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1. Editorial

After the successful TUDCN conference in October ([see previous newsletter](#)), November and December have been months of reporting and external activities. The Monitoring and Evaluation Group of the Network met in Runo the day after the conference and provided useful elements to adjust the work of the TUDCN. We also finalised the first year reporting to the EU. Both exercises showed the strong interest and support of the trade union organisations in the TUDCN, put the finger on some of the weaknesses (p.e. limited involvement of the southern organisations) and highlighted the fact that the Network has been much more than a mere technical operation. It has clearly triggered the awareness of the partners and of the outside world about the trade unions as actors in development and has drawn the attention to our specific approach to development. The Decent Work agenda with its inclusive, social and economic orientation and its method of social dialogue is without doubt, the main input the trade union movement has to make to the development strategies. Also democratic ownership of development is an essential element of our approach.

In November we had capacity building initiatives with the trade unions from the new EU Member States and we had a second meeting for trade union development cooperation focal persons from South America (see summary further in this newsletter).

In this number we have included a very appealing exercise on Decent Work in the Danish Development Cooperation done by Jens Erik Ohrt, international consultant at the International Department of LO Denmark. One of the elements of our workplan for 2009-2010 was precisely to look into the question of the inclusion of Decent Work into the development policies at the national, EU and international level. We sincerely hope this will inspire others to conduct their own research and analysis and to share it with the rest of the Network.

November and December were also intense months in our dealings with the institutional policies and you will find reports and reference documents further down in this newsletter. We were actively involved in the Mid-Term Reviews (MTR) of the European Instrument for Democracy



and Human Rights including a report at the ESCC and the MTR on Non-State Actors. We also participated at the consultations on the 2010 Action Plans.

The Working Party on Aid Effectiveness met in the beginning of December and we took up the challenge that was set to us on Democratic Ownership as one of the workstreams within the Cluster A of the WPEff on Ownership and Accountability. Prior to it we met with the Better Aid Coordination Group in Stockholm at the end of October. The BACG asked the ITUC to organise a trade union workshop on Aid Effectiveness as part of its action plan for 2010-2011. More information is included below.

You will find also a short report on the meeting earlier that month of the Donor Group on Civil Society, bringing together the civil society responsables in the national development cooperation ministries and of the Multistakeholder Task Team on CSO Effectiveness.

An updated workplan will be published in the next newsletter. Please consult the agenda on the last page, with advanced notices for some of the main network meetings planned in 2010.

It was a pleasure working with you in 2009.
With our best wishes for 2010.
The TUDCN team.

2. News from the Network

The Network has its webpage (<http://www.tudcnetwork.org>) on the [ITUC website](#). You will find the latest news on trade union positions, solidarity actions and update information on activities.

Please send any relevant information for publication in our next issues to the Network Information Officer at: luc.vermeersch@ituc-csi.org.

(Please send your contribution for the next issue before 20 January)

SEMINAR FOR EU NEW MEMBER STATES TRADE UNION ORGANISATIONS

On 18-20 November 2009 the training seminar for trade union organisations on External Assistance Instruments of the EU took place in Brussels. It was organised by the ITUC Development Cooperation Department (in the context of the EU funded project 'Trade union development cooperation network') and the PERC. Trade union specialists from new Member States, and also from Southern and Eastern European countries and newly independent states took part in the seminar.

During the seminar different financial instruments of the European Commission were discussed, in particular, the Pre-Accession Instrument, the European Neighbourhood Policies Instrument and the Development Cooperation Instrument, including Development education in Europe.

The agenda and Powerpoint presentations are in attachment.

Should you need further information please contact: paola.simonetti@ituc-csi.org

[Seminar agenda](#)

Links to Powerpoint presentations:

[EU external assistance in the Neighbourhood](#)

[Working for development with Not State Actors \(ISCOS-CISL\)](#)

[The Instrument for Pre-Accession Assistance](#)

[Development Education and Awareness Raising Programme of European Union](#)

[Europaid statistics](#)

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SEMINAR ON CAPACITY BUILDING OF DEVELOPMENT COOPERATION FOR NATIONAL FOCAL PERSONS FROM THE SOUTH AMERICA REGION.

Paraguay, 26-27-28 November 2009

Following a successful seminar earlier this year in Sao Paulo (Brazil) on development cooperation policies, the American region (TUCA-CSA) organised in cooperation with the Trade Union Development Cooperation Network (TUDCN), a seminar for focal persons from the South America region.



