

The Danish Trade Union Development Agency's Development Policy Platform 2017

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Introduction:

The deregulation of the labour markets, the global job crisis, the global migration crisis, the growth of the informal economy, the climate changes and the process of green transition, in short; globalisation also challenges Denmark and means the Danish development policy is moving closer to foreign and trade policies, as a strategic tool to also serve Danish interests. In this context it is important to retain and develop Danish initiatives that focus on the labour market, both public and private, as a vital prism through which development assistance should be seen. Primarily to support initiatives that will create the 470 million new jobs required by 2030 if the global job and migration crisis is to be overcome.

The development policy platform of the DTDA takes its point of departure in the priorities and values expressed in the development policy strategies of the Danish Trade Union Confederation/Fagbevægelsens Hovedorganisation (FH). On behalf of, and in cooperation with the Danish trade union movement, the DTDA contributes to qualified development assistance in the labour market in the South. At the same time the assistance ensures that the political efforts made by the trade union movement to influence Danish development policy are grounded in concrete knowledge of, and experience with labour market issues and conditions in the recipient countries.

The 17 Sustainable Development Goals (SDG's,) which have succeeded the Millennium Development Goals, constitute a comprehensive policy frame for all development stakeholders, including the DTDA. Our focus is on primarily 6 goals; goal 1: End poverty, Goal 4: Quality Education, Goal 5: Gender Equality, Goal 8: Decent work and economic growth, Goal 10: Reduced inequalities, Goal 17: Partnerships for the goals. To pursue these goals the DTDA will engage in a Strategic Partnership Agreement From 2018 -2021 with the Danish Ministry of Foreign Affairs through a consortium comprising of the DTDA, the United Federation of Danish Workers (3F) and Danish Industry DI.

Simultaneously the DTDA is striving specifically to maintain and strengthen the support from the Danish federations and their members' continuous commitment and knowledge of development assistance. This is done i.e. through the establishment of solidarity projects, internship for young members, campaigns, etc.

The development policy platform of the DTDA gives an extensive description of the approach with which the DTDA undertakes its work for and with the Danish trade union movement in the development assistance.

1. Ideas and Values

The DTDA is anchored in the Danish trade union movement¹ and is based on the values of the trade union movement. Since it was established at the end of the 19th century, the trade union movement has built on solidarity, unity and the creation of opportunities and security for the individual.

The prerequisites of freedom and security are jobs for everyone, economic justice and equal access to social benefits.

The trade union movement wants a welfare society which builds on democracy, security, social justice, a clean environment and development opportunities for the individual. Through collective agreements and political regulation of the economy, the trade union movement strives to develop the welfare society, increase workers' income and strengthen the participatory democracy in workplaces. Through collective agreements, the trade union movement secures the rights of every worker and security in working life. In order to provide everybody with opportunities of personal fulfilment, the trade union movement wishes to promote the development of workplaces that view their employees as their most important resource, provide space for disadvantaged groups of workers and undertake responsibility for the physical and mental working environment.

All people are different but must be given the same rights and opportunities. No one should be discriminated, neither directly nor indirectly because of gender, age, disability, race, skin colour, religion, political views, sexual orientation or national, social or ethnic origin, and equal pay must be provided for equal work or for work to which equal value is attributed.

Each person should have influence on his/her working conditions so that a good balance between working life and family life is attained, while having the opportunity of ensuring his/her security by continuous skills development and lifelong learning.

The trade union movement has a global responsibility. Solidarity covers workers in all parts of the world and will contribute to ensuring political, social and economic rights for everyone.

Through international cooperation, the trade union movement will contribute to defend and develop fundamental rights and common values on the global political arena and in this way influence the preconditions for the development of the Danish welfare society. Solidarity is global, and the trade union movement share a responsibility for the trade union and political unity with workers in the global labour market. The Danish trade union movement contributes actively to developing the rights of workers across borders and participates in securing societal development of developing countries through e.g. socially balanced economic and green growth and access to international trade.

Denmark belongs to the most prosperous part of a globalised world and must therefore assume its part of the responsibility to assist people living in poverty and distress, not the least in order to contribute to a peaceful and just world.

