

# The Global Dimension

How business and trade unions can work with DFID

A report commissioned by  
the Development Awareness Working Group

# Table of Contents

<b>Overview of project and findings</b> .....	<b>1</b>
Introduction .....	1
Project objectives.....	1
Project approach .....	1
Different perspectives.....	2
Primary objectives .....	2
Influencing factors .....	2
Key findings .....	3
<b>2. Proposed Framework for Action</b> .....	<b>4</b>
Making the case for business and trade union engagement.....	4
Recognising the drivers .....	4
Finding a common language .....	4
Identifying complementary objectives.....	4
Some golden rules .....	5
Building a strategy .....	5
<b>3. Initiatives most likely to have impact</b> .....	<b>7</b>
Inter-union initiatives .....	7
Individual union initiatives.....	7
General business projects .....	7
Individual business initiatives .....	7
Business organisations projects .....	8
Union and business joint initiatives.....	8
<b>4. Recommendations.....</b>	<b>10</b>

## Appendices

Appendix 1: Report of research into the actual and potential role of business and trade unions in promoting awareness of development issues in the UK.

Appendix 2: Report of research into the actual and potential role of business organisations in the UK to promote awareness of development issues through their memberships.

Appendix 3: Report of a workshop held on 15 May 2001 in London exploring the roles of business and trade unions in promoting development awareness.

Appendix 4: List of organisations and individuals consulted.

# 1. Overview of project and findings

## Introduction

The British government is committed to increasing public awareness and understanding of global development, global inter-dependence, international efforts to eliminate poverty and the role that individuals can play in achieving development goals. Both businesses and trade unions place a strong emphasis on human resource development, and therefore provide a potential channel for raising public awareness of international development issues. Moreover, the government believes that both of these sectors have a vested interest in understanding and communicating the effects of global interdependence<sup>1</sup>.

This research project was commissioned by the Department for International Development (DFID) Development Awareness Working Group to identify the extent of business and trade union endeavours to increase awareness of global development and to assess the potential of using both as channels for awareness raising amongst their employees/members and the general public. The research team was asked to look to the future, exploring common ground between business, DFID and trade union work and suggesting areas for future DFID involvement.

## Project objectives

The specific project objectives were:

- To understand the potential of business and trade unions as conduits or fora for development awareness-raising activities in the UK;
- To define and assess the effectiveness of current activities which promote development awareness in business and trade union terms;
- To identify, test and document ways in which business and trade union activities can increasingly contribute to an

increased public understanding of global development issues;

- To make specific proposals to the Development Awareness Working Group about projects or activities that DFID could undertake that will enable business and trade unions to raise awareness of development issues amongst their primary stakeholders and the general public.

## Project approach

The project had a number of phases:

Phase 1:

- The project was designed in close consultation with DFID Information Department who made the funding available;
- A Development Team was established to help steer the project and review its progress;
- The Research Team was appointed and included two consultants with experience in working with business and trade unions respectively;
- Main body of research undertaken by the Research Team (see Appendix 1 – more detailed information is available from the Resource Centre should it be required).

Phase 2:

- A draft report of the research findings was used as the basis for developing a number of outline projects that the Team felt were most likely to have impact (an amended version of these constitutes Section 3 of this report);
- The work in progress was shared with the Development Awareness Working Group who welcomed it and made some suggestions for further work.

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1. DFID (1999) *Building Support for Development: raising public awareness and understanding of international development issues*, London, Department for International Development; DFID (2000) *Trade Unions and DFID: working together to eliminate poverty*, London, Department for International Development

Phase 3:

- A further piece of research was undertaken to review the actual and potential role of business organisations as vehicles for raising awareness of development issues in the business community (see Appendix 2);
- A workshop was held to bring together representatives from business and trade unions who had participated in interviews alongside key personnel from DFID to explore the issues in more depth;
- The final report was completed with the inclusion of a possible 'framework for action' (see Section 2) and some recommendations for DFID (see Section 4).

## Different perspectives

Business and trade unions may have a vested interest in understanding and communicating the effects of global interdependence but their perspectives differ. Both communities recognise that globalisation affects their core operations but there is a mixed sense of both opportunity and threat. Neither business nor trade unions see promoting awareness of development issues and poverty reduction as their *raison d'être* and DFID cannot regard either as simply a passive conduit for DFID's message.

This difference in approach is reflected by the different terminology used by government, business and trade unions. The lack of a shared language often prevents real understanding between the different players, which in turn leads to confusion in objectives and implementation. A shared – or at least mutually understood – conceptual framework is an important element of any future work that DFID undertakes with business and trade unions. This has been addressed in Section 2.

Clearly all three groups have different priorities. This may be obvious, but it is worth stating again to remind ourselves that some of the challenges faced by DFID in encouraging trade unions and business to promote development awareness can be attributed to the different priorities of each group.

Primary Objectives	
DFID	Poverty elimination
Business	Commercial survival, growth & profitability
Trade unions	Protecting and furthering workers' rights, improving working and living conditions.

Business and trade unions are working together on corporate social responsibility (CSR) initiatives, but in general they do not yet work together on awareness-raising in relation to development issues. Business in particular tends to see a commitment to CSR as synonymous with a commitment to international development. In order to widen the agenda beyond CSR, trade unions and business need to understand the difference between globalisation, CSR and international development.

In turn DFID needs to:

- better understand trade union and business priorities;
- appreciate what both groups feel they already contribute to international development by their day-to-day activities; and
- learn to articulate more precisely why raising awareness of international development issues amongst business stakeholders and trade union members is in the interest of all parties.

## Influencing factors

The trade union movement has a number of awareness-raising activities run by its umbrella organisations, individual unions and union-NGO partnerships. There is an impressive range of initiatives that go beyond the traditional scope of union activities, although the number of unions involved and the amount of resources invested is still quite limited. Some initiatives reflect current priorities and existing structures but many initiatives are the result of a personal interest by key individuals, and development awareness is only starting to be embedded in institutional consciousness.

Union interest and initiatives are influenced by:

- Recognition of global perspective (extending beyond Europe and protectionism);

- Membership interest and understanding connecting day to day concerns to global ones;
- Specific shared concerns with the development agenda (e.g. social justice, citizenship, human rights).

Many business activities are closely related to corporate social responsibility activities and can be categorised in four main types of activity:

- Non-intrusive communication (e.g. websites, annual reports);
- Intrusive communication (e.g. specific seminars or courses with staff or suppliers);
- Operational-needs driven (e.g. compliance with SA8000);
- Reputation led (e.g. as part of a marketing campaign or corporate image strategy).

The type of activity depends on the message to be conveyed and the intended audience. A few companies committed to CSR aim to reach a number of different stakeholders, including staff, suppliers, sub-contractors, business partners, customers, government, civil society organisations, local communities, investors and shareholders. Others focus more narrowly on the needs of their personnel and their suppliers, sub-contractors and/or business partners.

Interest in development awareness in the business community is affected by a number of variables:

- Ownership of company;
- Company vision / philosophy;
- Position in the supply chain;
- Commercial sector's commitment to CSR;
- Peer group pressure;
- Individual commitment at senior management levels;
- Job requirements;
- Staff exposure to ID issues;
- Regulatory requirements;
- Perspectives on competitive advantage.

## Key findings

Some of the unions and businesses interviewed were sceptical about the whole idea. They raised

the question as to **why** they should actively promote the interests of other countries who in some instances are actual competitors (for example in taking away UK-based jobs and in producing goods and services that compete in the global market with those produced in the UK). Whilst this might seem to be a narrow view, it is an understandable one, particularly where union membership is falling and / or business is struggling.

This perspective needs to be understood as a backdrop to further attempts to engage unions and business in this agenda.

More broadly, however, the findings suggest that key people in both the trade unions and business are naturally interested in international development issues from a humanitarian perspective. This is a good starting point and one from which to build.

Several trade unions are already active in this area (see Appendix 1) and have started to document and analyse the lessons from their development awareness-raising activities. Successful activities are ones where clear links have been established between members' concerns and development issues, and where development has been integrated into mainstream education and training programmes. There has been less success where activities have led to a sense of powerlessness or where development issues are not a major concern of members.

Over and above the active interest of concerned individuals, business will only consider development awareness-raising where development issues coincide with direct business interests. With certain exceptions, there has been little success in engaging business in more general awareness-raising activity in the area of international development, largely because the business case for such activity has not yet been made effectively enough.

Some unions would like to work more closely with companies in this area, and this partnership could lead to a recognition of the shared interests of the two groups. Currently, however, both unions and business are more likely to turn to NGOs as partners rather than each other. Given the effort required before business in particular engages more fully in the promotion of development awareness with its stakeholders, business and trade union partnerships in this area should not be relied on as the way forward at this stage.

## 2. Proposed Framework for Action

### Making the case for business and trade union engagement

If DFID is to make a convincing case for business and trade union engagement in the promotion of international development issues, it will mean developing coherent arguments that demonstrate why this is of interest and relevance to them and how it will contribute to their primary goals.

### Recognising the drivers

There are a number of drivers that prompt action – interestingly these are similar in both the unions and business. They include:

#### Individual commitment

Undoubtedly this agenda needs leadership, and it is clear that most engagement takes place where there is one or more individual who feels strongly about the issues and is prepared to galvanise others.

#### Need to understand globalisation

Unions and business are concerned to understand globalisation and how it affects their activities.

#### Responding to the impact of globalisation

Unions and business both recognise the need to provide more effective responses to the costs and benefits of globalisation.

#### Concern for human resource development in membership / workforce

Both unions and business place considerable emphasis on building the capacity of their membership / workforce. Some recognise that this means personal development and life-long learning rather than simply work-related skills.

#### Being acknowledged as key players in this field

Those unions already engaged in this work, and those businesses who see themselves as leaders in promoting and implementing corporate social responsi-

bility, are keen to be seen as such and to influence others.

### Finding a common language

The three constituencies vary considerably in the way they use development terms when addressing key awareness-raising topics (see Appendix 1). The language and terms used by each group reflects their specific priorities and values. DFID's use of development jargon can be a significant barrier to working together even where there are areas of common ground. There is a considerable challenge, therefore, to translate the aims of development education into language that has relevance and resonance with business and trade unions and their audiences in the UK.

### Identifying complementary objectives

What is clear is that DFID, trade unions and business do **not** share common goals, and therefore their motives for getting involved in the promotion of development awareness will be significantly different. It is vital to accept this and not to expect that the values / priorities of one or other group will dominate. They simply have different tasks to do.

