

3F INTERNATIONAL



# RESULTS REPORT 2015

PROGRESS FOR WORKERS IN SPITE  
OF DIFFICULT CONDITIONS



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
DIEH	Danish Initiative for Ethical Trading
EPZ	Export Processing Zone
FTA	Free Trade Agreement
GUF	Global Union Federation
GSP	General System of Preferences
IA	IndustriAll (GUF)
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
OHS	Occupational Health and Safety
RMG	Ready-made Garment
TOT	Training of Trainers
TU	Trade Union
TUSO	Trade Union Supporting Organisations (Bangladesh)
TVET	Technical and Vocational Education and Training
UNGP	United Nations Guiding Principles on Business and Human rights
WTO	World Trade Organisation

# 1. INTRODUCTION & SUMMARY

The 2015 results report covers 3F's results achieved in the developing countries under the framework agreement with DANIDA. The report is based on 3F's 'Årsrapport 2015' approved by 3F's International Committee in February 2016. The report is a continuation of a process started in 2013 in providing a cross-cutting global analysis across four regional programmes against generic immediate objectives and six Super Indicators despite variances in the regional programmes' specific indicators. The report will also cover progress within the area of CSR that was added from 2014, but with a final strategy during 2015, was sharpened in focus. The report leaves out 3F's results achieved in Central- and Eastern Europe that are not part of the framework agreement. For information on these, see 3F's Danish 'Årsrapport 2015'.

The report is divided into seven main sections, starting with the **global contextual trends** analysing the overall trends with a focus on the labour market context and the regions where 3F programmes are implemented. **The changes in risks** are summarised, only with major changes and shifts in 3F's risk analysis. Section 3 provides an overview of 3F's **international programmes** with partners, sectors and countries. Section 4 is the essence of the report summarising the **global cross-cutting re-**

**sults for 2015**. This is divided into a narrative and a matrix with specific indicators. Section 4 includes progress within **cross-cutting issues** such as gender and donor harmonisation and analyses progress within the new area of **Framework conditions for workers' rights and CSR**. The section ends with a reflection on the general learning and adaptation within 3F in 2015. Finally, section 5, 6 and 7 provide status and achievements within **popular anchorage and 3F member engagement, information work and organisational development**. The last section includes an analysis of the resource allocation and spending as well as reflections on value for money.

3F's partners have achieved significant results in 2015 – results that quite concretely have improved working and living conditions among some of the world's most vulnerable unskilled, semiskilled and skilled workers and their families. Many of the year's results have been achieved as a result of long-term and multifaceted effort. In 2015, the results were achieved despite worsening conditions for trade unions and their activists, amongst others in the shape of economic and political crisis, natural disasters or general cyclical downfall causing less respect for and protection of workers' basic rights across the regions.

## 2. GLOBAL TRENDS & LABOUR MARKET DEVELOPMENTS

Economic growth and employment is a major concern for TU organisations all over. Experience shows that decent jobs and social progress is achieved much easier during economic growth than recessions. It is therefore to get a realistic picture of the possibilities in different parts of the world, not to hand out excuses to governments, that we include an overview of the economic development in 2015 in this chapter.

### GLOBAL ECONOMIC OVERVIEW

Economically speaking, 2015 was a very mixed year. The global economic growth was below 2.5 % and has stayed more or less the same level since 2012. Former “growth engine” countries like Brazil, Russia and South Africa lost steam or sank deeper into crisis, while China had a modest but relatively steady growth (even though official figures are being questioned by foreign observers). Apart from India, other fast growing economies were smaller countries: Sri Lanka, Myanmar, Ireland, Cameroon, Tanzania, Ethiopia, Dominican Republic and Vietnam. The world’s largest economy, USA, continued its upward trend with a growth rate around 2.5 %, while EU stayed at 1.6 %. The US also represents the world’s largest trade deficit, meaning that other economies depend on their economic growth to a high degree.

The *Southern African region* economy grew 2.4 %. Mozambique and Zambia had the highest growth mainly because of large infrastructure projects and foreign investments in mining. South Africa, by far the largest economy of the region, experienced a falling growth rate caused by weak export demand, low key raw material prices and electricity shortages. Growth in Zimbabwe slowed sharply and the economy’s vulnerability to climate resurfaced. The commodity prices remain depressed, terms of trade with Zimbabwe’s main trading partners are deteriorating, and the impact of the El Niño is already severe.

The *Latin American and Caribbean region’s* economy shrank by close to one per cent (Brasil’s and Venezuela’s economies shrank by 2.8 and 6.7 % respectively, Bolivia’s growth rate stayed at 4.4 %) while the Central American sub-region grew by 4.1 %. It was hit by a number of factors, similar to the economic situation in Southern Africa: The countries have not freed themselves from the dependence on export of raw materials and when demand and prices fell, main-

ly caused by a slower growth in China and Europe, these countries were hit hard. They were also affected by falling remittances and a stronger dollar. This clearly lowered their capacity to reduce poverty and inequality, which had characterized especially Latin America since the turn of the century.

The *South Asian region* became the worlds’ fastest growing region, reaching 7.2% in 2015, mainly driven by the strong Indian economic expansion (7.6%). Pakistan’s economic growth was around 5.5 %. Sri Lanka’s and Bangladesh’ growth was 4.8 and 6.6 % respectively.

A number of countries in Southern Africa and Latin America have been affected by corruption scandals and political intrigues. Combined with falling domestic demand these factors have turned into a multifaceted crisis which has lowered confidence in the future. However, the different countries were very differently affected by these trends.

### UNEMPLOYMENT AND PRECARIOUSNESS

While official unemployment figures are important indicators especially where real unemployment insurance exist, they do not tell much about workers’ conditions in most developing countries, where informal employment, child labour and working poverty are more reliable symptoms of the lack of decent jobs. Precariousness and temporary contracts are gradually becoming a normal labour market situation. The number of working poor is actually growing, especially in developing countries, while the importance of well-functioning labour markets for transforming economic growth into poverty reduction and development is being broadly recognised. The labour market changes are hugely significant for the possibility of reducing inequality. In Latin America and the Caribbean, the unemployment rate grew to almost 7 %. But at the same time, the informal economy constitutes more than half and precarious jobs are the norm. A similar situation can be seen in the other regions.

### LABOUR MARKET CHALLENGES

Labour markets across the planet now experience many of the same challenges. Job security is declining and temporary, indirect employment is on the rise everywhere, as jobs are being outsourced or changed from permanent to

short-term contracts. The so-called “gig” economy, that turns workers into individual service providers through some kind of internet platform, is growing. On top of this, more workers are traded as temporary flexible manpower by labour brokers. This development tends to deprive more workers of social protection and the awareness of their potential strength if they organise. It tends to divide workers into unequal fractions, including a smaller, more privileged, group with permanent skilled jobs and a growing mass deprived of traditional social and labour rights. Lack of capacity to create stable labour markets is also reflected in a growing social unrest in 2015. This tendency was only seen in developing countries, while the situation in developed countries was more calm than in 2014.

The brands known to consumers often only keep researchers, developers, designers, management and PR people on the pay-roll. In the production process, where workers can potentially build a stronger bargaining power, outsourcing, labour brokers and informality is used to divide workers and evade employer responsibility. A growing number of vulnerable migrant workers is also influenced by the refugee crisis. Migrant workers e.g. in the Middle East, turn into refugees and refugees eventually become migrant workers.

### OUTSOURCING TO LOW COST COUNTRIES IS SLOWING DOWN

After a period where industrial outsourcing to low-cost countries was the norm, mixed trends have been observed in recent years. Specific parts of the production are being moved back to Europe and the US. This new development is caused by two factors: A reduced gap between wages and other productions costs on one hand – not least caused by a much higher wage increase in China than in the US and EU – and a rapidly spreading ‘robotisation’ of production processes, which tends to further reduce the significance of labour costs for the location of production processes.

The change is also reflected in a slower growth rate for international trade and investments. After an average growth rate of 6 % from 1990 – 2011 it has fallen below 3 % in 2012 – 14 and, according to the WTO, was 2,8 % in 2015. The sharpest decline was in emerging and developing economies. According to ILO’s World Employment and Social

Outlook report, there is a weakened relationship between growth and trade. This may be due to saturated global value chains and a decline in benefits from further international fragmentation of the production process. The change is also affected by an increase in national protectionist measures in 2015, which had its political expression in strengthening of nationalistic populist movements. Such movements are not coincidental but a reaction to several years of austerity as political answer to the financial crisis and recession and a steeply growing inequality.

## 2.1 CHANGES IN RISKS AND ASSUMPTIONS

In the light of the above global trends, 2015 gave reason to some changes in 3F programmes’ defined risks and assumptions; changes that in some cases affected the programme implementation and achievement of results.

In late 2015, 15 3F partners out of a total of 49 under the framework agreement, were informed about the phase-out of the partnership with 3F due to the governments’ **26% reduction in 3F’s framework agreement budget**. This situation caused frustration and interrupted activities, both among 3F staff and the affected partners, especially in countries where 3F is phasing out its entire Danida-financed activities without sufficient time for proper preparation of sustainability strategies and exit-periods. It took up extra time of all staff and partners in re-planning and re-budgeting affecting programme implementation. Although 3F adapted to the situation and used funds carried over from previous years to ensure a longer phasing-out period, the general insecurity about future DANIDA funding is affecting long-term planning and strategizing. The framework agreements have in reality gone from being flexible four-year framework and strategy to becoming a one-year planning cycle.

In the Southern Africa region, there has been significant **exchange rate fluctuations** in 2015, resulting in major gains in Zambia, Mozambique, Malawi and South Africa and major losses in Zimbabwe. This poses a challenge for management of funds.

