



HIVA

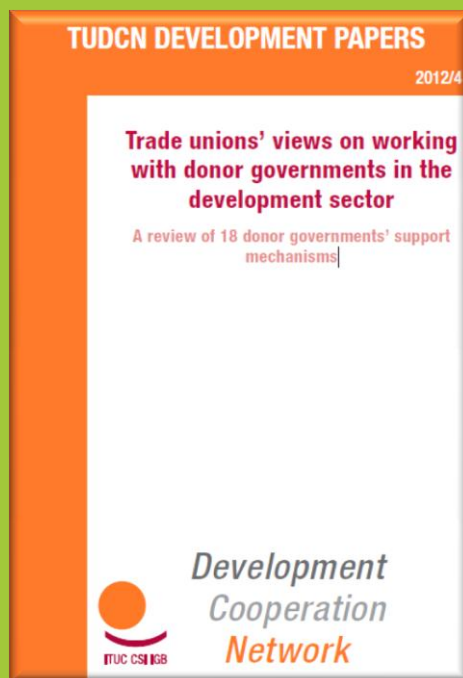
ONDERZOEKINSTITUUT VOOR **ARBEID EN SAMENLEVING**

K.U. LEUVEN

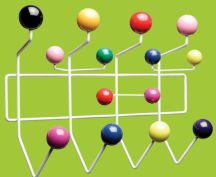
Trade unions' views on working with donor governments in the development sector

A review of 18 donor governments' support mechanisms

Zjos Vlaminck, Huib Huyse, Rafael Peels
OECD-DAC, 24 October 2012



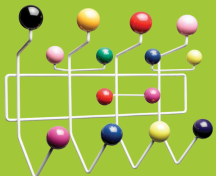
- HIVA/KULeuven study: introduction
- Findings
- Good Donorship Principles
- TU recommendations



25 trade unions (TU) in 18 donor countries



- Web survey
- Interviews
- Document review
- Literature review



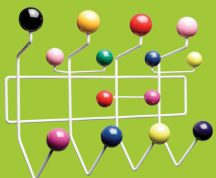
How are TUs distinct?

Clear identity & well established practices

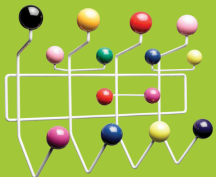
- Membership-based: from local to global
- Solid international legislation & institutional framework (ILO)
- Access to public & private sector through social dialogue

Comparative advantage in key area of development (workplace)

- Redistributive capacity
- Expertise in important thematic areas: social protection, informal work, labour rights, ..
- Awareness creating role in North & South

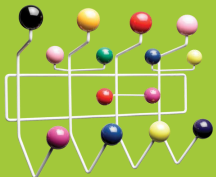
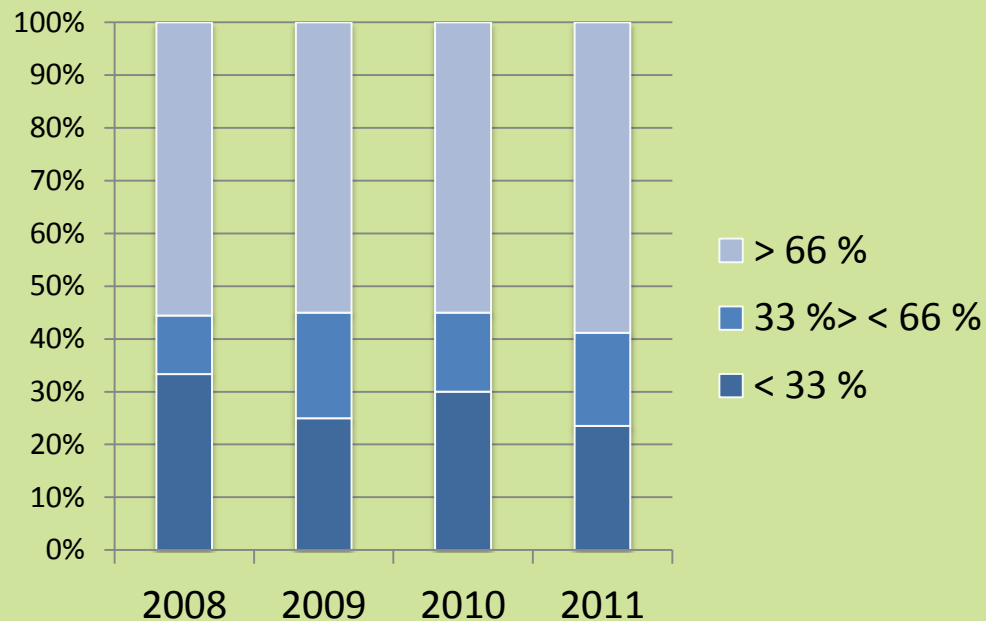


