

# **RESULTS REPORT 2013**

**3F International  
Solidarity  
& Development**



**Improved working and living  
conditions for poor workers in  
developing countries**



**UNITED FEDERATION OF DANISH WORKERS**

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## Abbreviations

3F	Fælles Fagligt Forbund (United Federation of Danish Workers)
AFL-CIO	American Federation of Labor & Congress of Industrial Organizations
BRICS	Brazil, Russia, India, China, South Africa and related economies
BWI	Building and Woodworkers International (GUF)
CBA	Collective Bargaining Agreement
CISU	Civilsamfund i Udvikling (Civil society in Development)
COLSIBA	Coordination of Latin American Banana Trade Unions
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Assistance
DIEH	Danish Initiative for Ethical Trading
ETI	Ethical Trading Initiative
EPZ	Export Processing Zones
EU	European Union
FDI	Foreign Direct Investment
FES	Frederich Ebert Stiftung
FNV	Federation Dutch Labour Movement
FOS Belgium	Belgic NGO linked to the labour movement
FTZ-GSEU	Free Trade Zones & General Services Employees' Union (Sri Lanka)
GUF	Global Union Federation
GSP	General System of Preferences
HDI	Human Development Index
HRBA	Human Rights Based Approach
IA	IndustriAll
ILO	International Labour Organisation
IMC	International Maritime Convention
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)
LFA	Logical Framework Approach
LO	Landsorganisationen i Danmark (Danish Trade Union Confederation)
LO/FTF Council	Ulandssekretariatet
LO/TCO	Secretariat of International Trade Union Development Cooperation (Sweden)
M&E	Monitoring and Evaluation
MNC	Multinational Company
OECD	Organisation of Economic Cooperation and Development
OHS	Occupational Health and Safety
PGFTU	Palestinian General Federation of Trade Unions
RAM	Resource Allocation Model
SASK	Trade Union Solidarity Center of Finland
SIRIS	<i>Sistema Integrado de Registro de Información Sindical</i> – an integrated registration system for Trade Union information
TNC	Trans-National Company
TOR	Terms of Reference
TOT	Training of Trainers
TU	Trade Union
TUSSO	Trade Union Solidarity Support Organisations
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNI	Union for Private Service, e.g. postal and graphic workers, cleaners (GUF)

## 1. Introduction & Summary

### 1.1. Background

This report covers 3F's results achieved within the DANIDA-supported development efforts. 2013 constituted the first year with a framework agreement between 3F and DANIDA, which was in place by the end of February 2013. It is based on the Annual Report 2013 approved by 3F's International Solidarity & Development Committee in February 2014. The report focuses on results mainly financed by the DANIDA Framework Agreement and therefore 3F's results and achievements with partners in Central- and Eastern Europe are not covered here<sup>1</sup>.

The report mainly accounts for 2013 results. However, where possible, it draws lines to achievements from 2010-2012, where 3F with varying time span implemented three regional programmes in Latin America, Southern Africa and South Asia and a country programme in Palestine; all under the programme modality, funded by DANIDA. A cooperation project in the Philippines was out-phased in 2013, but the support continued under the CSR component of the framework agreement.

3F is in the process of monitoring programmes and organising budgets according to six cross-cutting **super indicators** particularly relevant to and representative of what 3F sees as general expressions of a strengthened trade union movement in a specific sector. The present results-report reflects this process and provides a **cross-cutting analysis** against generic objectives organised around the super indicators with specific examples from programmes and partners, taking the contextual differences into account. Results against the regional programmes' specific objectives and indicators submitted to DANIDA in the Framework Application 2013-2016 therefore constitute the background-data to this cross-cutting analysis, and is not included here. It is available in 3F as part of its annual reporting cycle. The continuing process of getting a complete and comparable overview of the global results is furthermore reflected in the Strategic Plan 2015-2018, where only cross-cutting objectives and indicators for the coming four years are submitted.

The report is divided into six main sections:

1. Introduction & Summary
2. Strategic Development
3. Organisational Development
4. International Programmes
5. Global Cross-cutting Results 2013
6. Popular Foundation & Information Work

### 1.2. Executive Summary

3F achieved significant results in 2013, using a strong human rights based approach, particularly focussing on workers' rights and the International Labour Organisation (ILO) conventions and informed by a thorough **contextual analysis of national, regional and global trends**. Despite of significant growth rates in programme countries, 3F and its partners witnessed a high level of youth unemployment, a growing number of 'working poor' leading to increased migration and social dumping. A growing number of workers found themselves trapped in situations of instability and vulnerability caused by the reduction of permanent employment globally.

Internally, 3F improved its **planning, monitoring, learning and programming**. For the first time, 3F has an overview of progress in the regional programmes and the entire frame based on comparable data within harmonised systems using cross-cutting super indicators. This is also the case within the **financial and administrative systems**, where results-based systems to assess value for money and report on cost-effectiveness started. In 2013, 3F implemented three Regional

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<sup>1</sup> 3F's effort in Central- and Eastern Europe is part of: '3F International Solidaritet og Udvikling: Årsrapport 2013: Bedre arbejds- og levevilkår for fattige arbejdstagere i verden'

Programmes in Southern Africa, Latin America and South Asia, one country-based Programme in Palestine and a Corporate Social Responsibility (CSR) component. This was done in partnership with 54 trade union organisations. The programme spent close to 100% of the funds earmarked for programmes.

3F achieved a global overview of significant results monitored by the six cross-cutting super indicators. For the first time, this provided 3F with a complete picture of general strengths and weaknesses which can serve as a tool for prioritising future efforts. Most impressive, **national partner organisations were strengthened** resulting in a total membership increase on 11% and 8% among women. Almost all partners now base their work on their own strategic plan. Internal democratic practices saw some improvements as did the strengthening of internal trade union training systems. Increased sector-orientation was achieved, however with big regional differences. It was clearly shown that progress regarding gender equality and financial sustainability and donor independence are weaker areas among 3F's partners as are their capacity to collect and register reliable data and using it for own organisational development. Partners developed their skills to engage in social dialogue resulting in **more and better Collective Bargaining Agreements (CBAs)**, e.g. improving salaries, Occupational Health & Safety (OHS) regulation and maternity leave. All regions exceeded their targets in improving CBA-coverage and some achievements were made with regards to better protection and rights of casual workers as well as women. **Improved Occupational Health and Safety (OHS)** were particularly seen by the better functioning of OHS Committees at work place level and some improvements in regulation. **Improved vocational education and training** was seen in Latin America with more skills training being certified and more workers lifting their skills-level resulting in reduced vulnerability and increased salaries.

It became even more evident that active strong trade union organisations are necessary for ensuring the **respect and protection of male and female workers' rights**, i.e. implementation of ILO conventions and national laws. Moreover, partners influenced improvements in national legislation through joint advocacy and by mobilising international pressure. In all regions, with the exception of the Middle East, there was an **increased regional coordination** through the strengthened regional sector-networks led by the regional Global Union Federations (GUFs). This resulted in negotiations for framework agreements with multinational employers, and coordinated and more effective advocacy giving partner trade unions a stronger bargaining position in national and local settings. **Gender equality and non-discrimination** was further mainstreamed across the programmes, resulting in more partners' focus on gender as part of the general trade union work; however still a relatively weak area. 3F managed to improve **harmonisation** and coordination with other donors as well as **alignment** to partners' own strategic plans.

Significant progress was made concerning **Corporate Social Responsibility (CSR)** during 2013. 3F is becoming an important player in contributing to the protection of workers' rights and opening opportunities for sister organisations in developing countries to hold Danish and multinational companies accountable to their own policies.

In 2013, there was a strong involvement of **3F members in solidarity and advisory assistance** to partners. Nine 3F partners gained important learning and experience when visiting 3F's branches and departments as well as the 3F Congress. Building on members' and partners' experience and involvement, 3F's **information work** achieved results such as improving its international newsletter and engagement with national and local media. An interactive on-line education material for school pupils was developed with the aim of sensitizing and engaging the youth more actively in issues of workers' rights, poverty and labour market regulation.

## 2. Strategic Development – *Strategizing within the labour movement*

### 2.1. Global trends & labour market developments

The current development is characterized by a decentralisation of world economic growth combined with of a longer term structural shift from so called developed countries towards the developing part of the world and a medium term cyclical climb out of the recession that started in 2009. In 2013, several of the world's growth engines saw a slower growth rate, especially the BRICS countries, while there were signs of recovery in Europe and the US. Latin America and Asia were particularly affected and China's 7.5% growth rate was the lowest in 23 years.

The lower economic growth seems to have slowed down poverty reduction and human development. According to the UNDP, the Human Development Index has been in progress since it was first measured in 1990, but the positive development has been slowing down and progress was very uneven in 2013<sup>2</sup>. Potentially, this constitutes a risk to the achievement of the UN Millennium Development Goals, and it appears highly relevant to mitigate this risk.

High economic growth can lead to poverty reduction, but it is dependent on effective **mechanisms for income redistribution**, few of which are in place in the global South. Improved tax systems, collective bargaining, promotion of inclusive labour market and social welfare policies are some of the important redistribution instruments. These are also some of the historic achievements of the trade union and workers' movement in the North which has been essential for improving conditions for the most vulnerable groups on the labour market and lifting the poorest in society, reducing inequality. This is why 3F is convinced that supporting the strengthening of trade union organisations in developing countries contributes to poverty reduction and human rights.

**Strengthening the trade union movement** in the South is therefore an important part of civil society development and is one of the important ways to ensure continued poverty reduction, democratic development and more equal and sustainable societies in times of high as well as low economic growth. It is assumed that this requires a representative trade union movement with a well-developed capacity to defend workers' rights and achieve improvements for the poor and marginalized members through social dialogue, collective bargaining and advocacy.

In **Latin America**, the slowdown of economic growth almost completely halted an otherwise promising reduction of poverty and inequality. The continent continues to be the most unequal of all. 3F's partners in Latin American programme countries pushed for inclusion of casual and informal workers under the social security and collective bargaining systems, but they met little government and employer support. Furthermore, trade unionists in Guatemala and Honduras are exposed to threats and violence as they live in the countries with the world's highest murder rates.

In **Southern Africa**, the economy was flourishing, especially because of foreign direct investment (FDI) in the extraction industry and boom in the financial sector fuelled by credit expansion and increased income mostly in urban areas. South Africa, which has been the driving force in the region, experienced a moderate growth (2%), Zimbabwe decelerated to a similar level while Mozambique boomed with 7% growth. The rise of large scale projects in the extraction sector created spin-off effects in other sectors as well, especially construction. However, the economic growth had very limited effect on poverty reduction and casual forms of labour are increasing in the region. Political unrest in Mozambique and presidential and parliament elections in Zimbabwe affected trade unions' movements and meant greater insecurity.

**South Asia** showed worrying signs of inadequate public regulation and infrastructure investment having a negative impact on growth and development. Power-shortages, price bubbles, political unrest, industrial fires and building collapses were some of the symptoms. The collapse of the Rana Plaza building in Bangladesh was the worst in the history of the textile industry, but also

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<sup>2</sup> Global HD index is 0.702. Sub Saharan Africa's HDI is at the low end, 0.50, and South Asia's not much higher, 0.59, while the index for Latin America and the Caribbean has reached 0.74.

seems to have become a turning point, causing a strong international reaction and some modest labour reforms in Bangladesh. It became less complicated to register a trade union and within half a year more than 80 new unions obtained their registration while only 5 had been registered in the three previous years.

In the **Middle East**, intensified conflicts such as the unrest in Egypt and the civil war in Syria and the isolation of Gaza, influenced the economy in the region resulting in falling economic growth in 2013. This directly affected 3F's partners in Palestine by reducing their decent job opportunities.

**Unemployment** rates increased or remained unchanged in most countries. In its annual labour market survey, ILO stated that almost 202 million people were unemployed globally in 2013; an increase of almost 5 million compared with the previous year. Most of the rise in unemployment took place in East and South Asia. By contrast, there was only about 1% increase in unemployment in Latin America. ILO also estimates that in 2013, there were 74.5 million young people unemployed between the age of 15 and 24. It was almost 1 million more than the year before. It represents an unemployment rate above 13% and close to three times the same rate for adults. Creation of new jobs did not expand sufficiently fast to keep up with the size of new generations entering the labour market<sup>3</sup>.

**Casualization and in-formalisation** of employment, which has developed over decades, continued with few exceptions in 3F programme countries. Informal employment levels however vary widely. In some African and Asian countries, it is as high as 80-90%. It is ILO's assessment that the lack of formal employment opportunities is likely to constitute a barrier to a sustainable further poverty reduction. A similar development can be observed in high-cost countries. This makes it increasingly relevant to exchange trade union experience specifically regarding tools to protect workers' rights and avoid social dumping.

Two main tendencies contribute to this development: On the one hand, many multinational companies try to distance themselves as much as possible from their employer responsibility and to evade any possible liability; on the other hand, the labour markets of developing countries are still overflowing with poorly skilled and marginalised workers, many of whom are internal migrant and first-generation wage earners. They tend to underbid decent wage levels in the hard competition for scarce job opportunities. This group is also most prone to work-related accidents.

The structural changes are made possible by a gradual liberalisation of movements of goods, capital and people. It represents an emerging labour market globalisation, which is likely to open new access for international employers to the millions of more or less informally employed workers in developing countries and use them as a labour reserve. While this development may be good news for millions of poor people, it also tends to challenge labour market regulation and put workers' rights at risk.

Some of the negative impacts experienced by 3F's partners in different regions were<sup>4</sup>:

- A growing number of workers fluctuating between formal and informal employment;
- A growing number of workers within the category of "working poor" who in spite of full time jobs are unable to get out of poverty – this tendency intensify child labour as families try to survive;
- A growing number of young workers not under education and often un- or under-employed;
- A growing number of migrant workers;
- A growing presence of foreign investors and foreign labour market cultures and traditions;

<sup>3</sup> [http://www.ilo.org/wcmsp5/groups/public/---dqreports/---dcomm/---publ/documents/publication/wcms\\_233953.pdf](http://www.ilo.org/wcmsp5/groups/public/---dqreports/---dcomm/---publ/documents/publication/wcms_233953.pdf)

<sup>4</sup> In 2013, these tendencies were reflected at the moment of deciding the agenda of the International Labour Conference for 2014. The agenda included 'roads from informal to formal work, elimination of forced labour, employment-centred inclusive growth and fair migration for the 232 million migrant workers worldwide'. <http://www.ilo.org/ilc/ILCSessions/103/lang-en/index.htm>

- A high number of workers have no access to social security, trade unions, collective bargaining, occupational health and safety etc. making traditional national systems inadequate in regulating wages and working conditions through legislation, tripartite dialogue and collective bargaining.

It is within these areas that 3F's partners are particularly well positioned as trade union organisations to promote decent jobs and better regulation nationally and internationally as well as improving working conditions at the work-place level.

In many countries, **labour legislation** is becoming increasingly inadequate compared to the reality of the labour market. That is why many of 3F's partners involve get involved in efforts to propose labour legislation improvements and to lobby politicians and/or regional institutions.

The other side of the same coin is a growing focus on **Corporate Social Responsibility (CSR)**. CSR developed in response to consumer-related criticism of corporate greed and the use of sweatshops in developing countries. Some companies and politicians have used CSR as a reason (or excuse) for not improving international legal regulation of corporate behaviour. Originally, it was meant as targeting voluntary initiatives over and above the level of simple compliance with national and international law. The reality has been different as CSR policies often ended up planning how to reach compliance within a number of years - thus legitimizing non-compliance.

However, another tendency points in the direction of an **emerging CSR framework of international standards** backed up by some legislation. Since 2009, Danish legislation has required larger companies to report on their CSR efforts in their annual reports and a new Mediation and Complaint Handling Institution was established, upgrading the former OECD contact point as a grievance mechanism for violations of the OECD guidelines for multinational enterprises. The UN Guiding Principles on Business and Human Rights from 2011 constitutes a new international standard that describes the different roles and responsibilities of states and companies. It is clearly stated that companies are required to take precautions and show "due diligence" to avoid violations of any of the human rights, including labour rights, in their value chains. Finally, legally binding agreements or so called Transnational Private Regulation<sup>5</sup> has developed with the 'Accord on Fire and Building Safety' in the Textile and Garment industry in Bangladesh as the most significant example. The Accord was adopted 13 May 2013 following the Rana Plaza collapse the previous month. The implementation of the Accord involves trade union federations – among them 3F's partners – in Bangladesh, and has given them some leverage because of the direct contact with brands and GUFs. Generally, this form of "semi-voluntary" agreements and requirements has the potential of giving 3F's partners new instruments to protect workers' rights.

During recent years, the highest international labour institution, the tripartite **International Labour Conference**, has been weakened in its efforts to produce sustainable improvements. The employers have questioned the workers' right to collective action and aim to remove the right to strike from the interpretation of ILO's core labour conventions. To achieve this, they have had to obstruct the work of ILO's Application Committee which represents the closest the ILO system gets to an enforcement and sanction mechanism (though it can only express criticism and urge governments to improve their performance and recommend actions of investigations or assistance).