3F has identified more **risks within partner organisations** that should be integrated into the overall programme risk assessment as it can affect their organizational development and thus achievement of programme objectives. They have surfaced as stalemate in the development of democratic and transparent procedures or specific leaders' unethical behaviour. They also manifest themselves in the form of insufficient independence – some organisations develop NGO dependency and tend to forget that their members are their owners and should always be benefited. Others become too dependent and subordinate members' interests to the governing party's political priorities. The strategy to support the development of innovative and less formal TU networks and structures in order to promote sectoral unity and strengthen workers' independence and bargaining position is an example of 3F's risk-willingness. The network based unity cannot continue without the consent of the top leaders of existing confederations etc. Furthermore, there is still a big difference between the capacity of 3F's partners as some are at a very initial stage in terms of systems and capacity. Providing direct organisational support to these organisations requires some precautionary measures, but is also an expression of a high risk-willingness in 3F.

In terms of the **contextual risks**, the deteriorating security situation in **Palestine** influenced the cooperation, also in 2015. Increased restrictions on Palestinians' freedom of movement with more check points and frequent closure of passage for people enforced by the Israeli occupation power forced 3F and partners to focus on implementing activities at governorate (provincial) level and postpone centralised activities. The increased interference by the Palestinian Ministry of Labour in trade unions' affairs furthermore pressurised partners and influenced programme efficiency. Lastly, a couple of months' impasse in the partnership between the construction union and 3F in Palestine also affected the implementation and results negatively.

In **Bangladesh**, despite regulations reducing anti-union practices, three-fourth of the applications for registration of new factory unions are rejected by the Ministry of Labour. An amendment of the regulation has worsened the situation, making it difficult for 3F to achieve results in

the area of increased union density. Moreover, the intense scrutiny of 3F's activities and its staff and partners by the Bangladeshi authorities, have worsened, putting an increasing administrative burden on the regional office. Finally, the unstable political situation and many cases of violence and killings in Bangladesh has made the country rather unstable and movement and programme implementation difficult at times.

The financial crisis in **Zimbabwe** has turned into a real risk of collapse which deeply affects partners' results as a series of companies are closing and partners are losing members by the day. Partners find it difficult to receive funds as the banks and the entire country are short of cash. The situation is continuously monitored by the 3F regional office and precautions taken such as smaller and more frequent transfers to partners to avoid unnecessary risks.

In **Mozambique**, the political conflict between the two biggest parties escalates every now and then and there is a high level of tension in the country. This is coupled with a financial scandal pointing to leading figures in the government. The situation continues to affect programme implementation as political clashes and fights hinders movement between provinces and inability of 3F to monitor the situation of the partners in other regions than the capital.

In **Southern Africa**, after having had a relatively unified trade union movement, some countries like South Africa, Zimbabwe and Zambia has over some time experienced more 'splinter' unions and creating of alternative confederations politically inclined to different parties. In both Zambia and Zimbabwe, this has had a negative impact on programme results. 3F is in a general dialogue with the national trade union centres and possibly the Global Union Federations and regional structures on the importance of maintaining a unified movement and what can be done in terms of political advocacy and internal influence.

## 3. INTERNATIONAL PROGRAMMES

3F has during 2015 worked in partnership with and supported 49 trade union organisations in four regions focussing on the following countries.

Southern Africa: Mozambique, Zimbabwe, Zambia, Malawi

Latin America: Nicaragua, Guatemala, Honduras, Bolivia

South Asia: Bangladesh, Nepal, Sri Lanka

Middle East: Palestine

Partners were mainly sister-organisations (Trade Union Federations/national unions) within the sectors that 3F also organises in Denmark. 3F also supported a number of national sector networks and regional networks of the Global Union Federations.

The capacity and pace of development of 3F's partners vary, also depending on the political and labour market context in

which they operate. 3F operates with four different generic phases of partnerships but they overlap each other and each of the partnerships can contain characteristics from different partnership phases. The type of partnership changes gradually reducing 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 modalities. 10 partnerships or 20% of all 3F's direct partnerships in 2015 were considered to be in a **pilot stage**, some of which are likely to move into mature partner cooperation already from 2016.

The majority - 39 of 3F's partnerships in 2015 were considered **mature partnerships**; 80% of 3F's direct partnerships were thus based on an approved strategic plan of the partner organisation itself which is an increase of 10 percent points from 2014 as some of the pilot partnerships shifted to mature du-

### 3F REGIONS, SECTORS AND PARTNERS 2015

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

\*The cooperation with IUF in Southern Africa was temporarily suspended in 2015, leaving only one GUF-partner in the region.

\*\*The cooperation with the GUF; IndustriALL in South Asia was temporarily put on hold during 2015.

\*\*\*The cooperation with the NGO; ISAAC in the Philippines under the CSR cooperation is phased out by the end of 2015.

ring 2015. The cooperation is owned and integrated into the organisation's own strategy, which however does not mean that all partners have a perfect strategic document to work from. This is considered a process and the partnership with 3F helps partners build capacity regarding strategic planning of their own development. Still, mature or strategic partners may be supported in specific innovative initiatives that can be regarded as pilot initiatives with earmarked funds.

3F also worked with around 38 **strategic partners or allies**, which is more or less the same number as in 2014. In Latin America for instance, 22 partnerships are regarded strategic or partners without financial support. As the Latin American programme is 3F's oldest and many relationships have been developed over the years, this is also the region with the highest number of strategic partnerships i.e. partners without any permanent financial support. In Southern Africa, contact is kept and developed with 7 such partners. Globally, 12 of these are former trade union partners where core organisational support from 3F has been phased out. 3F has been supporting specific activities (not providing core funding) with four strategic partners. All former TU partners are still partners in the regional networks and add substantial value

to 3F's current direct partners. From 2016, the partners that are phased out from direct support due to reductions of the frame budget, will continue as strategic partners and thus still be part of network activities and communication. 3F will in the course of 2016 find a framework for the continued contact and cooperation with these partners to provide them with the optimal support and solidarity despite discontinuing the financial support.

## 4. GLOBAL CROSS-CUTTING RESULTS 2015

3F has analysed achievements and contributions to immediate objectives within six Super Indicators linking to 3F's key intervention areas - areas of strategic importance for trade unions' development and functions. The generic immediate objectives, Super Indicators and specific indicators are stated in the 3F Strategic Plan 2015-2018, page 32-35. It is the first year of reporting globally across the regional programmes on the level of specific indicators and 2015 thus constitute the baseline year. Therefore, not all regions have provided data on all specific indicators. The harmonisation of results reporting has already been

achieved at Super Indicator level (above the specific indicators) on which 3F reported in 2013 and 2014. The level of harmonised evidence was rewarded by the recent RAM-assessment.

Results and processes within the component of Framework conditions for workers' rights and CSR are analysed against specific indicators for CSR in the Strategic Plan Update 2016-2019, page 11 as no specific indicators for this area were developed earlier. Case stories on best practises are included where relevant.

## 4.1 TRADE UNIONS' CAPACITY TO SERVICE WORKERS (OBJECTIVE 1)

### IMMEDIATE OBJECTIVE 1

Strengthened sector-oriented trade union organisations have improved their capacity to organise, activate, represent and service male and female workers and actively seek influence and advocate for the development of sustainable national labour markets with respect for workers' rights.

3F and partners have produced significant results contributing to the achievement of the first generic immediate objective. There is an increased sector-orientation especially in the countries where the trade union movement traditionally has been divided; Latin America and South Asia. Even though it's moving at a slow pace, there are good results when trade unions join forces and form actual sector-based federations or make joint proposals and agreements across the various unions to achieve political influence. Especially, the trade unions in Latin America are moving in the direction of more self-driven and sustainable development of the organisations in both transport, agriculture, construction and industry sectors. An example is from the transport sector in Nicaragua. The Nicaraguan dock workers adapted to the privatisation of ports, joined forces and created a sector-based dock workers' federation out of their nine transport workers' federations and two company-based unions. Increased unity is also evident in Nepal (see case story below), but also to some extent in Sri Lanka.

### WORKERS' RIGHTS ARE BETTER PROTECTED THROUGH UNITY AND COOPERATION IN THE NEPALESE TRADE UNION MOVEMENT

In Nepal, the trade union movement, organised in three different trade union Confederations (centres), have started joining forces despite being connected to different political parties. For instance, they proposed sections to Nepal's new Constitution realising that by cooperation they may have a bigger chance of ensuring that the voice of the workers was heard. Jointly they achieved significant influence which is reflected in the new Constitution's strong chapter on labour rights. It has laid a good foundation for the later adoption of six new labour laws, that have been pending for long. When adopted, these laws will safeguard workers' rights and conditions better.

3F's partners in the textile and garment sector in Nepal moreover implemented a Code of Conduct between the different trade union federations and have started organising joint works councils in the factories and avoid competing over the same members. They have also initiated efforts to achieve a joint agreement with the employers that would ensure improvement of the textile and garment sector in the country including the creation of new jobs. Such an agreement would enable Nepal's textile industry to properly utilize the country's new trade status with the USA, allowing custom-free garment export. The trend towards more cooperation and unity between trade unions in Nepal may result in mergers between union federations which would make them even stronger and move towards actual sector-orientation in the country.

Some progress in terms of unity are also noted among partners and some potential partners in Bangladesh; it still weakens the trade unions' influence in Bangladesh that they have not found common ground and thus do not join forces in negotiations, e.g. on minimum wages. Even though the trade unions historically in Southern Africa have been more united and sector oriented, breaking up this unity is becoming still more frequent. This may potentially lead to a weakening of the unions especially in Zambia and Zimbabwe.