1. Donor support mechanisms
2. Government's development agenda
3. PCM requirements



1.1. Mechanisms: sources of funding

- Government = core funder
 - ⇒ risks: political shocks & dependence
 - ⇒ EU-budget grants: difficult to access
- Own contribution limited:
 - Membership fees: direct/indirect and obligatory/ voluntary
 - Accessing donations from general public?



1.2. Mechanisms: Funding modalities

Framework agreements (6/18)

- Positive appreciation: predictability of funding & modalities
- Differences:
 - Timeframes differ (2 – 6 years)
 - All CSOs versus TU specific (Belgium & Netherlands)

Project (7) -> programme support (5-9)

- Positive trend towards programme support for CSOs
- Criteria for access to programme support: not TU conducive
- Differences :
 - Flexibility & timeframes: Denmark, Finland, Norway , Germany <> Belgium

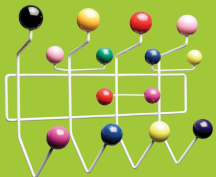
Tendering (4/18)

- Negative experiences with tendering
- TUs: not project-based orgs (difficult to compete with NGOs)
- New Public Management agenda: short term, competition, governmental steering, service-delivery (a-political)



1.3. Funding modalities: 4 examples (2011)

	Norway	Belgium	France	UK
Framework agreement	Yes, stable	Yes, stable	Not eligible	Not granted
Programme support	Yes & flexible (+ buffer through own funding)	Yes, but not flexible	Not eligible	Not granted
Tendering / call for proposals	No	No	No	Yes
Core funding	No	No	No	No



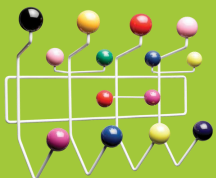
1.4. Mechanisms

Direct support to Southern TUs not obvious

- Political nature of TU development work
- Knowhow of TU work in embassies
- Coherence with international TU structures
- Donor administrative requirements pushed down on Southern TUs

Intermediary TU structures (GUF, ..) decreasing

- Trend: re-nationalisation of TU cooperation



2.1. Government's development agenda

Thematical limitations

- From pragmatic compliance to twisting with no added value
- Decent work: broad development agenda, explicitly accepted by some govts (Germany, US (NED), EU, Switzerland, Luxembourg, Scandinavian countries)

Geographical limitations

- Overall push for more concentration: LICs or GNP roofs (Denmark, Norway) or partner countries of ministry (Netherlands, Belgium)
- Exceptions: Sweden & Germany
- Difference between GNP & inequality ($\frac{3}{4}$ of poorest in MICs)

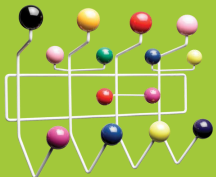
General

- Push towards synergy/coherence with bilateral channel & other CSOs=> too much focus on coherence between partners in one donor country: comes at a cost for TUs (coherence at partner level / international TU level)
- CSO principles still service-delivery oriented



2.2. Examples: Italy and Finland

	Italy	Finland
Thematic limitations	<p>Pushed into service delivery role</p> <p>No recognition of decent work themes</p>	<p>Active support for decent work agenda</p> <p>Encouragement to complement other CSOs</p>
Geographic limitations	Yes	Yes



3.1. PCM requirements

Logical framework (15 /18)

- Large majority of TUs not enthusiast (with exception of 2)
- PCM flexibility: Switzerland, Netherlands (M&E), Belgium
- Main critiques:
 - Longterm detailed planning
 - Linear change
 - Not actor-centered

Results-based management

- Positive move from activity focus to results focus
- Too much RB Management (technocratic instead) of RB thinking (accepting the political nature of change)
- Main critiques:
 - Demand for aggregation across countries & themes
 - Pressure for demonstrating short term impact <> long term & complex change