The seminar took place in Asuncion de Paraguay at the end of November with participants from Chile, Uruguay, Paraguay, Venezuela, Colombia, Bolivia and Peru.

The seminar was cosponsored by the EU through the TUDCNetwork.

The capacity building efforts centered around 4 main elements: the knowledge and awareness of the challenges of international development cooperation policies and the international aid architecture with special attention for the role of civil society organisations and trade unions in particular. Martha Ayala from the CSA Cooperation Department and Jan Dereymaeker from the

ITUC (TUDCN) presented the evolutions of the work on development cooperation since the first ITUC Congress in Vienna (2006) and the creation of the CSA in 2008.

The second element was the information about the EU development cooperation programmes for non-state actors. Mr Costanzo Fisogni from the EU mission in Paraguay informed the participants about the policy, the programmes and the procedures with regard to Non State Actors, European Instrument on Democracy and Human Rights and other relevant support from the EU. He also illustrated the consultation process with civil society as implemented in Paraguay. (see presentation)

Mr. Ariel Gonzales, a consultant working, amongst others, with the ILO, worked during more than a day on the logical framework approach and the technical requirement to conduct successful project work.

In the final session, the seminar discussed the establishment of a permanent network for focal persons within the CSA-CSI. The needs were identified and political content discussed. CSA will send around a report and establish further working procedures.

EUROPEAN INSTRUMENT FOR DEMOCRACY AND HUMAN RIGHTS (EIDHR)

The European Commission (EuropeAid) has just released the Annual Action Plan 2010 of the EIDHR on the basis of which calls for proposals will be launched in April 2010. EIDHR is the major financial instrument of the EU for the support of democratisation and human rights protection in extra European countries. It is very relevant for trade union organisations willing to work with the support of the EU, as it has a wide geographical scope (from the nearest countries to the EU, like candidate countries to Asia, Latin America, Middle East and Africa).

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Thanks to the **common advocacy action undertaken by ITUC/ETUC through the European Economic and Social Committee (EESC)**, important amendments have been included in the policy planning of the Instrument, in order to enhance the role of Trade union organisation in human rights protection, as well as, facilitate their access to EIDHR. These are:

- Inclusion of **collective bargaining** together with freedom of association in Objective 1 (Countries at risk)

- **More relevant role of Economic Social and Cultural Rights**: the previous reference to ESCR as 'entry point' to support human rights protection in general was deleted (Objective 1: Countries at risk)

- Inclusion of "**setting up and strengthening social partners (trade unions)**" as a priority theme in Objective 3 (Country Based Support Schemes)

The specific call for proposals which will be published in April will be:

- ["Countries at Risk" Action fiche 1](#)
- ["Human rights defenders" Action fiche 6](#)
- ["Country Base support schemes" Action fiche 3](#)

For further information please contact: paola.simonetti@ituc-csi.org

DEVELOPMENT COOPERATION INSTRUMENT (DCI)

The ITUC is collaborating with the European Economic and Social Committee (EESC) of the EU on the revision of the DCI, which is the financial Instrument of the European Commission dealing with development cooperation.

In the context of the revision of the main external assistance policies of the EU, the ITUC proposed specific political priorities to be included in the planning/implementation of the DCI, also following the International conference on Trade Unions and Development cooperation held in Sweden (14-15 October , see Special number ITUC Newsletter).

The main points of the draft opinion of the EESC (still work in progress) are:

- Decent work in EU cooperation policies and stronger support for the social partners
- The role and representation of civil society and the social partners in the development cooperation instrument (DCI), namely the recognition of the international dimension of civil society organisations through membership-based organisations
- Inclusion of civil society in the decision making processes

The first meeting of the EESC study group took place on December 11, with the participation of the 3 groups of the EESC, and also EU Commission's representatives and ILO. Others meetings will follow during next year and the final approval in plenary is foreseen by April 2010.

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NON STATE ACTORS (NSA) AND LOCAL AUTHORITIES (LA)

The European Commission has released the [draft Annual Action Plan 2010 for the NSA-LA program](#), which is the basis for future publication of calls for proposals. This is part of the DCI mentioned above, and it is meant to support initiatives proposed by civil society organizations and local authorities in the field of development cooperation.