## 4.1.1 SUPER INDICATOR 1 - STRENGTHENED NATIONAL ORGANISATIONS

With the support of 3F, partners managed to strengthen their internal education systems, communication between work place, local branch and national level and established structures and systems for the implementation of specific strategies, e.g. a gender or organising strategy. Stronger local branches capable of servicing members with e.g. case handling is evident among several partners. More conflicts are therefore solved closer to the members and the local branches become less dependent on the national federations, making the TU work more efficient. This is possible due to improved education systems for the education of work place representatives/shop stewards. Examples are the construction workers' union in Palestine and the agriculture workers' union in Zambia, where local branch officials are now able to handle cases locally without assistance from the national office. 3F has supported nine trade union organisations in South Asia to develop their own strategic plans which is a good achievement for these relatively weak organisations. South Asian partners' ability to provide gender segregated figures, and thus analyse their own organisations' effectiveness in reaching women members, has also improved significantly. Supporting partner organisations in improving their own financial and administrative systems holistically (not only in administering donor funds) is a challenging process which is beginning to show results.

### LATIN AMERICAN PARTNERS ARE BECOMING MORE ACCOUNTABLE TOWARDS THEIR MEMBERS

Many of 3F's partners have earlier been quite reluctant to involve others in their financial situation, systems and challenges. However, in 2015, 3F assisted 14 partners in installing and using more modern and simple accounting systems, which at the same time were adapted to the individual organisation's particular needs and set-up. In the process, there was a very close cooperation with 3F's financial staff and support from external experts. The process included training of TU leaders in financial management and has contributed to demystify 3F's interest in partners' financial systems and situation. It is thus a result of a targeted and planned process of advisory assistance and capacity building from 3F. Step by step, partners have developed an understanding of the necessity to improve their financial administrative systems and capacity to present financial results to members. They also welcomed 3F's advisory assistance directed at creating sound financial management and downwards accountability. All 14 organisations now use the programme in managing the funds provided in the cooperation with 3F. 10 of the partner organisations have realised that better systems and the capacity development they underwent provides an opportunity for a stronger financial foundation on which they can plan the trade union activities, ensure strategic thinking and develop trust among members. Six of the partner organisations have started using it for the entire organisations' accounts. This is creating an improved foundation for the organisations' growth and economic sustainability as members build confidence in the organisations' administration of the fees they pay. The advisory assistance provided by 3F may seem very basic and straight-forward, but has turned into being an important step in developing more democratic organisations.

SUPER INDICATOR 1: STRENGTHENED NATIONAL ORGANISATIONS		
Indicators and targets 2015	Progress 2015	Deviations
Membership has grown by 5%/6% (f)	<p>As in the past two years, 3F's partners generally achieved membership increases in 2015 above the annual target.</p> <p>Membership increased by 37,400 new members, making the total 604,000 - a 7% increase globally. There is a relative slow-down in the growth of the trade union organisations caused by general cyclical and financial slowdown in several countries as well as natural disasters. The global result contains very large regional and sectoral differences in membership growth:</p> <p>Palestine: 34% (5,255 members in total)  Latin America: 9% (133,226 members in total)  Southern Africa: 6% (289,214 members in total)  South Asia: 6% (176,292 members in total)</p> <p>For instance, the construction workers' union in Palestine achieved a membership increase on 49% and the four construction workers' unions in Latin America jointly had a membership increase of 19.5%. In the same period, the construction workers' union in Zimbabwe lost 73% of its members (closure of companies and financial crisis) and the textile workers' union in Nepal lost 20% of its members (earthquake and the Indian blockade).</p> <p>The number of women members increased by 9%, more than the general membership increases and 3 percent points above the global target, representing a total of 194,000 women members. Women constitute 32% of the membership among all 3F's partners, which is almost 10 percent points more than in 2014. Women members of the textile unions in South Asia constituted 52% of the membership in 2015. The agriculture workers' unions in Zimbabwe and Mozambique increased their women membership by 70 and 40% respectively due to new organising strategies.</p>	<p>3F had foreseen the relative slow-down of membership increase after a couple of years with high membership growth. 3F's targets had been adjusted to reflect the trend.</p> <p>Still more accuracy and reliability in partners' data is noted following a targeted effort; however, there is still some level of uncertainty among some partners.</p>
Donor financing of organisation's budget diversified and reduced	<p>Progress is noted on diversifying partners' income, in regions and countries where partners have provided figures.</p> <p>In Latin America, partners are 62% dependent on external donor funds (down from 69% in 2014) with less than half for the construction sector unions (37% donor financing) and a critically high 91% for the transport sector unions.</p> <p>An important way to diversify the TU income is increasing the number of members paying fees and thus making the TU more sustainable and non-dependent on donor-funds:</p> <p>Latin America: 14.5% increase. Members paying fees constitute 81% of all members.  South Asia: 12% increase. Fee-paying members constitute 18% of all members which is critically low.  Southern Africa and Palestine: All members pay fees as it is deducted from salaries automatically.  Nine partners increased their member-financed income by between 14 and 46%.</p>	<p>No data on external funding in Southern Africa and Palestine. Among many partners, this has been regarded as very sensitive information</p>
No. of female elected representatives has increased by 3%	<p>As data on increases are only available from Bolivia, the general progress cannot be assessed, but the result in Bolivia is quite impressive with an 88 % increase – far above the target.</p> <p>Bolivia: (only Industry workers' federation): 19% or 21 women in the National Executive Committees. This is a 62% increase in women representatives.</p> <p>30 women are now chairpersons in the local trade unions of the Industry Workers' Federation of Bolivia. This is a 114% increase in women representatives locally. The strengthening of gender equality in this partner organisation intensified following an exchange visit to 3F in Denmark.</p> <p>Palestine: 20% of elected representatives are women – 8 percent points higher in the agriculture workers' union and 7 percent points lower in the construction workers' union. Their own target is 30% and they are thus quite far from their own quota.</p> <p>Southern Africa: 30% of all National Executive Committee (NEC) members are women with 36% in Malawi as the highest. The share of women representatives in the lower structures (branch and work place level) is 12% in Southern Africa. Women are thus better represented at the higher levels of the organisations than at the decentralised levels; probably due to some unions having a quota on minimum women representation in leading organs.</p>	<p>Progress cannot be measured annually in all organisations as this only changes after a Congress or elections in the local trade unions.</p> <p>There is no data from Central America and South Asia on this.</p>

<p>Decentralised grass-root level union structures are increasingly influencing decision-making processes in the partner organisations</p>	<p>In some partner organisations, there is an increased influence in the decision-making process in the national TU from the decentralised structures. Generally, these local structures were strengthened in 2015, especially local branches and workers' representatives at workplace level.</p> <p>In Palestine, three out of four suggestions proposed by the council (made up of representatives from the local branches) were implemented by the leadership of the confederation. This is a positive development compared to previous top-down leadership of the organisation.</p> <p>Three partners in Zambia introduced an M&amp;E tool to get feedback from members at the work places to the branch level. This is used to inform the national level in policy making and CBA demands. The hospitality workers' union in Zimbabwe started a participatory process in reviewing their own constitution. They created a system of getting suggestions from lower levels of the union structure. In Mozambique provincial branches in two partner unions have started monthly meetings with shop stewards to get information directly from work places.</p> <p>Trade unions in all regions have increased their collation and use of work place data in the trade union work. All partners in Latin America and Palestine and five partners in Southern Africa now have a membership data-base though the level of functioning vary. This has contributed to information about the local context and strengthened the organisations' negotiations at national level.</p>	
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## 4.1.2 SUPER INDICATOR 2 - MORE AND BETTER COLLECTIVE BARGAINING AGREEMENTS (CBAs)

There were significant breakthroughs concerning CBA's and bi/tripartite agreements as a result of many years' effort and 3F's support in some cases culminating in important agreements concerning salary, benefits, OHS etc. In several instances, the results came due to trade unions cooperating and networking (either across borders, sectors or companies) to gain strength in their negotiations. Analysis of strategies and methods and, in several cases, a shift in these, led to good agreements. In Latin Americas agriculture and construction sectors, the unions achieved an increase in CBA-covered workers' salary at 10% and 4% more than non-CBA covered workers, which is important in providing evidence that it makes a difference in workers' lives to be a member of a trade union and to work under collectively negotiated agreements. It is expected that the effort on improving data-collation and analysis on the development objective indicators will improve 3F's data and evidence of this.

### UNION COOPERATION LEADS TO IMPROVED WORKING AND LIVING CONDITIONS FOR WORKERS IN THE EXPORT PROCESSING ZONES (EPZ) IN HONDURAS

For the second consecutive year, the trade union work in the EPZ textile sector in Honduras is achieving good results through increased capacity in social dialogue. Through the 'Maquila TU network', the trade unions are now coordinating their work and have gained more strength leading to gains for the workers and their families. The network has, with 3F's support and effort, improved its capacity to create international alliances. Effective joint campaigns improving communication directly with the various clothing brands have put pressure on the textile-companies producing their clothes in Honduras.

Through the joint work, the unions succeeded in negotiating a new framework agreement and ensure better local CBAs with clauses on productivity-bonus and improved OHS as well as ensuring access to better housing for their members. In 2016, the first housing-project with construction of 800 houses were initiated following the negotiation of the CBA. The TUs even managed to get the financing of the houses supported by the government and the 'Maquila TU network' has ensured that the trade union members have access to fair housing loans which was previously not possible. The network has also taken the initiative to ensure that members have access to better, affordable child-care. They achieved subsidies for child-care both from employers/producers' organisation and clothing brands.

