua. Organisational adjustments and laying off staff takes time as it must be done in a responsible manner. Cuts in staffing levels could therefore only take effect in the second half of 2016. To aim at a bit more responsible phasing out of partnerships, 3F chose to use

funds carried over from 2015 to prolong the cooperation with some partners.

3F developed harmonised guidelines for all regional offices that included holding comprehensive evaluation workshops with each partner to collect and document the learning in internal reports. The specific workshop methodology was defined by the regional offices and adapted to each partner. It has provided 3F and the partners important documentation of results, strengths, weaknesses and level of sustainability in the whole partnership period as well as plans for further strategic cooperation. It has generated and documented important learning from many years of partnership cooperation which can feed into 3F's remaining and future partnerships. Methodologies on partner and partnership impact evaluations will be included in the 3F method manual when revised.

All partners that were phased out in 2016 and those being phased out in 2017 still form part of the regional networks and are strategic partners to 3F. 3F's efforts include the search for other funding sources that could help increase resilience of achieved results. The mode of future partnership cooperation as well as focus for organisational development and advisory assistance need to be taken into consideration following the learning. 3F is yet to collate all learning from the reports and make general conclusions and recommendations. However, a few are included here:

Latin America: Seven (7) organisations were phased out during 2016 and although several partner organisations had been part of the 3F programme for more than 10 years, most of them still face organisational weaknesses and poor financial sustainability. It was however possible, with a clear road map, to address some of the organisational weaknesses for improved sustainability. The evaluation workshops generated a more positive atmosphere in relation to the phasing out as partners realised they were not leaving the partnership empty handed, but that they have developed considerably making them more capable of servicing their members. They left the evaluation workshop more empowered and aware of their own strengths. This was especially generated through establishing their time line as organisations with the mapping of successes and failures. It is an important lesson to use enough time and resources on a comprehensive evaluation processes with each partner. It was concluded that it would be beneficial if 3F conducted such impact evaluations of partners and partnership every 3-4 years so that strategies and priorities can be adapted earlier to ensure further organisational development and achievement of results for members. Moreover, it was observed comparing the seven workshop outcomes that to get a successful partnership evaluation,

where useful learning can be generated and used, getting inputs from different levels of the organisation is essential. The learning from this can also be included in the methodology used by regional offices in the annual partner reviews and planning meetings.

Palestine: Palestinian partners concluded that 3F in future partnerships should focus on the improvement of the partner organisations' human resources and internal organisations and administration as a priority. At the same time, it is necessary to support social dialogue and

strengthen the TUs capacity to take part in social dialogue on various issues and at different levels. This would contribute to sustain equitable development to promote the workers' rights. 3F's advisory assistance and best practices from Denmark should be used in a more systematic way. The advisory assistance needs to be supported by more knowledge and experiences in the field, introducing new methodology as well. Partners should be more involved in the planning of advisory assistance, which would help to identify the needs better.

PROMOTING SUSTAINABILITY OF THE 3F PARTNER IN SRI LANKA

Given the partnership between 3F and the Free Trade Zones Textile and Garment Union (FTZ-GSEU) in Sri Lanka, the organisation has developed its competences and capacity in many areas and is able to run the organisation without external support in some areas. The TU has especially strengthened its financial administration, communication and media work, OHS work and the leadership development and preparedness of the next generation which is imperative for sustaining the results and the organisation.

FTZ-GSEU has over the past two years played an important and leading role in the increased unity and cooperation between trade unions in Sri Lanka. It used to be dominated by positioning and leadership battles between the TUs. A better atmosphere of respect and cooperation has been created. TUs could decide to join or not join a joint cause, claim or propose without being regarded as the enemy. This led to more organisations cooperating and joining the united actions without having any formalised structure. The TU movements' influence in Sri Lanka increased as a clear result. Likewise, due to this improved unity that the Global Union Federation, IndustriAll, has managed to establish the national council in Sri Lanka.

However, FTZ-GSEU face serious financial challenges following the ending of 3F support. Going through the organisational budget with 3F, it showed a deficit of 50% if no new initiatives or measures were taken. The TU made available all figures, including all donor income. It was then possible to get a reliable overview and decisions were made to focus on three main initiatives in the exit phase:

1. Reduce the use of lawyers from law firms and train a team of para-legals to assist with the case-handling in less complicated conflicts and cases. This led to halving the expenses for legal support;
2. Embark on intensive campaign to get more paid-up members and increase the partners' own membership-based income. The campaign worked as it focused on already organised companies and getting the existing members to start paying union fees.
3. Fundraise among other donors to enable the TU to continue new initiatives and not only cater for the basic running of the TU. 3F and FTZ-GSEU managed to raise some funds in their internal networks. 3F assisted its partner in developing a Concept note to an EU call supporting local CSOs in making it more attractive to work in the T&G industry.

5. 3F MEMBER ENGAGEMENT - POPULAR ANCHORAGE

Solidarity and 3F member activities during 2016 have jointly contributed to achieving the three objectives in the Strategic Plan 2015-2018. A large part of these activities is financed by 3F's own funds.

