



Discussion paper

Improving Trade Union Development Cooperation Effectiveness

Missions, mandate and workplan of the Trade Union Development Coordination Network (TUDCN)

Following the Helsinki debates on the issue paper¹, the ITUC Congress Resolution on “A sustainable and just development model for the XXIst century”², and the negotiation process with the EU on the renewal for the support of the trade union development network, this discussion paper has been produced with the aim to take the necessary decisions on the mission, structure and working methods of the TUDCN as well as on its workplan for 2011-2012.

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, both in operational terms as the result of our structured trade union solidarity and at political level by influencing relevant policy debates, representing the TU views to the international and regional development institutions and reinforce capacities for in-country action on development cooperation policies and strategies.

The ITUC successfully ensured (co-financed) support from the EU for the network operations, under the Non State Actors thematic programme (Objective 3).

Since 2008, the TUDCN was formally launched. As an ITUC network, it was operated as an inclusive setting and engaged from the start with its regional organisations in order to ensure the necessary voice and presence of all sides from the trade union development cooperation partners. Solidarity Support Organisations also participated from the start as cooperating and constituent partners in the network. Gradually Global Union Federation also engaged in the work of the TUDCN and this was confirmed as an imported asset at the Stockholm Conference³ and the Helsinki discussions⁴.

The Helsinki discussions

Following the evolution of both scope and participation of the TUDCN, the following elements were amply discussed in Helsinki (see full report)⁵ allowing us to table the following proposals concerning

- The membership of the TUDCN
- The mission, mandate of the TUDCN
- The working methods of the TUDCN

¹ See <http://www.ituc-csi.org/the-future-of-the-trade-union,6416.html>

² <http://www.ituc-csi.org/resolution-on-a-sustainable-and.html>

³ The first TUDCN conference “Trade Unions, actors for development” was held near Stockholm, October 2009.

⁴ See above

⁵ [See Helsinki report](#)

OPTIONS FOR THE FUTURE

1. Membership of the TUDCN

- The Network membership should be understood as voluntary, inclusive and based on the interest and commitment of the cooperating organisations⁶.
- The network, whilst responding to the demand from the ITUC congress, is open to all members of the trade union family (national centres, regional organisations, solidarity support organisations and GUF).
- Given also the fact that financial and managerial responsibility has been so far taken up by the ITUC on the one hand and the political independence of the different trade union partners, the network has multiple lines of accountability (reporting to the ITUC GC on the one hand and by others to their own respective constituencies).

Composition of the TUDCN :

- ITUC affiliates active in development, politically or as “donors”
- SSO’s
- ITUC regions, including representation from national affiliates;
- Global Union Federations (including regional representation);
- invited on a permanent basis: TUAC, ETUC and ITUC reps to international institutions;
- invited as observers: ACTRAV

2. The mandate of the TUDCN is

- **To improve trade union development cooperation “effectiveness”** (cooperation and coordination) through 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.

3. The working methods of the TUDCN

DECISION MAKING

- Given its mission, composition and mandate, the TUDCN works by **consensus**.

TUDCN FACILITATION GROUP

- The TUDCN will have a governance structure that is composed of 5 co-chair on behalf of the different categories of membership acting collectively as **TUDCN “Facilitation Group”**
 - a. 2 Co-chairs for ITUC affiliates, partners in the TUDCN EU project
 - b. 1 co-chair from the SSO

⁶ For reasons of EU project management conditions, an appeal was launched to affiliates and other organisations to subscribe as a partner to the EU application. This does not alter the membership of the network nor does it interfere with the abilities of the membership in the management of the TUDCN.

- c. 1 co-chair from each of the ITUC regions
- d. 1 co-chair from the GUF
- The Facilitation Group will facilitate the preparation, running (chairing) and follow up of activities and have oversight of the work of the TUDCN secretariat. The Facilitation Group will also be informed regularly about the financial and administrative situation of the network.
- The Facilitation group will also ensure the adequate monitoring and evaluation of the work of the TUDCN and design, where appropriate, evaluation or monitoring mechanisms.

NETWORK 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 workplan. The network meetings act as the “organizing assembly” of the TUDCN.

WORKING GROUPS

- Working groups are established for the implementation of the workplan (see further proposals under workplan).
- Ad-hoc working groups/task teams can be created in order to respond to specific challenges or to take up determined tasks.

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.

