

3F International



STRATEGIC PLAN UPDATE 2017-2020

PROMOTING WORKERS' RIGHTS THROUGH
STRENGTHENED TRADE UNION ORGANISATIONS



UNITED FEDERATION OF DANISH WORKERS

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ABBREVIATIONS

3F	Fælles Fagligt Forbund (United Federation of Danish Workers)
3FI	3F International (department in 3F)
BWI	Building and Woodworkers International (GUF)
CBA	Collective Bargaining Agreement
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Assistance
EPZ	Export Production Zones (free zones)
GUF	Global Union Federation
GSP	General System of Preferences
HO	Head Office
IA	IndustriAll (GUF)
ILO	International Labour Organisation
IUF	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Union (GUF)
LO	Landsorganisationen I Danmark (Confederation)
M&E	Monitoring and Evaluation
MTR	Mid-Term Review
OHS	Occupational Health & Safety
PAC	Programme Advisory Council
PD	Programme Document
RO	Regional Office
SP	Strategic Plan
SPU	Strategic Plan Update
TU	Trade Union
TUSO	Trade Union Supporting Organisations (Bangladesh)
TVET	Technical and Vocational Education and Training
QA	Quality Assurance

1. INTRODUCTION

This document is an update of the Strategic Plan 2015-2018 (SP) submitted to Danida in September 2014 and the Strategic Plan Update 2016-2019 (SPU) submitted in November 2015. Only significant strategic changes in relation to the previously submitted plans are included. This includes a gradual change of priorities in order to assist partners in participating more actively in the improvement of labour markets and business environments. Increased focus on skills development (through TVET), Occupational Health and Safety, environment and promotion of sustainability as well as productivity development will be part of the priorities. It also includes adjustments of two regional programmes that went through a Mid-Term-Review during 2016: Latin America and South Asia. These programmes will follow revised programme strategies until the end of

2017 where the programmes will undergo final reviews and – depending on the outcome – enter new phases covering 2018-2021. Adjustments following the 2016 Danida review recommendations are equally included. A few further adjustments in the phasing out plan following the 26% budget reduction with effect from 2016 onwards are equally included where relevant. There is an update of the overall risk assessment from the previous strategic documents. There are no adjustments to 3F's existing global objectives and indicators thus the matrix from the Strategic Plan Update 2016-2019 is maintained. There are minor updates to 3F's plans in relation to popular foundation and information work, especially concerning a new initiative 'Youth for Solidarity' in cooperation with 3F's study travel fund.

2. FRAMEWORK CONDITIONS FOR WORKERS' RIGHTS AND CSR

The efforts to improve framework conditions has become gradually more important for the achievement of objectives in 3F's programmes. It will be given higher priority and a more systematic approach will be developed in the coming period. Objectives and indicators defined in the Strategic Plan Update 2016-2019 will be followed and more will be added.

It is the intention to explore different intervention areas further. One is the cooperation with Global Union Federations (GUFs) and Danish LO in relation to their global strategies, especially a joint effort to support the development of ILO's strategy for decent work in global supply chains. It is also expected to include support for IndustriALL's promotion of sector-wide collective bargaining in selected countries especially in the global Textile and Garment value chain.

Another area is participation in international coordinated efforts to improve the situation in countries where workers' rights are most severely violated. 3F will continue to explore the possible synergy between the implementation of core ILO conventions and international trade policy as well as participating in and supporting partners' contributions to international campaigns for the protection of workers' rights.

As mentioned above, coming strategic updates will focus on areas that are likely to improve the framework conditions such as the functioning of the labour markets and local business environment in order to boost the creation of decent job opportunities. This includes an intensified focus on compliance with UNGP, skills development, TVET, OHS, environment and productivity development.

2.1 CORPORATE SOCIAL RESPONSIBILITY (CSR)

3F has already gained important experience in cooperation with – mainly Danish – companies and organisations regarding CSR. It has also developed a trade union approach to multi stakeholder initiatives and organisations, such as the Danish Ethical Trading Initiative, DIEH, and the "Joint Ethical Trading Initiatives" (British, Norwegian and Danish ETI's) that collaborates to promote social dialogue in Bangladesh.

Plans will be further developed and additional funding sought with the aim of implementing the strategy, not only to assist partners in requesting respect for workers'

rights from companies and protection of the rights from governments, but also to assist private companies in their development of sustainability strategies, especially the UN Guiding principles on business and human rights and its due diligence principle.

