

# **Introduction to the Strategy and Organisational Structure of the LO/FTF Council in the regions**

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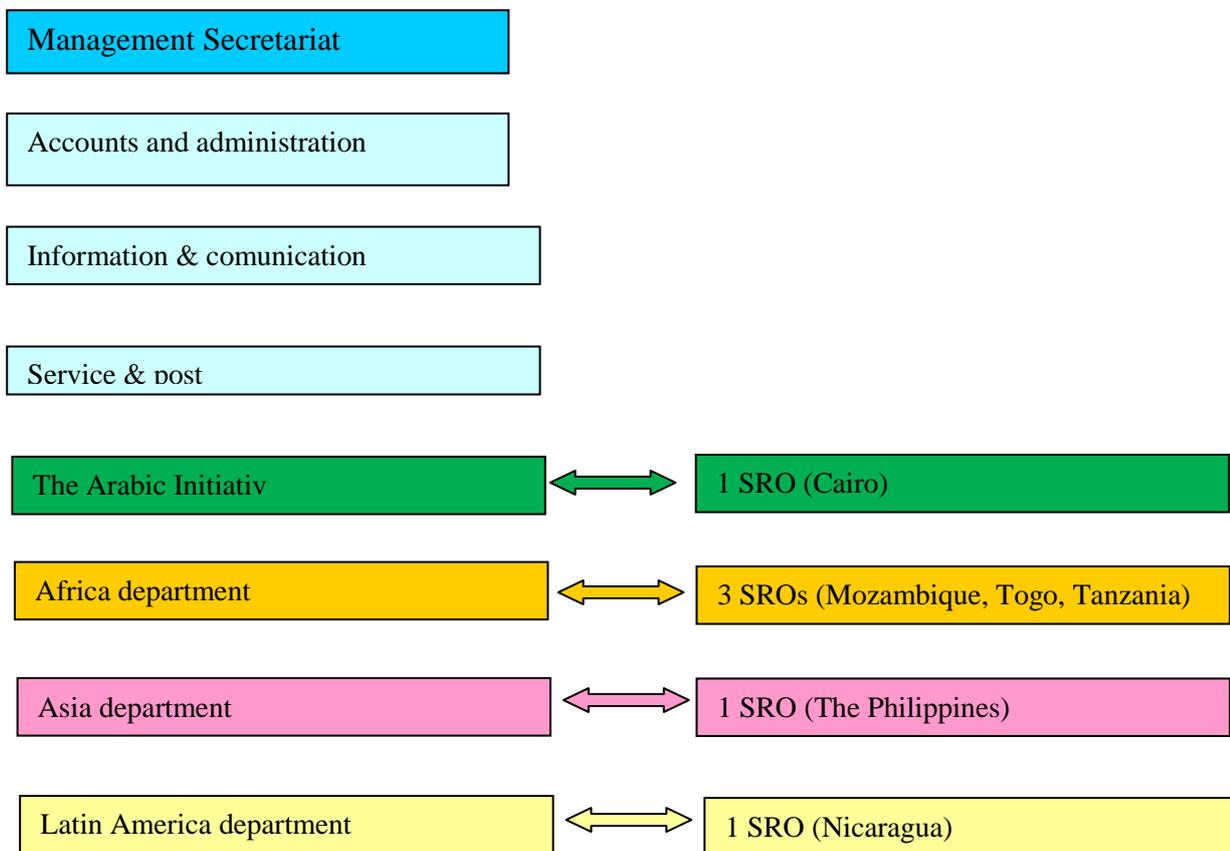
**Ulandssekretariatet**  
LO/FTF Council

## 1. Introduction to the LO/FTF Council Sub Regional Offices (SRO)

Since spring 2006, the Danish Ministry of Foreign Affairs launched a set of administrative guidelines for NGOs (including the LO/FTF Council). The guidelines entailed a change of practice in a number of areas. The most profound change were the establishment of the LO/FTF Council's Sub-Regional Offices in the programme focal countries.

The LO/FTF Council's Sub-Regional Offices have the role and tasks, which are delegated to them by the LO/FTF Council. The Sub-Regional Offices are funded directly by the LO/FTF Council in accordance with the Danida guidelines.

The organisational structure of the LO/FTF Council is presented in Figure 1 below:



**This guide describes all relevant information and procedures in relation to the functioning of the LO-FTF Regional structure and the SROs.** It forms the point of departure for all staffs, international and local, and is continuously being updated and developed, in order to give correct and relevant information about the procedures, and action in relation both to the internal work of the LO-FTF Council's departments and to the cooperation with partner organisations in the regions.

## 2. Principal tasks of the Sub Regional Offices

The tasks of the sub-regional office may be divided in issues related directly to the individual partner cooperation; issues related to the overall implementation and monitoring at programme level; other tasks of the LO/FTF Council in the sub-regional context; and finally tasks related to the financial management of the offices and programme.