It is the view of the Research Team (reinforced by the experience of the workshop) that the challenge is not to find *common* goals but rather to explore *complementary* goals. This will undoubtedly be a much more realistic and rewarding approach. It is likely also to breed a far deeper understanding of the diversity of approach and values within DFID, unions and business and is probably the only way to overcome the intransigence that has slowed down progress in this field till now.

## Some golden rules

Promoting the development awareness agenda with business and unions requires adherence to a number of rules if it is to achieve the aims hoped for by DFID:

### **Link awareness-raising activities to core priorities of unions and business**

If this is not achieved it is unlikely that DFID will succeed in engaging either unions or business in this agenda.

### **Encourage business and trade unions to actively involve their stakeholders / members in the process**

DFID should, wherever possible, encourage such consultation and collaboration so that audiences feel genuinely engaged rather than merely passive recipients of development messages.

### **Clearly differentiate between education / learning and campaigning / advocacy**

This is a 'learning' agenda, though some form of campaigning and /or advocacy may follow naturally where individuals become actively engaged and committed to issues.

### **Ensure that development awareness activities go beyond simple protectionism**

There is a kind of mind-set in some businesses and unions that globalisation is synonymous with unfair competition and job losses. This needs to be explored and understood and it is important that development awareness activities (especially those funded by the public purse) are not developed out of a protectionist attitude.

### **Address issues of depth and spread**

All development awareness activities should address both rather than one at the expense of the other. They are both equally important.

## Building a strategy

DFID-supported initiatives should have the following aspects:

### **Creating development awareness materials and information relevant, appropriate and accessible to business and trade union audiences**

It is unlikely that business and trade unions will simply adopt existing materials without their being tailored appropriately.

### **Giving priority to those projects / activities that emphasise capacity building and will produce materials and experience that can be more widely shared**

There is limited value in supporting one-off projects that respond to very specific sets of circumstances. If this work is to have impact, all activity needs to be capable of being shared / reproduced as widely as possible.

### **Recognising and building on the specific characteristics and strengths of business and trade unions themselves**

Business and trade unions have specific (but obviously different) skills and characteristics. Many initiatives in similar areas fail to recognise and build on these and as a result engagement is much more limited than it need be.

### **Taking different approaches to working with trade unions and business in recognition of their different levels of engagement and their divergent priorities**

It does seem on balance that unions and business are at different stages with this agenda and that it would be too much of a distraction to try and work at this stage on joint ventures as a priority.

### **Building on existing activities, structures and processes.**

It is absolutely clear with both unions and business that successful engagement is most likely where ambitions are modest and where initiatives can be attached to existing activities.

**Emphasising the importance of both depth and spread of impact**

It is typical that those involved in this work already are concerned with developing quality materials and activities, and this is clearly to be encouraged. However, it is also important that issues of scale are addressed. It would be excellent if all projects supported by DFID included strategies for scaling up good practice.

**Developing methodologies for measuring impact on target population (general public) and sector (business or trade unions)**

There are two target audiences for both union and business activities. These are the general public (as reached through the activities of both unions and business) and the unions and businesses themselves. Impact measurement should therefore address not only numbers of the general public reached but also how the behaviour and practices of both unions and business have changed.

### 3. Initiatives most likely to have impact

It was the view of the Research Team that the projects and initiatives that are most likely to be successful (i.e. have most chance of significant impact) were those that build on existing activity or established organisational structures and processes. What follows is a summary of the types of initiatives that, in the opinion of the Research Team, are likely to be most effective.

(Note: the Research Team has prepared fuller versions of these proposals that are available from the Resource Centre if required).

#### Inter-union initiatives

##### Sharing experience

To give unions (particularly those not currently involved in development awareness raising activities) the opportunity to hear about the experiences of others already active in international development awareness-raising and to explore for themselves what can be learned from those experiences and applied in their own settings.

##### Labour standards

To develop sustainable national and local initiatives on core labour standards that encourage members to develop a global perspective on their day-to-day concerns and activities.

##### Training trainers

To work with providers of union training to expand the scope of traditional training for union members to include international development perspectives by developing new learning materials and methodologies.

#### Individual union initiatives

##### Sharing experience

To systematically develop opportunities for sharing experience between union officials / members and in-coming secondees / visitors from developing countries. This will bring first-hand insight into

development issues and global interdependence to UK union members.

#### General business projects

##### Common interests in international development

DFID needs to articulate more clearly why it wants business to educate its UK-based stakeholders about international development issues. A further project specifically focussed on consultations with business would be useful to flesh out in more detail what the common (or complementary) interests actually are.

#### Individual business initiatives

##### Staff education

Companies may not see the business reasons for educating their stakeholders about international development, but they may have an organisational commitment to lifelong learning for employees. Programmes could usefully be developed that include international development issues into general corporate training packages. There is evidence from elsewhere (AIESEC's international survey of final year undergraduates) that those entering the corporate sector in administrative and managerial positions place a company's values high on their list of factors that influence their choice about which company to join.

##### Social and environmental auditing and reporting

With increasing consciousness and focus on corporate accountability and transparency, there is a new opportunity, via consultation and reporting processes, to air and discuss a wider range of issues within companies and with company stakeholders.

##### Adding value

There are missed opportunities for learning more about international development from:

- a) the experiences of staff who are sent overseas;
- b) incoming secondees or sponsored students from developing countries; and
- c) any staff actively participating in community involvement / fund-raising programmes that have a developing country dimension.

Activities that systematically access these experiences, and find ways of sharing them with a wide group of company personnel, would raise awareness of these issues in a particularly vivid way.

## Business organisations projects

### Widening the net

There is apparently very little trickle down of information about CSR or international development issues to UK-based medium-size and smaller companies. Policymakers (including DFID) are often not in touch with this level of company on these issues and tend to meet with (and be influenced by) the same self-reinforcing group of larger companies. Projects that specifically target medium and smaller companies throughout the UK (e.g. through national business organisations) would address this.

## Union and business joint initiatives

### Cross company-union learning

Whilst it is recognised that the time may not yet be right for a large number of joint initiatives between business and trade unions, this is an area of mutual interest that could be usefully be explored across the conventional business / union boundary. Given the findings of the Research Team that business in particular is less engaged in this area of work, those unions that are already involved in awareness-raising on international development issues with their members might be encouraged to take a lead in developing cross company-union learning.

### Training trainers

To work with in-house, union and external providers of union / company training to expand the scope of traditional cultural awareness activities to include international development perspectives and learning tools.

### Processes and people

To increase understanding of the processes and personal realities that lie behind a product and corporate purchasing decisions and to find ways to inform stakeholders (workforce, suppliers, customers) of related development issues.

## 4. Recommendations

The following next steps are recommended to DFID:

### **Adopt the proposed Framework for Action**

Review the proposed Framework for Action (see Section 2) with the Development Awareness Working Group, adapt if required, adopt and implement.

### **Show leadership in building the relationships**

DFID's Information Department should take a lead in building strong working relationships with trade unions and business to develop joint initiatives which promote awareness of development issues. Judging by the comments from both union and business interviewees, DFID needs to demonstrate that it hopes to be more than simply a funder of development awareness projects.

Actions by DFID personnel could include any or all of the following:

- Making it clear that the emphasis is on raising awareness in the UK public about development issues, not on promoting current government policy;
- Avoiding the use of development jargon and ensuring key words and concepts are understood across by both trade unions and business;
- Adopting a genuinely consultative and joint venture approach. Many interviewees claimed to be disappointed with the recent round of Development Forums and other consultations;
- Demonstrating sensitivity to trade unions and business perspectives and priorities;
- Providing a conduit for endorsing the respective roles of business and trade unions and giving public acknowledgment of their contribution to international development in the pursuit of their day-to-day activities.

### **Work with others wherever possible**

There are a number of organisations that could be involved in developing this agenda. These could include:

- Learning and Training Councils;
- Development Education Association;
- Commonwealth Trade Union Council;
- WorldAware;
- Resource Centre for the Social Dimensions of Business Practice;
- Other government departments and initiatives.

### **Build capacity**

Evidence suggests that there is a strong need to build the capacity of key individuals (e.g. trainers) and organisations (e.g. umbrella organisations) to understand, articulate and promote development awareness issues. Initiatives that focus on building capacity in this way are more likely to be effective and sustainable.

### **Work strategically**

It is accepted that the resources available to DFID for this work are limited. It is therefore very important to work as strategically as possible. Whilst it may be useful to support a range of one-off initiatives, there may be more added value to working with the umbrella bodies for both unions and business to design sector-wide initiatives that will have most chance of replication and take up.

For these purposes the Research Team suggest that at least some funding be made available for strategic, larger-scale projects working with the TUC and the British Chambers of Commerce.

If funding is limited and a choice has to be made, we propose for the next two years that a particular focus is given to working with a business umbrella body, since business seems to be less advanced in this area than unions.

**Measure impact**

We recommend that all development awareness activities with business and trade unions initiated or supported by DFID are encouraged to build impact measurement into the project design. We understand that the DEA is working on new methodologies that combine qualitative and quantitative measures and suggest that these be considered for adoption.

**Give feedback and build ownership**

It is important that business and trade unions get feedback on their activities and on DFID's developing thinking on development awareness issues. This will be critical to building sustainable relationships and a sense of shared responsibility and ownership between all three parties.

# Appendix 1: Report of research into the actual and potential role of business and trade unions in promoting awareness of development issues in the UK

## METHODOLOGY

### Information-gathering

The Research Team (see page XX) agreed a working understanding of the dimensions of development awareness, and this interpretation was used in separate interviews with business and trade union respondents.

Following an initial mailing to explain the project, open-ended interviews were conducted with individuals and groups from the business and trade union communities based on a common survey format (Appendix 4).

### Business interviews

For sampling purposes, the business community was divided into industrial sectors based on evidence from previous work that this was a significant determinant of how companies would relate to the issues raised in this project. Eleven main sectors where British companies have a high profile were chosen with at least one company interviewed per sector.

Of approximately 50 companies contacted, 25 companies gave detailed responses. Although there was a tendency for larger companies to respond, particularly those with overseas operations, efforts were made to contact small and medium enterprises, including those without overseas operations. In addition, interviews were held with representatives of business associations. The findings from this research are reported separately (see Appendix 2)

### Trade union interviews

For the trade union interviews, a distinction was drawn between individual unions, umbrella organisations and NGOs working with the union movement. Twenty union-related organisations were contacted of which 18 responded. Within individual unions, interviews were held with

national, regional and branch representatives as well as individual members, and a total of 25 people were consulted.