SUPER INDICATOR 2: MORE AND BETTER COLLECTIVE BARGAINING AGREEMENTS (CBAs)		
Indicators and targets 2015	Progress 2015	Deviations
No. of workers covered by CBAs increased by 3%	Data still only available from Latin America. 6% more workers were covered by CBAs in the programme sectors that 3F supports, making the total 130,000 workers covered by CBAs. The number of women workers covered by CBAs increased by 18% - three times as much as the general figure. CBA coverage in Latin America meant a 10% salary-increase among agriculture workers and a 3% salary increase among industry-workers. Despite high inflation in several countries, TUs in Honduras, Guatemala as well as in Southern Africa and Palestine managed to maintain the real salary at the same by achieving salary increases. In Palestine, several new CBAs were signed at company-level, which is a big result in a country where there was previously no CBAs. 2,668 new workers are now covered by CBAs in the agriculture and construction sector (no baseline from 2014) by forming a team of local negotiators in one governorate (province). In Nepal and Sri Lanka, there is a 14% increase in the number of CBAs signed. In Southern Africa there was a breakthrough when the TUs' made the Chinese-based multinational contractor; SINO-HYDRO comply with the national sector-CBA in construction-sector in Zimbabwe and sign a CBA in Zambia (see case story in section 4.2.1).	3F is working to harmonise data. In Southern Africa and South Asia, partners have reported on number of CBAs instead of number of workers covered. In Palestine, partners have recently started to register – thus no figures for comparison.
No. of casual workers covered by CBAs increased by 4% in selected sectors and countries	No progress can be measured. It is however crucial for 3F to support partners in improving protection of the most vulnerable workers on the labour market; the casual, precarious and seasonal workers. In Southern Africa, a thorough research on casualization in programme sectors were carried out on the initiative of 3F's partners. Afterwards, the agriculture workers' union in Zambia negotiated a clause in their sector-CBA that ensures casual workers the same rights as permanently employed workers.	No data available currently.
No. of CBAs that include protective clauses against casualization, discrimination (e.g. gender, ethnic, caste) and health hazards has increased	In Latin America, no. of workplaces implementing the gender equality clauses in the CBAs increased by 111% and workplaces implementing OHS clauses in the CBAs increased by 96% through the monitoring of CBA implementation by 3F's partners. A minimum of 9 CBAs in Zambia has protective clauses. One partner in Mozambique negotiated benefits for workers' school-going children into the CBA. In Palestine, 5 OHS agreements were negotiated with the employers at work place level and one OHS agreement for the textile sector in Nablus governorate (provincial level).	There is no global figure for 2015 on the joint number of CBAs that have protective clauses.

### 4.1.3 SUPER INDICATOR 3 - IMPROVED OCCUPATIONAL HEALTH & SAFETY (OHS)

The establishment and training of OHS committees at work place level gained further ground in 2015. Many partners have improved the internal training of OHS representatives as well as the continuous training/sensitisation of workers at the work place level. Especially, the agriculture workers' union in Palestine and the textile workers' union in South Asia have made an effort to improve their internal education system within OHS. The construction

workers' union in Mozambique has been able to get TU participation in all inspection teams. This is an important result as workers in Mozambique are not represented in the workplace safety committees, compulsory by law. In Palestine, there was a focus on alternative organic production by the agriculture workers' union that produced material and training modules in terms of the dangers and preventive measures in working with pesticides as this had been requested by members of the union. In several regions, there were improved bi- og tripartite bodies specifically for OHS and the partners presented proposals and inputs to influence the political decisions in terms of regulating OHS.

### TRIPARTITE OHS COUNCIL IN NABLUS SETS AN EXAMPLE

Palestinian General Federation of Trade Unions (PGFTU) was challenged by the fact that the Palestinian Authorities decided to halt the establishment of a national OHS council after several years' pressure from the trade unions. Faced with this reality, PGFTU decided to pilot the establishment of 10 OHS councils at governorate (provincial) level with the support of 3F. The negotiations with the PA labour offices, municipalities, civil defence and police were initiated in 2013, and finally in 2015, the OHS councils were established in ten governorates with regular meetings, action plans and joint field monitoring visits to work places to investigate on OHS conditions and work-related accidents. The councils were however not functioning in all governorates and PGFTU decided to document best practices from four of the better functioning ones. The OHS council in Nablus quickly proved a role model; there is effective cooperation between all council members which has made them gain credibility among the public and reached a high level of influence among official institutions. They reached an agreement with the municipality, meaning that the OHS council henceforth has to issue a recommendation before the Municipality issues construction permits for new public works. This recommendation is only given if the contractor adhere to the OHS regulation established by law. The council in Nablus submits periodic reports concerning OHS conditions at the work places and in entire companies. Learning and results were documented and used to inspire others. The learning was used to once again advocate for the establishment of a national OHS council.

SUPER INDICATOR 3: IMPROVED OCCUPATIONAL HEALTH & SAFETY (OHS)		
Indicators and targets 2015	Progress 2015	Deviations
No. of functioning OHS committees at workplaces increased by 8%	It is far beyond the expected target when 25% more OHS committees were established in 2015. It means that 200 new OHS committees were formed in work places where 3F partners are present making the total number of functioning OHS committees 1,000. It means that these work places have developed a more systematic system in cooperation between management and workers and a process for analysing, monitoring and thus preventing accidents, health hazards and diseases among workers.	There might be a need to adjust the target upwards.
No. of work accidents at workplaces decreased by 2%/2% (f) in selected programme sectors and countries	<p>No decrease in work place accidents can be measured globally. Where partners have registered over a number of years, a downward trend in the number of accidents is expected. 1,571 work accidents were registered in Palestine - an increase of 7%. Of these, 49 were death accidents, majority being in Israel and the settlements. 95% in the construction sector.</p> <p>Although women only represent 27% of the organised workers in Latin America, they are victims of almost half of the accidents registered by partners.</p> <p>There is a reduction in the risk of building and fire-related accidents in Bangladesh's RMG sector due to 'The Accord' which is a unique agreement between more than 200 clothing companies and the two GUFs; UNI and IndustriALL. (It cooperates with the "Alliance" which is a one-sided business initiative from some mainly American brands covering 600 factories with 1.2 million workers, and the government-led National Action Plan covering the rest of the export oriented RMG industry). Around 1,600 factories with more than 2 million workers had been inspected by the Accord and a similar number of corrective action plans (CAP's) had been submitted containing more than 95,000 findings. By the end of 2015, most of the factories were behind schedule, and completion of the CAP was only verified for 2 factories. More than 200 factories had received warning letters and brands had ended business relationships with 7 of them. It is a new situation for RMG producers that failure to follow safety precautions lead to sanctions from buyers.</p> <p>15 partners or 30% of 3F's partners globally have developed systems for registration of work-related accidents.</p> <p>Latin America: 6 partners            Palestine: 3 partners (all)            Southern Africa: 4 partners            South Asia: 2 partners</p> <p>The system is more robust at work places with a functioning OHS committee.</p>	<p>Registration is in the initial stage. No. is likely to rise for some years as they are now registered.</p> <p>Most data is still insecure.</p>

## 4.1.4 SUPER INDICATOR 4 - MALE AND FEMALE WORKERS' RIGHTS MORE RESPECTED AND BETTER PROTECTED

The overall analysis on the respect and protection of workers' rights is a negative trend. The general norm is violation of rights, both in terms of violating ILO conventions, national legislation or CBAs. However, especially in ensuring the rights of the most vulnerable workers; the casual, precarious and seasonal workers, partners produced good results. Partners in Zambia managed to influence the new labour law that now better protect casual workers on several areas; a law that was later utilised by the agriculture workers' union to negotiate a national CBA giving

casual and permanent workers equal rights. In Honduras, a network of trade unions has elaborated a proposal that should ensure social security coverage of casual workers, short-term employees and seasonal workers.

In Palestine, the agriculture workers' union has become part of the national child protection network and has joined forces with NGOs and other institutions to fight the rising use of child labour in the agricultural sector. It is becoming still more common for Palestinian and Israeli companies working in the illegal settlements in the occupied West Bank to use children as cheap labour. Similarly, the women's department of the Palestinian TU confederation has produced an intensive information campaign on Palestinian women working in Israel and Israeli settlements. These women are often exploited by brokers selling their labour to Israeli employers and violence and assaults are common.

SUPER INDICATOR 4: MALE AND FEMALE WORKERS' RIGHTS MORE RESPECTED AND BETTER PROTECTED		
Indicators and targets 2015	Progress 2015	Deviations
No. of reported violations of workers' rights reduced in programme countries	<p>No progress in reduction of reported violations of workers' rights. More partners have however improved their capacity to register violation of workers' rights and report these nationally and internationally to get attention on the problems, especially in Guatemala and Honduras where workers' rights are systematically violated. In Latin America, the number of violation cases have quadrupled during 2015 – from 350 to 1,120.</p> <p>95% of the 2,356 cases that Latin American TU partners raised against the authorities and in courts were won by the workers' side.</p> <p>In Sri Lanka, the TUs are increasingly discussing members' rights locally and it has put prejudices and discrimination of particularly Tamil workers on the agenda.</p> <p>65% of the violation cases raised by the Palestinian confederation concerns Palestinian workers working in Israel and the settlements.</p> <p>23 new factory-based TUs in South Asia were registered by partners in 2015 – an increase of 4%, making the total 249. Majority of applications for TU registration in Bangladesh are however still being rejected despite the international attention meaning a violation of workers' rights to associate.</p> <p>In Southern Africa and Latin America, some partners are now better able to solve cases locally at the workplace level, which is the more efficient way. This has reduced conflicts with the employers and prevented cases dragging for long.</p>	It is not yet possible to report any reduction in violation of workers' rights at a global level.
No. of TU partners that have participated in elaborating proposals to improve labour laws increased	<p>It is 3F's assessment that a growing number of partners participate in the development of legislative proposals. 22 partners have influenced legislation, many of them by making joint TU positions.</p> <p>Latin America: 14 Southern Africa: 4 South Asia: 3 Palestine: 1</p> <p>The industry workers' union in Bolivia presented three proposals in the two- and tripartite system. In Nicaragua, the network in the agro-industry sector proposed improvement in the legislation to better regulate outsourced or subcontracted companies.</p> <p>Four Zambian partners participated in the proposals on the amendment of the labour law through the trade union Confederation coordination. The Confederation in Palestine continued to pressure the Palestinian authorities on a new law on social security. The women's department of the confederation in Palestine got a seat on the national coalition on the implementation of the UN resolution 1325 concerning women's role in assuring peace and stability and submitted a proposal for the updating of the labour law with a gender perspective.</p>	As the registration started in 2015, the number cannot be compared to earlier years.