The AAP 2010 is currently under the approval procedure. The first step was the **informal consultation meeting** with CSOs and LA's platforms, held last week in Brussels, and where the ITUC suggested more relevance to Decent Work and more scope for supporting networks in the South.

The draft document will be then evaluated by the DCI Committee (EU Member states representatives), and it will go to the European Parliament under the Scrutiny Procedure. The final decision is therefore foreseen in June with the publication of the call for proposals.

For further information please contact: paola.simonetti@ituc-csi.org

Palermo Process

In the context of the involvement process of civil society organisations (CSOs) & local authorities (LA) in the European Commission external cooperation (so called Palermo Process), the EC has produced a **discussion note** which is aimed at stimulating exchange of views among the actors involved.

[The text of the discussion note is in annex](#) for information and eventual comments and inputs from your side.

For further information please contact: jan.dereymaeker@ituc-csi.org

3. Development Cooperation Policies

Multistakeholder TASK TEAM ON CSO EFFECTIVENESS kicks off

With a one-day meeting on the workplan for 2010-2011, the multistakeholder (donor governments, partner governments, CSO's) task team on CSO effectiveness kicked off its works during its meeting in Stockholm on 22/10. Civil Society responsables from governments from nearly all EU Member States as well as Canada and the US, organised in the donor group on Civil Society, are strongly committed to the CSO effectiveness process and the enabling environment for civil society in development. This group is also discussing wider issues of interest to civil society policies by the different states and the EU (the commission is also participating) and is without doubt, an important platform for future exchange and matters of policy coherence concerning support for civil society.

The workplan of the TT is addressing the different questions related to § 19 of the AAA on CSO effectiveness (guidelines, ...) and on the enabling environment for CSO. The results of the TT will be feeding into the discussion in Cluster A of the WP Eff and should strengthen the overall input on ownership and accountability.

The ITUC is participating in the Better Aid Platform as one of the 6 CSO members in the TT.

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WORKING PARTY ON AID EFFECTIVENESS AND CLUSTER A ON OWNERSHIP AND ACCOUNTABILITY (PARIS 30/11-3/12/2009)

The ITUC participated as a member of the Better Aid Delegation to the work of the Cluster A and the WP Eff in the beginning of December.

The different workstreams under **Cluster A** reported on their workplans. The Mutual Accountability and the Domestic Accountability Workstream decided to integrate to the maximum their workplans and activities. [Click here for the integrated workplan.](#)

Under the **ownership workstream**, the CSO Effectiveness Task Team reported on the outcomes of the Stockholm meeting (see above). [The workplan is also included in the overall integrated workplan.](#)

As for the **Democratic Ownership** work, we presented a proposal to work on a number of issues on an ad hoc basis, given the difficulty of mobilising the different potential stakeholders/partners (governments, donors, parliaments, social partners, press, civil society)

- Monitor and learn from a limited number of incountry experiences of existing dialogues that could be improved and address developmental policies in a multistakeholder setting; trade unions, as social partners and part of social dialogue structures could be instrumental in bringing these experience further. We would take advantage of the work done by the GOVNET TT on human Rights (click [here](#) to read more) and look for synergies with the in-country work they are planning.
- Make a synthesis of possible additional indicators or complementary elements to broaden existing indicators on democratic ownership, taking into account the vast arsenal of existing indicators in areas such as good governance or local accountability or other mechanisms to include human rights and other cross-cutting issues into development policy setting and implementation.
- To contribute also to the basics for an enabling environment for democratic ownership, including as an important element, the outcomes of the CSO Eff TT discussion on the enabling environment for civil society.
- We will also benefit from the mapping exercises that will be conducted under the accountability workstreams on national mutual accountability and transparency experiences.
- Finally there would be consultations conducted with other stakeholders to check their interest and insure their contributions to the work on democratic ownership.

More detailed information on the WP Eff and the workstreams is available on the dedicated website of the WP. The ITUC specific access code can be obtained through the members' pages at www.tudcnetwork.org (under 'WPEff', left menu, only visible if you are logged in).