### Other sources of information

In addition to interviews, extensive use was made of printed and website materials used for internal and public awareness raising.

### Comments on sampling

In the case of both business and trade unions, sampling was purposive rather than representative because of an assumption (borne out during the project) that development awareness is not something either of these sectors as a general rule give high priority. Thus, sampling was weighted in favour of those organisations more likely to be engaged or have an interest.

The trade union interviews made explicit reference to union-business co-operation on development awareness, but the presence or absence of such co-operation was not a factor in the sampling. There is no evidence from the interviews of a link between greater business and trade union co-operation and other factors such as extent of overseas activity, size of company or sector.

### Testing and recommendations for the future

The project's TOR request suggestions for future DFID engagement with the two sectors, and provides scope for proposing 'innovative pilot activities' if appropriate and feasible. Based on the information gathering, the team developed a number of generic project approaches that seem to them to be most likely to have impact. The research team gave information on these suggestions to respondents to informally gauge their interest and to seek their response to the proposals.

## PERSPECTIVES ON INTERNATIONAL DEVELOPMENT

Both the business community and trade unions are very conscious of globalisation as something that affects their core operations. It is very clear from all the interviews that any attempt to involve the two communities in development awareness must recognise their specific perspectives and build on their self-interest. DFID cannot simply regard either business or trade unions as passive conduits for disseminating its own message.

Business and trade unions do, however, have somewhat different perspectives on globalisation, but for both there is a mixed response to globalisation as both an opportunity and a threat. In certain companies, globalisation is a business reality that offers exciting opportunities. Such companies support the message that globalisation is an opportunity for all. For other companies, however, the benefits are less obvious, and they see the British government's role as primarily to aid their competitiveness in a hostile environment.

Similarly, unions in such sectors as clothing and textiles see globalisation as putting great pressure on UK manufacturing. They feel their members do not so much need to understand globalisation per se ("our members have an A-level in it") but want to understand what the government is doing to help them. At the same time, there are parts of the union movement (particularly certain individuals) who take a wider perspective and recognise the need to increase members' and officials' understanding of what is happening globally and why in order to address future challenges more effectively.

In neither the business nor trade union case is globalisation understood or described in the language used by DFID. For business, the key outcome of globalisation is profitability and commercial survival; for trade unions, the key outcome is adequate core labour rights and improved working and living conditions. Neither sees its primary goal as poverty elimination (which is DFID's focus), although both may believe that achieving their own key outcomes will also benefit poor people.

There are two consequences of this: First, the deconstruction of poverty into concepts such as citizenship, sustainable development, values, interdependence, social justice, diversity and human rights has limited resonance in the two sectors.

Indeed, with many respondents the use of these terms (even with explanation) had a negative effect on their understanding of why development awareness was relevant. Second, where globalisation is addressed it is done so almost exclusively to further what either business or trade unions see as their primary goals.

There are examples of both companies and trade unions engaging in globalisation issues beyond the minimum required for achieving primary goals (see below). This has been stimulated by individual interest at a senior level, links to wider strategies (e.g. Corporate Social Responsibility), or external investment (e.g. DFID grants). Mostly this has been targeted at employees/members, but there has been some attempt to communicate with a general public where this supports business interests (e.g. the Coop Bank's commitment to ethical investment). In most cases, these initiatives have not involved the traditional development community (e.g. development education organisations, development institutes or donor agencies).

There are three key factors in determining whether the number of such initiatives will grow:

- Demonstrating the impact of such initiatives in terms of the organisation's own developmental goals.
- Gaining wider publicity of existing initiatives and the benefits they have brought.
- The availability of external funding.

An additional key factor will be the relationship between development awareness in general, and the more specific field of Corporate Social Responsibility (CSR). Both business and trade unions are involved in CSR initiatives that address the behaviour of business in developing countries. During the interviews, business's interpretation of development awareness was often in terms of its CSR activities. This is an opportunity in that the CSR agenda embraces certain international development issues, and effective communication of CSR's impact is in the interests of DFID, business and trade unions. However, it is also a potential weakness because there are many international development issues not covered by CSR. It is also the case that the actual impact of CSR in developing countries is largely unknown, and promoting the outcomes at this stage may be interpreted as a publicity exercise.

In order to widen the agenda beyond CSR, trade unions and especially business need to understand what is the difference between this and the broader DFID perspective on globalisation. They equally need to understand why this wider agenda “to raise awareness of development issues” is in their interests. Current DFID literature does not make this clear. Objectives such as “to promote public understanding of our global mutual dependence, of the need for international development and of the progress that has been made” have limited resonance for organisations operating under severe resource constraints and their own survival challenges.

Neither business nor trade unions wish to be seen as messengers for government policy. There is also a real issue in some quarters as to why business or trade unions should assist government with development education when the British government is neither widely regarded as helping British business overseas. The British Government is also not seen as giving credit to either unions or business for their contribution to development in their day-to-day activities.

DFID needs therefore to make a much more robust case for business and trade union engagement in awareness raising, otherwise it is unlikely to establish partnerships with more than a few organisations that either have complementary interests or are willing to be contracted for particular projects.

In making the case, DFID needs to be clear and specific about its reasons for engaging with business and trade unions, and tailor its message in order to have resonance with the audiences business and trade unions offer. It also needs to bear in mind that neither unions or business like to be considered as part of ‘the problem’, they prefer to see themselves as working for the common good with their own complementary perspectives and attributes to contribute.

## Trade Unions

The observations outlined above highlight common issues for both trade unions and business. However, the two communities often have separate interests and perspectives.

Unions are increasingly dealing with international issues, and there is a growing awareness that traditional interaction with developing countries (e.g. donations) is not enough. The normal scope of ‘international activities’ is limited to Europe and multinational companies, but some unions are taking a more global perspective.

Unions emphasise that they are not development agencies, and their opinions on this project are heavily influenced by the degree to which members feel affected by globalisation. Membership perception and understanding is the starting point for any sustainable union engagement, connecting day-to-day concerns to the global issues which increasingly affect job security, pay and conditions and workers’ rights. This creates opportunities for raising ID awareness at all levels of certain unions, but also presents the challenge of how to move the focus beyond protectionism.

Themes of international development education such as social justice, citizenship and human rights are at the core of unions’ agendas, although interpretation tends to be UK/ European-centric. Awareness of global interdependence and realisation of solidarity with workers in developing countries is strong in some unions, but issues such as sustainable development and cultural diversity tend not to be interpreted in an international context.

## Business

The extent to which companies invest in aspects of globalisation awareness depends on a range of variables (see Box 1, over). Industries subject to consumer, regulatory and increasingly shareholder pressure are active to some extent, together with those that have a large global impact (e.g. the motor industry’s interest in sustainability). The least active companies are non-banking ones offering business-to-business services.

## Box 1: Variables affecting company investment in globalisation awareness

Position in supply chain	Individual commitment at senior management levels
Ownership of company	Job requirements
Company vision/philosophy	Staff exposure to ID issues
Industrial sector's commitment to CSR	Regulatory requirements
Peer group pressure	Perspectives on competitive advantage

International development issues are usually communicated as part of CSR policies and strategies. In some companies and industries there has been significant interest and uptake of CSR (e.g. retailing, extractive industries, food and drink), but others have not been so active (e.g. construction and tourism have not looked beyond environmental management). CSR policies are global and companies rarely view issues other than human rights as particular to the South. Therefore, raising awareness about the South, its challenges and achievements is not an end in itself. Where geopolitical divides are considered, they can be seen as threatening (e.g. the threat to ethnic textile firms posed by Southern imports).

There are a few notable exceptions to the above where companies have undertaken globalisation awareness raising beyond a CSR agenda (e.g. The Body Shop, Co-operative Bank, BT). This has been a result of business interests strongly reinforced by the vision/commitment of senior management. For most companies, however, wider international development issues are not addressed, and greater awareness may even be seen as a threat to business (e.g. forcing disclosure of the impact of poor working conditions).

## CURRENT AWARENESS-RAISING ACTIVITIES

### Trade union activities

Most unions still rely on traditional forms of union education to implement development awareness education (e.g. international issues courses/work-

shops, articles in in-house magazines). However, there is a small but significant body of experience of alternative approaches at a variety of levels, and some traditional activities such as solidarity on international trade union campaigns are effective in raising awareness.

The amount of international development education provision reflects the current priorities, existing structures and, often, the personal interest of individuals in different unions. Some unions have development education integrated into the union education programmes with a range of activities being carried out, whereas in others, provision is extremely limited or inconsistent with no clear strategy in place.

Unions generally feel that although there are encouraging examples of international development awareness activities, they are currently only scratching the surface. There is a perceived need to think of creative ways to reach the membership, but also that any increased activity has to be membership-driven.

Union activities are conducted by individual unions, union umbrella organisations (TUC, CTUC) or in partnership with NGOs. They take a variety of forms and target national, regional and branch levels, examples of which are set out in Table 1. The primary audiences are union personnel and members, although some initiatives target audiences that will also be able to influence other stakeholders (e.g. T&G training for senior union representatives is expected to influence business policies/strategies).

**Table 1: Examples of union awareness-raising activities**

**Umbrella organisation activity 1**

Project: TUC International Development Group

Audience: TUC affiliated unions

Aim: to improve UK-union liaison and information flows on globalisation and ID issues

Description: IDG is a TUC response to the demand for better information and liaison on globalisation and development issues by UK-affiliates. Any affiliated union can participate.

**Umbrella organisation activity 2**

Project: Canadian Labour Congress Toolbox for Global Solidarity

Audience: Union trainers and members

Aim: to provide education materials for a practical approach to global worker Solidarity

Description: The Toolbox provides education materials that encourage workers to make connections between the situation of workers in Canada and elsewhere.

**Individual union activity 1**

Project: T&G Development Education Project

Audience: T&G members

Aim: to increase the awareness of T&G members and representatives of ID in the context of the workplace and industry

Description: Established in recognition of the growing importance of national and local industrial representatives in promoting positive ID activity. To establish a new orientation within the T&G education programmes, T&G tutors are trained to include ID issues in training for representatives in key industries.

**Individual union activity 2**

Project: NIPSA Developing World Fund

Audience: NIPSA membership

Aim: to raise awareness and increase donations to NIPSA's Developing World Fund using give-as-you-earn

Description: Members are educated in ID issues and kept informed about the projects they are supporting. Expects to work closely with ID NGOs.

**Individual union activity 3**

Project: UNISON Twinings

Audience: UNISON members

Aim: to progress practical solidarity work at grass-roots level

Description: Twinings established at Regional level with unions in South Africa and Cuba, including reciprocal visits.

