

3F INTERNATIONAL

RESULTS REPORT 2014

WORKERS AROUND THE WORLD ORGANISE, ACT AND
IMPROVE THEIR WORKING AND LIVING CONDITIONS



UNITED FEDERATION OF DANISH WORKERS

CONTENT

	Abbreviations	3
1.	Introduction & Summary	4
2.	Global Trends & Labour Market Developments	5
2.1	Changes in Risks and Assumptions	6
3.	International Programmes	7
4.	Global Cross-cutting Results 2014	9
4.1	Strengthened national organisations	9
4.2	More and better Collective Bargaining Agreements (CBAs)	12
4.3	Improved Occupational Health & Safety (OHS)	14
4.4	Male and female workers' rights more respected and better protected	15
4.5	Improved Vocational Education & Training	17
4.6	Increased Regional Coordination	17
4.7	Gender equality and non-discrimination	19
4.8	Corporate Social Responsibility (CSR) and 3F's influence in Denmark and globally	20
4.9	General programme learning and adaptation	23
5.	Popular Anchorage & 3F member Engagement	24
6.	Information work in Denmark	25
7.	Organisational Development	27
7.1	Strategy- and organisational development status	27
7.2	Resource Allocation, Finance & Administration	29

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ABBREVIATIONS

3F	Fælles Fagligt Forbund (United Federation of Danish Workers)
BWI	Building and Woodworkers International (GUF)
CBA	Collective Bargaining Agreement
COLSIBA	Coordination of Latin American Banana Trade Unions
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Assistance
DFID	Department for International Development (UK)
DIEH	Danish Initiative for Ethical Trading
EPZ	Export Processing Zone
EU	European Union
FDI	Foreign Direct Investment
FTA	Free Trade Agreement
FTZ-GSEU	Free Trade Zones & General Services Employees' Union (Sri Lanka)
GUF	Global Union Federation
GSP	General System of Preferences
IA	IndustriAll
ILO	International Labour Organisation
ITF	International Transport Workers' Federation (GUF)
ITUC	International Trade Union Confederation
IUF	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Union (GUF)
JETI	Joint Ethical Trading Initiative
LO	Landsorganisationen i Danmark (Danish Trade Union Confederation)
LO/FTF Council	Ulandssekretariatet
M&E	Monitoring and Evaluation
MOFA	Ministry of Foreign Affairs
MNC	Multinational Company
MoL	Ministry of Labour
NORAD	Norwegian Agency for Development Cooperation
OECD	Organisation of Economic Cooperation and Development
OHS	Occupational Health and Safety
PGFTU	Palestinian General Federation of Trade Unions
RAM	Resource Allocation Model
SIRIS	Sistema Integrado de Registro de Información Sindical – an integrated registration system for Trade Union information
TOT	Training of Trainers
TU	Trade Union
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNGP	United Nations Guiding Principles on Business and Human rights
UNI	Union for Private Service, e.g. postal and graphic workers, cleaners (GUF)

1. INTRODUCTION & SUMMARY

The 2014 results report covers 3F's results achieved in the developing countries under the framework agreement with DANIDA. 2014 constituted the second year for 3F as a framework organisation and the first year after the first RAM-assessment. The report is based on 3F's Annual Report 2014 approved by the 3F International Committee in February 2015. This year's report focuses on selected achievements and results under two immediate objectives as well as the objective on the CSR-effort. The report reflects a continuation of the process started in 2013 in providing a cross-cutting analysis across regional programmes against 3F's two generic immediate objectives formulated from the more specific regional programme objectives from the Framework Paper 2014-2017 and within 3F's six cross-cutting super indicators that were later implemented. The report leaves out overall analysis of progress against development objectives; elements of these are however included where it is relevant for the understanding the immediate objective achievements. It furthermore leaves out results achieved in Central- and Eastern Europe that are not under the framework agreement. The report is divided into seven main sections:

1. INTRODUCTION & SUMMARY
2. GLOBAL TRENDS & LABOUR MARKET DEVELOPMENTS
3. INTERNATIONAL PROGRAMMES
4. GLOBAL CROSS-CUTTING RESULTS 2014
5. POPULAR ANCHORAGE & 3F MEMBER ENGAGEMENT
6. INFORMATION IN DENMARK
7. ORGANISATIONAL DEVELOPMENT

3F achieved significant results in 2014, using a human rights based approach, particularly focussing on **workers' rights**, i.e. workers' human rights including labour rights as enshrined in the International Labour Organisations (ILO) conventions and informed by thorough context and risk analysis at national, regional and global levels. Gradual internationalisation of labour markets with growing number of migrant workers and multinational companies continue to put pressure on workers' rights around the world and 2014 was not positive in this regard. Trade union organising and the ability to bargain collectively continue to be under pressure internationally and particular pressure is put on frame conditions for trade unions in some countries. It is in spite of these global trends that 3F and its 53 partners in five sectors in the four regions of Latin America, Southern Africa, South Asia and Palestine continued to achieve significant results over the year.

3F's partner trade union organisations again managed to increase their **membership base** by 12% on average and 15% among women workers. The effort to support partners in becoming less dependent on donor funds is challenging; something that will require a strengthening of donor harmonisation efforts as well as general sustainability strategies. On the other hands some partners become better at diversifying their funding base. Most partners are adhering to own statutes and by-laws and the trade union representation and decentralisation has been strengthened at workplace level by setting up and ensuring better functioning of workers' committees/clubs and OHS committees.

3F partners have become better at collecting and **registering information and data** with 3F's provision of and capacity building in an improved 'integrated trade union data-registration software'. Importantly, many partners now see accurate data as an important tool for them to position themselves and negotiating at all levels. This understanding of the usefulness of credible data is part of a strategic capacity building and an important step. In the same way, 3F's partnership approach of developing and working according to partners' own strategic plans has increased partners' ownership to planning, monitoring and reporting processes though still with significant challenges.

Important progress was seen in facilitating more **sector-orientation and unity** among trade unions. This has led to historic Collective Bargaining Agreements (CBA) in certain sub-sectors, also protecting casual workers. Generally, 22% more workers have been covered by CBAs and up to 26% by social security in Latin America protecting more than 250,000 workers with better working conditions and salaries thus improving their ability to create a better life for their families. Similarly, in Southern Africa, partners gained 11% minimum increase on the average. The CBA negotiation skills have thus helped reduce vulnerability and poverty among some workers in the regions.

Occupational Health and Safety (OHS) has improved across the four regions, either by more and better functioning OHS committees at work place level leading to better managed OHS systems, better functioning of bi- or tripartite OHS negotiation and better registration of work-related accidents. Finally, more partners have embarked on OHS training systems as part of their trade union education systems; some of which have even influenced national legislation and advocacy to improve governmental policies and national plans on the subject.

3F has started to play a role in assisting partners in using **trade policy negotiations and agreements** concerning workers' rights and sustainability to embark on adherence to ILO conventions and influence stakeholders in e.g. Europe when rights are violated.

Protection of casual and subcontracted workers as one of the most vulnerable and exploited groups on the labour market has improved in some areas though the use of casual labour is intensifying in all regions. Several partners have managed to include clauses in their CBA negotiations to also cover casual and subcontracted workers and in other places, legislation is now limiting the free use of casual labour and labour brokers for longer periods. Partners' ability to report on labour rights violations has improved though it still needs more capacity development.

Regional coordination improved with a new network established in the Middle East and an important result from sugar workers' networking in Latin America. Generally, partners have improved their capacity and strategic thin-

king in utilising the regional exchange of experience and information to strengthen their positioning and bargaining power in their home countries and towards the same multinational companies.

3F and its partners have influenced policies and practices in Denmark and globally in the area of CSR and other areas. Achievements were made influencing trade policy debates and awareness-raising, participating and influencing ethical trading initiatives and advocating nationally, regionally and globally on a number of issues such as social dumping and the right to strike.

In 2014, there was a strong **involvement of 3F members** in solidarity activities and advisory assistance to partners. Almost 100 3F members participated in the annual solidarity conference discussing issues such as CSR, migration and international alliances. Three solidarity groups visited sister organisations in Mozambique, Honduras/Guatemala and Palestine. Moreover, many initiatives were taken by 3F members in terms of collection of funds, demonstrations and other type of engagement.

2. GLOBAL TRENDS & LABOUR MARKET DEVELOPMENTS

Few countries like Bolivia saw significant poverty reduction. Globally, there is a continuous internationalisation of labour markets with growing numbers of migrant workers and multinational or internationalised companies. The tendency and global pattern is to substitute permanent employment for subcontracted employees; workers are therefore becoming more vulnerable and dependent on public regulation - because they are less likely to reach sufficient bargaining strength at workplace and sector level. Therefore, restructuring of the trade union structures to organise casual and subcontracted workers is becoming still more crucial for the protection of workers' rights, including in 3F's programme countries.

Core labour rights have been broadly accepted as part of the ethical obligations of multinationals (CSR) and forms part of the conditions in a number of bilateral free trade agreements. The right to form or join trade unions that jumped high on the agenda in 2013 was re-debated and assessed in 2014 when marking 'one year on' of the worst disaster of the textile industry; the Rana Plaza collapse. But while this could be expected to strengthen the global respect for workers' rights, the global front of employers' associations rather seemed determined to weaken the main international institution created to defend and promote these rights; the ILO.

The global employers' organisations' attack on the right to strike - a human right enshrined in the International Covenant of Economic Social and Cultural Rights - burst into the open at the ILO level. Employers thereby almost paralysed the Application Committee - a permanent tripartite body and essential part of the ILO supervisory system - as they questioned both the right to strike and the authority of ILO Committee of Experts to interpret the right to strike as part of the Freedom of Association.

In some areas, employers have chosen to enter into tripartite agreements probably in order to increase stability and predictability of production costs and maybe to improve their image. This was the case in the Export Processing Zones of the Central American countries; Nicaragua and Honduras. Some countries, like Bolivia introduced improved labour laws, often pushed by an active labour movement, NGO campaigns and diplomatic efforts. However,

real improvements of implemented laws were not the main trend. In the Middle East, growing tensions, the isolation and constraints of the occupation in relation to the Palestinian economy and open warfare in the region worked against workers achieving and being able to practice their labour rights.

The overall balance of the year 2014 was not positive for workers' rights although there are national exceptions. It is in spite of these global trends that 3F's trade union partners continue to produce impressive results, especially strengthening their membership and representativity as well as their capacity to work in a better planned and systematic way and to negotiate better protection of workers' rights both at work place level and national level.

2.1 CHANGES IN RISKS AND ASSUMPTIONS

In 2014, there were significant changes and developments concerning the defined risks and assumptions in 3F's regional programmes, some of which have affected the programme implementation and achievement of results. Only changes are reported here.

