

STRATEGIC PLAN 2015-2018

**3F International
Solidarity
& Development**



**Improving poor workers'
working and living conditions
through strengthened trade
union organisations**



UNITED FEDERATION OF DANISH WORKERS

CONTENT

ABBREVIATIONS	3
1. INTRODUCTION & SUMMARY.	4
1.1 BACKGROUND	4
1.2 EXECUTIVE SUMMARY	4
2. STRATEGIC PRIORITIES - STRATEGIZING WITHIN THE LABOUR MOVEMENT	6
2.1 GLOBAL TRENDS & LABOUR MARKET DEVELOPMENTS	6
2.2 STRATEGIC DIRECTION & THEORY OF CHANGE	7
2.3 3F'S ADVISORY ASSISTANCE & INTERVENTION AREAS	9
2.4 PARTNERSHIP APPROACH & STRATEGY	12
2.5 GENDER & NON-DISCRIMINATION	15
2.6 NETWORKS, POLICY INFLUENCE AND ADVOCACY	15
3. ORGANISATIONAL DEVELOPMENT - TOWARDS A STRONGER FRAMEWORK ORGANISATION	16
3.1 STRATEGY- AND ORGANISATIONAL DEVELOPMENT OBJECTIVES	16
3.2 ORGANISATIONAL STRUCTURE	17
3.3 METHOD DEVELOPMENT, MONITORING & LEARNING	19
3.4 FINANCE, ADMINISTRATION & COST-EFFECTIVENESS	20
3.5 RISK MANAGEMENT	22
4. INTERNATIONAL PROGRAMMES – STRENGTHENING TRADE UNION ORGANISATIONS	24
4.1 GEOGRAPHICAL FOCUS, SECTORS AND PARTNERS	24
4.2 REGIONAL SECTOR-BASED PROGRAMMES	25
SOUTHERN AFRICA	25
LATIN AMERICA	27
SOUTH ASIA	27
PALESTINE	28
4.3 CORPORATE SOCIAL RESPONSIBILITY - CSR	29
4.4 GLOBAL CROSS-CUTTING OBJECTIVES & INDICATORS	30
4.5 PROGRAMME DEVELOPMENT	35
4.6 3F'S EFFORT IN CENTRAL- AND EASTERN EUROPE	36
5. POPULAR FOUNDATION & INFORMATION WORK - RAISING SOLIDARITY AND AWARENESS IN DENMARK	37
5.1 POPULAR FOUNDATION AND 3F MEMBER ENGAGEMENT	37
5.2 INFORMATION WORK IN DENMARK	38
ANNEXES	40
ANNEX I: 3F FRAMEWORK BUDGET 2015-2018	40
ANNEX II: 3F FOLKELIGT FORANKRINGSREGNSKAB	40

Abbreviations

AFL-CIO	American Federation of Labor & Congress of Industrial Organizations
3F	Fælles Fagligt Forbund (United Federation of Danish Workers)
BRICS	Brazil, Russia, India, China, South Africa and related economies
BWI	Building and Woodworkers International (GUF)
CBA	Collective Bargaining Agreement
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
HK	Handel & Kontor (Danish Union of office and trade workers)
HRBA	Human Rights Based Approach
IA	IndustriAll (GUF)
ILO	International Labour Organisation
ISAC	International Seafarers' Action Center (Philippines)
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)
MNC	Multinational Company
OECD	Organisation of Economic Cooperation and Development
OHS	Occupational Health and Safety
PANT	Participation, Accountability, Non-discrimination and Transparency
PGFTU	Palestinian General Federation of Trade Unions
RAM	Resource Allocation Model
RMG	Ready-made garment
SASK	Trade Union Solidarity Center of Finland
T&G	Textile and Garment Sector
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
UNI	Union for Private Service, e.g. postal and graphic workers, cleaners (GUF)

1. Introduction & Summary

1.1 Background

This is the third four-year rolling Strategic Plan presented covering all 3F's international solidarity and development efforts funded by the DANIDA Framework Agreement. This Strategic Plan presents 3F's strategic priorities and approach as well as the background to the choices made.

The strategy and approach for 3F's International Solidarity & Development 2015-18 is not changed considerably in relation to the framework paper 2014-17. 3F continues to work within four regional programmes while strengthening the new Corporate Social Responsibility (CSR) component in the programme. Partnerships with and capacity strengthening of sister-organisations in the six sectors of 3F (Industry, Agriculture, Construction, Transport, Private & Public Service) remain the focus of 3F's approach. The intention is supporting the development of a more united and sector-based trade union movement as a main driving force for improved working and living conditions for male and female workers in developing countries and thereby contributing to a more democratic development and increased equal opportunities.

The Strategic Plan 2015-18 is made up of five (5) main sections summarised below:

1. Introduction & Summary
2. Strategic Development
3. Organisational Development
4. International Programmes
5. Popular Foundation & Information Work

1.2 Executive Summary

The **international strategy** developed in 2014 has its main strategic focus 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*'. The strategic priorities are based on contextual analysis and trends such as very high level of youth unemployment and growing number of 'working poor', often implying increased child labour, increasing migration and social dumping. In short, a growing number of workers globally find themselves trapped in situations of instability and vulnerability caused by the reduction of permanent employment.

The **values** underpinning 3F's work is grounded in a strong democratic tradition. It is based on a Human Rights-Based Approach (HRBA) particularly focussing on the ILO conventions and workers' rights. The strategic relevance and expected change process is illustrated by 3F's **Theory of Change** which has been further sharpened in the new strategy. 3F's added value and advisory assistance is adapted to partners' own priorities and strategic plans, however concentrated on 3F's core competences and **intervention areas**. 3F's **partnership approach** and strategy is strengthened in its mutuality and with focus on partners' independency and sustainability; among others by strengthening networking, unity and regional coordination through the Global Union Federations (GUFs). 3F's strong **alliances and networking** internationally as well as in Denmark further add value to partner relationships.

Within **method development, monitoring and learning** specific emphasis will be put on: Improving monitoring and quality assurance at programme and partner levels; further developing and utilizing theories of change; monitoring and documenting contributions to lasting impact; and further strengthening the use of the programming structure based on six cross-cutting super indicators. Within **finance and administration** focus will be on: Strengthening systems and capacity to enable assessment and reporting on value for money and cost-effectiveness; support to and capacity building of partners' finance and administration skills; diversifying the funding base; and making work-processes and division of responsibilities

within the team more efficient. 3F will strengthen the **Risk Management** system and ensuring its documentation concerning institutional, programmatic and contextual levels, building on current practices.

3F's international effort in the coming four years will continue in three **Regional Programmes** in Southern Africa, Latin America, South Asia and one Country Programme in Palestine, the last-mentioned now with a regional networking component. Partners in two new countries, Malawi and Pakistan, will be identified and possibly a new sector in Southern Africa. Generally, the programme in Southern Africa will gradually be scaled up while direct support to partners in Central America will be scaled down. In Latin America, the effort in Bolivia will be gradually strengthened. The effort in South Asia will be strengthened intensifying work in Bangladesh and adding partners in Pakistan, but continuously focussing on the textile and garment Industry in the region. 3F's effort within **Corporate Social Responsibility (CSR)** is further strengthened and a specific strategy will be developed by 2015 building on the past two years' experience and learning.

In the coming four years, 3F aims to contribute to: '*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*'. Immediate **objectives and indicators** have been identified and the level of achievement will be measured within six cross-cutting **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 and Training*; and 6) *Increased Regional Coordination*. Future plans for **programme development** will follow 3F's programming cycle with four-year regional programmes; extra effort will be put on baseline studies on impact indicators, impact studies and developing a strategy for the CSR-component.

The main focus for strengthening the **popular foundation** of the international work will be on: Strengthening active engagement of 3F member solidarity groups, facilitating relevant debates and the integration between the international work and the 3F's departments and branches. Improving quality and intensiveness of the **information work** will be sought. Increasing visibility and accessibility of 3F's and partners' work through targeted newsletters, a particular web-page and by using social media are priorities for the coming period. Finally, the use of recently developed school material will be assessed to determine further plans in this field.

2. Strategic Priorities - *Strategizing within the labour movement*

2.1 Global trends & labour market developments

A number of studies and annual reports suggest that the world economy is passing through a phase of bumpy recovery from the financial crisis which is profoundly influenced by a long-term shift to a decentralised pattern of growth and investment¹. Strategies to achieve a uniform global liberalisation through global World Trade Organisation agreements have shown little progress while a mix of regional, bilateral and multilateral agreements - the variety and mix of free trade agreements - pushed by the needs of increasingly globalised multinational companies - dominates the liberalisation of trade and investment. This is gradually weakening the capacity of nation states to regulate business, social, environmental and labour market issues.

We are witnessing an emerging globalised labour market, where poor informally employed or "casual" workers of developing countries to an increasing degree are available as a reserve pool of labour. Such tendencies are seen positively by internationalised companies as well as many economists who have expressed concern that the ageing labour force in most parts of the world will reduce labour availability and slow down production. Globalisation of the labour market is slow and develops in many different ways. Free movement of capital, reduced travelling costs and the international electronic labour market places are some of the important drivers.

In coming years, the development suggests easier access to both natural and human resources of developing countries because of the rapid liberalisation. But these trends also involve a number of negative aspects:

- Youth unemployment stays at a very high level
- The number of "working poor" is growing
- The working poor phenomenon often also implies increase in the use of child labour
- Increasing migration
- Social dumping as a concrete reality affecting the bargaining position of most workers of the world
- A growing number of workers find themselves trapped in situations of instability and vulnerability caused by the reduction of permanent employment

There are no signs that some really enforceable global labour market rules with minimum wage levels can be established. The approach has to be rights-based and include international networking and alliances between rights-holders. If workers achieve the full right to organise and influence their own working and living conditions it would substantially strengthen the efforts to eliminate child labour, forced labour, discrimination and the phenomenon of the working poor in line with the International Labour Organisation (ILO) conventions. When representation at work place level, social dialogue, and collective bargaining is made possible, it will thus contribute to respect for workers' rights and improvements in their living conditions.

The "shrinking" world and accelerated growth of information exchange means that problems of workers far from the Danish shores have a real impact on the way Danish consumers, politicians and media look at and treat specific companies, brands and products - and the way Danish workers' suggestions and demands are met.

¹ International Labour Organisation (ILO), http://www.ilo.org/global/research/global-reports/global-employment-trends/2013/WCMS_202326/lang--en/index.htm; The World Bank: The World Development Report 13; United Nations Development Program (UNDP): Human development Report 2014; The World Trade Organisation (WTO) and the Organisation for Economic Cooperation and Development (OECD)

2.2 Strategic Direction & Theory of Change

Values

3F's international engagement is based on 3F's values and members' understanding of **common interests and solidarity between workers** within the same sector, company or social background in different countries. This is why 3F is a member of six (6) Global Union Federations (GUFs) sharing these values.

3F's engagement is built on **democratic values**, including respect for majority decisions, protection of minorities, representativity, transparency and proximity: It is the members that own the organisation. Members need easy access to information and contacts within their Trade Union, e.g. through shop stewards and Occupational Health and Safety (OHS) representatives at the work places and in a decentralised organisational structure with local branches close to its members. In 3F, the aim is for the leadership to reflect the membership; enabling and promoting activism and equity among members, and further developing the membership-democracy through appropriate by-laws and practice, is therefore part of the organisation.

According to 3F, free negotiations, social dialogue and collective bargaining between well-organised labour market parties is essential for **improvements in working- and living conditions**. The rights of all parties must be respected as the most democratic way to create balanced and sustainable improvements and changes in any society.

In 3F's view, socially sustainable global solutions are best promoted through **intercultural relations and solidarity** across borders. That is why the international effort of 3F also seeks to promote understanding of international conditions among 3F's members and thereby promote solidarity and cooperation between members and shop stewards in Denmark and members and shop stewards in other countries.

Strategic Direction

The strategic direction of 3F's International Solidarity & Development work has been sharpened and expanded in the revised *Strategy and Organisational Basis* covering the current Congress period till 2016² approved by 3F's International Solidarity & Development Committee in May 2014. Areas that have been sharpened strategically are: Theory of Change, choice of countries and sectors, cross-cutting areas of intervention, Corporate Social Responsibility (CSR), role of the regional GUFs and the popular foundation of 3F's intervention.