Faced with weakening of the international enforcement of **core labour rights** and thereby the tendency to free duty bearers of their responsibilities towards workers, many 3F partners have engaged in international complaints within a trade policy framework and network campaigns to put pressure on multinational companies and governments. They have also engaged in debates with multinational companies as well as their auditing and certifying companies, organisations etc.

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<sup>5</sup> Ter Haar, Beryl & Keune, marten: 'One Step Forward or More Window Dressing? A Legal Analysis of Recent CSR Initiatives in the garment Industry in Bangladesh', The International Journal of Comparative Labour Law and Industrial Relations 30, No. 1 (2014): 5 - 26.



Some 3F partners have learned to switch from local to national, regional and international levels and back again. 3F's task will also in the future be to assist with technical, legal, evidence- and experience-based advice and coaching in order to achieve improvements as efficiently as possible. Very often, the experience-based advice provided by 3F is to improve documentation, to communicate with messages that are easily understood and to exhaust options for reaching a solution at local and national levels before advancing to regional and international levels.

### **Trade Union holds transnational company accountable**

For several years, workers at the *Chiquita* supplier plantations, 'Tres Hermanas' had tried to organise themselves. They decided to form a sector trade union through a merger, replacing separate company-based unions. The plantation owners, however, refused to recognize it and started anti-union activities.

As all *Chiquita* suppliers are requested to have a Rainforest Alliance certificate, the Trade Union contacted Rainforest Alliance and asked why they had certified the three plantations as being in compliance with international labour standards. Their argument was that the same plantations had engaged in anti-union activities including severe threats, formation of employer-directed unions, firings of union members etc.

After an intensive international campaign driven by the union and supported by 3F, Rainforest Alliance then de-certified the plantations. Moreover, the alliance improved their criteria on **Freedom of Association** and the **right to collective bargaining** in their certification. This forced *Chiquita* to drop the suppliers or intervene and change the anti-union attitude of the management. *Chiquita* decided to buy the plantations instead of the general tendency of multinationals to outsource and thereby minimize direct responsibility for the production. Through the trade union's use of the CSR policy of the transnational company, a major improvement in the workers' rights situation was achieved. The partner and 3F learned that a way to achieve significant progress is to use a direct approach engaging the certifying and auditing companies used by multinationals rather than the traditional method of making general appeals for employers in global supply chains to respect labour rights.

## **2.2. International Strategy 2013-2016**

The revised international strategy was approved by 3F's International Solidarity & Development Committee in May 2014 and covers 3F's current congress period till 2016<sup>6</sup>. The strategy has been sharpened, informed by the learning gained through the past years' continuous monitoring of partners and programmes, recommendations from reviews as well as the global and regional trends and contextual challenges reflected above. The **strategic focus** continues to be on '*labour market development, social dialogue and poor workers' organisation, rights and influence on poverty reduction and democratic development through capacity strengthening of the trade unions and the labour movement*'.

This focus corresponds with the Danish overall strategy for international development cooperation; '*The Right to a Better Life*' and the '*Strategy for Danish support to Civil Society in Developing Countries*'<sup>7</sup> which underlines the importance of strengthening poor peoples' own organisations and thereby enable them to contribute to long-term and sustainable poverty reduction, protection of rights as well as general democratic development. 3F thus operates in the cross-field between the development and human rights framework and labour market/labour movement and trade. 3F works with partners to ensure framework conditions and practices that respect and implement the basic human rights and the UN guiding principles including and particularly focussing on the **International Labour Organisation (ILO) conventions** (see box below), where 3F is in a

<sup>6</sup> 3F International Solidaritet og Udvikling: Strategi- og Organisationsbeskrivelse 2013-2016

<sup>7</sup> From June 2014 replaced by the '*Policy for Danish Support to Civil Society*'

position to add particular experience-based value to partners' advocacy and monitoring as in line with DANIDA's Human Rights Based Approach (HBRA).

#### **ILO Core Conventions**

- Forced Labour Convention (89)
- Freedom of association and Protection of the Right to Organise Convention (87)
- Right to Organise and Collective Bargaining Convention (98)
- Equal Remuneration Convention (100)
- Abolition of Forced Labour Convention (105)
- Discrimination (Employment and Occupation) Convention (111)
- Minimum Age Convention (138)
- Worst Forms of Child Labour Convention (182)

Experience from the past years has shown that for employers and authorities to live up to the ILO conventions, as well as ensuring the implementation of labour market regulation, it is a prerequisite to have **strong and active trade unions and federations**. The regional branches of the GUFs equally play an essential role in coordinating and exchanging information on labour and human rights violations, something that therefore has been strengthened in the new strategy.

#### **Women fight for their rights on Zambia's farms**

York Farm in Zambia produces organic vegetables and flowers to the European consumers, among others for the world's second largest supermarket chain, Tesco. Tesco highlights their ethical purchasing policies and was a co-founder of the British ethical trading initiative (ETI). 12,000 workers make a living on York Farm - more than 60% of them are women from poor families many of whom have only completed primary school. The farm is part of Africa's new export-boom that is expected to lift millions out of poverty. However, from 3F's experience, this does not happen automatically. Therefore 3F has supported and helped build capacity of the National Union of Plantation, Agricultural and Allied Workers (NUPAAW) in Zambia to organize and represent workers like the women on York Farm.

The salary on York farm used to be very low and the working conditions poor. There was no safety equipment and only few workers on permanent contracts received appropriate working clothing. Seasonal and other casual workers had to buy their own clothing and there were no breaks for breastfeeding children of the many young mothers working on the farm. The workers met with the Trade Union, NUPAAW to discuss how they could stand together and jointly work for better working- and living conditions and ensure the workers' rights. A Work Committee was formed and a woman elected to represent them as their Shop Steward. They got into dialogue with the employer and improvements gradually happened, for instance all workers were given employer-paid working clothes and safety equipment.

However, the official minimum salary increases stated by the government was not felt among workers at York Farm that still received salaries below the poverty line. They went on strike to get the improvements promised to them by law. And with the support from NUPAAW, they succeeded in negotiating a Collective Bargaining Agreement (CBA) ensuring better salaries and living conditions and the conflict was resolved. The Shop Steward and the Work Committee on York Farm now frequently inform and train their colleagues in workers' basic rights and the importance of collective action. Now, almost all of the workers are members of the Trade Union – even the seasonal and casual workers.

The fact that 12,000 workers on York Farm fought for and succeeded in getting better salary- and working conditions make a great difference for their families. The workers now have a say when it comes to working conditions and an opportunity to ensure a future free of poverty. The role of

NUPAAW was essential in informing and training the workers who then organized. This has ensured the implementation of the official minimum salary and thereby an important labour market regulation in the agricultural sector.

### Theory of Change further developed

To illustrate how 3F sees change happening, the Theory of Change (ToC) has been further developed at organisational level<sup>8</sup>. This has the potential of ensuring better understanding, communication and dialogue on 3F's intervention strategy internally as well as with partners, donors and other stakeholders. The strategic principle reflected in 3F's Theory of Change is for the trade union movement to **organise all workers in a given sector** as this is the most effective way of balancing the power of employers and thus obtaining improvements in all areas of the labour market and thereby in peoples' working and living conditions; by aiming at the highest possible degree of organisation thus creating the basis for workers themselves to act and negotiate collectively to obtain these changes. Various intervention areas contribute to this end result as is illustrated in the ToC, section 2.2 of the Strategic Plan 2015-18 submitted to DANIDA.

### Partnerships based on partners' own strategic plans

3F's partnership cooperation is based on the needs and ownership of the sister-organisations; an approach that has been strengthened in the new strategy. 3F's role is to make its experience available to the partner-organisations while supporting them in developing their own organisations, methods and models. Mutual learning and equal relationship is essential in this regard. 3F seeks to base its partner cooperation on the **partner's own strategic plan**, an approach that requires methodological strengthening and capacity building of staff and partners which have been a core focus of 3F programmes for many years and also included in the strategy.

In line with the '*Policy for Danish support to Civil Society*', 3F has intensified its effort in strengthening coordination mechanisms and supporting partners in creating **networks of trade unions** from both donor- middle income and developing countries. Hereby, organisations and representatives from developing countries and poor workers are potentially in the forefront as rights holders being heard and exercising influence. The effort pro-actively facilitates South-South learning between sister-organisations in the various regions enabling stronger organisations to play an advisory role towards others. New and maybe untraditional modalities will be explored to ensure greater multiplier effects of the effort, ownership and sustainability on the one hand, but also adapting to the increasingly regionalised and globalised trade and labour market developments as reflected above. 3F thereby continue to adapt its approach to the changing context.

### Changes in the regional sector-based programmes

3F will in the current congress period implement three Regional Programmes in Southern Africa, Latin America and South Asia, a country-based programme in Palestine and a cross-cutting CSR programme. The strategic choices within the programmes are based on external programme reviews and past years' monitoring, experience and learning as reflected in section 5.11 of this Results Report as well as thorough context analysis as summarised in section 2.1. More details on the choices made are described in the Strategic Plan 2015-2018 and the full analysis is reflected in the Regional Programme Documents.

The programme will gradually be scaled up in **Southern Africa**. Pilot activities with trade union federations in 2-3 sectors in Malawi will thus be included in the programme from 2015, including a CSR-intervention in the food & beverage subsector. The expansion is based on Malawi being one of the world's poorest countries with a huge need for decent job creation and for developing capacity of the trade union movement. Many employers are the same throughout the region, providing further opportunities for the multiplier effect of regional networking. Some long-term partners in the region will gradually be phased out.

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<sup>8</sup> A Theory of Change was also part of the Framework Paper 2014-2017, but has now been further developed.

In **Latin America**, efforts will gradually be strengthened in Bolivia and down-scaled in Central America, where the intervention has a long history. Regional sector coordination will be strengthened to ensure sustainability particularly in Central America with a fragmented labour movement and where the programme is scaling down direct support to partners. Learning across the region will be emphasised.

In **South Asia**, the effort in the textile industry is expanded with the permission to operate in Bangladesh granted in 2014. Furthermore, the programme will include cooperation with partners in Pakistan because of its regional importance in the textile and garment sector and due to Pakistan's newly EU-granted GSP-plus status.

In **Palestine**, efforts will be strengthened on regional coordination and networking through a partnership with the relevant GUFs in the Middle East. This effort is aimed at strengthening the unions in Palestine and benefit from stronger unions in other countries in the region. Such work has already started in the construction sector and an actual regional component has been added as something new.

Developing a **CSR programme**, there is an enhanced strategic focus for 3F on the efforts to promote respect for workers' rights in developing countries where Danish companies, companies linked to Denmark or multinationals are doing business or are sourcing. The aim of the effort is to increase the companies' recognition of and capacity to live up to their responsibility ensuring respect for human rights, also at the lowest level of the international value chain. This implies strengthening the trade unions' capacity to participate in this process. The target groups for the CSR effort are therefore first and foremost companies and trade unions.

### 2.3. Alliances, Networking & Policy Influence

3F is affiliated to six Global Union Federations (GUFs) that are 3F's natural partners internationally<sup>9</sup>. The strategy is to contribute as efficiently as possible to strengthening the GUFs at regional level as coordinating international networks made up of national trade union federations ensuring joint advocacy efforts and influence cross-border policies of multinational companies, regional and international institutions. 3F supports the TU partners to improve their relationships and be better linked internationally in order to improve joint advocacy efforts nationally and across borders.

3F is also an affiliate of the Danish Trade Union Confederation, LO. As such it also contributes more broadly to the international development assistance work implemented by the Danish trade union movement through the LO/FTF Council. Several follow-up initiatives were taken in 2013 to improve coordination with the LO/FTF Council. The two organisations already share offices in Maputo and Managua and there is a shared programme officer in Bolivia. Coordination meetings between the two organisations are used to exchange analysis of contextual and strategic changes and to ensure as much complementarity and synergy as possible. For instance, a meeting was called in 2013 to enhance joint effort and coordination regarding the textile and garment sector in Bangladesh.

3F has strengthened coordination efforts with other trade union support organisations and will continue to do so whenever relevant and possible at central or regional level, e.g. the US Solidarity Center, FES (Germany), FOS (Belgium), FNV (Netherlands), LO-TCO Bistandsnämnden (Sweden), SASK (Finland). Often, this also includes the ILO, ITUC and the GUFs. In Asia, this has been institutionalized in so-called Trade Union Solidarity Support Organisations (TUSSO) meetings. 3F is committed to further enhance alignment and harmonisation and 3F's role and added value to partners in promoting this will be improved in the years to come, both concerning donor

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<sup>9</sup> The GUFs are: Building and Woodworkers International (BWI), IndustriAll (IA), International Union of Food, Agricultural, Hotel, Restaurant, Catering, tobacco and Allied Workers Union (IUF), International Transport Workers' Federation (ITF), Union for Private Service (UNI), Public Services International (PSI)

coordination as well as partners' improved transparency and accountability. See section 5.9 and 5.11 for results and learning within this field.

One important achievement in 2013 was the signing of a Memorandum of Understanding and a Partner Cooperation Contract for 2013-15 with IndustriAll (IA) in Geneva concerning 3F's support to the IA South Asia regional office in India. In relation to this, an improved coordination with the Danish umbrella organisation *CO Industri* has been established regarding the international cooperation.

Besides its own solidarity groups, 3F is linked to, or member of, the following umbrella and multi-stakeholder organisations in Denmark and beyond:

- Global Focus (previous NGO Forum)
- Clean Clothes Campaign Denmark
- Danish Initiative for Ethical Trading (DIEH)
- Euroban (NGO and Trade Union network in support of the banana workers' rights)
- World Banana Forum (under the auspices of the UN Food and Agriculture Organisation, FAO)
- Zimbabwe Committee
- Latin America Academy

In 2013, 3F became an active member of what was known as NGO Forum (now Global Focus), thereby shifting from its previous membership of CISU (Civil Society in Development). 3F prioritises and is directly engaged in joint development activities with other framework organisation in order to share experience, influence policy, build capacity and improve the general level of quality of development assistance through Danish Civil Society Organisations. It has been particularly important to 3F to advocate for the continuous inclusion of workers' rights and the importance of strong democratic trade unions organisations as an essential part of the Danish development agenda. 3F has furthermore intensified its use and creation of political contacts to promote a development policy that takes workers' rights seriously.

### 3. Organisational Development – A Strengthened Framework Organisation

From 2013, 3F became a framework organisation, which was utilized to strengthen the international solidarity & development in a positive way. A number of initiatives was taken and implemented to strengthen systems, procedures and learning across the organisation and ensure a harmonisation process from the previous programme modality. Some of the processes have a longer time span and is therefore also reflected in the Strategic Plan 2015-2018.