Objectives	Progress 2016
<p>1. Strengthen the active engagement of at least 13 solidarity groups, especially the newer groups related to South Asia and Southern Africa.</p>	<p>Four 3F solidarity groups visited their colleagues in one of 3F's programme countries in 2016 and six solidarity groups either received visits in Denmark from their counterparts in the south or carried out other solidarity activities as fundraising, advisory assistance or online platforms.</p> <p>Region south-Denmark's international committee were hosts when the Industry workers' union in Zambia visited Denmark during 2016. They arranged work place visits, technical school visits, discussions and meeting in local branches etc. Being hosts consolidated the groups' work with their counterparts in Zambia and guided the direction for further exchange of experience and capacity development.</p> <p>The Carlsberg/beverage solidarity groups' visit to their colleagues in the hospitality and beverage union in Malawi took a new turn as the Danish trade union activists carried out a training of shop stewards using their own experience. This strengthened the cooperation and further training is planned for 2017.</p> <p>The solidarity group for Bangladesh (in 3F Silkeborg) has consolidated their solidarity fund that supports a specific partner in Bangladesh which is not supported by DANDIA funds. This cooperation has improved the work of their sister organisation in Bangladesh that has become more strategic and better at organising. The solidarity group hosted the Bangladeshi union president's visit to Denmark in relation to the marking of the Rana Plaza disaster.</p> <p>To engage new 3F members, the 'Youth for solidarity' (Unge for en solidarisk verden) was piloted in 2016 with 11 young 3F members from different 3F branches and sectors visiting 3F programme countries. The young participants were mixed in terms of geography and in terms of their experience with TU work – some were very active in 3F as shop stewards, elected for the apprentice club or other sector-specific clubs. A few were politically active. And others had very little TU experience. The initiative established cooperation with 3F's trade union study travel fund that provided the funds and it was therefore integrated into 3F as such.</p>
<p>2. Improve integration between the international development work and 3F's other departments and branches.</p>	<p>The Guatemala campaign organised in 2016 involved a great number of 3F members, branches and schools – including some branches and members that have never been engaged in international work or solidarity activities before. Being a very concrete activity, the fundraising element engaged many 3F branches, clubs and work places. Engaging to support TUs that are so oppressed and endangered, generated a lot of solidarity and support to the campaign. 3FI organised the activities together with a voluntary 3F activist group covering the entire country.</p> <p>6 delegations from partner organisations visited 3F during 2016 for exchange of experience and capacity development. The partners came from Ukraine, Guatemala (two groups), Zambia and Bangladesh. The visits varied from being quite broad learning about the Danish labour market and 3F's structure, systems and functions - to being more specific concerning e.g. TVET and TUs' role in relation to skills upgrading, organising, labour dispute system or internal TU education systems. Representatives from 10 3F partners in all regions were guests at the 3F Congress 2016. All visits were organised with support from the solidarity groups around the country, various 3F local branches, 3F schools and several departments in the 3F HQ.</p> <p>The tested modality (2015) from Palestine where solidarity group members engage in training or direct advisory assistance was also tested in Malawi by the Carlsberg/beverage solidarity group. The two members trained the hospitality and beverage sector TU in the use of companies' CSR policies, organising and OHS. An important mark was made on pedagogical methods and how to do 'worker to worker' training with the participation of shop stewards. It thus formed part of 3F's advisory assistance and has strengthened the partner in Malawi. As the two members were being trained as trainers in 3F, it was decided to follow-up on the success in 2017.</p>
<p>3. Continued focus on current relevant international topics on annual solidarity conferences.</p>	<p>3FI held its annual solidarity conference in 2016 with around 100 participants from 3F's regions and branches all over the country. 21 of the participants had not participated in international conferences/activities before. The conference focussed on the 2016 campaign 'Trade Union – a human right'. The conference moreover launched the Guatemala fundraising. Topics at the conference were: how 3F and its partners in the south are working with rights; what are the employers' strategies abroad and in Denmark; what hinders workers to organise; what are the threats against the ILO conventions and what hinders their implementation; how can we use the trade agreements to put pressure to fulfil workers' rights; what do we do when casual and migrant workers are stopped from organising. Inputs came from migrant workers in Denmark that have had their core labour rights violated, discussions on the Danish model under pressure from new business models and from two 3F solidarity groups. As part of the campaign launch, there was a presentation from the secretary of organisation of the banana workers' union in Guatemala.</p>

6. INFORMATION WORK IN DENMARK

Following information work in 2016 contributed to achieving the objectives set in the Strategic Plan 2015-2018.

