



REVISED Discussion paper

Improving Trade Union Development Cooperation Effectiveness

Missions, mandate and work-plan 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 work-plan 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

The Vancouver mandate (long term objective)

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.

OPTIONS FOR THE FUTURE

1. The mandate of the TUDCN is based on 2 interlinked dimensions:

- **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.

2. 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

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.

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

3. The working methods of the TUDCN

DECISION MAKING

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

TUDCN FACILITATION & 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 network meetings.

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.

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 work-plan. The network meetings act as the “organizing assembly” of the TUDCN.

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 ...).

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 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 (PME).
- The ITUC DCE/TUDCN secretariat will be responsible for the EU project management and inform the FSG 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 organisations from the different 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. Agenda and discussion items should be identified and communicated, in the appropriate working languages sufficiently in advance to allow proper preparation.
- In-between the meeting, specific **WORKING GROUPS** will 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 working groups will meet independently from each other and establish their own ToR and work schedule. They report back to the network meetings (using appropriate reporting templates). 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 and strengthening its operational coherence. The group will follow up the work undertaken so far on Principles and Guidelines (to be finalized by the end 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 and Advocacy working group”** should ensure follow-up to the development agenda’s (see below). That group will 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 working group will monitor and follow-up the **Structured dialogue with the EU as well as all questions related to the EU instruments and policies** (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 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 instrumental to ensure coherence and interaction between the regional and the global networking on CD for regional and national trade union actors in the south. The provisions under the network project could be used to map existing CD initiatives and to define a needs-based strategy and methodology. The working group aims at triggering gradual consolidation of decentralised CD experiences and programmes, in

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

cooperation with 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 have to be decided:

2011

- i. The seminar on trade union development cooperation support-systems, aims at formulating ways forward to make donor/government support for trade union development cooperation more appropriate. A mapping exercise is currently implemented and it will establish the baseline for further action.
- ii. One seminar, possibly linked to the first meeting of the policy working group, to address the question of aid and development effectiveness is foreseen. 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. Cooperation with non-trade union partners.
- iii. A follow up seminar for trade unions in the new EU member states in cooperation with the ETUC.

2012

- 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. The network-meeting can decide on other thematic seminars (based on needs e.g. exchange-seminar for outreach experts).

- **OUTREACH and VISIBILITY.** 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, ...
A number of tools and instruments to facilitate exchange of information and policy preparation have been initiated in the first phase of the TUDCN. However they need further improvement.
 - i. Newsletter: the newsletter needs evaluation and usefulness assessment. That should lead to improved format and contents.

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

- ii. Progress reports should be more accessible and contain easy to digest information on policy developments. The reports from meetings, conferences etc should allow members of the network to quickly understand and interact.
- iii. “Development Effectiveness Papers” (DEP) 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.

When it is relevant, the Secretariat will strive to provide interpretation facility for all kind of activities included in the work plan, within the possibility linked to financial support availability.

PLANNING AND PROVISIONAL CALENDAR OF EVENTS

2011	PROVISIONAL AGENDA OF EVENTS		TUDCN CONTRIBUTIONS/to do
ITUC	February	General Council	Adopt TUDCN workplan Adopt TU Effectiveness principles
Aid Effectiveness Agenda	March	Working Party Paris Exec BA/OF Meeting Sweden	Positioning on main demands for Busan
	May	LDC Conference	Prepcom + trade union delegation + position
	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
2012	Agenda to be revisited		
	May 14-16	Rio + 20 (Rio)	

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

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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