In relation to **cooperation with partners** the offices have the following tasks:

### Project implementation

- a. To coordinate and render technical assistance to the partner organisations in accordance with the Terms of Reference stated for each partner. I.e. participation in project implementation management committees, assistance in development of training programmes, technical assistance in implementation of education programmes, consultancy in identification of external resource persons etc.
- b. To assist the partner organisations in programme/project monitoring, establishing methods for progress assessment and reporting.
- c. To receive, appraise and give possible feedback (including follow-up of project implementation plans as per approved partner document) to the quarterly activity reports from all partner organisations in the sub region.
- d. To receive, appraise and give possible feedback to the annual progress reports from the partner organisations.

### Financial Management

- a. To assist the partner organisations in developing and maintaining financial systems and tools for budgets, sustainability plans, management info and working plans.
- b. To receive and appraise (including control of budget allocation as per approved partner budget) to the quarterly financial reports from all partner organisations in the sub region.
- c. Follow-up on eventual shortcomings in the financial reports. Reporting to the HQ in case of deviation from approved budgets etc.
- d. To provide instant submission of report (recommendation) for continued disbursement to the partner organisations. (For practical reasons disbursements will be done from Copenhagen to partners outside the sub regional office's host country).
- e. To receive and monitor the annual audited statement of accounts from the partner organisations.

In relation to **sub-regional tasks at programme level** the offices have the following tasks:

1. To prepare quarterly activity programme reports. (Compilation of partner reports converted into the programme report format).
2. To prepare annual progress programme reports. (Compilation of partner reports converted into the programme report format).
3. To prepare quarterly financial programme reports. (Compilation of partner reports + the sub regional office accounts converted into the programme budget format).
4. To prepare annual financial programme reports. (Compilation of partner reports + the sub regional office accounts converted into the programme budget format).
5. To prepare country programme wise annual statements of account based on the audited accounts from the partner organisations.



6. To arrange local audit of programme and sub regional office accounts before submission to HQ in Copenhagen.
7. To receive and check of travel account and other original expense vouchers from out-stationed and local staff in the region. Reimbursement of travel expenses.
8. To carry out payments of advances and expenses for programme related activities. Elaboration of accounts for expenses paid through the unit. The accounts will be audited locally.

In relation to **other sub-regional tasks** the offices have the following tasks:

#### Coordination and network

1. The Sub Regional Offices shall take part in increased donor coordination
2. The Sub Regional Offices will maintain a regular contact with the Danish embassies as well as with the local EU representation
3. The Sub Regional Offices will take part in the Danish NGO network in their respective countries
4. The Sub Regional Offices will contribute to the planning and implementation of the Programme Committee meetings in the region that aims at coordinating and evaluating the programmes.

#### Planning and logistics

1. Elaboration of proposals on agendas for the meetings
2. Elaborate programmes for the meetings and take care of logistical arrangements (transport, hall rental, interpretation etc.)
3. Collect and distribute background materials previous to the meetings and elaborate and distribute the latest summaries of minutes from partners' individual PAC meetings,
4. Act as Secretary to the Programme Committee and secure that minutes are taken and distributed.

#### Development of the LO/FTF Council interventions

1. Contributing to new ideas and initiatives to be pursued by the LO/FTF Council and partners.
2. Closely observing political, economic and social development – with particular focus on the labour market – in partner countries, and analyse and report relevant information to the LO/FTF Council and partner organisations.
3. Participate in meetings, workshops, conferences, etc. with institutions and organisations of relevance to the LO/FTF Council programme.
4. When required, liaise with the donor community in the region such as the EU and the World Bank

The sub regional office staff will work in accordance with the guidelines and the job descriptions (presented in Section 2 of these guidelines).

### **3. Contact details of the Sub Regional Offices**

The contact details of offices and staff of the LO/FTF Council, both in the office in Copenhagen and in the Sub-Regional Offices can be found on the LO/FTF Council homepage [www.ulandssekretariatet.dk/node/1138](http://www.ulandssekretariatet.dk/node/1138). The contact details will be updated frequently.