In **Palestine**, the political and military situation worsened with the outbreak of the war on Gaza in the summer of 2014. This effectively halted all programme activities with the partner; PGFTU in Gaza, which were not re-established before august 2015. The effect on general programme results are however relatively limited as the activities in Gaza were already scaled down to an absolute minimum from 2013. Increased tension between Palestine and Israel following the Gaza war led to further restrictions on movement in the majority of areas in Palestine under Israeli occupation, including the West Bank. It thus slowed down economic activity and made it impossible for trade unions to reach and interact with marginalised communities where many of the most vulnerable Palestinian workers are living or working (Israel or Israeli settlements). Moreover, increased dependency on donor funding and general

economic stagnation in Palestine worsened and led to increasing unemployment and deepening of gaps in living standards. Thus, the programme assumptions; ‘the barriers to economic activity does not worsen’ and ‘the projected slight increase in economic activities is maintained’ turned out not to hold, but is rather turning into a major risk. The assumption that ‘the Palestinian Ministry of Labour would continue to be committed to the development of the labour market with respect for workers’ rights’ also turned out to not hold. 2014 showed a decreasing interest in the conditions and rights of Palestinian workers; especially the tendency to encroach on the freedom of association of the Palestinian trade unions was particularly damaging to workers’ rights. Changes in risks and assumptions in Palestine have been reflected in 3F’s new regional programme document for Palestine 2015-2018.

In **Southern Africa**, the risks related to **Zimbabwe** on the political landscape, the economic crisis (including lack of Foreign Direct Investments) as a consequence of endemic governance failures, have worsened and Zimbabwe is at risk of sliding into becoming a failed state. The consequence has been closure of factories, construction sites etc., thus the risk has not changed per se, but the situation has deteriorated considerably. The confederation of trade unions in Zimbabwe reports massive loss of employment which is also reflected in the 2014 results concerning trade union membership, where some Zimbabwean trade unions as the only ones are experiencing a drastic loss of members (up to 40% in construction). The poor economy and the unsecure political development can affect the programme, both in terms of finances (the risk attached to transferring funds to banks in Zimbabwe) and in terms of TU sustainability (loss of membership). 3F has therefore taken administrative measures. 3F will continue to monitor the situation and consider adopting a more flexible approach and changing certain focus areas if this is likely to be more effective and support partners in their difficult situation. This process was initiated in June 2015.

In **Mozambique**, the military unrest, following the conflict between the ruling party; FRELIMO and the opposition party; RENAMO, that characterized most of 2014 has affected the programme. The open conflict was limited to four provinces, but effectively cutting the connection between

the south and the north and causing 30 deaths and 10,000 internally displaced persons. Activities had to be scaled down, postponed or even cancelled - threat of war was real. Tension has reduced after 60 rounds of dialogue between the parties following a massive international effort. The countries’ new president may also have had influence on this. But the security situation will continue to be monitored closely and mitigation plans made. The escalation of risks in the Southern African region has been integrated into the risk management system of the new Southern Africa Regional Programme 2015-2018.

In **South Asia**, the assumption that it is possible for 3F to operate and support partners financially in all three countries did not hold for several years. In late 2014, the situation of the regional programme implementation has considerably improved since the South Asia Regional Office has become fully functional with attached programme and finance staff and the programme implementation is thus progressing. It is however still a risk since the international staff and office is under constant scrutiny and control by the Bangladeshi authorities.

The political situation in **Bangladesh** turned into a new risk at the medium-scale for achieving the expected results of the programme. General elections were held in Bangladesh in January 2014 and were very controversial with almost all major opposition parties boycotting and 154 of the total 300 seats in Parliament being uncontested. From that time the political situation has been very unstable. During 2014, the country has faced an increased political confrontation leading to violent actions. 3F will monitor the situation closely and include this risk in the programme as part of the upcoming mid-term review in 2016.

There were no significant changes in risks and assumptions in the **Latin America** Programme. The escalation of risks in relation to trade union hostility in Honduras was foreseen.

3. INTERNATIONAL PROGRAMMES

3F programmes were implemented in the following **regions and countries** in 2014:

Southern Africa: Mozambique, Zimbabwe, Zambia

Latin America: Nicaragua, Guatemala, Honduras, Bolivia

South Asia: Bangladesh, Nepal, Sri Lanka

Middle East: Palestine

Within the DANIDA framework agreement, **3F worked in direct partnership with and supported 53 sister-organisations** in 2014 which was one less than in 2013, due to facing out the service sector in Latin America. Partners are mainly Trade Union Federations, national sector-networks and regional networks of the Global Union Federations. Lastly, one partner under the CSR-component is an NGO. The number of partners working within the various **sectors** is listed below.

The capacity and pace of development of the partner trade union organisations vary, also depending on the political and labour market context in which they operate. The type of partnership therefore changes gradually minimizing the financial support and increasingly focusing on the strategic dimensions while trying to make the partnerships more equal and mutual in terms of learning and advantages. 11 partnerships or 21% of all 3F's direct partnerships in 2014 were considered to be in an initial pilot stage where the cooperation and partnership is tested by implementing smaller pilot interventions and supporting specific efforts of the partner. In this modality, partners are supported in developing their own strategic plans on which basis a mature partnership can be developed. Some of these pilot partnerships are likely to move into mature partner cooperation already from 2015-16.

3F REGIONS, SECTORS AND PARTNERS

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

*The partners in Bolivia are actually confederations, but we regard them as TU federations as they are sector-based federations at the provincial level.

**The women's wing of the confederation in Mozambique will be phased out in 2016

***The partners in South Asia are in the Textile & Garment Sector. It was however not possible to establish formal partnerships with the two identified partners in Bangladesh in 2014, but they were supported with advisory assistance and capacity building and are thus included in this overview.

**** Apart from some existing partners, a seafarers' support NGO based in the Philippines is part of the CSR-work.

The majority or 37 of 3F's partnerships in 2014 were **mature partnerships**; 70% of 3F's direct partnerships were thus based on an approved strategic plan of the partner organisation itself. With these partners, 3F supports the development of core parts of the organisations' own activities and development of functions, all of which is laid out in a joint Partnership Cooperation Document making sure that the cooperation is fully owned and integrated into the organisation's own strategy.

3F also works with around 35 **strategic partners or allies**. In Latin America for instance, 22 partnerships are regarded as strategic or partners without financial support as it is 3F's oldest programme and thus many relationships have been built over the years. In Southern Africa, contact is kept and developed with 6 such partners. Globally, 10 of these are former trade union partners where core organisational support from 3F has been phased out due to various reasons; DANIDA guidelines for support, the partner is sustainable and/or sufficient capacity developed. 3F

has been supporting specific activities (not providing core funding) with three strategic partners. All now function as partners in the regional networks and add substantial value to 3F's direct partners; they are often taking the lead in joint advocacy efforts influencing or monitoring labour market regulation or Multinational companies. Examples of such partners are FAWU in South Africa or STIPES in El Salvador that have close contact with current 3F partners through the GUF sector networks. They are part of building capacity of other weaker partners as part of a South-South learning strategy and often have the same multinational employers. Many south-based TU organisations, networks, institutions or NGOs have not been directly supported by 3F, but they are part of a broader resource network contributing with inputs and exchange of experience. Examples of this are the two human rights organisations in Honduras and Guatemala. Some of 3F's strategic partners have the potential to be part of fundraising consortia as they can complement and add value to 3F's work.

4. GLOBAL CROSS-CUTTING RESULTS 2014

3F has analysed achievements and contribution to immediate objectives within the six super indicators linking to 3F key intervention areas. These jointly illustrate the capacity development of trade union organisations within core trade union functions and thereby reflect important areas of 3F's contribution to the results they achieve.

4.1 STRENGTHENED NATIONAL ORGANISATIONS

3F programmes have made important progress within the first generic immediate objective, which is a rewriting/joining of each of the regional programme specific objectives in the Framework Paper 2014-2017.

GENERIC IMMEDIATE OBJECTIVE 1

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

3F programmes have in 2014 contributed to strengthening trade union organisations of which the majority has improved their internal functioning, capacity and efficiency in performing core trade union functions.

During 2014 3F's partners have been able to organise 49,365 new members representing a membership increase of 12%, almost three times the average annual target on

4.3%. All 3F's direct trade union partners in developing countries now have a total of 455,169 members. The overachievement in two consecutive years calls on analysis and reflections in order to assess if annual targets have been too low compared to real opportunities.

Partners in Southern Africa achieved the biggest results in organising new members. They averagely managed to secure a membership increase of 15% now jointly reaching more than 280,000 members. The 13 3F partners in Africa thus represent 62% of the total membership of all 3F's programme partners. Reasons for the success can among other things be found in the continuing construction boom in Zambia and Mozambique, where the trade unions have been efficient in utilizing the opportunity to grow. They thus organised up to 31% new construction workers in 2014, even though it is a sector challenged by the heavy use of casual labour. But also the Hotel Workers' Union in Zambia and the Industrial Workers' Union in Mozambique organised 31% and 29% new members respectively. Even in the crisis-torn Zimbabwe, the agriculture

workers' union achieved a membership increase of 18%. The positive result in Southern Africa was seen despite of some unions in Zimbabwe having up to 40% decrease in membership due to the serious economic crisis and consequent loss of employment hitting construction and hospitality sector hard. Also the Transport Sector in Latin America suffered membership decrease. In South Asia membership grew at 7% and in Latin America, by 8%, also well above the target. In the Export Processing Zones (EPZ) within the Industry Sector in Latin America, partner unions managed to organise up to 18% or almost 4,000 more members, though still representing only 15-20% of all workers in the sector (7% in Honduras and much higher in Nicaragua). The annual targets are lower in Latin America based on a lower level of unionisation and a more repressive context, at least in Central America. In Palestine, membership increased by only 2%, lower than the annual target of 5%. Significant contextual and organisational challenges, as described in section 2.1 contributed to this.

Some partners have had a specific focus on **organising more women workers** and have at the same time gotten more women that are actively engaged in the union work as shop stewards, OHS-representatives or other type of union leadership or activist role. Globally, partners achieved a 15% increase in membership among women workers, above the 12.6% average annual target. Women now constitute 23% of the total membership of all 3F partners, and there is a continuing faster progress among women than in general membership development, though starting from a much lower level. The agricultural workers' union in Palestine has been able to organise 96 more women representing a 41% increase among women member that now count 333. The highest share of women members are found in Latin America, where women now constitute 27% of all members of 3F partner trade unions, again with the biggest membership share in the EPZ of the Industry sector. It is worth noting that the Textile and Garment sector in Nepal, Sri Lanka and Bangladesh, generally dominated by women workers, are not part of these figures yet as most partners still struggle to provide gender disaggregated data. 3F supports partners in improving this important information which can help unions understand the situation in the sector better and adapt their strategies accordingly.