Reporting

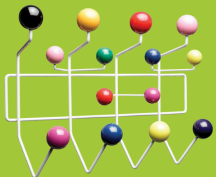
- Gradually more easing in Scandinavian countries
- Problems related to Logframe & RBM requirement (above)



3.2. PCM approaches: example

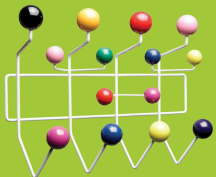
“Tyranny of participation” in planning, M&E

=> Parallel ‘participatory planning’ undermines democratic ownership

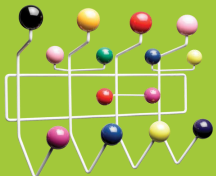
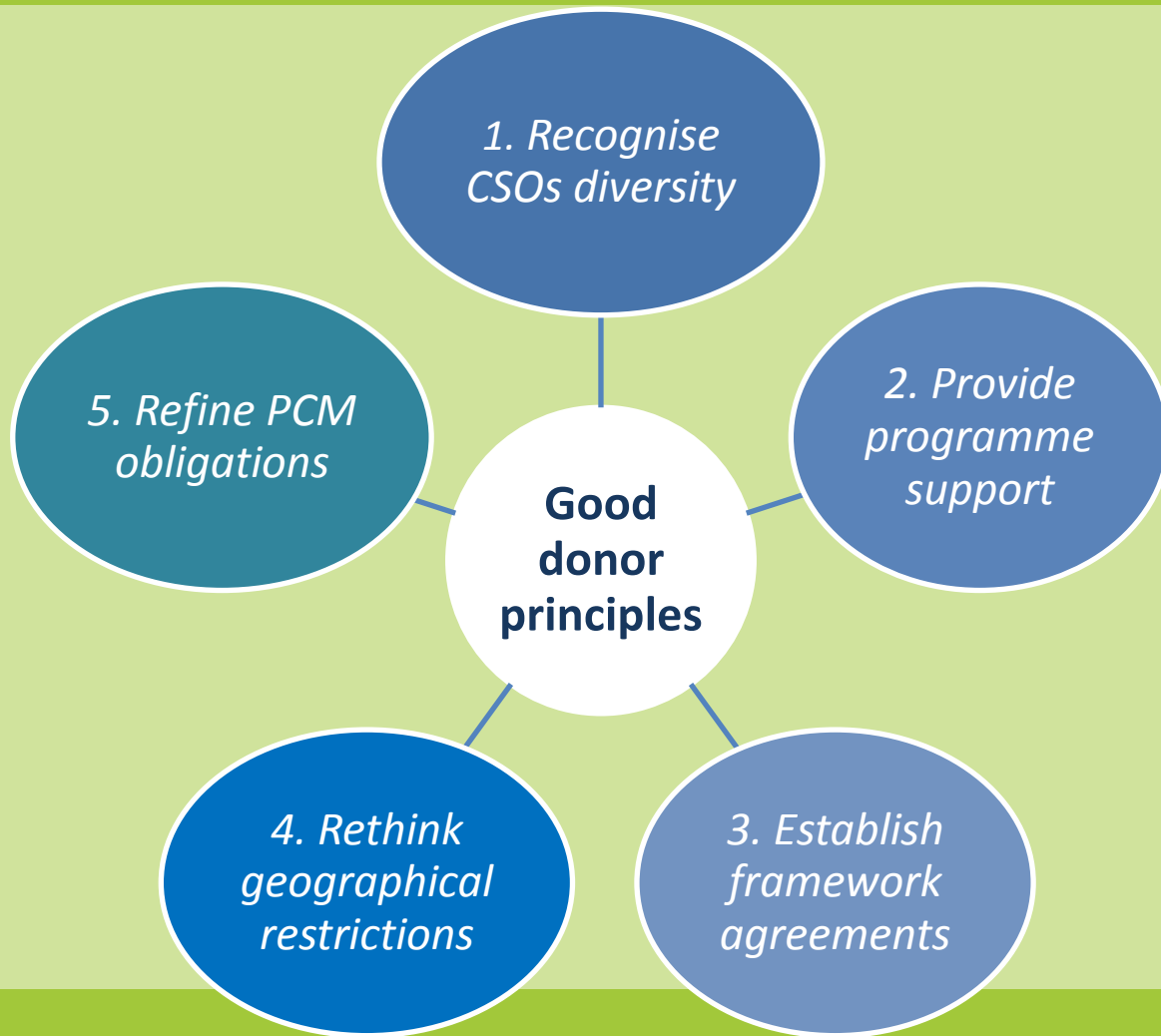


