## Trade Union Development Coordination Network (TUDCN)

## Mission and Governance - DRAFT

This document has been produced with the aim of taking a revision on the current TUDCN mission and governance mechanisms[[1]](#footnote-1), on the light of the imminent renewal of the EU support to the TUDCN for the next four years.

This review is also based on the findings of an external evaluation of the work of the network in the past two years, as well as, on preliminary analysis carried out by the current Facilitation and Steering Group (FSG) of the TUDCN.

**The TUDCN as an inclusive process**

The TUDCN was launched after the ITUC Congress in 2006 to address the demand for better and more effective coordinated trade union development cooperation. The Vancouver Congress (2010) further supported this demand, both in operational terms strengthening coherence of trade union solidarity initiatives, and in political terms influencing relevant policy debates, representing the TU views to the international and regional development institutions, and reinforcing capacities for in-country action on development cooperation policies and strategies.

Congress instructs the ITUC and regional organisations, working together with Global Unions partners and affiliates, to:

(a) Defend, promote and advocate this new model of development among national and international institutions;

(b) Work for reform of the international financial and economic institutions, economic recovery programmes that focus on stimulating domestic demand on a counter-cyclical basis, new forms of international taxation, abolition of tax havens, a review of trade and investment treaties and agreements to ensure they promote development, and a fairer distribution of wealth within and among states;

(c) Work together, subject to respect of trade unions’ role and representativeness, with other civil society organisations and movements, including women’s and youth groups, that share our values in supporting the promotion of a new development paradigm that includes a new development index instead of GDP, able to measure social and environmental well-being;

(d) Support initiatives to shift international development assistance from aid effectiveness to development effectiveness, and endorse the work being done by the Trade Union Development Cooperation Network (TUDCN) to bring greater coherence and improved coordination to trade union development cooperation;

(e) Support affiliates on issues related to the implementation of the new development model including in their fight to reverse the trend towards casualisation and informalisation of work, and to protect workers affected by it;

(f) Strengthen the capacity of member organisations on the issues addressed in this resolution.

The TUDCN was formally launched in 2008. Since then, it has operated as an open and inclusive network, engaged from the start with regional organisations in order to ensure the necessary voice and presence of all sides of trade union development cooperation partners. Solidarity Support Organisations also participated from the start as cooperating and constituent partners in the network, as well as, Global Union Federations more gradually.

The ITUC successfully ensured (co-financed) support from the EU for the network operations, under the Non State Actors thematic programme (Objective 3), since its constitution. The current perspective is that the TUDCN will be granted a ‘direct award’ by the EU, supporting its activities for the next 4 years.

Following the evolution of both scope and participation of the TUDCN, some recurrent features have been highlighted leading to rethink the institutional settings and working methods of the network:

* Too many meetings and training seminars are implemented with the risk of overburdening member organisations;
* Development Cooperation deserves a higher priority within ITUC;
* The multi-actor nature of the network has to stay informal and flexible in order to be inclusive and rules have to be based on consensus. This does not hamper a formal recognition of the network by each constituency, including ITUC in its governance structures;
* Regional networks need to be reinforced. TUDCN meetings and action plans should reflect what happens in the regions. Support to regional development networks (fostering peer to peer/south-south exchanges) is crucial for the next phase of the network in order to have bottom up leverage for participation and input. This would also help to support targeted participation of the southern representatives at global level;
* The secretariat cannot cope with a heavy workload. Members need to mobilise as activities are now happening more and more at regional and national level;
* PERC and MENA regions have to be more involved;

On the basis of this preliminary analysis, **new proposals concerning specifically the** **governance of the TUDCN** are put forward below. These proposals are meant to be considered and discussed during the TUDCN General Meeting taking place in Denmark, 17-19 April 2013, with the aim to reach final decisions.

**Mission of the TUDCN**

**To improve trade union development cooperation “effectiveness”** (cooperation and coordination) through joining efforts and resources; sharing of information and practices; and by stimulating improved impact and results of the solidarity efforts within the trade union movement.

**To ensure** **input of trade union views in the development related policy debates** and especially concerning the inclusion of the decent work agenda, Jobs pact and democratic ownership in development as key issues for sustainable development strategies.

**Membership of the TUDCN**

* ITUC affiliates active in development;
* Solidarity Support Organisations (SSOs)
* ITUC regions, including representation from national affiliates;
* Global Union Federations (including regional representation);
* TUAC and ETUC;
* invited as observers: ACTRAV

The Network membership should be understood as voluntary, inclusive and based on the interest and commitment of the cooperating organisations.