Labour market regulation increasingly cover casual workers and reduce discrimination	There was important progress in the quality of labour laws towards the protection of casual and precarious workers in Zambia. 3F's partners in Zambia secured the legal protection of casual workers, especially in terms of how long a worker can remain on temporary contracts. The challenge will now be to monitor the law that was adopted. The partners influenced the labour law reform process through a systematic coordination by the confederation.	
Dialogue established between partner TUs and Danish companies and suppliers operating or sourcing in the programme regions	This indicator is reported under section 4.4 on Framework conditions for workers' rights and CSR, where processes with e.g. Bestseller (Bangladesh), Carlsberg (Malawi), Maersk (Central America) and BKI (Honduras) are described.	The indicator has been integrated to objective 3 in the updated strategic plan 2016-2019

## 4.1.5 SUPER INDICATOR 5 - IMPROVED VOCATIONAL EDUCATION & TRAINING

There are good results concerning Technical and Vocational Education and Training (TVET), especially in the agricultural sector in Latin America. Five Latin American partners have worked on influencing improvement of education and skills development for their members, especially when it comes to certification of skills. This work has gradually started in Southern Africa from 2015 where two partners started to determine and strategize on how the TU should influence the area. Skills upgrading is

a good area for improving social dialogue since there is a mutual interest between employers and TUs. Employers express concern about the lack of skilled labour as it creates bottlenecks and hinders expansion and productivity improvements. Some partners wish to establish their own school, others only want to influence the national system for technical and vocational training. The agriculture workers' union in Nicaragua is the 3F partner producing most results in this area. They started by having their own schools, however a multipurpose school, both used for technical agriculture school, trade union training school and other purposes. They took the lead in developing certification of specific job skills in close collaboration with employers of different agricultural products. The model was recognised and the schools accredited by the national institute for technical education.

SUPER INDICATOR 5: IMPROVED VOCATIONAL EDUCATION & TRAINING		
Indicators and targets 2015	Progress 2015	Deviations
Increased no. of partners influences policies, quality and institutionalisation of TVET	The number of partners working with and influencing policies in this areas is slowly growing. 5 partners in Latin America work strategically on influencing policy and practice on TVET in their countries and sectors. The agriculture workers' union in Nicaragua have signed an agreement with the National Institute for Technical Education concerning a programme focussing on job creation among young people, including the technical school for the tobacco sector. The programme targets the daughters and sons of tobacco workers. In the sugar industry in Latin America, the TUs have cooperated regionally to improve advocacy in relation to supply and access to technical education. 3 partners (2 in Zambia and 1 in Bangladesh) have started to develop internal strategies, feasibility studies etc. on how to work around TVET. The agriculture workers' union in Zambia has included in its strategy paper that there is a need for the TU to lobby for a seat on the national board to influence the curriculum in the agricultural sector.	The work at policy level is only at the initial stage in Palestine, Southern Africa and South Asia.
Increased no. of workers completing a certified technical/vocational education in selected programme sectors and countries	99% more workers got a certified technical/vocational education in the agriculture, construction and sugar industry sectors in Nicaragua, making the total number 691 certified workers. This is 4 times more than the regional target. So far, 220 young people were educated in the agricultural sector through the programme following the agreement between the agriculture workers' union and the National Institute for Technical education. 80% of these are now in job. The contribution of trade union partners to upgrading skills and employability of the workforce is significant.	

## 4.2 REGIONAL NETWORKING AND COORDINATION (OBJECTIVE 2)

### 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

There are good results concerning the national and regional TU networking as has been reported above concerning and increased sector-orientation. Through this, good results were achieved contributing to better dialogue and even agreement with multinational companies. However, the collaboration and exchange of experience is not always coordinated by the GUF regional offices or other permanent TU structures, which may represent a challenge to the sustainability of results. This is elaborated section 4.5 on learning.

### 4.2.1 SUPER INDICATOR 6 - INCREASED REGIONAL COORDINATION

The regional cooperation in sector-networks has been strengthened, especially in the construction sector through Building and Woodworkers International (BWI). In Southern Africa this led to a major breakthrough (see case story below), which has strengthened the trade unions in the construction sector (6 TUs of which 4 are 3F partners) in exchanging information and experience. The concrete result improved motivation among the affiliates. The construction sector TUs improved their ability to create networking opportunities for shop stewards working in the same sector or with the same multinational company. The newly created BWI network in the MENA region has become better organised with specific plans and strategies. Migration was put on the agenda of the BWI network in Southern Africa and the ITF network in Latin America where affiliates discussed strategies to protect migrating workers and prevent the race to the bottom. There is an increased networking between the regional meetings, carried out on Facebook groups/social media or bilaterally between two organisations finding a common issue to exchange information on.

Coordination between sectors and influence on regional and international institutions and actors have been strengthened in Southern Africa. Four GUF's including BWI have held preparatory meetings with the regional branch of ITUC; Southern Africa Trade Union Coordination Council (SATUCC). These meetings were to prepare SATUCC for the negotiation meetings in the Southern Africa Development Community (SADC), where they are representing the trade union movement. It is expected that this influence can lead to improved negotiation positions for the trade union movement regionally and nationally and it is thus a big step that there is now a forum where multiple sectors can present their inputs and where there is a possibility of joint TU positions.

There were also set-backs in 3F's effort to promote regional coordination through the GUFs as IndustriALL in South Asia decided to withdraw as a regional partner of the programme and the cooperation with IUF's regional network in Southern Africa was put on halt due to financial irregularities. The challenges led to a further elaboration of 3F's strategy in relation to the regional coordination and the work with the GUFs, which will be used to sharpen the overall strategy and analyse alternative ways of achieving the objectives without creating parallel structures (see section 4.5 on learning).

#### REGIONAL COOPERATION LEAD TO COLLECTIVE AGREEMENTS WITH CHINESE CONSTRUCTION GIANT IN SOUTHERN AFRICA

Chinese companies dominate the construction-sector in Southern Africa. They have been out of reach for trade unions in the whole region for a long time. But in 2015, a campaign conducted by the regional BWI network (of which four 3F partners participate), resulted in a breakthrough in Zimbabwe and Zambia.

National partners finally succeeded in getting the major Chinese-owned multinational contractor; SINO-HYDRO to abide with the sector-CBA in Zimbabwe and sign a sector-wide CBA with the construction workers' union in Zambia. They reached this good result through a campaign coordinated by the BWI network which included development of a campaign strategy, mapping of Chinese contractors, regional network meetings to exchange experience and information of TUS by international experts. The conclusion was that Chinese companies in Southern Africa most often abide by the legislation if this is enforced by the authorities in the particular countries. With this knowledge, the construction workers' union in Zimbabwe; ZCATWU changed its tactics and started negotiating with the responsible ministries and authorities towards whom they presented docu-

mentation for the breach of the CBA by SINO-HYDRO. The government issued orders towards the company, which from 2016 has signed to abide by the national CBA, even paying workers retrospectively for 2015. With this experience from their Zimbabwean sister-organisation, the construction workers' union in Zambia; NUBEGW managed to negotiate a CBA with SINO-HYDRO using the same tactics. Another sister-organisation in Mozambique; SINTICIM is in the process of doing the same. This may constitute the beginning of a breakthrough concerning labour rights within Chinese companies and trade unions are more optimistic, now planning to prepare the same process with other Chinese companies and multinational companies in general. 3F will equally ensure that the experience and learning is transferred to other sectors in the region.

SUPER INDICATOR 6: IMPROVED REGIONAL COORDINATION		
Indicators and targets 2015	Progress 2015	Deviations
Increased no. of CBA negotiations is coordinated nationally and regionally	Southern Africa: In Zambia and Zimbabwe, the result with the Chinese MNC was coordinated first by a regional campaign and then nationally. In Latin America: The Banana-network - COLSIBA managed to put pressure on the MNC Chiquita after it was bought by the Brazilian Cutrale-Safra and made the new owners confirm their adherence to the regional framework agreement. TUs organising Coca-cola workers in the drinking-subsector coordinate their CBA-negotiations across borders in Central America. Sugar-industry workers coordinate their efforts and dialogue with transnational sugar producers in Central America. The Maquila network strengthened the social dialogue and employers' abiding by the tripartite agreement in Nicaragua and Honduras. They also improved their realistic planning, coordination and organisational structure to work more efficiently. South Asia: There is an increased coordination of IndustriALL's campaign on living wage that influences the negotiations on minimum salaries in the textile industry in the various countries.	
No. of joint advocacy campaigns conducted has increased	It is not possible to note an increase due to lack of consolidated figures from 2014. In 2015, there were 11 joint advocacy campaigns, some were global, others regional. 8 were coordinated by the GUFs and others by the sub-sector networks in Latin America. Most campaigns were in Latin America (5) and Southern Africa (3).	Registration was incomplete before and the number cannot be compared to earlier results.
No. of regional/international framework agreements signed/implemented in the region has increased	The number of framework agreements is slowly increasing. One framework agreement is being implemented in South Asia. The Accord signed between more than 200 clothing companies and UNI and IndustriALL GUFs on fire- and building safety in the RMG industry is now leading to sanctioning of subcontractors by the clothing companies; if they do not comply with the Corrective Action Plans, they are excluded from supplying Accord signatories. Industrial's Global Framework Agreement with H&M might create the basis for qualitatively new dimensions of social dialogue as it has introduced a new model for national implementation, but it is too early to assess its results. Dangote Cement and SINO-HYDRO has been identified as companies to approach for a regional framework agreement in Southern Africa. No framework agreement was reached with the major South African contractor WBHO despite several years' attempt. A new strategy will be implemented from 2016 by the BWI regional network concerning this.	
No. of GUF affiliates contributing to and participating in regional sector coordination has increased	13 more GUF affiliated TU organisations participated in the regional sector meetings, making the total participating organisations 36 – an increase of 57%. Latin America: 2 more TUs. Total of 18 GUF-affiliated TUs. Southern Africa: 1 more TU. Total of 8 BWI affiliates. MENA: 2 more TUs. Total of 10 BWI affiliates. As more GUF-affiliates participating are not direct partners to 3F, the sustainability may increase if they are using own funds. In both Latin America and Southern Africa, this is continuously discussed with GUFs.	

