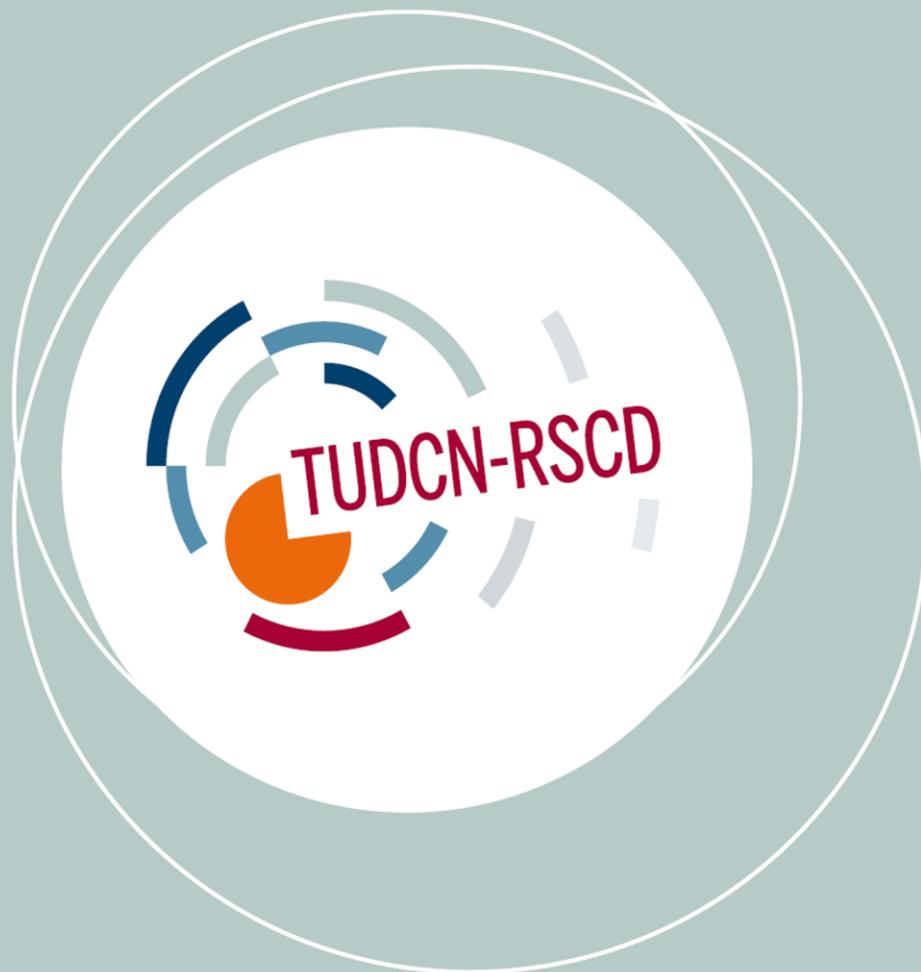


TUDCN GLOBAL STRATEGY 2016-2020

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CONTENTS

Preamble by Wellington Chibebe	4
WHERE WE COME FROM	6
TRADE UNION CHALLENGES IN DEVELOPMENT	10
TUDCN STRATEGIC ENGAGEMENT AXES	15
<i>Trade unions are development actors in their own right</i>	15
<i>Evidence-based research</i>	15
<i>The UN agenda</i>	16
<i>The Global Partnership for Effective Development Cooperation (GPEDC)</i>	18
<i>The OECD Development Assistance Committee (DAC)</i>	19
<i>The European Union development policies</i>	20
<i>Trade union partnerships for international solidarity</i>	22
<i>Trade union principles and TUDEP</i>	22
<i>Organisational capacity</i>	22
<i>Joint initiatives for improved coordination</i>	23
<i>Trade union regional development networks</i>	24
<i>Trade unions' outreach</i>	24
TUDCN GOVERNANCE AND COORDINATION MODALITIES AT GLOBAL LEVEL	26

PREAMBLE

The current political and socio-economic trends at global level pose enormous challenges to the trade union movement overall.

***Inequalities** in global wealth are staggering and with income inequality at records level where 1% of the population holds equivalent wealth to that of the remaining 99%. Many working families face difficulties to pay for decent housing, appropriate health care, old-age security and decent education for their children. This is also pushing for the growing percentage of **informal economy**.*

*The **weakening of labour market institutions** is one key cause of increasing inequality. The neo-liberal “structural reform paradigm” employed since the 1980s by global institutions, and revamped nowadays, has the effect of **increasing privatisation** processes and progressively **reducing the role of the state** in providing accessible common goods and services.*

*The ongoing integration of national economies into global markets and the **expansion of global supply chains** have intensified competition and caused global corporations to cut labour costs through restructuring, outsourcing and off-shoring. **Tax avoidance and tax evasion** are growing factors of concern in this respect, as well as, **environmental sustainability**.*

*Business interests are also prevailing in the **global trade agendas** scarifying multilateralism on the altar of bilateral relations. Indeed, international governance is far away from being inclusive, still over-controlled by powerful economies and characterised by **weak accountability systems**.*

*The fragility of the global governance is particularly manifest when it comes to **migration** (economic migration, refugees, environmental migration), being this a growing phenomenon at global scale. The absence of political will to tackle the causes of migration is blatant, linked to the incapability of the current neo-liberal economic model in distributing resources on an equal basis.*

*These challenges must be tackled by the trade union movement with the actions and instruments characterising trade unions’ engagement. **Human and labour rights, collective bargaining, social dialogue, social protection, gender equality** are not only essential ingredients for sustainable economic growth but they are the pillars for **democracy building**, which is the cornerstone for just development processes.*

*Promoting the **decent work agenda (DWA)** remains the main objective of our trade union input into the development policy debate. The DWA, based on rights and **democratic ownership**, is the foundation for sustainable development as opposed to palliative interventions. It also fosters **policy coherence** for development involving the key actors in economic and labour areas, to negotiate, pilot and mitigate risks on questions of economic, labour market, just transition and social policies but also on good governance, fiscal policies and development, and other relevant areas.*

It is on these premises that we finalised the TUDCN global strategy 2016-2020, building up on the accomplishments achieved so far and providing strategic lines for future engagement to strengthen trade unions' role in development.