The strategic focus is '*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 '*Policy for Danish support to Civil Society*', which underlines the importance of strengthening poor peoples' own organisations and thereby enable them contribute to long-term and sustainable poverty reduction, protection of rights as well as general democratic development while upholding a strong popular foundation. 3F operates in the cross-field between the development and human rights framework and labour market/labour movement and trade. This falls in line with the sharpened priority area of **decent jobs** in the Danish Governments' recently published development policy priorities for 2015³. With a strong human rights-based approach, 3F works with partners to ensure framework conditions and practices that respect and implement the basic human rights and

² '3F International Solidaritet & Udvikling - Strategi- og Organisationsbeskrivelse 2013-2016' is attached

³ 'Regeringens udviklingspolitiske prioriteter 2015', august 2014

the UN guiding principles including and particularly focussing on the **International Labour Organisation (ILO) conventions**.

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)

As mentioned in the Results Report 2013, experience from 3F and partners' work over the years has shown that for employers and authorities to live up to the ILO conventions, as well as ensuring the implementation of any 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 across countries on labour and human rights violations. 3F thereby adds value and uses its comparative advantage as a significant player in the Danish labour market to support and strengthen partners' capacity to advocate for basic human rights and specifically the ratification of all ILO conventions (also beyond the core conventions) in their countries. Partner capacity development is further focussed on being able to effectively contribute to and monitor the implementation of the conventions, e.g. by documenting violations of workers' rights.

Theory of Change

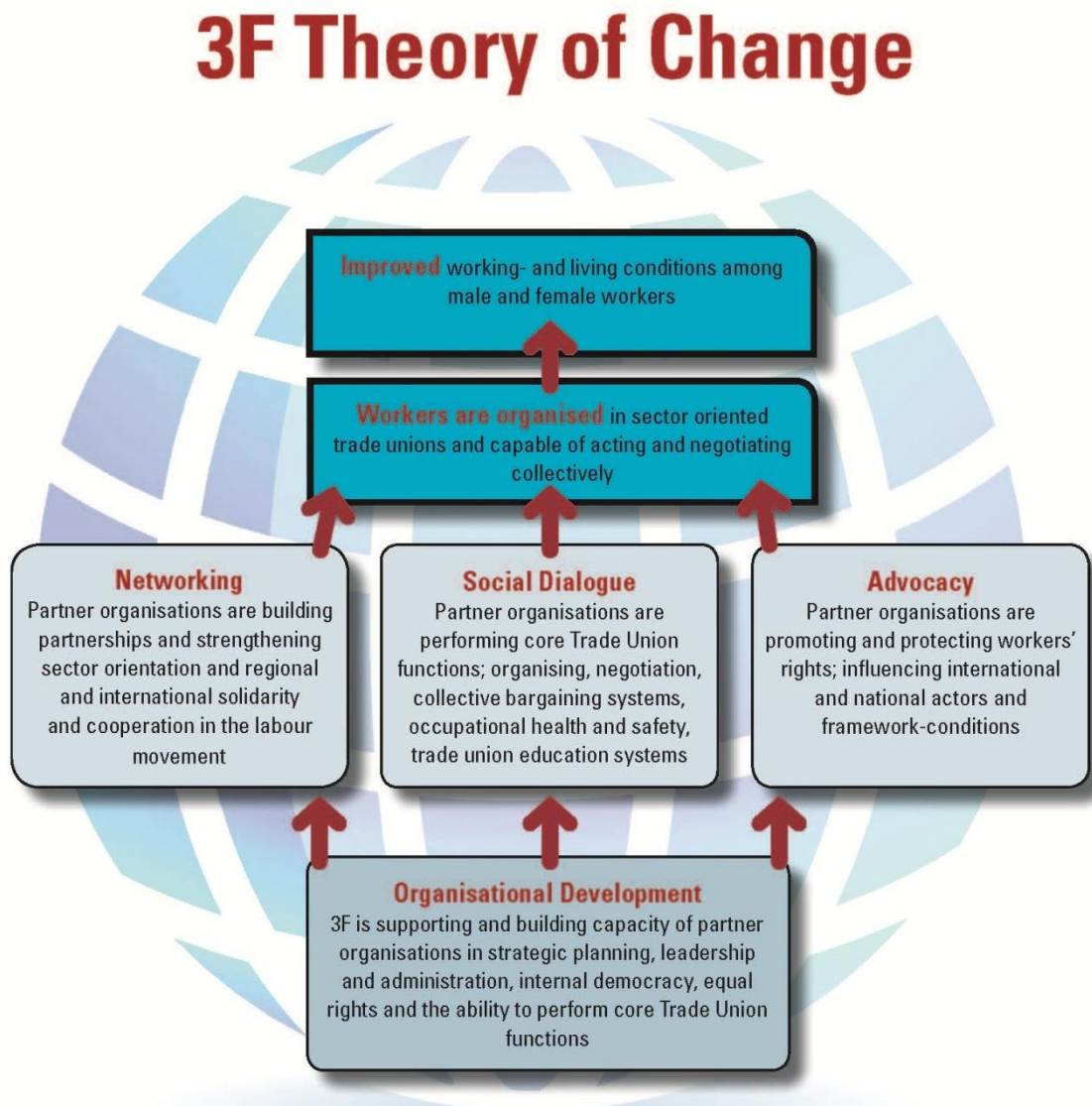
To illustrate how 3F sees change happening within the labour movement, a Theory of Change has been further developed at the organisational level⁴. This has the potential of ensuring better understanding, communication and dialogue on our intervention strategy internally as well as with partners, donors and other stakeholders. It may also form the basis for more detailed Theories of Change being developed at sector and partnership level or as part of supporting the development of partners' own strategic plans. This will be planned with partners in the four programmes during detailed programming and planning and would specify how the change process in achieving the outputs and outcomes would be shaped.

The overriding principle and end goal 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 obtaining improvements in all areas of the labour market and thereby in peoples' working and living conditions; improvements that are more likely to happen when reducing the power-imbalance between employer and employees 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.

3F supports and adds value to **strengthening the national partner-organisations** in their own organisational development. This includes capacity to perform the key trade union functions that partners identify and prioritise (see section 2.3 below on intervention areas). For the strengthened partner organisations to contribute to changes they intervene in three core areas; **networking, social dialogue and advocacy** together summarising the core functions of trade union organisations. This change process is expected to lead to more and better Collective Bargaining Agreements (CBAs), improved Occupational Health & Safety (OHS), more respect for and better protection of male and female workers' rights, improved vocational education and training and increased regional coordination. The change areas constitute the cross-cutting **super indicators** against which all 3F programmes are measured.

⁴ A Theory of Change was included in the framework paper 2014-2017, but has been further sharpened in the new strategy.

Figure 1: Theory of Change



2.3 3F's Advisory Assistance & Intervention Areas

3F defines its advisory assistance as all efforts that add value to partners' own efforts. 3F uses an integrated trade union organisational development approach. Strengthening each partner organisation is the general purpose of the intervention and each of the intervention areas is adapted to the needs, levels and strategy of each organisation. The main purpose is 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.

Value is added when **3F assists 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 are 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 is thereby capable of adding evidence-based 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. It is the intention to make this assistance demand-driven and therefore the partners should assess the relevance of the thematic technical assistance to make sure priorities are aligned with their own needs and strategic plans.

3F continues 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 therefore facilitate sharing of experience, lessons learned and best practices between the different programme regions and countries, partners and within the global trade union movement as such. **3F key intervention areas** can be summarised as follows:

- **Organisational Development**

3F supports 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 includes 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 actor in the sector and society.

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

3F supports the development of the organisations' administrative and leadership capacity to enable the organisations 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 supports and builds 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 includes support to carrying out educational needs-assessments, development of education plans, training-material and methods as well as Training of Trainers (TOT).

- **Collective Bargaining and Conflict Resolution**

3F supports 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 includes capacity to analyse the labour market situation and thereby deciding on negotiation strategies as well as handling of conflicts between parties, i.e. development and efficiency of relevant conflict resolution systems.

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

Support to developing the organisations' capacity, policies, strategies and material within the area of OHS is a key focus in 3F's partnerships. This includes 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 in relation to local and national authorities around improvements in labour regulation such as inspection as well as compensation systems is 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 is part of 3F's advisory assistance and support. This first and foremost means encouraging and supporting partners in their political and strategic efforts in promoting the establishment of effective institutions and TVET systems of certification in the programme countries, including strengthening tripartite cooperation within this area.

- **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 supports 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 is 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.

- **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 advises on capacity building, information on workers' rights, networking and political influence and advocacy in order to ensure 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 supports and builds 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 focuses 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 (see section 2.5 for more details).

Target groups

The **direct target group** of 3F's intervention are **partner trade unions** and **all members** of trade union organisations in selected sectors. 3F and its partners may target specific groups of trade union members and activists, i.e. shop stewards, trade union leaders, occupational health and safety committees and trainers, female leaders, CBA negotiators etc. However, the target group still remains 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 are **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 are equally beneficiaries of improved working and living conditions contributing to decreased vulnerability of the family.

2.4 Partnership Approach & Strategy

Partner selection

With rare exceptions 3F's main partners are so called **sister organisations**. They are sector-based trade unions or federations having members from the same sectors that 3F organises in Denmark; Industry, Construction, Agriculture, Transport and Service. The specific sectors in countries and regions are selected 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's contacts, relationship and dialogue within the labour movement is essential when selecting representative trade union partners; advice is taken from current partners, GUFs, confederations, ILO and other donors supporting trade unions. The aim is to support the partners that are representative of the workers in a given sector. This may be relatively straight forward in some regions such as Southern Africa and Palestine with a fairly unified sector-based trade union movement, most often having one unified trade union federation representing workers in a given sector. In Latin America and South Asia, however, it requires 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, is essential in selection 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 process⁵. In improving risk management and at the same time ensuring relevance and allowing for the needed flexibility, 3F has strengthened its partner screening and organisational assessments by harmonising tools and building capacity of regional programmes in using and adapting these.

The relevant sector regional trade union organisations, normally the regional offices/organisations of the **Global Union Federations (GUFs)** and national coordinating bodies are also 3F's partners. It is not the intention to create regional "NGOs" or implementation bodies to distribute project funding to its national affiliates; rather the idea is to support the national organisations in creating sustainable regional structures and 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 have no democratic influence, 3F supports international organisations and networks 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 strong solidarity.

Partnership approach

3F emphasizes close, **mutual cooperation between sister-organisations**. This is made possible by 3F supporting the same sectors and working with the same groups of workers that 3F organises in Denmark. The partnership is thereby based on both partners adding value and bringing relevant experience, sharing common values and contributing to the same international movement.

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 in that 3F seeks to base its partner cooperation on **partner's own strategic plan**. The partner is advised and assisted to develop only one holistic strategic plan owned by the partner as opposed to one strategic

⁵ The partner assessment tools are collated in 3F's Method Manual, Part II

plan/project description per donor/partner. 3F will strengthen its effort to promote better coordination and harmonisation between donors towards same partners based on positive experience and practices tested as is reflected in the Results Report 2013. 3F does not have one general model of organisational development, but assists each of the partners in developing on its own terms and in their own pace. Experience shows that comprehensive context and organizational analysis at the beginning of a new cooperation help design realistic strategies.

3F seeks to plan partner cooperation with a medium- to long-term **exit strategy**; the cooperation thus aims, from the very beginning, at facilitating the partner organisation developing into a sustainable learning organisation capable of continuing its democratically decided course of development, according to an improved level of strategic planning and membership base and with increased national and regional coordination. This has not always happened effectively in the past, which is why the effort is strengthened in the new strategy, e.g. by focusing on organisational and financial sustainability and linking to regional and international organisations and networks.