#### 3.1.Strategy- and Organisational Development Status

<b>2013 Objectives from framework application</b>	<b>Level of achievement</b>	
<p>1. <i>Key strategies</i> for 3F's international development work are revised in line with 3F's new status as a framework organisation and following strategies and decisions taken at the 3F Congress 2013</p>	<p>- Trade Union and Policy Platform (<i>Fagligt og Politisk Grundlag</i>) revised following the 3F Congress in September 2013</p>	<p>The trade Union and Policy Platform has been revised and approved by the Executive Committee of 3F. It forms the basis for the revised International Strategy and Organisational basis.</p>
	<p>- <i>TOR for International solidarity and development Committee of 3F</i> revised following the 3F Congress in September 2013</p>	<p>TOR (kommisorium) for the International Solidarity &amp; Development Committee of 3F has been revised and approved by the Executive Committee of 3F.</p>
	<p>- <i>International Strategy and Organisational basis</i> for 3F's international solidarity and development work revised in 2014</p>	<p>The <i>International Strategy and Organisational Basis 2013-2016 (Strategi- og Organisationsbeskrivelse)</i> has been revised and approved by the 3F International Solidarity &amp; Development Committee.</p>
	<p>- <i>Information Strategy</i> for 3F's international solidarity and development work revised in 2013 and implemented from 1<sup>st</sup> January 2014.</p>	<p>The <i>Information Strategy</i> has been revised and integrated into the 3F International Strategy and Organisational Basis. Specific guidelines and plans for the information work have been elaborated and are being implemented.</p>
	<p>- <i>Strategy for Popular Foundation</i> developed in 2013 and implemented form 1<sup>st</sup> January 2014.</p>	<p>The <i>Strategy for Popular Foundation</i> has been integrated into the 3F International Strategy and Organisational Basis. Specific guidelines for solidarity groups of 3F members have been developed and are being implemented.</p>
<p>2. <i>Method Manual</i> updated and implemented. The manual is adapted to the conditions for framework organisations.</p>	<p>- <i>Method Manual developed and disseminated</i> to all regional offices          - <i>Key staff trained</i> in the use of the Method Manual will take place before end of 2013          - <i>Further sharing and roll out</i> of relevant parts of the Method Manual to all staff</p>	<p>The Method Manual has been finalised and disseminated to all regional offices. Joint programme staff training was done in overview and use of the manual and in specific parts of the manual. The manual will be revised by the end of 2014 and continuously based on lessons learnt of programmes and methodology.</p>

2013 Objectives from framework application	Level of achievement	
	and partners before March 2014.	
3. <i>Administrative Manual</i> updated and implemented. The manual is adapted to the conditions for framework organisations.	<ul style="list-style-type: none"> <li>- Administrative Manual is updated at latest March 2013</li> <li>- The new Administrative Manual is used at all levels in 3F International Solidarity &amp; Development and with partners (where relevant) latest April 2013.</li> </ul>	The Administrative Manual has been finalised in 2014 and the new procedures and systems are being implemented gradually. There is a global administrative manual to cover topics relevant for all regions and more specific administrative manuals at regional level.
4. <i>QA system</i> developed and implemented	<ul style="list-style-type: none"> <li>- QA system is piloted and implemented per 1<sup>st</sup> January 2013.</li> <li>- QA system included in the Method Manual latest by end of March 2013.</li> </ul>	The Quality Assurance system is being implemented. The system is part of the Method Manual and will be gradually improved based on lessons learnt
5. <i>Business Ethics and Integrity Policy and Management System</i> disseminated to the whole organisation and all partners	<ul style="list-style-type: none"> <li>- BIMS translated to Spanish and Portuguese and shared with all partners latest by end of December 2013.</li> </ul>	BIMS was translated and is being implemented and included in new Partnership Cooperation Agreements.
6. <i>Continuous staff development</i>	<ul style="list-style-type: none"> <li>- Annual employee development conversations (MUS samtaler) are held at both HO and RO level with all staff.</li> <li>- Human resource development/training for Danish and local staff where relevant</li> <li>- Annual development seminars</li> </ul>	Employee development conversations were held during 2013 and learning needs identified. The first annual method development seminar was held with programme staff in 2013 and in 2014 for administrative staff. This will continue once every 1,5 years and when need arises. Leadership seminars will be conducted annually.
7. <i>New HR handbook</i> developed and shared with all staff.	<ul style="list-style-type: none"> <li>- New HR handbook developed by the end of 2013.</li> <li>- The HR handbook is shared with all staff latest January 2014.</li> </ul>	The objective was changed. HO and Danish staff adhere to the 3F HR handbook. HR-issues pertaining to national staff in regional offices are included in the regional Administrative manuals to adhere to country-specific labour standards.

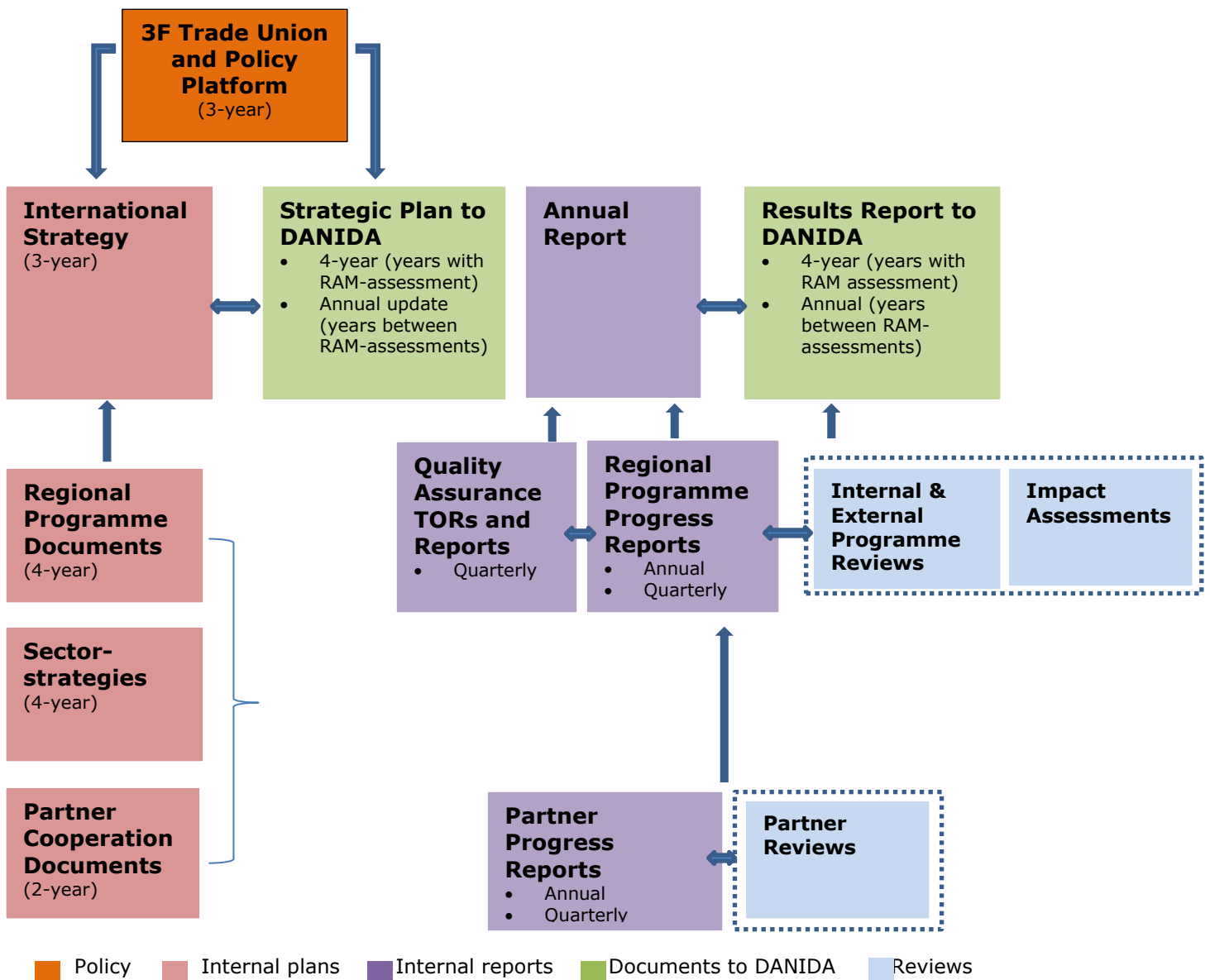
### 3.2. Method Development, Monitoring & Learning

3F is undergoing a comprehensive **strengthening and harmonization of the planning, monitoring, evaluation and reporting system**. In 2013, 3F revised its Method Manual intended to guide management, staff and partners of 3F's international solidarity & development cooperation regarding strategic programme development and management as well as planning, monitoring and evaluation. The manual has been adapted to the framework modality and to the specific international trade union cooperation. The Method Manual describes 3F's Theory of Change, partnership approach, programme- and partnership cycle and provides concrete tools, guidelines and formats for its implementation.

Specific effort was put in strengthening the internal planning and reporting system. This has improved documentation of evidence of change at outcome level, continuous contextual analysis, documentation of programme learning as well as quality assurance of 3F’s advisory efforts and thereby added value. Joint and targeted capacity building of programme staff contributed to this improvement.

3F’s **planning and reporting system** is illustrated in the following. It is focussed on 3F’s own internal planning and reporting systems and includes the DANIDA requirements according to the Resource Allocation Model. 3F continues with its internal system following 3F’s Congress periods and ensuring accountability to its internal political system and constituency; the 3F members. Therefore, the internal system is kept while adding the reporting and planning requirements to DANIDA.

Figure 1: Planning & Reporting System



Experience from 2012 and 2013 showed that capacity of some partners to provide **reliable written information as well as critical analysis and learning** still remains a challenge. At the same time, the work was focussed on strengthening ability of 3F’s Regional Offices to provide a

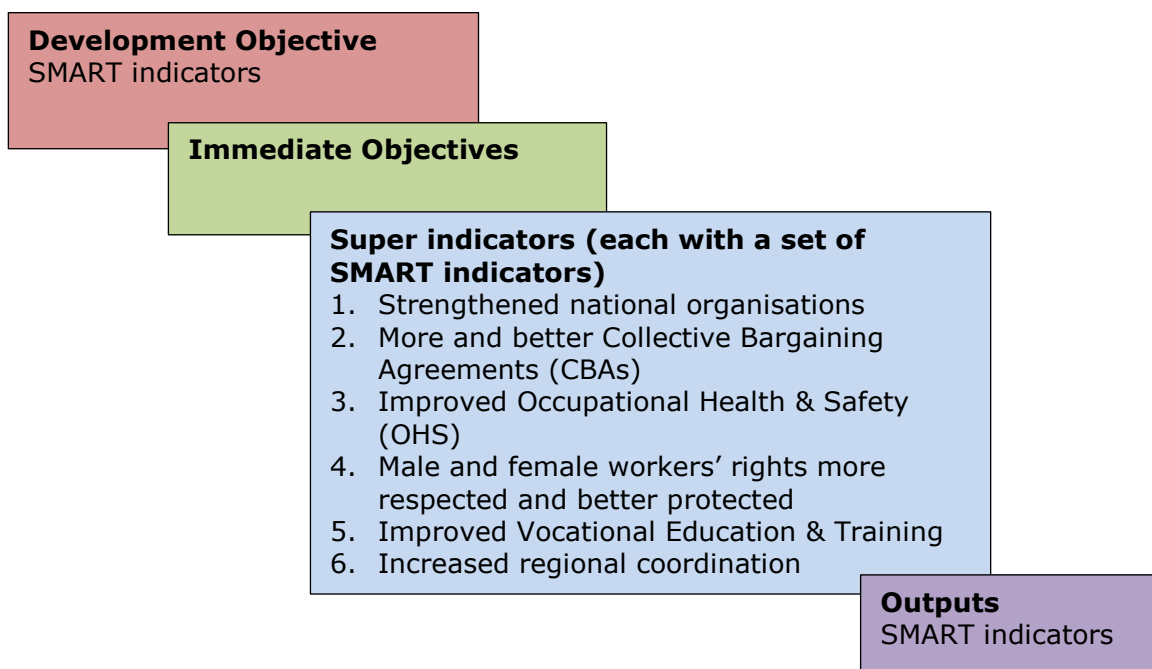


joint and reflective programme analysis lifting the perspective from individual partners to an overall analysis of the programme, sectors and context developments. Improving the quality of this analysis has taken longer than anticipated. Strengthening overall M&E systems to enable result chain documentation and analysis of change at outcome, but also at impact level therefore remains a key focus in 2015 and beyond; this includes roles and responsibilities as well as developing 3F's partnership approach impacting on this. Another key focus will be partners' capacity development in appreciating the value of M&E effective systems and strengthening these for their own organisational development and effectiveness, i.e. practical trade union building. A variety of methods for capacity development of both 3F regional staff and partners will be utilized in the coming years, including joint and targeted training, but especially strengthening feedback and coaching in the process.

3F has realised that some of the challenges in reporting start at the planning stage. Therefore, to aid the process of documenting and analysing on 3F's overall contribution to real and **longer-term change**, generic indicators on development objectives were developed and included in the Method Manual. These are gradually selected in line with the context and included in new Programme Documents.

In documenting 3F's joint **achievement of short- to medium-term change** (immediate objectives), the use and harmonisation of **super indicators** across the regional programmes has been further strengthened in 2013. When analysed, the super indicators generally reflect an aggregation of partners' results and progress towards the achievement of programme immediate objectives. Two programmes are integrating this further in 2014 during development of new Programme Documents. This has enabled 3F to compare and document key strategic areas of achievement across all regional programmes, despite contextual differences. The model used is illustrated below:

Figure 2: Programme LFA structure



**Baseline** on indicators relating to each super indicator have been updated and improved in 2013 as new programme documents were developed and as use of the chosen indicators has been further practiced. This is a continuous process as it is linked to partners' and regional office capacity in data-management and monitoring. It has been particularly challenging to establish baseline information on impact indicators (relating to the development objective) among others due to insecure data at macro-level in countries of cooperation. The Method Manual's generic LFA has however helped this process.

A critical factor is to reach an acceptable variation of **type and quality of data** from partners as 3F seeks to adapt to their own priorities and systems and to support the strengthening partners' data-systems for their own organisational development rather to improve accountability to donors. Combined with 3F's intention to harmonise results therefore involve some level of variation and insecurity at super indicator level. An example of this is how partners report on CBA-coverage, where number of companies with CBAs was counted in Southern Africa and number of workers covered by CBAs was counted in other programmes; it made it impossible to monitor progress of the full 3F frame.

### **Strengthening trade unions' own data-handling systems**

As an innovative development, 3F engaged with trade union partners in Latin America and FOS Belgium to improve the capacity to register and report important data. The SIRIS (*Sistema Integrado de Registro de Información Sindical* – an integrated registration system for Trade Union information) database was developed with the purpose of allowing partners to collect and keep track of all the data for their members, branches etc. The database has to be installed at the main trade union organisation but is also designed to make it easy to unite data from different sources. SIRIS includes 5 modules: 1) worker registration and membership; 2) work-related accidents and diseases; 3) trade union training; 4) labour rights violations; 5) union fee payment.

The system includes a guide on how to download the database as well as small instruction videos explaining how to use and register data in each of the five modules. It is open access based. Most 3F partners had to have a computer based accounting system installed anyway, and it is easy to combine the process of installing and training staff in the two systems. The capacity to use this or similar database systems is still quite uneven, though. Especially reporting data and updating the database frequently is a challenge.

### **3.3.Finance, Administration and Cost-effectiveness**

Within the financial and administrative system, there have been two major focus areas in 2013:

- Revision of the current Administrative Manual including anti-corruption issues;
- Development of systems to assess value for money and report on cost-effectiveness

3F has good and sufficient procedures to ensure that internal controls are at an acceptable level, which has just recently been confirmed by 3F's external auditors in a separate review of 3F International Solidarity & Development's internal controls. Procedures are in place; however, the work of updating procedures suffered a major set-back with a sudden change of staff in the finance area. A completely new structure of Administrative Manuals has since been developed focusing on developing new tools to support the possibility of reporting on results. This has resulted in a new **global budget model** for programmes.

As recommended by DANIDA's desk review in 2011, partner screening and the 3F Business Ethics and Integrity Policy and Management System (BIMS) have both been formalized and integrated into the Method Manual and the Administrative Manual respectively.

In order to ensure ownership to new and existing procedures, 3F has introduced annual administrator workshops, where regional administrators and the finance coordinator discuss and agree on a range of financial and administrative issues in coordination with the desk officers. This is followed up by annual visits by the finance coordinator to all regional offices.

3F considers value for money to be the assessment of whether economy, efficiency and effectiveness have been duly taken into consideration in the interventions. 3F is already exercising economy and efficiency which is assessed by the external auditors. However, reporting on cost

effectiveness has not really been possible as systems have not been in place to support and document the process. Therefore, 3F has embarked on a major process to be able to establish the expected cost of achieving a specific result; results that are linked to 3F's global cross-cutting super indicators, described in section 3.2. This is intended to enable 3F to report on value for money and cost-effectiveness. The first step has been to develop the new budget model as described above, in cooperation between programme and administrative staff.

A major task is therefore to upgrade 3F's current **accounting system** and re-structure the system in the same way as the budgets to enable 3F not only to plan, but also report on the cost of achieving results. The up-graded system is expected to be operational from 1<sup>st</sup> January 2015.

### **Fundraising**

3F International Solidarity & Development is monitoring calls for proposals both in the office in Copenhagen and in the Regional Offices. In 2013, two proposals were submitted to EuropeAid, but were unfortunately not successful. Intensifying the fundraising work with the aim to diversify the funding base is therefore a priority in the years to come, both by improving fundraising capacity and investing in human resources and time spent and by developing relationships with EU and other delegations in the various regions of operation. A fundraising strategy will be developed in the second half of 2014 to clarify the efforts needed.

3F will learn from the success in raising funds for the collaboration in Central- and Eastern Europe. In 2013 3F had a total of four active projects funded by either EU or DANIDA in Central and Eastern Europe. 3F entered into funding partnerships and arrangements with likeminded EU trade union organisations in three EU-funded collaboration projects. In Belarus, 3F is similarly part of a bigger project with multiple organisations on workers' right and democracy funded by the DANIDA Neighbourhood Programme. These experiences will be used in improving fundraising for 3F's programmes in developing countries, though the different EU budget lines are very different and the broadness and competition for the human rights and non-state-actors' calls are much greater. The experiences will also be relevant in improving 3F's general support to partners in their own fundraising and financial sustainability planning and be a core element in 3F's exit strategy with partners.

### **Human Resources**

Employee development conversations have taken place annually in the office in Copenhagen and at the Regional Offices including both Danish and national staff.

3F has intensified its internal capacity building effort among staff along with the changed modality in becoming a framework organisation. Programme development, harmonisation and administration have been prioritised in this regard. In 2013, for the first time, a joint staff development seminar was conducted; this is intended to be conducted every 1 ½ year to promote experience exchange, programme development and harmonisation of systems and approaches. In addition, more focus has been put on management development and coordination to aid the process. A management seminar was conducted in 2014 and will be planned annually.