More in:

[Work Program for the Work Stream on CSO Development Effectiveness and Enabling Environment](#)

[Work Program Outline Ownership and Accountability](#)

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4. Miscellaneous

G8 2010 CANADIAN CIVIL SOCIETY ISSUES PAPER

The 2010 G8 Summit will take place in Muskoka, Ontario (north of Toronto) from 25-27 June, 2010. CLC has provided input into the recently released civil society paper for the G8. Trade unions from across Canada are being encouraged to endorse the document, "*The 2010 G8 Global Leaders Summit: An Agenda for Global Development*". Many trade union issues and elements have been incorporated in this paper, i.e. decent work, poverty, worker and trade union participation, as well as HIV/AIDS and social and health issues. A trade union G8 paper is anticipated later and for the moment the CS paper is the main issues document that we are working with.

[Read the paper](#)

10 PRINCIPLES OF GOOD PRACTICE FOR THE INTELLIGENT FUNDER

The report outlines ten principles of good practice for the intelligent funder's relationship with civil society. These principles have emerged during three years of discussions between donors and representatives of civil society organisations (CSOs).

The research started posing the following lead questions:

- Question of legitimacy of the funder and the nature of their mandate.
- Question of long-term funding of strong organisations vs complacency and contestability, as well as question of self-assessment of impact.
- Question of funders as actors or enablers.

These three questions continue to be the underlying *raison d'être* for the following principles as well. They set out to help the funders identify their legitimacy and mandate, impact and approaches, and ultimately to help both donors and civil society define "intelligent" funding, and translate concepts into action.

Assisted by case studies and practice examples, this report provides details on mechanisms and tools that have been identified as innovative and replicable. At the same time, the report allows readers to draw lessons for their own activities. The principles are based equally on existing practices as well as aspirations for a model of more intelligent, sustainable funding partnerships.

[Link to pdf](#)

HAVE THE BELGIAN NGOS SOLD THEIR SOULS TO THE MINISTER OF DEVELOPMENT COOPERATION? (CSO-EFFECTIVENESS)

On 4 May 2009, representatives of the Belgian government and non-governmental organisations (NGOs) signed an agreement concerning the effectiveness of Belgium's federal development cooperation. Charles Michel, minister of development cooperation, and Peter Moors, general director of his administration, the Directorate-General for Development Cooperation, signed on behalf of the government. The NGOs were represented by the two umbrella organisations, 11.11 and its French-speaking counterpart CNCD, and by the two NGO federations Coprogram and Acodev. Their presidents and general secretaries or directors signed the agreement on behalf of the NGOs. The complete agreement is to be found here [in French](#) and [in Dutch](#).

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Jean Reynaert outlines the agreement's context, content and consequences. Jean Reynaert is a policy officer for Coprogram (Support Platform for Belgian NGOs). He provided support for the group of six NGO representatives who negotiated and signed the agreement with the government on aid effectiveness. He is also co-chair of the CONCORD working group on CSO development effectiveness and represents CONCORD in the Global Facilitation Group of the Open Forum.

Click [here to read Jean Reynaert's analysis](#).

COLOMBIA'S DUBIOUS STRATEGY TO PUSH THROUGH AN FTA WITH THE EUROPEAN UNION

The ITUC is appalled at the strategy used by the Colombian government to discredit the ITUC Colombian affiliates – CUT, CGT and CTC – and the National Trade Union School by sending incendiary information from a completely unrepresentative trade union to European Union Members of Parliament.

This is not the first time the Colombian government has accused trade union militants and leaders of being sympathizers of terrorism or of being associated with terrorists when they speak about the situation of human and trade union rights in their country or oppose the continuation of the FTA negotiations with the European Union, the US, Canada or EFTA.

It would seem that in its speed to conclude the negotiations of the FTA agreement, the Colombian government is not prepared to recognise that Colombian civil society organisations, including all three Colombian trade union confederations, who legitimately represent the real aspirations of working people, are clearly opposed to the proposed agreement. The [CUT, CGT and CTC issued a joint statement](#) (Spanish only) on their position vis-à vis the FTA on 19 May 2009 .

If the Colombian government is, as it claims, committed to a social dialogue, this is a poor way of showing it. Questioning the legitimacy of the national trade union centres and insulting the intelligence of MEPs by circulating slanderous accusations from unrepresentative unions to push through an undemocratic agenda is not what is needed to build trust and engage in the solid social dialogue to which the ITUC's affiliates remain committed in their permanent efforts to improve the conditions of the people of Colombia.