Networking & Coordination

It is part of 3F's strategy to support partners' advocacy efforts internationally promoting **the direct representation of rights-holders** - the affected groups in developing countries. Furthermore, 3F supports the international advocacy of partners through joint efforts vis-à-vis duty bearers such as governments and international institutions. In line with the '*Policy for Danish support to Civil Society*', 3F supports the strengthening of coordination mechanisms and creation of **networks of trade unions** from both donor-, middle-income and developing countries for organisations and representatives of workers from developing countries to be in the forefront, to be heard and exercise influence. Furthermore, the effort proactively facilitates South-South learning between sister-organisations in the various regions enabling stronger organisations to play an advisory role for others. The focus on and resource allocation to regional coordination is strengthened even further in the new strategy, making it a key focus in all regional programmes. New and maybe untraditional modalities will be explored fitting to specific contexts 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 whereby less is regulated by national legislation as described earlier in section 2.1. This is therefore an example of 3F's approach continuously adapting to the changing context.

3F shares the consideration of the Danish Ministry of Foreign Affairs that **international networking and coordination** is important for the strength and protection of rights-holders, especially the promoters of human and labour rights against repression. In 3F programme countries with a high level of violent repression of workers' representatives such as Honduras, Guatemala, Zimbabwe and Bangladesh, this is particularly important. 3F supports developing joint advocacy, campaigns, documentation and monitoring activities e.g. reporting on violations of workers' rights within the ILO and OECD grievance mechanisms.

Partnership Phases

The ultimate goal of the 3F contribution to the labour movement is to make external support superfluous, but maintain and further develop strong relationships, solidarity and strategic cooperation. To aid 3F's Regional Programmes in better strategizing within the partnership processes and strengthening sustainability of programme results and partners, 3F has identified four main partnership phases:

- 1) **Initial 'project' Cooperation:** Based on organisational assessments, 3F normally starts supporting new partners in developing democratically. Focus is to support the development of partners' own strategic plan (if not in place) and pilot specific activities to test the cooperation.

- 2) **Mature Cooperation:** When the partnership has reached a more mature level and the cooperation can be based on partners' own strategic plan, 3F agrees with partners which part of the plan to support. Most often this will focus on supporting capacity development in performing the core functions of the trade union. Most 3F partners are in this category as it takes time to develop the core functions and to ensure organisational and financial sustainability of the partner.
- 3) **Strategic Partnership:** When core functions are developed and the organisation is approaching full sustainability, the partner may no longer receive core funding, but may want to develop new areas of its own work while contributing to the development of other partners in the same sector, country or region (South-South learning). This normally implies lower level of financial support, but a substantial participation in national and international networking and advocacy and aiding direct involvement in advisory assistance. Very few partners are in this category, but in the new strategy, more focus will be to develop long-term partnerships into being more strategic.
- 4) **Partnership without financial support:** When partners become so strong that financial support is completely phased out, the partner is still involved in national, international or strategic activities. Such partners often contribute strongly to the development of the regional GUFs and the labour movement as such. There are examples of earlier direct partners in South Africa and El Salvador that are now playing this role.

Alignment and donor coordination

3F is working towards better alignment to partners' own administrative set-up and strategies in line with the Paris Declaration, the Accra Agenda and the Busan Partnership on aid effectiveness and donor harmonisation. It implies a process of adaption of systems, procedures and formats to the reality and lessons of the partners. 3F will strengthen this approach by promoting ownership, adapting the partner cooperation cycle to the partner organisations' own strategic plan and democratic life, e.g. adapting timing and formats for reporting, focussing primarily on downward accountability to the partners' own constituencies. Similarly strategic plans are ideally adapted to the cycle of democratic congresses or general assemblies of the partner.

Learning from 3F's experience in Latin America (see Results Report 2013), concrete efforts to coordinate advisory and other support between donors towards a particular partner have much better effect than high-level coordination meetings between all donors. Forming a joint donor-partner coordination committee chaired by the partner will be promoted where possible. This adds value in utilizing the comparative advantages of each of the partners/donors and brings the partner in the driving seat of its own organisational development. 3F moreover meets informally with other donors/partners supporting the trade union movement and other labour market institutions and organisations to ensure that experience is interchanged, learning is used for improvement and coordination is effective. 3F will also promote and strengthen partners' transparency, accountability and openness which are a prerequisite for donor harmonisation.

3F's knowledge about national and regional organisations and institutions is crucial to promote partners' utilisation of local resources and prepare exit strategies for partners to gradually substitute 3F's advisory assistance. This will be promoted by developing cooperation and alliances with other trade unions in the sector, local or regional research institutions, resource centres, etc.

As an affiliate of the Danish confederation LO, 3F will continue to contribute to the international development assistance work by cooperating and coordinating with the LO/FTF Council to create better synergy and complementarity; coordination meetings between representatives of the two organisations in Copenhagen as well as in the regions and countries of cooperation will be further systematized and analysis and strategies will be shared and

coordinated. The current office- and staff-sharing arrangement in Maputo and Managua will be continued. Coordination with other trade union support organisations will be promoted where relevant and possible. It includes, but is not limited to: The US Solidarity Center, FES (Germany), FOS (Belgium), FNV (Netherlands), LO-TCO Bistandsnämnden (Sweden), SASK (Finland). The GUF's, the ITUC and ILO will also be consulted and involved whenever possible and relevant.

2.5 Gender & Non-discrimination

3F will in the coming years **strengthen programmes' and partners' capacity** in carrying out gender analysis and (if relevant) analysis in relation to specifically vulnerable groups of rights-holders based on e.g. ethnicity or caste at all programme levels (region, sector, country, partner and specific intervention area). Experience has shown that it strengthens the trade unions when mainstreaming gender aspects into analysis and strategies, and making sure that it is thoroughly understood and addressed how a given situation affects men and women differently and how the intervention is expected to change the situation for men and women respectively. A gender focus therefore strengthens the entire organisation and its strategic relevance and is important in all sectors, including those traditionally dominated by men such as the construction sector. It is particularly essential in sectors like textile & garment (South Asia) or agriculture (all regions) with a high number of women working, often with the lowest level of unionisation.

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 will help identify areas to be addressed in designing the activities and help the partners' analyse how different activities may influence differently on different vulnerable groups. The gender aspect must therefore be integrated into intervention planning at both the ideological/political, strategic level and on the practical level. 3F is aware of the difficulty in this area as it requires ownership and needs to be partners' own strategic choice. However, experience shows that with sensitisation, training and exchange of good practices across regions, countries and partners, the area will be given more attention.

2.6 Networks, Policy Influence and Advocacy

3F is active in and supports both national and international networks, alliances and working groups especially with the aim to coordinate and strengthen **advocacy efforts and policy influence**. 3F will thus continue to cooperate closely with its natural international partners, the Global Union Federations (GUFs) to which it is affiliated (see box below). The strategy is to contribute as efficiently as possible to strengthening the GUFs at regional and international level as coordinating international networks made up of national trade union federations. The objective is to facilitate learning and especially to develop capacity to conduct joint advocacy efforts and influence cross-border policies of key duty bearers such as multinational companies and regional and international political institutions.

Global Union Federations

- BWI- Building and Woodworkers International
- IA - IndustriAll
- IUF- International Union of Food, Agricultural, Hotel, Restaurant, Catering, tobacco and Allied Workers' Associations
- ITF- International Transport Workers' Federation
- UNI- Union for Private Service; postal & graphic workers, cleaners etc.
- PSI- Public Services International

In Denmark, 3F expects to re-activate a group of interested Danish TU organisations in order to coordinate efforts concerning CSR and Ethical Trading, focused on LO and HK. This would

strengthen 3F's existing advocacy efforts towards Danish companies having production or sourcing in developing countries.

Active participation and contribution in the following umbrella- and multi-stakeholder organisations and networks in Denmark and internationally will be continued as they are fora for coordination, advocacy and joint policy influence as well as exchange of experience:

- 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

Likewise, 3F will continue its active membership of **Global Focus** and be directly engaged in joint development activities with other framework organisations in Denmark in order to share experience, influence policy, build capacity and improve the general level of quality of development assistance through Danish Civil Society Organisations. In this context, it is particularly important to 3F to advocate for the continuous inclusion of workers' rights and the importance of strong democratic trade unions organisations representing the key right holders as an essential part of the Danish development agenda. 3F will continue to use its contacts to promote a development policy that promotes and protects workers' human rights, including political contacts in as broad a part of the political parties as possible.

3. Organisational Development - *Towards a stronger framework organisation*

3.1 Strategy- and Organisational Development Objectives

3F will in the period of this strategic plan (2015-2018) work to achieve the following strategy- and organisational development objectives:

Objective	Description
1. <i>Corporate Social Responsibility (CSR) Strategy</i> developed and approved by June 2015	The CSR component has gone from being exploratory to being an integral part of 3F's work in Denmark as well as its partner cooperation strategy. A strategic document will be developed for approval by 3F's International Solidarity & Development Committee.
2. <i>Fundraising Strategy</i> revised and approved by the end of 2016	3F's fundraising strategy will be developed in 2014 and implemented from 2015 with the aim of diversifying the funding base for 3F's international work. It will be revised every second year based on lessons learnt and approved by 3F's International Solidarity & Development Committee.
3. <i>Key strategic documents</i> for 3F's international development work are revised and approved following strategies and decisions taken at the 3F Congress 2016	<i>Fagligt og Politisk Grundlag</i> (Trade Union and Policy Platform) revised following the 3F Congress in 2016
	<i>TOR & Objectives and focus for 3F's International Solidarity & Development Committee</i> revised following the 3F Congress in 2016
	<i>International Strategy and Organisational basis</i> for 3F's international solidarity and development developed by February 2017.
4. <i>3F is able to make pilot report on cost-effectiveness and cost-efficiency</i> by June 2016	A new financial management system with two main elements will be developed to enable 3F to assess and report on value for money/cost effectiveness. Programme and partner budgets will be organised (as the LFAs) according to the six cross-cutting super indicators. It will enable 3F assess value for money, i.e.

Objective	Description
	costs of achieving results. To capture the actual cost a new accounting system will be rolled-out. The new financial management system will be implemented from January 2015 and enable 3F to make the first pilot phase reporting on cost-effectiveness during the first half of 2016.
5. <i>3F has improved its Risk Management principles and practice by January 2016</i>	Practices and principles in managing risks, both at institutional, contextual and programme level will be further explored and explicitly documented as part of the administrative manual and the revised method manual, where new tools have already been developed e.g. on partner screening.
6. <i>Monitoring and quality assurance has been strengthened at all levels by 2017</i>	New reporting demands and practices were implemented at all levels during 2013 as part of the Method Manual roll-out. Revisions in programming, planning, monitoring and reporting will be included in an annual revision of the Method Manual. Capacity-building of regional offices and partners will be emphasized through joint programme staff workshops every 1.5 years, joint annual administrative staff workshops and annual leadership seminars with regional coordinators.
7. <i>Strengthened capacity of 3F to set impact indicators and conduct impact assessments systematically.</i>	Tools and methods were developed to aid setting appropriate indicators and defining baseline and monitoring progress on longer-term systemic change/impact of 3F's programmes. However, more team capacity will be built and methods will be developed to ensure reliability, credibility and documentation of 3F's contribution to development goals such as poverty reduction and democratic development.
8. <i>Knowledge management improved by January 2016, ensuring proper filing and enabling experience sharing and learning across regions and programmes.</i>	A new harmonised filing system will be developed and implemented during 2015. Technical solutions will be sought to implement the filing system. Sharing and learning between the various levels of the organisation will be promoted in various other ways such as joint staff workshops.

3.2 Organisational Structure

The Congress is the highest authority in 3F and outlines the Trade Union & Policy Platform. The Congress elects the Executive Committee, the Management Team and Group-Chairmen. Between Congresses, the Executive Committee is the highest authority of 3F. The decision making powers in some areas are devolved to Committees. The international development cooperation is one of these, delegated to the **International Solidarity & Development Committee**. The Committee is responsible for the international solidarity and development work being implemented in line with the political direction laid out by the Congress and the Executive Committee, as well as by DANIDA's and other donors' guidelines for development cooperation. The Head of 3F International Solidarity & Development is the secretary of the Committee. Current members of the Committee are representatives from the six sectors in 3F (Industry, Transport, Construction, Agriculture, Public Service, Private Service & Hospitality), one representative from each of the five 3F regions in Denmark as well as individuals with particular competences and knowledge of the area. The Chairman of the Committee is appointed by the 3F Management Team.