TUDCN SECRETARIAT

- The TUDCN secretariat (with DCE-ITUC) ensures the secretariat of the Network and services in that capacity the work of the facilitation group and the Network. The secretariat is ex-officio represented in the facilitation group.
- 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, ...) , and assist with the outreach work to the members, affiliates, NGO platforms and other partners of the TUDCN.
- The ITUC DCE/TUDCN secretariat will be responsible for the EU project management and inform the Facilitation Group on progress.

WORKPLAN 2011-2012

- The **TUDCN NETWORK MEETINGS** will meet in its full-size capacity, involving all members, SSO, GUF and with a more substantive representation from the regions, twice a year. The Network meetings would act as a kind of assembly of the TUDCN taking the organizational measures and political positions that are proposed by either the secretariat or one of the working structures.
- In-between the meeting, specific **WORKING GROUPS** would take the work further either on global or on specific issues. This also to facilitate the interaction based on concrete engagements at national or international level. The work groups would meet independently from each other and establish their own work schedule. They are open to all interested members, SSO, regions and GUF.
 - i. **A working group on trade union development cooperation effectiveness** will work on **principles, guidelines and indicators** for TU development cooperation. The group will follow up the work undertaken so far on Principles and Guidelines (to be finalized by the of 2010), setting the contents and working methodology to go about the Indicators during 2011 (see work plan on Principles⁷). Beyond the immediate questions of trade union cooperation practices, the question of the **societal impact of our cooperation** should be addressed (in terms of progress made e.g. on the Decent Work Agenda and on Democratic Ownership). This can be linked also to the seminar/training activity described below (V). The work on indicators will contribute also to the second phase of the Open Forum on CSOs development effectiveness.
 - ii. **A “Policy working group”** should ensure follow-up to the development agenda’s. That group would monitor and support:
 - the TU work at the OECD-DAC, the UN and the policy issues raised within the CSO platform BetterAid;
 - the follow up with the Open Forum on CSO Effectiveness and the related activities;
 - The working group will also monitor and follow up on the interaction with policy developments at national level. The working group can suggest creation of specific TT in function of events or TU delegations to international policy conferences.
 - iii. An “ad-hoc” group will continue monitor and follow-up the **Structured dialogue with the EU** as well as all questions related to the EU instruments (EIDHR, Development Education, ...). This will be composed by interested EU member-state based organizations, the regional organizations as enabling partners in the regions and the interested GUF and others. Close cooperation and involvement with the ETUC has to be ensured. The upcoming agenda (Structured Dialogue till May 2011, CSO in development communication, revision of the European Consensus, financial

⁷see http://www.ituc-csi.org/IMG/doc/UPDATED_WORK_PLAN_ON_TRADE_UNION_DEVELOPMENT_EFFECTIVENESS-2.doc

perspectives, implementation of the External Service, preparation of renewal of the DCI and other support instruments by 2014, ...).

- iv. A **Capacity Development organizing group** to deal with the implementation of the capacity development strategy with the regions. The group will be key to ensure interaction between the regional networking and the global networking. It could use the provisions under the network project to consolidate with other CD programmes and projects into decentralised regional CD structures to ensure long term regional CD programmes in cooperation with the regional organisations and support structures.
- **SEMINARS** will be organised on selected themes that respond to identified needs for information and training of members or for policy development. Following the priorities of the action plan and continuity in terms of objectives and service, the content of the seminars will be fixed:
 - i. Seminar on trade union development cooperation support: to be organised as proposed by the French trade unions in Helsinki. A mapping exercise is currently implemented. An donor analysis on support systems for NGO's and on harmonisation criteria can also inform the seminar that could formulate ways forward to make donor support for trade union development cooperation more appropriate, and contribute to more effective in-country results.
 - ii. A seminar, possibly linked to the first meeting of the policy working group to address the question of aid and development effectiveness. This policy preparation seminar could be organised with the support of the TUAC and in cooperation with the OECD/DAC. The aim is to contribute to the positioning of the civil society/BetterAid⁸ on the proposed outcome of the Busan HLF IV at the end of 2011.
 - iii. A follow up seminar for trade unions in the new EU member states.
 - iv. A seminar on south-south cooperation centred on the self-supporting capacities of the trade union movement in the south.
 - v. A series of seminars on progress monitoring and evaluation, innovative methodology to improve management capacity in development of interested organisations-both from the North and from the South.
 - vi. Seminar on "measurable" results and societal impact of the trade union development cooperation (in terms of social change, decent work implementation, democracy ...). In cooperation with the ILO Decent Work Country Programmes.
 - vii. Other suggestions...
 - **OUTREACH and SUPPORT.** A number of tools and instruments to facilitate exchange or information and policy preparation have been initiated in the first phase of operations. However they need further improvement and in certain cases, made operational.
 - i. Newsletter: the newsletter needs improvement on various levels:

