

3F INTERNATIONAL

STRATEGIC PLAN UPDATE 2016-2019

IMPROVING POOR WORKERS' WORKING AND LIVING CONDITIONS
THROUGH STRENGTHENED TRADE UNION ORGANISATIONS

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UNITED FEDERATION OF DANISH WORKERS

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ABBREVIATIONS

3F	Fagligt Fælles Forbund (United Federation of Danish Workers)
CBA	Collective Bargaining Agreement
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Assistance
DIEH	Dansk Initiativ for Etisk Handel (Danish Initiative for Ethical Trade)
ETI	Ethical Trading Initiative
GDP	Gross Domestic Product
GUF	Global Union Federation
ILO	International Labour Organisation
ITUC	International Trade Union Confederation
MENA	Middle East and North Africa
OHS	Occupational Health and Safety
PAC	Programme Advisory Committee
SDG	Sustainable Development Goals
SP	Strategic Plan
TU	Trade Union
TVET	Technical and Vocational Education and Training
T&GS	Textile and Garment Sector

1. INTRODUCTION & SUMMARY

This document is an update of the Strategic Plan (SP) 2015-2018 submitted to DANIDA in September 2014. Only significant strategic changes in relation to the previously submitted plan are included. This particularly concerns changes in regional programmes in relation to the 26% budget reduction of the originally foreseen DANIDA framework allocation for 2016-2019. Strategic choices and considerations are provided on closing of partnerships and offices and how the 3F strategy will change in relation to the new budgetary reality; the level of detail vary with more specific plans for 2016 and only general considerations in relation to the coming three years. Not all decisions have been made yet and new challenges will appear in relation to the exit-processes. Programme risks have been re-assessed and changes included, especially in relation to

the exit from some partnerships with a very short notice, which will affect 3F's ability to ensure ownership and sustainability of results. This may well lead to losses of investment and affect expected long-term results. Furthermore, the SP update includes changes in objectives, indicators and targets taking into consideration learning and the reduced programme scope and scale. One additional global programme objective with selected indicators has been included reflecting a new budget line on global framework conditions for workers' rights alongside the CSR strategy. Two new organisational objectives on cross-cutting processes such as learning, added value and innovation were deemed necessary to increase the focus on these areas and have been included.

2. CHANGES IN 3F INTERNATIONAL PROGRAMMES

In 2016, 3F will work directly with around **36–38 partners** (trade union organisations and regional networks and Global Union Federations - GUFs) in the following **regions and countries** under the framework-agreement in 2016:

Southern Africa: Mozambique, Zimbabwe, Zambia, Malawi
 Latin America: Nicaragua, Honduras, Bolivia
 South Asia: Bangladesh, Nepal

3F will furthermore continue its engagement in Central- and Eastern Europe supported by 3F's own funds and non-frame funding modalities and donors. An overview of number of partners in the various sectors and regions will be as follows, though subject to some adjustments as the strategies and options have not yet been fully explored.

Region/Sector	Agriculture	Industry	Construction	Transport	Service	GUF
Latin America*	6	3	1	2		4
Southern Africa	4	4	3		4	2
South Asia		5				

Globally, it is a reduction of 15-17 partners from a total of 54 in 2013, closing down direct operation in one region and additional three countries. 3F will discontinue its support to all three partners in Palestine, to the regional network BWI and further close down the regional office in Ramallah. Furthermore, 3F ends its direct partnership with around six partners in Latin America, one or two partners in South Asia and two-three partners in Southern Africa. The originally planned expansion to Pakistan in 2016 will be postponed.

Overall strategic considerations in relation to the decisions made on the basis of the attached framework budget 2016-2019 were:

- The overall strategy of working within regional programmes supporting mainly sister organisations in the same sectors as 3F organises in Denmark and furthermore supporting their regional sector-based cooperation and networking for sustainability and international links remains;
- It would not be sufficient and feasible to use a percentage-wise deduction with all regional programmes and partners; the budget reduction demands considerable cuts in administration and staffing to keep the balance between support to partners and 3F's monitoring and administration. A reduced number of staff will not have time to provide advisory assistance and monitor the same number of partnerships. Therefore, a reduction from four to three regional offices was decided as well as 15-17 partnerships;
- The long-term global strategy where the programme in Southern Africa remain the largest with the programme in Latin America relatively smaller (except for the more recent partnerships in Bolivia) should still be followed;
- It would not be strategically wise to exit South Asia now as it is a relatively new region for 3F and only recently 3F got its formal registration and ability to operate fully in Bangladesh. Direct support to partners in Bangladesh has therefore only begun by the end of 2014. Furthermore, the region and sector is strategically important for 3F's CSR-efforts;
- Guatemala and Sri Lanka are already above the GDP limit according to DANIDA guidelines and thus 3F would have to phase out of these countries within a relatively short period;
- The CSR strategy should be maintained and there is a need to operate more strategically with general fra-

mework conditions for workers' and labour market development.

Criteria for choosing which partners to be phased out in countries where 3F still maintain a reduced programme have been:

- To which extent the partnership and 3F continue to contribute and add value to development of the organisation and achievement of actual results;
- To which extent the partner reached a level of financial and organisational development that makes it somehow sustainable, even though it will not be able to carry out activities at the same level without the financial and advisory support from 3F;
- To which extent local government authorities and conditions have made it impossible to operate and achieve significant results;
- The vulnerability of the target group (the workers) in the sector the partner reach and how a phase out will affect these workers;
- The strategic importance of the sector in the country and/or region

3F will use frame funds carried over from previous years to ensure an exit period of 3-6 months. An extra effort will be made to engage the 3F solidarity groups in order to involve 3F members in the plans and activate further fundraising and solidarity activities. Contact with partners will likely be maintained after a programme exit and it is possible that focussed activities with phased out partners can be supported afterwards. The general DANIDA guidelines, the strategy and considerations will be presented to the Programme Advisory Committee (PAC) in each region and the final strategy and choices will be made after consultation. Most of the phased-out partners will remain strategic partners for 3F and thus contribute to capacity development of weaker partners and exchange of experience, particularly as they will remain participants in the regional coordination and networking meetings in the remaining three regions. Extra efforts are being made to raise funds from other sources to maintain partnerships and activities in some of the countries where 3F exit with DANIDA funds to ensure a longer and more gradual out phasing period. The effort of making 3F less dependent on DANIDA funds continues by the implementation of the recently developed fundraising strategy.

2.1 PALESTINE/MENA REGIONAL PROGRAMME

The regional office in Palestine and the MENA region and thus all the programme activities and partnerships will be closed down from 2016 representing a budget reduction of 100%. 3F has been working with and supporting the Palestinian trade union movement for 20 years since 1995 and has had a regional office in Palestine since 2012. However, the Israeli authorities has made it impossible for 3F to have a regional coordinator based in Palestine and thus the strategic work and advisory support to partners have been significantly hampered. Two affiliates of the main partner; Palestinian General Federation of Trade Unions (PGFTU) have been directly supported since 2008 and have gradually become stronger and more independent, though much more support would have been needed to ensure their independence and sustainability. Only recently in 2013, the strategy in the MENA region was harmonised with that of the other 3F regional programmes in supporting the Regional Arab Construction network within the Global Union Federation; Building and Wood Workers International to ensure regional coordination and exchange of experience between sector-based trade unions. The regional coordination effort has unfortunately not yet been sufficiently consolidated. All partners and activities will be phased out. Therefore, a strategy is being developed for what should be the focus in the coming months in order to ensure a minimum of sustainability and secure investments made in organisational development over the years. The strategy and increased focus of support is being chosen based on:

What activities and solidarity actions will best help partners sustain the many important results that have been achieved over the course of the last 20 years?

What opportunities and objectives originally envisioned for the regional programme 2015-2018 are realistic and sustainable, also considering the current escalation of violence between Palestinians and the Israeli state?

Furthermore, consultations will be made with the Danish representation and other donors and organisations in the region in order to explore how a focus on the Palestinian labour market can be kept as a prerequisite for improvement in working and living conditions of the Palestinians living under the constraints of Israeli occupation.