NEW ORGANISING STRATEGIES IN THE CONSTRUCTION SECTOR IN ZAMBIA PAYS OFF

An impressive 30% more workers became members of the Construction Workers' Union in Zambia, NUBEGW in 2014. This was due to the unions' active organising strategies at workplace level. Furthermore they have succeeded in getting access to companies previously closed to unions. An example of this is the Chinese company CINO-HYDRO, employing more than 4,000 construction workers in Zambia on numerous road construction projects, and three mega projects including a 120 mega-watt hydro power station. Workers experienced serious violations of their rights according to the labour law in Zambia - including terrible working conditions and treatment. This included regular beatings, supervisors reducing registered hours on workers' time cards, delay in payment, long working hours, and poor safety conditions. As the construction of the hydro power station is a government-to-government project, the workers, through their union, filed 13 anonymous complaints to the authorities. The Minister was asked to address the workers together with the Trade Union, NUBEGW, and due to pressure from both workers and the government, CINO-HYDRO now allows NUBEGW to organise workers on the plant.

Next step for NUBEGW is to negotiate a CBA with the company, and of course to use the good experience in putting pressure and cooperating with the government on getting access to companies with government-to-government contracts.

PALESTINIAN WOMEN CHANGE THE UNION AND IMPROVE THEIR CONDITIONS

Sumayya decided to make a difference for the rights of her women co-workers working under poor conditions and she joined the General Union of Agriculture and Food Industries Workers (GUAFIW) in Hebron, Palestine. She soon realized that the women had little or no influence on union matters in the local branch. In effect, the work suffered from an almost constant lack of financial resources and stalemate.

When the 3F advisory assistance to GUAFIW started to focus on strengthening the women's voices and space in the local union structures, this began to change. A representative with specific responsibility for women was selected in the local branch and women activists were trained in all aspects of the union work, from workers' rights to Occupational Health and Safety. Sumayya fought to establish more women departments in neighbouring towns and they started planning for independent activities. The women were successful in their strategy, for instance in mobilising more women members to join the union. Finally, the local women departments also gained the support from the union leaders. Now Sumayya leads negotiations with employers to improve the working conditions in their work places; she trains women workers in their rights and encourages them to become members of the union. Sumayya and her colleagues organised 96 more women in 2014, because of this strategy.

Globally, there was a **14% increase in members paying dues** among 3F's partner organisations. The biggest progress was seen among the three partners in Nepal and Sri Lanka, where 16% more members now pay membership fees to the Trade Union. The textile and garment workers' unions in Sri Lanka and Nepal have developed systems to register this and have thus increased their membership income by 32%, though below the target on 40%. A similar trend is seen in Latin America with an increase in members paying dues at 12%, well above the annual target of 3%, meaning that the part of TU members that pay dues to partners in Latin America rose from 73 to 78%. Improvement in this area faces different challenges in the different regions. Southern Africa has a national sector trade union federation structure inspired by the British model. Dues are automatically deducted from the salary, but partners do not yet have the strength and possibility to verify whether all employers comply with this and thus Trade Unions do not know whether all dues are rightfully transferred from the employer to the Trade Unions. 3F supports partners to advocate for better systems in Southern Africa to enable them monitor the situation. In Latin America

and Asia, the problem is different as dues are paid at the lowest TU level, and factory trade unions rarely pay dues to the federation and confederation levels.

The positive results increasing the membership-based economy of the TUs have unfortunately not yet had any impact on reducing the part of the partners' economy that is financed from external donors like 3F. Unfortunately, a proportional increase in donor income in relation to membership financing is noted; for instance in Latin America where the partners jointly went from 45% donor-financing to now 69%. At the short term, it is positive that partners are able to diversify their income, but if the donor-financed part of their economy grows proportionately more than the membership-financed part, it is not a sustainable development. It could also challenge representativity as trade unions' priorities and policies might be directed from other actors than the members. This will be a focus in 3F regional programmes in the coming years and will also be a subject in coordination efforts with partners and other donors to ensure alignment and harmonisation – an effort that creates resistance among some donors as well as some partners as it requires more transparency and willingness to make budgets openly available for strategic discussions.

First and foremost, it is the general impression that members have become more active and develop more ownership of their organisations in 2014 thus strengthening **internal democracy and decentralisation** between different levels of the trade unions. Congresses are held according to partners' own by-laws, however still with challenges in some organisations when it comes to presenting clear and transparent budgets and accounts to delegates. 3F has entered into dialogue with a partner that violate their own by-laws, for instance by not holding their congress and elections in the stipulated timeframe. 3F advice such partners concerning the possible consequences in terms of credibility and trust among members. Violation of own by-laws and thereby democratic principles can ultimately make 3F stop its support if no legitimate reason is behind the situation. In Bolivia, for instance, the construction workers' union had a legitimate reason to postpone their planned congress as the Confederation; COB issued a decree that affiliates were not to hold congresses within the election year so as not to bias or disturb the election campaign.

More **workers' committees** or clubs have been established at workplace level ensuring union activity where the members are and thus increasing members' influence and union activity. It is likely that members see and feel the advantages of union membership as day to day negotiations take place and problems are being solved at the local

level. In Palestine, the two partner unions established 23 new workers' committees making it a total of 78 in the two sectors of construction and agricultural production. The challenge is now to make them fully functional so as to achieve results. In Asia and Latin America, workers' committees are often established as a preparation stage to forming a trade union.

Another significant result in 2014, building on a process started in 2012-13, is that most partners are now capable of **collecting and registering information and data**. It has helped partner-organisations sharpen their focus and adapt their strategies for the trade union to be more effective. 3F's push for data and information has been essential and though it met a lot of resistance among partners and 3F's own regional offices in the beginning, most trade union organisations now see the advantage of having better data and actively utilizing it for analysing the labour market situation as well as the situation of their own organisations. It helps them design negotiation-strategies, proposals and campaigns; something that became clearer in 2014. In Latin America, the integrated Trade Union data registration system, SIRIS, has been introduced to the newest partners in Bolivia, where personnel and delegates have been trained in its use, though still with challenges in terms of credibility of data. 3F is planning to learn from this experience and utilize the software with interested partners in Southern Africa. Also in Southern Africa, training in IT systems has helped improve the data-handling and slightly more accurate data are available among some partners. In Palestine, the Confederation is facing serious challenges in terms of membership data jeopardising the organisation's stand among social partners as well as the organisation's ability to adopt relevant strategies. On the positive note, the legal departments' new data-base from 2013 became functional in 2014; this means that cases and data are now coordinated and compared across central and decentralised levels as well as across affiliated unions. Next step in all programme countries will be to improve the ability to analyse and use the data strategically in the union work. In South Asia, where the programme is younger, reliable gender-disaggregated data is still lacking in most partners. It makes analysis in the countries difficult as well as comparison across regions. Strengthening the capacity of the partners and the 3F office's efforts to provide the needed support will be a focus in the coming years.

Some partners have improved their strategic planning in 2014 and now have an updated Strategic plan pointing out a clearer direction for the organisation. More ownership to the strategic planning process is noted in several places and 3F has improved its facilitation of or advisory assistance in such strategic processes. In Southern Africa, the 3F programme guided and supported the three new partners

in the hospitality sector through a strategic planning process which has helped them set the direction for their future goals and activities. In Palestine, the cooperation and strategic planning of the women department has paid off contributing to achieving the rise in women membership. Some of partners' strategic plans, however, do not yet have sufficient quality to be used to prioritise specific areas of organisational development; this sometimes also falls back on the partners' low capacity to analyse controversial internal issues, weaknesses and their root causes as well as relevant labour market developments. It is thus an area of further advisory assistance.

There is an increased **sector-orientation and unity** in several countries and regions which is one of the prerequisites for an efficient trade union movement. In Nepal, the 2013 Code of Conduct between three textile and garment unions has resulted in joint proposals, supported by 3F, that have now been taken up in the bi- and tripartite national negotiations to improve labour legislation. The 3F programme supported the unions through seminars and advisory assistance for more unity. Similarly, in Latin America, all sectors are experiencing increased cooperation and unity. Coordination and capacity to negotiate between the company-based trade unions has increased due to three different confederations involving all the company-based trade unions in the EPZ's in Honduras (Industry Sector). The move towards stronger national sector-based trade union federations has however also created resistance among private sector employers and authorities. Despite of union-hostile attempts to break the unity, the new sector-based trade union federation for Honduras' farm workers has managed to establish and register a number of new trade unions through an outreaching strategy.

4.2 MORE AND BETTER COLLECTIVE BARGAINING AGREEMENTS (CBAs)

More workers were covered by Collective Bargaining Agreements (CBAs) in 2014 and thus gained access to the rights and security that follows. Collective bargaining and support in social dialogue, negotiation strategies and tactics is a constant focus for 3F's advisory assistance. 3F's partners in Latin America achieved the most significant result, having 22% more workers covered by CBAs far abo-

ve the annual target of 2.5%. This represents an increase of almost 46,000 workers to now almost 250,000 workers covered by CBAs, twice the total union membership 3F's partners in the region. This coverage thus reaches a much larger number of workers than members of the trade unions and means that partners' strengthened organisations and ability to negotiate CBAs have far-reaching multiplier effects on all workers in those companies - and ultimately sectors. It is however important to be cautious of the figures as they include the tripartite agreements in the EPZs that are not actual CBAs. Also, it became clear that CBAs are violated where there is no trade union organising; thus trade unions are a prerequisite for implementation of mutual agreements between employers and workers and even to control compliance with labour laws. The unions however need to represent a large part of the workers in order to achieve results in negotiations. The general CBA-coverage of workers in Latin America (also with unions that are not 3F partners) grows slowly, but differs. It is however only around 13% of all workers in the sectors of the 3F programme that are covered by a CBA, signifying a general low level of protection of workers in the region, although this figure also on a slight increase (1.5%). 3F is working in getting these data and analysis from other regions.

In South Asia, 5% more textile workers are now covered by CBAs and have thus increased protection and better working conditions though the CBAs does not go much beyond the legislation. With this increase, a total of 31,140 workers organised by 3F's partners are covered by CBAs in the region. It is however far below the programmes' annual target of 30% and much more work is to be done in this region as the textile and garment industry is still characterised with very poor conditions, especially in Bangladesh. But first and foremost, trade unions are now recognized as a negotiation party in the factories with CBAs.

The number of companies with CBAs decreased by 5% among partners in Southern Africa, despite of the programmes' expected increase of 3%. However, good progress was seen for some trade union federations such as the Food and Beverage union in Zambia where 93 more companies are now covered by a CBA. The Mozambican construction and sugar workers' unions increased the number of companies covered by CBAs by 4 and 8 respectively. The negative average result is mostly due to company closures in Zimbabwe and whether this decrease also means that fewer workers are covered by CBAs is a focus in the present programme phase in Southern Africa that started in 2015. Also, the programme aims at being able to analyse what that means in terms of difference in working and living conditions and monitoring the actual implementation of the CBAs.