Figure 2: Organogram



The **International Solidarity & Development** team implements the development cooperation work led by a Head Office in Copenhagen with seven staff (a head of department, four international advisers, an international finance coordinator and a coordinator for the Palestine programme), a Regional Office in Mozambique and Nicaragua, a Regional Office in Bangladesh and a Country Office in Palestine. 3F's support to partners in Central and Eastern Europe is managed by one of the international advisers based in the Head Office. With the exception of Central- and Eastern Europe, the organisational structure is decentralised both programmatically and administration-wise to the Regional and Country Offices. This is done within well-defined procedures, work processes and principles described in 3F's Administrative Manual. From experience, strong Regional Offices vis-à-vis their proximity and relationships with the partners ensure effective capacity building, coaching and advisory assistance.

The Regional Offices consist of regional programme officers and administration staff. All offices are headed by a Danish coordinator/adviser. The registration of 3F in Bangladesh was obtained after two years' effort and an office will be established during 2014 with national staff in addition to the Danish coordinator/adviser. A resident- and working permit for the coordinator in Palestine has not yet been obtained from Israel; the Coordinator is therefore temporarily placed in Copenhagen with frequent travels to Palestine. Efforts are ongoing to obtain the permission for the Coordinator to stay and work permanently from Ramallah.

For 3F to use its comparative advantage and provide the most qualified advisory assistance adding value to partners' own development as described in section 2.3, placing advisers with a trade union background or similar in the regions is of high importance. Furthermore, it is part of strengthening the solidarity and link between 3F members and the programme partners. Resource allocation prioritising expatriate coordinators should be seen in this light.

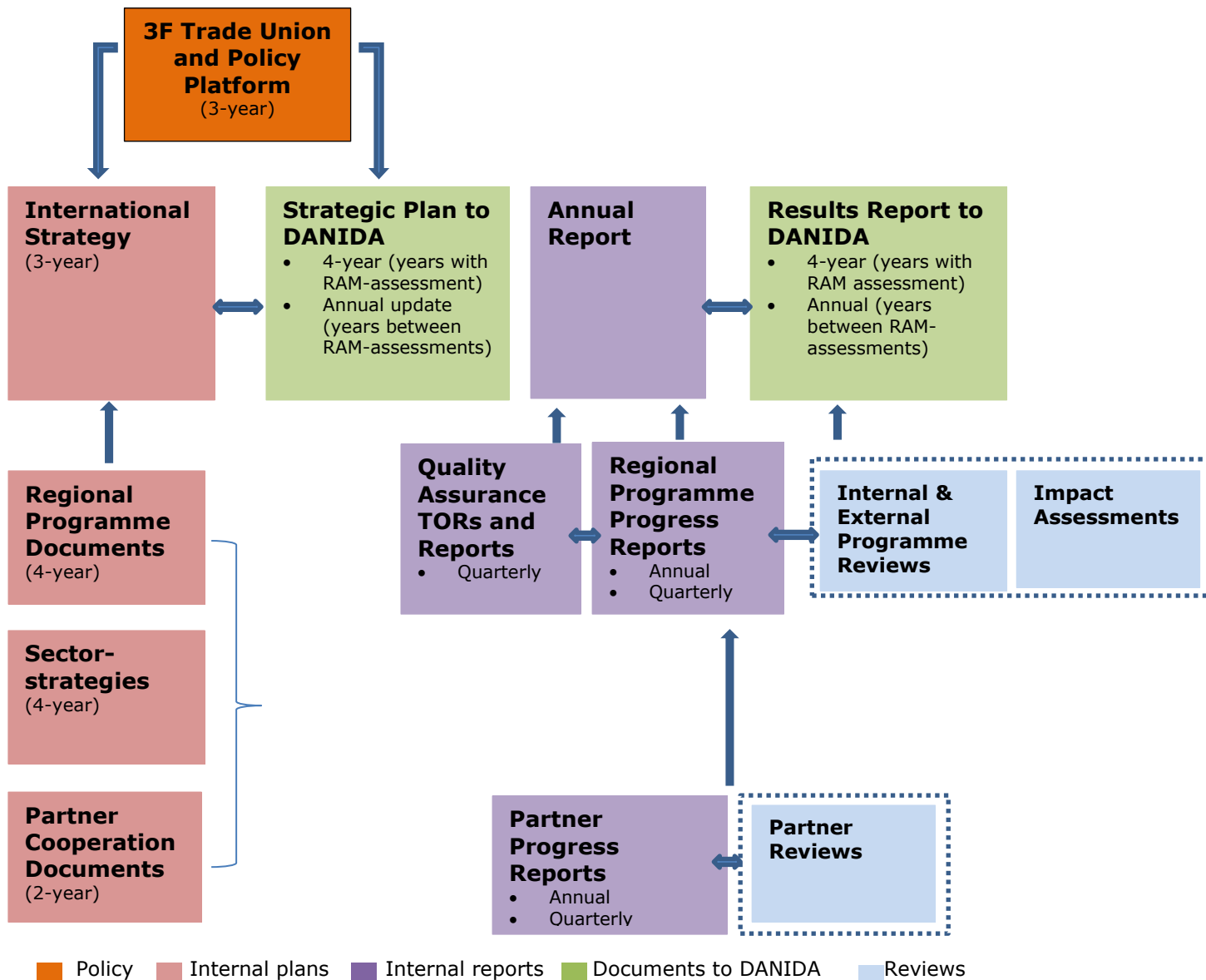
3.3 Method development, Monitoring & Learning

The following main areas of improvement for 3F’s programming, planning, monitoring & evaluation system will be the focus in 2015- 2018:

1. Monitoring and quality assurance both at partner and programme levels
2. Further developing and utilizing the Theory of Change
3. Ability to monitor and document contributions to sustainable change and impact
4. Programming structure based on partners’ needs and demands and structured according to generic super indicator themes

3F is continuing to **strengthen and harmonize programming, planning, and monitoring systems** building on the improvements over the past two years. The Method Manual being implemented guides management, staff and partners regarding strategic programme development, methods and management as well as planning, monitoring and evaluation. Learning from the implementation process, the Method Manual will be adapted regularly in terms of approaches, methods and concrete tools, guidelines and formats. The planning and reporting system has been harmonized as illustrated in the following:

Figure 3: 3F’s Planning & Reporting System



The system is intended to ensure that learning deriving from the monitoring process is utilized to adapt and make organisational decisions. It enables 3F and partners to be strategic, thus adapting according to organisational and contextual changes and improve internal and external accountability.

Improving monitoring and quality assurance will focus on programmes' and partners' capacity to register, handle and analyse data and report on progress in relation to objectives and expected results. This includes 3F programmes' ability to monitor and improve on quality and relevance of the value added by 3F. In relation to partners' data-handling, it includes changing the current attention on upwards accountability, justifying correct use of donor money, to focussing more on downwards accountability, justifying activities towards partners' own members.

The organisational **Theory of Change** as described in section 2.2 will be tested and further developed in the coming years. During 2015, partners' theories of change will be described and compared. 3F is building internal capacity in developing, maintaining and utilizing Theories of Change to communicate and track change processes.

More emphasis will be put on 3F's capacity to measure and **document contribution to lasting change and impact** of 3F's international effort. There is some evidence concerning change in working and living conditions among the target group. It is therefore of great priority to 3F to be able to provide even more credible information about the labour movements' contribution to lifting people out of poverty and ensuring a sustainable and democratic development. 2013-14 focussed on improving documentation of change at outcome level which still needs further improvements and capacity building. During 2015, a process will continue to include Impact Assessments as part of the programme monitoring framework. Generic indicators on development objectives are stated in section 4.4 and the relevant indicators are included in all regional programme documents. Baselines on key impact indicators (relating to the development objective) are updated and improved as new programme documents are developed and as use of the chosen indicators are further practiced. This is a continuous process and constitutes a main challenge.

In documenting 3F's joint **achievement of short- to medium-term change and cost-effectiveness**, monitoring against cross-cutting **super indicators** will continue in 2015 and beyond. This years' Results Report has taken advantage of this process and reported only on the cross-cutting indicators against generic objectives. Similarly, this Strategic Plan sets up only cross-cutting objectives and indicators against which 3F's effort will be monitored in the coming four years.

3.4 Finance, Administration & Cost-effectiveness

Learning from 2013-14, 3F will focus on four major areas to be improved and implemented from 2015 onwards:

1. Development of systems to assess value for money and report on cost effectiveness;
2. Strengthening the support to and capacity building of partners' finance and administration skills;
3. Diversifying the funding base;
4. Make work-processes and division of responsibilities more efficient

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. The development of systems to enable 3F to **report on value for money and cost effectiveness**

includes two major steps; introducing a new budget model and introducing a new accounting system.

The **new budget model** at both programme and partner levels take its point of departure in 3F's six Super Indicators (as described above in section 3.3 and set out under the immediate objectives in section 4.4). The advantage is that 3F will be able to report on costs across all regions per objectives and super indicators (outcome level), while at the same time being able to report on the costs at output-level (efficiency).

Developing a new budget model requires the development and introduction of a **new global accounting system**, which from 1st January 2015 will allow 3F to register costs with the exact same structure as the budgets mentioned above. This is a pre-condition for better documentation of cost-efficiency and cost-effectiveness and will serve as a basis for discussions on value for money. The new, global accounting system will further support decentralization as 3F regional offices will be able to control the full programme budget.

The two-string system will be implemented as per 1st January 2015 and by the beginning of 2016, 3F will be able to make use of and assess the new set-up.

An important part of supporting partners to become independent and sustainable is to **support building the capacity of partners' financial and administrative skills**. Partners' capacity to deal professionally with financial and administrative matters in a professional manner varies a lot and over the years. 3F has given a lot of hands-on support within a fixed reporting structure. However, the support to partners should, to a higher degree, reflect the actual capacity of the individual partner and thereby be more strategic and flexible with a certain willingness to take controlled risks. Based on an individual, written assessment of each partner (using tools included in 3F's Method Manual), 3F will work on developing procedures that support a more flexible approach to partner reporting and authority to change budget lines within certain limits. This will go hand-in-hand with an increased focus on strengthening the professional skills of the partners' finance staff and their financial management in general. This, together with other areas of capacity development as described in section 3.3, will support partners in becoming more financially sustainable and accountable towards own constituencies.

Fundraising

Intensifying the fundraising effort with the aim of diversifying 3F's funding base is a priority in the years to come, both by improving the fundraising capacity and investing in human resources and time spent and by developing relationships with EU and other delegations in the various regions and countries of operation. A fundraising strategy will be elaborated in 2014 and revised regularly (every other year) to clarify and strategize for the efforts needed.

3F will learn from its success in raising funds for the collaboration in Central- and Eastern Europe. 3F is currently part of 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 likely to be expanded to Ukraine as well. These experiences will be used in improving fundraising for the effort in developing countries, however knowing that the funding modalities for developing countries are very different from funding modalities for Central- and Eastern Europe. 3F will also strategize to increase its own financing of international development programmes. This is further described in section 4.7 under Resource Allocation.

Own financing

From 2015 3F will contribute 5% in private Danish funds and 15% in other co-financing. The private Danish funds will mainly come from a contribution by 3F financed through membership fees. In addition to this, private Danish funds are received through a number of collections initiated by members and branches.

Other own-financing (the 15%) are financed through 3F contribution to GUFs at global level. Also 3F will, as described in section 3.3, intensify the institutional fundraising both to diversify the funding base and to ensure sufficient own financing in the coming years.

Human Resource Management

3F is in the process of revising work-processes and division of responsibility, both in the Head Office and in the two biggest Regional Offices in Southern Africa and Latin America. More focus will be put on utilizing advisers' individual competences and strengths in supporting all regional programmes. A half-time student-position will be added to the team, particularly strengthening the time and effort made in information work in Denmark, fundraising as well as administrative tasks. These changes, adding to increased demands in relation to institutional changes and quality assurance and a strengthened CSR-component also calls for a revision in roles and responsibilities. 3F's experience when the finance coordinator in 2013 resigned, highlighted the vulnerability of the small team; an area that needs careful consideration to minimize risks. In the years to come, it will also be explored to revitalize the placement of interns supporting the Regional Offices on particular tasks.