2.2 SOUTHERN AFRICA REGIONAL PROGRAMME

The overall strategy in Southern Africa is maintained though with some geographical changes. A reduction in the budget for Southern Africa on 11% will be implemented. In order to ensure sustainability of results, partners will be phased out rather than making an equal deduction in all partner budgets. The reduction will mainly be found in Mozambique. Furthermore reduction of staff at the 3F regional office is foreseen and the budget for travelling and regional activities reduced. The strategic choices were made on the basis of the following considerations: 3F has had a programme in Mozambique since 2001 (and some smaller projects in the 1990s) and is thus the oldest country in the 3F Southern Africa programme. The 3F programme and partners have achieved good results for instance substantial membership increase, increase in minimum salaries, better functioning union structures etc.

At the same time, advocacy activities and introduction of new methodology has often been more difficult in Mozambique than in the other countries, mainly due to trade unions' limited independence from the ruling party for historical reasons, centralization of union structures and, to some extent, low level of education in Mozambique. Three partners in Mozambique will be phased out of core funding and support from 3F: The cooperation with the women's wing of the confederation, OTM will be phased out at a faster pace than already planned. Furthermore, 3F will phase out its core funding to partners in the sugar and the construction sector in Mozambique. To consolidate results and thus ensure a sustainable exit phase with the three partners, two will be phased out in mid-2016 and one in 2017. The full effect of the budget reduction in Mozambique will thus materialise in 2017 and a future restructuring of the Southern Africa Regional Programme will be explored.

2.3 LATIN AMERICA REGIONAL PROGRAMME

The overall strategy in Latin America is maintained though with some geographical changes. 3F has worked with partners in Central America since the mid-80'ies. Considerable results have been achieved, especially with regards to increased unity and ability to negotiate CBAs. Therefore, the regional programme budget deduction by 19% will mainly be executed in Central America and by cutting down costs for the regional cooperation. Direct support to three partners in Guatemala will be phased out from 2016. Moreover it is expected to phase out two

partners in Nicaragua and one partner in Honduras, however specific decisions still need to be taken considering advantages and disadvantages of the various sectors, the organisations and the vulnerability of the group they organise. Moreover, reduction in staffing in the regional office will be made. In addition to 3F's overall criteria for out phasing, the choices in Latin America were made with the following considerations:

- Guatemala has reached the GDP limit and disqualify for DANIDA support within a few years;
- The cooperation with partners in Bolivia only started in 2009 and should be maintained some years to come in order to reach a sustainable level of organisational development.

2.4 SOUTH ASIA REGIONAL PROGRAMME

The overall strategy and focus on the textile and garment sector (T&GS) in South Asia will be maintained with an increased focus and weight on partners and activities in Bangladesh (64% of the regional budget). The budget is reduced by 28% in 2016, but is expected to be gradually increased over the coming years as the programme is gaining ground. The activities in Sri Lanka will be phased out from 2016 and a gradual scaling down in Nepal is likely to happen in 2017. The planned expansion to Pakistan in 2016 is postponed; however 3F will explore possibilities of working in Pakistan from 2017 or beyond due to the importance of the sector in the country and the region. In addition to the general criteria for out phasing, criteria for the choices made in the South Asia regional programme were:

- 3F will continue to work in at least two countries in the region in order to maintain the regional component and strategy;
- Sri Lanka has reached the GDP limit and will disqualify for DANIDA support within a year;
- Partners in Nepal have reached a reasonable level of organisational development and there is a beginning co-operation and unity between trade unions in the T&G sector. Furthermore the T&G sector is limited in Nepal and does not have any significant strategic importance for the textile industry in the country and region as such;
- Direct partner support in Bangladesh has only been fully integrated in the programme from 2015 and thus needs to be maintained in years to come in order to ensure results and organisational development;
- The regional component is maintained but the modality of support will be revised.

2.5 GLOBAL CROSS-CUTTING EFFORTS

3F's strategy on Corporate Social Responsibility (CSR) will be maintained with a slight reduction in activities. In addition to CSR, 3F has decided to include a new global cross-cutting area; Framework conditions for workers' rights. The work will mainly focus on framework conditions in countries and sectors where workers' rights are particularly challenged or systematically violated and will involve 3F's international advocacy, lobbying and networking in regions and globally in order to ensure adherence to ILO conventions around the world, particularly focusing on freedom of association and the right to bargain collectively. It will include supporting trade unions in claiming their rights and informing and putting pressure on nation states and trading partners and their representation such as the EU, embassies and others in order to claim adherence to basic workers' rights. 3F has worked with this area before within the regional programmes or CSR, but in a less focussed way. With the introduction of this area, an additional immediate objective and indicators have been developed (see section 2.8).