Some partners in Southern Africa have improved their negotiation skills gained through the cooperation with 3F, and partners in the region negotiated 11% **minimum salary** increase on the average. The agricultural workers' union in Mozambique reached up to 24% salary increase; an important result even when adjusting for Mozambique's 2014 inflation-rate of 3.9%.

Capacity to negotiate CBAs was developed at the company level as well as at sector-level which again mutually strengthens each level. In Palestine, the agriculture and construction unions finally reached local CBAs with major companies within food industries and the Olive oil council as well as the construction employers' association. The CBAs need to be monitored and the unions are aware that it can be utilized to eventually achieve sector-wide CBAs which has not been possible in Palestine till now. Nine regional tripartite OHS councils have been formed in Palestine; something which is expected to push the establishment of a more permanent national tripartite body for OHS negotiations. On the downside, last years' success for the OHS department of the Confederation to negotiate a national agreement with the employers' association of the Stone and Marble Industry was thwarted due to internal disagreement within the trade union movement.

Partners have managed to improve the **quality and content of the CBAs** in many cases such as partners in Zimbabwe that negotiated a reduction of daily working hours from 10-11 to 8. In Latin America, further significant improvements were achieved as part of CBA-negotiations concerning gender equality and OHS.

Honduran Network of Industry Trade Unions reaches historic tripartite agreement that improves workers' conditions in the Export Processing Zones (EPZs)

The working and living conditions of Honduran industry-workers, men and women alike, was not improving because few workers were organised and employers used effective union-busting strategies. The industry network; Red Hondureña de Sindicatos de la Maquila (RHSM) started after one of the unions had been successful in mobilising consumer support from the US, and convinced one brand that it should reopen closed factories and rehire unionised workers. Supported and advised by the 3F programme, they elected leaders amongst them to participate in the negotiations together with the confederations. By the end of 2014, the Industry Union Network, the employers and the Ministry of Labour finally reached a historic agreement including improvements in salaries adjusted against inflation rates, improved OHS regulations, freedom of association and right to collective bargaining (ILO conventions 87 and 98) as well as creation of nursery schools for workers' children. A total of 12 important clauses are now in force for a four year period.

With this achievement, the Maquila Network needs to further join forces and strategize in order to organise more of the around two hundred factories of which now only 13 are organised. This would imply becoming more representative so as to gain stronger bargaining power and eventually being able to have CBA's covering all EPZ industries in Honduras. 3F is further advising the unions to plan for a merger and create a national federation of industry workers. However, the result so far is motivating as it is the first time that trade unions have united and negotiated jointly cutting across their lines of affiliation.

3F partners' ability to ensure proper monitoring and documentation of the **implementation of the CBAs** is still a major challenge, but a very important step towards ensuring evidence of the effect of CBAs in peoples living conditions and thus reduction of poverty. For instance in Nepal, the textile and garment union embarked on a survey that showed that the maternity protection was not respected in 85% of the workplaces with union presence. After registering cases of violation to the maternity protection in each union branch, this has improved. Now the union is lobbying with government to start monitoring and put a stop to violations of CBAs and labour laws. Bipartite labour relation committees have been formed in 5 districts as part of the labour law in order to handle the

workers' problems promptly. The partners, supported by the 3F programme, will be monitoring and contributing to the functioning of these in the coming years.

3F partners' efforts to ensure **CBA coverage of casual and subcontracted workers** have yielded results, especially in Latin America. The sugar-workers in Nicaragua have managed to extend the CBA-coverage to all temporary, subcontracted, seasonal and casual workers and have made it an advocacy issue in further regulating the labour market. This is further analysed under section 4.4 concerning workers' rights. In Southern Africa, the partners primarily in Zambia have embarked on a promising advocacy process to get political focus on the issue.

4.3 IMPROVED OCCUPATIONAL HEALTH & SAFETY (OHS)

Improving Occupational Health & Safety has been worked on at different levels; workplace level, in CBA-negotiations, in bi- and tripartite bodies and in legislation. Also, it has been a focus in some regions to integrate case-handling and prevention in systems of OHS improvement. It is therefore positive when the number of **OHS committees has increased** at workplaces where 3F's partners are present; by 9 and 55 in South Asia and Latin America respectively. In South Asia, this represents a 69% increase, well below the target of a 100%. In the Textile and Garment sector, poor standards and lack of implementation is a major issue. OHS committees are being established or are pending legislative initiatives. The general experience show substantial improvements when active elected representatives of the workers become directly involved in the OHS management system. Not meeting the target may be due to only having succeeded getting data from two of the then four partners. The advisory assistance from 3F will make an extra effort to improve this situation in the future as it is of vital importance to workers' conditions, safety and protection in a very volatile sector. In Latin America 374 OHS committees are now regarded as functioning in workplaces with partner TU presence. This represents an increase of 17%. In the sectors or companies where a lot of effort is put into improving OHS, it has proven to be an effective subject for social dialogue because workers and employers do not have substantially conflicting interests in this area. This has particularly been used by TUs in Palestine as a point of departure to enter into negotiations with employers. Moreover, the trade unions, through the OHS committees and the active trainers, become much more visible to workers at the work place as OHS impro-

vements are seen and felt immediately. This can be used as a stepping stone for organising more members among others.

In Palestine and Latin America, several partners have started a more systematic **registration of work-related accidents** at unionised work places. An increase in work-related accidents is still registered some places simply due to upstart of registration and thereby visibility of the problem. 3F however sees it as positive that a more systematized registration takes place and it has also been noted at workplace level that accidents are reduced when the effort becomes systematic. This is the case in Honduras, where the port workers' union have four functioning workers' committees also dealing with OHS and reported work-related accidents have reduced from 89 to 41 in 2014. In Zimbabwe, the construction workers union managed to reduce work-related accidents significantly after workers received training in OHS. More workers now know and demand their rights in terms of working conditions including the demand for protective clothing and equipment. The food and beverage union in Zimbabwe has trained workers on OHS, including a special focus on HIV/AIDS and sexual harassment.

In Palestine, OHS has been a major focus for the trade unions and their **OHS training systems** have improved during 2014. 26 national and 85 district-based trade unionists became trainers in 2014 in the agriculture and construction unions. They together reached 565 workplace-level OHS committee representatives in 2014. This has improved both the TUs standing on the Palestinian labour market. The agricultural union, advised by 3F, even managed to enter into cooperation with the Ministry of Agriculture to embark on a Training of Trainers programme focussed on pesticide use and handling and prevention of related diseases. They trained hundreds of workers in the agricultural sector and moreover negotiated an agreement with the employers in the food industries sector to provide shorter courses to workers during working hours.

OHS has been an under-prioritised strategic issue for partner unions in the Southern African region as they traditionally have looked up to the government and legislation to regulate and ensure this. Before partnering with 3F, it was thus new for many of 3F's partners to enter into dialogue with employers to improve OHS. However, the new 3F programme phase has included OHS, both as a strategic focus for advocacy, but also the direct workplace-level work. OHS has however been on the agenda in the regional networks which to some extent has informed the trade unions' work nationally.

Farm worker in Zambia finally gets full compensation one year on after tragic work accident

Edward Yombe was accidentally run over by a tractor during a fire outbreak at the Zambian farm where he works. Although he was severely injured and broke his leg, he had to continue to work at the farm on clutches as the company; African Properties Farm did not provide him with any sort of compensation. Fortunately, Edward is a member of the National Union of Plantation, Agriculture and Allied Workers – NUPAAW in Zambia. During a network meeting organised by the regional branch of the Global Union Federation; IUF and supported by 3F, NUPAAW was inspired by the experience and strategy of Mozambique's Food and Beverage Industry Workers Union; SINTIAB that was shedding light on grievance handling.

Coming back, NUPAAW battled with the employer for more than a year and finally, Edward Yombe was eventually paid workman's compensation backdating from the day he broke his leg. The importance of active trade unions at the work place as well as joint OHS efforts has become more practical for Edward and the other workers. The members of NUPAAW now demand compensation by their employers in case of accidents and they have realised the importance of registering the accidents. Moreover, NUPAAW has experienced its strength in OHS and grievance case handling, enabling them to improve their strategy and effort in this regard. The story is also a good example of the benefits of south-south learning and regional exchange and coordination.

4.4 MALE AND FEMALE WORKERS' RIGHTS MORE RESPECTED AND BETTER PROTECTED

Partners influenced significant improvements in **frame conditions for protecting workers' rights** during 2014, especially in Bolivia and Nicaragua and partly in Bangladesh though from the last-mentioned, it is from a very low starting point. The situation on workers' rights remains unchanged in Guatemala and Zimbabwe (with continuing serious violations) and has deteriorated in Honduras and Palestine. Common for all the countries is that the trade union movement has done its best to influence a more

positive change and have fought for workers' rights to be more respected and better protected; with the support from 3F to implement their strategies. Particularly in Bolivia and Nicaragua, TU pressure ended up in a number of bills passed by parliaments in 2014 to improve the labour market legislation and protection of workers through improved pension schemes and social security, improvement of workers' court systems, protection of vulnerable workers such as pregnant women, casual workers and disabled. This is an important starting point meaning better protection of workers' rights.

In 2014, it also became obvious that improvements in frame conditions can be achieved by using **trade policy negotiations and agreements** to put pressure on authorities and employers to respect workers' rights. Partly because of this, it became easier to register new trade unions in the Textile & Garment Sector in Bangladesh and there are small improvements concerning the right to organise and collective bargaining. Combined with heavy internal pressure from the labour movement, the Bangladeshi authorities registered 128 new trade unions on some of the more than 5000 textile factories while 60 applications were rejected without explanation. Even in the EPZ's in Bangladesh, there are small improvements concerning workers' rights, although trade unions are still banned; something that the programme supports partners in advocating on continuously.

Social security is greatly improving in Latin America, with a growth of people covered by the public social security system ranging from 9-10% in Honduras and Guatemala to a 26% growth in coverage in Nicaragua; a situation that is continuing to improve after pressure from 3F's partners. 3F is supporting the Confederation PGFTU in Palestine on taking the lead in an awareness campaign on the social security system – a campaign that was launched in late 2014. PGFTU is part of a tripartite body negotiating the new law. The negotiation process is however very slowly and positive results still remain to be seen.

3F is experiencing a gradually better coordinated and more strategic approach among 3F's partners in terms of **gaining influence on national legislation** to better secure workers' rights. Examples are the two Nepalese partner trade unions that have been effective in their approach and thus created unity and in their relations with employers' associations and government. Joint proposals for the amendments of the labour code were thus developed with the employers' association. The partner unions have, through this, developed strong coordination within the sector both at national, regional and company level. Similarly, unions in Sri Lanka made a joint proposal to government with a number of demands such as the imple-

mentation of the minimum wages and amendment of the labour law as well as adherence to ILO conventions; they further took action in support of their demands. The positive change lies in the increased unity and coordination in the trade union movement. This is a new trend in this part of the world. In 2014, 15 proposals to tripartite bodies were submitted from trade unions in Latin America, either single organisations or jointly; proposals ranging from minimum wage bills, labour market regulations, social security, and collective bargaining and health issues. Partners are following the status of these proposals in the legislative process.