## **3.4.Risk Management**

3F has monitored and analysed institutional, contextual and programmatic risks through our general management, financial procedures, programme documents and reporting tools.

**Institutional risks** were monitored through various control mechanisms. Assessment of new partners included checking EU and UN terror lists and using various organisational capacity assessment tools from the 3F Method Manual looking at organisational, strategic and financial capacity of potential partners. New partnerships started with a pilot phase before entering into more mature partnerships. On-going risk monitoring included dual signatures on transfers, quarterly cooperation steering committee meetings with participation of both partners and 3F representatives, quarterly and annual reports from partners to Regional Offices and from Regional

Offices to Head Office. This ensured close monitoring of potential institutional risks. 3F has however learned through years' of partnership cooperation that there is a need to balance close risk management with willingness to take measured risks and utilize the flexibility provided through the framework agreement; i.e. fewer control mechanisms will therefore be considered with long-term and stronger partners as it also strengthens their independency.

### **Contextual risks**

3F used a number of internal and external sources to monitor contextual changes. These included updates and meetings with embassies and international monitoring institutions such as the UN. In monitoring contextual changes and risks related to the labour market and trade union work, 3F partners and allies were the most important source of information as they have the most detailed information about local risks and safe behaviour. Contextual risks were reported in the quarterly reports from Regional Office to Head Office and the programme LFA updated accordingly. Contextual risks were also related to personnel risk, both at partner level and at 3F level. This was especially relevant in Latin America and in Bangladesh where trade unionists were often threatened, harassed, losing their jobs and were victims of violence. Therefore, 3F held discussions on security for trade unionists in its advisory assistance emphasising the importance of personal security and skilled and experienced leaders' importance for the continuity of the trade union movement.

**Programmatic risks** has been directly linked to institutional and contextual risk i.e. if 3F's budget controls (institutional risks) were not in place or if 3F was not aware of important contextual changes such as increased political violence, this would have affected our ability to achieve programme objectives even more. Monitoring and reporting on the risks have therefore enabled minimising their effects.

### **Major risks in 2013**

- The threat to trade union activists in Latin America and Bangladesh both affecting partners' personal security and the implementation of the programme;
- Increased violence and fighting between the two opposing political parties, FRELIMO and RENAMO in Mozambique in the second half of 2013 leading to the annulment of the 1992 peace agreement affecting implementation in some regions of the country;
- Presidential and parliament elections in Zimbabwe; the result of the election did however not have the expected negative impact on trade union's ability to work;
- 3F's lack of registration in Bangladesh and thus the programmes' inability to transfer funds to partners and support them directly;
- Lack of work permit given by Israel leading to 3F's coordinator being based in Jordan instead of Ramallah affecting 3F's ability to give proper advisory assistance to partners in Palestine.

### **Future improvement of 3F's risk management**

3F has the tools at hand to monitor institutional, contextual and programmatic risks. The organisation will use its significant understanding of the contexts in the four regions to inform a risk management framework and ensure organisational decision-making procedures around it. This will be systematised at all levels with clear guidelines. Attention will remain on improved systems without building up unnecessary bureaucracy and hamper the organisations' willingness to take risks.

## 4. International Programmes

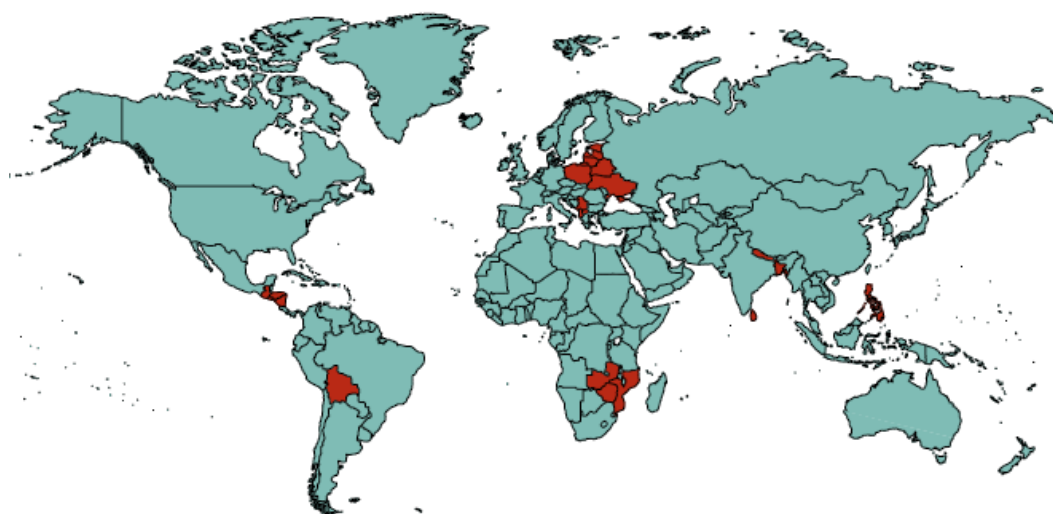
### 4.1. Regional Programmes, Sectors and Partners

3F programmes were implemented in the following **regions and countries** in 2013<sup>10</sup>.

Southern Africa: Mozambique, Zimbabwe, Zambia  
 Latin America: Nicaragua, Guatemala, Honduras, Bolivia  
 South Asia: Bangladesh, Nepal, Sri Lanka  
 Middle East: Palestine

Furthermore, through 3F's partnership with and support to the regional Global Union Federations (GUFs), the programmes reach the entire regions of operation.

Figure 3: Map of 3F's programme countries



Within the DANIDA framework agreement, **3F worked in partnership with and supported 54 sister-organisations** in 2013; mainly Trade Unions, federations and regional networks of the Global Union Federations. In Palestine, one partner is a Confederation and in Mozambique 3F supported a women's wing under the Confederation. Finally, the organisation works in partnerships with national sector-networks. The partners worked within the following **sectors** that are the same as 3F organises in Denmark.

Figure 4: 3F Regions, Sectors and Partners

Region/Sector	Agriculture	Industry	Construction	Transport	Service	Confederation	GUF
Latin America	7	6	4	4	2*		3
Southern Africa	4	3	3		3	1**	2
South Asia		8***					1
Palestine	1		1			1	

\* The service sector was phased out in Latin America

\*\* The women's wing of the confederation in Mozambique will be phased out in 2015

\*\*\* The 8 partners in South Asia are only in the Textile & Garment Sector

<sup>10</sup> Central- and Eastern Europe is not part of the DANIDA Framework agreement, but financed by 3F own funds, EU and DANIDA's Neighbourhood Programme.

### Sector and partner selection

The specific sectors in countries and regions were selected during development of each regional programme, following 3F's four-year programme cycle<sup>11</sup>. Choosing sectors were based on a number of criteria such as:

- Relevance and importance of sector in the country and/or region;
- Number of workers and/or vulnerability of workers within that sector (e.g. many female workers, rural workers or other);
- Specific challenges/problems of casualization of workers in that sector;
- Opportunities and obvious potential benefits of regional cooperation in the sector;
- In some cases, possibility of linking the sector with efforts within CSR among Danish or multinational companies.

3F supported partners that are representative of the workers in a given sector and are or have the potential to be stronger representatives. This has so far been relatively straight forward in Southern Africa and Palestine with a fairly unified sector-based trade union movement. In Latin America and South Asia, however, it required a thorough analysis using a number of organisational assessment tools in addition to analysing the context and stakeholders. The level of internal democracy, or the willingness to develop such, has also been essential in the selection process as common values are important for developing a mutually beneficial partnership. Looking at participation, accountability, non-discrimination and transparency cut across the assessment tools used in the selection process<sup>12</sup>. In improving risk management and at the same time ensuring relevance and allowing for the needed flexibility, 3F strengthened its partner screening and organisational assessments in 2013; an approach that was tested while identifying potential partners in Bangladesh in 2013.

The relevant sector regional trade union organisations, normally the regional offices/organisations of the **Global Union Federations (GUFs)** and national coordinating bodies were also 3F's partners. The intention has been to help the existing GUF regional office in coordinating the trade unions' cross-border advocacy, exchange of information and experience and solidarity. Rather than supporting high-level structures on which workers and their organisations do not have any democratic influence, 3F has supported international organisations and networks that trade union partners own/are affiliates to; organisations that are made up by workers' own organisations and of which 3F is equally a member. This is a rather innovative approach supporting the mutuality of partnerships and promoting international solidarity.

## 4.2.Resource Allocation

The frame budget 2013 was approved by DANIDA on February 28<sup>th</sup> 2013. 3F managed to spend close to 100% of the funds earmarked for partners and programmes.

The major budget deviations in 2013 concerned the South Asia Regional Programme that did not spend all allocated funds due to lack of formal registration in Bangladesh inhibiting the financial support for Bangladeshi partners. On this background, 3F decided to increase allocations to Southern Africa and Latin America which is why there is an over spending on the Latin American Programme.

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<sup>11</sup> Leading up to becoming a framework organisation, 3F adapted its programme cycle in some regions, shortening the programme or bridging to a review of the programme.

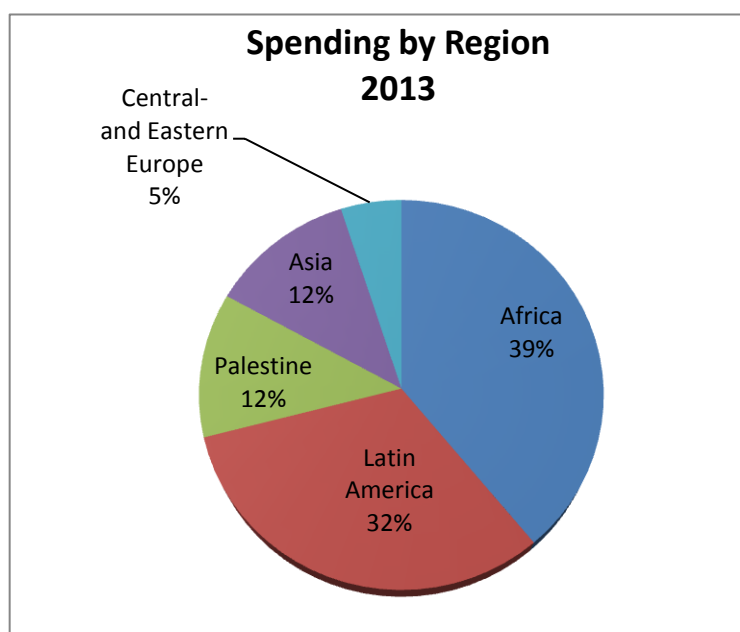
<sup>12</sup> The partner assessment tools are collated in 3F's Method Manual, Part II

Figure 5: Overview of spending 2013

Region	Spending	Budget
Africa	12,0	12,1
Latin America	10,3	9,4
Asia	3,9	4,6
Middle East	3,8	4,0
<b>Total programmes</b>	<b>30,0</b>	<b>30,1</b>
Information	0,6	0,7
Monitoring & review	1,1	1,9
Audit	0,4	0,7
Administration	2,2	2,3
<b>Grand total</b>	<b>34,3</b>	<b>35,7</b>

**The regional share** of 3F's resource allocation is also illustrated below making visible the relatively bigger programme in Southern Africa, followed by Latin America and two smaller programmes in South Asia and Palestine, both in terms of number of partners, staff and complexity.

Figure 6: Spending by Region 2013



**3F's own contribution** of private Danish funds was 0,7 million DKK in 2013, primarily financed by 3F membership fees. The other part of the own financing was covered through membership fees to the Global Union Federations which 3F also supports in their organisational development regionally. For further details please refer to the Annual Frame Accounts in Annex I.

#### 4.3.3F's Advisory Assistance & Intervention Areas

As in previous years, 3F focused its advisory assistance on efforts that added value to partners' own efforts using an integrated trade union organisational development approach. Strengthening each partner organisation has been the general purpose of the intervention and each of the intervention areas has been adapted to the needs, levels and strategy of each organisation. The main purpose for this intervention has been to expand and improve the partner's arsenal of

methods, instruments and options for action and help to clarify and choose how they can be used as efficient as possible to improve their ability to drive change-processes.

During the reporting period, **3F added value** and assisted partners by making available:

- Technical skills (member magazines, use of the internet, data-bases, information material, education material etc.);
- Methodological skills (training needs assessment, LFA planning, gender analysis, strategic planning, training development);
- Specialized thematic knowledge (collective bargaining, social dialogue, pedagogical methods, policy influence);
- Organisational experience and knowledge on “best practice” of the international trade union movement, systems and democracy/accountability of organisations;
- Relationships, links and contacts of trade unions and regional and international networks within the Trade Union movement and beyond.

The technical assistance and exchange of experience between 3F and its partners can be thematically divided into key intervention areas where 3F has obtained a high degree of technical expertise as a strong labour market party in Denmark and through its international cooperation. It has thereby been capable of adding important and relevant value to the partners’ own strategies, organisational development and learning processes while at the same time using partners’ experiences and learning in feeding back to 3F.

Based on previous years’ experience, 3F has continued to develop the analysis, strategies and methodology in all key intervention areas in the light of the experience of partners and 3F itself. The programmes have therefore facilitated sharing of experience, lessons learned and best practices between the different programme regions and countries, partners, with 3F and within the global trade union movement as such.

**3F key intervention areas**, contributing to the 2013 global results, as well as the programme results between 2010 and 2012 on which they built, are summarised beneath. It is a continued process. Using a holistic approach, where the areas are integrated and complement each other, it makes it difficult to extract which of these areas contributed to each specific result:

▪ **Organisational Development**

3F supported partners’ general organisational capacity development including strengthening their capacity to implement relevant strategies within their core functions. For partner organisations to be effective and relevant for their members, they need to be capable of making the right priorities in a given situation within the particular sector and country. 3F’s advisory assistance included suggestions on how to lead the organisation within a relevant and inclusive planning- and learning cycle, internal development and relationship-building to become a credible civil society actor in the sector and society.

▪ **Trade Union management and leadership, organising and member registration**

3F supported the development of the partners’ administrative and leadership capacity to enable them develop and implement relevant sector-strategies, strategies for membership organising and servicing, planning and management of activities and budgets, development of financial systems and systems for member registration and payment of dues.

▪ **Trade Union training**

3F supported and helped build partner organisations’ capacity to plan and implement information activities as well as training-programmes for leaders, shop stewards, OHS representatives, employees and members in general. 3F’s advisory assistance and financial support included support to conducting educational needs-assessments, development of education plans, training-material and methods as well as Training of Trainers (TOT).



- **Collective bargaining and conflict resolution**

3F supported the development of partner organisations' capacity in collective bargaining with employers in order to ensure better salary- and working conditions and respect for workers' rights. This included systematization of exchange of experience and information regarding competing companies and neighboring countries to counter employer arguments that it is always cheaper on the other side. Training regarding negotiations of productivity based wage systems.

- **Occupational Health and Safety (OHS)**

Support to developing the organisations' capacity, policies, strategies and material within the area of OHS was a key focus in 3F's partnerships. This included how to prevent work-related accidents and illnesses, information and training of OHS representatives and members, establishment and training of OHS committees at workplace level, collection of data and carrying out of analysis and studies. Policy-work and collaboration in relation to local and national authorities around improvements in labour regulation such as inspection as well as compensation systems was equally part of this support.

- **Technical and Vocational Education and Training (TVET)**

Development of the organisations' capacity to participate in and influence strategic debates and concrete cooperation around TVET was part of 3F's advisory assistance and support in Latin America. This meant encouraging and supporting partners in their political, strategic and practical efforts in promoting the establishment of effective institutions and TVET systems of certification in the programme countries, including strengthening tripartite cooperation within this area. It helped workers getting recognition of their skills and to increase wages.

- **Advocacy, Social Dialogue, Communication and Networking**

For partners to effectively participate in bi- and tripartite negotiations with governments and employers in order to promote workers' rights and a sustainable equitable development, 3F supported the establishment of cooperation and networks with other labour market organisations and actors at national, regional and international levels as well as the strengthening partner organisations' capacity to carry out information and advocacy campaigns towards authorities, employers (including multinationals) and international organisations. One of the strategies has been to strengthen the South-North and South-South cooperation in joint international advocacy around e.g. workers' rights in relation to trade agreements and ratification of conventions and multi-stakeholder fora.

- **Workers' rights focused on informal and casual forms of work**

Development of policies and strategies for organising and training of workers that are working on temporary, seasonal and casual type of contracts and arrangements is important for partners in all regions. 3F advised on capacity building, information on workers' rights, networking and political influence and advocacy in order to move towards that these vulnerable and often exploited groups are covered by the labour market regulation and CBAs and thereby ensure non-discrimination within working conditions, recognition, rights and social security.

- **Gender Equality and Non-discrimination**

3F supported and helped build capacity of partners in organising and education of female workers and shop stewards, ensuring women's active participation in trade union organisations, integration of gender aspects and equality in the general trade union work as well as specifically identified issues important for women. 3F's advisory assistance focused on strengthening the partners' work for inclusion and non-discrimination internally in the trade unions as well as at work-place level and society at large.