2.6 UPDATED RISK ASSESSMENT

The general contextual risk assessment and mitigation strategies in relation to the SP 2015-2017 (see page 23) is still valid and thus not included in the new assessment table below. However, the political unrest, violence and deteriorating security situation in Palestine will most probably affect the out phasing period and strategy as there is a real risk of a third Intifada. The further movement restrictions imposed by Israel will affect the national level activities as it is now difficult to bring trade unionists together from different parts of the West Bank and Gaza. As a response, 3F will shift its focus to support partners at the decentralised levels in the phasing out period.

New programme risks in relation to the rapid exit from the regions, countries, sectors and partners will increase considerably with the rapid exit already from 2016. It is likely to affect sustainability of results achieved over the years and lead to some level of wasted investments. Any phase out attempted at this speed would create such problems though 3F will do its best to mitigate them. The greatest challenge is in Palestine where it will be difficult to maintain contact with partners without staff in the country and since the regional coordination is also phased out, which is not the case in the other regions such as Southern Africa and Latin America.

Programme Risks	Likelihood	Geographical focus	Mitigation strategies
Loss of staff in regional offices and thus expertise and institutional memory due to exit or massive budget cuts	High	Palestine Guatemala Mozambique	3F will ensure a proper involvement of staff in decisions about phasing out strategies. Moreover, specific tools and strategies to maintain staff motivation will be adopted in order to sustain programme results.
	Medium-to-high	Nicaragua	
	Low	Bolivia Bangladesh	
Insufficient time to consolidate partners' organisational development and results leading to wasted investments and negative consequences for the target group	High	Palestine Guatemala Mozambique Sri Lanka	3F will develop strategies for the phasing out period in 2016 in order to focus the activities and capacity building on particularly weak areas. Capacity strengthening through south-south cooperation and the regional network will be further emphasized. Phased out partners will remain as strategic partners to 3F through the regional cooperation except in Palestine where other forms of contact will be kept. 3F International will make an effort to engage solidarity groups of 3F members to increase solidarity activities as well as alternate forms of fundraising. Finally 3F will increase attempts of fundraising through other donors.
	Medium-to-high	Nepal Sri Lanka Nicaragua Honduras	
Donor dependency of partners affects their sustainability and results after rapid phase-out.	High	Palestine Guatemala Nicaragua Honduras Mozambique Nepal	3F will continue its effort to ensure better coordination with other donors and jointly come up with proposals for them to support certain crucial activities or areas; this will particularly be the case where partners have other donors than 3F. 3F is however challenged by being one of very few donors supporting trade unions and labour market development. Where partners are dependent on 3F alone, an effort will be made to focus on how to ensure their sustainability through membership-based financing as well as attempts to link them up with other donors.
	Medium-to-high	Sri Lanka	
Resistance among partner organisations to cooperate constructively in an exit phase.	High	Palestine, Guatemala, Nicaragua, Honduras, Sri Lanka, Nepal, Mozambique	3F will ensure proper involvement of partners in decisions taken and strategies made, especially by consulting and having frequent information exchange with the Programme Advisory Committees in all the regions.

2.7 PROGRAMME DEVELOPMENT

There are a few changes in relation to the planned programme development for 2016 and beyond, mainly due to country- and region exits caused by the budget reductions.

Programme	Planned Programme Development
Southern Africa	A four-year regional programme 2015-2018 is being implemented with Malawi introduced into the programme with a pilot phase supporting two-three sector trade unions from 2015. A mid-term review of the Southern Africa regional programme will be conducted in 2017.
Latin America	An internal mid-term review of the Latin America Regional Programme will replace the originally planned external mid-term review. It will be postponed till the first half of 2016. Adjustments in geographical and sector focus are expected.
South Asia	An external mid-term review of the South Asian Regional Programme will be carried out in the first half of 2016. Adjustments in countries and partnerships are expected. The expansion to Pakistan is postponed for now.
Palestine	As the Palestine programme will be closed, and the possibility of conducting an impact assessment will be explored in the coming years.
CSR	A CSR strategy has been developed and is being implemented. The strategy will be revisited and possibly revised after a process of involving 3F at various levels to create more in-house ownership and implementation across the organisation.