Partnerships with human Rights NGO's or institutions, businesses and partner TU organisations will be further explored and a more specific strategy in this areas developed.

3F will continue to prioritise its contribution to the development of CSR training programmes for workers' representatives emphasizing the importance of direct international contact between worker representative in the same international companies and within the global value chains, and to make sure of the inclusion of international dimensions of the CSR policies.

3F will continue to develop its procurement policy in close cooperation with suppliers and certifying agents. It will explore the opportunities of joining forces with other buyers from the labour movement to reach a better understanding of the leverage that can be gained as first-movers and by forming broader alliances. This will focus on the importance of workers' rights and the inclusion of trade unions in the monitoring of progress.

2.2 INNOVATIVE IDEAS AND CONCEPT DEVELOPMENT

3F are developing on a concept contributing to mitigating desperate situations in host communities with a high number of refugees.

The idea is to promote decent jobs and decent living among refugees in the host communities and aims at a better integration and dialogue between refugees and host communities through social dialogue, skills upgrading and creation of job opportunities. 3F intends to utilize its vast experience in collective bargaining and tripartite agreements, ensuring skills upgrading and technical education and at the same time ensuring a proper regulation of the labour market to prevent social dumping. 3F will utilise its contacts to Trade Unions in refugee host countries that have already expressed interest in working on the issue in collaboration with technical education institutions. The concept has however not yet been funded and thus 3F will continue to develop on the idea and pursue possible funding in the coming year.

3. CHANGES IN 3F REGIONAL PROGRAMMES

In 2017, 3F will work directly with 38-40 partners in the following regions, countries and sectors under the framework agreement in 2017:

- **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. Changes may occur since some regional partners are expected to reassume or other modalities sought, especially with regards to the Global Union Federations (GUFs).

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				1
MENA						1

3.1 MENA REGIONAL PROGRAMME

Despite closing down its office in Palestine and ending the direct partnership with three trade union organisations in Palestine, 3F has decided to continue its regional coordination effort among the construction trade unions in the MENA region and thus its partnership with the regional BWI office based in Beirut, Lebanon. The decision was taken as the BWI MENA regional network was only recently initiated with 3F's support and had started to gain good ground in coordinating a regional campaign on Occupational Health and Safety (OHS), strengthening women's role in the Middle East trade unions and mapping multinational contractors in the region to share experience on the working conditions. Also, networking between members of the network had started to take place in-between regional meetings. In order to continue this good pace of development and to maintain contact with trade unions in the region, a smaller amount has been set aside to cater for the regional coordination. As the 3F Palestine office no longer exists, the assistance to BWI MENA regional office will be supported and monitored from 3F in Copenhagen. Furthermore, 3F will continue to seek funding for initiatives in refugee host communities surrounding Syria (see section 2.2 on innovative ideas above).

3.2 SOUTHERN AFRICA REGIONAL PROGRAMME

In Southern Africa, the strategy continues as stated in the Strategic Update 2016-2019. One partner in Mozambique is yet to be phased out in 2017. The effort in Malawi will be strengthened as the partnerships gain more ground. However, some modalities need to be found to support very weak partners here to gain ground. The cooperation with partners in the agriculture sector in Malawi is expected to start with one or two partners, however awaiting organisational assessment of the three Trade Unions in the tobacco, sugar and tea sectors. Support to the Zambian partners will increase as they have shown that they are capable of intensifying their work and using the resources efficiently to produce good results, especially concerning a better regulation of the labour market. Moreover, the amount to Zambian partners increase to allow for some of the activities recommended by the Danida review, e.g. OHS and TVET. This falls in line with 3F's gradual intensification of support to partners' capacity development in areas that are likely to improve labour markets, local business and attract investments.

There is insecurity in the level of support possible to Zimbabwean partners that are suffering under the cur-

rent financial crisis in the country. 3F wants to remain flexible and be able to support them if opportunities for e.g. increased advocacy should arise and the focus on casual and precarious workers will be intensified. It is likely that there will be an increased focus on framework conditions, as these are critical for any realistic improvements for workers.

The regional coordination effort and partnership through the International Union of Food workers (IUF) was suspended. Changes to the regional IUF office are still pending a more permanent structure and national partners have elected representatives to a task force in the three sectors covered, which in coordination with 3F's regional office will plan and coordinate the networking activities.