#### 4.4. Target groups

The **direct target group** of 3F's intervention were **partner trade unions** and **all members** of trade union organisations in selected sectors. 3F and its partners targeted specific groups of trade union members and activists as drivers of change, i.e. shop stewards, trade union leaders, occupational health and safety committees and trainers, female leaders, CBA negotiators etc. However, the target group still remained all members of the partner trade unions that these change agents with their increased capacity would be better capable of servicing and benefitting. It is the members who also directly control all human and financial resources through democratic decision-making.

The **indirect target group** in 3F programmes were **all other workers in the same sector**. These are potential members of the partner trade union or other trade unions in the sector and benefit from the partners' increased capacity to negotiate better CBAs in the sector and influence improvement in the labour market legislation. Workers' family members were equally beneficiaries of improved working and living conditions contributing to decreased vulnerability of the family.

## 5. Global Cross-cutting Results 2013 – *Strengthened Trade Union Organisations*

In contributing to the overall development objective, 3F has analysed achievements and contribution to two immediate objectives within the six **super indicators** or generic themes of achievement linking to its key intervention areas.

### **3F's global super indicators**

1. Strengthened national organisations
2. More and better Collective Bargaining Agreements (CBAs)
3. Improved Occupational Health & Safety (OHS)
4. Male and female workers' rights more respected and better protected
5. Improved Vocational Education & Training
6. Increased regional coordination

The super indicators illustrate issues that together reflect generic capacity development of trade union organisations within core trade union functions. They thereby reflect the important areas (not all areas) of **3F's contribution to the organisational and capacity development of partner organisations**. Monitoring the outcome-level (immediate objective) by cross-cutting super indicators has made 3F's strategic relevance and focus areas clearer and has enabled global reporting and comparison of the changes and results achieved.

The following analysis of programme results is divided into 11 sections:

- |                     |   |
|---------------------|---|
| Section 5.1:        | 3F's contribution to overall impact;  |
| Section 5.2 – 5. 7: | Achievements at outcome level, divided into the six cross-cutting super indicators; |
| Section 5.8:        | Reflection on the effort in mainstreaming gender equality and non-discrimination;   |
| Section 5.9:        | Results in promoting alignment, donor harmonization and coordination                |
| Section 5.10:       | Achievements and learning within the CSR component                                  |
| Section 5.11:       | General programme learning and adaptation   |

### **5.1.Improved working and living conditions among male and female workers**

3F has achieved significant results in 2013, some contributing to longer-term changes despite of the short implementation period. These results build on programme-results from 2010-2012. It is reported against the following generic development objective formulated from the development objectives from each Regional Programme as per the Framework Application 2013-2016.

#### **Generic Development Objective**

*Decent working and living conditions for male and female workers in a well-regulated labour market with respect for human rights and where a sector-oriented and sustainable trade union movement contributes to democratic development.*

Partly attributed to 3F's support, advisory assistance and capacity building efforts, partners have been proactive in campaigns for increased salaries, changes in labour legislation, improved occupational health and safety and other important issues creating **real improvements for workers and their families**.

Between 2010 and 2013, many workers covered by Collective Bargaining Agreements (CBAs) achieved **improvements in real salary**. This was assessed by comparing the CBA-based salary with the official basic costs of living, the so-called family basket, something which is however still a challenge for programmes to get reliable information on. The most comprehensive information came from Honduras and Nicaragua. In Nicaragua, the CBA-based salary increased from covering

54% to covering 58% of the basic living costs, set by the government. It equally went up significantly in Honduras, but the trade unions accused the Honduran government of underestimating the real living costs; thereby working with misleading figures of progress.

Trade Union members in Zambia, including members of 3F partners, achieved an impressive average salary increase of 23% with examples of 40% salary increase for workers in three agricultural farms. Adjusting for a 7.5% inflation rate, both national, sector and company-based CBAs have improved family income leading to better living conditions of workers. Improvements in salary and benefits can be attributed to Trade Unions' negotiation capacity locally at branch-level as well as nationally at sector-level; areas which were a key focus for 3F's advisory and capacity building support. Other factors have also influenced the positive results, such as minimum salary negotiations in all industrial councils (including sectors not covered by the frame). In average, all 3F supported partners in the Southern African programme achieved a 17.6% income increase for their members. As the same increase was achieved in 2012 impacting around 219,000 workers of which 13% are women, this is a continuous trend, showing improvements, the stronger the unions get. This needs to be seen in relation to the inflation rates and it has not been possible to collate accurate data on real wages for the whole Southern Africa region in 2013.

Impressive results were achieved concerning the number of workers covered by CBAs in South Asia, which have contributed to improving living conditions for about 31,360 workers and their families. The result was achieved by 3F partners after two years of organisational development effort by the 3F programme. CBAs generally establish a higher salary level than the statutory minimum, but the result should be seen in relation to the context with a very weak and fragmented labour movement, adding to the challenge in reaching an acceptable level of CBA coverage in the textile industry in Bangladesh.

In several countries, 3F partners influenced and participated actively in negotiations concerning a **state-regulated minimum salary**, which contributed to lifting the salaries of the lowest paid, often unskilled and often female workers. Training in negotiation and social dialogue as well as coordination has been a major focus for 3F's programmes in 2013 and has contributed to yielding the positive results.

In South Asia, a regional joint strategy and campaign is being prepared to achieve a 'living wage' and in Nepal, 29% increase in minimum salary was achieved with the pressure from 3F-supported partners. In Bangladesh, at the bottom of the international salary scale, there were joint trade union demand and pressure as well as strikes- and street fights across the country. This, combined with the heavy international pressure to which 3F contributed following the Rana Plaza disaster, led to achievements. However, the minimum salary increase on 77% from DKK 208 to DKK 372 did not lead to change in real income and improved living conditions for textile and garment workers as other benefits were taken out of the salary in the same process.

Real salary decreased for Palestinian workers. The increase in general minimum salary was settled by law in 2012, following the intense pressure, advocacy and skill full social dialogue by the Palestinian General Federation of Trade Unions (PGFTU), strongly supported by 3F and other partners. However, the implementation of the minimum salary was lax in 2013. It is estimated that 36% of the salaried employees in the private sector did not receive the new monthly minimum salary by the end of 2013. Besides that, inflation rates were higher than the increase of the median nominal wages. After succeeding in influencing the Palestinian Authorities to legislate on a minimum salary (reported in the final programme report 2010-2012), PGFTU with support from 3F, established a Council consisting of members of all affiliate trade unions and representatives and from each district branch to influence central decisions at confederation level, including reporting on the implementation and violations of the minimum salary at work place level.

**Social security coverage** is essential for the living conditions of poor workers and their families as it improves access to health care and pensions and creates a safety system making workers less vulnerable to risks. It is therefore an important part of CBA negotiations and other tripartite

negotiations. In Latin America, the 3F programmes' focus on strengthening union coordination in networks has now yielded results. Nicaragua, Honduras and Bolivia signed similar tripartite agreements in 2012 strengthening both workers' rights and conditions (salary increase, freedom of trade union activities, health protection through social security, day-care programmes etc.) and growth in job opportunities. 100% of workers in the Export Processing Zones (EPZ) in Nicaragua and Honduras are covered by the social security system. The covered number of EPZ employees constitutes 15% of all workers covered by the social security system in Nicaragua which now amount to 680,000 workers. In Palestine, the Confederation's influence on tri-partite discussions has been strengthened and the partner is now a member of the national social and economic committee and has given inputs to a new draft law on a national social security system; negotiations that are on-going.

In Bolivia, several legislative changes have benefitted ordinary workers' conditions. An increase in retirement benefits was part of the changes to the pension law and an extra 14<sup>th</sup> month payment to salaried workers annually in years with growth in GDP above 4.5%. This came after severe confrontations between the trade union movement and the government; 3F supported partners in their advocacy and they played a significant role in marches and protests after which an agreement was finally reached in September 2013.

## 5.2.Strengthened national organisations

3F has made significant progress in 2013 within the first generic immediate objective formulated from the immediate objectives of each regional programme stated in the Framework Application 2013-2016.

### **Generic Immediate Objective 1**

*Strengthened sector-oriented trade union organisations have improved their capacity to organise, activate, represent and service male and female workers and contribute as active democratic civil society actors to the development of sustainable national and regional labour markets with respect for workers' rights*

3F's programmes have contributed to strengthening partner organisations within the core intervention areas during 2013. Trade unions, federations, national coordination networks, some confederations and regional branches of the GUFs have generally been strengthened and thereby improved their internal functioning, capacity and efficiency in performing core trade union functions. They are gradually becoming more sector-oriented and better coordinated nationally and regionally, though it is a long-term process.

3F's partner organisations have jointly increased their membership by almost 43,000 to a total membership of 440,000 representing a **membership increase** of 11%, however with considerable variations between individual partners. This is significantly better than the expected average increase of 4% annually. Membership increase was particularly high in the construction-sector in Southern Africa programme countries with a membership-increase on average 19% and as high as 29% among construction-workers in Zambia. An on-going building-boom in the region combined with strengthened trade unions able to utilize the situation contributed to the results. New and more focused organising strategies as advised and supported by 3F, equally contributed to membership increase in the sugar sub-sector.

### **33% more sugar-workers organised in Mozambique**

The sugar workers' union in Mozambique, now representing about 30,000 members, increased their membership-base by 33% generally and 67% among women during 2013. With 3F's targeted advisory effort and support in analysing the challenges and strategizing for resolving them, the union embarked on a new organising strategy focussing on organising seasonal and casual workers in the peak seasons of April and November. Through improved negotiation skills gained through several years' focus by

the 3F programme, they managed to negotiate with employers at factory level. They were allowed to meet workers while at work and informing them about the functions of the union and workers' rights more broadly. Now the challenge is for the union to be able to better service all its members and involving especially the casuals; this means embarking on good education systems to train representatives. The sugar workers' union certainly have a much better position now when negotiating better conditions for its members in the sector.

Figures from most partners show an increase in **membership among women** at averagely 8%. Moreover, a larger part of representatives in the organs of the unions are women; results that partly can be attributed to the 3F paying particular attention to partners developing and implementing gender strategies. However, implementing these strategies and providing gender-disaggregated figures still remain a challenge for many partners, particularly in South Asia, which is therefore a focus for the programme in the years to come. In Latin America, female membership dropped slightly as general membership increase has been seen in sectors traditionally dominated by men. In Palestine, the agricultural workers' union established women's departments in 10 out of 11 districts which increased the number of female members from 34 to 237; despite of the very low starting point, the positive tendency seems to continue.

The number of **paid up members** of trade union partners has also increased by 15% in Latin America and 10% in South Asia, well above the target in the two regions on 4%. 3F supported partners in developing systems for member registration including payments. There is however a long way before all members pay fees. It is not all partners that register and report on the number of paid up members and thereby have a basis for registering whether their sustainability as organisations is improving. In Latin America, the number of members paying dues is growing, but so is the relative income from donors. Many members do not pay dues regularly; either because of temporary employment or because their company do not allow unions to be registered and therefore dues are not deducted on the pay-roll. Partners in Southern Africa experience that some employers refuse to transfer the dues to the unions; something that constitutes a threat to their financial sustainability. Partners, especially in Zimbabwe, spend substantial resources on legal proceedings to retrieve their funds.

Learning from the above, **reducing independency from donors** has become an indicator in some regional programmes and is an area of growing attention, especially in Central America which has entered a phase of gradually reducing direct financial support to partners. Donor harmonisation also becomes an important aspect in this regard as it requires a conscious coordination strategy and will-power from all donors to support partners' sustainability, independence and downwards accountability. Section 5.9 below describes 3F's results in this area.

Almost all partner organisations follow own statutes and laws and implement organisational democracy with e.g. regular congresses. Significant improvements in the area of **internal democracy**, transparency and downward accountability were seen in 2013, especially in Nepal, Sri Lanka and Palestine. This includes improvements in the structure of the unions with decentralised structures being strengthened and coordination and communication between different levels of the union improving; this links to 3F's own experience and values of the trade union made up by its members and was a key focus in all 3F programmes over the past years. In Palestine, the partner trade unions in agriculture and construction are now less fragmented internally and are in the process of building up stronger local structures at the work place level, enabling them to act as unified organisations and making them more visible at work place level. This in turn makes them more effective in negotiations with employers on a daily basis. The decentralised structure has meant that 9 of 11 district branches report to the central level which informs overall decisions and strategies. Despite improvements among partners, common challenges among trade unions in all regions are still their highly centralised decision-making procedures, concentration of power (often in the hands of one person) and lack of inclusiveness and participation of all groups including women and minorities.

Many partner organisations strengthened their **internal trade union training systems** improving continuous training of trade union leaders, shop stewards, OHS representatives, work-place committee members and other activists. Increased effort and some achievements were beginning to show in the partners' ability to decentralise and thereby strengthen the trade unions' ability to be present at work place level and service its members effectively. In Zambia, the National Union of Building, Engineering and General Workers (NUBEGW) was successful in decentralising its organising and education strategies; 3F supported the partner to train educators, negotiators and recruiters locally who are now able to work with a minimum of supervision from the central level. Similar tendencies were seen among other partners in Zambia as well as among some partners in Mozambique. Decentralisation processes and restructuring in partner trade unions is therefore a key area being given attention, advice and support by 3F programmes. However, documenting the effects of the training by partners has been difficult and reviews have pointed at an increased attention to adult education methodology, which will be included in coming programme designs.

The Palestinian General Federation of Trade Unions (PGFTU) has with the support from 3F developed an education and training policy with inputs from five departments and thereby representing a variety of training needs. In the coming years, focus will be on implementing this policy.

A majority of partner organisations now organise their work based on their **own strategic development plan**; a strategy developed with financial and advisory support from 3F, but developed and approved by the internal bodies of the organisations. Embarking on a holistic strategic plan for the whole organisation rather than developing separate project islands improves ownership and strategic thinking within the organisation and helps the partners adapt to the constantly changing context as well as to coordinate various interests and agendas of different donors and stakeholders. It is however a long-term process requiring a lot of advisory assistance and resources and financial sustainability of the partners remain a challenge for achieving this independence.

**Sector-orientation** is a key focus for the 3F frame as it strengthens the trade unions' effectiveness and coordination because of the direct competition and shared working and technological conditions within each sector. In Nicaragua, Guatemala and Honduras, sector trade unions and federations were established to overcome the existing rigid legislation demanding a minimum number of members (20 or 30 ) to form a union, thus making it extremely difficult to organise the workers in small and medium sized companies. Forming sector unions is a way to overcome this obstacle. Similar efforts are being made in South Asia, however with great challenges. In Bolivia and Southern Africa, there is already a high level of sector-orientation, however with challenges of party-aligned structures. Results concerning the increased sector-orientation are also reflected under section 5.7.

### **Textile and Garment unions in Nepal start cooperating rather than competing**

In 2013 negotiations finally began regarding a written "peace agreement" between three competing trade unions in the Textile & Garment sector in Nepal. For a long time, negative competition between the three major unions had prevailed, one of them being a 3F partner; they were capturing each other's members, disturbing factory check-off agreements and could not agree on joint collective bargaining. 3F decided to include a competing union as second partner and finance dialogue meetings between them including a third union in the sector. Experience from these meetings was brought to the central level and a Code of Conduct signed in the last quarter of 2013. Now both partners; Jute, Textile, Garment and Carpet Workers Union of Nepal (JTGCWUN) and All Nepal Garment and Textile Workers Union (ANGTWU) have conducted district meetings to instruct their TUs and members to work together instead of fighting each other and even to form joint negotiation committees to negotiate CBAs with the employers.

3F's programme in South Asia is generally working to build capacity in **social dialogue and peaceful conflict resolution**, addressing non-democratic methods of some workers (vandalism and alike) during protests in order to achieve their goals. But because of the lack of Trade Union strength in Bangladesh, 3F's inability to support partners' activities and capacity, combined with the severe hostility against Trade Unions and the lack of tripartite forums, it has not yet yielded the wanted results.

### 5.3. More and better Collective Bargaining Agreements (CBAs)

Important progress was made regarding more and better collective bargaining agreements covering a larger part of workers in the six different sectors in all four regions. Collective bargaining is one of the trade unions' core functions to achieve better working conditions and ultimately living conditions for their members and for workers in general. **Improved skills in collective bargaining and social dialogue** among 3F partners has in 2013 produced significant salary improvements, additional valuable benefits (such as healthy meals, local clinics, subsidized food), improved Occupational Health and Safety (OHS) regulation, better agreements around working hours and leave regulations including maternity leave to mention a few.