2.8 GLOBAL CROSS-CUTTING OBJECTIVES AND INDICATORS

The global cross-cutting objectives and indicators for 3F's programmes have not changed considerably. However, some of the targets at the immediate objective indicator level have been revised based on the overachievement in two consecutive years, but modified in the light of the reduced number of partners, countries and sectors in which

3F will now work. The adjusted targets are reflected in the matrix below. A third objective relating to 3F's influence in Denmark and globally has been included with related indicators. These are seen as enabling for 3F's core interventions and are related to the new focus area of Global Framework conditions for workers' rights as well as the integrating the original CSR objective and indicators. To give a better overview of what they contribute to, they have been included in the objectives and indicators framework below which has then changed slightly from the SP 2015-2018:

Development objective		
Decent working and living conditions for male and female workers in a well-regulated labour market with respect for human rights and where a sector-oriented and sustainable trade union movement contributes to democratic development		
Objectives & level of intervention	Themes & Super Indicators	Indicators
(Impact at societal level in countries of intervention)	Strengthened trade union movement in the sectors	Trade unions' advocacy capacity strengthened due to better coordinated positions presented during tripartite and bipartite dialogue Union density has increased in programme sectors & countries International campaigns and solidarity strengthens trade unions' bargaining position.
	Labour market better regulated and social dialogue developed and institutionalised	Improvements in legal framework conditions for the implementation of ILO conventions Growing number of sector CBAs/framework agreements in programme sectors and countries Improved social security coverage in programme sectors and countries
	Improved (family) income and living conditions leads to poverty reduction	Wages of the target group cover a growing percentage of the food basket in programme sectors and countries Less child labour is reported in working families and both girls and boys attend primary school
	Improved working conditions	OHS conditions improved in programme sectors and countries as a result of TU engagement Cooperation between TUs and labour authorities improved (positive labour inspection response to TU complaints/reports)
	Gender equality	Reduced gap between male and female workers' income in programme sectors and countries Labour market regulation and CBAs contain clauses aimed at eliminating discrimination between men and women
	Democratic development	TU organisations are consulted by government about proposals regarding labour market and workers' rights or constitutional changes Men and women have improved influence regarding their conditions participating in community-, trade union-, democratic-, social or other activities

