



# **TRADE UNION PARTNERSHIPS MEETING IN AFRICA**

## **Trade Union Development Effectiveness Principles**

**Nairobi, 3rd 4th of April**

# Trade Union Principles on Development Effectiveness

1. Democratic ownership
2. Autonomy
3. Partnership
4. Transparency
5. Accountability
6. Coherence
7. Inclusiveness and equality
8. Sustainability
  - Democratic sustainability
  - Political sustainability
  - Organisational sustainability
  - Financial sustainability
  - Environmental sustainability



# 1. Democratic ownership

## Principle:

- Respect for the objectives and priorities of trade union partners.
- Receiving partners define and determine their own needs within their democratic structures and elected leadership.
- Receiving partner's primary responsibility in the design and implementation, supported and accompanied by the supporting partners.



## Criteria:

- Ground the intervention within a shared strategic planning document, agreed by the respective leadership.
- Consideration of the national operating environments and needs of workers.
- Undertaking consultations and involving the relevant members and beneficiaries.
- Commitment to participatory approaches.



# 2. Autonomy

## Principle:

- Trade union organisations make their own decisions, establish their own priorities and respect each other's strategic choices, without political interference.
- Independence from political strategies of governments, employers, and/or international donors, safeguarding the needs, the interests, and the priorities of their organisations, ensuing from democratic membership driven processes.



## Criteria:

- Formulation of proposals based on the motions, policy and strategic planning documents approved by their internal formal structures.
- Financing “capacity development” activities so unions can better meet the needs of their constituencies and that strengthen their autonomy.
- Creation of effective financial systems and procedures that ensure financial autonomy.
- Avoid dependency on core-funding and agree on “exit strategies”.



# 3. Partnership

## Principle:

- Participatory form of cooperation designed to strengthen trade unions' capacity, through utilising respective strengths and responsibilities within a shared international framework.
- Implies a relationship of equals based on mutual respect, trust and understanding, where diversity and differences are recognised and respected.
- Solidarity and mutual learning.
- Long-term shared values and principles.



## Criteria:

- Develop common operational partnership agreements with values, principles, objectives, strategies, activities and procedures.
- Set up joint steering and management structures.
- Information sharing and knowledge exchange.
- Primary responsibility of the receiving partner in the implementation and coordination.
- Support the management capacity of the receiving organisations.





# 4. Transparency

## Principle:

- Openness and Access to information for equitable relations between partners.
- Transparency in financial aspects, in terms of organisational management as well as sharing information on initiatives.
- To guarantee coordination, coherence and complementarity.



## Criteria:

- Information sharing on Development Cooperation initiatives (including information on partners and sources of funding).
- Inform in advance on requirements and obligations, timeframes as well as source of financing of projects.
- Provide visibility of joint initiatives towards their own members and externally.
- Keep open communication and accessible information.



# 5. Accountability

## Principle:

- Mutual accountability at political, operational and financial levels supported by assessment tools and learning processes.
- Multiple forms of downward and upward accountability:
  - Internal: towards the members and leadership to ensure political coherence and sound financial management.
  - External: towards external donors (governments/agencies).
  - Among partners, mutually accountable to each other.



## Criteria:

- Develop common and shared monitoring, evaluation and impact assessment tools.
- Put in place feedback mechanisms.
- Access to assessment and evaluation reports.
- Undertake external financial audits made available to all partners and their members.
- Strengthen monitoring mechanisms.
- Capacity development for finance and accounting officers of receiving partners.



# 6. Coherence

## Principle:

- Everything contributes to everything else, complementarity.
- Policy coherence: compliance among policies elaborated and approved at national, regional and global levels.
- Strategic coherence: contributing to the achievement of the overall direction of Development provided by the receiving partners at country level.
- Coordination coherence: operating in order to avoid duplication of development initiatives and towards optimum use of resources.



## Criteria:

- Ensure correspondence between global, regional and national policies and commitments (ensure trade union movement priorities like the Decent Work Agenda are taken into account).
- Respect the coordination role of regional and international trade union institutions (ITUC, regional and sub-regional organisations, GUFs).
- Support the set up of trade union networks and create joint platforms on development cooperation.
- Support coordination mechanisms and exchange information.
- Collaborate in joint initiatives and identify complementary linkages.



# 7. Inclusiveness and equality

## Principle:

- Right to equal opportunity of treatment in employment and occupation of all workers.
- Non discrimination.
- Targeting the most marginalised, vulnerable and less represented groups of working people.
- Supporting equal opportunities and positive discrimination in order to enhance the role of less represented groups and their participation in decision making within trade union structures.



## Criteria:

- Develop, strengthen and integrate union policies and implementation strategies on gender equality and mainstreaming, and the participation and representation of young workers.
- Contextual and statistical analysis on membership of women, young workers and disadvantaged groups.
- Training and capacity development to mainstream gender and young workers.
- Avoid situations of dependency whereby gender or youth structures only exist or truly function due to donor funding.





# 8. Sustainability

## Principle:

Long-term viability of outcomes and organisations.

- **Democratic sustainability:** compliance with the formal structures and procedures, with democratically determined decisions and policies, inclusion of the views of minorities and culture of consensus.
- **Political sustainability:** organisation's ability to develop its own political strategies to influence the relevant decision makers as well as society.



- **Organisational sustainability:** administration and prioritisation of tasks and work areas to fulfil its mission. This includes membership recruitment, internal organising, capacity to provide services, budget development and management.
- **Financial sustainability:** financially sound practices. Importance of collection and administration of membership fees and exploring sustainable forms of funding so as to financially sustain the organisation.
- **Environmental sustainability:** policies and practices that lead to the protection and respect of the environment.



## Criteria:

- Importance of independence from external donors, considering “exit strategies”.
- Promoting learning processes for capacity development.
- Creating effective financial systems management for a better use of resources, on the basis of due payments.
- Assessment of the impact of actions on climate change and support to green policies.



# Thank you!

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