Wellington Chibebe, ITUC Deputy General Secretary

WHERE WE COME FROM

The establishment of the “Trade Union Development Cooperation Network” (TUDCN) in 2008 stems from the deliberations of the Founding Congress of the International Trade Union Confederation (ITUC) in 2006, calling for a “new trade union internationalism” based on a coherent global framework and shared ownership of the development paradigm. The Congress called on “the ITUC to adopt working methods and practices which will put it in the best position to confront the challenges facing trade unions worldwide and to implement this program of work”¹. This objective has been followed up with the establishment of the TUDCN as an open and inclusive structure, based on voluntary commitments of the cooperating organizations.

The TUDCN is composed of organizations active in development policies and international solidarity, such as: national Trade Union organisations, solidary support organizations (SSOs), the ETUC, TUAC, the Regional Organizations of the ITUC and the Global Union Federations (GUFs). ILO-ACTRAV is observer to the network.

The mandate of the TUDCN is based on two interlinked dimensions:

- 1) support the trade unions’ positions, views and voice in development policies: trade unions are development actors in their own rights;
- 2) enhancing coherence among trade union partners in international solidarity, bringing greater “coordination of trade union development cooperation”²: trade union partnerships for development.

Since its creation, TUDCN has been growing in size (participation of members), in themes/areas of work covered, and has contributed to evolving the coordination modalities and to strengthening the political priority of development policies within the trade union family actors.

¹ Programme of the ITUC, Adopted by the Funding Congress of the ITUC, Vienna, 1-3 November 2006.

² Resolution on Sustainable and Just Development Model for the 21st Century, ITUC II World Congress, Vancouver, June 2010.

The on-going process of setting up **Regional Development Networks** (embedded in the ITUC regional organizations in **Latin America**³, **Africa**⁴ and **Asia-Pacific**⁵) is an example of this, as well as, the recent endorsement of the “**Trade Unions Priorities for Development**”⁶ resolution by the ITUC General Council.

These are certainly positive accomplishments that will need to be pursued and reinforced in the future. The award of the follow-up TUDCN program 2016-2020 by the European Commission, provides suitable and long-term support to do so.

Besides the elements mentioned above, the main achievements of the TUDCN to date can be summarized as follows:

Trade Unions priorities included in development policies

Decent work and social protection are included in the new UN Agenda 2030(SDGs) framework and the Financing for Development (FfD) Agenda.

The European Union included social dialogue and social protection as well as the Decent Work Agenda in its main policy documents on development policies.

Decent Work and inequality were respectively set as development policy priority and development challenge for the Global Partnership for Effective Development Cooperation (GPEDC).

³ Resolution passed at the TUCA Congress in May 2016: <http://www.csa-csi.org/3CongresoCSA-Documentos-8848>

⁴ ITUC -Africa 3rd Regional Congress 25 –26 November 2015. Adopted Resolution on “Effective, Coordinated and Action Oriented African Trade Union involvement and actions in development processes”. http://www.ituc-csi.org/IMG/pdf/resolution_atudn_english-revised2.pdf

⁵ http://www.ituc-csi.org/IMG/pdf/13rgc_agenda_12-1_-_formation_of_the_ituc-ap_tudcn.pdf

⁶ http://www.ituc-csi.org/IMG/pdf/ituc-15gc_e_11-resolutionanddeveloppement-en-05.pdf

<p><i>Trade unions recognised as development actors in their own right</i></p>	<p>Trade Unions are represented in the UN Major Groups involved in the monitoring of the Agenda 2030 at global level through the High Level Political Forum (HLPF).</p>
	<p>Trade Unions are engaged in the CSO FfD Group as a coordinating and founding member which engages directly with the FfD process.</p>
	<p>Trade Unions are part of the UN Development Cooperation Forum (DCF) CSOs reference group, permanently consulted in setting up its agenda.</p>
	<p>Trade Unions are members of the Steering Committee of the Global Partnership for Effective Development Cooperation (GPEDC).</p>
	<p>The OECD/DAC invites trade unions to development agency discussions: participation in the OECD Development Assistance Committee (DAC) Senior Level Meeting and set up of the first Trade Union-DAC Forum meeting on development.</p>
<p>The EU engaged with trade unions as development actors. Trade unions can now count on a permanent representation to the EU Policy Forum on Development (PFD), including regional organizations in the South.</p>	

<p><i>Trade Unions influence CSOs and development community</i></p>	<p>Trade Unions actively participate in the relevant CSOs development platforms at global and European levels (i.e. UN major groups, the CSO Partnership for Development Effectiveness) and EU CSOs platform as a constituency in the thier own right</p>
	<p>Boosting the profile of trade unions positions on development polices increasing in the mainstream media, social media and specialized development communication circles.</p>

Innovative trade union international solidarity partnerships

Instruments have been developed to improve international trade union solidarity partnerships and information sharing on development programmes, supporting synergies and transparency:

- Trade Union Principles on Development Effectiveness and the Trade Union Development effectiveness Profile (TUDEP);
- TUDCN Project database.