5. Project Opportunities

EU PROJECT FUNDING:

Open calls for proposals:

Human rights

- [Enhancing respect for human rights and fundamental freedoms in countries and regions where they are most at risk](#)
- [Support to global civil society campaigns designed to ensure the effective functioning of the International Criminal Court \(ICC\)](#) (deadline 29/01/2010)
- [Support to Master's Degree Programmes in Human Rights and Democratisation outside the European Union](#) (deadline 02/03/2010)

Please also consult the [page concerning the country-based calls for proposals](#)

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DOSSIER: Decent Work and Danish Development Policy

An analysis of the priorities in Danish development assistance: the need to focus on employment, social dialogue and labour standards

Introduction

Danish development assistance amounted to a total of more than DKK 15 bn in 2009. Over time, this area has grown to become an important tool in Danish foreign- and security policy.

Today, Danish development assistance includes fifteen so-called “programme countries” and the focus areas have changed as the forms of assistance has evolved over time.

Based on the fifteen programme countries, the objectives and strategies for cooperation in each of the countries have been analysed. This provides an overview of how much focus the individual country gives to employment, social dialogue and worker rights.

The results of the analysis show to what extent Danish assistance policy prioritises these areas, the amount of focus it gives to labour market policy, the role of the social partners and core labour standards in Danish development policy.

Approach

The analysis is based on a brief description of the historical developments in Danish development assistance followed by a description of Danish assistance priorities. The changes in development assistance of recent years explain today’s structures and should also be seen in the light of international development assistance agreements and obligations. To be specific, Danish development assistance is implemented by means of many different instruments. This is why the various forms of assistance are described.

In the review of the individual country strategies, specific attention is given to what is termed sector aid, which constitutes the major part of bilateral development assistance, including business sector aid.

After a long review of Danish assistance, the analysis turns to the question of ILO conventions and programme countries in general. This is followed by a description of the ILO’s core conventions in the programme countries and concludes that section by bringing the concept of decent work into focus.

Finally, the analysis presents some general conclusions and suggests possible perspectives for future discussions on Danish development assistance.

The current Danish debate

The Danish Ministry of Foreign Affairs has just launched a debate on the new Danish development strategy which is to be finalised in the first half of 2010. This is a unique opportunity to promote key trade union priorities with a view to including them in the future development assistance policy and practical CSP. An analysis of the priorities in Danish development assistance from the point of view of the unions, who aim to bring employment, social dialogue and worker rights into focus, clearly shows the inconsistency between decent work components (employment, social dialogue and rights) and the current development.

DOSSIER

Employment

In general, all programme countries focus on employment. This is a natural consequence of assistance priorities. According to the cooperation agreements, the efforts to create employment are targeted to the more traditional sectors such as agriculture, health and education and also, in some cases, the energy sector. However, another possibility is, as is the case in Bolivia, a sector approach evolving around the status of the indigenous population and its development prospects. A cross-sector programme approach could also be applied.

Danish development assistance is, not surprisingly, mainly focused on employment in the five business sector programme countries (Ghana, Kenya, Mali, Tanzania and Vietnam).

The contents of the sector programme in each country are, somewhat surprisingly, very different. This is also the case in some of the "old" partner countries and in new ones (Mali).

The common features of the five business sector programmes are found in areas such as assistance for financial services, counselling and loans for small and medium-sized businesses.

In practice, Danish development assistance is often transferred to a bank (which provides financial services to households, local co-operative banks and small and medium-sized companies), an institution (especially designed to help small and medium-sized farms) and finally to a common donor-financed fund (whose primary purpose is to contribute to a strengthening of the financial sector and of micro-finance institutions, in particular).

Social dialogue

Although employment is given a high priority in development assistance, general descriptions of the labour market conditions, social situations and social partners in this context are either just slightly touched upon or non-existent.

It is surprising to note that country programmes like the ones in Bangladesh, Bolivia, Burkina Faso, Mozambique, Nepal, Nicaragua, Uganda and Zambia fail to mention these issues and the actual situation.

The consequence and conclusion is therefore obvious: the social partners generally play a minor role, if any, in the implementation of the strategies.

In addition to the five business sector programme countries, the labour market situation is only described in the strategies for Benin and Bhutan.

In other words, Danish development policy has managed to focus on employment issues without even touching on the labour market and social partners in more than half of strategies for the programme countries.

Core Labour Standards

The third focus area of the analysis looks at the ILO's core conventions and the issue of workers' rights in the individual countries.

Apart from a single country, (Vietnam), this issue has not been mentioned in any of the country strategies.