## 4.3 CROSS-CUTTING AREAS

3F is closely following its progress in relation to gender and non-discrimination as well as donor harmonisation – areas that are both mainstreamed into all Super Indicators as can be noted from the results above. It is however still important to follow the progress specifically.

### 4.3.1 GENDER & NON-DISCRIMINATION

Most of the results concerning gender and non-discrimination are reported above where some data include gender segregated figures. However, this still poses a challenge for some partners, especially getting data on the number of women shop stewards or work place representatives as well as differences in salary levels between men and women.

Three partners in Southern Africa have developed and adopted gender policies and one partner implemented a sexual harassment policy which has led to both men and women reporting on sexual harassment and gender-based violence. All 3F partners have established women structures, departments or women committees, some nationally and others locally. Many are training gender activists (Southern Africa, Bolivia) or leaders (South Asia). Most often, these women's departments, secretariats or committees have contributed to increasing women membership in the unions and women's influence and representation in the TU structures. There is a continuous discussion from partner to partner whether for the TUs to focus on gender equality and non-discrimination by mainstreaming the issue or creating separate structures. There are some examples of separate structures separating the gender work from the rest of the TU work and making it 'women's business' rather than a priority in the TU as such. On the other hand, there are remarkable results created by women departments and female TU leaders, e.g. in Palestine and Bolivia as well as in the EPZ textile industry and banana sector in Latin America, that when there is a targeted work on activating and engaging women, priorities start to change and include more social areas that were previously neglected by TUs. Not having separate women structures and rather mainstreaming gender may also lead to not dealing with it in a conscious, targeted and structured way. The different combinations in dealing with gender are subject to continuous observation and discussions among 3F advisers and with partners. The conclusion so far has been that it is not an 'either or', but

rather a 'both and'. There is a need to advise partners to carefully analyse each specific situation in order to find the best ways of facilitating active women's participation. 3F is advising the leadership of the TUs to work more strategically with gender and it has become evident over the years that when women are stronger represented, there are changes in terms of the priorities for instance in the type of demands brought to the table during CBA negotiations etc. The Industry workers' union in Bolivia has achieved good results in getting more female leaders and thus influence in the union through a targeted work that was inspired by an experience exchange visit to 3F in Denmark in 2014.

In Palestine, the women's department of the confederation has grown so strong that they now influence the leadership internally and thus have succeeded convincing them of sending a proposal for updating the Palestinian labour code with a gender perspective. Moreover, they have signed an agreement with the General Union of Palestinian Women and succeeded in a number of recommendations following a national conference with their counterparts in Gaza with the participation of Palestinian trade union women activists from Israel. Most recommendations dealt with increased coordination between the West Bank and Gaza on women's rights, intensified work for equal rights between men and women and improved networking with relevant civil society organisations working on gender issues. In South Asia, the Women Leadership Training - a regional activity to get more future women leaders in the TUs - suffered some set-backs as there has been a high turnover of participants on the way. Learning from this, 3F is adjusting the programme according to suggestions from participants. In Southern Africa, it was realised by the unions that women are often the first ones to be fired when there are set-backs of the economy; the fact that they are less skilled make them more vulnerable. TUs have become aware of promoting women's participation when entering the field of influencing TVET, both in terms of legislation and CBA negotiations. Women's' and youth's influence was strengthened in the trade unions in the Middle East, where regional cooperation and participation led to women now sitting at the negotiating table representing their national unions. 20% of participants in network meetings are now women against 15% in 2014. 20% of participants were youth against 13% in 2014.

## ARAB WOMEN TAKE UP THEIR SEAT IN THE GROWING REGIONAL TRADE UNION NETWORK

The Arab regional BWI-network (Building and Wood-workers International) had long been trying to find solutions to the problems facing women workers in the construction sector. But the women were never part of the discussions! In 2015, it was decided that the concrete problems should be put on the table, e.g. the lack of women's participation in the trade union structures and the poor organisation of female workers. The trade union representatives had failed to recognise the existence of the problems and the importance of the role of women. The trade unions organised a regional meeting, exclusively for women trade union representatives. It became the first giant step towards improved involvement of women in the member organisations. During the meeting, important information and experience in the very male-do-

minated sector were exchanged. The female leaders contributed with valuable inputs to the information work of the BWI network as well as important experience within OHS – experiences that are normally not seen nor prioritised by the men. The participation of women leaders may potentially contribute to improving communication between the members of the network and ensure continuous exchange of news and information between meetings. The joint contribution of the women is not limited to women's rights at the work places and in the TUs, but contribute to a more dynamic and efficient regional network and trade union work in general. The participants concluded that the future for women and their participation in trade union structures not only is a 'women's issue', but is of significant importance to the whole future of the Arab trade union movement.

## 4.3.2 DONOR HARMONISATION

The physical presence of 3F in Dhaka has made it possible to reach a stronger interaction with a whole range of international stakeholders and thereby contribute to the creation of relations between the Bangladesh TU federations and international actors. There are many different international NGOs with their own agenda in Bangladesh supporting the development of the labour market which has made the need for a close coordination necessary. The Bangladeshi TU federations in the textile and garment sector have been given a lot of attention and support since the Rana Plaza disaster; but yet still many of them still do not have the basic organisational structures in place to be able to function effectively as TUs; membership data-base, practically no CBAs, no efficient collection of membership dues. 3F has assisted its partners in developing their own strategic plans – and now there is an attempt to influence the international donors in terms of the organisations' real needs - by strengthening their ownership and gradually making them more sustainable. In 2015, there was a breakthrough in this attempt of aligning to partners' own systems and needs as two international donors have agreed to implement their projects through 3F. Others are aligning their interventions to the partners' own strategies in line with international recommendations on donor alignment. During 2015, 3F was actively involved in developing a large Swedish/Danish funded ILO project and thereby ensuring the link to the involvement of textile and

garment trade union federations and IndustriALL in the process. The project is now ready for take-off and it is foreseen that 3F, together with IFMetall (Sweden) will be on the advisory board. The presence of 3F in this large project will help to ensure that the Bangladeshi TUs are not 'run over' by donors and get maximum benefit out of it and by that strengthening their social dialogue.

To improve the quality and effectiveness of the training programmes, TUSOs (Trade Union Supporting Organisations) in Bangladesh decided to harmonise and share training material; a material development group with representatives from all Bangladeshi partners/potential partners has been established and an internet-based sharing platform for all training material. Potentially, this could help align the training approaches and content in the textile and garment sector in Bangladesh.

Likewise, 3F in Latin America coordinates with main trade union donor organisations such as FOS Belgium and Solidarity Center. In the case of the EPZ networks in Honduras and Nicaragua the coordination takes the partners joint strategic plan as point of departure.

The Danish Ministry of Labour has been inviting 3F for meetings concerning the growth advisers in certain developing countries, including Bangladesh. Moreover, a joint delegation between the Ministry, LO and DA (Danish Employers' Association) included a visit and consultation with 3F on a visit to Bangladesh.

## 4.4 FRAMEWORK CONDITIONS FOR WORKERS' RIGHTS AND CSR

With a few exceptions, the framework conditions for civil society and workers' rights did not improve in 2015. On the contrary, caused by conflicts, war and terrorist attacks, freedom was restricted. Furthermore, governments with an authoritarian approach tended to deepen their authoritarianism. 3F worked in different ways to assist partners in influencing the development in a more positive direction.

- Advocacy in Denmark towards government e.g. via the trade policy network of business and civil society – the so called “Beach Club” – and other platforms
- Advocacy through the global Trade Union Federations – related to national and international governance and institutions
- Direct advocacy towards governments in programme countries to support partners' campaigns
- Assistance to partners to increase workers' awareness about their rights - and their potential strength, if they organize and use the rights, to achieve substantial improvements
- Assistance to partners in order to strengthen their influence in political areas of interest

Some of the work was directed towards framework conditions established by governments and international institutions, some of it towards companies' commitment and capacity to live up to international labour standards, human rights and environmental responsibility. From 2016 onwards 3F will divide the two areas regarding objectives, outputs and input (budget lines).

### FRAMEWORK CONDITIONS AND TRADE POLICY

Trade policy is an integrated part of 3F's advocacy with the aim of promoting employers' respect and governments' protection of human/labour rights. Most bilateral trade agreements with the United States and the European Union contain a chapter obliging the signing parties to implement core labour and human rights and protect the environment. The tools of EU's trade agreements that can be used by the trade union movement are small and weak, but nevertheless, 3F assists partners in utilising them. There is a pressure on the EU to skip the strict demands regarding ratification and implementation of a number of international conventions. 3F's efforts go in the opposite direction. The “sustainability” chapters and protection of core labour rights are essential and international enforcement should be strengthened. The most striking example are the three Latin American countries Colombia, Hondu-

ras and Guatemala. They are among the 10 worst countries on the planet for trade unionists and the protection of the right to organise. 3F initiated a campaign for the right to have a trade union in September 2015 in order to focus on the need to strengthen international regulation. The campaign will continue in 2016. The campaign also involves support to the processes of promoting and safeguarding labour rights at ILO level. And it also involved direct participation in email campaigns requested by partners.