Current elaboration of shared approaches and principles on organisational capacity (link to the “organising programme”)

Regional development networks are created

Regional trade union development networks in Latin America, Africa and Asia Pacific are being set up to ensure Southern voices are heard by global, regional and national institutions in development debates.

Resolutions on trade union regional development networks endorsed by the GCs of ITUC Africa, ITUC-AP and TUCA³.

Trade Unions engage in advocacy oriented research

Mapping study on Development Financial Institutions and use of ODA, complemented by country based case study on PPPs (Malawi, Zambia, Senegal, Latin America)

3 county-based case studies completed to show-case the relevance of social dialogue in development (Ghana, Uruguay, Indonesia)

TRADE UNION CHALLENGES IN DEVELOPMENT

Trade unions maintain a high level of engagement in promoting decent work and social dialogue as the “road” to sustainable development

The international policy landscape on development has been significantly changing since the creation of the network, bringing new challenges for trade unions.

The new scenario at global level is undoubtedly shaped by the adoption of the **Agenda 2030 at the UN level**, setting a universal framework for social, economic and sustainable development. Member states have agreed to 17 goals covering all relevant topics that aim to boost societal and institutional progress, including for example “decent work for all and full and productive employment”, “social protection” and “reducing inequalities” as stand-alone priorities. Trade unions, through the TUDCN, have played a significant contribution in the whole decision-making process⁷. The challenge is now to ensure that the commitments, which are enshrined in these goals, are respected. Trade union engagement will be crucial in this respect. This is true not only at global and regional levels but first and foremost at **national level**. Therefore, the role of the “regional development networks” (RDNs) will be key in this respect.

Another important global process is represented by the **UN Financing for Development (FfD)**, which has political support from developing country governments⁸. The FfD is an extremely vast agenda, covering such topics as foreign investments, international trade, taxation, global governance etc. As the FfD adopts a truly holistic view on “development”, it presents challenges with regards to concrete and measurable outcomes⁹. Indeed, the last FfD conference in 2015 did not result in the expected commitments. However, decent work and social protection have been finally included, and this is a real and valued achievement for trade unions. Moreover, FfD is supposed to be linked to the Agenda 2030 concerning the means of implementation. On another positive note, follow up mechanisms to the Addis Ababa Action agenda have been agreed on in the last FfD Conference and trade union involvement is foreseen.

⁷ <http://www.ituc-csi.org/2030Agenda>

⁸ Enhanced relations with G77 are crucial and the role of the regional networks will be key in this respect.

⁹ http://www.ituc-csi.org/IMG/pdf/trade_unions_reaction_to_ffd3_action_agenda_final.pdf

The **development effectiveness agenda**, which promotes improved modalities and approaches in development cooperation and was endorsed by the Global Partnership for Effective Development Cooperation (GPEDC), has also been evolving. Although still voluntary, the reinforced **national level** efforts on the monitoring process of the Busan commitments¹⁰, based on the multi-stakeholders' approach (including social dialogue), certainly constitute an opportunity that should not be missed by trade unions. Moreover, the development effectiveness agenda also overlaps with the Agenda 2030 when it comes to “means of implementation”. It is at this overlap that trade unions have been strongly advocating for the inclusion of social dialogue. Finally, **South-south cooperation**¹¹ is also a theme of the GPEDC and is particularly relevant for the regional development networks.

Although the commitment on **Official Development Assistance (ODA)** standards was reaffirmed at the FFD conference in 2015, we are unfortunately witnessing a decrease in resources for development from donor countries. This is coupled with the so called “ODA modernization process” carried out by the **Development Assistance Committee (DAC) of the OECD**. The DAC is in the process of establishing new criteria for the eligibility of development assistance expenditures (i.e. peace and stability etc.) which risk undermining the very objectives of ODA¹². Trade Unions should engage more in this process, highlighting to donor countries the need to support decent work in development.

ODA is also increasingly used to support **private sector initiatives in development**. Nowadays, the narrative on the role of business in development is pervasive in all the above mentioned agendas. This is due to the equation of economic growth with development. This is obviously a huge challenge for trade unions, and the network is already fully engaged in contrasting the privatization of the development agenda. Trade unions should keep engaging in promoting untied aid, business accountability, the primary role of the state, as well as the role of social partners and social dialogue when it comes to supporting business in development¹³. In this context, the initiatives on undertaking **evidence-based research to promote the developmental role of social dialogue and business accountability** are crucial to supporting mobilization and engagement capacities of trade unions in policy-making processes at global, regional and national levels.

¹⁰ See the Roma Declaration for Harmonization, the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Partnership for Effective Development Co-operation. The Paris Declaration includes a total of 5 main principles: ownership, alignment, harmonisation, managing for results and mutual accountability. The Busan Partnership regrouped the different elements into four principles: ownership, focus on results, inclusive development partnerships, transparency and accountability.

¹¹ Although the emergence of “alternative blocs” i.e. the BRICS seems to have been slowed down by the recent economic (financial) and political evolutions.

¹² The DAC has adopted an enlarged development “aid” concept (TOSSD) in an attempt to formalize the inclusion of non ODA expenditure in its development finance accounting.