Joint and targeted capacity building efforts in method development, planning, monitoring and evaluation as well as in financial management and administration was strengthened during 2013 and 2014 and will be further developed and improved in 2015 and beyond ensuring continuous quality and effectiveness of programmes as well as promoting team spirit, motivation, leadership development and exchange of experience. More efficient follow-up on staff development conversations will add to this effort.

3.5 Risk Management

3F will continue to monitor risks in three different categories; institutional, programmatic and contextual through its financial procedures, partnership screening and management, programme- and partnership documents and not least its planning and reporting tools. In 2014 and 2015 procedures and guidelines for risk management will be revised and updated at each Regional Office as well as at the global level to ensure written procedures and a more systematic approach related to the context in each specific country and region taking both programmatic, institutional and personal risk into account. It will include roles and responsibilities in risk management.

Institutional risks will be monitored through various control mechanisms. This starts with thorough assessments and screening of new partners, checking EU and UN terror lists and using tools from 3F's Method Manual assessing both organisational and financial capacity of the partners. As described in section 2.3 under Partnership Approach & Strategy and thoroughly described in the Method Manual, new partner cooperation starts with a pilot phase before entering into more mature partnerships. On-going risk monitoring includes dual signatures on transfers, quarterly cooperation steering committee meetings with participation of both partners and 3F representatives, quarterly reports from partners to Regional Offices and from Regional Offices to Head Office. This ensures a close monitoring of potential institutional risks.

In analysing magnitude and probability of the risks, 3F will in the future introduce a more flexible system, where long-term partners with well-functioning financial systems and controls in place will be presented to less frequent controls e.g. bi-annual Steering Committee Meetings, transfer request and narrative reports (described in section 3.4).

Contextual risks and changes will continue to be monitored using a number of internal and external sources. These include updates from and meetings with embassies, national emergency preparedness and/or security bodies and international institutions such as the UN. In monitoring contextual changes and risks related to the labour market and trade union work, partners are the most important source of information as they have the most detailed

information about local risk zones and safe behaviour. Contextual risks are systematically reported in the quarterly and annual reports from Regional Office to Head Office and the programme LFA is updated accordingly when relevant. Contextual risks are also related to personnel risks; at partner as well as 3F level. This is especially relevant in parts of Central America and in Bangladesh, where trade unionists are often threatened, harassed, losing their jobs and are victims of violence. Therefore 3F includes discussions of security for trade unionists and own staff in its advisory assistance emphasising the importance of personal security and skilled and experienced leaders' importance for the continuity of the trade union movement. Inability to monitor programme implementation because of a specific contextual situation, is also part of risk management, e.g. with the partner in Gaza, Palestine.

Programmatic risks are directly linked to institutional and contextual risks, i.e. if 3F's budget controls (institutional risks) are not in place or if 3F is not aware of important contextual changes such as increased political violence, this will affect programme effectiveness as the ability to achieve set objectives may be threatened.

Willingness to take risks

Partner assessment procedures, and the monitoring of both institutional and contextual risks minimises the risk of programmatic failure and risks to partner and 3F staff. However, working in developing countries with weak organisations and in contexts where trade union activists and trade union members are often harassed, threatened and victims of violence implies that 3F needs to be willing to take risks; both in relation to working in difficult environments and in relation to entering into partnerships with trade unions with very little administrative and organisational capacity. Analysing magnitude and likelihood of risks and balancing this with the vulnerability of the target group to be reached and the importance of including this particular group or partner, help 3F determine whether a risk is worth taking (see also section 2.4 on partner selection):

- How severe will a failure influence the programme implementation/security vs. what are the positive benefits of taking a potential risk?
- What is the likelihood to fail?
- How important and vulnerable is the target group to be reached?
- Any other strategic considerations for working with that particular partner?

3F always ensures to keep budgets to an absolute minimum when taking risks and making sure of 3F being able to cover any possible loss. Specific risks are identified in each regional programme; assessed in the programme documents and monitored in quarterly reports. Following are the main overall risks at global level identified for 2015 and beyond:

Figure 5: Risk Assessment Matrix 2015

Risk	Likelihood	Geographical focus	Mitigation strategies
Hostility towards trade unions and labour market regulation in legislation and employers' practice threatens partners' personal security as well as hindering programme results	High	Honduras, Guatemala, Bangladesh	Support partners in social dialogue with stakeholders and partners not contributing to any escalation of violence. Support partners to advocate for legal reforms and adherence to human rights including ILO conventions. Support partners' participation in national and international alliances thus increasing international focus on violations of workers' rights in the relevant countries. 3F's own contribution is exactly that of mitigating risks of partners promoting that they can exercise their rights by accompanying partners and conduct solidarity campaigns. Discussions of security for trade unionists and how to apply the precautionary principle in 3F's
	Medium-to-high	Zimbabwe	

Risk	Likelihood	Geographical focus	Mitigation strategies
			advisory assistance.
Political unrest minimizing partners' and 3F mobility as well as slowing down legal improvements and partners' focus on their own development	High	Palestine	Continuous monitoring of political and conflict situations in cooperation with recognized institutions. Ensuring partner information on localised situations and personal risks. Advocate among Danish and European politicians to promote conflict resolution and put pressure on oppressive governments.
	Medium	Mozambique, Zimbabwe, Bangladesh	
Donor dependency of partners hinders partners' sustainability and programme effect	Medium	All regions	Adding it as an indicator for increased organisational development. Promoting alignment and harmonization with other donors supporting the same partner. Support to partners organising strategies to increase their own funding base. Promote partners' transparency and accountability towards own constituencies as well as towards donors.
Lack of financial and administrative capacity of partners affect partners' own sustainability and effect of 3F programmes	Medium-to-low	All regions	Appropriate organisational assessment and screening of partners. Capacity building and advisory assistance in setting up financial and administrative systems and procedures serving partners' own organisational development.

4. International Programmes – Strengthening Trade Union Organisations

4.1 Geographical Focus, Sectors and Partners

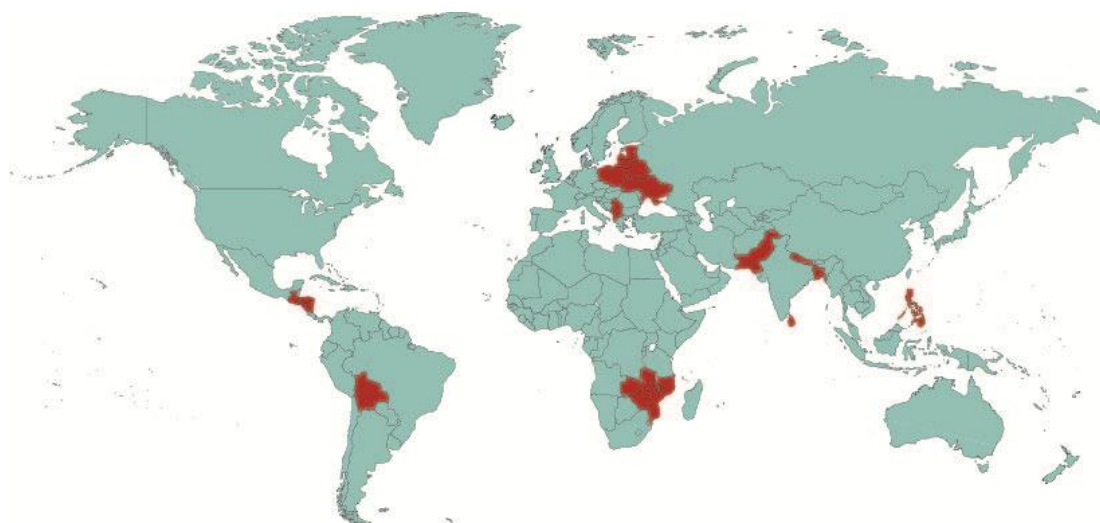
3F will work directly with partners in the following **regions and countries** under the framework agreement 2015-2018:

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

3F will furthermore continue its engagement in **Central and Eastern Europe** supported by 3F's own funds and other funding modalities and donors⁶.

⁶ See section 4.6 for more information on 3F's effort in Central- and Eastern Europe.

Figure 6: Map of 3F programme countries



3F is planning to work in partnership with and support around 59 sister-organisations in 2015-2018; mainly Trade Unions, federations and regional GUFs and networks. In Palestine, 3F will continue to support the Confederation and in the Philippines, a labour resource centre as the only two exceptions. 3F is expecting to work with partners in the following **sectors** that are the same as 3F organises in Denmark. The number of partners in the various regions and sectors is an estimate as the programme is expanding to new countries in South Asia and Southern Africa.

Figure 7: 3F Programme Regions, Sectors and Partners

Region/Sector	Agriculture	Industry	Construction	Transport	Service	Confederation	GUF
Latin America	7	6	4	4			3
Southern Africa	5	4	4		3-4*		2
South Asia		10-12**					1
Palestine	1		1			1	2
CSR				1			

*Exact numbers will be determined when the sectors in Malawi are identified in the new Programme Document.

**The 10-12 partners in South Asia are all in the textile & garment Sector. It is an estimate as exact number of partners to be included in Pakistan will be identified during 2015.

4.2 Regional Sector-based Programmes

Southern Africa

Strengthening the role of the trade union movement in poverty reduction and promotion of workers' rights in Southern Africa 2015-2018

In order to align with 3F's general programme development, the current three-year programme in Southern Africa will finish by the end of 2014. The new programme 2015-2018 will be developed in the second half of 2014 based on results and lessons learned from implementing the current programme, recommendations from an external programme review

conducted in June 2014, and two fact finding missions to Malawi in August and September 2014.

The **overall focus** of the programme will be: *To strengthen national sector unions' organisational capacity to organise, service and represent male and female workers, and to be active democratic civil society organisations able to contribute to the development of national and regional labour markets with respect for workers' rights and contributing to poverty reduction.*

It is part of 3F's overall strategy to gradually scale up in Southern Africa. The possibility of including one more sector (e.g. the mining or transport sector) into the programme is being explored concurrently with a gradual down-scaling/phasing out of some of 3F's existing long-term partners and introduction of new ones. The programme will continue to operate in Mozambique, Zambia and Zimbabwe and introduce Malawi as a new programme country on a pilot basis from 2015. It will work within the sectors of Agriculture, Construction, Industry (Food & Beverage sub-sector) and Hospitality.

Malawi is one of the world's poorest countries ranking 170 at the UN Development Index. It is however experiencing growth (5% in 2013 from 1.8% in 2012) and both the agricultural, construction, manufacturing, wholesale and retail sectors are slowly recovering. Malawi is characterized by poor infrastructure, low skills and weak business climate and as such it is still waiting to be integrated in the global value chain. Less than 20% are employed in the formal sector and minimum salaries are well below the poverty line. There are huge salary differences, for instance workers in the construction and agriculture sectors earn on average 3-5% of those employed in insurance companies. There is thus an enormous need for decent job creation. Many employers present in Zambia, Zimbabwe, Mozambique and South Africa in the sectors covered by 3F's programme are also present in Malawi e.g. Illovo Sugar in the Agriculture Industry, La Farge in the Construction Sector and Protea Hotels in the Hospitality Sector. Some potential partners in Malawi are thus already part of the GUF networks in the region. In the brewery sub-sector, the dominant role of Carlsberg in Malawi provides a unique possibility of creating synergies between 3F's programme in Southern Africa, the strengthened CSR component and linkages to workplaces and shop stewards in Denmark. Utilizing the long trade union experience in the brewery sub-sector in Denmark will be obvious.

The Regional Programme in Southern Africa will have the following **strategic direction** and support partners in their efforts to:

- Strengthen **organizing** strategies and implementation and improving **democratic and administrative structures** of the partner organisations;
- Continue to strengthen trade unions' and federations' capacity to conduct **advocacy campaigns and social dialogue** at tri-partite level;
- Strengthen the **Occupational Health and Safety** component of the programme especially through CBA's, social dialogue and advocacy;
- Strengthen partners' ability to build up more **sustainable training systems**, especially focusing on learning objectives and training methodology;
- Including a programme component on **Technical and Vocational Education and Training (TVET)** based on lessons learned from a pilot project conducted in cooperation with LO/FTF in 2013;
- Strengthen the strategies and efforts concerning **casualization of labour**, especially linking the national and regional level;
- Strengthen the **regional networking and coordination**;
- Target **gender equality** in all partner unions ensuring that gender issues are not sidelined in specific women structures of the unions.