4. Conclusions

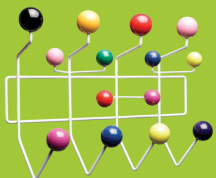
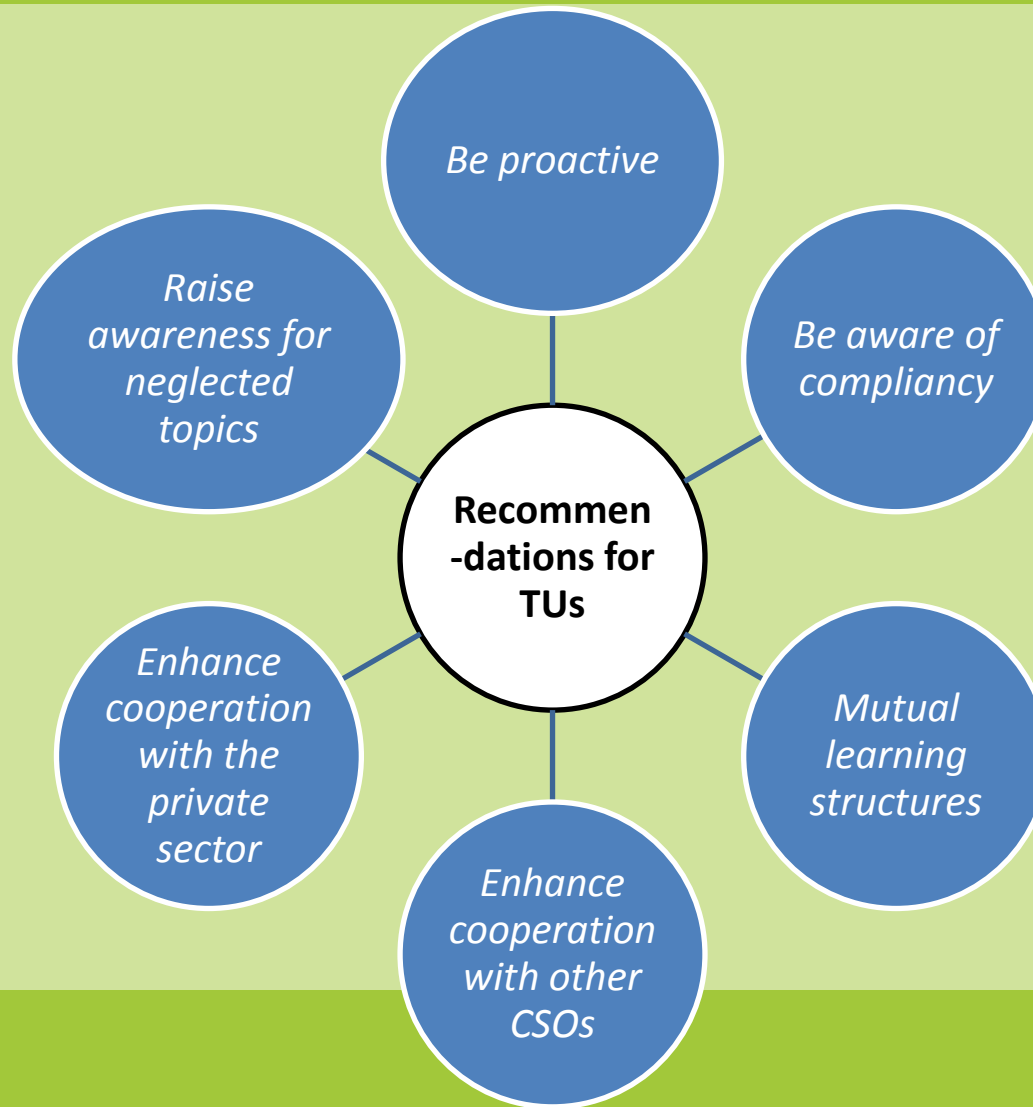
- Trend towards more recognition in rhetoric, often not in practice
- Same requirements as for service-delivery NGOs
- Limited recognition of international TU structures



5. Good donor principles



6. Recommendations for TUs



Questions?

Thanks to TUDCN, TU affiliates, and other respondents

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