¹³ Connection to other relevant fields should be kept in the picture i.e. the labor safeguards of Multilateral Development Banks (MDBs); the ILO supply chains process; and the HRC process on a new instrument for multinational accountability.

Finally, attention should be given to the **European Union development policies**, on which the TUDCN has been working continually, as they will be revisited with regards to the endorsement of the Agenda 2030. In this sense, trade unions should make sure that decent work and social dialogue remain high on the EU's political agenda on development.

Trade unions maintain their engagement in improving international solidarity initiatives, fostering more equitable partnerships and reinforced ownership in development programs

Another challenge for trade unions' engagement in development pertains to their own internal cooperation modalities. The "**Trade Union Principles and Guidelines on Development effectiveness**"¹⁴, designed to serve as a common reference for development cooperation initiatives, have been the first attempt to strengthening ownership and working methodologies among trade union partners.

The Principles were followed, in a second stage, by the "**Trade Union Development Effectiveness Profile- TUDEP**", which is a practical tool conceived to put the Principles in practice and facilitate their monitoring and evaluation. TUDCN members have highlighted the value of TUDEP as being:

- 1) learning oriented (concerning roles and tasks of both supporting and receiving partners, putting them on equal footing);
- 2) favouring processes in support of capacity development (as it gives baselines that can be used to address possible needs concerning organizational/political capacity of the partners).

These are very important elements often entailing a 'cultural approach shift' within organizations. Some TUDCN members have already started using TUDEP in the context of their own development projects, incorporating it in their institutional practices on monitoring and evaluation. This is indeed an encouraging sign. However, the promotion of TUDEP will need to be further supported, most of all at regional level in the South. This will allow to put all trade union actors on the same level of know-how in order to effectively use the instrument.

¹⁴ conceived thanks to a wide consultation process including trade unions actors from the south and also including Global Union Federations – GUFs, and finally endorsed by the ITUC General Council in February 2011.

A new work-strand has been initiated on the specific theme of **organizational capacity (OC)**, being a fundamental feature of the very nature of trade union organizations. In the context of international solidarity initiatives, Trade Unions are currently using differing approaches and instruments to support OC. This implies deepening the reflection on the relation between trade union solidarity projects and their impact on the partner organizations, specifically in terms of structural improvements. In other words, the question that we should be asking ourselves is to what extent our solidarity programs contribute to the strengthening of partner organizations in the South, and how (based on which criteria) we can assess it. OC criteria, as well as baseline gathering methodologies, are fundamental to building a coherent approach among supporting organizations, and also prove a useful tool in strengthening the ownership of development processes. Opportunities for complementarities and synergies presented by the ongoing work of the organizing program of the ITUC will also help reinforce the fundamental pillar of OC that is “**organizing**”.

Finally, the trade union partnerships pillar of the TUDCN is also aimed at fostering members’ **joint initiatives** (this is currently happening with the “development education and awareness raising” program of the EU) and to **share possible initiatives for collaboration** within the trade union actors.

Strengthened Coordination and Synergies across global, regional and national levels

In order to tackle the issues described above it seems necessary to elevate the degree of coordination and synergies at various levels amongst trade union family actors:

1) The role of the regional development networks (RDNs)

The RDNs, embedded in the regional organizations of the ITUC, will play a vital role within the overall strategy of the TUDCN. The RDNs are currently elaborating their engagement strategies and work plans on both contents and governance. The latter is particularly relevant to coordinating with the TUDCN at global level. The participation and involvement of the Global Union Federations (GUFs) will also be crucial at regional level.

2) National organizations’ increased involvement

The work of the global and regional networks needs to be rooted in the political engagement of national organizations. The latter is the pre-requisite for the impactful functioning of the TUDCN overall. Therefore, national organizations are encouraged to be proactive in taking initiatives at national level, as well as to contribute to the life of the network i.e. through the working groups and other gatherings of the network.

3) Outreach and visibility strategy

In line with the previous point, we need to reinforce our outreach and communication strategy, both at internal and external level. Internally, coordination modalities linking up communication departments across global, regional and national levels should be set up. Through these, shared modalities to increase visibility of trade unions in development should be elaborated. External visibility should also be enhanced through increased collaboration with Equal Times.

4) Increased Synergies at global level

Last but not least, the network should reinforce synergies with the work of other relevant departments within the ITUC itself, and with other trade union sister organizations like TUAC, ETUC and the GUFs. The Agenda 2030 (but not limited to that) is a clear example of the need for greater holistic approach to development. A coordinated role and shared efforts will be essential for its implementation.

TUDCN STRATEGIC ENGAGEMENT AXES

In response to the challenges outlined above, the following section will describe the strategic axes for the TUDCN engagement for the years to come in further detail.

These engagement axes are based on previous deliberations/orientations of the TUDCN General Meetings, as well as on the recommendations of the ITUC GC Resolution “**Trade Unions Priorities for Development**”¹⁵.

TRADE UNIONS ARE DEVELOPMENT ACTORS IN THEIR OWN RIGHT

This section will describe the relevance and involvement strategies of the TUDCN on development policies at the ADVOCACY level.

EVIDENCE-BASED RESEARCH

Relevance

Evidence-based research on priority themes of the network is crucial to support mobilization and engagement capacities of trade unions in advocacy and policy-making processes in relevant international/regional and national fora.

Involvement strategy

Producing country based studies, showcasing facts and findings to support TUDCN arguments. Currently, this is what is being done in the themes relating to **private sector** and **social dialogue**. The involvement of the regional development networks is key in coordinating the research at country level.