¹¹ The DTDA was founded on 1st of April 1987 by the FH and is managed by a Board of 15 members. All major affiliated unions of the FH are represented on the Board. The DTDA was created to facilitate assistance to the development of the trade union movement in developing countries on behalf of the FH. The DTDA does not have individual members but the unions affiliated to FH have more than 1,400,000 members. The support from members is guaranteed through the well-established democratic structures in the Danish trade union movement.

2. Background

The DTDA is the joint professional development assistance agency of the Danish trade union movement and develops programme/project co-operation and methods as well as implements these on the basis of the values, objectives and networks of the trade union movement.

The DTDA contributes to the creation of fair democratic, social and economic conditions for all in developing countries, through the development of sustainable labour markets with social dialogue, tripartite institutions and a democratic and well-functioning trade union movement.

Any sustainable democratic society is able to first and foremost ensure the basic needs of its citizens and provide them with the opportunity of social mobility through education, training and employment. Those places in the world where societies and nations have made the best progress in social development with opportunities and social security for all their citizens are the nations or societies where state administration is transparent and based on democracy and democratic principles of law; where employers contribute to ensuring investments, employment and day-to-day management and where a democratically organised trade union movement represents workers' interests.

Likewise, a “sustainable development” will not take place in any country without a “sustainable labour market”, whether public or private. A sustainable labour market means that employers and the trade union movement are capable of making and respecting agreements that ensure living standards for workers as well as progress for the enterprise. A sustainable labour market also implies that the state has the political will to develop a business sector, initiate job-creating activities, and ensure access to relevant education and training, and to social protection for all. A sustainable labour market therefore requires responsible employers' associations and well-functioning, democratic trade unions.

Establishing the institutions that jointly ensure a sustainable development is not something that is easily done externally. This process must take place among the people in the various societies. The process is about the balance of strength between the partners. The DTDA supports the development of the usually weakest part of the system – the democratic trade union movement. This also implies support to engage in dialogue with both employers' organisations, labour ministries and other stakeholders in the labour markets.

Globalisation has changed the balance of power within societies and impacts on labour market structures all over the world - also in Denmark. Through more open markets and international trade agreements, the regional mobility of the labour force is improved. The challenges faced by the trade union organisations within the private and the public sectors are changing accordingly, making demands for capacity, not just within each trade union organisation but also at regional and international levels.

The deregulation of labour markets, the global job and migration crisis, the growth of the informal economy, the climate changes and the process of green transition also challenges Denmark and consequently the Danish development policy is moving closer to foreign and trade policies, as a strategic tool also to serve Danish interests. In this context it is important to retain and develop Danish initiatives that focus on the labour market, both public and private, as a vital prism through which development assistance should be seen. First and foremost to support initiatives that will create the 470 million new jobs required by 2030, if the global job and migration crisis is to be overcome.

Together with the ILO Conventions, the Decent Work Agenda constitutes the pro-active opportunities available to the international trade union movement for promoting the social dimension of globalisation.