As we know from the ITUC, several of the fifteen Danish programme countries have ratified and implemented at least the majority of the ILO core conventions. Nevertheless, we also know that in many of these countries, violations of trade union rights are commonplace.

Labour standards are totally ignored. The conclusion is clear: international obligations are not observed in Danish development assistance and the position of the trade unions, their role and function is of no interest to the government.

Summary

There is a general focus on employment. However, it is mostly from the perspective of private business interests. A labour market which involves all stakeholders and ensures social dialogue is not a high priority.

From a trade union perspective, the conclusion to be drawn is not positive. A greater focus on employment, social dialogue and workers' rights is needed in Danish development assistance.

The labour market and the social partners are often mentioned, but it is difficult to discern how much and how far the partners are intended to be involved in the overall objectives and the concrete implementation.

Trade unions are not particularly involved in the business sector programmes. In the development programmes that focus on labour and unions, the contents vary and the degree of trade union involvement equally so.

Development assistance is often mostly targeted to governments, public institutions and frameworks inside the countries in question. It is difficult to see where a labour market with high involvement of the social partners is included in the programmes.

The situation is even worse when it comes to the ILO's core conventions. They are barely mentioned in any of the programme documents and the concept of decent work is not mentioned as a priority in the sector programmes.

The closest we get to finding elements of decent work, beyond the employment context, is under health and safety issues and, of course, in connection with HIV / AIDS.

In the few instances in the strategy that give priority to the labour component and the need for capacity building among the parties, only one involves centralised coordination as opposed to a number of separate processes.

An understanding of the decent work elements and the need to establish a labour market with social partners who are actively involved and given a responsibility is still to be seen in the Country Programme Strategies and the Business Sector Programme Support.

Final comments

The analysis suggests the possibility of demanding new priorities in Danish development assistance. They should take into consideration the poverty reduction goals for 2015, the global financial crisis and the need for employment in developing countries.

From a trade union point of view, this is an excellent opportunity to focus on labour, social partners and the issue of workers' rights.

The concept of decent work is relevant and meaningful in this context, but it is probably an uphill- discussion since Denmark still hasn't really embraced it in terms of concrete policies and priorities. This is all too clear when looking at the current country strategies.

The analysis clearly shows the inconsistency between decent work components (employment, social dialogue and rights) and the current development policy. The only real instruments and universally recognised tools to create such consistency should be based on ILO conventions.

The concept of decent work must be a priority and it is necessary to focus on the ratification and effective implementation of ILO-conventions in each programme country all in good ILO/tripartite spirit.

Last but not least, it should be kept in mind that membership in the ILO (also) obligates national states to promote the conventions, both nationally and internationally. All members of the ILO are under the obligation to observe the core conventions even if they are not ratified.

See also Decent Work and Danish Development Aid (Ppt)

DOSSIER

6. Agenda 2010

<u>27-28 January</u>	Meeting Experts Group Regional Consultations (Brussels)
<u>February</u>	Training seminar EU countries DEVCO trade union officials
<u>9-10 March</u>	TUDCN Capacity building seminar (Singapore)
<u>16-17-18 March</u>	International TUDCN Conference MADRID <u>16-17-18 March 2010</u> « The Global Crisis and Aid Effectiveness »
<u>18 March</u>	Network meeting (Madrid - following the international conference)
<u>24-26 March</u>	High Level Event on South-South Co-operation and Capacity Development (HLE Colombia), Bogotá, Colombia
<u>May</u>	TUDCN Capacity building seminar in Africa
<u>10-11-12 May</u>	Network meeting (Helsinki)
<u>June</u>	ITUC Congress (Vancouver) UNDCF
<u>July</u>	European Development Days
<u>September</u>	TUDCN Capacity building seminar in Latin America
<u>October</u>	Network Meeting Follow up Congress Prepare HLF IV (Brussels) TUDCN Capacity building seminar (Singapore)
<u>November</u>	Seminar for the new Member States of the EU
<u>December</u>	Meeting Experts Group Regional Consultations (Brussels)



The TUDCN team:

Jaap Wienen (ITUC Deputy General Secretary), Jan Dereymaeker (Network Coordinator), Mamadou Diallo (Program Officer), Paola Simonetti (Policy and Advocacy Officer), Luc Vermeersch (Information Officer) and Peggy De Clercq (Assistant).