Casual or subcontracted workers are among the most vulnerable and exposed workers in most parts of the world as they are often without job security, pension schemes, fixed salaries or health and social security. Furthermore, they are often utilized for the most hazardous work. Through pressure and hard negotiations from the trade union partners in the EPZs in Honduras and Nicaragua, the tripartite agreements have passed to also cover these least protected workers; the casual workers. Majority of partners in Latin America as well as in Southern Africa have prepared strategies for how best to protect and include casual workers. More concretely, partners in Zambia have actively influenced a reform to improve the labour market legislation with regards to casual labour.

CASUAL WORKERS IN A NICARAGUAN SUGAR MILL ARE NOW BETTER PROTECTED

Through joint action and improved negotiation skills, supported by 3F, the sugar mill workers' union in Nicaragua, CONFETRAYD fought and succeeded in expanding the CBAs to also cover the casual, subcontracted and seasonal workers in the sugar mills. This means that for the future:

1. No contracts will be granted to any outsourced companies that do not abide by the country's laws and labour market agreements
2. Social security will be paid and protective gear provided to all workers or else, no contracts will be signed
3. An institution is established that permanently oversees the subcontracted companies working for the AZUNOZA sugar mill

The union included the issue of casual workers in their organisational strategies and the strategy has paid off. A draft bill for regulating subcontracting companies has been presented to the Nicaraguan parliament and is likely to be discussed in 2015.

3F's partners made significant progress in 2014 concerning documentation and attention to **labour rights violations**. In Latin America, labour right violations are increasingly being registered and reported by the partners forming the basis for a more real picture of the situation in the different countries and sectors and improving their credibility when presenting proposals for change. 1,157 labour right violations were thus registered by partners in 2014 from smaller to very serious violations. Unfortunately, figures are not certain enough to be able to compare with previous years which will be improved in consecutive years. Experience also shows that TU organisations mainly get documentation from workplaces where they are present and that lack of labour law compliance is much more common where there is no union to control it.

In Palestine, severe violations of workers' rights were on the increase, particularly in the illegal Israeli settlements on the occupied West Bank. As a consequence, the trade union movement arranged a joint campaign supported by 3F, which has increased awareness on workers' rights and consequently increased the number of labour right cases from Palestinian workers in Israel and settlements. Still more severe challenges are seen with increasing number of Chinese employers dominating the booming construction sector in Southern Africa; the labour law is rarely adhered to and trade unions find it difficult to get access to the work places. Even though the government of Mozambique passed a new CSR-law for big companies, trade unions are still challenged; companies on the big mega-projects in the country are operating in export production zones where they are exempted from the legislation, including when it comes to workers' rights such as freedom of association.

4.5 IMPROVED VOCATIONAL EDUCATION & TRAINING

In 2014, 6.4% more workers or a total of 1,614 **workers finalised a certified technical education** among the partners' members in Latin America. 3F's partners in Latin America are now continuing to seek influence on the content of Technical and Vocational Education and Training (TVET) and gradually look at skills upgrading as one of the core functions of the labour movement. The agricultural workers' union in Nicaragua managed to influence the institutionalisation of certified skills after having practiced it on their own schools. This has the potential to minimise members' vulnerability to market fluctuations and ensure their broader employability and long-term improvement of conditions. It is an important step that the trade unions

are entering into dialogue with employers and authorities concerning TVET. Partners in Southern Africa, Palestine and South Asia did not work with TVET at a strategic level in 2014, trying to influence and improve access to technical and vocational training. Other actors are however moving in this regard and if the labour movement wants to influence the development, 3F's advisory assistance will be strengthened in this area in the future. It has been integrated as a key component in the new programme phase in Southern Africa starting up in 2015.

4.6 INCREASED REGIONAL COORDINATION

3F has made some progress in 2014 within the second generic immediate objective formulated from the immediate objectives of each regional programme stated in the Framework Paper 2014-2017.

GENERIC IMMEDIATE OBJECTIVE 2

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

The **regional coordination between sector-based trade union federations** was generally strengthened in 2014 in all regions except from South Asia. 3F has not previously supported regional coordination in the Middle East, but in 2014, cooperation was finally established with the sub-regional branch of the GUF; Building and Woodworkers International (BWI). Mapping and identification of multinational companies and identification of possible areas of cooperation between the trade unions in the region have taken place.

In Latin America, both the 16 3F partners and many other Latin-American members of the GUFs are included in the five regional networks supported by 3F in one way or the other; this includes trade union federations outside 3F's current programme countries, creating a multiplier effect of the 3F programme both in terms of more inputs and broader results from experience exchange and learning. Gradually, the same approach will be adopted in Southern Africa where trade unions from Namibia, Angola and Malawi have already been included in the network meetings.

Concerning 3F's approach and strategy of having a regional component, **partners are starting to utilize the net-**

works in a more strategic way and thus benefit from the south-south learning and coordinated efforts to counter "divide-and-rule" strategies of multinationals related to collective bargaining. 3F has realised that it is a process that takes time and is also very costly. 3F's underlying assumption by supporting and strengthening regional networks is that it will have positive effects back on the sector-based trade unions in each country. This assumption and strategy is not always shared by the GUFs such as was realised in relation to the partnership with IndustriAll in South Asia. If 3F continues to establish partnerships with regional offices of the GUFs, there is a need to align to their strategies and take the discussion as part of the advisory assistance in the partnership and implementation process. The 3F South Asia office was not properly prepared for this and lack of ownership by the IndustriAll regional office was the consequence. A problematic situation is also seen with the ownership concerning the IUF network in Latin America and partly in Southern Africa. On the other hand, other networks like the BWI network in Southern Africa and Latin America were also previously closely facilitated by 3F and though they still need a lot of support, BWI and the affiliated partner unions have gradually taken more ownership to it. Therefore, working with the GUFs calls for a general learning and reconsideration concerning ownership. 3F has therefore decided to elaborate a document concerning the work and approach to working with the regional GUFs, taking the learning from various regions into consideration. 3F may eventually end up using a more harmonised approach across sectors and regions, though with the needed contextual adaptations. It is however also clear that these (as all) partnerships often depend heavily on leadership and personalities and that the internal structures and strategies of the GUFs also play a role. 3F International has also planned to work closer with 3F's own sector representatives in the Executive Committees of the GUFs for them to influence certain issues in the running of regional networks.

The most significant result of regional coordination in 2014 came from Guatemala, where the support from the IUF-network and the active use of a global social dialogue between IUF and Coca Cola helped the local partner (FESTRAS). This resulted in the trade union federation getting all Coca Cola production and distribution in the country covered by a CBA. This happened after more than 30 years' struggle by the trade unions. Similarly, the regional work done by the banana-network; COLSIBA and the sugar-network resulted in local agreements in the sub-sectors. The membership of the International Transport Federation (ITF) regional branch grew by almost 30% and those of Building and Woodworkers International (BWI) by 8% in Latin America as unions not supported by 3F also joined. This will definitely strengthen the position of the two GUFs in the region.

SUGAR WORKERS' REGIONAL NETWORK ADDS IMPORTANT VALUE TO NATIONAL TRADE UNIONS IN CENTRAL AMERICA

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

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

The network has helped trade unions to renew and develop strategies and strengthen their bargaining position in each country. In one of the sugar mills in El Salvador, the social dialogue was developed earlier, and improvements of the factories OHS work were achieved. The trade union and management also developed an environmentally responsible and community friendly CSR policy. This has been used as an inspiring example and as business case. In Honduras and Nicaragua, new agreements between unions and management as well as continuous improvements of health and safety conditions have been achieved. The efforts to include casual/seasonal workers under the protection of the social security system and the collective bargaining agreements are a shared challenge for the unions. It has been partly achieved in Nicaragua (See case on page 17), and the cane cutters in Colombia achieved the inclusion of cane cutters under a CBA, transformation of casual to permanent jobs and elimination of subcontracting in the beginning of 2015. These achievements are very inspiring for other trade unions and the significance for the poor, marginalised target group is obvious. The regional exchange of experience within a sector therefore adds much value to the partnership with 3F and the development of each partner. Experience shows that it requires a certain level of personal trust and confidence, which can only be achieved by meeting physically from time to time. But once this level has been achieved, it is possible for regional networks to become financially sustainable because low-cost methods of communication can complement not-so-frequent physical meetings.

4.7 GENDER EQUALITY AND NON-DISCRIMINATION

The process of advising partner trade unions to specifically put **gender equality and all forms of discrimination** on the agenda continued in 2014. Positive results from 2014 have already been mentioned under different super-indicator headlines – as a consequence of mainstreaming gender aspects. This concerns improvements in trade unions ensuring gender-disaggregated data, improved women membership in unions as well as ensuring better social clauses in CBAs and legislation, particularly directed to equal access to decent work and casual workers' protection. More partners are thus increasingly setting goals and reporting on this area which is the first step to improved gender analysis and actions specifically targeting issues dealing with discrimination of different groups. 3F programmes have however not provided much advisory assistance when it comes to partners' strategies or tools in the field of non-discrimination based on race, ethnicity, caste, class and religion; something where reflection and capacity building need to take place internally and with partners.

More partner unions, such as the textile workers' union in Sri Lanka have developed specific **gender strategies** with ambitious goals concerning women representation, active participation and women in decision-making positions. In Nepal, the textile workers' union has worked more broadly with non-discrimination at work-places especially concerning caste, based on a recent study on the issue. In the agricultural workers' union in Zimbabwe, a national women committee was established in 2014 and in their newly adopted gender strategy, the organisation is aiming at 40% women membership. The confederation in Palestine has approved a gender policy developed by the women's department elaborating on selected topics for each year. Three topics were priority in 2014: 1) minimum wages, 2) domestic workers and 3) women working in Israeli settlements. District Outreach teams have mobilised women in all 11 districts and the first campaign on minimum wages was thus launched in nine governorates in cooperation with the Ministry of Labour and the Palestinian authorities. These are positive results though the women's department is still far from being a driving force when it comes to crucial issues of gender equality in Palestine.

Still more women are elected and taking up **leadership positions** in the partner trade unions. This however varies greatly between partners, where some unions in Southern Africa have up to 55% women and others have as little as 6% women in key positions at all levels. Generally, all

affiliate unions to COMUTRA, the women's wing of the confederation in Mozambique, got 23% more women in leadership positions at local, regional or national level. As a result more affiliated trade unions have developed their own gender strategy and have received advice from COMUTRA in improving their CBA-negotiations to include gender-sensitive and social clauses. Relationships and dialogue was established with ministers and other authorities during the 2014 elections in Mozambique to affect their promises and future legislation concerning women workers' protection and conditions.