#### 4. The LO/FTF Council in Asia

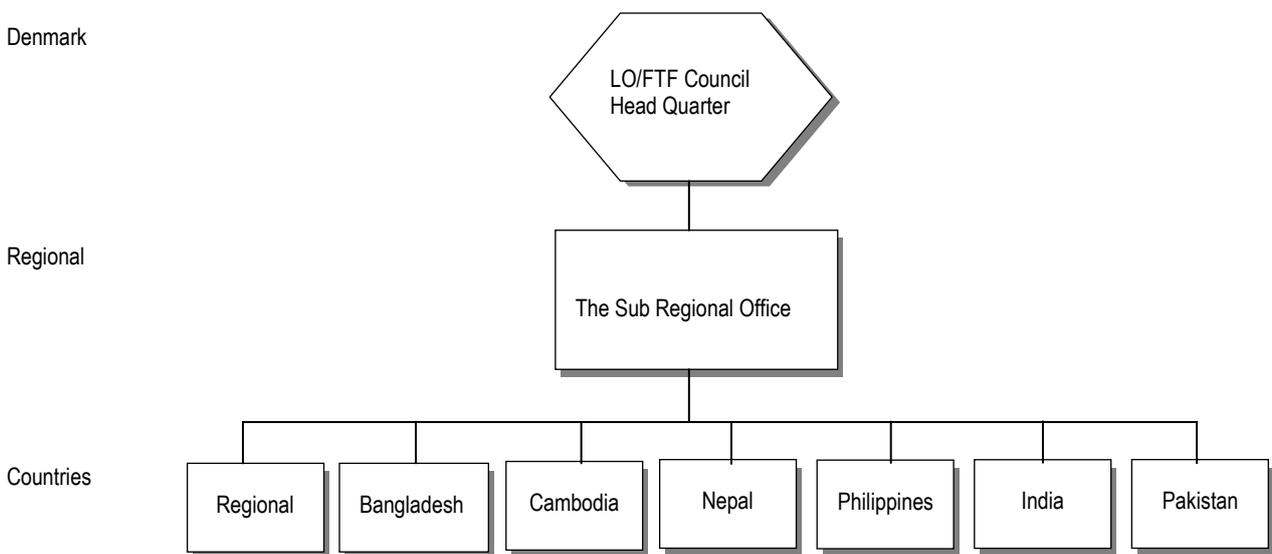
The LO/FTF Council has established a sub-regional office in Asia. The sub regional office delivers technical assistance and thematic advisory services to the partner organisations in each country programme, projects and other activities. Both the international and regional consultants, as well as other local staff extend their services in close collaboration and coordination with the colleagues based in HQ in Copenhagen.

*The objective for the Regional Structure is to ensure timely, relevant and efficient technical assistance of high quality, in close cooperation with the partners in the programme and other partners in Asia.*

**Figure 2** presents the institutional framework of the regional structure

The sub regional office will work under the supervision and authority of the LO/FTF Council Head of Asia and MENA departments. The sub regional office will in general assist partner organisations in pursuing the aims and strategies as outlined in the programme/project documents defining the collaboration between the LO/FTF Council and the partner organisations. The sub regional office will in general assist and represent the LO/FTF Council in monitoring and developing programmes/projects as defined by the LO/FTF Council’s working programme in Asia.

**Figure 2 Institutional framework of the regional structure in Asia:**



#### **The Programme and project portfolio in Asia**

The programme and project cooperation of the LO-FTF Council in Asia takes point of departure in the cooperation the LO-FTF Council has had with partner organisations in Asia since the beginning of the nineties, the Danish Ministry of Foreign affairs’ revised strategy: *Denmark in Asia - . Prioritising the Future* and its revised strategy for *Danish Support to the Civil Society in Developing Countries* as well as the *Decent Work Agenda* formulated by the ILO and embraced by



governments and the international community, as a prerequisite to achieve the *Millennium Development Goals* by 2015.

The LO/FTF Council seeks to support the internal capacity building of the trade unions and the development of regional and sub-regional networks among trade unions. At national level, the aim is to support the development of a strong national labour movement, which is able to support member organisations and local trade unions in recruiting and servicing their members and at the same time participate as a credible cooperating partner in the social dialogue with both government and employers.

In a broader context the project and programme cooperation takes place within the global network of trade unions affiliated to the ITUC and its regional organisation ITUC-AP, within specific sectors with the Global Union Federations, and on national level with national centres and their affiliates.

The **Development Objective** of the Regional Programme in Asia is defined as:

*By the end of 2015 the working and living conditions for children, women and men in both the formal and the informal economy will have improved substantially by strengthening the democratic institutions in the labour market and through the inclusion of the decent work agenda in the national labour legislation of selected countries in Asia.*

The programme focus on three key areas:

- *Labour laws, social dialogue and conflict resolution.* The MDG's recognises the need for a stable labour market to promote the growth needed to address poverty. The capacity to contribute to the revision and development of labour laws and to institutionalise social dialogue and conflict resolution on the labour market is a prerequisite to achieve a stable labour market.
- *Good governance & democracy:* The MDGs explicitly recognizes the interdependence between growth, poverty reduction and sustainable development. To achieve the MDGs the development and promotion of good governance is of key importance. The concept of governance has many attributes. Good governance includes being transparent, accountable, efficient and effective in making the best use of resources in a sustainable manner. This requires, amongst others, that the trade unions as one of social partners has the capacity to advocate and lobby for necessary legislative changes in general and can address social evils such as graft, corruption and abuse of power both within the public and the private sector.
- *Poverty alleviation and the growing numbers of workers in the informal economy:* The development deficit is specifically troublesome for the workers in the growing informal economy where work is precarious and generally unprotected. For most of the informal workers in the region, the admirable objectives of the MDGs have still not created any changes, as they are still under sub-standard work conditions. This is especially true in the case of the construction industry and particularly *women and children* are exposed in this regard.