Latin America

Strengthening a sector-oriented trade union movement in Latin America, 2014-2017

The programme's main purpose in Central America is that *poor workers in agriculture, industry, construction and transport are better organised in stronger, sector-oriented Trade Union organisations with capacity to defend their rights and improve their living and working conditions.*

The main focus in Bolivia is *to strengthen the TU movements' capacity especially regarding social dialogue, collective bargaining, TU training, safeguarding workers' rights and through active participation influence sector development discussions to continue improving their living and working conditions.* The possibilities of the newest partner's further development (the transport sector), and possibilities of having a fourth partner will be critically examined related to the planned programme review in 2015.

The present programme phase started 1st January 2014 and focuses on consolidation of results from the former phase especially regarding a better structured and unified trade union movement. There will be an increased focus on sustainability in coming years. The establishment of sector-oriented federations and trade unions in the transport sector in Guatemala and among agricultural, construction and port-workers in Honduras are among the main achievements, but these results seem quite fragile. Trade unionists in Central America have no experience in this field and set-backs are unavoidable. There will be a stronger focus on gender both in the sector-orientation and in the cooperation with each partner.

Generally 3F will deliver a more strategic advisory assistance concentrating on support for partners' own strategic plans and support to national and regional coordination mechanisms, particularly the regional GUFs. The support for TUs in the service sector was phased out in 2013. Financial and advisory assistance in Bolivia is still new and has not peaked. It is intended to grow over the next four years while a medium-term decline is planned in Central America.

South Asia

Improving working and living conditions for Textile & Garment workers in South Asia, 2013-2017

Based on an external review from 2013, a new Programme Document covering the period June 2013 to December 2017 was developed in cooperation with partners and approved by 3F.

The **development objective** is:

A strengthened and more representative and united trade union movement in the T&G sector in Bangladesh, Sri Lanka and Nepal which can effectively contribute to an improved labour market with social dialogue and respect for workers' rights which will lead to improved working and living conditions for male and female workers.

The focus of the programme is a strengthening of the trade unions in the T&G sector in the three countries. Emphasis is put on national coordination and unification among trade unions in the sector and regional coordination by the GUF, IndustriAll South Asia Regional Office in order to strengthen the sustainability and the international exchange of information and coordination of advocacy.

The focus on international advocacy and Corporate Social Responsibility (CSR) in relation to Danish and multinational companies, trade agreements and international conventions will be further strengthened. The Rana Plaza disaster in Bangladesh, which killed more than 1100 textile workers and the international efforts that followed, have stressed the need for this effort and has opened new areas of dialogue with companies and other stakeholders.

After a period of uncertainty concerning 3F's registration in Bangladesh starting December 2011, a period during which alternative implementation options were explored, the registration was finally achieved in 2014 and setting up a regional office started. The efforts to consolidate the new office will be continued in 2014. Focus will be on organising more factories, unity, joint initiatives, activities and efforts to implement improved labour laws.

In the review recommendations from 2013, it was mentioned as an option to include Pakistan in the programme. Pakistan's GNI per capita is below that of India and Sri Lanka but above Nepal and Bangladesh. By January 2014, Pakistan was granted its long awaited GSP-plus status by the EU. GSP-plus is a complete waiver on the exports of specific agreed products on the condition that working conditions will be improved and workers' rights protected (ratification and implementation of core ILO conventions and other conventions.) It includes textile and garment and is likely to boost exports of such products bringing Pakistan into the front line of competition with ready-made garment (RMG) exports from Bangladesh. Amount of evidence suggest that the problems of the RMG industry are very similar in the two countries. Exchanging experience between the unions of the two countries will be highly relevant and many brands will source from both countries. Based on this, 3F will already start exploring the possibilities of supporting IA affiliated trade union federations in Pakistan in 2014, while pilot project cooperation is expected to start in the second half of 2015. Potential partners are known from regional networking and will be chosen in close cooperation with IndustriAll South Asia Regional Office.

Palestine

Strengthening the institutionalisation of the trade union movement in Palestine 2015-2018

3F's current two-year programme in Palestine finishes at the end of 2014. A new four-year programme will be developed in October-December 2014, and implemented from January 2015 to December 2018. The new programme will build on results and lessons learned from the current programme phase as well as recommendations from an external review planned for October 2014.

The **overall focus** for the 2015-2018 programme will be: *Strengthening the Palestinian trade union movement to become more democratic active civil society organisations representing their members and able to influence the Palestinian labour market focusing on respect for workers' rights and promoting improved living conditions for poor male and female workers.*

The programme will continue to include the Agriculture and Construction Sectors as well as capacity building of the largest Confederation in Palestine. A long-term strategy is to include more sectors in the programme, focus on trade union federations and gradually down-scale the support to the Confederation. The programme in Palestine will also include a regional component based on results and lessons learned from a pilot project supporting a regional component for Middle East and North Africa in the Construction Sector through the GUF; Building and Wood Workers International (BWI). In a longer perspective, the aim is to expand this approach to other sectors strengthening the capacity, outreach and sustainability of the national partners in Palestine and develop partnerships with trade unions in other MENA-region countries.

Strategic priorities in the 2015-2018 programme will depend on the outcomes of the review, but is likely to include:

- Strengthen the partners' capacity to conduct **advocacy campaigns and enter into social dialogue** at tri-partite level, especially related to the introduction of a social security system;
- Strengthen the **Occupational Health & Safety (OHS)** component of the programme;
- Increase the unions' ability to provide effective **legal support** to their members;
- Build up more **effective training systems**;

- Improve **independency and sustainability** of the unions;
- Target **gender equality** more specifically.

4.3 Corporate Social Responsibility - CSR

The development of a strategy for the CSR component of 3F's frame is advancing and a first draft will be finished in 2014. The strategic lines that 3F has followed are based on some relatively basic assumptions and objectives. 3F works simultaneously in three fields related to the social responsibility of both Danish and other multinational companies:

1. **Direct critical dialogue** and - whenever possible - concrete cooperation with the companies aiming to help them to develop their CSR policy and monitoring systems in order to live up to not only legal requirements and international conventions, but also the expectations of its main stakeholders - this work includes the Danish labour market. It is a new experience - and an assumption - that this critical dialogue gets more constructive and effective if it involves the internal trade union representatives in the company (shop stewards, members of the cooperation committees etc.) Not only should they have a say, but should also be involved in the monitoring the system as experts in labour relations.
2. **Stakeholder dialogue** and joint efforts to clarify, concretize and openly express the expectations and requirements contained in the concept of social responsibility that companies are supposed to live up to (participation in multi-stakeholder fora). This work can be directed towards the Danish labour market, but the international solidarity and development is focused on improved relations of cooperation and dialogue both in Denmark and abroad to promote workers' rights. This area includes a dialogue with political contacts about what governments should expect and urge "their" companies to do. And it covers the political dialogue about the limits to CSR and where and how governments' responsibility for the implementation of workers' human rights should be implemented.
3. **Assistance to partners/sister organisations** in other countries to strengthen their capacity in the field of CSR in such a way that they can define very clearly what the companies are supposed to do and are capable of taking advantage of the pressure of other stakeholders on companies - by helping workers to claim their rights, to organize and negotiate. In some ways 3F assists directly in giving more leverage to the partners' claims e.g. for compensation. This is the case with the Philippine Seafarers' organisation; ISAC which is assisted in a number of work injury compensation cases.

The present focus is to a high degree directed towards appealing to or putting pressure on companies to "walk the talk". This is due to the contradiction between the companies' CSR reports and the harsh reality of non-compliance experienced by 3F's partners. Based on their testimonies and documentation, 3F has found a broad gap between the picture presented to consumers and the reality at the other end of the value chain. 3F works with partners and allied stakeholders to motivate or put pressure on the companies.

It is 3F's principle to publicly express its appreciation of the companies that do something beyond compliance, e.g. by participating actively in efforts to develop a more inclusive labour market or doing more for workers' health and welfare or for the surrounding environment. The tradition of the "workplace of the year" award is precisely a contribution to such appreciation of the ones who do more than they are compelled to do. 3F has also been invited to be part of the jury for more direct CSR awards.

3F is taking active part in efforts by the trade union movement, its allies and human rights experts to define what a responsible company is expected to do to show due diligence regarding labour rights down its supply chain. This includes providing open access for relevant trade union organisations to visit the supplier factories or farms and inclusion of trade unions in the CSR monitoring system etc.

In 2015, 3F will:

- Finalise a first CSR strategy document;
- Develop a broader CSR team in 3F;
- Develop alliances with trade union representatives of the trade union movements in Denmark and neighbouring countries in the CSR field (Focused on the Danish LO, HK, and on the Confederations of UK, Norway, Sweden and Holland);
- Train 3F's own shop stewards and Cooperation Committee worker representatives and establish a forum for exchange of experience;
- Help partners develop training on CSR as an instrument to achieve their labour rights;
- Participate in multi-stakeholder and public discussion about what companies are supposed to do if they want to practice social responsibility;
- Engage companies in cooperation in order to develop their commitment, strategy and capacity to ensure respect for workers – using all the internationally accepted guidelines (OECD, Global Compact, UNGP, ILO etc.);
- Push for more concrete cooperation programmes, like the cooperation with the DIEH-led programme in Bangladesh, to promote social dialogue and decent work;
- Develop 3F's own purchasing policy to produce practical experience that cooperation with the stakeholders in the supply chain must include trade unions, their federations and global federations;
- Develop the cooperation with fair trade and campaign organisations for corporations' responsible behaviour.

4.4 Global Cross-cutting Objectives & Indicators

3F is in the process of harmonizing its monitoring effort by using six (6) cross-cutting **super indicators** to monitor and express progress towards the main objective. This is done while at the same time taking into consideration the relevance of the intervention and strategic priorities in specific regions, sectors and countries of operation as can be seen from the above description of the regional sector-based programmes.

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; **3F's contribution to change processes** as described in the Theory of Change (see figure 1, section 2.2). Dividing the outcome-level (immediate objective) into cross-cutting super indicators is intended to make 3F's strategic relevance and focus areas clearer and enable global comparison and cross-cutting documentation of the changes and results achieved.

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

A generic Development Objective and two Immediate Objectives have been developed. Specific indicators under the development objective (impact level) and the immediate objectives within the six super indicators (outcome level) have been identified. The indicators chosen are general for all regional programmes, though with specific variations reflected in each Regional Programme Document.

Baseline data exists for most immediate objective indicators in all regions, particularly with individual partners; the information was updated by the end of 2013 as stated in the Results

Report 2013. For information and analysis covering the strategic planning period 2015-2018, baseline from the Regional Programmes' Annual Reports 2014 will be used. Baseline information is still lacking on some indicators under the development objective and immediate objective 1 and will be collected by the end of 2014/beginning of 2015. The number of partners vary from year to year and may affect the total figure on e.g. membership increase - either positively (with new bigger partners added) or negatively (phasing out of sectors or countries). The targets set on some of the indicators are totals of what 3F programmes are expected to achieve within all regional programmes and significant regional differences will therefore be explained in the analysis as was done for the Results Report 2013. Comments and justifications to the choice of indicators are given in the right column of the matrix.