## Union-NGO partnership activity

Project: IFWEA/ WEA -union International Study Circles

Audience: local groups of workers drawn from IFWEA's international affiliations

Aim: to increase understanding of globalisation and ID

Description: Internet-based global distance learning programmes on globalisation for IFWEA affiliates and their members.

## NGO activity 1

Project: War on Want Development Education Project with trade unions

Audience: UK trade unions and members

Aim: to increase awareness of ID and effects of globalisation

Description: Intends to build a 2000-strong network of activists acting as advocates of ID within their unions. Training and contact with activists will create a mechanism to feed information into union processes. Other activities include producing education resources, journals and training materials and campaigns

## NGO activity 2

Project: ACTSA (Action for Southern Africa) project : Trading Africa Out of Poverty

Audience: trade unions and business

Aim: to put the need for trade with Africa on business and union agendas

Description: Intends to build a committed core group of advocates within business and unions with the skills and resources to achieve the project's aims, and to influence the wider public debate.

In addition to particular projects, there are examples of twinning with developing country unions (including visits by overseas officials to the UK) workshops, seminars and courses ranging from one to five days, ID materials, support for campaigns and projects.

In addition to particular projects, there are examples of workshops, seminars, courses of 1-5 days, information materials development, and support for campaigns and projects.

## Other examples of trade union activity include:

- T&G Regional level: integration of international issues into all courses run by lay tutors
- GPMU Works Council member participation in the Joule Programme, a trans-national joint union learning programme on a European perspective of how employees and their representatives can adapt to a modern and global working life. Has involved officials from

Sweden, France, the Netherlands, Denmark and the UK.

- UNISON Regional level activities of the Regional International Committee including co-sponsoring a conference in Paris with UNISON partners in the West Midlands and the French CGT called "Is there anybody out there?"; looks at issues of globalisation and union co-operation
- ICTU Development Education Project working with ICTU affiliates in Northern Ireland and throughout Ireland. The work includes campaigns, publications on development education and organising conferences

Analysis of the tools and methods used by unions shows that most still rely on the more traditional forms of union education to implement development education. These include newsletters with an international focus and articles on international and development issues in in-house magazines. Some unions and union organisations have made

progress with integrating international development issues into their core education programmes, but difficulties associated with pressure of time and equipping tutors with the skills to do this remain.

Most unions interviewed run workshops on international issues, some run seminars and all have international motions and fringe meetings at the annual National Conference. NGO partnerships on projects and campaigns are also an integral part of the trade unions' development activities.

Unions and union/NGO projects are beginning to use web-sites and internet technology as a development education tool. Those using these methods feel that there is considerable potential to reach grass-roots members and believe the use of the technology needs to be explored further.

## Business activities

Many companies unintentionally inform their workforce, customers or suppliers about international development issues as part of their routine activities (e.g. in the inappropriate images of life in developing countries or in articulating the difficulties of doing "normal business" in developing countries). This unintentional communication may reinforce inaccurate perceptions, or may create new perceptions of the type of work or trade being undertaken overseas by the company concerned.

Therefore, it is possible to argue that establishing joint ventures with local partners, establishing alternative technology companies overseas, lending technology and skills to developing countries, etc. all have a development education component. However, to pursue this would steer the focus of this project away from pure learning/education activities. Given the dearth of concerted learning actions in this area, however, the research team feel that it is an important point to make.

Explicit learning activities tend not to be seen as a priority for UK businesses unless they need to know about certain related subjects in order to do their jobs, deliver their contracts, or, in relation to customers, to add value to their purchasing decisions.

There are four main types of approach for communicating to UK audiences:

- Passive/non intrusive communication – forms of communication which rely on the interest of their audiences (e.g. web-sites and annual reports where companies have a published view on globalisation and their part in it, but this is not actively communicated)
- Active/intrusive communication – the use of media with a "captive audience" (e.g. specific seminars or courses, if the audience is staff for example, or standards and business codes of practice if the audience is suppliers).
- Operational-need driven – this is often either determined by a business led training need because for example a UK-based employee is being posted overseas or perhaps by a business compliance need (e.g. meeting the standards of SA8000 or the ETI code in supply chain management by imposing communications and training about standards on suppliers).
- Reputation/brand led – as part of a marketing campaign or corporate image strategy. The Co-operative Bank and The Body Shop are famous examples of companies for whom raising awareness of international development issues is inextricably linked with brand image.

Approaches to awareness-raising in business depend on the message to be conveyed and the audience to be reached.

The most common tools for communicating with a public audience (including consumers) are:

- Internet and intranet
- Above-the-line advertising (e.g. campaigns by Co-operative Bank and The Body Shop)
- Annual reports
- Special reports (e.g. social and environmental reports)
- Customer polls/questionnaires
- Presentations/conferences

For communicating with staff and internal audiences:

- Intranet
- Newsletters

- Codes of conduct
- Formal training<sup>1</sup>
- Partnerships with NGOs (including secondments)

For communicating with other companies:

- Internet
- Formal training
- Codes of conduct
- Presentations/conferences

These activities are largely undertaken by individual companies. There is some use of training institutes (e.g. for briefing staff assigned overseas), and guest speakers are invited to company or industry events. There are also examples of longer-term partnerships with NGOs<sup>2</sup>, although none of the companies contacted mentioned specific activities with trade unions.<sup>3</sup> WorldAware, a development education organisation, has also built partnerships with business and through publications, meetings and awards aims to engage the business community in wider globalisation issues.<sup>4</sup>

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1 Rarely ID-related unless staff are posted overseas. However, some staff at the front line of upholding key company policies which have implications for the eight key ID themes receive specialist training (e.g. Standard Chartered and The Co-operative Banks regarding ethical investment policies and customer screening, GM trains managers on diversity issues, The Body Shop holds briefing sessions for store staff during which fair trade and other "ethical" issues are discussed).

2 For example, Severn Trent has a strong partnership with WaterAid and sends employees on placements aimed at the poorest countries; The Body Shop, Shell, Friends Provident and The Co-operative Bank have individual partnerships with Oxfam, Jubilee 2000, SCF and the Tearfund, although often these form under the category of corporate philanthropy rather than a particular focus on development education.

3 The Co-operative Bank was the only business to mention trade unions as a potential partner.

4 For example, in 1999 it ran a series of talks on 'Sustainable Agriculture for Development', on subjects ranging from trade rules through cocoa production to genetically modified plants.

## DEVELOPMENT MESSAGES

As mentioned earlier, business and trade unions have different perspectives on globalisation to DFID, and their engagement in international devel-

opment awareness raising depends on identifying messages that support their own organisational goals. Table 2 shows how both companies and unions perceive and address key topics in common parlance amongst the ID community.

<b>ID Topic</b>	<b>Business perception</b>	<b>TU perception</b>
<p><b>Environmental dimensions of sustainability</b></p> <p>Understanding the need to maintain and improve the quality of life now without damaging the planet for future generations.</p>	<p>A key area of concern for companies in terms of corporate reputation, risks to production and legal compliance. This is the major concern of the construction industry, utilities and extraction.</p> <p>Awareness is often raised through the creation of markets and products (e.g. establishing environmental technology companies) or support to environmental projects.</p>	<p>A general awareness of the issues but not a primary concern except where poor environmental performance overlaps with health and safety issues.</p>
<p><b>Citizenship</b></p> <p>Gaining the knowledge, skills and understanding necessary to become informed active, responsible global citizens.</p>	<p>The notion of corporate citizenship is reflected in CSR.</p>	<p>Awareness of global citizenship is increasingly recognised by the union movement.</p>
<p><b>Human rights</b></p> <p>Knowing about human rights and understanding their breadth and universality.</p>	<p>A key concern for companies in developing countries, especially child labour and forced labour. Companies with an interest in working in developing countries tend to communicate their human rights work as part of a CSR strategy. Some companies prefer to communicate human rights reasons for not operating in a particular country (e.g. financial institutions).</p>	<p>There is considerable overlap between the human rights agenda and unions' primary concerns (e.g. forced labour, child labour, freedom of association).</p>

<p><b>Global interdependence</b></p> <p>Understanding how people, places and environments are inextricably interrelated and that events have repercussions on a global scale.</p>	<p>Implicit in many companies' strategies, but considered only in a narrow business sense.</p> <p>Companies with supply chains extending into developing countries are increasingly involved in communicating social and environmental messages to staff working overseas and suppliers, but this is seen as the North teaching the South about its business requirements.</p> <p>Some companies are reluctant to communicate their experiences in the South because they work through joint ventures, and are concerned about compromising relations with business partners.</p>	<p>Important element of TUC, CTUC and union strategy at national level. Particularly relevant in certain industries where it has led to development education initiatives, twinning with developing country unions and joint projects.</p>
<p><b>Diversity/non-discrimination</b></p> <p>Understanding and respecting differences and relating these to common humanity.</p>	<p>An issue for certain UK and especially US companies (e.g. Ford, GM), and diversity of global workforce is mentioned in some CSR reports (e.g. Shell, Diageo). Not generally seen as having an international dimension beyond the scope of labour codes of practice.</p>	<p>Addressed through unions' support of core labour conventions, and union activity on discrimination in the UK workplace. Not often seen as having an international dimension beyond the scope of labour codes of practice.</p>
<p><b>Social justice</b></p> <p>Understanding the importance of social justice as an element in both sustainable development and the improved welfare of people.</p>	<p>Not mentioned except in CSR policies.</p>	<p>Central to union philosophy, but not widely projected into the international context.</p>
<p><b>Values and perceptions</b></p> <p>Developing a critical evaluation of images of the developing world and an appreciation of the effect these have on people's attitudes and values.</p>	<p>Cultural awareness training is given to staff going overseas, typically by a specialist training organisation. The emphasis is on what living overseas is like for an ex-pat, not the viewpoint of a local person.</p>	<p>Reciprocal visits by overseas union representatives help develop an understanding of the common concerns facing workers worldwide.</p>

Because trade unions, business and DFID use different languages, the analysis in the Table is to an extent impressionistic. Nonetheless, four key points should be noted:

- There are areas of common ground between the three communities, but these are often blurred rather than helped by terminology;
- There is clearest common ground where issues are seen as global, affecting all people, rather than specific to poorer countries;
- There is a strong tendency for the North to communicate to the South or about its impressions of the South, rather than

invite Southern perceptions first hand;  
and

- Knowledge of the South can be a reason to reduce direct links (e.g. financial institutions' unwillingness to invest where human rights are violated).