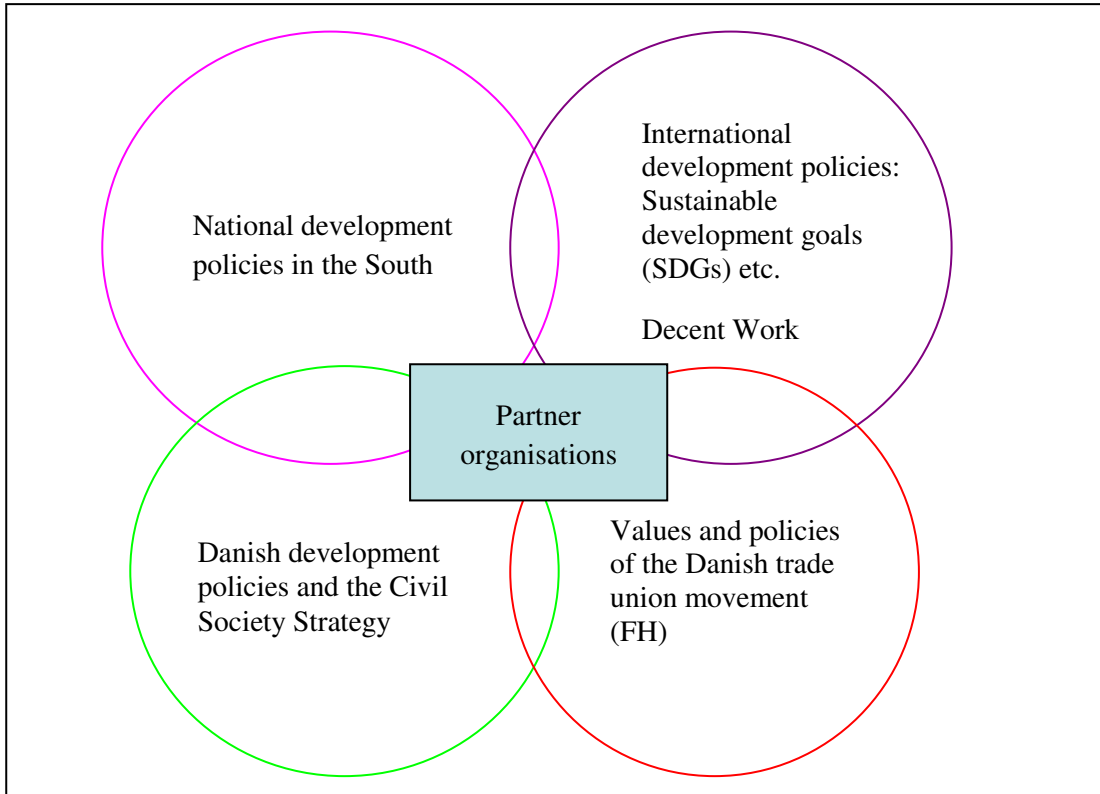
3. The overall policy framework of the DTDA's interventions

As illustrated in **figure 1**, the policy framework for the interventions of the DTDA is defined by the common grounds between:

- Values and policies of the Danish trade union movement (FH)

- The Danish government’s development policies and their Civil Society Strategy (CSS)
- International development policies and strategies (ILO, ITUC, WB, IMF, etc.)
- National development policies and Poverty Reduction Strategies of recipient countries
- Policies and strategies of the local partner organisations.

Fig. 1: The DTDA’s policy framework for the development and implementation of programmes in the South.



The basis for the rights based development work of the DTDA is the UN Charter of Human rights; § 23, § 24 and § 25. These paragraphs essentially touch on most aspects connected to the conditions on the labour market.

These fundamental human rights are further reinforced by the eight ILO core Conventions, which can be summarised as the following:

- Freedom of association and the right to bargain collectively (no. 87 and 98)
- Prohibition of forced labour (no. 29 and 105)
- Prohibition of child labour (no. 138 and 182)
- Prohibition of discrimination based on race, gender or sexual orientation (no. 100 and 111)

During the late 1990'ties the ILO developed the concept of “*decent work*” (DWA) which includes the gist of the core conventions and emphasized the importance of making decent work a strategic international goal and promoting a fair globalization.

The four pillars of the decent work agenda are:

- | | |
|-------------------|----------------------|
| 1. Job creation | 3. Social protection |
| 2. Rights at work | 4. Social dialogue |

In 2015, during the UN general assembly in New York, the leaders of the world's governments decided on an ambitious development plan, including 17 Sustainable Development Goals. The 17 Sustainable Development Goals (SDG's) constitute a comprehensive policy frame for all development stakeholders, including the DTDA. Our focus is primarily on 6 goals; Goal 1: End poverty, Goal 4: Quality Education, Goal 5: Gender Equality, Goal 8: Decent work and economic growth, Goal 10: Reduced inequalities and Goal 17: Partnerships for the goals.

To pursue these goals the DTDA will engage in a Strategic Partnership Agreement From 2018 -2021 with the Danish Ministry of Foreign Affairs through a consortium comprising of the DTDA, the United Federation of Danish Workers (3F) and Danish Industry DI.

The Danish government's strategy for development cooperation: "The World 2030: Denmark's Strategy for Development, Cooperation and Humanitarian action" also constitutes an important platform for the development support of the DTDA towards a sustainable labour market in the South. Since the end of the 1980s, the Danish trade union movement has strived to get the labour market recognised as an important strategic issue in development assistance and as a basis for a sustainable development in any country, of equal importance is the recognition of the private sector as a driver in development and job creation. With this strategy and the cross cutting emphasis on Goal 8: Decent work and economic growth, it appears that these advocacies have been well carried.