Sri Lankan partners have commenced a research among more than 700 women workers in the textile industry to gain access to more reliable information concerning the level of discrimination on salary- and working conditions. And in Latin America 10 out of 15 partners have negotiated better clauses for equal rights in the CBAs. Women's access to the formal labour market in the textile and garment industry in South Asia has been called a 'silent revolution' empowering women by changing their role in the family and society, despite poor working conditions. However, partners have not yet been able to provide a sufficient analysis with regards to gender. This is a key focus for the 3F programme's advisory assistance in the coming years.

There are also serious **violations of rights**, e.g. in Nepal where a survey found that 85% of companies violated the maternity protection law. This has compelled the textile and garment workers' union to start registration of the cases in each of the workers' committees so as to document and use it in CBA-negotiations and advocacy. A trade union movement campaign managed to put focus on the intimidation specifically against Palestinian women workers in the illegal Israeli settlements, which is an increasing problem.

In most places where the 3F programme works, there is a principle and often legislation concerning equal pay for equal work. However, they might not be implemented. In Sri Lanka and Bangladesh the existing data on difference between men and women's salaries are not reliable. There is very small progress in reducing the gap between men and women's salaries in Latin America, where partners reported a reduction of the salary gap between men and women on 4.4%. Partners in the region managed to contribute to the reduction of the gap as women's salaries increased by 1.3 percentage points more than male workers in the sectors included in 3F's programme.

GENDER IS BEING PUT ON THE UNIONS' AGENDA IN MOZAMBIQUE

A process has started in Mozambique where gender issues are not only considered "women's issues". The trade unions now have a platform where they discuss how to improve the functionality of their joint organisation; COMUTRA - the women's wing of the Confederation; OTM and how and where to integrate gender equality in the affiliated unions' general work. 3F is phasing out its partnership with COMUTRA in 2016. To ensure a sustainable process, the exit phase was initiated in 2014 to ensure that gender equality will be prioritised and integrated in OTM and all its affiliated unions (including 3 of 3F's 5 partner organisations in Mozambique), also after the partnership with 3F has ended. A gender workshop was conducted in the fall 2014 with participants from COMUTRA, OTM leadership and Executive Committee members from affiliated unions – even from unions affiliated to the competing Confederation; CONSILMO to discuss the mainstreaming of gender. Learning from the process with COMUTRA, 3F will henceforth ensure that sustainability strategies are discussed at the very beginning of partnerships so that it does not become an issue when it is time to phase out. Moreover, the pros and cons of having specific women-structures in the unions or pushing for more mainstreaming of gender in general have to be analysed within the varying situations.

4.8 CORPORATE SOCIAL RESPONSIBILITY (CSR) AND 3F'S INFLUENCE IN DENMARK AND GLOBALLY

3F has made progress in relation to the CSR-objective defined in the framework-paper 2014-2017.

CSR-OBJECTIVE & INDICATORS

3F contributes actively to promotion and respect for workers' rights and adherence to ILO conventions in developing countries with Danish and/or multinational companies' presence and interests.

- 3F has contributed to agreements with at least 2 Danish companies ensuring workers' rights in developing countries.
- Pilot activities conducted in at least one developing country in cooperation with a Danish company or organisation.
- 3F has contributed to minimum two partners engaged in dialogue with or submitting complaints about companies' breach on workers' rights to local, national or international authorities or grievance/complaints mechanisms.

The results and processes in 2014 can be analysed within four main areas: 1) Trade policy debates and awareness-raising for improvement of frame-conditions for workers' rights; 2) Ethical trade initiatives; 3) Advocacy nationally, regionally and globally; 4) Seafarers in the Philippines

TRADE POLICY DEBATES AND AWARENESS-RAISING FOR IMPROVEMENT OF FRAME-CONDITIONS FOR WORKERS' RIGHTS

It became evident in relation to the work for improvements of the labour rights situation in Bangladesh that trade policy tools can be effective. The suspension of GSP (Generalised System of Preferences) access to the US market had its effect in Bangladesh. USA used trade policy pressure to ease the possibility for workers to organise in trade unions. This resulted in registration of many new trade unions in Bangladesh. Both EU and USA signed an agreement with the Bangladeshi government, but the methods applied by the US were much more outspoken. Similarly, a free trade agreement went into force between EU and Colombia-Peru and an association agreement in Central America. In this process, 3F continued to inform partners about the sustainability chapters concerning the obligation of governments to implement e.g. ILO core conven-

tions. The advisory assistance of 3F has focused on partners using the tools contained both in Free Trade Agreements (FTA) and in UNGP, Codes of Conduct, CSR policies etc.

ETHICAL TRADE INITIATIVES

The collaboration with a number of other stakeholders in the framework of The Danish Initiative for Ethical Trading - DIEH continued. 3F advised DIEH to promote multi-stakeholder activities beyond Danish borders. The social dialogue Joint Ethical Trading Initiative (JETI) project in Bangladesh is a result of efforts to have activities in countries where Danish companies source their products. This is being co-financed with a special DANIDA CSR fund (2013) and DIFD and NORAD through their respective ethical trading initiatives. 3F shares office with the JETI project in Dhaka. 3F's advice and thus added value putting Freedom of association and the right to collective bargaining on the agenda of this project resulted in an emerging understanding that alternative forms of representation can never substitute trade unions as the only form of organisation empowered to sign collective bargaining agreements on behalf of the workers.

The work as a board member of DIEH has given 3F more insight into the work with procurement and supply chain management and its ethical dilemmas. It is undoubtedly the comparative strength of DIEH that almost all stakeholders take part and express their viewpoints. However, in 3F's perspective there is still room for improvement and through the joint ETI-project in Bangladesh, it would particularly be important to show that the labour market parties (in this case The Danish Chamber of Commerce and 3F) if working together, can be role models and easier motivate the labour market parties in other countries to collaborate. 3F will continue to push for a broad interpretation of social dialogue and involve trade unions federations in Bangladesh in discussions relating to development of the project and its approach. In 3F's perspective, multi-stakeholder initiatives can never substitute bi- and tripartite dialogue on the labour market. But in relation to the big issues on the agenda, challenges of the right to strike and social dumping internationally, there is no doubt that tactical and strategical alliances with other civil society organisations are needed in a foreseeable future.

ADVOCACY NATIONALLY, REGIONALLY AND GLOBALLY

3F's CSR work in 2014 was influenced by the first anniversary of the Rana Plaza disaster where 3F's campaign for improved working conditions and access for trade unions continued taking its point of departure in the textile industry disaster (for further information on the campaign see section 6 on Information work). The trade union movement

seems to have been successful in focusing the debate on workers' rights and underscore the need for trade unions.

There were several opportunities where 3F's influenced and presented viewpoints on CSR during the year:

- The Ministry of Foreign Affairs arranged a high-level meeting in Copenhagen in close cooperation with DIEH. It was attended by the Bangladeshi garment employers' organisation, BGMEA, The Secretary of the Ministry of Labour, ILO and a trade union/NGO representative. In June, DIEH conducted a meeting for the parties in Bangladesh;
- 3F's and other TU leaders were invited to participate in business and trade delegations with the Minister of Trade and Development;
- New CSR-oriented DANIDA modalities were launched by the Minister of Trade and Development and the civil society was consulted;
- A debate panel at the annual CSR award show with the Minister of Trade and Development and others;
- Jury-member for a CSR award for best performance abroad;
- Debate panel at the 10th anniversary of the CSR Fund;
- Contribution to LO's hearing-reply on a proposed reform of the Danish law on annual financial reporting included the implementation of EU directives about financial reporting and CSR.

3F has equally contributed to the development of the international trade union positions on several issues beyond CSR:

At the level of the **International Labour Organisation - ILO**, 3F make active use of close relations with the Danish LO representative in the governing body of the International Labour Organisation; some influence is thus exerted at the top level of the ILO. It is considered how 3F can contribute to strengthening the protection of the core workers' rights.

3F sectors are represented on the Executive Committees of the **Global Union Federations - GUFs**, both at European and global levels. In this way, 3F is central in exerting influence, pushing for global framework agreements and strengthening the international solidarity and labour regulation. In the area of Occupational Health and Safety, 3F has participated in the development of international regulations following the caution principle and recognition of occupational diseases.

Through the BAT cartel (cartel of construction, plant and woodworkers trade unions in Denmark), 3F also participated in the **BWI fact-finding tour to Qatar** in relation the FIFA 2022 World Cup infrastructural work. The purpose

was to have a first-hand impression and evidence of the lack of migrant workers' basic rights as they constitute almost the entire workforce building infrastructure and stadiums for the FIFA 2022 world cup. It is part of the international campaign to rerun the vote if Qatar does not guarantee the rights of migrant workers. Contacts to media and to 3F's partner in Nepal which is helping to organise migrant workers and disclose abuses, have contributed to strengthening the international campaign. This global work fits very well with the regional work in the programmes. 3F is accumulating experience in the field of protecting migrant workers' rights both from efforts in Southern Africa and Latin America.

3F has been instrumental in its efforts and fight against **social dumping** and other negative impacts on the Danish labour market model caused by the gradual harmonisation of labour markets within the EU region. Again, 3F is learning from experience in developing countries as social dumping and the race to the bottom are global phenomena coming along with regional integration and globalisation of market systems. Organisation of more workers and international labour movement coordination is an essential tool to counteract the negative effects.

3F's policy **influence in Denmark** has been growing under the now former government. As the government took power 3F decided to supplement its access to influence from mainly consisting in contacts with civil servants adding a closer dialogue with a number of political contacts that 3F already had developed in other areas of development, labour market and trade areas. The efforts were generally successful and 3F has thus learned to use broader networking and alliances – both in the civil society, cooperating with ministerial staff and with politicians and their advisers. An example is the partnership on responsible textile and garment production in Bangladesh on which 3F had some influence. Generally, trade policy has been followed closely, e.g. through participation in the so called "Beach Club" which is a broad forum of government, civil society and business working in close contact with the Ministry of Foreign Affairs and politicians.

CSR has been more highlighted and there have been law reform hearings regarding the annual financial reports including CSR reporting requirements and also regarding the Development Assistance. 3F has contributed with comments on the necessity of coordination and coherence between the policy areas regarding development.

3F has submitted **hearing replies** to MOFA and other authorities concerning new country programme or policy proposals in the regions and countries where we work as well as on several cross-cutting issues.

3F's headquarters has strengthened the work with **3F's own procurement policy** and has started with coffee in cooperation with the Fairtrade mark. A proposal was produced to a large Honduran coffee cooperative and presented to its board. The idea is that there should be a monitoring system that includes the agricultural workers' trade union. Real progress for both farmers and workers should be monitored by a joint committee. The next area 3F will explore is the sourcing of campaign merchandise including textiles. In cooperation with the Swedish IF Metall, which has its procurement experiences, the company Switcher has been selected for further study. The company uses a "respect-code" that allows the consumer to trace the product all the way back in the supply chain. 3F will try to explore the potential of Fairtrade International in the labour rights field, and will be doing the same with a company like Switcher or the Danish brand Neutral.