## AUDIENCES AND TOOLS FOR AWARENESS RAISING

### Business audiences

Companies that refer to international development issues to enhance their reputation as part of CSR strategies aim to reach a broad church of staff, suppliers/sub-contractors/business partners, customers, government, civil society organisations, local communities, investors and shareholders. Companies that take a more narrow approach to maximising business efficiency overseas focus on the needs of their personnel and their suppliers/sub-contractors/business partners.

### Trade union audiences

Activities can occur at any level of the union movement, involving umbrella organisations (e.g. TUC, CTUC), union-NGO alliances, and the tutors, branch representatives, general membership and senior officers of individual unions. Unions have been more actively involved in ID awareness beyond the CSR agenda, and have therefore given more thought to the audiences they should be reaching. For example, UNISON has 330 branch international relations officers, there are lay tutors being trained to include international dimensions into their courses (T&G), and branch members are being targeted through a variety of activities by NIPSA.

The motivation for such activities can be a senior official's feeling that members' need to know, but may also be because of members requesting information (e.g. the banking union, UNIFI, said that some of its members had become aware because of dealing with donations to relief programme in the banks). In general, the potential audience is any union or union member that feels the need to understand and has ownership of the initiative.

Union members interviewed for this project were already involved in development education activities in their unions. There was a mixed picture about provision, but most felt that there was activ-

ity at all levels with the proviso that most of what went on in regions and branches tended to be the result of personal motivation from either officers or lay members.

## LESSONS FROM EXPERIENCE

### Business lessons

There has been little attempt to consider lessons from business activities outside of CSR. An exception is the DFID-backed WorldAware work with the business community, although lessons to date are more about how to attract business participants (e.g. types of event) than what influences behaviour. There are relatively few instances of training programmes dedicated to explicit international development themes, and the impact of passive initiatives has not been analysed.

Perhaps the key lesson is that business will consider international development issues where these coincide with its direct business interests; the investment in disseminating CSR is a good indicator of this.

Ideas on how impact might be assessed more systematically in future are considered separately below.

### Trade union lessons

Certain unions have given more thought to the lessons to date, not least because they have been funded to conduct specific development education projects. Ones that have been involved in international development awareness activities feel they have been positive. Contributing factors to positive activities are:

- Clear links established between members' concerns/awareness and globalisation.
- Strong support/interest from senior members of the union, particularly in smaller unions.
- The opportunity to meet representatives of developing country unions.
- Integrating ID issues into core education and training programmes where appropriate.
- Strategies that reach into all levels of the union, and provide concrete actions for unionists to take.

- External funding (e.g. DFID).

However, overall there is a sense within the union movement itself that unions could be doing more, and moreover could show more imagination in addressing globalisation. Unions are aware that not everything they have tried has proved effective, and some of the lessons from perceived failures include:

- Avoid creating a sense of powerlessness – emphasise constructive action.
- Acknowledge that international development is not the major concern of members, and link international development issues with workers' day-to-day experiences / concerns.
- Convince tutors and education officers that international development issues have a place on most courses, and provide them with the necessary resources (materials, time, etc.).
- Extended courses on international development do not recruit well.
- Unions can facilitate international development initiatives but cannot generally be expected to resource these activities.

## Business/trade union partnerships

Unions expressed the wish to work more with employers as some are already doing through involvement in the Ethical Trading Initiative. As one union official put it, "We want to focus on key companies and work with them from top to bottom on the global economy, and how a company can work to counter inherent imbalances and promote ethical standards." However, in general the idea of added-value and common interest being served by business-trade union partnerships on ID issues is not widely recognised, and as earlier sections of this report make clear both parties are more likely to link up with NGOs than with each other.

This may be a missed opportunity given that they share several strengths and weaknesses, but given the effort required before business in particular engages with international development, partnership may be an aspiration for the future rather than a priority at the present time.

## KEY ISSUES FOR THE FUTURE

### The case for business and trade union engagement

The information gathering exercise makes clear that for business and trade unions to engage more thoroughly in international development awareness-raising (as understood by DFID), the case has to be proven that this contributes to their primary goals. Although there may be some mileage in adding international development awareness to non-core activities (e.g. as part of corporate philanthropy or as contracted, externally funded projects), this is unlikely to significantly affect the behaviour and attitudes of the business and trade union audiences DFID wishes to reach.

Business (insofar as it has adopted the CSR agenda) and trade unions (through multi-stakeholder approaches to CSR and support to new international development-related activities) are both showing signs of being pro-active in the globalisation awareness debate. However, this still involves only a minority of companies and unions, and moreover has only just started to challenge traditional perceptions of responsibilities and interests.

In part, this is because the development establishment has still to present a convincing case as to why international development is of interest and relevance to these groups. There is a question as to why public funds should be used to promote the interests of other countries that in some instances are seen as competitors. There is also a question as to how greater understanding would help business and trade unions themselves when neither see themselves as development agencies.

In answering the latter question, it needs to be clear why DFID wishes to engage with business and trade unions. Some of the issues that have arisen are:

- Are business and trade unions being asked to act as a conduit for communicating the government's message/policy to their respective constituencies?
- Is DFID offering to assist business and/or trade unions communicate their respective positions on globalisation, even where this does not coincide with government policy?

- Does DFID see engaging with business and trade unions as a way of engaging with these two communities in furthering mutual understanding on globalisation?
- Some aspects of DFID policy as set out in the two White Papers complement business or trade union interests (e.g. efficient markets, investing in people), but some aspects are more contested (e.g. poor countries/people's intellectual property rights). How will these differences be addressed?
- How will DFID respond where business and trade union perspectives are at odds? For instance, business may support DFID's commitment to increasing human capital in the poorer countries for commercial reasons, but this is less likely to have the support of much of the trade union movement when it appears to jeopardise British jobs.

A weakness of DFID current development education strategy is that it does not answer these questions nor make a robust case for business or trade union involvement. Until this case is made, there is a risk that business in particular will respond either with ineffectual nods of agreement or hostility that it is being asked to take on another 'burden'. The union response is in some cases more positive and some unions have received DFID funding towards their development education work, but this still may not generate the innovative approaches that union members feel will be necessary if they are to benefit.

## Finding a common language

As stated earlier, one barrier is confusion about the language of the development establishment that can actually alienate some companies and unions. The way in which globalisation is discussed in the international development community is seen as too abstract or academic, and its starting points are not the same as those of business and trade union audiences.

In order to identify the extent to which business and trade union perspectives on globalisation complement DFID's, it is necessary to develop a more comprehensive understanding of how each group

interprets globalisation. It is possible that the Lifelong Learning Agenda, which takes into account workplace learning, may provide an entry point; this offers opportunities for collective learning processes for effective work and participation in sustainable international and global development, thus bringing development awareness and education into the frame.

This Agenda is built on the vision of "a world in which there are many opportunities to learn about sustainable development. A world where a skilled population makes informed decisions in their home, community and working lives and in their leisure activities. A world where people understand and take responsibility for the impact they have on the quality of life of other people, locally and globally."<sup>5</sup>

However, this vision assumes a spatial and temporal responsibility beyond that acknowledged by most companies or unions. Except where it is a legal requirement (e.g. pension fund contributions), few companies or unions feel responsible for employees/members away from the workplace and beyond the period of employment in a particular company or industry.

The challenge therefore is to 'translate' current aims of development education into actions that have resonance with business and trade unions and their audiences in the UK. The workshop scheduled for May will explore this further (see Appendix 3).

The research team do not feel the challenges are insurmountable, although DFID will need to consider carefully the opportunity cost involved. As the proposed projects illustrate, there are activities that could bring benefit to DFID, business and trade unions. However, even in these instances there is need for a cautious approach, particularly when working with business and trade unions may be interpreted as implying either of these groups is in some way deficient or at fault. For example, communicating the international development dimension to racism in the UK may be seen as helping business or trade unions; however, engagement on this will only work where the core problem has already been acknowledged (i.e. where there are existing anti-racism in the workplace programmes).

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5. Sustainable Development Education Panel, *First Annual Report*, 1998

## MEASURING IMPACT

DFID recognises the importance of measuring and demonstrating the impact of awareness-raising activities. In business initiatives there has been little systematic attempt to measure impact. Some trade union initiatives have set up baselines for future impact assessment.<sup>6</sup>

Development education can be described in terms of:

- Enabling people to understand the links between their own lives and those of people throughout the world.
- Increasing understanding of the economic, social, political and environmental forces which shape our lives.
- Developing the skills, attitudes and values which enable people to work together to bring about change and take control of their own lives.
- Working towards achieving a more just and sustainable world in which power and resources are more equitably shared.

However, these behaviour changes are notoriously difficult to measure (especially in the short to medium term), and most impact assessment concentrates on performance indicators – the quantifiable deliverables of an activity (e.g. number of training courses of a defined quality reaching a certain number of people).

Neither long-term measurement of behavioural change nor measures of performance are likely to give DAWG the information it needs within an acceptable time-frame. Awareness-raising activities/processes need to operate at three levels – interest, understanding and subsequent action. Each of these needs to be measured in the context of a particular objective that is pertinent to DFID, business and trade unions (e.g. increased understanding of human rights issues in non-democratic states). We suggest that this is the most practical approach to impact assessment at the present time.

## Impact on interest

This is the most basic measure, showing the extent to which the target audience has sought information on a particular topic. For instance, the Coop Bank measures the number of staff 'hits' it receives on the ethical sections of its intranet. Other possible measures might be sign-ups for training courses in relevant subject areas or relevant queries received by customer service departments.

## Impact on understanding

This requires pre- and post activity measurement through, for instance, qualitative interviewing and post training evaluation questionnaires.

## Impact on action

In terms of DFID's goals and in order to make the case for long-term business and trade union engagement in international development awareness raising, this is the most important measure of impact, but also the most difficult. There can be a time lag between understanding and action beyond the life of a particular project, and there can be difficulties in attribution. For many companies, level of understanding when operating/working overseas is difficult to measure other than by an evident lack of problems of assimilation (e.g. a member of staff successfully completing a full contract period).

The Co-operative Bank has measured customer responses to their campaigns by tracking three different things:

- The numbers signing petitions (e.g. about the Jubilee 2000 campaign),
- The number of votes cast for donations to particular development charities,
- The number of customers buying debt bonds, and d) the amount of money raised through affinity cards.