The findings and recommendations will be used in multiple settings, specifically the GPEDC and the OECD-DAC (see below). Collaboration with the International Labour Organization (ILO) (Social Dialogue Dep. & ACTRAV) has been ensured in order to support methodological soundness of the research, as well as its political weight and impact. The joint work with the ILO should be aimed at acquiring traction among other international institutions, including the EU and national donor countries. This has particular relevance in upholding social dialogue in the development policies of these bodies.

¹⁵ http://www.ituc-csi.org/IMG/pdf/ituc-15gc_e_11-resolutionanddeveloppement-en-05.pdf: in coherence with the overall strategic framework of the ITUC frontlines and priorities as set by its last Congress in 2014.

Although engagement on these themes should be maintained and deepened in the future, other relevant areas should be explored too. For example, evidence-based research is essential for a serious **monitoring of the Agenda 2030** implementation at national level (i.e. “TUs watch on Agenda 2030”). This element is already taken on board in the agenda of the regional development networks, as well as in Europe.

Another topic of research would be on the use of **ODA** by donors to **support decent work and social dialogue** in their development policies. Again in this case the findings of the research will be used for advocacy purposed across all levels.

Proposals for additional research and user-friendly material will be considered taking into account TUDCN advocacy targets and the need to avoid overlaps or duplication of what already existing. Relevant research areas will be taken up by the regional development networks.

THE UN AGENDA

Agenda 2030

Relevance

The Agenda 2030 has been agreed and will serve as the centrepiece of international efforts on achieving sustainable development objectives for the next fifteen years. The union movement made considerable efforts to ensure an outcome which responds to the priorities of the world of work. In particular, we will continue our efforts to promote the Decent Work Agenda in its entirety, and in particular on the role of Social Dialogue, and Universal Social Protection, among the other pillars of the agenda, and encourage governments, agencies and other civil society groups, as well as the private sector, to recognize their importance in achieving the sustainable development agenda as a whole.

Involvement strategy

A monitoring framework is still being finalized and an expected agreement on the indicators package is scheduled to be reached by mid-2016. This means that trade unions still have a capacity to shape and further influence the Agenda 2030. Very concrete efforts, especially through national trade union organizations with their government counterparts, should go a long way in ensuring an indicators package which upholds the ambitions of the agreed set of goals and targets.

The Agenda 2030 included a valuable recognition that governments alone will not be able to implement such an ambitious agenda and that all actors in society at all levels –global, regional, national and local– will need to contribute to it. It is therefore critical to engage trade unions on the implementation of the 2030 Agenda. It is also crucial to start strategizing on how to ensure that there is a space for trade unions to put the Agenda 2030 into practice, as well as how to ensure that the ambition in the goals and targets is materialized at all levels (global, regional and specifically at national level). This will require both internal and external efforts to shore our own capacity to engage with the agenda from the global through to the national level while also focusing on the outstanding areas for agreement and mobilization at the multi-stakeholder process level.

At the global level, the follow up and review process will be anchored to the UN High Level Political Forum. The HLPF will bring together the UN Development Community, under the auspices of ECOSOC for two weeks every year and General Assembly, which aims to review progress on the Agenda 2030 will take place every four years. Review of progress will take many forms in addition to a global report to include thematic, national and stakeholder reviews. It will be important for the TUDCN to actively engage in these review processes, especially at national level and on thematic dimensions through the specialized agencies. The TUDCN can also provide its own reviews for consideration.

In the implementation and monitoring of the Agenda 2030 the role of the regions will be indispensable. Encouraging the regional networks to engage directly with the regional bodies of the United Nations and their annual Regional Sustainable Development forums will be vital in the annual reviews which feed into the global level process.

Financing for Development-FFD

Relevance

The FfD agenda is an important reference point for discussions on development finance, and serves as a unique space where governments, in particular from the South, can debate important issues like trade and foreign direct investment, as well as systemic issues like the international financial architecture and financial regulation. These are the global economic issues some of which were not included in the original and the overall framework of the Millennium Development Goals (MDG) and remain fragmentary in the proposed Sustainable Development Goals (SDGs) framework (see Goal 17)⁴. These macroeconomic and systemic issues are the core to the FfD debates.

Involvement strategy

The TUDCN remains actively engaged in the FfD Process, and in particular with the recent agreement taken in Addis Ababa to establish an annual forum. The Forum will hopefully provide much needed continuity and allow for a more sustained engagement with the official process. As part of its efforts, the TUDCN is directly involved in the overall coordination of Civil Society and will continue to work in this capacity.

We will ensure that the members of the TUDCN are kept informed of the latest developments in the agenda and will ensure participation in the official process at global, regional and national level when the opportunities arise.

Development Cooperation Forum-DCF

Relevance

The UN's Development Cooperation Forum is another multi-stakeholder setting where discussions on the quality of development cooperation take place. They work on the most pressing issues important to the future of development cooperation. Particular items of interest for the TUDCN include the DCF work on the private sector and blended financing instruments. This links to research that the TUDCN will carry out on this topic in the coming period.

Involvement strategy

The TUDCN will continue to engage with the DCF through its various symposia, which take place on average twice a year, as well as the bi annual High Level Forum.

THE GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT COOPERATION (GPEDC)

Relevance

The TUDCN's work over the past number of years has been closely related to the work on Aid and Development Effectiveness. More recently, it has achieved recognition as the trade union movement within the governance structure of the Global Partnership for Effective Development Cooperation – the foremost international body working on these issues. The coming period will present several opportunities to engage with GPEDC and on the Aid and Development Effectiveness agenda more broadly.