⁸ See BetterAid discussion paper: <http://www.betteraid.org/en/betteraid-policy/betteraid-publications/policy-papers/393-development-effectiveness-in-development-cooperation.html>

- a. A more screen-adapted format that allows better oversight and more structured flow of information
- ii. Progress reports: more readable and easy to digest information on policy developments and reports from meetings, conferences etc in order to allow members of the network to quickly understand and interact .
- iii. Visibility, outreach and public awareness building: trade unions' role in development is still not well understood and supported by the larger group of development actors (governments, but also within the CSO community). Specific contributions on social dialogue, decent work, jobs pact, green jobs, democratic ownership, etc need further development and dissemination. (website, flyers, background documents, you-tube, case-study based/narrative reporting, ...) :“Development Effectiveness Papers” could be a series of printed/on-line background papers on contributions of TU to development effectiveness.
- iv. Database on projects: the “master” exists; the implementation fails on the input/output side linked to the availability of human resources. This could be an important instrument of facilitate oversight and to enhance coordination and alignment.

PLANNING AND PROVISIONAL CALENDAR OF EVENTS

2011	PROVISIONAL AGENDA OF EVENTS		TUCDN CONTRIBUTIONS/to do
ITUC	February	General Council	Adopt TUCDN workplan Adopt TU Effectiveness principles
Aid Effectiveness Agenda	March	Working Party Paris Exec BA/OF Meeting Sweden	Positioning on main demands for Busan
	July	Working Party Paris	Menu of options
	September	OF II Global Assembly	Guidelines/Indicators/mechanisms on development effectiveness
	October	Working Party Paris	Draft outcomes document
	November	BUSAN HLF IV	Delegation ITUC/BetterAid/OF
EU	January 25	SD WG 3 Brussels	Models for support
	February 9/11	SD Seminar in PERC region	ITUC participation + preparation
	May	SD final conference	ITUC delegation
	???	European Consensus	New proposal
	September	CSO in development	Position paper on TU proposals
2011	Agenda to be revisited		
	May 14-16	Rio + 20 (Rio)	

TUDCN Mission, structures and workplan
November 5, 2010

2011												
Activity	1	2	3	4	5	6	7	8	9	10	11	12
		ITUC GC WSF EU SD		BA/OF	EU SD	ILO	WP Eff			BA/OF	BUSAN HLF IV	
Network meetings			1							2		
Facilitation Group												
Principles/methods TT												
Policy WG			BA /TU consult.									
EU Policies												
Capacity Development in the South organising group	To be fixed with regions											
Seminars												
Outreach and support	NWL1	NWL 2	NWL 3	NWL 4	NWL 5	NWL 6			NWL 7	NWL 8	NWL 9	NWL 10
Publications & Visibility		Report 2009/10	DEP1							DEP 2		

2012												
Activity	1	2	3	4	5	6	7	8	9	10	11	12
Network-meetings												
Facilitation Group												
Principles/methods TT												
Policy WG												
EU Policies												
Capacity Development in the South organising group	To be fixed with regions											
Thematic Seminars												
Info & Advocacy	NWL 1	NWL 2	NWL 3	NWL 4	NWL 5	NWL 6			NWL 7	NWL 8	NWL 9	NWL 10
Publications & Visibility			AR ⁹							DEP 3		
Evaluation			INT							EXTERN		

⁹ AR= Annual Report

BUDGET OVERSIGHT

Meetings, working groups, seminars		617.100,00 €	
Secretariat		498.000,00 €	
Consultancies & Research		72.000,00 €	
Outreach, information, visibility		15.000,00 €	
Evaluation		25.000,00 €	
Finance, management and administration		92.109,00 €	
Contingency		12.321,00 €	
Total		1.331.530,00 €	
EU contribution			998.648,00 €
TUDCN own contribution	25%		332.883,00 €
Total			1.331.531,00 €

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