These measurements are undertaken because they are a fundamental indicator of the strength of the company's ethical brand positioning. The NIPSA Developing World Fund measures the success of its awareness-raising by the GAYE donations of its

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6. War on Want's Global Workplace project conducted a 'Third World Poverty' market research survey at the start which will be used to demonstrate the project's influence on UK trade union activists and organisations.

members. Other indicators for measuring action might be changes in purchasing behaviour by customers towards more purchases of certain products (e.g. fair-trade).

Whatever indicators are chosen, it needs to be remembered that the desired outcome of awareness-raising is likely to be different from a company or union perspective than from the perspective of development practitioners.

## CAPACITY BUILDING ISSUES

There are three broad options for future activities:

- Integrating international development awareness into internal programmes;
- Integrating international development awareness into existing externally-sourced training;
- Additional activities with a specific ID component from external providers.

For each of these options there is a need to build capacity. Integrating ID into existing programmes requires the present service providers to understand ID issues and how these relate to the business and trade union audiences. Additional activities require that traditional ID service providers understand the needs of the business and trade union communities.

There is little indication from companies or unions that the third option is attractive at the present time, although The Body Shop supports its staff to attend non-work related training.

For options 1 and 2, there is an existing body of trainers and other education experts that could be targeted for capacity building on ID with the intention that they then integrate this into their work. There is indication from union experience that this is the most acceptable path for members/employees.

A fourth option, especially for business, is working with 'pressure point' companies and other organisations. These are ones that are trying to influence business behaviour (e.g. the direction of CSR). For example, working with institutional investors, building their capacity to introduce new elements of international development awareness into their CSR programmes, may have a greater longer-term impact than working with individual companies or industries.

## PROJECTS MOST LIKELY TO HAVE IMPACT

This section has been incorporated into Section 3 of the main report.

## GUIDELINES FOR ACTION

The priority for DFID must be to work with interested members of the business and trade union communities on making the case for these communities' involvement in international development awareness-raising. Until there is agreement on the reasons to engage, and a common understanding of terminology and mutual interest, then it is unlikely that the suggestions made in the section Proposals for Future Projects will succeed.

As a part of this project, we will run a workshop for selected representatives of the business and trade union communities on the theme of 'Development Matters'. This will provide an opportunity for DFID, business and trade unions to develop a framework for progressing the international development awareness agenda. (See Appendix 3 for report of workshop)

As a platform for any other learning projects it chooses to support, DFID needs to have arguments that are not just its own thinking but are based on consultation with business and trade unions and genuine consideration of the perspectives. The workshop should help DFID both learn about business and trade union interests, and give opportunities to DFID to explore in greater detail why it sees these two constituencies as such important ones for promoting awareness about development issues in the UK.

We expect that this research combined with the workshop will provide a starting point from which DFID can effectively communicate to business and trade unions on the basis of a pragmatic and consensus viewpoint, and to use the results as the basis for future activities and funding decisions.

Compiled by Research Team  
December 2000

Note: More details of interviews and findings are available from The Resource Centre.

## Glossary

ACTSA	Action for Southern Africa
CLC	Canadian Labour Congress
CSR	corporate social responsibility
CTUC	Commonwealth Trade Union Council
DAWG	Development Awareness Working Group
DFID	Department for International Development
ETI	Ethical Trading Initiative
GMB	General Union
GPMU	Graphical, Paper and Media Union
ICTU	Irish Congress of Trade Unions
ID	international development
IFWEA	International Federation of Workers' Education Associations
IPMS	Institution of Professionals, Managers and Specialists
KFAT	National Union of Knitwear, Footwear and Apparel Trades
MSF	Manufacturing, Science, Finance Union
NIPSA	Northern Ireland Public Service Alliance
T&G or TGWU	Transport and General Workers' Union
TUC	Trades Union Congress
UNIFI	Specialist Finance Workers' Union
UNISON	Public Service Union
USDAW	Union of Shop, Distributive and Allied Workers
WEA	Workers' Education Association

# Appendix 2: Report of research into the actual and potential role of business organisations in the UK in promoting awareness of development issues within the business community

## BACKGROUND

The research team agreed that it was important to review the role of business organisations as actual or potential mechanisms for raising awareness of development issues within the business community in the UK. The reasons for this are that business organisations:

- Cover the whole of the UK not just the major urban centres
- Have contact with businesses from all commercial sectors
- Work with small and medium enterprises as well as large national and international companies
- Already offer a set of services for their membership including training, and technical assistance
- Work at strategic (policy) as well as operational (practical) levels
- Seek to be 'ahead of the evidence' in anticipating trends in business priorities (e.g. impact of and responses to globalisation)
- Are, normally, not-for-profit and non-governmental organisations with broad 'development' objectives (Regional Development Agencies are currently an exception to this).

Provide invaluable linkages between businesses and other agencies.

## METHODOLOGY

It was decided to interview a number of business organisations from all over the UK to get a clearer picture of the challenges of developing a truly nation-wide policy for DFID in this area.

Accordingly the following interviews were undertaken (see Appendix 4 for specific details):

- 8 detailed face-to-face interviews with local branches of the three major national business organisations (see below) in England, Wales, Scotland and Northern Ireland;
- 1 interview with a regional development agency (Wales)
- 2 telephone interviews with one urban and one rural business organisation in England
- 2 meetings with the Development Director of the British Chambers of Commerce and Industry (BCC)
- Participation (including an exhibition stand) in the BCC's annual conference (March 2001) which had the additional bonus of bringing the project (and DFID) to the attention of the 1,000 business delegates.

Interviewers (3 people) were given a detailed questionnaire and guidelines about how to conduct the interviews. The questionnaire was designed as a 'prompt' for the interviewers rather than something to be slavishly completed – allowing for as much flexibility in the interviews as possible. It was designed to draw out the views of interviewees on the:

- Role and impact of their organisation
- Current priorities for their membership
- Impact of globalisation on their membership
- Levels of interest amongst their membership in corporate social responsibility and international development issues
- Ways in which their organisation could take a lead in raising development awareness amongst their membership
- Most effective communications methods for reaching their membership.

(Note: This aspect of the project was conducted in parallel with a similar scoping exercise with business organisations in a number of developing countries being undertaken by concurrently the Resource Centre. There are a number of very interesting synergies and similarities that could form the basis of a future project that builds the capacity of business organisations world-wide to

promote development issues amongst their memberships.)

## UK BUSINESS ORGANISATIONS

There are a large number of business organisations in the UK. The three main national business organisations that can be differentiated as illustrated below:

ORGANISATION	FOCUS
Confederation of British Industry (CBI)	Macro policy issues
Institute of Directors (IOD)	Corporate strategy
Chambers of Commerce and Industry (BCC)	Practical operational issues

Most businesses in the UK are members of a business organisation – if not one of the general national ones (listed above) than the more specialised trade associations that cluster together companies engaged in similar commercial activities. Their main focus is to protect the interests of that specific commercial sector.

There are a number of other types of business organisation – often at local levels – that draw members from specific minority groupings (e.g. Black Business in Birmingham). There are additional business-led organisations that have been created in the last 25 years specifically to address environmental and social issues (e.g. Business in the Community). Due to time limitations the project did not address the whole gamut of business organisation. It was felt that the general findings about business organisations as vehicles for development awareness messages would be likely to apply to business organisations in general.

Whilst there is no ‘typical’ business organisation there are a number of common characteristics in the main organisations interviewed that are worth noting. These characteristics relate to: Historical perspective, Traditional activities, Numbers of members, Staffing levels, Funding sources, and Current challenges / changes.

### Historical perspective

Some business organisations have been established for decades – many chambers of commerce, for example, were started in the 19th Century, their establishment being directly linked to the growing importance of industrialisation in the UK economy.

There are advantages and disadvantages to this – such organisations certainly have an established role and credibility in their local and regional communities but they may also be perceived as being somewhat conservative and out of date.

### Traditional activities

Traditionally business organisations have provided technical assistance and a range of services (including access to reduced cost services from support industries) to their membership. They also get involved in international trade missions organised in collaboration with the DTI and UK embassies overseas.

In recent years some business organisations have taken a stronger position on impacting policy and strategy as well as taking on new roles in the delivery of government funded skills-based training and enterprise development.

### Numbers of members

The BCC’s recent survey shows that 16% of all British industry belongs to a Chamber of Commerce. In Milton Keynes a membership of 22% is seen as above average.

The CBI in Cardiff estimates that its membership covers 50% of all local employers.

The Institute of Directors in Northern Ireland claims 825 individual members (not clear what percentage this represents) of which 80 are companies that have an ‘international dimension’

Clearly such business organisations have a significant membership base and there-

fore are an important potential conduit for this project.

## Staffing levels

Staffing levels vary hugely at local levels. Three cases illustrate this:

- Glasgow Chamber of Commerce has over 100 full time staff
- Milton Keynes (described by the BCC as a highly successful chamber) has cut its staff from 112 to 45 in the past 18 months
- Institute of Directors in Cardiff has 2 part time staff

This raises questions not only of capacity to deliver new activities but also whether existing staff (even in those with a large number) are suitably equipped to lead on international development issues since this is not currently an established activity.

## Funding sources

Most business organisations are core funded from membership fees. These are usually on a sliding scale according to size of company.

Many individual business organisations rely on additional income from other activities (e.g. room hire, fees for services, grants for specific projects / programmes). In the case of Milton Keynes Chamber of Commerce, for example, only 10% of annual income comes from membership – this is currently regarded as atypical.

Regional organisations (e.g. the Welsh Development Agency) are largely funded by government.

## Current challenges / changes

There are perhaps four main issues that are seen as current changes / challenges to business organisations in the UK. These are:

- Managing the speed of change;
- Addressing the serious labour and skills shortage in the workforce;
- Surviving increasing levels of bureaucracy (see below);

- Re-thinking business leadership (both within member companies and in the business organisations themselves).

The issue of corporate social responsibility (csr) was also seen by those interviewed as important (and becoming more so) but it was ranked as of secondary importance to the issues mentioned above.

There is, in general, some confusion over the differences between globalisation, csr and international development with a tendency in those interviewed to see them as synonymous (this is discussed in more detail below).

## COMMON ISSUES RAISED BY THE BUSINESS ORGANISATIONS DURING INTERVIEWS

There were a number of common issues raised by the business organisations interviewed – these contain useful information with regard to any future development awareness activities. These issues, together with a summary of common characteristics, are:

### Membership

All business organisations interviewed emphasised the need to consolidate and build their membership base. This is a major priority (similar, perhaps, to trade unions) and it is important not to underestimate how strongly this influences their decisions about what activities to undertake,

As membership-driven organisations it is a challenge for them to strike a balance between a responsive 'service delivery' and a pro-active 'challenging' approach. The impression given was that further work in the area of promoting awareness of international development issues would have to be seen as a 'service' to their membership rather than an 'imperative'.