3.3 LATIN AMERICA REGIONAL PROGRAMME

In Latin America, the strategy laid out in the Strategic Plan Update 2016-2019 continues. Partners in Guatemala are phased out from Danida-support during 2016 and 3F is seeking other ways to continue supporting selected sectors. For instance, through the campaign and internal fundraising that culminates at the 3F congress 2016 for the benefit of trade unions in Guatemala and to support their fight for the right to organise in trade unions. An internal mid-term review of the Latin America Regional Programme was conducted in May 2016. The review mission found the programme highly relevant and that it is likely that objectives will be achieved. The Programme Document will be adjusted according to the recommendations in the MTR Report. Furthermore, the above mentioned prioritised areas will be further developed to assist partners in contributing to more sustainable labour markets and business environment.

3.4 SOUTH ASIA REGIONAL PROGRAMME

In South Asia, the strategy laid out in the Strategic Plan Update 2016-2019 continues. An external mid-term review of 3F's South Asia programme was conducted in March 2016. The Programme Document will be adjusted according to the recommendations in the MTR Report. Feasibility studies will be carried out in Pakistan in 2017. A cooperation in Nepal will continue at least until Pakistan has been fully integrated into the programme. The cooperation with Danish/international garment and textile

companies in order to support their CSR efforts, comply with international labour standards and improve their sustainability, will continue. This will include support to partners' capacity development in order to promote and benefit from improved social dialogue and respect for labour rights and. It is the intention to reassume work with IndustriALL, mainly through its regional office based in Delhi, to strengthen the regional coordination and experience exchange among trade union federations in the textile and garment industry. In order to optimise the synergy between learning at national and regional level, it is necessary to work in partnership with national organisations in a minimum of two and preferably three countries. This strategic principle was further confirmed by the 2016

Danida Review team that concluded "that there is a clear chain of synergy and that the regional level supports capacity building of national partners". It will be considered for the new cooperation modality with IA to also include assistance to the implementation of IA's global promotion of sector-oriented collective bargaining.

3.5 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	An internal mid-term review of the Southern Africa regional programme will be conducted in 2017 with a specific thematic focus.
Latin America	A revised Programme Document will be developed following the Mid-term review conducted in 2016. A review will be conducted by the end of 2017 and a new phase will be prepared for the next programme phase, 2018 – 21.
South Asia	A revised Programme Document will be developed following the Mid-term review conducted in 2016. Feasibility studies in Pakistan will be carried out in 2017. A new review will be conducted by the end of 2017 and a new phase of the programme will be prepared for the period 2018 – 21.
MENA	3F's plan to support the BWI MENA regional network without having a presence in the Middle East, will be evaluated after one years' pilot. As the Palestine programme has been closed, the possibility of conducting an impact assessment will be explored in the coming years. Concept development concerning refugee host communities.
Framework conditions for workers' rights and CSR	An input to a CSR strategy has been made and submitted to 3F's daily management. The strategy will be revisited and possibly revised after the 3F Congress 2016. It did not go as easy as expected to integrate it into 3F's general work. A more specific strategy including the Framework conditions will be developed and integrated into 3F's next strategic plan as mentioned above.

4. ORGANISATIONAL DEVELOPMENT

3F's organisational development objectives in the SP 2015-2018 and the SPU 2016-2019 are maintained. Furthermore, 3F will ensure that actions are taken on recommendations from the Danida Review and financial control visit of 3F 2016.