The network, whilst responding to the demand from the ITUC congress, is open to all members of the trade union family.

The network has multiple lines of accountability (reporting to the ITUC GC on the one hand and by others to their own respective constituencies).

**The governance of the TUDCN**

**DECISION MAKING:**

The TUDCN works by **consensus**, given its mission, composition and mandate**.**

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| Current governance structures and mechanisms | New proposals for the future |
| **GENERAL MEETINGS:**  Network meetings bring together all the members of the network and are aimed at setting the overall agenda for the work of the network, take the necessary decisions in terms of organising the work and the implementation of the work-plan. The network meetings act as the “organizing assembly” of the TUDCN. | *….to be completed with:*   * ***Composition:*** enlarge southern regional representation to 5 per region (LA,AP, Africa) including also PERC, MENA * Nomination of “permanent” participants done by organisations, with indication of possible alternates * ***Mandate:*** policy decisions and orientations making, focusing on thematic based discussions * ***N. meetings*** : 2 meetings 2/3 days per year |
| **FSG (Facilitation and Steering group):**  *Tasks*   * + - * The Facilitation & Steering Group (FSG) will enhance the preparation of TUDCN meetings (chairing meetings) and will oversee the work of the TUDCN secretariat.       * The FSG will ensure the adequate monitoring and evaluation of the work of the TUDCN and also design, where appropriate, evaluation-monitoring mechanisms and follow up initiatives.       * The FSG will assess regularly the financial and administrative situation of the network       * The FSG reports to the TUDCN   *Composition Requirements*   * + - * The FSG will be a light and inclusive governance structure that is composed of co- chairs acting collectively on behalf of the different categories of membership;       * The co-chairs will need to allocate due time and work to the implementation of the tasks described above (approximately 4 days per month) on a voluntary basis       * The co-chairs will undertake the responsibility in ensuring the link within their own structures and categories       * The co-chairs will be participating to the FSG on a permanent basis in order to ensure continuity and consistency of activities       * The TUDCN secretariat is ex-officio represented in the FSG. | * ***Mandate:*** follow up on activities and management issues (reporting); take management decisions in between GM; take up representation tasks; * ***Composition:*** increase the members per regions (2 affiliates and 1 regional representative for each region) with a time bound mandate; participation from MENA and PERC regions to be assessed:   →Nomination of members done by organisations with indication of alternates;   * ***Meetings:*** 1 or 2 per year besides the back to back GM meetings |
| **WORKING GROUPS**  Working groups are established for the implementation of the work-plan (see further proposals under work-plan).  Ad-hoc task teams can be created in order to respond to specific challenges or to take up determined tasks (research, expertise ...).  WG on Policy and Advocacy  WG on EU development policies and instruments  WG on TUs development effectiveness | **Areas of work and methodologies:**   * Ad hoc meetings will be maintained, open to all interested TUDCN members, complementing online consultations and shared drafting work; * Organisations should take the lead on developing the work on specific topics with the support of the secretariat; * Decision-making on position papers: documents should be sent to the whole TUDCN and sign off procedure should be implemented. |
| **SEMINARS**  Thematic or training seminars can be organised in order to enlarge the level playing field within the trade union organisations, create capacity or study and exchange on trade union development cooperation related issues. | *….to be completed with:*  Thematic seminars should be used to support on-line work streams when appropriate |
| **TUDCN SECRETARIAT**   * The TUDCN secretariat set up within the DCE-ITUC ensures the secretariat of the Network and supports the work of the FSG. * The secretariat will be responsible for: * organising the workgroups, network meetings, and seminars; * ensuring the communication and information instruments of the Network (website, newsletter, mapping and research, ...); * Assisting with the outreach work to the members, affiliates, NGO platforms and other partners of the TUDCN; * Providing technical support and coordination for project design, development and management; * The ITUC DCE/TUDCN secretariat will be responsible for the EU project management and inform the FSG on progress. | *….to be completed with:*  Communication and visibility strategy and instruments of the secretariat:   * Newsletter: * dissemination by the regional structures to national affiliates in the continent is needed; * 2 pagers on policy topics: very useful * Database on projects: we need to adopt individualised approaches for follow up * Other instruments (new leaflets, TUDCN outcomes report document to the wider public; possibly a video-clip) * Web site: add the activity calendar |

1. See Helsinki debates on the issue paper (May 2010) <http://www.ituc-csi.org/the-future-of-the-trade-union,6416.html> and Improving Trade Union Development Cooperation Effectiveness <http://www.ituc-csi.org/discussion-paper-improving-trade> (November 2010) [↑](#footnote-ref-1)