Immediate Objective 1	Super indicator 1	Specific Indicators & targets 2016	Specific Indicators & targets 2016-2019
<p>(Core interventions in programme sectors & countries)</p> <p>Strengthened sector-oriented trade union organisations have improved their capacity to organise, activate, represent and service male and female workers and actively seek influence and advocate for the development of sustainable national labour markets with respect for workers' rights</p>	<p>Strengthened national organisations</p>	<p>Membership has grown by 7%/8% (f)</p> <p>Donor financing of organisation's budget diversified and reduced</p> <p>No. of female elected representatives has increased by 3%</p> <p>Decentralised grass-root level union structures are increasingly influencing decision-making processes in the partner organisations</p>	<p>Membership has grown by 30%/35% (f)</p> <p>Donor financing of organisation's budget diversified and reduced</p> <p>No. of female elected representatives has increased by 13%</p> <p>Decentralised grass-root level union structures are increasingly influencing decision-making processes in the partner organisations</p>
	<p>Super indicator 2</p> <p>More and better Collective Bargaining Agreements</p>	<p>No. of workers covered by CBAs increased by 5%</p> <p>No. of casual workers covered by CBAs increased by 4% in selected sectors and countries</p> <p>No. of CBAs that include protective clauses against casualization, discrimination (e.g. gender, ethnic, caste) and health hazards has increased</p>	<p>No. of workers covered by CBAs increased by 21%</p> <p>No. of casual workers covered by CBAs increased by 17% in selected sectors and countries</p> <p>No. of CBAs that include protective clauses against casualization, discrimination (e.g. gender, ethnic, caste) and health hazards has increased</p>
	<p>Super indicator 3</p> <p>Improved Occupational Health & Safety</p>	<p>No. of functioning OHS committees at workplaces increased by 8%</p> <p>No. of work accidents at workplaces decreased by 2%/2% (f) in selected programme sectors and countries</p>	<p>No. of functioning OHS committees at workplaces increased by 36%</p> <p>No. of work accidents at workplaces decreased by 8%/8% (f)</p>
	<p>Super indicator 4</p> <p>Male and female workers' rights more respected and better protected</p>	<p>No. of reported violations of workers' rights reduced in programme countries</p> <p>No. of TU partners that have participated in elaborating proposals to improve labour laws increased</p> <p>Labour market regulation increasingly cover casual workers and reduce discrimination</p> <p>Dialogue established between partner TUs and Danish companies and suppliers operating or sourcing in the programme regions</p>	<p>No. of reported violations of workers' rights reduced in programme countries</p> <p>No. of TU partners that have participated in elaborating proposals to improve labour laws increased</p> <p>Labour market regulation increasingly cover casual workers and reduce discrimination</p> <p>Dialogue established between partner TUs and Danish companies and suppliers operating or sourcing in the programme regions lead to respect for workers' rights</p>
	<p>Super indicator 5</p> <p>Improved vocational education & training</p>	<p>Increased no. of partners influence policies, quality and institutionalisation of TVET</p> <p>Increased no. of workers completing a certified technical/vocational education in selected programme sectors and countries</p>	<p>Increased no. of partners influence policies, quality and institutionalisation of TVET</p> <p>Increased no. of workers completing a certified technical/vocational education in selected programme sectors and countries</p>

Immediate Objective 2	Super indicator 6	Specific Indicators & targets 2016	Specific Indicators & targets 2016-2019
<p>(Core interventions in programme regions)</p> <p>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</p>	<p>Increased regional coordination</p>	<p>Increased no. of CBA negotiations are coordinated nationally and regionally</p> <p>No. of joint advocacy campaigns conducted has increased</p> <p>No. of regional/international framework agreements signed/implemented in the region has increased</p> <p>No. of GUF affiliates contributing to and participating in regional sector coordination has increased</p>	<p>Increased no. of CBA negotiations are coordinated nationally and regionally</p> <p>No. of joint advocacy campaigns conducted has increased</p> <p>No. of regional/international framework agreements signed/implemented in the region has increased</p> <p>No. of GUF affiliates contributing to and participating in regional sector coordination has increased</p>
<p>Immediate Objective 3</p> <p>(Enabling interventions in Denmark and globally)</p> <p>3F has contributed actively to improving labour market framework conditions for more respect for workers' rights and adherence to ILO conventions, especially in countries where they are most challenged or systematically violated</p>	<p>International Labour movement</p>	<ul style="list-style-type: none"> • 3F influences global labour market framework conditions through the organisations' membership and influence on GUFs, ITUC and ILO • Partners' capacity has been strengthened to utilise international and national frameworks and conventions to promote workers' rights • 3F is able to coordinate and act in alliance with partners in developing countries at the Nordic, European and international level of the GUFs and the ILO • 3F has contributed to increased knowledge and awareness among Danish stakeholders (Politicians, NGOs, institutions and schools) on labour market issues, trade unions and CSR 	
	<p>Corporate Social Responsibility (CSR)</p>	<ul style="list-style-type: none"> • 3F has contributed positively to Danish and European CSR policies and practices • Pilot activities conducted in at least one developing country in cooperation with a Danish or multinational company or organisation • 3F has contributed to minimum two partners have engaged in dialogue with or submitting complaints about governments' and companies' breach on workers' rights to local, national or international authorities or grievance/complaints mechanisms • 3F has influenced the design and implementation of ethical trading initiatives' projects or interventions (e.g. DIEH or ETI) to include respect for freedom of association and other workers' rights • 3F has improved its own procurement policy and practices to include adherence to ILO conventions in all parts of the value chain and together with partners in developing countries ensure monitoring of this 	
	<p>Sustainable Development Goals (SDG)</p>	<ul style="list-style-type: none"> • A bigger part of 3F; federation level and local branches are aware of the SDGs and how to use them in the organisations' political work • 3F has contributed to Denmark's action plan and implementation of Goal 8 of the 2030 SDGs; Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 	