### Bureaucracy

All those interviewed commented on the 'stranglehold of bureaucracy' which they believed all their members suffered from. They see helping their members deal with this as a major priority (BCC particularly) whilst others (IoD and CBI) see it as a major component of their work to change government policy in ways that will reduce bureaucracy.

Government departments at all levels (national, regional and local) were not perceived as being 'business friendly' and this may influence the degree to which business organisations will be willing to adopt what they might perceive as essentially government messages.

## Globalisation

Globalisation is definitely on the horizon for all business organisations though many are still wondering how to address the issue in their day-to-day work. There is a certain sense of 'tinkering at the edges' of something that they anticipate will become an increasingly major issue for their membership and therefore for them.

There is enthusiasm for new activities that help them come to grips with globalisation as an issue. This is, however, always with the caveat that their priority is to identify those issues that are of direct relevance to (impact on) their members.

In some cases, they see concern with international development as a natural 'next step' from the community involvement activities that many of their members undertake at local levels. This tends to be philanthropic in character.

## Multiculturalism

There is greater awareness of the UK as a multi-ethnic country and business organisations have an established role in supporting anti-racism programmes in the workplace. Many business organisations at local levels depend quite heavily on local business leaders from ethnic minorities and certainly see some notable contributions and business successes from these groups.

An awareness of the value of 'multiculturalism' is growing and could be a useful basis for building awareness of international development issues.

## Sustainability

As with the individual companies interviewed during this project, the environmental agenda seems to be more established than the social development agenda. The idea of 'triple bottom line' auditing of companies is in the process of adoption by a few of the large international companies and is supported by the more strategic business organisations (e.g. CBI). However, it is not yet in

evidence in the work of business organisations at regional or local levels.

## Partnership

Interestingly (and somewhat unexpectedly since this was not the main focus of questioning) many of those interviewed expressed a level of cynicism about their (and their members) involvement in partnerships. The main causes of complaint were:

- Business feeling that their involvement was only sought as sponsors not as genuine partners;
- Most partnership projects were in their view ill-conceived and poorly carried out – not making the most of the potential business contribution;
- Business was always expected to 'do too much' receiving little respect for either their contribution or their own values and other priorities;
- Partnership approaches tended to be slow and inefficient – businesses leave partnerships out of frustration.

## Devolution and de-centralisation

Whilst the process of devolution is still in its early stages, those interviewed in Scotland, Northern Ireland and Wales saw the devolution process as increasing bureaucracy and creating new pressures to influence policy. Both were seen as a serious challenge to the business community.

With the local / regional branches of the national business organisations (notably the CBI and the IoD) there was a strong tendency to look to the London HQ for leadership and a level of unwillingness to make any commitments to further activity without a 'policy steer' from HQ.

This was noticeably different with the local branches of the BCC where there was evidence of considerable local autonomy and quite a wide diversity both in priorities and styles of operation.

## PERSPECTIVES ON INTERNATIONAL DEVELOPMENT and CURRENT AWARENESS RAISING ACTIVITIES

As mentioned above, many interviewees did not differentiate between globalisation, csr and inter-

national development (this parallels the findings from the research with individual companies).

Generally, corporate responsibility is seen as an issue of increasing relevance and interest was expressed by many of those interviewed in exploring how they might engage their members in a csr agenda (which in their view could and would include international development issues).

There are few activities being undertaken at present that are primarily focussed on raising awareness of either csr or international development – certainly nothing comparable to any of the trade union activities described in Appendix I.

Interviewees linked questions of international development to one of four types of current activity undertaken by business as the table below illustrates:

## **Corporate social responsibility activities**

This is a term covering a wide range of activity (sometimes including some or all of the three other activities listed below). Increasingly arguments are being developed that csr at its best applies to all aspects of business behaviour and practice and is justified as being 'good for business' rather than a voluntary 'add on' in the more 19th Century philanthropic tradition.

Corporate social responsibility can include:

- Development and implementation of company's vision and values;
- Health and safety issues;
- Labour standards and codes of good practice;
- Staff development and education;
- Responsible marketing;
- Responsible product development;
- A 'stakeholder' approach to business activity that considers employees, suppliers, consumers / customers and local communities as well as shareholders.

## **Employee volunteering**

There is a tradition of encouraging employees to volunteer in their local communities or to support charities (including those involved in development

issues overseas). In some instances there is actual support from management (in terms of time off or access to colleagues during working hours). Where employers encourage such activity it is seen as part of their personnel / human resource development policy.

## **Multiculturalism**

With the growth throughout the UK of a multi-ethnic work force there is a growing acknowledgement of cultural and religious diversity and an interest in the countries / regions of origin of staff. This has grown in recent years to include asylum seekers (e.g. from Eastern Europe) as well as the more established groups from South Asia and the Caribbean.

## **Community involvement**

Many local businesses and business organisations have a tradition of supporting community activities – usually in the form of sponsorship of an event or a project. To date, this is largely at local community level rather than international and is linked to the company's local contacts and reputation.

It is only the larger international companies (and only a small percentage of these) that are extending this idea to their operations overseas – where the term 'community investment' is increasingly used.

Whilst businesses themselves may be engaged in any or all of the above to some degree, it is not apparent that the business organisations themselves take any kind of lead in these areas (as yet). This is beginning to be seen by some senior staff in the business organisations as a significant gap that they must address. It is therefore a potentially important opportunity to work directly with the business organisations to encourage their adoption of a more active approach to engaging their members in these issues and to build their confidence and skills in this area.

## **RECOMMENDATIONS FOR FUTURE ACTIVITY**

The research team strongly believe that business organisations provide a legitimate and useful route into the business community and recommend that DFID pursue this as a next step towards exploring how to engage the business community systemati-

cally in promoting development awareness in the UK.

To be successful, however, it is important to approach this in particular ways. These are outlined below.

Activity	Notes
Support the development of business organisations themselves and seek to build their interest and capacity in this area.	If business organisations are to be an effective partner in promoting development awareness issues amongst their membership they will need support in building convincing arguments and delivery capacity as a pre-requisite first step.
Work with business organisations to design appropriate awareness-raising initiatives rather than 'parachute in' existing approaches or materials.	Business organisations seem to be sceptical about partnership approaches – at least as they have been experienced to date in local / regional development projects. However, just relying on the business organisations themselves to develop this agenda is unlikely to be effective so one or two 'strategic' partnerships to help build the case for their engagement and to develop appropriate materials and delivery methodologies is seen as essential.
Build ('piggy back') wherever possible on existing activities / areas of interest rather than seek to develop completely new initiatives that are not (yet) perceived as relevant to the membership	<p>This means actively seeking out accessible entry points and wherever possible building (however modestly) on existing activities and good practice.</p> <p>Entry points could include:</p> <ul style="list-style-type: none"> <li>• Building on existing interest in multiculturalism, csr, community involvement and employee volunteering schemes,</li> <li>• Building in a development awareness component to existing training programmes and workshops</li> <li>• Building creatively on existing relationships (e.g. with business organisations in the developing world) and international activities (e.g. trade missions)</li> <li>• Encouraging business organisations to advocate a development awareness element into their support for new business initiatives</li> </ul>
Be willing to listen to business organisations and their members and – wherever possible – act as a conduit for their ideas and experience on how they contribute to / impact international development	<p>Businesses and business organisations resent not being recognised as major contributors to development in their own right (i.e. by providing goods and services, employment, raising living standards).</p> <p>If DFID seeks to use business organisations and businesses as vehicles for development messages it would seem fair for DFID to also take a greater lead in acknowledging the business contribution.</p>

Where appropriate link to parallel activity with business organisations overseas.

As with trade unions, business organisations are often 'twinned' with their counter-parts in developing countries. This can provide invaluable first hand access to development issues (rather than secondary materials). Business organisations already take an active role in supporting the development of their counter-parts overseas – this would provide an opportunity for those organisations to contribute to the activities of their UK partners.

Note: Many of these suggestions have been incorporated (and expanded) into the proposed Framework for Action and Recommendations (Sections 2 and 4 respectively in the main report).

Compiled by Research Team  
June 2001

# Appendix 3: Report of workshop held on May 15th 2001 exploring the potential roles of business and trade unions in the UK in promoting development awareness

## DEVELOPMENT AWARENESS MATTERS

15th May 2001, National Liberal Club, London

### OVERVIEW OF THE DAY

Business and unions have their own perceptions of globalisation and development in poorer countries, these are not always the same as DFID's.

Fundamental questions were asked during the research process about why it is in business and trade union interests to be involved in raising awareness of development issues. There were basic differences over what 'international development' means and how terms such as 'sustainability' and 'rights' are used by different organisations / sectors.

Before moving ahead with an agenda that does not meet the needs or have the support of either business or unions, it was seen as critical to sit and exchange ideas that will see if there is common or complementary ground between these groups and the UK government.

A hand-picked group was invited to participate in the workshop (see Appendix 4). This was largely composed of representatives of those organisations (business and trade unions) that had been interviewed by the research team. It was also decided to invite a number of key individuals from DFID (from Civil Society, Business Partnerships and Social Development departments as well as the Information Department which had commissioned this project).

The response from the trade union group and DFID was encouraging (virtually 100% turn out with only two absences due to illness). The response from the business group was highly discouraging and in the event none of the business invitees attended – three dropping out at the last minute.

It is unclear why the business community was so dramatically absent and it undoubtedly was seen as a lost opportunity for a useful three-way discussion. Telephone conversations reveal three main

reasons why those invited from business did not attend. Two main reasons were given were as follows:

- Not able to give up a whole day;
- Too far to come (for those not based in London);
- Not a high enough priority although of interest (note: this last is a very common response of business to such workshop activities and needs to be understood and accepted as a 'business reality' by those wishing to engage business in any activity that they don't (yet) see as central to their business priorities).

The organisers believe there was a fourth reason for business people not attending the workshop (particularly for the withdrawal of the three major companies at the last moment) which was not stated but may have been a strong factor:

- Anxiety about a meeting that included trade unions and DFID based on previous experience of being perceived as entirely self-interested by the former and merely as a resource provider by the latter.

It is probable that there would have been a stronger showing from representatives of business organisations but the workshop was scheduled rather early on in the process of undertaking interviews with the business organisations and key individuals had not at that stage been identified.