### DANISH TU CONFEDERATION PUTS CSR ON THE AGENDA

The Danish TU Confederation, LO, has initiated a pilot project of training shop stewards and other workers' representatives in CSR issues. A LO steering group, with a representative from each of the member federations, has been formed and a CSR “master class” training course prepared in cooperation with Copenhagen Business School (early 2016). 3F International's CSR responsible person forms part of the steering group, and several 3F workers' representatives participate in the course. 3FI also participates in a cooperation with LO about the ‘The Mediation and Complaints Institution’ and the discussions about its place in the TU strategy. Also 3F's sector groups have been working with CSR, e.g. the private service, hotels and restaurants group has developed a CSR training course for shop stewards, employees and management. The request for trade union participation in debates about CSR is increasing.

### DEMAND AMONG 3F PARTNERS FOR ADVISORY ASSISTANCE REGARDING CSR

3F's partners are increasingly requesting advisory assistance in different CSR related issues, which includes engaging Danish companies in a dialogue with partner organisations. Also access to complaint mechanisms are being discussed. A toolkit has been developed and discussed with several partners. Some partners have challenged certifying organisations like Rainforest Alliance, Social Alliance International, Fairtrade International and others. All partners in the Latin American programme discussed how to use CSR in a trade union strategy at a partner meeting and a declaration was adopted. There is no doubt that CSR has entered the Agenda also in developing countries.

### 3F'S PARTNERS VISIT DANISH COMPANY AND DISCUSSES CSR

3F's Latin American partners visited a Danish-based cigar-producer, where the company's Director and HR-manager informed about their CSR-policy. The agriculture workers' union in Nicaragua; ATC had started using the companies' CSR-policy to suggest 'soft' agreements as a stepping stone for actual CBAs. The director was asked, but could not respond to whether the company was willing to negotiate a CBA. He would have to consult the international owners. On that background, 3F's partners in Latin America adopted an official statement, offering to cooperate with companies around their CSR and criticises that many companies with a CSR-policy continue to

oppress basic workers' rights:

*'CSR cannot replace the important role of authorities, collective negotiations and general labour market regulation. But we encourage private companies to take upon themselves a greater social responsibility – not least when it comes to basic workers' rights. The respect for these rights in the value chains must be a precondition for the companies to call themselves socially responsible'.*

The use of companies' CSR policies as a tool for social dialogue that can open for an actual CBA negotiation process, is a new experience that partners and 3F can learn from.

## 4.4.1 CORPORATE SOCIAL RESPONSIBILITY (CSR)

In 2015 3FI adjusted its indicators for the period 2016 – 19, but has chosen to report progress against these new indicators also for 2015:

Indicators	Progress 2015
3F has contributed positively to Danish and European CSR policies and practices	3F contributed to the evaluation of the Danish Mediation and Complaint institution for business and human rights and continued its work on the board of the Danish Ethical Trading Initiative, where efforts have been put into ensuring that workers in Bangladesh are informed correctly about their right to organize and bargain collectively.
Pilot activities conducted in at least one developing country in cooperation with a Danish or multinational company or organisation	Pilot activities have been initiated in Malawi, Bangladesh, Nicaragua and Honduras. Pilot activities to ensure workers' involvement have been conducted together with the Danish Fairtrade labelling organisation during recent years in connection with 3F's procurement policy.
3F has contributed to a 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	In 2015, a number of partners discussed CSR policies and entered into dialogue with Danish or other companies taking their CSR policies or compliance certificates as point of departure. Latin American partners, Malawi brewery workers, NGWF and BRGWF (textile and garment workers' union federations in Bangladesh). In the Philippines, the CSR pilot project phase-out was initiated during 2015 and completed in the beginning of 2016.
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	The work in the Danish Ethical Trading Initiative (DIEH) has been demanding in 2015. Working to get a clearer profile regarding workers' rights took a lot of discussions and optimizing efficiency required a change of director. The work brings 3F in a position of dialogue with Danish companies, NGO's, public institutions and business associations regarding social responsibility in international value chains. The work has also highlighted the increasingly similar challenges to workers' rights in Denmark and abroad. This underscores the importance of a broad involvement of the 3F hinterland in the continued work to develop a general 3F CSR strategy.
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	3F's procurement policy has not been changed, but in practice 3F worked much closer with suppliers to ensure compliance with the UN guiding principles. 3F has strengthened its work to develop a sustainable procurement policy, which will be more ambitious than most suppliers can match, because of the natural interest in the different sector groups to ensure that workers' rights are fully respected are (workers are informed about their rights and empowered to use them) throughout the supply chain, including the transport sector.

## 4.5 LEARNING & ADAPTATION

In 2015, 3F has put more focus on exit strategies and the sustainability of its support. The debate about down-sizing Denmark's continued support to development in general, and to Latin America in particular intensified. On top of the general debate on development aid, the political parties at the right side of parliament has long requested ending the support to Latin America. These signals intensified 3F's efforts to integrate a sustainability strategy in all partnerships. The debate on the role of the Global Union Federations (GUF) and the synergy between the levels of 3F's support locally, nationally and regionally intensified, also making it a thematic focus for the Danida review of 3F in 2015 (later postponed to 2016) and the Mid-Term Reviews to take place in Latin America and South Asia during 2016. The strengthened capacity of the GUFs is expected to lead to a more effectively coordinated regional TU work in the various programme sectors. In 2015, 3F gained several experiences concerning the work with the GUF's in all regions which has generated a more general learning and led to reflections and adaptation of approaches in specific regions – something that will continue in 2016.

Through the experiences with different GUF regional offices, 3F has learned that there are different approaches to regional coordination and networking depending on the GUF, its commitment and structure. It is likely that the discussions with GUF's will continue in order to reach agreement concerning the specific areas of cooperation in the future.

There are at the same time important experiences with good results from sub-sector networks formed and supported by 3F over the years – that are both innovative and has a great deal of ownership by TUs in Latin America; COLSIBA in the banana and agro-industry subsector; the Sugar network, the Coca-cola network (linked to a specific MNC), the Maquila network among the industry TUs in the textile subsector. Similar sugar sub-sector network exists in Southern Africa, mostly linked to the MNC Ilowo sugar, however not yet with 3F support. These networks are run outside the regional GUF, in this case IUF, probably due to a feeling of IUF not sufficiently meeting the coordination needs of the TUs. 3F's support to these networks in Latin America are done with some level of risk-willingness as they are not structured in the same traditional TU way and are not directly linked and democratically controlled by the trade union movement structure, which potentially could create some internal conflicts. This is therefore also criticised by IUF, but the experiences are so good that 3F does not intend to stop its support to such self-driven initiatives coming from a felt need on the ground by TU activists.

The experiences summarised above have generated more reflection concerning 3F's work with the GUFs and led to a particular strategy paper on the approach as part of 3F's general sustainability approach. 3F was never interested in the GUFs becoming more of 'project-implementing' units working with topics in the interest of various donors. A preliminary conclusion is that parallel permanent structures will be avoided, but regional/sub-regional exchange of essential experience will be supported one way or the other. The issue will be discussed further in the method seminar 2017 with participation of all 3F programme staff.

Another lesson has been that support for focused capacity building in specific areas such as basic financial administration and membership registration. A preliminary lesson is that such focused and simple advisory assistance in a very specific and concrete area can produce important progress and reduce obstacles for further development in other areas substantially.

# 5. POPULAR ANCHORAGE & 3F MEMBER ENGAGEMENT

Solidarity and 3F member activities have jointly contributed significantly to achieving the three objectives set in the Strategic Plan 2015-2018.

Objectives	Progress 2015
<p>1. Strengthen the active engagement of at least 13 solidarity groups, especially the newer groups related to South Asia and Southern Africa.</p>	<p>6 3F solidarity groups visited their colleagues in one of 3F's programme countries in 2015 and 8 solidarity groups either received visits in Denmark from their counterparts or carried out other solidarity activities as fundraising, advisory assistance or online platforms. Four of these were new groups making their first visit and thus were consolidated as groups improving the definition of what they want to do;</p> <ol style="list-style-type: none"> <li>1. The international committee in 3F Silkeborg strengthened its cooperation and support to trade unions in South Asia, particularly Bangladesh. Partners in Bangladesh are supported through a CBA between 3F and Mascot (producing work clothes in South- and South East Asia) where a part of the workers' salaries enters a solidarity fund. Two members of the solidarity group visited Bangladesh to monitor the production by the local subcontractors as well as the directly owned factories in Vietnam and Laos. The group laid a good foundation for the work and has been considerably strengthened with very active members for continued work;</li> <li>2. The Carlsberg solidarity group was formed following 2014 3F solidarity conference. Two active members visited Malawi to meet the local trade union and visit the breweries. The group relates their work to Carlsberg's CSR-policy and will use this to support the local 3F partner to improve conditions and thus live up to the Carlsberg Group's own policies. The visit strengthened the group and a shop steward online exchange network was started following the visit. One of the members went through LO's CSR master course for shop stewards with other 3F shop stewards as a result of the contact with 3FI;</li> <li>3. The Ukraine solidarity group consolidated the work through a visit to 3F's partner in Ukraine to define a focus for their further support;</li> </ol>
<p>2. Improve integration between the international development work and 3F's other departments and branches.</p>	<p>A new modality of support from the 3F Palestine solidarity network started in 2015 by a group of 3F members carrying out an actual organising training with the construction workers' union in Palestine. The training was practical taking place at the work places thus also introducing the partner to new pedagogical methods in training of shop stewards. It was just part of the 3F advisory assistance and has strengthened the partner in Palestine. One of the members of the recently established Bolivia solidarity group is the vice-chair of the Industry group in 3F, potentially integrating the international work in 3F's general structure.</p> <p>'Reddere af Verden' is an initiative established among Falck paramedics. They have been part of cooperation partnership between Falck and 3F based on the emergency-personnel's salary, through their CBA, is donated to capacity building of emergency personnel in developing countries. They now work as an independent organisation. After having worked for many years in Nicaragua, they may be interested in starting work in Bolivia. 3F's sector-committee within textile and garment supports TUs in Bangladesh.</p>
<p>3. Continued focus on current relevant international topics on annual solidarity conferences.</p>	<p>3FI held its annual solidarity conference in 2015 with around 100 participants from 3F's regions and branches. Around 25 of these had not participated in an international conference before and were not aware of 3F's international work; for most part, they were shop stewards in various branches around the country. The conference in 2015 focussed on the challenges of the globalised labour market in Denmark and around the world and sought discussion and solutions to fight the race to the bottom, taking a point of departure of learning in 3F in Denmark and the work of sister organisations that 3F supports in the various regions. The conferences thus also function as an introduction to 3Fs international work.</p>

# 6. INFORMATION WORK IN DENMARK

The following information work in 2015 contributed to achieving the objectives set in the Strategic Plan 2015-2018.