The Danish Civil Society Strategy (CSS) defines the following overall objectives:

"- promotion of sustainable development through broad-based, pro-poor economic growth with equal participation of men and women.

- promotion of human development through expansion of the social welfare sectors, including education and health.

- promotion of democratisation and popular participation in the development process, the establishment of a rule of law and good governance as prerequisites for stable economic, social and political progress."

The CSS objectives correlate well with the decent work agenda and together with the policy framework described above represent the perimeters of the interventions which the DTDA engages in through the international networks and bilateral partnerships.

3.1 Development objectives of the DTDA's interventions in the South:

The overall development objective of the DTDA's interventions in the South, is: **"to eradicate poverty and support the development of a just and democratic society, by furthering sustainable growth and the DWA, including:**

- ✓ Promotion of decent jobs, a just transition to the green economy, and a sustainable labour market, both institutionally and economically;
- ✓ Development and strengthening of labour legislation for the protection of workers and creation of social safety nets, that are inclusive, sustainable and adapted to national conditions;
- ✓ Promotion of social dialogue in the labour market, tripartite structures and mechanisms and corporate social responsibility.

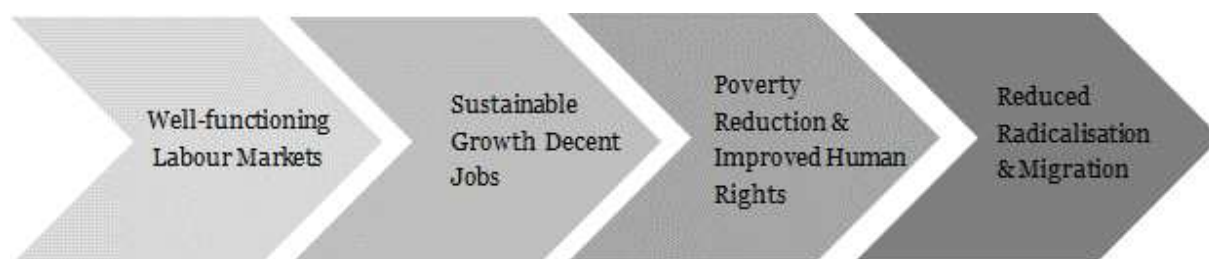
- ✓ Support to workers in the informal economy to organise and negotiate with authorities, as well as providing vocational and other training for them.

4. The overall strategy of the DTDA for the development of the labour market in the South

The SDG 8 . Decent work and sustainable economic growth is the primary goal for the activities of the DTDA. The point of departure for this is the International Labour Organisation's (ILO) "Decent Work Agenda" (DWA) with the "Four Decent Work Pillars" as follows:

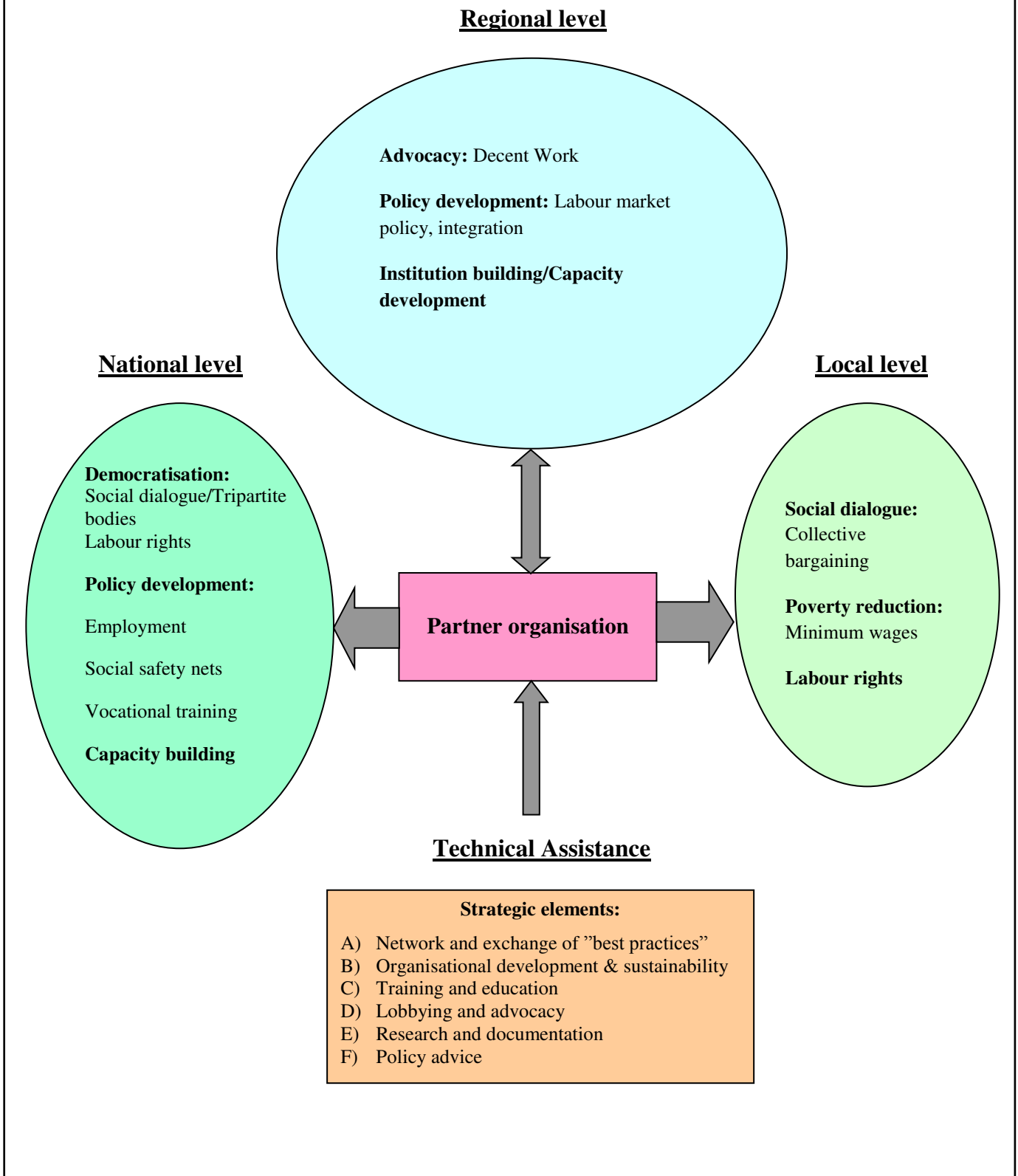
1. Creating decent jobs
2. Guaranteeing rights at work
3. Extending social protection
4. Promoting social dialogue

These four intervention areas, together with the establishment of conducive framework conditions including an efficient public sector, establishment of tripartite structures and advocacy for labour law reform, constitute the prerequisites for the development of well-functioning labour markets and sustainable economic growth. The overall theory of change is illustrated underneath.



In order for the trade union movement in the developing countries to become a *change agent* able to promote the DWA for the development of sustainable labour market, capacity development in a number of areas is required. Therefore the DTDA also seeks to involve employers' organisations, in Denmark as well as in partner countries. The strategic approach of the DTDA is centred on the partner organisations, aiming at improving their ability to act at regional, national and local levels. **See figure 2.**

Fig.2



4.1 Strategic elements

The DTDA and partner organisations employ a number of strategic elements and use the programme cooperation as a joint platform to further develop these:

- A) Networking and exchange of best practices
- B) Organisational development & sustainability
- C) Training and education
- D) Lobby and advocacy
- E) Research and documentation
- F) Policy advice

These six basic strategic elements constitute the core of the assistance provided by the DTDA when supporting capacity development and empowerment of partner organisations. The methods are adapted to the particular needs of the partner organisation and their possibility to take ownership and draw benefit from the support.

Strategic element A: Networking & exchange of best practices

In order for the voice of the trade union movement to be recognised, it is necessary for the trade union organisations to intensify their cooperation and unification. The support from the DTDA includes providing trade union organisations with possibilities to meet, exchange experiences, as well as planning joint political initiatives – helping to create national and regional platforms and resource bases for dialogue.

Strategic element B: Organisational development & sustainability

Cooperation may include support to the development of formal organisational structures, support to the process of unifying unions, or support to the legislation on the national or regional level. Focus lies on facilitating the development of concepts, tools and services for unions and associations within the informal economy where the most deprived and impoverished groups within society are to be found. An important element of the support provided is to strengthen the administrative capacity, the financial base, and the management structures of the partner organisations.