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	
Indicators and targets 2015-2018	Comments on choice of indicators
<i>Strengthened trade union movement in the sectors</i>	
Trade unions' advocacy capacity strengthened due to better coordinated positions presented during tripartite and bipartite dialogue	The importance of unity between trade union organisations, particularly before and during negotiating or when wanting to influence policies cannot be overestimated. The more unified positions, the better bargaining power as they together represent a larger number of workers and will appear more organised, serious and confident.
Union density has increased in programme sectors & countries	
International campaigns and solidarity strengthens trade unions' bargaining position.	
Level of organising (union density) among workers is essential for balancing the power between employers and workers' organisations in a given sector. TUs' bargaining power increases when a higher percentage of workers in the sector is organised. Estimates of this will be based on Trade Unions' assessment combined with official figures in order to get an updated and more realistic picture.	
The increasing role of transnational companies, regional institutions, international standards and bilateral trade agreements requires a stronger coordination among trade unions from different countries to enable them to increase bargaining positions and become equal partners. International solidarity campaigns have proven efficient as tools for the unions to put pressure on governments and companies, when workers' rights are violated; authorities and employers are very sensitive to international criticism.	
<i>Labour market better regulated and social dialogue developed and institutionalised</i>	
Improvements in legal framework conditions for the implementation of ILO conventions	The trade union movement plays an essential role in ensuring appropriate legal framework for labour market regulation and social security systems.
Growing number of sector CBAs/framework agreements in programme sectors and countries	
Improved social security coverage in programme sectors and countries	
Better regulated labour markets with proper representation of all labour market parties is essential for workers' rights and improved working and living conditions in line with the ILO conventions. To achieve sector CBAs or larger legally binding framework agreements on the labour market rather than company-based CBAs is a major step towards such a regulation.	
<i>Improved (family) income and living conditions leads to poverty reduction</i>	
Wages of the target group cover a	Poverty levels are reduced when wages of the low-paid

<p>growing percentage of the food basket in programme sectors and countries</p> <p>Less child labour is reported in working families and both girls and boys attend primary school</p>	<p>workers are increased to actually cover basic costs of living, which is why this is a key indicator on living conditions and poverty reduction. Assessing the TUs' influence on wage increases will be part of this.</p> <p>Another indication of improved living conditions is when children do not need to work in order to support the family's income. This is more likely to happen when parents earn enough to cover the basic costs of living. This in turn would mean that children could attend school and thereby creating the opportunity for the next generation to break the vicious cycle of poverty.</p>
<i>Improved working conditions</i>	
<p>OHS conditions improved in programme sectors and countries as a result of TU engagement</p> <p>Cooperation between TUs and labour authorities improved (positive labour inspection response to TU complaints/reports)</p>	<p>Occupational injuries or diseases are often a threat to the families' income level. Protecting health and safety also means protecting the income source of the family throughout the working life.</p> <p>Regulation alone is not sufficient to ensure decent working conditions at workplace level especially as official control mechanisms are insufficient. TUs play an important role in ensuring better working conditions – both in terms of holding employers accountable to the law and by entering into dialogue with the employers to improve OHS conditions for the benefit of the workers and the production.</p>
<i>Gender equality</i>	
<p>Reduced gap between male and female workers' income in programme sectors and countries</p> <p>Labour market regulation and CBAs contain clauses aimed at eliminating discrimination between men and women</p>	<p>Women are more likely to have a lower income and to miss out on bonuses etc. as they are generally expected (more than their husbands) to attend to the needs of other family members e.g. children and parents. However, this difference is not reflected when looking at gaps in official salaries. To establish the income or the paid salary, the programme relies on official salary regulations combined with inputs and knowledge from the trade unions about the difference in income between male and female workers.</p>
<i>Democratic development</i>	
<p>TU organisations are consulted by government about proposals regarding labour market and workers' rights or constitutional changes</p> <p>Men and women have improved influence regarding their conditions participating in community-, trade union-, democratic-, social or other activities</p>	<p>By experience, poor workers (especially women) with long working hours, heavy work-loads etc., do not have time or energy to take part in and influence community development or in other ways participate in activities influencing their own lives, communities, trade unions, other organisations, local democracy etc. Improving workers' working and living conditions therefore implies that time can be spent on other activities including active participation in the democratic development.</p>

Immediate Objective 1		
Strengthened sector-oriented trade union organisations have improved their capacity to organise, activate, represent and service male and female workers and actively seek influence and advocate for the development of sustainable national labour markets with respect for workers' rights		
Specific indicators and targets for 2015	Specific indicators and targets for 2015-2018	Comments on choice of indicators

<i>Super indicator 1: Strengthened national organisations</i>		
<p>Membership has grown by 5%/6% (f)</p> <p>Donor financing of organisation's budget diversified and reduced</p> <p>No. of female elected representatives has increased by 3%</p> <p>Decentralised grass-root level union structures are increasingly influencing decision-making processes in the partner organisations</p>	<p>Membership has grown by 22%/26% (f)</p> <p>Donor financing of organisation's budget diversified and reduced</p> <p>No. of female elected representatives has increased by 13%</p> <p>Decentralised grass-root level union structures are increasingly influencing decision-making processes in the partner organisations</p>	<p>No. of members is a key indicator for the strength and bargaining power of trade unions as it improves the balance between employers and workers. It is equally an indicator of the partners' financial independency.</p> <p>Reducing organisations' dependency on donors and diversifying their funding base increase their financial sustainability and strength.</p> <p>Most TUs have a male dominated leadership. The same is often true for shop stewards and other TU activists. Ensuring gender equality requires an increase in female leaders and representatives at all levels. It is anticipated that this process will be slower than increasing general female membership as it touches on power issues in the society as a whole.</p> <p>Representing the diversity of members and ensuring that e.g. local branches, departments, work groups, minority groups or sub-sector groups are able to influence decision-making and priorities of the Trade Union is a sign of internal democratic development strengthening the TU's representativity, effectiveness and relevance.</p>
<i>Super indicator 2: More and better Collective Bargaining Agreements</i>		
<p>No. of workers covered by CBAs increased by 3%</p> <p>No. of casual workers covered by CBAs increased by 4% in selected sectors and countries</p> <p>No. of CBAs that include protective clauses against casualization, discrimination (e.g. gender, ethnic, caste) and health hazards has increased</p>	<p>No. of workers covered by CBAs increased by 13%</p> <p>No. of casual workers covered by CBAs increased by 17% in selected sectors and countries</p> <p>No. of CBAs that include protective clauses against casualization, discrimination (e.g. gender, ethnic, caste) and health hazards has increased</p>	<p>The number of workers covered by CBAs is important as this is an indication of improved conditions; however the quality of the CBAs and whether or not the CBAs are implemented is even more important. CBAs are often only negotiated every three-four years, but as these negotiations vary across the programmes, it is still an annual indicator.</p> <p>There are great regional differences in CBA-coverage as some countries (Zimbabwe, Zambia) have sector-based national CBAs (i.e. all workers covered in principle) and the effort is concentrated at including more sub-sectors, improving these locally and ensuring their implementation and influencing the quality. Other countries have none or very few workers covered by CBAs (Palestine, Bangladesh, Sri Lanka and some countries in Latin America).</p> <p>Casual and seasonal workers are often denied the protection, rights and conditions of permanent workers. When casual or temporal/seasonal workers are covered by the CBAs, it tends to eliminate the discrimination in conditions, reducing their vulnerability and preventing social dumping.</p>
<i>Super indicator 3: Improved Occupational Health & Safety</i>		
<p>No. of functioning OHS committees at</p>	<p>No. of functioning OHS committees at</p>	<p>OHS committees play an important role in ensuring and negotiating improved OHS conditions</p>

<p>workplaces increased by 8%</p> <p>No. of work accidents at workplaces decreased by 2%/2% (f) in selected programme sectors and countries</p>	<p>workplaces increased by 36%</p> <p>No. of work accidents at workplaces decreased by 8%/8% (f)</p>	<p>at workplace level and TU partners can play an important role in improving companies' OHS management with this important tool.</p> <p>We are likely to see an increase of work accidents in the period 2015-18 as was seen in 2013 due to better reporting systems. This indicator is very dependent on the situation in the sector or labour market changes such as a building boom, trade agreements etc. A limited number of partners in selected sectors may be chosen to report on this indicator, as the effect of systematic preventive efforts needs close and reliable monitoring.</p>
<p><i>Super indicator 4: Male and female workers' rights more respected and better protected</i></p>		
<p>No. of reported violations of workers' rights reduced in programme countries</p> <p>No. of TU partners that have participated in elaborating proposals to improve labour laws increased</p> <p>Labour market regulation increasingly cover casual workers and reduce discrimination</p> <p>Dialogue established between partner TUs and Danish companies and suppliers operating or sourcing in the programme regions</p>	<p>No. of reported violations of workers' rights reduced in programme countries</p> <p>No. of TU partners that have participated in elaborating proposals to improve labour laws increased</p> <p>Labour market regulation increasingly cover casual workers and reduce discrimination</p> <p>Dialogue established between partner TUs and Danish companies and suppliers operating or sourcing in the programme regions lead to respect for workers' rights</p>	<p>Currently, no systematic registration or reporting on violation of workers' rights is being done, but this is part of 3F's capacity building effort.</p> <p>TUs' ability to influence labour laws and other legal reforms is an important indicator of TUs capacity as active civil society organisation and thus an indication of democratic practices in the programme countries</p> <p>Casual workers are often deprived of their basic rights. Furthermore differentiating between conditions of formal labour and casual labour is against the ILO conventions signed by all countries of operation.</p> <p>The last indicator concerns 3F's CSR programme. "Suppliers" include producing companies in countries where the Danish companies are sourcing and certifying organisations/agencies such as Fair Trade International.</p>
<p><i>Super indicator 5: Improved vocational education & training</i></p>		
<p>Increased no. of partners influence policies, quality and institutionalisation of TVET</p> <p>Increased no. of workers completing a certified technical/vocational education in selected programme sectors and countries</p>	<p>Increased no. of partners influence policies, quality and institutionalisation of TVET</p> <p>Increased no. of workers completing a certified technical/vocational education in selected programme sectors and countries</p>	<p>One of the most important steps to improve Technical and Vocational Education and Training in programme countries is to support TUs to influence the official policies and regulation and curriculum as an important part of servicing their members and improving their conditions as well as the labour market development in general.</p> <p>Improving workers' professional skills and formal education has advantages for both workers and employers. It improves salaries and reduces workers' vulnerability to cyclical changes. At the same time, it improves quality and effectiveness of work and production.</p>

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		
Specific targets for 2015	Specific targets for 2015-2018	Comments on choice of indicators
<i>Super indicator 6: Increased regional coordination</i>		
Increased no. of CBA negotiations are coordinated nationally and regionally	Increased no. of CBA negotiations are coordinated nationally and regionally	When issues are discussed and coordinated regionally, it strengthens the affiliate trade unions' bargaining power and has the potential of feeding into their negotiation and advocacy both nationally and regionally. Regional and international framework agreements are instruments that are intended to ensure that employees of multinational corporations are ensured the same minimum working conditions. TUs contributing to and participating in regional sector coordination are indicators that the programme and the partner unions are gradually becoming more coordinated, unified and thereby potentially sustainable.
No. of joint advocacy campaigns conducted has increased	No. of joint advocacy campaigns conducted has increased	
No. of regional/international framework agreements signed/implemented in the region has increased	No. of regional/international framework agreements signed/implemented in the region has increased	
No. of GUF affiliates contributing to and participating in regional sector coordination has increased	No. of GUF affiliates contributing to and participating in regional sector coordination has increased	

4.5 Programme Development

The plans for programme development activities are summarised below:

Programme	Planned Programme Development
General	Baseline information on cross-cutting development objective indicators will be established in at least two sectors in regional programmes and lacking immediate objective indicators will be established end 2014/beginning 2015.
Southern Africa	The current Regional Programme in Southern Africa was reviewed in June 2014. The review recommendations will be integrated in the new four-year regional programme 2015-2018 being developed in the second half of 2014. Malawi will be introduced into the programme with a pilot phase supporting two-three sector trade unions in 2015. A mid-term review of the whole programme will be conducted in second half of 2016 or first half of 2017. An impact study taking point of departure in a small study conducted in 2014 will be implemented no later than 2016.
Latin America	External review of the Latin American Regional Programme will be carried out in the second half of 2015. 3F expects to continue within the strategic framework of the programme documents with minor adjustments. An impact study will be planned for the effort in Central America, whereas baseline on development objective indicators will be established in Bolivia.
South Asia	External review of the South Asian Regional Programme will be carried out in the second half of 2015. 3F expects to continue within the strategic framework of the programme documents with minor adjustments. In South Asia, a new country, Pakistan, will be included from the second half of 2015 if it is assessed relevant and feasible.
Palestine	The Palestine programme 2013-2014 will be reviewed in second half of

	2014 based of which a new four-year programme will be developed and implemented from 2015-2018. A pilot project supporting the sub-regional GUF in the construction sector has been implemented in 2014. This will inform the regional component of the programme 2015-2018. A mid-term review of the whole programme will be conducted in second half of 2016 or first half of 2017.
CSR	A CSR strategy/programme will be developed by the end of 2014/beginning of 2015. A review of this CSR Strategy will be conducted by the end of 2016.