Involvement strategy

The positive value of GPEDC cooperation is illustrated by the support it provides to multi-stakeholders' approaches in development cooperation policy making and implementation. The monitoring round is based on this premise. This year will notably see the roll out of the second round of monitoring of the Busan Partnership Principles and the concretization of the traditional aid effectiveness agenda by the Paris Declaration and the Accra Agenda for Action. The TUDCN will support its members' participation in the monitoring process where it is feasible in order to ensure that the trade union perspective is taken into account in the overall progress assessment.

We will also promote the development relevance of the Social Dialogue through the working channels of the GPEDC, notably the Global Partnership Initiatives. This links to the evidence based research that the TUDCN is currently carrying out on this topic.

The coming period will see the preparations for the Second High Level Meeting of the GPEDC. The TUDCN will undertake efforts to ensure that trade union priorities on Human Rights Based Approach and Inclusive Development remain high on the meeting agenda and in its outcomes. On these issues, and in preparation for the Second High Level Meeting (including Steering Committee meetings and working groups), collaboration with CSO Partnership for Development Effectiveness (CPDE) will be important. TUDCN secretariat work in collaboration with the CPDE on different issues, such as CSO Enabling Environment, HRBA, Agenda 2030 and the Private Sector, are all in relation to the GPEDC. The TUDCN also collaborates with the CPDE in our general advocacy towards the GPEDC and will continue to do so.

THE OECD DEVELOPMENT ASSISTANCE COMMITTEE (DAC)

Relevance

The OECD Development Assistance Committee (DAC) is an important permanent committee of the OECD which brings together the main traditional Donor Governments to discuss development cooperation strategy and policy. As an important agenda-setting organisation on issues relating to development cooperation, the TUDCN has aimed to establish a systematic working arrangement with the DAC in order to create space for our members to engage directly with DAC delegates and to inspire work on trade union priority areas. To do this, an annual Trade Union-DAC forum was established.

A number of important streams of work are ongoing at the OECD-DAC which the TUDCN should follow. The TUDCN has regularly engaged with the work of the OECD-DAC since establishing a Liaison Officer in Paris, though efforts have notably been scaled back over the past two years as a consequence of the intergovernmental negotiations on the Agenda 2030 which was the priority for human resource capacities. With the Agenda 2030 negotiations now finalized, it will be worthwhile to once again boost the TUDCN's engagement with the OECD-DAC. This should happen along two main areas of the OECD-DAC Agenda: High Level Engagements and the DAC Subsidiary Bodies.

The OECD also prioritizes development in its core work as an institution. This includes the OECD Development Strategy, OECD work on Policy Coherence for Development, the OECD Development Council, the OECD Development Forum and the OECD Development Centre. Covering this work in the past has been a shared endeavour of the TUDCN and TUAC. TUDCN will continue to engage in all of these efforts in the OECD when feasible.

Involvement strategy

We will maintain our engagement in the Annual Trade Union-DAC Forum, promoting debate and action on core trade union priorities, such as the Social Dialogue. The evidence based research and the collaboration with the ILO in this field is crucial in this respect.

We will maintain our participation and influence at High Level Engagements (i.e. DAC Senior and High Level meetings), primarily for political influence purposes but also to track what will feature on the OECD-DAC agenda for the coming years. For the coming period, major areas of work will be the establishment of a new measure of development finance: Total Official Support for Sustainable Development and on Blended Finance. Both of these should be priority area for the TUDCN in the coming period.

Finally, the OECD-DAC maintains a number of permanent subsidiary bodies which focus on specific aspects of the development agenda. The TUDCN has previously been closely involved with the subsidiary bodies on poverty reduction (POVNET) (which no longer exists); governance (GOVNET); and gender (GENDERNET). It will be worthwhile to revisit our efforts around the subsidiary bodies and to participate more actively in the ongoing work through more regular engagement.

THE EUROPEAN UNION DEVELOPMENT POLICIES

Relevance

The EU is the biggest player on the development scene in terms of resources and one of the most influential partners in the international policy debates. The EU has a double importance for the development cooperation strategy. Firstly, because of its own foreign policy and external relations, including its coordination function with the EU member states. Secondly, because of its own development cooperation policy and its representation in international fora (UN, OECD/DAC, GPEDC...). Trade unions have been involved in EU development policies for a long time, including in the Policy Forum on Development (PFD), the multi-stakeholder setting providing direct dialogue channel with the European Commission. Moreover, trade unions actively participate in EU legislative and non-legislative proposals on development policy at every stage, from consultation to negotiation and implementation. It is important that TUDCN remains a step ahead of the development policy at EU level, following the work of EU institutions and having a voice in consultation and policy formulation for a.

Involvement strategy

The overall TUDCN involvement strategy is conceived in full coordination with the European Trade Union Confederation (ETUC).

We will continue to actively advocate for decent work, social dialogue and social justice to be a pillar in the EU's development policy and in other related policies: trade, migration, climate and environment to name a few (policy coherence for development).

Direct advocacy will continue to be exerted via the open channels of engagement, such as the EU PFD and other multi-stakeholder spaces, open consultations, tripartite voice through the European Economic and Social Committee.

Over the coming years, greater efforts will be put on having the European Parliament as an ally in advancing decent work priorities in EU development policies. More direct engagement with MEPs and political groups will be explored, particularly in the wake of EU development policies revamp, which will be adapted to the new global development framework put in place by the 2030 Agenda¹⁶.