Strategic element C: Training and education

It is essential for trade unions that all elected representatives have a broad insight into social and economic contexts, enabling them not only to represent their members and defend their basic rights – but also to gain social legitimacy. In this sense, knowledge is power. Training of unionists is a basic methodological foundation for the activities supported by the DTDA. Training is used as a strategic tool for internal democratisation, gender mainstreaming, empowerment and development of the organisational capacity, including the establishment or further development of more institutionalised educational systems.

Strategic element D: Lobby and advocacy

In strengthening the trade union visibility and recognition as a social partner in any development strategy based on growth and employment, the organisations need to develop their capacity to effectively employ a range of lobby and advocacy tools reaching out to decision makers, raising awareness and building public support through the media, campaigns etc. The DTDA gives emphasis to provide support to the partner organisations in developing capacity and a set of tools to strengthen their ability to influence decision making at all levels of society.

Strategic element E: Research and documentation

For trade unions to effectively participate in tripartite discussions, as well as to carry out effective lobby and advocacy, it is necessary that well documented data and information are accessible and available within the organisations. The DTDA is systematically producing Labour market profiles for each country, where cooperation is ongoing. This is combined with supporting partner organisations to build capacity and carry out research to provide an informed basis for trade union leaders to participate in bi- and tripartite

negotiations at national, sector and local levels. Support to the establishment or consolidation of regional research networking and linking up with other regional research networks is also carried out.

Strategic element F: Policy advice

The DTDA offer policy advice in connection with the individual partner organisations development of strategies and policies. This includes drawing on the extensive network of experienced resource persons from the Danish trade union movement, the DTDA and international networks. This entails, without being limited to, collective bargaining, CSR, OHS, organisational development and adult education.

4.2 Policies, strategies and tools

The DTDA’s predominant areas of intervention are:

- Organisational development, unification among trade unions and the creation of networks
- Democracy and social dialogue, democratization processes and trade union and other human rights
- Poverty reduction and informal economy – improvement of living standards and employment
- Advocacy and redistributive policies, including alliances with civil society in general
- OHS - including HIV/AIDS

To meet the specific needs of the partner organisations, unique and individual strategies are always developed in collaboration between the DTDA and the partner organisations. In this connection the experiences and strategies/tools which the DTDA has developed throughout the years are used. They are utilised across organisations and regions and are adapted to the specific conditions of the individual partner organisation. The strategies and tools are all approved by the Board of the DTDA and are systematically revised and updated on the basis of experience. New strategies are also developed as new challenges arise. Some of them can be seen in **figure 3**:

Fig. 3

”Decent Work Agenda”	Strategies/policies:	Tools:
1. Creating jobs	Strategy on poverty and employment Strategy on economic growth and employment in the informal economy	
2. Rights at work	Guaranteeing rights at work Gender equality strategy	
3. Social safety nets	HIV/AIDS strategy	
4. Social dialogue	Social dialogue strategy	Collective bargaining agreements for shop stewards Labour Market profiles
Capacity building:	The four dimensions of sustainability:	Administration in trade unions
(in the South)	Partnership policy	Cost analysis Organisational analysis/Generation model
	Education as strategic tool for change	Adult educational courses, Module I, II and III To produce cheap training materials
	Advocacy strategy	Media, campaign and lobbying
(In Denmark)	Media, campaign and lobbying Organisational development of the DTDA	

All the strategies of the DTDA, policy papers, training modules and analytical tools are available online through the material database on the DTDA's webpage. They can also be obtained by request to the DTDA.

4.3 Partnership approach

The Danish trade unions are part of the international trade union movement and this provides the DTDA with access to a unique global network of partner organisations from almost every country in the world. National trade union centres and national federations from all over the world are closely collaborating through international organisations such as the ITUC and the Global Union Federations and participate on a regular basis in the policy and decision-making of the international trade union movement. This unique network makes it possible for the DTDA to engage in a meaningful cooperation in almost any country since the structure and partner organisations already exist.

At the same time the Danish organisations constitute an essential resource base for the DTDA in terms of technical assistance and highly specialised inputs to partner organisations.