The broad target groups are:

- the organised wage earners within the public and private sectors;



- the potential members of the unions;
- workers (children, women and men) in the informal economy.

Priority is given to gender equality and the ambition to encourage more women to take an active part in the work of trade unions.

The direct beneficiaries of support through the various programmes are the politically elected representatives, educators and labour activists of the partner organisations. The intended beneficiaries are the members and potential members of the trade unions, thereby including the population at large, not least the most destitute and marginalised children, women and men, who are currently working within the informal economy.

Both at the national and the regional level, one or more of the following **strategic intervention areas** are included in the programmes:

1. Institutional, organisational and thematic capacity development
2. Education programmes and systems for shop stewards
3. Information, lobby, advocacy and campaign activities
4. Administrative and financial project management systems
5. Organising strategies and development of trade union systems
6. Formation of networks and alliances
7. Social dialogue

Education of trade union activists is an important element in the LO/FTF Council supported programmes in Asia. It enables the four focus areas mentioned above to be reflected and turned into capacity building in practice. Education activities range from establishing vocational training and educational systems to shop steward education and study circle activities.

Capacity to carry out advocacy is an important element in any trade union participation in social dialogue in Asia, and advocacy has a high priority for the LO/FTF Council building capacity to participate in decision-making processes, including negotiations of collective agreements, improvements of working conditions and social security services.

## 5. The LO/FTF Council in Africa

### Cooperating partners

In a broader context the project cooperation takes place within the global network of trade unions affiliated to the ITUC and its regional organisation in Africa, within specific sectors with the Global Union Federations, and on national level with national centres and their affiliates.

### Programme and focus areas in Africa

The LO/FTF Council in Africa works within the four priority areas encompassed by the Decent Work Agenda.

- Access to gainful employment;
- Social dialogue;
- Rights at work – including occupational health and safety and HIV/AIDS.
- Social protection and social security

In Africa, these areas are currently implemented in one overall regional programme. Focus of this programme is the creation of more decent employment with emphasis given to the following issues:

- Decent employment and labour rights in Southern Africa
- Good Governance and Local Social Dialogue in East Africa
- Decent Employment and informal economy in West Africa.

In addition, the LO/FTF Council is implementing a two EU-funded programmes in Rwanda and Sierra Leone respectively. In Rwanda with a strong focus on the promotion of local social dialogue, while in Sierra Leone focus is on the extension of trade union services to operators within the informal economy.

The programme in Sierra Leone is further tying-in with a Danida Funded Alliance programme in four countries in West Africa. The programme is promoting the development of more decent employment by focusing on building both skills and capacity among micro entrepreneurs. This programme is being implemented in cooperation between the LO/FTF Council, the Danish Union of Education, and the Danish Federation of Small and Medium-Sized Enterprises.

Finally, the LO/FTF Council is implementing a programme in East Africa to promote social dialogue at both national and sub-regional level. The programme is implemented jointly with Danish Industry (DI).

### Strategy and objectives:

A common feature of most labour organisations in Africa is the need for both the organisational capacity and the knowledge required to partake in and influence concrete improvements and



development processes at work places in Africa. Many of the trade unions in Africa are relatively well-organised organisations with a membership of 40-70% of the wage earners. However, small-scale farming and informal employment encompass up to 80-85% of the total workforce. The overriding strategy is therefore to provide assistance for trade unions to reach out to both the current and potential union members in the public and private sectors, as well as the labour force within the informal economy.

The LO/FTF Council seeks to support the internal capacity building of the trade unions and the development of regional and sub-regional networks among trade unions. At national level, the aim is to support the development of a strong national labour movement, which is able to support member organisations and local trade unions in recruiting and servicing their members and at the same time participate as a credible cooperating partner in the social dialogue with both government and employers.

The overall objective of the cooperation in Africa is to build capacity within the trade unions, strengthening their capacity to provide services to members and to promote a further democratic development, contribute to poverty alleviation, and to meet the many challenges at the labour market.

**Target groups:**

The broad target group is the organised wage-earners within the public and private sectors, as well as the potential members of the labour movement. Priority is given to gender equality and the ambition to encourage more women to take an active part in the work of trade unions.

The direct beneficiaries of support through the various programmes are the politically elected representatives, educators and labour activists of the partner organisations. The intended beneficiaries are the members and potential members of the trade unions, thereby including the broad population, not least the most destitute and marginalised, who are currently working within the informal economy.