Special attention will be paid to the Council of the European Union and the European Council, and possible ways to advocate our priorities in such institutions. Trade unions should make sure that decent work and social dialogue remain high up in the development political agenda of the EU.

The Agenda 2030 is universal, and the EU, its institutions and Member States need to adapt and implement the new framework. This means observing and scrutinizing the implementation and follow-up of both internal and external EU policies. The TUDCN will take up this challenge in the framework of its global efforts and in coordination with ETUC.

The TUDCN should prepare for talks and negotiations on a new EU Multi-Annual Financial Framework (MFF) after 2020. The TUDCN should ensure that EU funding for external actions continue to cover CSO support as well as to make decent work and social dialogue promotion a pillar of EU external action.

The TUDCN will place an increased emphasis on the monitoring of European financial institutions such as the European Investment Bank. This is particularly salient at a time when private sector and private funding are asked to contribute to development projects. Trade unions need to scrutinize whether these investments advance and respect workers' rights and a rights-based approach.

TUDCN will also focus on the European External Action Service (EEAS), particularly in its promotion of human rights and the rule of law. Two aspects are to the promotion of labour rights, decent work and social dialogue and as such, should be part of the external policies of the EU. In view of the upcoming EU Global Strategy and how this could affect EU development policy, following the EEAS developments is of utmost importance.

¹⁶ A document replacing the "EU Consensus on Development" is to be expected.

TRADE UNION PARTNERSHIPS FOR INTERNATIONAL SOLIDARITY

This section will describe the relevance and involvement strategies of the TUDCN in the field of trade unions PARTNERSHIPS in international solidarity.

TRADE UNION PRINCIPLES AND TUDEP

Relevance

Trade unions strive for a greater ownership and coherence of their development cooperation initiatives in order to better strengthen the trade union movement. The approval of the trade union development effectiveness principles in the ITUC General Council of February 2011 was an important step in this direction, setting the eight principles which should be at the basis of trade union partnerships. The Trade Union Development Effectiveness Profile (TUDEP) is a learning tool that helps assess the implementation of the principles and contributes to more balanced partnerships by facilitating dialogue amongst trade union partners.

Our involvement strategy

We will continue the dissemination of the trade union development effectiveness principles and the TUDEP. In this sense, trade union partnerships seminars, in which training on the principles and the TUDEP will be undertaken, will continue in different regions. In order to promote greater access to the TUDEP and to the principles, a light version of the tool will be developed and a leaflet on the principles will be produced.

ORGANISATIONAL CAPACITY

Relevance

Organizational capacity is a key component of international solidarity actions of trade union. This is directly linked to organizing and how we can build workers' power through stronger unions. In this sense it is necessary to work on the key elements that contribute to strengthen our unions and be able to assess if we are putting the right strategies in place. Trade unions have been using many different tools in this respect. It is therefore important to gather all the existing experience and put together a shared tool that will have the flexibility of responding to the needs of the trade union movement. This tool should serve to assess organizational capacity strategies, but also to develop new strategies that will contribute to organizing.

Involvement strategy

We will continue our work towards the development of a specific trade union tool that will help us to assess organizational capacity and contribute to organizing and capacity development strategies. It is acknowledging that this is a process that will need time in order to guarantee ownership as well as to ground this work in concrete experiences within the trade union movement. In this perspective, thematic seminars will be undertaken. In order to gather experiences of trade unions' work in this area and discuss how it has contributed to strengthening trade union organizations, each seminar will focus on a concrete theme (e.g. organising, social protection, informal economy, etc.). In these seminars the specific tool will be used and adapted.

JOINT INITIATIVES FOR IMPROVED COORDINATION

Relevance

The trade union partnerships pillar of the TUDCN is also aimed at fostering members' **joint initiatives** and at **sharing information** within the trade union actors.

Involvement strategy

Work towards a joint proposal for the EC call on Development Education and Awareness Raising (DEAR) will be undertaken to seek support for our work on DEAR, implementing Agenda 2030 and promoting the Decent Work Agenda.

The promotion of the role of social dialogue in development is a policy area of the TUDCN which is gaining increasing relevance in the light of the growing presence of the private sector in development. We will therefore explore funding opportunities from donors such as the European Commission to put forward joint initiatives in this area.

To support further joint initiatives, we will send regular updates on European Union call for proposals that could be of interest to trade unions.

Finally, we will keep working on the Trade Union Development Projects Directory in order to keep it permanently updated and functional to the needs and interests of the users. The database contains trade union development cooperation projects implemented by the affiliates and partners of the International Trade Union Confederation. The database is meant to facilitate the exchange of information on projects in order to encourage further coordination and cooperation for an improved impact of the trade union development cooperation efforts.

TRADE UNION REGIONAL DEVELOPMENT NETWORKS

The regional development networks play a vital role within the overall strategy of the TUDCN, both when it comes to “advocacy” and “TUs partnerships”.

Relevance

The creation of the regional development networks represents a major cross-cutting achievement for the whole of TUDCN’s work. Regional level coordination reinforces ownership of development policies at country level and also grants coherence and active participation within the global network’s endeavours. The role of the regional networks is key to influencing the development agendas of regional (and sub-regional) institutions, connecting their policies with national trade union priorities. Regional networks are also of major importance in fostering more balanced relations within TUs partners in international solidarity and in supporting shared approaches in organizational capacity.