4.6 3F's effort in Central- and Eastern Europe

3F's effort in Central and Eastern Europe is not covered by the framework agreement, but the strategic direction and thematic priorities are the same and the projects are managed by the International Solidarity & Development team. Though contacts and strategic partnerships are kept with current and previous partners in the region, the approach is still funding-driven dependent on available funding from EU, DANIDA and 3F.

3F's effort in the region will in 2015 and beyond be focussed on:

- Strengthening support for capacity of existing trade unions in the **countries around the Baltic Sea**, specifically Lithuania, Latvia and Poland within the transport, industry and construction sectors;
- Strengthening the capacity of trade unions and cooperation in EU-affiliated countries in **the Balkans**; Albania, Macedonia and Serbia;
- The **European Union neighbours** to the east, particularly in strengthening the trade unions and their contribution to promote a democratic development in Belarus, funded under DANIDA's Neighbourhood programme.

A new project on social dumping in the road transport sector in Europe is being prepared and will serve as an exploratory experience on how we can connect development work directly to the reality on the Danish labour market.

3F has extensive capacity at national and branch level within gender mainstreaming, Occupational Health and Safety, Trade Union Education, Technical and Vocational Education and Training (TVET), Integration and Green production. In the coming years, priority will be to give this work an international angle in cooperation with other European labour market partners in EU- funded projects. The International Solidarity & Development team will be responsible for the funding process and the specialists and elected leaders in 3F will be responsible for the content within each their field of responsibility.

Learning from this strengthened cooperation and experience in integrating 3F's international development effort with the core knowledge, expertise and capacity in 3F will be utilized in the programmes in developing countries and regions under the DANIDA framework agreement.

3F will seek opportunities to continue its earlier effort in Ukraine as labour market regulation, strong trade union federations and focus on workers' rights have proven essential in promoting a stable democratic development elsewhere. Proposals will be developed concerning trade union development as a part of conflict resolution and, influencing labour market regulation, democratic development and human rights at local and national levels. The trade union movement has an advantage in this regard as it promotes workers' solidarity and unity independent of ethnic and other differences.

5. Popular Foundation & Information work - Raising solidarity and awareness in Denmark

The popular foundation or 3F's members' engagement in the international solidarity and development work is closely linked to the information activities in Denmark as 3F not only informs about the international work, but also engages and support activism among 3F members. 3F's International Strategy and Organisational Basis from 2014 integrate the overall strategy for 3F's information work and popular foundation. Guidelines for information activities and solidarity groups guide the work in these two areas.

5.1 Popular Foundation and 3F member engagement

3F's International Solidarity & Development is deeply rooted in 3F as an organisation. It is an important part of 3F's approach to involve members and the various organisational structures directly in the international work and in the cooperation with partners in developing countries and Central- and Eastern Europe. Creating an understanding, among 3F members about the fact that challenges of the labour movement are global, is essential to this approach. 3F has an increasingly international membership with more than 50,000 members of other ethnic origin than Danish. Furthermore, representatives are increasingly dealing with multinational employers, competition and value chains. 3F has a rather unique opportunity and adds value by facilitating learning between workers from the same sector across borders and involving a part of the Danish population not normally targeted by or influencing the debate on poverty reduction, human rights and international development.

Focus for 3F's member engagement from 2015 and beyond will be to:

1. Strengthen the active engagement of at least 13 solidarity groups, especially the newer groups related to South Asia and Southern Africa;
2. Improve integration between the international development work and 3F's other department and branches;
3. Continued focus on current relevant international topics on annual solidarity conferences.

3F members are involved and participate in a variety of activities; some are **one-off activities** and others are **long time engagements**. Activities include participation in collection of funds, demonstrations and debate forums as well as participation in broader solidarity networks or coalitions and direct trade union-to-trade union cooperation. International activities are thus also conducted at branch- and sector level not always directly in connection to 3F's programmes. A more systematic registration of this is likely to improve 3F's popular foundation and create more synergies between 3F's DANIDA-funded programmes and the activities carried out by activists more locally. To ensure an even greater ownership locally of 3F's international programmes, 3F will seek to make more systematic registration of such activities. To strengthen the link between the international activities and 3F's sector groups and branches, the International Solidarity & Development team is providing assistance in fundraising and project management. This assistance is demand-driven, and so far it has mainly been focusing on activities in Central- and Eastern Europe, but the hope is that similar cooperation may be developed for programmes in the developing countries.

The most extensive involvement in 3F's programmes in developing countries is from **3F's solidarity groups**. These are either founded locally at branch level, or they are anchored in a sector, subsector or company structure of 3F such as dock workers, waste collectors, or brewery workers. Most solidarity groups focus on a specific sector or subsector in a country or region whereas some solidarity groups are working with trade unions more broadly in a specific country in solidarity with that particular country. The solidarity groups have two fundamental tasks; they participate in international exchange of trade union experience when abroad or when partners visit Denmark, thus playing an important role in 3F's advisory assistance. They

add important value to the partners and programmes and promote and nourish a close feeling of solidarity among sister organisations. The solidarity groups moreover contribute to 3F's information activities in Denmark as described in section 5.2. From 2013, solidarity groups were linked to all four regional programmes. Some solidarity groups for Latin America and the one for Palestine are well functioning and consolidated and in 2015 and beyond, focus will be on strengthening and supporting the newer groups as well as helping members start new ones.

Once a year, 3F conducts an **International Solidarity Conference** which focuses on global labour market issues thus linking trends and challenges in Denmark with issues in developing countries. Many of the participants often become more active in international work following the conference. 3F will continue to develop these conferences in the years to come with varying topics and is expecting around 100 participants annually.

5.2 Information work in Denmark

3F's information work will continue to focus on results achieved in 3F's programmes, conditions for sister organisations and political, social, economic and labour market development in 3F programme countries and regions. 3F has a special responsibility and 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 or violates decent jobs thus directly leading to poverty reduction and improved working and living conditions for people in developing countries.

Based on experience from 2012 and 2013, 3F will from 2015 and beyond seek to:

1. Improve quality and intensiveness in the information work by, among others, employing a student assistant to support this area;
2. Develop webpage specifically on 3F International Solidarity & Development and intensify the use of social media;
3. Increase number of subscribers to 3F's international newsletter from the current 4,300 to 5,000;
4. Analyze the use of the interactive school material, *Dilemma*, developed and disseminated in 2014 and assess the possibility of future such productions.

Purpose and target group

The purpose of 3F's information work is to contribute to increasing awareness and solidarity among Danish workers, consumers, business, politicians and media. It is essential to 3F's information work that it targets, engages and, to a great extent, is conducted by Danish workers, shop stewards and other trade union activists who are not normally well represented in the public Danish debate on international development.

The *primary target group* is 3F's approximately 300,000 members; shop stewards, occupational health and safety representatives and other activists; and elected and staff in 3F. The *secondary target group* is potential members; politicians, debaters and opinion makers; the business community (especially Danish companies outsourcing to or buying goods and services in developing countries); and finally Danish consumers.

Key messages

Taking point of departure in programmes and the experience of partners and workers in developing countries, 3F's information work is centred on four main messages and five other key messages:

Main messages:

1. Workers' rights are part of the international human rights and should be respected and protected in all countries;

2. The trade union movement is central to the development of well-functioning democratic societies;
3. A strong democratic trade union movement is a prerequisite for decent salaries and working conditions and thus contribute to poverty reduction and more equal societies;
4. Strengthening regional and international trade union networks and making just international agreements is a prerequisite to securing workers' rights globally.

Other key messages:

1. Corporations outsourcing to or buying goods and/or services in developing countries should live up to their social responsibility;
2. Increasing casualization of labour globally is undermining working conditions and workers' rights in the formal sector;
3. Casual workers – including migrant workers and seasonal workers should have the same rights and working conditions as formally employed workers;
4. Human trafficking, child labour and forced labour should be abolished;
5. There is a need for taxation of financial transaction, abolition of tax havens and remission of developing countries' debt

Information channels

3F will continue to use both own media and external media and networks in the information work and develop the approach based on the lessons learned from 2012 and 2013.

Own media

An **international newsletter** including short news stories, more comprehensive case stories and interviews, analytical comments from partners, programmes and regions as well as reports from 3F solidarity groups and other activists will be produced. This is a main platform for information from all our programmes more broadly. Based on experience from 2012 and 2013, at least eight full newsletters a year will be produced. In addition hereto, opportunity will be used to issue newsletters with only one to three stories responding to urgent news and events on very short notice. By the end of 2015 3F is aiming at 5,000 subscribers for the newsletter from the current 4,300.

Overall information of 3F's international development can be found on 3F's **website**, www.3f.dk. In relation to the re-launching of 3F's website in 2014 and in order to have a platform with comprehensive information that will be regularly updated with news from programme countries, partners and solidarity groups, as well as central programme documents, reports etc., 3F will launch a website exclusively on the international solidarity and development work. The planning process is on-going in 2014, and the website will be launched in 2015. Finally, 3F's **member magazine** *Fagbladet* will continue be an important platform reaching 3F's 300,000 members in Denmark and being regularly quoted in external media.

External media

Information work will also be carried out through **national media** to reach a broader audience. It is especially important for 3F to facilitate that sister organisations are heard in the Danish media not least related to themes regarding workers' rights in the production of goods available to the Danish consumer. 3F will seek to reach national media through submission of comments and features to Danish newspapers as well as making more opportunity based efforts to reach national media related to relevant campaigns, international events etc. Also **local and regional media** are important channels, especially for 3F's solidarity groups linking stories from our partners directly with local communities and workplaces in Denmark and thereby reaching areas distant to the centre of Copenhagen.

Other channels

3F has limited experience in using **social media**, but has in 2013 used Facebook especially related to specific countries like Palestine and Honduras. This approach will be explored further in 2014 and used more extensively from 2015.

In 2014 and 2015 3F will evaluate the production and implementation of the education material produced in 2012 and 2013 to inform future decision on the production of **comprehensive information material** every other year. Whereas such material enables 3F qualify the debate on poverty and workers' rights and reach new target groups, it is also both expensive and time consuming and thus has to be seen in relation to 3F's other information efforts. Meanwhile, 3F will continue to produce smaller information material when the opportunity arises (for instance related to international campaigns and events) such as calendars and short film material. Finally 3F will continue to be engaged in **debates and lectures** at Folk High Schools, Technical and Vocational Education institutions, DANIDA Fellowship programmes, 3F branches etc.

Popular foundation of the information work

3F emphasises that the information activities, just as the rest of the international work, should have a popular foundation. Hence activities performed locally, especially by the 3F members through the solidarity groups, are essential to 3F's information work. Information activities take place when partners visit Denmark or when solidarity groups visit partners in 3F's programme countries. When partners visit Denmark, they participate in local meetings in 3F branches, workplaces, libraries, or schools informing about working- and living conditions and workers' rights in their home countries and they are often interviewed by local media. Likewise, Danish shop stewards who visit partners often arrange local meeting upon return to inform other 3F members or the public about their experiences. Many solidarity groups also use social media like Facebook and issue electronic newsletters to inform about a specific country or sector. Finally the solidarity groups play an important role when there is a need to arrange campaigns on short notice in response to violations of labour rights globally. Engaging 3F's members in information work is continually essential to 3F's International Solidarity & Development effort.

Annexes

Annex I: 3F Framework Budget 2015-2018

Annex II: 3F Folkeligt Forankringsregnskab

STRATEGIC PLAN

2015-2018

**3F International
Solidarity
& Development**



**Improving poor workers' working and
living conditions through strengthened
trade union organisations**



UNITED FEDERATION OF DANISH WORKERS