Some achievements were made with regards to **CBA coverage of casual workers** and limited use of temporary and precarious forms of labour, especially in Latin America and among the sugar workers in Southern Africa. However, the increasing global tendency of using casual or outsourced workers as described in section 2.1 makes the effort for partners difficult in all programme regions and countries. The number of those achieving better protection is therefore highly insufficient and leave room for much improvement on various levels. One of the solutions is clearly a more inclusive and sector-oriented trade union structure promoted by 3F over the years; this has however proven to take longer than expected to achieve due to the global labour market trends combined with a fragmented labour movement. In all regions, partners are supported both in terms of advisory assistance, research and networking towards being better capable of addressing this great challenge. In 2013 3F supported five southern African partners' to participate in elaboration for proposals concerning how to deal with casualization. This will be followed up with facts from a study finalised in 2014 in order to better define and map out the problem of casualization of the labour market and have clearer facts and data that can be utilised by the Trade Unions in CBA negotiations and advocacy towards improved legislation.

Around 14,900 **more workers were covered by CBAs** in Latin America and South Asia in 2013, representing an increase of 6.6% as compared to the 2-3% annual target of the two programmes. In Nepal and Sri Lanka, where 3F has full programme implementation<sup>13</sup>, 31,360 more textile and garment workers are now covered by CBAs. It represents an 18% increase from 2012; far more than the expected 2%. In effect, it means that workers are better protected against severe violations of their rights, and in most cases it has meant a significant improvement of income and working conditions. 3F's support in improving bargaining skills and unified positions by the unions contributed to this achievement as well as the frequent visits and advocacy from the GUF, IndustriAll's regional office and support from the American AFL-CIO. It is worth noting that CBAs in South Asia (and in many other parts of the world) are still company-based meaning there is a long way to go before achieving sector-wide national CBAs which could improve workers' rights and reduce their vulnerability significantly. However, the significant over-achievement in relation to the expectations shows how fast improvements can be made when skills in bargaining and social dialogue are improved among trade unions. It will be considered to be more ambitious in setting new targets based on this experience.

The Agricultural Workers' Trade Union Federation in Nicaragua signed CBAs with six bigger banana plantations after 15 years' effort; a major achievement reached through the 3F-supported coordination between the unions, the confederation, the regional GUF and the coordination network. It has been possible for some partners, through improved skills in collective bargaining

<sup>13</sup> The South Asian programme was not able to support partners financially in Bangladesh in 2013 due to problems getting an official registration to operate. 3F obtained this registration in 2014.



facilitated by the 3F programme, to achieve greater **equality between men and women's conditions** and equal pay for equal work. More than one third of all programme partners in Latin America now have clauses on gender equality and Occupational Health and Safety (OHS) included in their CBAs. It is however important to mention that in all regions, including sectors with 3F's intervention and support, workers covered by a CBA are still a minority.

In Southern Africa, the **number of companies covered by CBAs** where 3F partners organise workers, increased by 3% to constitute around 2,180 companies, which is in line with the set target. CBA coverage is however not reported by all partners in the region; an area that needs more capacity building. In Zimbabwe and Zambia, six partner trade unions within the agriculture, construction, industry and hospitality sectors have negotiated national CBAs covering all companies who are members of the relevant employers' organisation. In Zambia, the improved negotiations skills of partners that has been gained through 3F's training and coaching, ensured better CBAs at company level; 40 more companies were therefore covered by CBAs containing further improvements than the national sector CBAs. Mozambique also experienced good progress in CBA-negotiations; however workers' conditions in the region are still at a very poor stage.

#### **Supermarket workers negotiate 34% salary increment**

The powerful South African-owned supermarket-chain 'Shoprite' were proposing to award 7,3% salary increment to its employees as opposed to the 18% proposed by the National Union of Commercial and Industrial Workers (NUCIW) of Zambia to keep up with rising living costs and salary developments in other sectors. After a three-day strike, negotiation and lobbying by the union, the government of Zambia issued a new directive that negotiations between Shoprite and NUCIW should be based on the minimum salary for public service. This resulted in an average 34% increment to all unionized employees in the Shoprite chain. Through lobbying government, the union bargaining team furthermore achieved the reinstatement of all the workers who were dismissed during the strike. 3F has through its partnership with NUCIW assisted in building its capacity to develop and implement advocacy strategies, networking and coordination as well as increased bargaining skills and social dialogue supporting their engagement in bi- and tripartite negotiations.

No CBAs were negotiated in Palestine as the employers remain hostile to any form of negotiation. However, partners in Palestine learnt that it proved productive to utilize achievements at workplace or district level tripartite committees to push for CBAs at national sector level. The General Union of Agriculture and Food Industries (GUAFIW) therefore managed to sign a Memorandum of Understanding (MoU) with the Palestinian Food Industries Association on working jointly to secure better working conditions. This is regarded as a great step within the difficult context and as an effect, the Construction-workers' Union is in the process of negotiating a similar MoU with employers in the stone and marble sub-sectors. As employers are poorly organised, there is however still a long way to go in reaching national sector-based CBAs and even if national level agreements were made, there would be very little chance of them being implemented at workplace level due to the poor regulation and monitoring of the labour market.

### **5.4.Improved Occupational Health & Safety (OHS)**

Occupational Health and Safety (OHS) has been improved throughout the four regions in workplaces organised by 3F's partners. OHS has the same importance for trade unions as the daily or monthly salary; by preventing accidents and illness, it adds years to the working life and thus to the income, and by contributing to a safe and healthy workplace, it adds life to the years. The most important results are reported at workplace level and some improvements in partners' capacity to influence regulation and legislation. OHS is included in some CBA negotiations and therefore more and better CBAs frequently result in improved OHS management.

Workers paid a high price in terms of **work-related accidents** in 2013, especially in sectors experiencing dynamic growth. Nicaragua and Palestine are the only places, where reliable data of

this is now registered. In Nicaragua, partners reported growth in registered accidents, especially in the construction and transport sectors; a tendency confirmed by the official figures. However, data from earlier years cannot be verified and severity of the accidents is not registered. In the coming years, 3F will build partners' capacity to register and report on trends both quantitatively and qualitatively.

Capacity of 3F's partners in the area of **case-handling and registration of work-related accidents** has improved in both Latin America and Palestine which partly explains the registered rise in accidents. For the first time, the Palestinian General Federation of Trade Unions (PGFTU) has an overview of OHS conditions and work-related accidents, which is a major achievement. The decentralisation efforts by PGFTU supported by 3F, have worked and reporting between work place level, district level and national level is gradually improving. Though reports are increasing in both regions, most work-related accidents are still not reported.

**More and better functioning OHS committees** at workplace level, supported by 3F in all regional programmes, have played a key role in improving conditions that potentially prevent accidents and hazards and improve occupational health. The number of functioning OHS committees at work place level in Latin America increased by 14% in line with the annual target. The most significant improvements were seen in Bolivia's textile and transport sector as well as in the EPZ and service sectors in Nicaragua. It has however not been possible for 3F to assess the influence that the improved registration has had on this achievement. In Nepal, the partners reported that the number of efficient OHS committees has increased from 10 to 18, which exceeds the expected 5% target. Similarly, the number of female members being part of the OHS committees is gradually increasing though from a very low starting point.

For the first time, the 3F partners in Palestine within the construction and agriculture sectors have developed **sector and sub-sector OHS education plans** with specific sector-related education material. 3F supported this process with capacity building, particularly training and resources for the development of the material.

#### **Quarry in Palestine improves occupational health and safety**

Mohammed Issa is heading the Bethlehem local branch of National Union of Building and Wood Workers (NUBWW). He participated in a special training course on OHS in the construction sector and the quarry sub-sector: *'When I visited Ayyash Quarry in Bethlehem, 20 workers were working on 70 m<sup>2</sup> – a very tight space to work in. The workers were not having anything to protect them. I had serious discussions with the employer and, because of my new knowledge; I was now in a strong position, presenting consequences and risks of the conditions at his quarry. I gave practical solutions to change the situation. The employer started to build a new space to add to the working area and he bought the needed equipment for the workers' protection'*. The 3F partner in Palestine is now in progress to visit other workplaces striving to improve their OHS conditions using the same negotiation techniques of presenting risks, consequences and proposing solutions. The effort by the union has increased general public awareness about the dangers of work in the construction sector and increased the general level of health and safety for union members. At the same time, it has increased community-expectations towards employers as being responsible for their workers as well as living up to their legal obligations.

Some partners influenced improved **OHS regulation and legislation**. Improvements were made in Bangladesh along with the Labour Act revision introducing statutory OHS committees with elected worker representatives in enterprises with 50 employees or more (the legal process is however not completed yet). The international and legally binding *Accord on Fire and Building Safety* that was signed in the wake of the Rana Plaza disaster is contributing to improved regulation. 3F played an important role through the GUF, IndustriAll as well as by putting pressure on Danish companies among others through the Danish Initiative for Ethical Trade (DIEH) to join *'The Accord'*. One of the challenges is that the accord is not covering all garment factories. Some factories are covered by the *Alliance for Bangladesh Worker Safety* and others are covered by the government's Action Plan.

The establishment of tripartite OHS councils in seven out of eleven districts in Palestine is a major achievement in social dialogue. It shows willingness of 3F's partner PGFTU to engage with employers and government authorities on matters pertaining to general health and safety in the work place, and is a flexible approach bringing the issue of OHS back on the national agenda. Faced with the obstacle of the Ministry of Labour side-lining and reducing the role of the unions to be of advisory character, the PGFTU with its improved bargaining skills and strategic planning now uses the district negotiations on OHS to push the issue back on the national agenda. It has lifted PGFTU's credibility among members and improved its bargaining power at national level, should the OHS councils be re-vitalised.

A more strategic approach to OHS has not been very successful in Southern Africa. Trade Unions often leave it to employers and government legislation to set standards and carry out inspection and therefore the unions do not have a strategic and targeted approach to influence such legislation. An exception are the partners in Zimbabwe that succeeded in including gender issues as part of improving OHS conditions in the construction sector; 3F partners have negotiated special clothing for women and better toilet facilities to mention a few. After reviewing the 3F programme in 2014, OHS will be given more attention, especially related to partners' capacity to influence national policies and negotiate more OHS clauses in CBAs and to build up better functioning local structures.

### 5.5. Male and female workers' rights more respected and better protected

It is becoming still more obvious that the implementation of international conventions on workers' rights; ILO conventions as well as new and better labour market legislation can only be secured with the existence of strong unified trade union organisations. 3F's support to partners in fighting for their rights to organise and bargain collectively and in the struggle for human working and living conditions has been strengthened in all four regions. Apart from the regional programmes, many 3F members contributed to this effort through the solidarity groups and their work and support in fighting for workers' and unions' rights, e.g. by participating in international campaigns defending and promoting workers' rights.

**Seafarer's rights globally** are better protected after the International Maritime Convention (IMC) finally entered into force after being ratified by the Philippines. As the 30<sup>th</sup> country ratifying the ILO-convention, the ratification campaign by 3F's partner, the International Seafarers Action Center (ISAC) became decisive for this achievement. ISAC has been supported in its capacity building and advocacy skills through three years. The result means improved regulation and protection of seafarer's rights. The challenge for ISAC in the coming years is to monitor compliance and document any violations.

Partners in all regions have **influenced national legislation** aiming to protect workers' rights. In Nepal, the Jute, Textile, Garment and Carpet Workers Union (JTGCWUN) submitted a charter of demands to both employers and labour offices in areas of the country with industrial production. The charter pushes for compliance with labour law and to change employer's negative attitude towards trade unions, thus defending and promoting member's rights. JTGCWUN implemented a campaign for enactment of six new labour laws in spite of the general political crisis inhibiting the adoption of a new constitution. The effectiveness of the partners' advocacy very much depend on their capacity and the context; in Bolivia, the trade union movement has managed to influence several legal reforms better protecting workers, while in Honduras, despite serious efforts, no significant results have been achieved in this regard. Similarly, partners in Nepal and Bangladesh had success in influencing legislation towards better protection of workers' rights. In 2012-2013, trade union partners in Zimbabwe were very active, together with other civil society organisations, in advocating for human- and workers' rights to be included in the country's new Constitution. In 2012, Trade union partners in Zambia successfully negotiated a 90 days' maternity leave for female agricultural workers contributing to protecting the rights of one of the most vulnerable groups; women in the rural areas.

Four partners in Southern Africa managed to include casual workers in the CBAs greatly contributing to securing their basic rights as workers and improving their working and living conditions. This is currently being used as a basis for influencing legislation in Zambia, **improving conditions for casual workers** or even possibly prohibiting casual forms of labour; a major focus for 3F's advisory effort. Five partners in the region are with the support from 3F participating in the elaboration and advocacy for proposals on casual labour legislation. In Latin America, joint trade union advocacy efforts have been going on for several years promoted by 3F in order to improve the protection of workers' rights when jobs are outsourced or workers are hired through labour brokers. It was inspired by Ecuador where a ban on labour brokering and precarious forms of labour was introduced in 2008 as a result of trade union campaigns. Since then, 3F has facilitated South-South exchange of experience in a more systematic way which has yielded good results as can be seen in the case-story on regional coordination in section 5.7.

A prerequisite for ensuring respect for workers' rights is to ensure the existence of **framework conditions** for trade unions and other labour organisations to register and operate freely. In this regard, partners in South Asia have carried out negotiations, arbitrations and in some instances, court cases supported by 3F. Issues regarding salaries and in some cases freedom of association have yielded results. Improvements in the labour act in Bangladesh in 2013 ensured easier registration of new trade unions and statutory OHS committees at workplaces with over 50 employees. In the build-up of pressure on the Bangladeshi government, international trade union campaigns have played a crucial role in this achievement.

Despite advances in social dialogue in Latin America, trade unions in the region still face strong limitations regarding freedom of association and level of unionisation in the region does not exceed 20%. The political climate in Bolivia and Nicaragua is much more union-friendly than in Honduras and Guatemala. The *labour justice law* in Nicaragua entered into force by the end of 2012 and was gradually implemented during 2013. It includes a better protection of the fundamental rights of workers; freedom of association, the right to collective bargaining and an increased regulation to ensure the elimination of discrimination, forced labour and child labour. In particular, the law strengthened the protection against dismissal of unionised workers and trade union leaders. Furthermore, it reduced the time of labour court cases from up to three years to only six months, greatly benefiting workers. Partners' will monitor if it has the expected positive effects in the coming years.

Research and surveys **documenting violations of workers' rights** and identifying improvements in certain countries have been made by several partners. In Latin America, a survey supported by 3F, indicated good progress in Bolivia with regards to better protecting workers' rights whereas the situation worsen in Honduras and is on a poor status quo in Guatemala. Based on a pilot study in 2013 on discrimination of workers due to gender, ethnicity or caste was carried out with 3F support and advice. JTGWUN prepared a campaign and produced written material aiming to protect vulnerable groups' rights from being violated at their workplace.

The ability of PGFTU to register labour violations in Palestine has improved; it is the first step to become better able to protect members' rights and winning labour court cases, although this influence has not yet been achieved. PGFTU's legal department is supported by 3F and has unified the procedures for registration of labour case covering all levels in Palestine, settlements and Israel. At the same time, a campaign is being prepared on workers' rights and working conditions in the settlements.

## 5.6.Improved Vocational Education & Training

Skills upgrading of unskilled or semi-skilled workers is one of the most effective means of reducing workers' vulnerability and improving their employability and remuneration. At the same time, it increases quality and productivity that contribute to increased competitiveness. However, in most countries, differently from Denmark, technical and vocational education and training (TVET) is not

yet led or even influenced by the Trade Unions. It is therefore an important area of 3F's advisory assistance and programme development in the coming years, especially regarding partners' advocacy strategies.

The Zimbabwe Construction and Allied Trade Workers' Union (ZCATWU) has, with support from the 3F solidarity group, commenced the building of a combined Trade Union school and technical and vocational training institution. In the construction process, the partner is creating opportunities for their own members to become certified construction workers on-site. Normally 3F supports and advises partners to influence national education systems and mechanisms on TVET; however in countries like Zimbabwe with almost no technical education system, building up schools and showing good practices can be a necessary step for the trade unions to take.

In Honduras and Nicaragua, 3F, in cooperation with FOS Belgium, supported the development of capacities among trade union partners and networks for the purpose of negotiating members' right to professional qualification and promoting trade unions' attention to the issue.

### **Trade Unions members in Honduras and Nicaragua are becoming skilled professionals**

The Union of Port Workers in Honduras (SITRAENP) entered into an agreement with the employer and a training plan for skills development was jointly developed. 376 port workers were therefore certified during 2013 ensuring that they gain access to positions such as fork lift or straddle carrier operators and thereby increasing their monthly salary by 40% to 50%. In the privatisation process, incoming companies clearly gave priority to workers who had been certified.

The Rural Worker's Association (ATC) in Nicaragua prepared a proposal for certified qualification based on the needs of both workers and employers. This was negotiated with the National Technological Institute (INATEC), and tripartite agreements were signed to implement a training and certification process for skilled jobs in crops such as rice, tobacco, coffee and bananas. Agreement was reached on sixteen skilled occupations for which technical standards of competency were established, and between 2011 and 2013 a total of 3,817 persons were certified. This improved banana, rice and coffee workers' salaries, in some cases by the double of the minimum wage. There are now less work-related accidents due to the improved skills levels acquired. Workers have more job security and their self-esteem is high. The certifications have also benefitted the companies as accidents have diminished, productivity has increased and the products prepared or services offered are of better quality. Furthermore ATC's own training school was officially accredited to certify skilled workers for certain jobs in the agricultural sector and ATC is a referent of national technical institute for the certification of skilled jobs in the agricultural sector.