Involvement strategy

The Network will continue strengthening the capacity of the regional development networks, supporting efforts in elaborating engagement strategies (i.e. yearly work plans) and coordination modalities.

TRADE UNIONS’ OUTREACH

This section will describe the relevance and involvement strategies of the TUDCN outreach and communication work at the INTERNAL and EXTERNAL levels.

Relevance

Effectively communicating the work and activities of the network internally and externally is crucial for its success. Internally, because it reinforces coordination and shared purposes, demonstrating that irrespective of geographical location, principles and priorities remain the same. Externally, it positions the network and increases the profile of trade unions as actors of development in their own right, and helps to position TUs as credible stakeholders in the eyes of international, regional and national organisations.

Communication and outreach can be done online and offline, and each region will find their best way to reach their public. While the global and regional dimension of the network is an asset, it should not prevent a minimum degree of coordination and coherence in the messages produced and distributed. This guarantees that the network is on the same page at every level, and also maximizes the outreach of its core messages and advocacy efforts. Moreover, the multilingual character of the network ensures that messages are delivered to a wider audience.

Involvement strategy

TUDCN will continue using and developing a series of **external** communication and outreach tools to communicate and maximize the impact of our work: TUDCN website, TUDCN newsletter, TUDCN social media channels (Facebook, Twitter, YouTube), TUDCN videos and podcasts, TUDCN publications (brochures, researches). TUDCN will continue joining up efforts with other CSOs at international fora such as UN/GPEDC high level meetings.

In order to advance issues of decent work and development to a wider audience we will intensify our collaboration with Equal Times. This will include possibilities for regular written/audio-visual contributions of TUDCN members to Equal Times. An increased external coordination will show to international institutions and donors that, while TUs take regional priorities and needs into account, they speak with one voice.

The TUDCN will continue using and developing a series of **internal** communication and outreach tools such as mailing lists, working groups, surveys and campaigns. The TUDCN will create a global working group on Communication and Outreach to liaise the global secretariat with communications and outreach-savvy people in regional development networks and amongst affiliates, in order to coordinate and disseminate messages, publications and calls for action. Internal coordination can also serve as an opportunity of mutual learning and sharing best practices within the network.

TUDCN GOVERNANCE AND COORDINATION MODALITIES AT GLOBAL LEVEL

TUDCN governance



TUDCN general meetings (Annual)

- 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.
- Composition: All active members of the TUDCN- including **regional organisations** and their national affiliates (max 5).

TUDCN Open Coordination Meeting (Annual)

- Ensures coordination of the network in between the annual General Meeting
- Composition: 3 representatives per region (Europe/OECD, Africa, Latin America, Asia Pacific), 1 GUF representative. Open to all TUDCN interested members.

TUDCN Steering Committee

- Prepare TUDCN meetings, oversees the work of the TUDCN secretariat, ensures monitoring and evaluation of the work and regularly assesses the financial and administrative situation of the network.
- Composition: 5 representatives from the regions (Americas, Asia-Pacific, Africa and Europe), 1 representative from the GUFs, TUDCN Secretariat

TUDCN working groups (WG)

- Discussion and implementation of TUDCN priorities;
- Online work and consultation, and offline meetings;
- Open membership, mailing list managed by TUDCN Secretariat.

WG on EU development policies
WG on Global policies
WG on Trade Union Partnerships and Joint Initiatives
WG on South-South and Triangular Cooperation
WG Communication and Outreach

TUDCN thematic seminars

- Thematic or training seminars are organised in order to enlarge the level playing field within trade union organisations, create capacity or study and exchange on trade union development cooperation-related issues and support on-line work streams.
- Open to all TUDCN members interested in participating.

TUDCN Secretariat

- Organises working groups, network meetings, and seminars.
- Ensures the communication, information and visibility instruments of the Network.
- Assists with the outreach work to the members

The Trade Union Development Cooperation Network (TUDCN) is an initiative of the International Trade Union Confederation (ITUC), bringing together affiliated trade union organisations, solidarity support organisations, regional ITUC organisations, the Global Union Federations (GUFs), the European Trade Union Confederation (ETUC) and the Trade Union Advisory Committee to the OECD (TUAC). TUDCN's objective is to bring the trade union perspective into the international development policy debates and improve the coordination and effectiveness of trade union development cooperation activities.

Le **Réseau syndical de coopération au développement (RSCD)** est une initiative de la Confédération syndicale internationale (CSI) réunissant des organisations syndicales affiliées, des organisations de solidarité, les organisations régionales de la CSI, ainsi que les Fédérations syndicales internationales (les fédérations sectorielles - FSI), la Confédération européenne des syndicats (CES) et la Commission syndicale consultative auprès de l'OCDE (TUAC). Le RSCD a pour but de traduire la perspective syndicale dans les débats sur la politique en matière de développement international et d'améliorer la coordination et l'efficacité des activités syndicales dans le domaine de la coopération au développement.

La **Red Sindical de Cooperación al Desarrollo (RSCD)** es una iniciativa de la Confederación Sindical Internacional (CSI), que agrupa a diversas organizaciones sindicales afiliadas, organizaciones solidarias (OS), organizaciones regionales de la CSI, las Federaciones Sindicales Internacionales (FSI), la Confederación Europea de Sindicatos (CES) y la Comisión Sindical Consultiva ante la OCDE (TUAC). El objetivo de la red es aportar la perspectiva sindical a los debates políticos y mejorar la coordinación y la eficacia de las actividades sindicales relacionadas con la cooperación al desarrollo.



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