**Trade Unions PARTNERSHIPS FOR DEVELOPMENT**

***TUDCN STRATEGIC PLANNING***



*Baselines on Trade Union Development Cooperation Effectiveness*

The “Trade Union Partnerships for Development” pillar constitutes the follow up of the TUs Development Effectiveness work-stream initiated by and within the TUDCN in 2009.

Since then many accomplishments have been reached such as the ***‘Trade Union Principles and Guidelines on Development effectiveness”***[[1]](#footnote-1), conceived thanks to a wide consultation process including trade unions actors from the south and also including Global union Federations – GUFs, and finally endorsed by the ITUC General Council in February 2011. The principles represent the vision and values of trade union organizations on development, and are designed to serve as a common reference for development cooperation initiatives, strengthening ownership and working methodologies among trade union partners.

The Principles were followed, in a second stage, by the ***‘Trade Union Development effectiveness Profile- TUDEP”***[[2]](#footnote-2), which is a practical tool conceived to put the Principles in practice and also to facilitate their monitoring and evaluation.

TUDCN members have highlighted the value of TUDEP as being:

1) learning oriented (concerning roles and tasks of both supporting and receiving partners, putting them on equal footing, and giving immediate an direct feedbacks);

2) favouring processes in support of capacity development (as it gives baselines that can be used to address possible needs concerning organisational/political capacity of the partners).

These are very important elements entailing many times an actual ‘cultural approach shift’ within organisations.

Some TUDCN members have already started using TUDEP in the context of their own development projects, incorporating it in their institutional practices on monitoring and evaluation.

This is indeed an encouraging signal. However, the promotion of TUDEP will need to be further supported (at its initial stage) most of all at regional level in the South. This will allow putting all trade union actors on the same level of know-how in order to effectively use the instrument.

*Future challenges: improving trade union development cooperation partnerships*

These processes triggered new challenges within the TUs movement, particularly concerning the issue of measurement of outcomes and impacts of TU development cooperation initiatives. Indeed, the issue of “measuring progress” towards development objectives is high on the international development agenda. This is also the case for the TU movement, translating itself in serious efforts to strengthen its capacity to monitor and evaluate its contribution to development processes.

Difficulties for TUs to undertake such a challenge are important, linked to the very complex nature of TUs work in development: i.e. interaction with different players, irregular political and power dynamics; benefits beyond target groups etc...

Furthermore, this brings along possible dichotomies on the very objectives of Monitoring & Evaluation (M&E), which might be sometimes driven exclusively by donors’ requirements and expectations on one hand and by actual learning organizational needs on the other.

Strengthening and sharing M&E practices is a priority expressed in the TUs Principles and referred to by the TUDEP itself[[3]](#footnote-3).

The need to strengthen TUs capacity on the methodological level is now to be addressed more systematically. The guidance note for trade unions on M&E of development programs (2013) builds up on this and it is conceived to give a first response in this direction. The guide highlights TUs specificities in relation to M&E methodologies and it is aimed at improving analysis capacity of TUs on M&E and providing orientation for shared practices. The guide focuses on alternative methodological approaches on M&E, specifically on the so called ‘Theory of Change’, to better support outcomes and impact measurement in practice. Finally, the guide can also be utilised as a practical tool vis-à-vis the donor governments to make them aware of TUs needs and dynamics when it comes to M&E.

During the elaboration of the M&E guide some specific aspects emerged related to TUs existing modalities. Especially in the field of organisational capacity assessment (OCA), it was registered that TUs are currently using different methodologies and instruments. OCA criteria, as well as, baselines gathering methodologies are fundamental to build up a coherent approach in supporting organisations in the South, and also a useful tool to strengthen development processes’ ownership.

Therefore, further analysis will need to be carried out, involving TUs partners both in the North and in the South. A number of ‘joint analyses’ will be done involving country based experiences, so to include different projects implemented by different organisations. This exercise will increase coordination among TUs partners in development initiatives also in the light of strengthening shared planning.

*Objective, Expected Results & Work Package*

OBJECTIVE: ***To improve the effectiveness of trade union international cooperation***

EXPECTED RESULT 1:

***Partner relationships between trade unions that receive and provide financial support have become more equal and balanced***

***WORK PACKAGE:***

1. Trainings on the TUDEP in three regions will contribute towards ensuring it is further embedded into regional practice and that the demand for its usage comes from the South as well as the North. They will be organised in conjunction with the yearly regional coordination meetings of the ITUC regional organisations and will target the relevant project managers/experts from national centres affiliated to each region as well as including those from trade union solidarity support organisations and the Global Union Federations. During the seminars, the participants will be asked to gather data and results from their experiences of using the TUDEP, including its accessibility;
2. The data will be used to contribute towards the evaluation of the TUDEP at a global evaluation event in 2016, the results of which will be used to refine the tool and assess how the TUDEP has brought about changes in the way that trade union partnerships north-north, south-south, as well as triangular relationships operate. The global evaluation should confirm the utilisation of the tool and its effective impact on TUs partnerships.

expected result 2

***Improved monitoring, learning and assessment of the results achieved***

***WORK PACKAGE:***

1. Disseminating the TUs Guidance Note on M&E on development programs;
2. Organising a series of training seminars (3 at regional level) for TUDCN southern members on M&E on specific issues and methodological tools (i.e. Theory of Change; Organisational Capacity Assessment; Baselines gathering).

EXPECTED RESULT 3:

***Strengthened policy and organisational coherence and coordination amongst trade union partners***

***WORK PACKAGE:***

1. Mapping OCA frameworks within TUs: organising shared analysis on organisational capacity among receiving and supporting partners: 1 seminar;
2. Launching a shared TUs framework on OCA: policy guidelines

*Overall Planning: 2013 – 2016*

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| AREAS OF WORK | ACTIVITIES | PERIOD OF IMPLEMENTATION |
| TUDEP | 3 regional training seminars on TUDEP  (in conjunction with TUSSOs regional meetings)  1 Global evaluation  (in conjunction with TUDCN GM meeting) | 2013-16 |
| M&E on development programs | 3 regional training seminars  (in conjunction with TUSSOs/ regional networks meetings) | 2014-16 |
| OCA frameworks | 1 thematic seminar  1 research study  TUs policy guidelines | 2015-16 |

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1. <http://www.ituc-csi.org/tu-development-effectiness-profile> [↑](#footnote-ref-1)
2. ibidem [↑](#footnote-ref-2)
3. i.e.: Accountability….Both partners develop/use common and shared M&E tools that serve both accountability and learning purposes; Coherence…. The partners measure the progress towards the achievement of the Decent Work Agenda and organisational strengthening. [↑](#footnote-ref-3)