**Programme strategies:**

Both at the national and the regional level, one or more of the following strategic intervention areas are included in the programmes:

1. Institutional and organisational capacity development
2. Education programmes and systems for shop stewards
3. Information and campaign activities
4. Administrative and financial project management systems
5. Organising strategies and development of trade union systems
6. Formation of networks and alliances
7. Social dialogue

**Education activities and Advocacy are prioritised in all projects:**

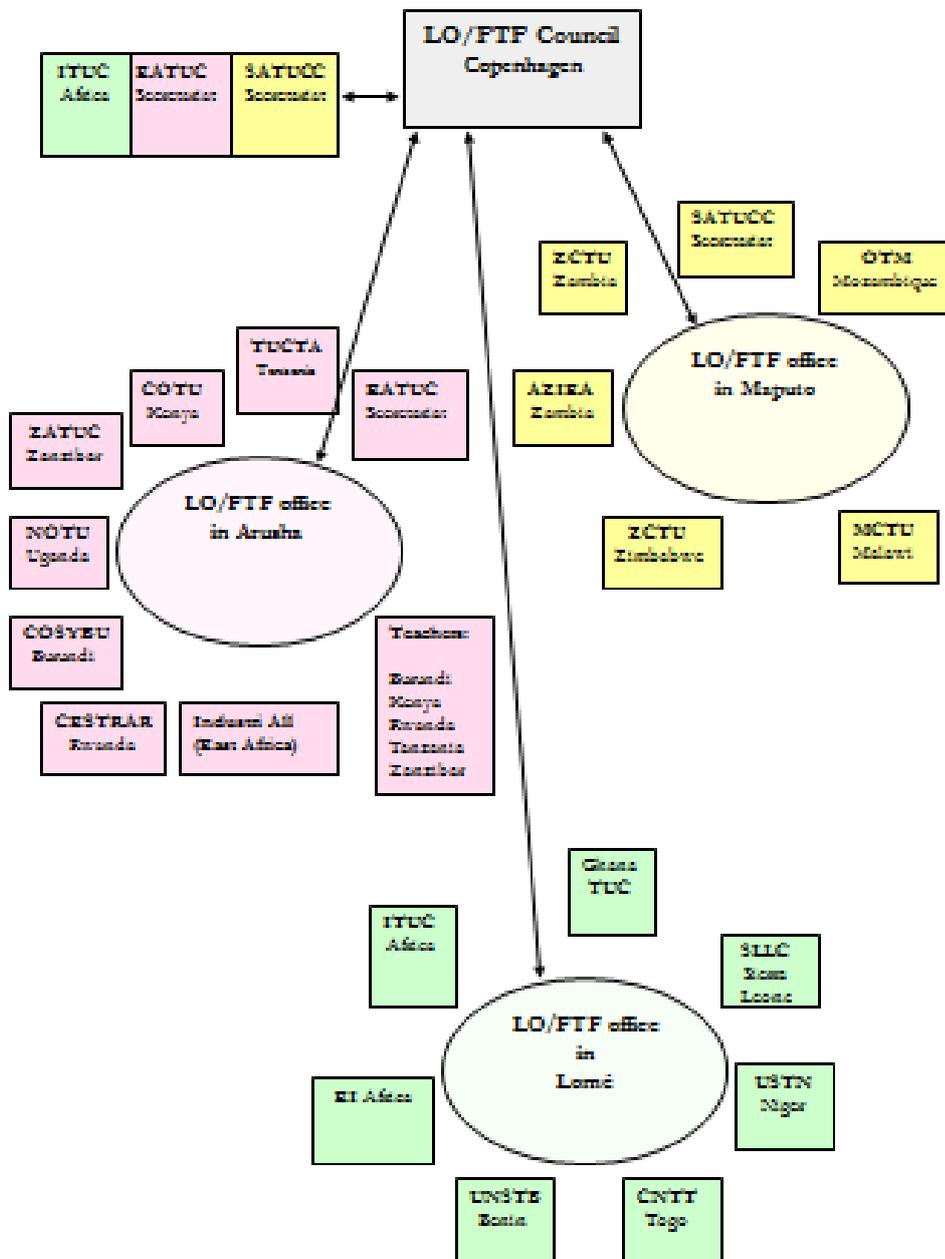
Education of trade union activists is an important element in the LO/FTF Council supported programmes in Africa. It enables the four focus areas mentioned above to be reflected and turned into capacity building in practice. Education activities range from establishing educational systems to shop steward education and study circle activities.



Capacity to carry out advocacy is an important element in any trade union participation in social dialogue in Africa, and advocacy has a high priority for the LO/FTF Council building capacity to participate in decision-making processes, including negotiations of collective agreements, improvements of working conditions and social security services.

**Presence in Africa:**

The LO/FTF Council currently has offices in Mozambique, Togo and Tanzania, which extend technical assistance and thematic advisory services to each project. Both the international and local advisors extend their services in close collaboration with the Head of the Africa Department, based in Copenhagen.



## 6. The LO-FTF Council in Latin America

### Regional Organisation

The LO/FTF Council established a regional office in Central America in 1997, when the organisation initiated support to union organisations in the region. Until 2005, the office was located in Guatemala City, and has been placed in Managua since then, where office facilities are shared with the Danish federation 3F. The LO/FTF Council has maintained limited office facilities in Guatemala City, which - due to well established relations with financial institutions and audit firms in Guatemala - continues to be the focal point for the financial administrative management of the activities of the LO/FTF Council in the countries of the region.

