

GLOBAL DEVELOPMENT IMPACT INITIATIVE, GDII

Summary background and purpose

Background

UNI's core area of impact is the Trade Union Movement through its commitment to develop ever stronger and interactive worker's organisations while at the same time ensuring its own institutional development, expansion and success. Early in UNI's history, the Development and Regions' Department (DRD) identified the need to strengthen regional structure and affiliate capabilities through development work coordinated with and through Regional Offices.

Since 2003, the DRD had increased the number of field activities considerably. The need to measure and demonstrate their impact had become critical for mobilisation of resources and effectiveness of relations with funding partners; a key building block for future development.

Discussions with these partners during the same period confirmed their own high interest and need to demonstrate the impact of unions and union federations on the current labour market. The discussions also confirmed their willingness to support the development of projects tools and processes leading to demonstrate impact.

In response to these needs the DRD designed UNI's Global Development Impact Initiative (GDII) and proposed it to FES and FNV who agreed to fund it during its initial period of two and a half years. UNI's Leadership's and Regional Secretaries' support was also essential during the initial design consultations and the first round of regional development workshops.

By the end of 2005, the identification of a set of standard Institutional Development Indicators for UNI affiliates and structures had been completed. In 2006 the second round of regional workshops is taking place, together with the launching of a global Monitoring and Evaluation system of Institutional Development Indicators to provide online statistical references about UNI's affiliate and regional development.

Purpose

The Initiative's overall objectives are: to optimise UNI's capacity, to provide development tools to workers' organisations through UNI structures, and to strengthen their performance capabilities. The underlying purpose is the overall institutional development of UNI and affiliates as one homogenous ever stronger organisation.

DRD's Programme objectives aim to identify areas in need of assistance and to support regional structures, sectors and human resources in their efforts to develop workers' organisations. To contribute to these objectives and to strengthen regional structures in Strategic Planning and Institutional and Organisational Development, the DRD produces institutional and organisational development tools and implements programmes through practical in-service training and participatory management processes. Simultaneously, the Department has recognised the need to improve its own capacity to identify development needs without bias and effectively prioritise

them, to plan institutional development on the basis of factual data analysis, ensuring coherence of response to needs and consistent results.

The GDII's long-term objective is the effective development of the whole of UNI. Current activities are putting in place the Initiative's operational processes, giving focus, providing initial training and examining existing institutional capabilities.

At the end of the initial 2½ year period, the GDII will have consolidated UNI's Institutional Development (ID) Indicators, defined baseline data on members and regional structures, developed an interactive system to assess ongoing ID Indicator trends in real time throughout the organisation. As the Initiative develops, focussed technical collaboration will increase, based on factual assessment of the strengths, weaknesses of affiliates and regional structures as well as of the opportunities and threats they face. As a result, DRD's products and services will continuously improve according to changing circumstances.

Methodology

GDII activities are based on participatory management principles and mutually beneficial work between HO and Regional Staff. These are centred around two sets of Institutional Development workshops taking place at field level involving regional and DRD's staff, facilitated by a development consultant knowledgeable with UNI's work.

The methodology provides structured operational environment for close interactive collaboration and work with Regional Offices through: systematic planning and execution; careful team work for identification of regional needs; standardization and systematization of monitoring and evaluation (M&E) processes and overall regional development.

Together with consolidating the system for Monitoring and Evaluation of ID indicators, the DRD/GDII team is currently in the process of delegating participatory responsibilities for the Initiative through a second round of regional workshops. The results of the first year of implementation offer a particularly fertile ground for further progress although the research required to establish the baseline data has taken longer than expected and will be completed during the second year. The second round of regional workshops is now consolidating processes and testing the first version of the M&E System being put in place by an external IT service. The initial phase of the GDII will be completed during 2007 with a period of improvement, evaluation, and reporting.

Expected impact

The DRD expects this Global Initiative's to have a significant impact by providing a sustainable improvement mechanism to UNI's support to affiliates, to optimise operations, reduce operational costs, increase UNI's visibility, improve the coherence and efficiency of technical co-operation and become a model for continuous improvement within the international Trade Union Movement.