The good experience from Latin America will be used by other regional programmes and increased attention will be given to partners' influence and involvement ensuring members' right and access to TVET, especially in Southern Africa. Good experiences from a pilot project, implemented by 3F and LO/FTF Council during 2013 and funded by the Danish Embassy in Mozambique as well as expertise from South Africa will equally be utilized in strengthening this effort.

## 5.7. Increased Regional Coordination

3F has made significant progress in 2013 within the second generic immediate objective formulated from the immediate objectives of each regional programme stated in the Framework Application 2013-2016.

### **Generic 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*

Regional coordination and cooperation has been given increased attention and resources by the regional programmes in the past two-three years as a means to promote sustainable regional structures that coordinate experience exchange and learning across borders amongst others to improve national CBA negotiations, influence regional and international trade agreements and negotiate sector framework agreements with powerful multinational enterprises. By supporting four of the six GUFs in the biggest regional programmes in Southern Africa and Latin America, the **regional sector networks have been strengthened** in their coordinating role. At the same time, a partnership agreement has been made between 3F and IndustriAll's (IA) Head Office in Geneva to support IA's coordinating effort in the textile and garment sector in the South Asian region<sup>14</sup>. New cooperation agreements have been established with IA's regional offices in both Latin America and South Asia in line with 3F's agreements with the other GUF's.

Though the regional coordination component is relatively cost-intensive and requires a long-term intervention and approach, regional coordination is considered a prerequisite for **sustainability of the programme results**. 3F advisory assistance and support is directed to improve partners' international cooperative thinking moving away from a nationalistic approach so they can adapt to the trends with regulation increasingly coming from regional or international agreements. Regional coordination has also proven to be good practice of South-South learning in 3F's programmes; stronger trade unions in the region have shared their experience and given advice to weaker trade unions. Valuable information through the regional networking is therefore utilized both ways.

### **Building and Woodworkers International (BWI) adopts global strategies based on 3F-supported network in Southern Africa**

The Building and Woodworkers International (BWI) in Southern Africa has restructured its construction sector regional network which has strengthened the effectiveness considerably. Affiliate unions now take turns to host meetings promoting greater ownership and networking also in-between meetings; national activities thereby feed into the regional outputs throughout the year. Shop steward networks identify common problems with the same employer across borders and discuss a common approach to collective bargaining and social dialogue. This has helped ensuring that the regional coordination does not only benefit the management level of the unions. The strengthened BWI-network qualified joint discussions and learning around casualization of the work force and migration of labour in the region and helped increase partner trade unions' understanding of the issue. Though specific solutions have not yet been found, formulation of joint strategies is in progress, aimed at employers and authorities for improved legislation and regulation like how to ensure union membership and CBA coverage of casual workers.

The network was established on 3F's advice and intensive support and participation. It was highlighted by the BWI global Congress in 2013 as a model. Based on the positive experience from the network, global strategies were developed and adopted by the Congress.

<sup>14</sup> IndustriAll is newly formed through a merger of three former GUFs in the industry-sector.

The Southern Africa regional GUF in the area of agriculture, food production and hotel and service, IUF lacks the political regional structure as found in BWI's regional structure. Despite of this, the participating unions have due to 3F's support shared information and participated in concrete training activities, e.g. on OHS and ILO conventions. The partner unions have been feeding forward relevant experience and information in the network then feeding back the knowledge, documentation and strategies to their own executive and local structures and in some cases used this in their own collective bargaining and lobbying. Further strengthening of the IUF component is a focus for the 3F programme in the years to come.

Initiated by 3F, partners in South Asia have established a functioning Trade Union network in the region which has produced materials that are used in national negotiations. A comparison of national reports on workers' social and working conditions has strengthened trade unions' ability to deal with employers' arguments that it is much cheaper to produce in the neighbouring country. They also discussed strategies for salary negotiations and a joint strategy towards multinational clothing companies. In Nepal, a Trade Union umbrella organisation is coordinating trade unions' joint positions and activities. In Bangladesh, a joint position on minimum salaries was developed for the Trade Unions in the textile & garment sector. The IndustriAll Bangladesh Council (IBC) is an emerging catalyst for future coordinated TU influence in the textile & garment sector although being challenged by low level of transparency, poor internal democracy and lacking mutual trust between affiliates. Big challenges remain in improving coordination in the volatile sector in the country.

3F has supported the partner organisations in creating broader national trade union structures and strengthening the regional cooperation and communication through the GUFs. Promoting sector-orientation and unification of the trade union movement for improved bargaining power is equally a key focus of 3F's approach and advisory assistance. The effort has started yielding positive results and was concentrated in Nicaragua, Honduras and El Salvador (last-mentioned supported by FOS Belgium after 3F phased out of the country) based on joint studies. With the direct support to partners gradually being reduced in Central America, the national networks and the regional coordination becomes even more important for the programme to support.

### **Social Dialogue in the Sugar sub-sector in Central America strengthens bi- and tripartite negotiations both nationally and regionally**

The trade unions in the sugar sector in the Central American Region were isolated and each concentrated on their internal problems with particular companies which continued to weaken them. Worried by this perspective, and recognizing that the sugar production was concentrated in the hands of a few transnational companies, the trade union leaders began a process of holding nation-wide and regional meetings identifying the dangers and challenges faced by unions in the sugar sector. The process was supported by 3F which also provided experience-based advice in the process. A major problem was that the unions only organise and represent a small group of workers with fixed contracts while the large mass of temporary and outsourced workers were not covered by CBAs and social security.

3F supported their joint research and strategic planning, national and regional sector-coordination meetings and tripartite fora, and gradually the sugar-sector trade unions went from being structures with little visibility and credibility to becoming important actors in the sugar sector in the three countries. The unification and coordination implies a break away from the "company approach" formerly practiced by the trade unions and utilized by employers towards a more coordinated sector-orientation with a much broader target group and a higher level of representativity. Marginalised workers have achieved a much stronger representation and 1082 seasonal and outsourced workers in Honduras and 4,200 in Nicaragua are now covered by the social security system giving them access to health, work accident compensation and pension. They have furthermore established direct relations

with government institutions and the unions enjoy credibility and recognition, which has allowed them to be integrated as sector representatives in tripartite national spaces.

In Nicaragua, the Ministry of Labour has called the approach to social dialogue by the union in the sugar sub-sector '*a model*' and is planning a national forum to share the experience with other productive sectors.

## 5.8. Gender Equality and Non-Discrimination

To achieve sustainable development and equal opportunities in general and in specific sectors, men and women must be **involved on an equal footing in all main decisions** close to the workplaces and in the trade unions' decision-making bodies. The principles of participation, accountability, non-discrimination and transparency has helped identify areas to be addressed in designing the activities and help the partners' analyse gender segregation on the labour market and 3F targeting the sectors and subsectors with more women.

Results relating to female membership, more female representation in partners' internal bodies, gender considerations in CBAs etc. has been reported under the various cross-cutting super-indicators above. The 3F programmes have slightly improved in mainstreaming gender issues into strategies and activities. Reporting on **gender-disaggregated data** is gradually improving, though with challenges among certain partners.

As earlier reported, there was an average of 8% **membership increase of women** in partner trade unions as compared to the average total of 11% membership increase. In Latin America, the programme increased their emphasis on sectors with large number of women employed and efforts to attract more women to sectors traditionally dominated by men e.g. through improving **CBAs with gender clauses**. In Bolivia, there is now an official policy on gender-inclusion in the construction sector and COLSIBA (banana network) campaigned to defend women's employment in the banana-sector in Latin America.

Many partners, particularly in sectors with high number of female workers, have realised the need to improve **women's participation and representation** and ensure that union negotiators, shop stewards, OHS representatives etc. reflect the gender composition of the workers they represent. In Palestine, 32% of workers in the agricultural sector are women and 24% of all working women in Palestine work in the agricultural sector. In a society with traditional gender roles, it has proven effective to let female organisers organise women. This was realised by 3F's partner in agriculture; they established and trained women's departments in all local branches and experienced a female membership increase on 600% during 2013 though from a very low starting point. The partner, as a result, has improved its bargaining policy to also include equal pay and maternity leave. Among partners in Honduras and Nicaragua, women constitute almost half of all trade union leaders and are included in the negotiation teams; something which has probably, to a large extent, contributed to the success in including gender clauses in the CBA's. Similarly, women constitutes on average 29% of union leadership among partners in Southern Africa which is a 1% increase from 2012, however not meeting the target on 5%. Most partners have developed gender strategies, but not all are implementing them; an area of learning that will be used in the coming years.

The textile and garment industry in South Asia is a clear example of a sector dominated by women (between 60 and 80%) and therefore partners are in need of much improvement in gender strategizing. In Sri Lanka, the partner; FTZ-GSEU has been successful in establishing a country-wide women's wing and developing a gender policy. In Nepal, women's committees have been established at factory and federation level and surveys regarding discrimination at work place level with regards to gender, caste and ethnicity have been made; a first step to help partners strategize.



Partners in Latin America conducted a joint survey in their respective sectors to document the **salary gap** between men and women. In all sectors, except from the sugar sub-sector, the gap has been reduced. In Mozambique, the women's wing of the confederation; COMUTRA carried out a study on female worker's educational level, which shows much lower educational levels than men. This greatly affects the lack of female representation in the affiliate unions and salary levels among women. The study will be used to improve targeted gender strategies among the unions. COMUTRA has developed an action plan and established a task force to advocate for improved maternity and paternity leave in the country. Stakeholder discussions are being held with civil society organisations, government and employers.

### 5.9. Donor harmonisation and alignment

3F has for years worked to improve its coordination and harmonisation with other supporters of trade unions, especially through facilitating the development of **partners' own Strategic Plans** ensuring *one* holistic strategic plan. The partners have used the strategic plans to ensure a more effective and result-oriented work and to coordinate and harmonize different donor efforts. This has however not been equally successful across the regions.

The best results were obtained in Latin America together with FOS Belgium achieving a very satisfactory level of harmonisation and alignment. In the EPZ textile production and sugar/agricultural production in Nicaragua and Honduras, the support from both FOS and 3F are fully integrated into the partner organisations' own strategic plans. The organisation's own internal systems, e.g. reporting formats and budget templates are applied. The support to BWI from the Solidary Center and 3F has equally been harmonised in the region. The same donors have recently adopted a harmonised approach with the Construction Workers' Trade Union in Honduras, basing their support on the partners' recently updated Strategic Plan.

Challenges were also encountered concerning 3F's relationship with other donors. Some donors pay union leaders directly without the knowledge of the full Executive Committee. This approach to partner support affects transparency and unity among trade unions negatively contributing to further fragmentation of the unions. For partners to benefit from increased donor harmonisation and coordination, they also need to become independent and chair joint donor meetings showing both downwards and upwards accountability.

As the number of actors increase, coordination and harmonisation of the support and effort to strengthen the labour movement becomes still more important. Weaker organisations often find it harder to maintain their own course when donors make special requests and offers; something which is also felt in Southern Africa and Palestine. From 3F's experience, the concrete work on harmonisation and alignment with each partner or in a particular sector has been the most effective rather than high-level meetings and agreements. The success depends on the willingness/policy of different donors to harmonize and of the willingness of the partners to be more transparent, independent and take the lead. 3F will use the good practices and experience in other regional programmes to continue to address the challenges encountered through the GUFs and bilateral donor-coordination in relation to particular partners.

### 5.10 Corporate Social Responsibility

Corresponding to the objective of 3F's CSR component as stated in the Framework Application 2013-16, activities over the past couple of years have been exploratory. 3F has engaged in CSR debates and cooperation with Danish (and foreign) companies to ensure the respect of workers' human rights and open opportunities for sister organisations and allies in developing countries to organise and improve workers' conditions. It has been part of 3F's effort to create alliances and cooperate with partners, civil society organisations, governments and companies in order to achieve improved compliance and respect for workers' rights.

Experience has shown that there is room for improvement among Danish companies, both when looking at different sets of international CSR recommendations (the UN guiding principles, OECD and ILO guidelines for multinational companies) and the principles elaborated by the companies themselves (CSR policy and Codes of Conduct) or the principles that companies have voluntarily agreed to comply with (Global Compact, Ethical Trading Initiatives, Partnership for Responsible Textile and Garment Production in Bangladesh, different certifying and auditing organisations).

Considerable progress was made in relation to its CSR-objective as per Framework Application 2013-2016: *3F contributes actively to promotion and respect for workers' rights and adherence to ILO conventions in developing countries with Danish and/or multinational companies' presence and interests.* This was among other things done by:

- The establishment of the Danish Partnership for Responsible Textile and Garment Production in Bangladesh with most of the Danish fashion and textile industry as partners together with the government and Danish Initiative for Ethical Trade (DIEH);
- Partners' establishment of the "Accord on fire and building safety in Bangladesh; 3F supported the GUFs; IndustriAll and UNI as well as putting pressure on Danish companies to join the accord;
- 3F International Solidarity & Development influenced 3F's own purchasing policy by establishing a pilot project concerning the supply of coffee to 3F to cooperate with 'Fair Trade Mærket Danmark' and the coffee supplier, BKI. A supplier cooperative has been jointly identified and an agreement established to develop a sort of fair-trade coffee with trade union control. Apparently there is sufficient commitment from the Danish coffee company, the cooperative in Honduras, the local agricultural workers' trade union and Fairtrade International respectively to establish this kind of new alliance for development.

Advocacy in Denmark was strengthened through pilot activities in developing countries where Danish companies are present:

- First steps were taken to lift the cooperation and discussions on ethical trading in Denmark to developing countries and try to achieve synergy together with other members of DIEH; 3F initiated discussions and put pressure on the members;
- There was improved cooperation with the Danish Ministry of Foreign Affairs (Minister of Development and Minister of Trade) regarding the garment and textile sector, specifically Bangladesh. The Minister included information about violation of trade union rights from 3F after a visit to Bangladesh;
- IndustriAll's establishment of the "Trust Fund" for the victims of the Rana Plaza disaster; 3F supported the IA initiative and put pressure on Danish companies to live up to their moral obligations;
- 3F is increasingly being invited to participate in events, discussions and assessments concerning Danish companies' CSR;
- 3F itself filed complaint to the Mediation and Complaints-handling Institution for Responsible Business Conduct concerning a case on social dumping and severe violation of workers from Eastern Europe by a Danish Green-house company.
- The Seafarers under the Transport group in 3F has supported FILDAN (the Filipino-Danish seafarers' union for the Filipino seafarers working on board Danish-owned ships) and the International Seafarers Action Center (ISAC) in raising about 20 continuing cases at the Work Injury Board (arbejdsskadestyrelsen) in 2013. Some of these are of a principle nature, concerning compensation to widows of Filipino seafarers that have died during service on Danish ships.

### 3F succeeds in social dialogue with a Danish fashion company

3F managed to get other civil society organisations to follow the constructive dialogue principles with a Danish fashion company; DK Company, through DIEH. There was severe union busting activity at the supplier's factory with sixteen union members threatened, fired and exposed to violence in Bangladesh. After the Danish company contacted the (supposedly former) supplier and 3F contacted the workers' trade union federation, which happened to be a main 3F partner in Bangladesh, a process of negotiations were initiated. After a while, the dispute was settled by an agreement and the size of the compensation to be paid to the violated workers by the employer was established. It is thus possible to achieve improved respect for workers' rights and remediation when violations of workers' rights are documented through this kind of social dialogue.

#### Lessons Learnt

By engaging in very direct and frank discussions with company representatives, 3F got new evidence that brand owners do not see a problem in suppliers' attitudes towards workers. Often they express that they *in principle* agree with the freedom of association, but that "their own" workers are not yet mature enough to organise in trade unions. This opinion will continuously be challenged by 3F and its partners as representing a dis-respect for rights-holders and for the universal nature of human rights.

Major lessons were learned from the initiatives in the aftermath of the Rana Plaza disaster in Bangladesh. The main achievement was a new form of voluntary but legally binding regulation that was signed between more than 100 major brands and the two GUFs, UNI and IndustriAll. Seen from a development perspective, this is not the ideal way of intervening, but the initiative was taken in an extraordinary situation representing a substitution of national law enforcement mechanisms in Bangladesh for international control and enforcement mechanisms.

3F has followed the principle that criticism of the conduct of a particular company when labour rights are being violated in its supply chain should be solved at the lowest possible level and discussed with the company before any public campaign should be launched. International campaigns can be strong instruments, but are difficult to manage and stop once they have been launched. This can jeopardise 3F's and partners' ability to engage in social dialogue with the same companies afterwards.