PHILIPPINE SEAFARERS A STEP CLOSER TO CHECKING SHIP-OWNERS' CSR

Seafarers earn a large part of the foreign currency earnings of the Philippines. They constitute about one third of all seafarers in international shipping. Some progress was seen in 2014 in the cooperation project with ISAC in the Philippines, mainly in the field of information and training activities about the rights of seafarers. An important result is the systematized educational system for ISAC's members where the organisation has been lobbying for the improvement of national legislation. An information campaign called the "Zero Accident Campaign – Decent Work to Seafarers" has especially targeted maritime schools. A new activity was a workshop on UN Guiding Principles on Business and Human Rights. The idea is to strengthen the organisations' capacity of the organisation to assess if Danish ship-owners comply with their own CSR policy and be able to enter into dialogue with them. One of ISAC's core activities is to claim compensation for members and in some cases ISAC's doctor of occupational medicine has been able to demonstrate the connection between work and disease.

4.9 GENERAL PROGRAMME LEARNING AND ADAPTATION

2014 brought significant learning processes for the partners and 3F international which will be used to adapt current and future strategies. Some of the more specific learning relating to specific regions is already integrated into the reporting above.

Exchange of experience and mutual learning between partners and 3F is improving as labour market trends and developments are increasingly globalised and therefore trade unions across the globe are faced with similar challenges. This put extra responsibility on 3F to enable and actively facilitate exchange of experience and learning across partnerships, programmes, countries and regions and to convince international TU organisations that they should do the same. The quality assurance system as well as the method seminars, management and administrator workshops for 3F staff across all regions have been very useful for this type of exchange and learning thus mechanisms for sharing is gradually more institutionalised. It is however not utilized well enough in programming to among other methods by improving a systematised use of 3F's QA management system and improve advisory assistance and approaches towards partners and is therefore a key focus for the coming years to improve; both by improving access to information and material between regions and through mechanisms such as visits across regions. Sharing and learning between partners take place within each country and in the sector-based regional network of the GUFs, i.e. between partners in a particular region. 3F will however look into facilitating learning between partners across regions if and when relevant. This could be within a sector, concerning a particular multinational company, privatisation processes or other. Furthermore, 3F will work to improve documentation of learning internally. Improving 3F staff's ability to identify and use learning for programme adaptation and decision making is a prerequisite for them to also provide relevant advisory assistance to partners enabling them to improve their capacity and ability to use learning actively.

Harmonisation of documenting results around super-indicators has been a long, but important process now beginning to allow 3F to make cross-cutting analysis around key indicator-themes. Learning from the process, it was realised that the team at various levels did not have a feeling of mutual responsibility for making it happen. Finally, it may have been beneficial to integrate the super-indicator themes in our Theory of Change from the beginning as a way of demonstrating assumptions on how 3F sees change happens. This might also have improved communication around the super-indicators towards regional offices and partners. Moving forward, 3F is in the process of revising its method manual and has in 2015 redesigned budgets and accounts around super-indicators to enable analysis on value for money in terms of what we spend and use our time on in relation to the results we achieve.

3F's effort to **align our support and advisory assistance to partners' own strategic plans** has been one of the successes of 2014 where significant progress has been seen. Program-

mes experience more ownership to planning processes and strategies and realise their own potential in the process. This also means improved coordination with some donors, especially FOS Belgium in Latin America. However, it will take time to change the partnership approach and staff and partners' attitudes towards a partnership. Partners still have challenges in living up to 3F's requirements in relation to monitoring and reporting on results in relation to their own strategies. More capacity building of 3F staff is needed in order to ensure the facilitation of processes with partners so as to change the donor-recipient relationship to one of mutual and equal partnership. But also to change the approach of prefixed projects to be implemented.

Supporting partners to improve their **communication and outreach** to members, media and the public has been an effort in organisational development over the years. In both Southern Africa and South Asia, partners' strategies and efforts have yielded results. The unions in Zambia have for instance increasingly been using the radio and the social media more strategically to reach the general public and particularly improving their image and creating awareness among workers of the benefits of joining the union. Similarly, in Sri Lanka the textile workers' union; FTZ-GSEU was suffering from a very bad image especially in the media. They made a strategy to address the issue and created relationships with the journalists association and individual journalists whom they trained in trade union and labour market issues. With this and other follow-up activities, a change in the tone towards trade unions in the media is now noted. These communication strategies and forms are part of the organisational development. Trade unions are workers' organisations and communication- and information strategies should always include two-way communication from work place level and local branches to national level and the other way round. This is not always realised by trade unions resulting in disconnection between workers at grass-root level and the central level, meaning that workers do not know the activities and results achieved by the union in protecting their rights and fighting for their conditions. The unions have thus learnt that it is important to have a communication strategy including a media strategy and add it to a range of other tools and strategies for advocacy- and organising work to yield results. The programmes in the four regions will facilitate that partners that have had good results with new communication strategies and methods will share their experience and inspire others.

5. POPULAR ANCHORAGE & 3F MEMBER ENGAGEMENT

3F's member engagement and popular anchorage is closely connected to its information work as direct exchange of experience between equals is an important supplementary 3F advisory assistance to partners. Engaging with partners and solidarity work is happening in different parts of the organisation by 3F members, shop stewards, branch-chairmen, 3F consultants etc. and contributes to the achievement of results by sister organisations around the world. Maintaining popular anchorage of the international work is also crucial to ensure a continuous backing by the Executive Committee and management of 3F.

Overall, the objectives, activities and targets set out for the popular anchorage in the Framework Paper 2014-2017 have been met:

Objectives & Targets 2014-2017	Status 2014
<p>Development of a strategy for popular foundation for 3F's international work Strategy developed in 2013 and implemented from 2014</p>	<p>The strategy and guidelines for popular foundation was developed and integrated into 3F International Strategi- og Organisationsbeskrivelse 2013-2016 and in 3F International Strategic Plan 2015-2018 where specific objectives have been set. The strategy is being implemented.</p>
<p>Solidarity groups strengthen the popular support and contribute to 3F's information work in Denmark around the conditions for 3Fs partners in developing countries, their work, efforts and results.</p> <ul style="list-style-type: none"> • One solidarity conference conducted annually for interested 3F members • Establishment and functioning of solidarity groups for Southern Africa, South Asia and Belarus • Collation of information and material during visits to partners/countries • Increased registration of the work of the solidarity groups (including information work) in annual report 	<p>97 3F elected, shop stewards and members participated in the solidarity conference in 2014 with the topic; 'The role of the labour movement in a globalised labour market' with more in-depth discussions in smaller groups around topics such as CSR, international alliances in the labour movement and migrating labour. Jessmin Begum, a textile worker and a union activist from Bangladesh made a presentation and generated debate;</p> <p>The relatively new solidarity groups in Southern Africa, South Asia and Belarus were further consolidated in 2014 and two have visited partners and established focus areas for their continued cooperation;</p> <p>Solidarity groups have in 2014 been supported more directly in preparing for the visits concerning exchange of experience in specific areas adding value to an overall capacity development process. 3F International supported in the formulation of clear and more comprehensive agreements containing a description of tasks and expected results for the visits and also in reporting upon return, ensuring follow-up recommendations and further plans of the solidarity group. This support by 3F International yielded good results in terms of documentation of the visit of the Palestine solidarity network in 2014 and the preparation by the Bolivia solidarity group that visited Bolivia in early 2015.</p>
<p>Solidarity groups contribute to advising 3F's partners in close cooperation with 3F Regional Offices and 3F HO advisers by sharing Danish and international trade union experiences with partners</p> <ul style="list-style-type: none"> • Solidarity groups are incorporated as advisers for specific trade union activities within the regional programmes • Experience exchange between solidarity groups and the international solidarity and development team including regional offices has been strengthened 	<p>Four solidarity groups visited sister organisations, most of which are 3F partners; in Belarus, Mozambique/South Africa, Honduras/Guatemala and Palestine. Furthermore, 3F branches and solidarity groups arranged events, information activities and collections to support activities for trade unions in Zimbabwe, Bangladesh, Sri Lanka, Costa Rica, Honduras, Guatemala and several East-European countries. In all cases, the regional offices were closely involved and contributed to maximising the inputs from the solidarity groups and ensuring that accurate information can be used in Denmark;</p> <p>3F solidarity groups participated in the arrangement of various solidarity actions and demonstrations, for instance in making 3F actively show solidarity and support for the victims of Gaza during the heavy Israeli bombardments in the summer 2014 with the involvement of the 3F leadership; both giving a 3F speech at a demonstration and a support concert for the Gaza-victims.</p>

6. INFORMATION WORK IN DENMARK

Overall, the objectives, activities and targets set out for the information work in the Framework Paper 2014-2017 have been met with a few exceptions as stated below:

Objectives & Targets 2014-2017	Status 2014
<p>International Information Strategy updated and implemented</p> <ul style="list-style-type: none"> • Revise the 3F international information strategy in the last quarter of 2013. This will include the existing information initiatives, but also focus on updating and further developing 3F's international information efforts. Relevant parts of the strategy for popular foundation will be incorporated into the information strategy. The strategy will take effect from 2014 	<ul style="list-style-type: none"> • The strategy and guidelines for popular foundation was developed and integrated into 3F International Strategi- og Organisationsbeskrivelse 2013-2016 and in 3F International Strategic Plan 2015-2018 where specific objectives have been set. The strategy is being implemented.
<p>Focus on international work in 3Fs internal media platforms</p> <ul style="list-style-type: none"> • Make the electronic newsletter more flexible enabling 3F to publish stories of high news value while still including case stories from 3F's programmes and partners as well as stories and news from the solidarity groups; • Update 3F's international website; 	<ul style="list-style-type: none"> • The work on the electronic international newsletter has improved. Throughout 2014, 8 newsletters were produced and sent out to an average of 4220 subscribers. The newsletter is at times referred to in the development platform globalnnyt.dk (former ulandsnyt.dk). There is however still room for improvement in involving regional coordinators and partners in providing information to the newsletter and ensuring a wider range of subscribers, inside and outside 3F; • The information on 3F International on the general 3F webpage was updated. It was decided to produce a specific 3F International webpage, where we can upload documents etc. and provide more thorough information. This was launched during 2015; • In two editions of 3Fs member magazine Fagbladet, themes were treated concerning working conditions for Bangladeshi Textile workers following the big Rana Plaza disaster. This magazine reaches 300,000 members; • 3F's adviser responsible for Central and Eastern Europe was the main character in the DR2-production on Danish people abroad; Mads og Anarkiet about the work and the situation in Albania
<p>Information work through external actors and network</p> <ul style="list-style-type: none"> • Explore the possibilities of generalising the use of social media in our information work; • Explore the possibility of producing small videos (interviews and stories from 3F's partners) to show important results and challenges; • Participate and qualify information through networks, e.g. DIEH, NGO Forum, Latina America Network and Academy, Zimbabwe committee, Palestine Initiative, u-landsnyt.dk • Lectures and debates on folk high schools, vocational/professional training institutes, other schools or organisations 	<ul style="list-style-type: none"> • A decision to make a Facebook page for 3F International was made in 2014 and the page launched in 2015. This is used for shorter comments, links, opinions or stories from advisers or partners to events around the world; • No videos or short stories have been produced in 2014; • 3F contributes with information and qualifying debates concerning labour market issues in the various fora if and when relevant. 3F's international newsletter is often referred to in Globalnnyt.dk (former ulandsnyt); • Several newspaper articles/chronicles was printed in national newspaper concerning the Rana Plaza disaster and the conditions in the textile sector in South Asia; • The on-line game Dilemma provided opportunities to share the idea and labour market and trade union issues in two education fairs and in the 3F solidarity conference 2014. 3F members at local branches introduced the game in technical schools and workplaces.