As a basis for starting cooperation with new partners, an assessment is conducted within the following areas:

- The criteria of GDP/per capita in the country in accordance with the Danida guidelines.
- The democratic development in the country in question, including the violations of trade union and human rights.
- The role the country plays in the regional economy and its potential herein.
- The economic development and employment, including both the formal and informal economy.
- The prospective partner organisation's credibility, legitimacy and its willingness to democratic development and advocacy as well as its ability to utilise the technical assistance that the DTDA can provide.
- The capacity and needs of the prospective partner organisation.
- The partner organisation's international affiliation or prospective affiliation to the international trade union movement and its values and policies.

To ensure coherence with both regional and Danish trade union policies as well as to secure coordination at the regional level, consultations are held with the relevant regional and/or continental structures as well as their Danish affiliates. All partnerships are firmly grounded in legally binding contracts with explicit descriptions of responsibility, both for the partner and the DTDA. The documents provide an overview of the partner's strategies and theory of change (ToC) and define both goals and indicators in the framework of an LFA matrix (Logical Framework Approach) and a project implementation plan and a budget.

The DTDA in Denmark holds the overall responsibility for monitoring and reporting of the programmes. The DTDA annually reports to Danida according to the "Administrative guidelines for Danish NGOs' appraisals, evaluations, individual projects, alliance programmes and network activities".

Also, in dialogue with partners, a sustainability analysis is conducted annually to review the status of the democratic, political, organisational and economic sustainability. Exit strategies should be seen in this connection since the nature of the cooperation, the organisational capacity and/or intervention strategies change over time.

The DTDA's exit strategy is based on a four dimension sustainability approach. Whereas the focus initially typically is on organisational development, the later phases of the cooperation focus more on improving capacity in connection with the overall development objectives. Likewise, the financial modality of the cooperation changes towards a more output/results-based approach.

5. The role of the DTDA in Denmark

The DTDA is the professional development assistance agency in the labour market of the Danish trade union movement and functions as a natural center for knowledge and information on the trade union movement and labour market issues in developing countries.

On this basis the DTDA continues to actively seek dialogue with Danida and the Ministry of Foreign Affairs, with the primary objective of strengthening the development and implementation of a socially and environmentally balanced growth and employment strategy, as a key element in the Danish development policy.

As part of this work the DTDA seeks to strengthen the cooperation with both Danish Industries and the Danish Federation of Small and Medium-Sized Enterprises regarding concrete initiatives and programmes which can promote sustainable labour markets in developing countries – as part of broader Danish business assistance.

The DTDA, The Federation of General Workers (3F) and Danish Industry (DI) have formed a consortium with the intention to strengthen the focus on the support to sustainable economic growth, decent work and job creation within the Danish development assistance.

Through its own active campaign and information activities the DTDA will strive to spread knowledge about the working and living conditions of people in developing countries. The primary target groups for this work are shop stewards and members at Danish workplaces as well as young people at the Danish vocational training centres and technical schools.

In this way the DTDA seeks to create a better understanding of how globalisation increasingly affects our possibilities of creating and maintaining decent work – in Denmark as well as in developing countries.

Through the cooperation which the DTDA regional offices have with trade union organisations in more than 30 countries, the DTDA will incorporate the Danish trade union movement still more actively in solidarity projects with trade unions in developing countries. These activities will contribute to creating a trade union and social network across borders which at the same time can involve especially young people with an interest in international matters in trade union activities in Denmark.

In cooperation with the Danish trade unions, young trade unionists are furthermore offered shorter or longer apprenticeship periods at the regional offices of the DTDA and with local trade union organisations.

5.1 Development objectives of the activities of the DTDA in Denmark

The development objective of the activities of the DTDA in Denmark is: *"to strengthen the possibilities, knowledge and commitment of the Danish trade union movement to influence Danish development policies"*, including:

- ✓ To strengthen the development and implementation of a socially balanced green growth and decent work as a central element of Danish development policies.
- ✓ To create a better understanding of how globalisation increasingly affects our possibilities of creating and maintaining decent work – in Denmark as well as in developing countries.

- ✓ To establish a trade union and social network across borders which at the same time can involve especially young people with an interest in international matters in trade union activities in Denmark.
- ✓ To secure that the trade union movement can continue to implement development activities and assistance on the labour market as part of Danish development assistance.

May 2017