As the employees assist and supervise different national and regional components of the programme in Latin America and as they carry out activities of coordination with civil society organisations throughout the region, the office still is known as the Regional Office of the LO/FTF Council: *La Oficina Regional del Consejo Sindical Danés de la LO y FTF*.

The regional work team consists of four employees - being one social work unit, but based in different locations: One Regional Programme Coordinator/International Consultant and one programme assistant based in Nicaragua, one Regional Adviser based in El Salvador and Honduras, and one Regional Financial Adviser based in Guatemala. Despite the physical division of the office team, daily communication and coordination as well as frequent meetings are sine qua non prerequisites for the functioning of the office as one integrated regional LO/FTF unit.

The Regional Office of the LO/FTF Council is responsible for monitoring and supervising the programme activities, and from July 2010: Eight individual programme components supported by the LO/FTF Council in Latin America. The employees provide advisory and technical assistance to the management of specific components within the frame of the programme. They are responsible for the overall quality insurance and monitoring, i.e. for:

- provision of advisory assistance to project teams and partners upon request
- supervision of project implementation in the region, especially in relation to organisational and educational development in accordance with the project document
- assistance to project teams and partner organisations in ensuring that procedures for budgeting, accounting, and reporting are observed.

The regional advisors work in close collaboration and coordination with the colleagues based in HQ in Copenhagen – and under the authority of the Regional Programme Coordinator/International Consultant, who in turn refers to the Secretary General of the LO/FTF Council.

### Problems, Partners & Priorities

The problems confronted by the populations at the labour markets in Latin America are similar and often comparable throughout the region, and will increasingly be integrated due to the processes of globalisation. As of today, populations are fighting to keep their current jobs, regardless of the conditions. Un- and underemployment are widespread - particularly affecting women, young, immigrant, and indigenous workers. A large part of the surplus labour force is comprised of a young population having little access to education and quality jobs. Women represent another vulnerable



group within the workforce. Domestic and social responsibilities remain the domain of women, and they are most likely to be employed low-paying jobs (e.g. the new industries) or in the informal economy. The majority of the working populations find employment and income in the informal economy, most of them categorized as poor and having no access to social security. Violations of labour rights are also common throughout the region, an important aspect characterizing conditions in the labour market and affecting millions of working people. ITUC and ILO continue to document that the formal as well as informal labour markets are characterized by frequent and to some extent systematic violations of basic rights. Likewise, lack of political transparency, widespread corruption, and lack of law enforcement are common features.

### **Objective, Target Group & Strategy of the regional programme in Latin America**

The regional programme 'Dialogue and Social Responsibility in the Labour Market in Latin America' is expected to run until 2015. It provides support to union organisations in five countries of Latin America, aimed at strengthening the voice of workers' in their quest for a more sustainable socio-economic and political development through changed conditions in the labour markets. This is done by supporting eight components within the programme.

The programme support evolves around capacity building of the union organisations, enabling them to carry out effective advocacy and through social dialogue to influence a democratic development, to meet the challenges of human rights' violations at the labour market, and to become strong social actors within poverty reduction.

The *overall objective of the programme* is to ensure that:

By 2015, the trade union movement in Latin America has enhanced its capacity to advocate for workers rights on the labour market and will be able to influence the economic development at national and regional levels, thus, contributing to: democratisation of the society, improvement of the human rights' situation and poverty eradication

The *target group* includes men and women, most age groups, different ethnic groups, and lower income groups - a broad range of economically active workers in Guatemala, Honduras, Nicaragua, Paraguay, and Bolivia.