Recommendations	Action to be taken by 3F
<p>1. Closely monitor the effectiveness of the 3F implementation model under the future budget frame. Attention should be paid to the ability to continuous value addition and to secure sufficient quality input to partners by assessing implementation capacity versus work load. In case available resources no longer allow for inducing the expected change with partners, 3F should consider further reductions in number of partners and or country programs. This should be considered by the end of 2016 after one year with the current budget frame and number of partners.</p> <p>a) Analyse how the program officers can best be supported in their role as the day-to-day link to partners. Program officers are the pivotal, but also potentially fragile link, in the contact to partners, as much depends on them.</p>	<p>3F is finalizing the revised QA system for management and documentation of advisory assistance and added value. This will be implemented from the last part of 2016.</p>
<p>2. Strengthen the systematic documentation of key priority issues</p> <p>a) Undertake tracer studies of training to document outcome/impact. Documentation of changes occurred as a result of trainings should be strengthened with the aim of documenting outcome. Studies should include the identification of best practices for replication and identification of areas where further technical input is required. The application of 3F's embedded knowledge should be documented in the training of partners.</p> <p>b) Enhance the efforts to demonstrate and document added value. The transmission, through 3F staff and hinterland, of specific technical and thematic knowledge related to the nine key intervention areas should be systematically monitored, registered and documented. Partners should be systematically and actively engaged in monitoring of 3F added value to allow for documentation and an on-going reflection of the definition of added value as perceived by partners.</p> <p>c) Make a deliberate effort to explicitly plan for and document innovation. Being a difficult concept to define, to plan for and to measure, a systematic screening of the programs for innovative initiatives (of which the review has already highlighted some) should be undertaken. This will allow for emphasizing innovative aspects and take credit for the initiatives.</p>	<p>a) 3F will continue to assist partners in strengthening partners' data-handling and reporting skills, especially at outcome level.</p> <p>b) 3F is finalizing the revised QA system for management and documentation of advisory assistance and added value. This will be implemented from the last part of 2016 and be fully functional from 2017.</p> <p>c) 3F will improve description of innovative aspects of our programmes in the next strategic plan 2019-2022</p>
<p>3. Urgently strengthen the fundraising efforts. The imperative of a diversified funding base is increasingly important with the current reductions in official Danish development aid. There is a need to go beyond EU, to decentralize the responsibility, and to enhance the networking and contacts to potential local donor agencies and representations, as well as identify untraditional sources eventually linked to the unfolding of the CSR-strategy.</p>	<p>3F will revise and enforce the implementation of the fundraising strategy from September 2016. This includes strengthening of decentralised fundraising efforts, both on networking, visibility, information and respond to calls and opportunities. Strengthening in terms of HR is being considered and weighed against the financial basis. 3F will also further explore opportunities for fundraising internally in 3F.</p>
<p>4. Set a deliberate 2016 gender mainstreaming agenda. In order to lift gender efforts from dealing with "women's business" to gender mainstreaming, a systematic focus on gender mainstreaming should be prioritized in 2016, possibly as a thematic campaign with all partners. Gender analysis should be undertaken with all partners and include boosting of exchange of experience and demonstration of best practices and change stories.</p>	<p>3F will ensure that a more thorough description and selection of tools on how to include gender issues in the advisory assistance to partners are included in the revised Method Manual before the end of 2016. The issue of gender will be taken up at the next method seminar 2017 between all programme staff.</p>
<p>5. Strengthen technical content and trade union expertise vis-à-vis partners. With direct partner contact reduced below the 2015-level, 3F should rethink how experience and specific knowledge can be optimized and transferred to partners through training material, best practice, documentation, organizational learning initiatives etc. Specific technical and sector relevant knowledge should clearly be reflected in the training.</p>	<p>3F does not agree with the partnership approach expressed on directly transferring knowledge to partners in the south. 3F will strengthen the reflection on advisory assistance through the implementation of a revised QA system in 2017 and henceforth.</p>

Recommendations	Action to be taken by 3F
6. Considers how to best make use of regional cross-fertilization. Making use of experience and best practice from neighbouring countries and trade unions can strengthen OHS, especially by using the Zimbabwean knowledge and experience, as there is a long tradition for a holistic approach to OHS in Zimbabwe.	3F will continue to implement the Southern Africa regional programme with a strengthened focus on OHS. Using the experience from Zimbabwean partners will be considered.
7. Explores the opportunities of further value addition through application of 3F's vast experience from Denmark. This should include capitalizing on the OHS experience within the sectors 3F is organizing in Denmark, including workplace assessment and organizing OHS work at workplace level.	See response on comment 5.
8. Prioritizes in collaboration with partners the finalization of their strategic plans. This should include a focus on strategic plans as active political and management instruments in activity planning, implementation, monitoring and learning, as well as internal instruments for enhancing organizational democratic structures. It should also serve as a platform for discussing gender mainstreaming and other joint priority areas.	To be included in the partnership cooperation documents 2016-2017. 3F will strengthen advisers' capacity to facilitate or advise on strategic planning processes with partners.
9. Supports further initiatives to promote a joint trade union position to TVET. This should include joint national advocacy vis-à-vis government, as well as improving the cooperation with the employers' associations, especially at sectorial level. It also opens up for exploring the scope for applying 3F's Danish experience from various types of bi- and tri-partite cooperation with regard to TVET in Zambia.	TVET will be included in the partnership cooperation documents in 2016-2017 for some partners in Zambia and most likely also in Mozambique. Focus on TVET will also be part of the cooperation between NUCIW in Zambia and the solidarity group from 3F Southern Denmark during a planned capacity building visit to Denmark during 2016.
10. Carefully considers the relative power that cooperation coordinators easily accumulate. The embedded danger of creating a distorted power balance with the trade union leadership should be analyzed and – if relevant – verbalized and addressed.	This topic will be part of the next method seminar for programme staff from all regions in 2017. 3F will consider including it in the institutional risk analysis in order to design mitigation strategies.