## 5.11 General Learning and Adaptation

2013 has provided significant learning for the programmes and partners which will be used to adapt current and future strategies. Learning is to a much higher extent becoming mutual between 3F and partners as a number of trends and labour market developments are still more globalised. Learning is reflected periodically in internal and external partner and programme reviews. It is continuously reflected in partners' and regional programmes' progress reports as well as during steering committee meetings and partner fora. Important learning and experience was also captured during head office advisors' monitoring and support-visits to programmes and partners and documented in quality assurance reports. Learning and experience exchange was furthermore discussed during the joint programme staff workshop and the leadership seminar, both held in 2013. Finally, important learning is also generated in discussions with 3F's solidarity groups, particularly during the annual solidarity conferences. Specific learning and adaptations have been reflected throughout the above results reporting and a number of general learning points are collated in this section.

There are signs that where the programme partners are able to achieve the most **significant and sustainable changes and impact**, is when partners have developed their capacity to effectively and systematically influence and negotiate national and international legislation and labour market regulation. Lasting impact is achieved when the partners are then able to follow-up and monitor these human rights and conventions, framework conditions, legislation and agreements and use

grievance mechanisms. Examples are reported above such as the law on a minimum salary in Palestine and the ratification of the International Maritime Convention in the Philippines leading to it stepping into force globally.

There has been a tendency in regional programmes to carry out a lot of training without knowing the results it generates. Follow-up on the training and especially **documenting the effects of the training** as well as using other strategies for capacity building has been weak. The increased focus on documenting changes rather than activities has forced regional programmes to do more monitoring of the effect, i.e. by visiting work places to see the functioning of trained work or OHS committees. This is now being integrated into implementation plans and indicators are developed in new programme documents that focus on effects of training rather than on whether or not the activity was carried out. Moreover, in some places, it has proven more effective to carry out training that integrates the monitoring of changed practice and follow-up programmes with exchange of experience at workplace level and make the union more visible for its members, potential members and employers. In some contexts where women cannot travel far away from home, this approach also ensures female participation.

Dealing with **casualization of work** has proven more complex and difficult than first anticipated due to employers and some governments' resistance to protection of workers' rights protection. It has been realised that a better overview and more facts are needed before developing appropriate strategies and convincing advocacy-campaigns for the unions to deal with this issue. Programmes have therefore been too optimistic in terms of what was possible to achieve within a short period in this area and significant concrete results are therefore scarce.

**Sector-orientation and increased unity** among trade unions has improved, even in South Asia and Latin America; regions with the most stratified labour movement. Progress has however been much slower than anticipated, particularly in Latin America where there has been a strong emphasis on this in the 3F support and advisory effort for many years. Fear of losing privileges or positions when merging and unifying often leave the trade union movement paralysed in its present fragmented structure. Legislation also creates obstacles for a less fragmented TU movement. It is important for 3F and partners to promote the good practices that have yielded good results and ensure cross-regional learning. Furthermore promoting a coordinated and harmonised advisory effort and support from the various donors would contribute to its success. A more general lesson is that unity efforts should not focus on internal power struggles where leaders try to replace one another as this can have devastating effects. There is plenty of room for the existing quantity of trained trade union leaders, and they will be needed also in future improved structures. What needs to be settled are questions of titles and internal power relations. It is therefore an increased focus for the future programming to support more decentralized trade union work and to train inclusive and collective leadership.

**Implementation of the Method Manual** has taken longer than anticipated. Living up to the harmonised standards of planning, monitoring and reporting has been a challenge for the Head Office as well as all Regional Offices. Joint and targeted training programmes of staff therefore started in 2013 and will be intensified in the coming years and comprehensive feedback on progress reports will be provided. The reporting procedures and quality of reports improved considerably during 2013, however still with some challenges. Especially, the documentation of longer-term impact has proven difficult and will be given very high attention in the years to come.

As internal demands concerning documentation have been intensified, regional offices have realised serious deficiencies in partners' capacity and accuracy in **data collection and analysis**. This again has affected baseline accuracy, data and analysis of regional programme results. There is little understanding of the value of having correct and comprehensive data for partner organisation's own development. An increased effort by regional programmes in building partners' capacity in this area is therefore planned in all regional programmes and some adaptation in partners' reporting formats has been made. It is expected that the quality of reports from partners as well as from regional offices will continue to improve in the coming years as capacity is strengthened and more attention is given to this.

3F's **Partnership approaches** need to ensure ownership and sustainability of partner organisations and networks. Ensuring the arms-length principle in partnership relations has become increasingly important as partners become dependent and complacent if 3F is doing the work for them rather than supporting their own capacity development to be able to do it. In some cases, 3F has not kept an arms' length from the partners' administration; something that has started to change in 2013. Similarly, having regional or sector-networks being run, almost solely due to 3F coordination has proven to be ineffective and even counterproductive. This was the case in South Asia, where it has been a complicated process to transfer ownership and responsibility for the coordination of textile and garment trade union network to the South Asia regional office of IndustriAll. Distribution of funds therefore also requires a more strategic approach than previously used by some regional programmes. Partners' level of development and their potential, opportunities in the environment, reaching particularly vulnerable groups etc. should form the basis of support to partners and not the previous intention of 'sharing the cake equally'.

**Partners' donor dependency** is another area which demands greater attention in the future as the percentage of the financing of partner trade unions coming from donors is not diminishing. The intention is for the partners to be financially sustainable and basing their income on activities on membership dues and diversifying their funding base. This situation threatens partners' independence and financial sustainability, especially in a situation where 3F gradually phases out and minimises its financial support as is the case in Central America. Some good examples of exiting were previously seen in El Salvador, Costa Rica, Ecuador, Cuba, the Dominican Republic and South Africa and 3F will use the learning from these processes to help partners design specific strategies for financial sustainability and improved transparency as part of all regional programmes. 3F is intensifying its effort to coordinate this effort with other donors and it is expected that in the short to medium term, consensus will be reached on strategies to achieve greater sustainability in the partner organisations.

## 6. Popular foundation and Information work – *Raised awareness and solidarity*

3F's member engagement and popular foundation of the international solidarity and development work is closely connected to its information work in Denmark as 3F not only informs, but engages and supports activism among 3F members.

The work of 3F member solidarity groups focuses on their solidarity with workers of the same sectors, advisory assistance to partners they connect with, input for programme development, ensuring learning across borders between workers from the same sector and contributing to information work in Denmark.

3F's information work focuses on results achieved in 3F's programmes, conditions for sister organisations and information on political, social and economic development in the countries of operation focusing on poverty and human rights in general and labour market and labour rights in particular. The primary target group for the information work is 3F's approximately 300.000 members and 14,000 elected representatives. The secondary target group is potential members, politicians, the business community (especially companies outsourcing in developing countries), consumers and the general public.

### 6.1. Popular Foundation and 3F member engagement

Overall, the targets set out for the popular foundation in the framework application 2013-2017 were reached focusing on strategy development (see section 3.1), conduction of a solidarity conference, and involvement of 3F member solidarity groups in advisory assistance to partners as well as their information activities in Denmark. In addition hereto, partner representatives were invited to Denmark and 3F shop stewards, elected unionists and other trade union activists were actively involved in capacity building of the partner representatives.

#### **Solidarity conference**

120 people participated in the solidarity conference in April 2013 which focused on social dumping and the race to the bottom in an international perspective highlighting the global challenges for the labour movement. 3F has organised various types of solidarity conferences in Denmark and abroad for the past 20 years. For the past 5 years, the solidarity conference has been held annually in Denmark open to all interested 3F members and with various guests and speakers invited. In 2013, many new-comers participated and were integrated into existing or part of forming new solidarity groups.

#### **Solidarity groups**

In 2013, 3F had 13 solidarity groups with approximately 80 active members and a larger number of members supporting particular events. Whereas solidarity groups previously were mainly centred around Palestine and Central America, 3F members were successful in establishing five new solidarity groups in 2013 focusing on the textile sector in South Asia, the food & beverage sector and construction sector in Zambia and Zimbabwe, the hospitality sector in Mozambique and Zambia, a Bolivia-group and the Trade Union Columbia Network. Furthermore a new solidarity group is now linked to 3F's project in Belarus funded by the Danish Neighbourhood Programme.

In 2013 the solidarity groups were successful in:

- Contributing to the capacity building of partners during visits in the programme countries, especially regarding unions' visibility at workplace level and capacity building of local trade union structures in Zimbabwe and Zambia as well as to restructuring to negotiating sector agreements in the transport sector (harbours) in Latin America. This was made possible by the 3F members' advise and sharing of experience as well as using the extensive knowledge base in the federation;

- Actively informing about the work, challenges and results of their sister unions through articles in local newspapers, after-work meetings, online newsletters, Facebook etc.
- Fundraising for a number of partners e.g. in Honduras and Sri Lanka

### **Capacity building of partner representatives visiting Denmark**

Representatives from ten partners; Belarus, Bangladesh, Sri Lanka, Bolivia, Honduras, Nicaragua, Palestine, Zambia and Zimbabwe were invited to participate in 3F's Congress in September 2013 and to participate in both information, exchange and capacity building activities. A Bolivian partner visited Denmark on specific trade union capacity building and exchange. This approach constitutes a unique opportunity for partner trade unions to learn more about the Danish labour market and trade union organisation; meet shop stewards at work place level and 3F local branch representatives and important institutions regulating the labour market. Likewise, 3F members (activists and ordinary members) had the opportunity to learn more about trade unions from development countries and to discuss workers' rights, union organising and poverty reduction. The partner representatives visited local branches and workplaces in various cities in Denmark such as Maribo, Copenhagen and Thy Mors. A number of local newspapers interviewed and published articles with the partner representatives and garment workers' representatives from South Asia also met with garment companies at a multi-stakeholder meeting. This kind of approach enables 3F reaching people and areas not normally exposed to information on developing countries. At the same time, it gives important learning for partners and a feeling of solidarity among workers.

### **Learning and experience sharing between 3F and Bolivian Industry-workers' Union (CFTB)**

The Bolivian Industry-workers' Union visited Denmark in November. *'We learned about vocational training systems, the labour court and occupational health and safety systems, procedures and regulation. We also learned what we, as a union, can do to influence improvements in our own country. It has been of great value to us and our trade union; something we will be able to utilize when back home – also in our advocacy and influencing of labour laws'*. The Industry workers' union shared their observations and recommendations with the Bolivian embassy in Denmark before leaving.

### **Lessons learned**

It has proven central to the popular foundation of 3F's international programmes to create an understanding among 3F members about the fact that challenges of the labour movement are global. The information work and the work of the solidarity groups have always had this purpose but in 2013, the solidarity conference and the visits from partner countries were successful at emphasizing the linkage between working conditions and labour market in Denmark and developing countries even further.

Another important lesson learned, is that 3F's possibility of actively engaging the Danish population in both advisory assistance and information is rather unique and gives 3F an opportunity to facilitate learning and lessons learned across borders and reaching part of the Danish population not normally targeted by information about development issues. Ensuring mutual learning between workers from the same sector is however not new, but has a long tradition in the trade union movement. Therefore, a substantial part of the international work conducted at branch- and sector level is not registered directly in connection to 3F's programmes. A more systematic registration of this could improve 3F's popular foundation and create more synergies between 3F's DANIDA-funded programmes and the activities carried out by activists more locally. This could ensure an even greater ownership locally of 3F's international programmes.

In direct connection to this, an effort was made by 3F International Solidarity & Development to further utilize the expertise, knowledge-base and skills existing in various departments and branches of 3F, also outside the existing solidarity groups. This was especially useful during partner capacity building, partner visits etc. and 3F International Solidarity & Development is still improving its cooperation, integration and coordination with the rest of the 3F Federation and local branches, especially utilizing positive experience from this effort in Central and Eastern European

projects. Discussions, advice and suggestions from 3F's International Solidarity & Development Committee are important in this process and will therefore be further utilized in strengthening the integration.

## 6.2. Information work in Denmark

In line with the strategy and the targets set in the framework application 2013-2017, 3F used both own and external media and platforms to inform about living and working conditions as well as the political and economic situations in 3F programme regions and countries.

### Own media

In 2012 3F issued monthly **international newsletters** with about 4,300 subscribers. This ensured continuity in 3F's information about international development including news, stories and analytical comments from programmes and programme countries as well as reports from solidarity groups. In order to better respond to and inform about urgent news and events, the 2013 the international newsletter was made more flexible and ready to publish with short notice. 3F's **website** includes general information about 3F's cooperation with sister organisations and has to some extent been updated with relevant results from 3F's partners, links to the newsletter etc. It has been decided to produce a new external website exclusively about 3F's international solidarity and development work. 3F's **member magazine Fagbladet** has printed articles about solidarity and development work in 2013, and this will continue to be an important platform reaching more than 300,000 workers.

### External media and networks

Stories from 3F's own media have frequently been republished on e.g. Ulandsnyt.dk. In 2013, 3F has furthermore increased its effort to reach **national media** debating issues concerning international labour rights, poverty and CSR to the broader public. This has been done indirectly through participation in networks such as Danish Initiative for Ethical Trade (DIEH), NGO Forum and the Latin America Network, but also much more pro-actively through submission of comments and features to Danish national newspapers. 3F was thus very much involved in providing and publishing relevant information and analysis in April 2013 in relation to the horrible Rana Plaza disaster killing more than 1100 workers. 3F particularly provided information on and created debate around the Danish clothing companies that are sourcing in South Asia. 3F, and especially the solidarity groups and local branches, have been successful in getting coverage of partners visits in the local media across the country. It is important for 3F that our partners are heard in the Danish media especially on themes related to workers' rights in the production of goods available to Danish consumers.

3F has to some extent used **social media** – through 3F's own Facebook page or Facebook pages focusing on specific countries or themes e.g. Palestine or Honduras. This approach will be further explored in 2014 and beyond as described in the framework paper 2014-2017. Finally 3F engaged in debates, hearings and lectures at Folk High Schools, development fora, seminars and debates in a variety of places.

### Education material

3F is often contacted by school children/youth seeking information about poverty, child labour and trade unions. 3F therefore developed an innovative and interactive education material; '**Dilemma – på sporet af globale rettigheder**', targeting pupils in 8<sup>th</sup> -10<sup>th</sup> grade in line with the curriculum guidelines in History and Social studies. *Dilemma* is available online on <http://dilemma.3f.dk> and is a mix of an interactive dilemma game, facts on poverty and international human and labour rights, and case stories from 3F programme countries. By role-playing different characters in the international value chain, the pupils are asked to make their own choices and discuss the consequences for the particular character and family.

Pupils and youth are important target groups and discussions with them and their teachers have revealed the need for school material on this topic. *Dilemma* encourages discussions and provides



important information for debate that can be used at various levels. It can equally be used in technical and vocational education institutions or other youth education institutions, folk high schools or 3F local branches.

The material has been very well received both by teachers, buyers from pedagogic institutions, librarians, pupils and 3F's own members. An assessment of how and how much the material is used will be conducted after a year. This will also inform 3F's decision regarding production of this type of comprehensive information material in the future, which is resource intensive. However, such material enables 3F to qualify the debate on poverty and workers' rights and reach target groups that 3F does not reach through our normal information channels.

### **Dilemma of a banana-worker from Honduras**

Victor Gonzales is one of the workers that we meet in 3F's interactive on-line game 'Dilemma'. Victor works 48 hours a week in a banana plantation in Honduras to ensure the livelihood of his family; his wife Maria and their two children Luisa and Ernesto. The work on the plantation includes working with dangerous pesticides without any form of protection. He gets sick and he and his family are forced to choose between Victor continuing to work long hours and getting still sicker or to send his only 13-year old son, Ernesto to work in the plantation. Victor and his colleagues are able to form a trade union and negotiate with the employers about salaries and better protection. On other plantations the workers are not that lucky and are threatened by the employers when they try to join a union and fight for better working conditions.

### **Lessons learned**

It has become even clearer in 2013, that 3F has a special responsibility and comparative advantage in making sure that the voice of workers in developing countries is heard in Denmark. Especially on working conditions in the production of goods available in Denmark and on trade that promotes decent jobs thus directly leading to poverty reduction and improved working and living conditions for people in developing countries.

Information activities of high quality enables 3F to reach new target groups (e.g. through *Dilemma*) and to make valuable inputs for the political debate which can influence the opportunities for our partners (e.g. comments and features in national media). Ensuring high quality and continuity does however require substantial human resources, which in the new strategy implemented from 2014 will be further prioritised.

Linked to this, 3F needs to be able to act quickly with information and comments when urgent crises and events relevant to 3F's target group and partners occur. But at the same time, 3F's information work should also ensure continuity and in-depth analysis which requires more thorough planning and preparation. 3F will continue to use both internal and external media, but with an increased focus on developing an easily accessible webpage with thorough information and further use of social media will be explored.

## **Annexes**

**Annex I: 3F Annual Frame Accounts 2013**

**Annex II: 3F Folkeligt Forankringsregnskab**

# **RESULTS REPORT**

**2013**

**3F International  
Solidarity  
& Development**



**Improved working and living  
conditions for poor workers  
in developing countries**



**UNITED FEDERATION OF DANISH WORKERS**