Objectives	Progress 2016
1. Improve quality and intensiveness in the information work by, among others, employing a student assistant to support this area.	<p>The Guatemala campaign marked a significant improvement in the intensity of information work through films, social media and other traditional channels such as posters, flyers, roll-ups, quizzes and a market stand during the 3F Congress with different articles from Guatemala. Investment in – and having a specific topic or campaign as an off-set for information work proved effective. The material was shared with all 65 branches of 3F around the country. The labour rights violations and partners' results were shared and discussed at several meetings and debates both in the local branches, 3F HQ and during Congress, solidarity conference and at public meetings.</p> <p>The 12 young 3F members that visited the various regional programmes produced a lot of material. Posts directly from their journey were shared on Facebook. Four of them were afterwards interviewed by their 3F branch local member-magazine. Two were interviewed and appeared in articles of the local media in their hometown and Five held 'after-work' meetings or presentations for fellow members at their local branch or work place. Following the general cut of 26%, there was a reduction in the allocation for information work from 3% to 2% of the allocation</p>
2. Develop webpage specifically for 3F international and intensify the use of social media.	<p>The Guatemala campaign contributed to making the webpage livelier for a period. Videos and direct appeals for support worked well. Nevertheless, the webpage suffered from lack of updating.</p> <p>The 3FI Facebook page has developed. No. of followers has increased by 20 %, having reached 934 by the end of 2016 with the number rising each week.</p>
3. Increase number of subscribers to 3F's international newsletter from the current 4,300 to 5,000.	<p>By the end of 2016, the electronic newsletter had 5,181 subscribers which is an increase of 11% from 2015. The increase of subscribers may be due to: 1) it comes out more frequently making the news more authentic and relevant; 2) articles are shared on other platforms such as Facebook and other platforms such as Globalnyt. However, only 34% of subscribers opens the newsletter - a small increase of 1 percent point compared to last year.</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 in 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. See annex iii for a status on DANIDA thematic review recommendations from 2016.

Objectives	Progress 2016
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. Awaiting new geographic and thematic priorities following changes in funding modalities.
3. Key strategic documents for 3F's international development work are revised and approved following strategies and decisions taken at the 3F Congress 2016.	Postponed. Awaiting new geographic and thematic priorities following new funding modalities.

4. 3F is able to make pilot report on cost-effectiveness and cost-efficiency by June 2016	Achieved. See section 7.2 for the analysis.
5. 3F has improved its Risk Management principles and practice by January 2016.	The risk management systems have been approved. 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 periodic report every four months and there is an improved information flow regarding sudden escalated risk situations.
6. Monitoring and quality assurance has been strengthened at all levels by 2017.	The quality and analysis of data in progress reports were significantly improved in 2016 – 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.
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 2016 annual regional reports. This will be reflected in the 2018 annual report (RAM assessment year).
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 the method workshops and leadership seminars both held in 2015.

7.1 RESSOURCE ALLOCATION

2016 was the first year after a substantial budget cut of 26% from 2015 to 2016 at a very short notice. During the year 3F aimed at a more responsible phasing-out process by spending part of the surplus funds carried over from 2015. Overall Frame spending 2016

Region	Spending	Budget
Africa	10,6	10,8
Latin America	8,3	8,3
South Asia	3,4	3,5
Middle East	2,2	2,1
Global	0,4	0,5
Total programmes	24,9	25,2
Information	0,5	0,5
Monitoring and review	0,9	0,9
Audit	0,2	0,2
Administration	1,7	1,8
Grand total	28,2	28,6

3Fs own contribution amounted to almost 1.2 mill. DKK which as in previous year were financed by 3F members-

hip 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.

Substantial effort has been put in the closure of the programme in Palestine hampered by the freezing of the partner's bank accounts by the Palestinian Authorities. This slowed down implementation of activities. Substantial support and monitoring has gone into ensuring a responsible closure of the office.

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 (see section 4.5 on Learning)

7.2 VALUE FOR MONEY

2016 is the second year of distributing actual partner expenditure between 3F's six Super Indicators. Some adjustments have been made based on the 2015 reporting experience and the learning reported in the 2015 results report. The most important one has been for partners and regional offices to register the support as specific 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, so especially in the Latin America figures, the change has not yet been reflected. This is why e.g. TVET is showing 0% , which also has to do with the figure being so relatively low that it is below 1%. It does not mean that resources are not spend on this issue.

The distribution in 2016 is as follows:

Super Indicator	Share of spending 2016	2015-figures
1 Strengthened national organisations	62%	69%
2 More and better Collective Bargaining Agreements (CBAs)	7%	5%
3 Improved Occupational Health & Safety (OHS)	6%	6%
4 Male and female workers' rights more respected and better protected	13%	10%
5 Improved vocational education and training	0%	1%
6 Increased regional coordination	12%	9%

There has been a movement from the more general super indicator strengthened national organisations to the more specific indicators and hence the reporting is now much better in line with the accompanying narrative reporting. So rather than recording all most of partner transfers under SI, some regions have started looking at the specific expected result of partners on OHS, CBAs or regional coordination

There is a good match between the reported spending and the reported results in Southern Africa and South Asia this year. For Southern Africa, there has been an increased focus on OHS and workers' rights which is both reflected in the achieved results and the corresponding registration in the accounting system. For South Asia, the bulk of effort and funds go into strengthening the relatively weak partner organisations in Bangladesh which is in line with the actual incurred cost.

3F International uses this tool internally to take up discussions on how to focus the advisory assistance provided by 3F to the partners. After a few years of operation, it is expected that reporting on super indicators will be 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 using the organisation 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 and organizational decisions.