Objectives	Progress 2015
1. Improve quality and intensiveness in the information work by, among others, employing a student assistant to support this area.	More systems and defined responsibilities were put in place through the hiring of a student assistant with a focus on information work. So far, it has resulted in a strengthening of the social media, 3FI's own website subordinated 3F's general website and an update of written information material. 3F will run a major campaign on trade union rights in Guatemala, Honduras and Columbia (where labour rights are extensively oppressed) in 2016 culminating in 3F's Congress in September 2016.
2. Develop webpage specifically for 3F international and intensify the use of social media.	The website has been developed in 2015. There is a limited number of hits in 2015 (below 200) due to a 'dead' period caused by staff limitations. This has changed in 2016 also following an intense Guatemala-campaign. 3FI has strengthened its use of Facebook through a 3FI page used for small stories on results, news from the regions and campaigns that was launched in December 2014. Since the launch, 3FI has become gradually better in adapting the content to the followers and improve the quality of the postings. In 2015, 3FI ran a campaign on Facebook; 'Solidarity Works' as part of an effort to inform the population that development assistance produces significant results. Throughout the election campaign, 3FI posted stories of significant results from our partners and countries of cooperation with a focus on what it has meant for ordinary workers. 3FI's Facebook page had around 750 followers by the end of 2015 with the number rising each week.
3. Increase number of subscribers to 3F's international newsletter from the current 4,300 to 5,000.	By the end of 2015, 3F International newsletter reached 4,619 subscribers which is an increase of 35% in relation to end of 2014. It is likely that the increase of subscribers has to do with: 1) the change of frequency, i.e. the newsletter comes out more frequently when there is news, rather than in a fixed cadence. It makes the articles more authentic and relevant; 2) the fact that articles are shared on other platforms such as Facebook and thereby creates more attention. 3F is still working to ensure that newsletters and relevant information reaches more broadly and that people actually reads them. It is thus analysed that only 33% of subscribers actually opens the newsletter.
4. Analyse the use of the interactive school material, dilemma, developed and disseminated in 2014 and assess the possibility of future such products.	This activity has been delayed due to changes in the personnel. This will be done in the latter part of 2016. In 2014, there was a usage/hits of 2,500 users. It is a very costly product and thus 3FI will promote a re-launch for its use rather than producing a similar product in the coming years, especially following the budget reductions late 2015 which significantly reduces information funds relatively from 3 to 2% and on top of that, in real figures due to the significant reduction in 3FI's total framework allocation.

# 7. ORGANISATIONAL DEVELOPMENT

Following is a status of the progress on the eight organisational objectives defined in the Strategic Plan 2015-2018.

Objectives	Progress 2015
1. Corporate Social Responsibility (CSR) Strategy developed and approved by June 2015	Draft strategy developed, approved as discussion paper by 3F's International Committee and a 3F CSR committee established.
2. Fundraising Strategy revised and approved by the end of 2016	To be reported on in the 2016 results report.
3. Key strategic documents for 3F's international development work are revised and approved following strategies and decisions taken at the 3F Congress 2016	To be reported on in the 2016 results report.
4. 3F is able to make pilot report on cost-effectiveness and cost-efficiency by June 2016	To be reported on in the 2016 results report. See section 7.2 for reflections on the process and preliminary analysis.
5. 3F has improved its Risk Management principles and practice by January 2016	The risk management systems have been approved. The Global Administrative Manual now have a section on staff safety and security. Risks are analysed and updated for each region in each periodic report every four months and there is an improved information flow regarding sudden escalated risk situations.
6. Monitoring and quality assurance has been strengthened at all levels by 2017	Extensive training and feedback processes have been taking place during 2014 and 2015 following the implementation of the QA system. It is however still not functioning satisfactorily and thus the system will be revised following a QA audit in 2016.
7. Strengthened capacity of 3F to set impact indicators and conduct impact assessments systematically.	Impact indicators are increasingly being harmonised according to Strategic Plan objectives and indicators. This happens alongside the development of new Programme Documents in each region.
8. Knowledge management improved by January 2016, ensuring proper filing and enabling experience sharing and learning across regions and programmes.	A new harmonised filing system has been delayed due to technical problems. Following a shift of computers and servers in 3F, a new safe system for on-line sharing of documents is being tested. A filing tree and system is developed. There has been an increased sharing of annual reports and learning across regions, both electronically and through the method workshops and leadership seminars held regularly.

## 7.1 RESOURCE ALLOCATION, FINANCE & ADMINISTRATION

During 2015, 3F spent the entire frame allocation and a minor portion of the funds carried over from previous years. 4% more than budgeted for were spent on programmes; extra funds were primarily spent in Latin America e.g. on intensified focus on the consequences of privatisation. Less funds than expected were spent on audit, information and monitoring partly due to more efficient use of the funds to reach the objectives. The overall picture for 2015 is the following:

Overall frame spending 2015		
Region	Spending	Budget
Southern Africa	12,3	12,4
Latin America	11,2	10,0
South Asia	5,0	4,9
Middle East	4,0	3,9
Global (CSR)	0,5	0,6
Total programme	33,0	31,8
Information	0,5	0,8
Monitoring & review	0,9	1,3
Audit	0,2	0,3
Administration	2,3	2,3
Grand total	36,9	36,5

3Fs own contribution amounted to almost 1.6 mill. DKK which, as in previous years, were financed by 3F membership fees along with contributions by individual members and branches. The other part of the own financing (DKK 4.7 mill.) was covered through fees to Global Union Federations (GUFs) and a share of the private funds.

The new uniform global accounting system introduced in the beginning of 2015 has worked smoothly with intense support to the regional offices. The first reporting on Super Indicator level has taken place and our experiences are reflected in section 7.2.

The latter part of 2015 was spent in supporting all regional offices in adapting their 2016 budgets to the reduced 2016 frame allocation. This resulted in a drastic cut in the number of partners as well as staff cuts in the whole of the organisation. It was decided to phase out all activities in Palestine during the 1st half of 2016.

## 7.2 VALUE FOR MONEY

With effect from 1st January 2015, a new accounting system was introduced globally allowing 3F to calculate cost per output and per Super Indicator that cuts across all regional programmes. The system has had a good start and all partner costs have been distributed according to activity and Super Indicator. The distribution between Super Indicators is based on the actual cost, that partners have incurred on all their activities during 2015.

The distribution in the first year of measuring costs per Super Indicator shows this division

Strengthened National Organisations (SNO)	69%
More and better Collective Bargaining Agreements (CBA)	5%
Improved Organisational Health & Safety (OHS)	6%
Male and female Workers' Rights more respected and better protected	10%
Improved Vocational Education & Training	1%
Increased Regional Coordination	9%

The distribution clearly demonstrates that there is an overlap between the Super Indicators. When 3F supports an organisation to become stronger, then the organisation also improves its ability to carry out key functions of a Trade Union such as negotiating CBAs or improving OHS systems. The question is therefore where to register the spending. Some regions have decided that the main focus is strengthening of the organisation whereas others have decided that the objective of the intervention guides the registration of the spending, i.e. if the main purpose of a certain activity is to support establishment of OHS committees at work places then spending should be registered under OHS. 3F supports the latter understanding and will instruct the regional offices accordingly to get a more specific picture of the spending in future.

However, we have also learnt that we should expect a development in our partnerships, where initially 3F would assist in strengthening the partner organisation by e.g. supporting the set-up of proper financial and administrative systems and by supporting the functioning of democratic structures or establishment of membership registration systems. Establishment of these basic functions are essential for the Trade Union organisations to be able to develop their services within specific priority areas (like CBAs, OHS or rights). Thus we would expect to see a development of decreasing spending in SNO over the years, hand in hand with increased spending in specific areas. This new understanding has led to more awareness of the pace of development in partnerships and is expected to lead to an adjustment of our Theory of Change.

The development from general support to more specific support goes hand in hand with 3F Quality Assurance system, where we also promote that the advisory assistance by 3F staff becomes more specific in terms of the areas, where the partners need and would like 3F's professional support, advice and input. This will assist in pushing both partners and 3F staff to think more systematically and carefully about which type of expertise is most relevant for a specific partner at a specific time. The purpose is to continuously work towards ensuring that the advisory assistance is relevant when looking at the issue at hand and that it adds value to partners' own efforts to develop as organisations and in providing the services they are set to provide.

A pilot project was carried out in 3F's South Asia office, where also the advisory assistance by 3F staff was distributed on Super Indicator level (in addition to partners' spending). This changed the figures somewhat but not drastically as partnerships in Bangladesh are new and we are thus dealing with weak partners requiring a lot of support in strengthening their organisation.

3F will continue to develop the use of data from the accounting system to assess cost at partner level, at activity level and at Super Indicator level, both in each regional office and globally.







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