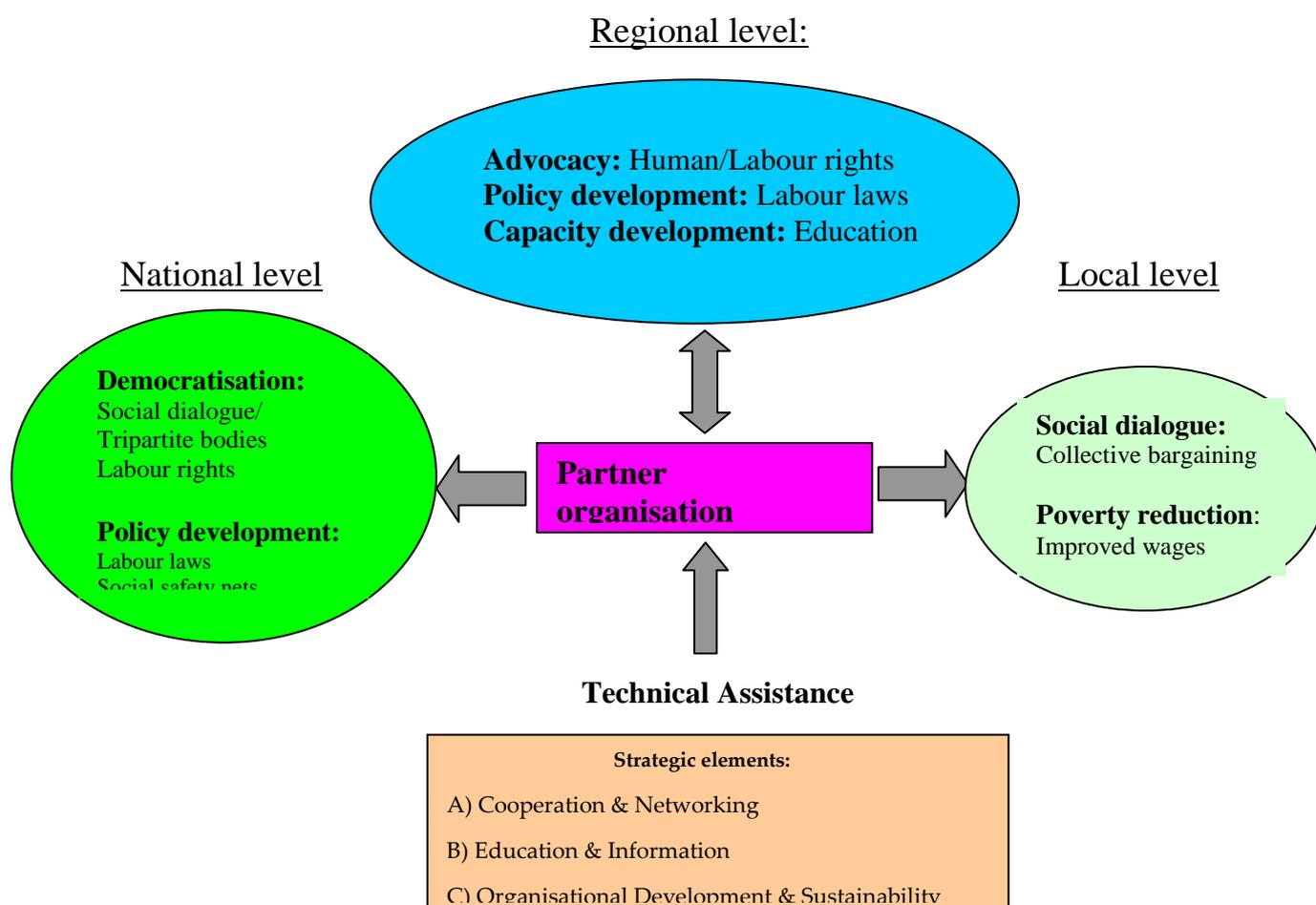
Two cross-cutting *strategic priority areas* are introduced in this programme to operationalise the work of the unions in their struggles to deepen democracy, defend human and workers' rights, and to combat poverty in the region. It has been decided to focus the support from the LO/FTF Council on the following two thematic issues:

- 1) To strengthen unions' claims and efforts to globalize *decent work* in the labour market
- 2) To support their advocacy for putting *good governance* into practice at national level

In order for the trade union movement to become a *change agent* for the development of a just and democratic society, capacity building for advocacy and participation is required. This includes dialogue, conflict resolution, negotiation, organisational and skills development. In short, the *overall strategy* for the LO/FTF Council's programme activities in Latin America, is:

To promote unity and improve the conditions for a strong and democratic trade union movement representing the interests of workers and developing its capacity to be a partner in national development

In practise, the strategy is implemented by delivering technical assistance to the partner organisations evolving around four well defined *strategic elements*. The partner organisations will also be supported with *advocacy, policy development and capacity development* from the regional and the sub regional levels. The capacity development enables the national partner organisation to engage at the local level and to improve conditions for the individual member, and through this gain strength and credibility. At the national level, the partner organisation will also develop the capacity to participate in the nation building endeavours and to contribute to social harmony. Please see figure below.



The two cross cutting themes, *decent work* and *good governance*, being the common denominators governing all activities within the programme, are adapted to the local socio-economic conditions within the individual countries and the organisational development and priorities of the partner organisation in question. But for all partnerships in the different local contexts, the driving force is one simple assumption: That strengthened capacity of the union organisations to enter into social dialogue and advocate for decent work and good governance constitutes an important means to develop *a sustainable labour market, growth and poverty eradication*.

## **7. The LO/FTF Council in MENA**

### **Organisation of the MENA-team**

The LO-FTF Council in Copenhagen has the overall responsibility for the programme implementation. The day-to-day implementation, and the project cycle management of the programme in the MENA region, is carried out by the “low-key” LO/FTF Council sub-regional office in Cairo (with an Egyptian advisor and a part-time accountant/administrative assistant), and a regional advisor in Tunis.

The Cairo office operates on an entirely legal basis, yet, is intended to be “low key” due to the security situation for international organisations. The purpose with the Cairo office is to ensure the highest possible efficiency, effectiveness and flexibility of the programme implementation and to be able to provide a “demand-driven” level of technical assistance to the partners. The office furthermore acts as “neutral ground”, where the different TU organisations can meet to discuss conflictive topics.