In any event, it is important to record and build on the valuable work that was undertaken during the workshop and to understand the reluctance of the business community. (This is addressed in Section 4 of the report).

### OBJECTIVES OF THE WORKSHOP

- To make the case for building development awareness from the perspectives of trade unions, business and DFID

- To articulate common (or complementary) agendas
- To explore potential new initiatives and the opportunities and constraints they present.

## FINDINGS OF RESEARCH TO DATE

A brief presentation was given to the participants about the main findings of the research process (see Appendix 1 )

## KEY QUESTIONS FOR DFID

Key questions arising from the interviews conducted by the research team are directed at DFID itself (i.e. they were raised consistently by those interviewed and could be seen as stumbling blocks to further joint activity unless addressed). These questions include:

- Some aspects of DFID policy as set out in the two White Papers complement business or trade union interests (e.g. efficient markets, investing in people), but some aspects are more contested (e.g. poor countries/people's intellectual property rights). How will these differences be addressed?
- How will DFID respond where business and trade union perspectives are at odds? For instance, business may support DFID's commitment to increasing human capital in the poorer countries for commercial reasons, but this is less likely to have the support of much of the trade union movement when it appears to jeopardise British jobs.
- Are business and trade unions being asked to act simply as a conduit for communicating the government's message/policy to their respective constituencies?
- Is DFID offering to assist business and/or trade unions communicate their own positions on globalisation, even where this does not coincide with government policy?
- Does DFID see engaging with business and trade unions as a way of engaging with these two communities in furthering mutual understanding on globalisation?

## DISCUSSION AND DEBATE

There were two working groups running in parallel followed by a plenary session considering the following questions:

- In the area of development awareness, is there a common language between DFID, Unions and Business?
- What are the most important development issues from each sector's perspective? How do they differ? Are they 'complementary' (even if not 'common')?
- What will encourage business to become more engaged in this agenda?

## Outcomes from the 'common language' debate

- A common language does emerge when each constituency feels comfortable with a process which moves from their particular concerns to the general and deals with the issue from the constituent's viewpoint.
- Language develops over long periods of time and is specific to each constituency and sector
- Understanding, interpreting and using language can be seen as manipulative – for example, to secure funding.
- Language needs to be used in a clear, straight forward way to get the messages across
- Different vocabulary used to express messages which are common or complementary (e.g. 'poverty elimination' not used by TUs, although their work contributes to poverty elimination aim).
- Individuals need to be engaged in active, open listening and learning to overcome barriers
- A common language needs ownership and therefore cannot be imposed. A natural language will emerge organically over time and reflect the real voices
- TUs are not development agencies or NGOs – don't have time/expertise to learn and use DFID terminology.

## Outcomes from the debate on development issues

- There are complex messages with different perspectives and each constituency with its own priorities. There will always be conflicts of interest but all sectors have development education in common and therefore a need to develop a win-win situation that is valued by all groups and constituencies.
- Development Education is not about a campaigning or advocacy but about providing people with the opportunity to learn in a balanced, educative way and gain the capacity to form their own opinions. They can then moved on to campaigning and lobbying. This is based on overall Labour Government's policy.
- There must be a distinction between partnership and funding – business and trade union relationships with DFID are often based on funding. DFID seeks the former and starts a dialogue, but should be aware that relationships based on latter cannot be partnerships particularly once the conversation becomes a funding proposal. DEA proposed that DFID restrict funding until strategy agreed, otherwise would 'skew' relationship.
- The relationship between TUs and DFID has been based on funding in the past - unions and their members may want to influence DFID policy after training and the relationship needs to be a two way process. DEA emphasise the importance of training facilitators – this gives a framework for development education which can then be framed by the different constituencies' values.
- Another view posed that DFID had set up the Development Awareness Fund in order to reach new sectors and that some of the TU funding relationships with DFID had been very positive and had benefits beyond the funding relationship.
- There is some frustration of engaging with DFID, due to lack of overall strategy and high turn over of staff. DFID needs to develop a strategic approach which looks

at how the agenda can be carried forward and how to encourage real dialogue.

- There is a need to "piggy-back" on the back of other agendas. Trade Union tutors don't have time to take on new issues, so need to show how can incorporate development education into existing work – need to get interconnectedness into everybody's mindset.
- Some partnership frameworks already exist in the workplace and these could be a powerful incentive to reach the rest of the business community.
- TU methodology gives people the tools – it takes time and the outcomes are difficult to predict

## Outcomes from the debate around engaging business in this agenda

- Companies are unlikely to get involved through "naming and shaming" – there needs to be a non-confrontational approach for solutions.
- Solutions need to balance between policy and process.
- There is no "quick-fix". Development Awareness needs investment in time and a recognition of the long-term nature of change.
- There needs to be a champion to start engagement but this also needs to be institutionalised.
- There is a need to develop models of good practice both in partnership and singly and the outcomes needs to be credible.
- There is a need to find exemplars and to build on existing relationships. TU constituencies have had some very good experience in this area which is way ahead of many other Western European countries.
- Companies keep quiet even if they are implementing good practice because they don't want to be targeted.

- Companies' agenda is difficult to second guess in their absence. Some don't feel that business's contribution to development is recognised.
- There is a fundamental difference between business and TUs – business has less motive action to implement a development awareness programme for their employees – they are more likely to build something around a product.
- It was suggested working with companies on a professional development agenda could be successful with development education as part of it.
- An example was given of Investors in People as a possible model – a training and ideological model such as this is needed.
- Use of multiplier agencies such as business organisations, could play a vital role in increasing development awareness.
- Consultation is vital and shareholder meetings are an effective way of helping business engage and become more aware of the global impact of actions.

### Other points raised included:

- Trade Unions are more attuned to with the development awareness agenda than many NGOs, but not yet are not practised at promoting this agenda.
- There is a disparity in government's view of business and trade union work in South vs North. In the North, it is seen as useful means to communicate message, yet not viewed so positively in South. There is a feeling that DFID view as partners, both constituencies for Development Awareness in UK, but not partners for Development in South.
- DFID personnel present agreed that needed to re-consider how it views its role with businesses and trade unions in the North and South.
- DFID needs to be realistic and not raise expectations of funding. DFID is open to strategic development – suggest business

and trade unions to develop and then bring to DFID.

- TUC should lead in forming a working relationship with DFID in this work, since smaller TUs lack capacity to take these issues on – need to ensure this is constructive relationship with two-way feedback.
- Ownership is vital. Business and trade unions need to see the relevance of development awareness to their core activities for them to take on board – DFID need to take long term view (as per formal education) to achieve this.

## RECOMMENDATIONS

Suggestions towards the development of a framework for action and other recommendations made during the final plenary session of the workshop have been incorporated into Sections 2 and 4 of the main report.

Report compiled by workshop staff team  
May 2001

## Appendix 4: List of organisations consulted

### Businesses interviewed (listed by sector)

Sector	Company
Business Services	Pricewaterhouse Coopers
	KPMG
	Ernst and Young
	Anderssen Consulting
Construction	Bovis Lend Leasing
	Biwater
Ethnic Business Associations	Birmingham Chamber of Commerce
Financial	The Co-operative Bank
	Standard Chartered Bank
	Henderson/NPI
Food and Drink	Nestle
	ABF/British Sugar
	Diageo
	Unilever
	Mack Multiples
	International Cocoa Organisation
Oil/Extractive	Shell
	BP Amoco
	Premier
Retail	Sainsbury
	The Body Shop
	Marks and Spencer
Telecommunications	British Telecom
Tobacco	British American Tobacco
Travel	Centre for Responsible Tourism
Utilities	Severn Trent Water
	British Gas International

### Other organisations consulted

Development Education Association  
WorldAware

## **Trade union organisations interviewed**

### Trade Unions

GMB	General Union
GPMU	Graphical, Paper and Media Union
IPMS	Institution of Professionals, Managers and Specialists
KFAT	National Union of Knitwear, Footwear and Apparel Trades
MSF	Manufacturing, Science, Finance Union
NIPSA	Northern Ireland Public Service Alliance
T&G	Transport and General Workers' Union
UNIFI	Specialist Finance Workers' Union
UNISON	Public Service Union
USDAW	Union of Shop, Distributive and Allied Workers

## **Union umbrella organisations**

CTUC	Commonwealth Trade Union Council
TUC	Trades Union Congress
CLC	Canadian Labour Congress

## **Union-related NGOs**

ACTSA	Action for Southern Africa
ICTU	(Irish Congress of Trade Unions) Development Education Project
WEA	Workers' Education Association
IFWEA	International Federation of Workers' Education Associations

## **Business organisations interviewed**

British Chambers of Commerce and Industry, Head Office, London

CBI Northern Ireland

CBI Wales

Chamber of Commerce and Industry, Cardiff

Chamber of Commerce and Industry, Belfast

Chamber of Commerce and Industry, Glasgow

Chamber of Commerce and Industry, Milton Keynes

Welsh Development Agency

Institute of Directors, Northern Ireland

Institute of Directors, Wales

Telephone contact with:

Chamber of Commerce, Liverpool

Chamber of Commerce, Sussex

Attendance and stand at:

British Chambers of Commerce Annual  
Conference, March 2001

## **Workshop participants and invitees**

### Participants

Doug Bourne, DEA  
Michael Blowfield, NRI  
Frances Burns, DFID  
Gerry Carr, GMB  
Jessica Crow, Labour Society International  
John Fisher, TGWU  
Mark Luetchford, Consultant  
Rebecca Goddard, DFID  
Peter Gordon, DFID  
Jacqui MacDonald, Resource Centre  
Katherine Madden, Resource Centre  
John Murray, DFID  
Laura Power, Consultant  
Liz Rees, TUC  
Louise Richards, UNISON  
Julie Smith, Consultant  
Ros Tennyson, Resource Centre  
George Turkington, DFID  
Annie Watson, CTUC

### Absent due to illness:

Judy Walker, DFID  
Ed Sweeney, UNIFI

### Invited but unable to attend

Jack Middleton, Co-operative Bank  
Gordon Bentley, Standard Chartered Bank  
Sachin Kapila, Shell  
Dr Chris Tuppen, BT  
Liz Fullelove, Sainsbury  
Severn Trent, Norman Bird  
Geoffrey Bush, Diageo  
Hilary Parsons, Nestlé

Hugh Bigham, Bovis Lend Lease -

Richard Jones, Premier Oil

Deepak Shelat, Institute of Asian Businesses

Kegang Wu, Liverpool Chamber of  
Commerce

Ken Caldwell, Sussex Chamber of Commerce