3. ORGANISATIONAL DEVELOPMENT

The following changes in programme set-up will be implemented from 2016: The 3F International team implements the development cooperation work led by the Head Office in Copenhagen with five staff (1 head of department, 3 international advisers and 1 international finance coordinator), a Regional Office in Mozambique, Nicaragua and Bangladesh, all headed by a Danish coordinator ensuring the management, coordination and link to 3F International and 3F as such. 3F's support to partners in Central and

Eastern Europe is managed by one of the international advisers based in the Head Office as is the phasing out process of the Palestine Programme. The 3F office in Palestine is closing. All programme changes will lead to a reduction of approximately two staff at head office level and 5-6 staff at regional office level. 3F is currently revising all budgets and the precise consequence for the future staffing level is not yet in place.

3.1 STRATEGY- AND ORGANISATIONAL OBJECTIVES

There are no changes in existing organisational objectives. Two new organisational objectives are however included adding to the existing eight objectives in the SP 2015-2018:

Organisational objective	Description
9. 3F has strengthened its ability to identify, document and use learning in order to continuously change and adapt organisational strategies approaches and practices and to capture new innovative ways of doing things	A process of strengthening regional offices and partners' ability to work with learning and identify lessons learned has started, but is still one of the weak areas in 3F. Particularly, transforming learning into organisational and strategic changes has been weak, including the sharing of learning across regions. An extra effort will be made in identifying key learning from the partners, sectors and countries where 3F will exit in 2016 and beyond. Learning will be identified during impact assessment processes and documentation ensured. This is related to 3F's ability to capture new and innovative ideas, partnership approaches and to have the willingness to take risks and try out new ways of doing things. The system of creating an enabling environment and platforms for reflections on innovation have started by the joint method seminars every 1,5 years.
10. 3F has strengthened its ability to plan, assess and document the value added by 3F to partners' own strategies and achievement of results through advisory assistance, solidarity and financial support	3F has already identified key intervention areas where the organisation is seen to add particular value to partners' own strategies and ability to achieve results and which enabling interventions in Denmark and globally add further value to this. A quality assurance system has been put in place to ensure continuous planning, analysis and improvement of 3F's advisory assistance in order to add the most value to partners and programme results. It is however not functioning according to intention and rarely generates self-reflection and criticism. The QA system will be audited in 2016 and new ideas on how best to ensure a continuous reflection on and improvement of 3F's advisory assistance will be considered. Furthermore, integrating reflections on 3F's particular contribution to the achievement of results as well as identification of other contributing factors will be improved in 3F's programming and M&E system.

4. POPULAR FOUNDATION & INFORMATION WORK

There are no considerable changes in 3F's objectives and strategies concerning popular foundation. With the reduced number of staff at Head Office level, there will however be a focus on making solidarity groups more self-running with less support from the 3F International team, both at HO level and during visits to the regions. Therefore, priority will be given to the weaker solidarity groups. 3F International will strengthen its communication and motivation of the Palestine network as well as other solidarity groups to continue support and possible own fundraising for partners that can no longer be supported by the DANIDA frame allocation. The annual international solidarity conferences are considered essential for 3F member engagement and will thus continue, however probably with some changes in the set-up and financial costs attached. 3F International will make an extra effort in relation to the 3F Congress 2016 where fundraising and campaigning on the massive violation of workers' rights in Columbia, Honduras and Guatemala will be arranged.

In relation to the information work closely connected to popular foundation, there are no considerable changes in the overall objectives and strategy. However, the information work will be hit hard with the combination of the 26% general budget cut as well as the re-introduced level of spending to max. 2% on information work. This leads to a 48% reduction in the information budget. A substantially reduced number of staff at head office will affect the active use of and administration of the webpage and extra initiatives. An extra effort will be done to involve regional coordinators more in contributing to the information work and platforms. Furthermore, the plan of producing comprehensive information material every other year will have to be cancelled. Other general objectives and plans as stated in the SP 2015-2018 will be maintained. Please see attached annex iii for details on 3F's programme related information activities.



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