Objectives & Targets 2014-2017

Comprehensive information projects around poverty and workers' rights
 Specific initiatives/major information products every few years connected to important international developments or campaigns, or targeting specific groups that have particular interest in poverty alleviation and workers' rights or who are not normally exposed to information about poverty, international development and workers' rights.

Status 2014

- The online interactive game Dilemma was designed and launched in 2013. 3F has thus achieved the output of developing a material informing about international labour standards and working conditions in the global value chain – and making the user see consequences of different choices and compromises. Also it is a material that is not outdated after a short period, and which has proved effective also in other fora than the original target group. It is however also a competitive market and an expensive and time-consuming process to develop such a material. It continues to be 3F's strategy to develop larger material when we see a need and when opportunity arises. The cost-effectiveness of such material should however always be measured, and the number of users of Dilemma should at least be doubled before 3F will develop other major information projects.
- In 2014, Dilemma had approximately 2,500 users/hits 3F will continue to promote the game also in the new school year 2015-16. Dilemma has so far been very well received by both teachers and librarians who thought it was a good way to introduce students to complex material in an interactive but simple way. Also 3F's own members and activists have used the game to explain international labour rights etc.
- A major information campaign was implemented in 2014; 'Never again a Rana Plaza' giving attention and facilitating debate around the ongoing horrible conditions and workers' rights violations in the textile production by both Danish and international clothing companies and brands. This included information meetings, demonstration activities, dialogue meetings with the clothing industry, newspaper articles, thematic focus twice in 3F member magazine Fagbladet and support to a photo-book on the Rana Plaza aftermaths – Rana Plaza Fashion by Søren Zeuth which received very good newspaper-reviews;
- A toolkit against social dumping was updated to provide thorough information to 3F shop stewards around CSR and companies' responsibilities in order to provide them with tools to seek influence on the companies where they work.

7. ORGANISATIONAL DEVELOPMENT

7.1 STRATEGY- AND ORGANISATIONAL DEVELOPMENT STATUS

The following is an overview of the status of the organisational development objectives and targets set in the framework paper for 2014-2017.

Objectives from framework paper 2014-2017	Level of achievement
<p>1. Key strategies for 3F's international development work arwe revised in line with 3F's new status as a framework organisation and following strategies and decisions taken at the 3F Congress 2013</p>	
<p>Trade Union and Policy Platform (Fagligt og Politisk Grundlag) revised following the 3F Congress in September 2013;</p> <p>TOR for International solidarity and development Committee of 3F revised following the 3F Congress in September 2013;</p> <p>International Strategy and Organisational basis for 3F's international solidarity and development work revised in 2014;</p> <p>Information Strategy for 3F's international solidarity and development work revised in 2013 and implemented from 1st January;</p> <p>Strategy for Popular Foundation developed in 2013 and implemented form 1st January 2014;</p> <p>Fundraising Strategy developed and implemented in 2014.</p>	<p>The trade Union and Policy Platform has been revised and approved by the Executive Committee of 3F. It forms the basis for the revised International Strategy and Organisational basis;</p> <p>TOR (kommisorium) for the International Solidarity & Development Committee of 3F has been revised and approved by the Executive Committee of 3F in 2013. In 2014, the name of the committee has been changed to 3F Internationalt Udvalg or 3F International Committee and will henceforth be named as such;</p> <p>The International Strategy and Organisational Basis 2013-2016 (Strategi- og Organisationsbeskrivelse) has been revised and approved by the 3F International Committee. The document furthermore forms the basis of the '3F International Strategic Plan 2015-2019 – Improving poor workers' working and living conditions through strengthened trade union organisations' submitted to Danida in September 2014 as part of the RAM-assessment requirements;</p> <p>The Information Strategy has been revised and integrated into the 3F International Strategy and Organisational Basis. It has been further elaborated and goals have been set in the Strategic Plan 2015-2019 submitted to Danida in September 2014. Specific guidelines and plans for the information work have been elaborated and are being implemented;</p> <p>The Strategy for Popular Foundation has been integrated into the 3F International Strategy and Organisational Basis. It has been further elaborated and goals have been set in the Strategic Plan 2015-2019 submitted to Danida in September 2014. Specific guidelines for solidarity groups of 3F members have been developed and are being implemented;</p> <p>A fundraising strategy has been developed and disseminated in April 2015. Though, there was a delay of the development of the final strategy, activities has been ongoing and principles agreed by the 3F International Committee. No concrete results of the fundraising efforts besides from Central- and Easern Europe has been achieved in 2014.</p>

Objectives from framework paper 2014-2017	Level of achievement
2. Method Manual updated and implemented. The manual is adapted to the conditions for framework organisations	
<p>Method Manual developed and disseminated to all regional offices; Key staff trained in the use of the Method Manual will take place before end of 2013;</p> <p>Further sharing and roll out of relevant parts of the Method Manual to all staff and partners before March 2014.</p>	<p>The Method Manual has been finalised and disseminated to all regional offices.</p> <p>Joint programme staff training, method development and experience exchange has been done twice since and is expected to continue once every 1,5 years. Targeted capacity building has been done during 2013 and 2014 and will be done continuously in each regional programme;</p> <p>Capacity development of partners in methodology and administration is part of the regional programmes' advisory assistance and is ongoing. Ideas for development and revisions to the method manual are collated continuously through these processes and will be integrated into a bigger revision of the Method Manual the beginning of 2016. The revision was postponed in order to allow for proper consolidation and testing before changing again. Reporting formats were however revised during 2014 and implemented from 2015.</p>
3. Administrative Manual updated and implemented. The manual is adapted to the conditions for framework organisations	
<p>Administrative Manual is updated at latest March 2013;</p> <p>The new Administrative Manual is used at all levels in 3F International Solidarity & Development and with partners (where relevant) latest April 2013.</p>	<p>The Administrative Manual has been finalised in 2014 and the new procedures and systems are being implemented gradually. There is a global administrative manual to cover topics relevant for all regions and more specific administrative manuals at regional level; A system for improved knowledge management, file management and information sharing is being developed and will be finalised during 2015; A better description and implementation of the risk management system for each regional office is included in the new Programme Documents and administrative manuals.</p>
4. QA system developed and implemented	
<p>QA system is piloted and implemented per 1st January 2013; QA system included in the Method Manual latest by end of March 2013.</p>	<p>The Quality Assurance system is being implemented. The system is part of the Method Manual and will be gradually improved based on lessons learnt. The system has proven longer to implement and utilize than expected and therefore capacity development of staff is ongoing. An audit of the QA system will be conducted at HO and in Latin America before the end of 2016 to ensure learning and adaptation.</p>
5. Business Ethics and Integrity Policy and Management System disseminated to the whole organisation and all partners	
<p>BIMS translated to Spanish and Portuguese and shared with all partners latest by end of December 2013.</p>	<p>BIMS was translated and is being implemented. The principles are integrated into the standard Partnership Contracts and partner cooperation. The system however needs updating and some rethinking in its implementation. All staff and partners follow the ethical codex.</p>
6. Continuous staff development	
<p>Annual employee development conversations (MUS samtaler) are held at both HO and RO level with all staff; Human resource development/training for Danish and local staff where relevant;</p> <p>Annual development seminars.</p>	<p>Employee development conversations are held annually and learning needs identified.</p> <p>The QA system was intended to support the identification of staff development and learning needs related to improving 3F's advisory assistance to partners, but has however not been used sufficiently for this purpose. Head and Regional Offices will be supported in improving this in the coming years. The first annual method development seminar was held with programme staff in 2013 and in 2014 for administrative staff. This will continue once every 1,5 years and when need arises. Leadership seminars will be conducted annually.</p>

Objectives from framework paper 2014-2017	Level of achievement
7. New HR handbook developed and shared with all staff by the by the end of 2013	
The HR handbook is shared with all staff latest January 2014.	The objective was changed. HO and Danish staff adhere to the 3F HR handbook. HR-issues pertaining to national staff in regional offices are included in the regional Administrative manuals to adhere to country-specific labour standards. Risk assessment and management systems are being improved, including the description of staff safety and security risks and procedures.

7.2 RESOURCE ALLOCATION, FINANCE & ADMINISTRATION

In 2014, 3F managed to use all funds according to the purpose. However, lack of formal registration in Bangladesh prevented 3F from spending funds directly until the permission to operate was obtained in November 2014. Hence, the spending in South Asia was smaller than anticipated and 3F therefore allocated more funds to the programmes in Latin America and Middle East.

Overview of frame spending 2014		
REGION	SPENDING	BUDGET
Africa	11.5	11.6
Latin America	11.5	9.9
South Asia	3.2	4.9
Middle East	4.5	3.8
Global (CSR)	0.6	0.8
Total programmes	31.3	31.0
Information	0.6	0.6
Monitoring & review	1.1	1.9
Audit	0.2	0.3
Administration	2.2	2.3
Grand total	35.4	36.1

3F's own contribution of private Danish funds was 1.1 mill. DKK in 2014 funded primarily by 3F membership fees, but also private contribution from individual members and branches. The other part of own financing (3.4 mill. DKK) was covered through fees to Global Union Federations. For further details kindly refer to the Annual Frame Accounts 2014 in Annex I

In 2014, 3F finalized the set-up and structure of the new accounting system in Head Office and all four Regional Offices and it was implemented from 1st January 2015 in accordance with the plan. Budget lines are now divided according to super-indicators, as this is assessed to be the best possible way to monitor costs (cost-effectiveness) of achieving results in the prioritized areas of the immediate objectives.

In December 2014, 3F officially opened the new regional office in Dhaka, Bangladesh following the long awaited legal registration by the Bangladeshi authorities. The regional office is now fully functional and staffed and is the base for 3F's cooperation with and support to trade union organisations in the Textile & Garment sector in Nepal, Sri Lanka and Bangladesh and regionally.



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