The advisor in Tunis covers programme activities in both Morocco and Tunisia. The advisor is placed at the partner’s premises in Tunis and works closely with the programme steering committee in order to provide a “demand-driven” level of technical assistance to the partner. In order to monitor activities in Morocco, the advisor travels on a regular basis to the two regions in which the five partners reside. A local consultant is hired on an ad-hoc basis in accordance with implementation needs.

The LO/FTF Council office in Copenhagen (a part-time head of department, a programme coordinator and a part-time financial assistant) provides support in terms of political, technical, operational, financial and administrative issues. A fluent and close collaboration and coordination is ensured through weekly skype-meetings in the MENA-team and regular visits by the Copenhagen office to the three countries. The regional advisors work under the authority of the Regional Programme Coordinator/International Consultant, who in turn refers to the Secretary General of the LO/FTF Council.

### **Problems, partners and priorities**

Beginning in December 2010, massive and unprecedented popular revolts and demonstrations spread through a range of countries in North Africa and the Middle East. The uprisings started in Tunisia and were, by and large, incited by the mounting dissatisfaction with the economic situation, unemployment for especially young people and by demands for democratic reforms. The uprisings, which have popularly been named the “Arab Spring”, are changing the democratic scenery of many of the countries in the region dramatically. However, despite the standing positive developments the term “Arab Spring” is losing some of its positive connotation and the optimism has somewhat subdued. It has become clear that the new development is extremely unevenly grounded and fragile across the region, and has not yet materialised in a wide scope of reforms or job creation. In Egypt, the army has seized power and is cracking down on the Muslim Brotherhood with brute force. In Tunisia, political violence has sent the country into a political crisis blocking progress in the transitional process and deteriorating the economic situation, and elsewhere such as in Morocco and



Bahrain the course has either been that the initial voices for change have never really taken root, or a brutal break down on democratic voices by the regime. And all this continues to be highly influenced by geopolitics in the region.

Therefore, the political and economic reforms for the creation of true democracies, checks and balances, accountability and national dialogue will take its time to be implemented, and the trade unions that have had an important role from the beginning, will continue to have an important role to play in the years to come to facilitate the national dialogue process, advocate for reforms and represent the workers of the region. To be able to do so, the new independent and democratic trade union structures that have emerged, changed and/or sprung out of the old state controlled entities will require continued support and technical assistance from international trade union experts if they are to take on the increasing role in the reform process of the MENA region and secure a fair disbursement of the wealth.

The main partners in the MENA-region are the independent and democratic trade union organisations, which are able to successfully represent the interest of the workers and which can be considered as change agents in the democratic development and reform processes in the region. Furthermore, the programme seeks to establish sustainable relationships for social dialogue with progressive employers' associations in the region.

The Danish Partners in the programme are primarily the Danish LO/FTF Council, Danish LO and FTF, selected Danish trade union federation, such as the Danish Teachers Federation (DLF), Danish Metal federation and trade union youth and women networks. In addition, the FIU Equality network and a Danish trade union youth network are involved in the programme.

Specific priority is given to the strengthening of women and youth who are often marginalised and have limited access to decision-making platforms within the trade unions as well on the national level. Specific focus is also given on anchoring activities with the resource base in the Danish trade union movement, specifically through the activities of the Danish-MENA dialogue.

## **Objective and strategy of the MENA-programme**

The overall long-term objective of the LO/FTF Council Partnership Programme in the MENA region is to contribute to industrial peace and social dialogue in the labour market and to the development of sound democratic trade union organisations, thereby contributing to economic growth and job generation. The programme is supported under the Danish-Arab Partnership Programme (DAPP) of Danida. The LO/FTF Council is among the 11 framework organisations receiving support under the DAPP, and the present programme "rolling-plan" is approved for the period of 2014-2016 with 19 million DKK.

The programme contains three components; 1) Awareness raising and protection of workers' rights by increasing the capacity of trade unions to advocate for awareness on freedom of association and protection of workers' rights; 2) Establishment of mechanisms of Social Dialogue for policy reform within social and economic development; 3) MENA-Denmark dialogue and partnerships at the political level as well as creating gender and youth networks to exchange experiences and best practices within Social Dialogue.



The strategy of the LO/FTF Council in the MENA region is rights-based and contains three focus areas:

- Improving the economic and social rights – through e.g. labour market reforms, Social Dialogue with the employers' organisations and policy dialogue.
- Safeguarding the civil and democratic rights- through support to e.g. Trade Union development, to setting up trade union structures and establishing a legal observatory.
- Establishing partnership between Danish and MENA region stakeholders and opinion-makers from – or close to - the labour market, e.g. youth and women trade union networks, labour market experts and journalists.

The three focus areas are interlinked and connected. In addition, given the high level of uncertainty on e.g. the progress on reform processes and ability or constraints for our partners to operate, the intervention modality will be flexible. The specific interventions will be selected from within the three focus areas, and adapted to the circumstances