UM Tilsynsbesøg 2016	
1. UM anbefaler, at 3FI udbygger beskrivelsen af budgetproceduren i GAM, herunder budgetteringsproceduren for regionalkontorerne samt budgetopfølgingsproceduren.	3F vil opdatere GAM inden november 2016.
2. UM anbefaler, at 3FI's procedure for rapportering om uregelmæssigheder ændres således at rapportering sker allerede når den begrundede mistanke opstår, samt sikrer, at regionalkontorer og partnere er bekendt hermed.	3F tager anbefalingen til efterretning.
3. UM anbefaler at 3FI på tilsynsbesøg hos partnere lader anti-korruption indgå som et fast element.	3F vil sikre at antikorrupition indgår i træning af partnerne i administration. Antikorrupition vil fortsat blive drøftet med partnerne ved kontraktfornyelse hvert andet år.
4. UM anbefaler at proceduren omkring tilsyn og planlægning heraf beskrives i GAM samt at partnere udvælges til finansielt tilsyn på baggrund af en matrix over risiko og væsentlighed.	3F vil opdatere GAM inden november 2016
5. UM anbefaler, at 3FI sikrer, at partneraftaler kun indgås for de beløb, som partneren har det administrative ansvar for.	3F vil sikre dette fremover.
6. UM anbefaler, at der ved overførsel til partner modtages en kvittering fra partneren, evt. pr. e-mail.	3F vil opdatere GAM inden november 2016 og inkludere dette punkt.

4.1 UPDATED RISK ASSESSMENT

Two risks have worsened during 2015 as stated in the results Report 2015. Therefore, the likelihood of the risk in relation to several countries have changed from medium-to-high to High as stated below and two further risks added, of which one is a replacement of an earlier risk related to organisational development of partners:

Contextual Risk	Likelihood	Geographical focus	Mitigation strategies
Hostility towards trade unions and labour market regulation in legislation and employers' practice threatens partners' personal security as well as hindering programme results	High	Honduras Guatemala Bangladesh Zimbabwe	Support partners' participation in national and international alliances thus increasing international focus on violations of workers' rights in the relevant countries. 3F's own contribution is exactly that of mitigating risks of partners promoting that they can exercise their rights by accompanying partners and conduct solidarity campaigns. Discussions of security for trade unionists and how to apply the precautionary principle in 3F's advisory assistance.
Political unrest minimizing partners' and 3F mobility as well as slowing down legal improvements and partners' focus on their own development	High	Bangladesh Mozambique Zimbabwe	Continuous monitoring of political and conflict situations in cooperation with recognized institutions. Ensuring partner information on localised situations and personal risks. Advocate among Danish and European politicians to promote conflict resolution and put pressure on oppressive governments.
Risk of terror attacks aimed particularly at expatriate staff/ westerners and influencing programme implementation	High	Bangladesh Pakistan	3F will follow the instructions and guidelines by MOFA and assess the situation and need of every travel. 3F is on the mailing list of the Embassy, the UN and receives security updates. Staff posted in the country will be consulted regularly.
Weak organisational structures and systems is a risk to 3F concerning fraud and mismanagement of funds. It also threatens partners' sustainability and ability to produce results.	High	Bangladesh	There is a higher risk in the countries where 3F is in the initial stages of the partnership and where sound financial systems controlled by a strong organisational structure have not yet had time to develop. Organisational assessments are followed up continuously and 3F's advisers and financial staff make a specific capacity building plan adapted to each partners' needs and structure.
	Medium	Nepal	
	Medium-to-low	Other countries	

5. POPULAR FOUNDATION AND INFORMATION WORK

3F's Study Travel Fund has approached 3FI for a cooperation in getting more young 3F members to open their eyes to workers' conditions in developing countries and potentially become active in 3F as such and in the international work in specific thus strengthening the popular foundation of the international work among 3F members. The young 3F members will also carry out information work as part of the travel. The programme is called 'Youth for Solidarity' or 'Unge for en solidarisk verden' and will be piloted in 2016 with 12 young people traveling to the three 3F programme regions. Continuation in 2017 will be considered if experience proofs positive.



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