



Internationaal



Annual report

2017



Panta Rhei Trade Unions for Social Dialogue

Trade Union Co-financing Programme (TUCP)

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Chapter 1

Introduction

The 'Panta Rhei - Trade Unions for Social Dialogue' programme of CNV Internationaal focuses on strengthening the capacity of trade unions (TUs) in low and middle income countries to protect and promote workers' rights. The capacity

building is based on a consultative and coherent model in which social dialogue, pluralism of the trade union movement and workers' individual responsibility are key values.

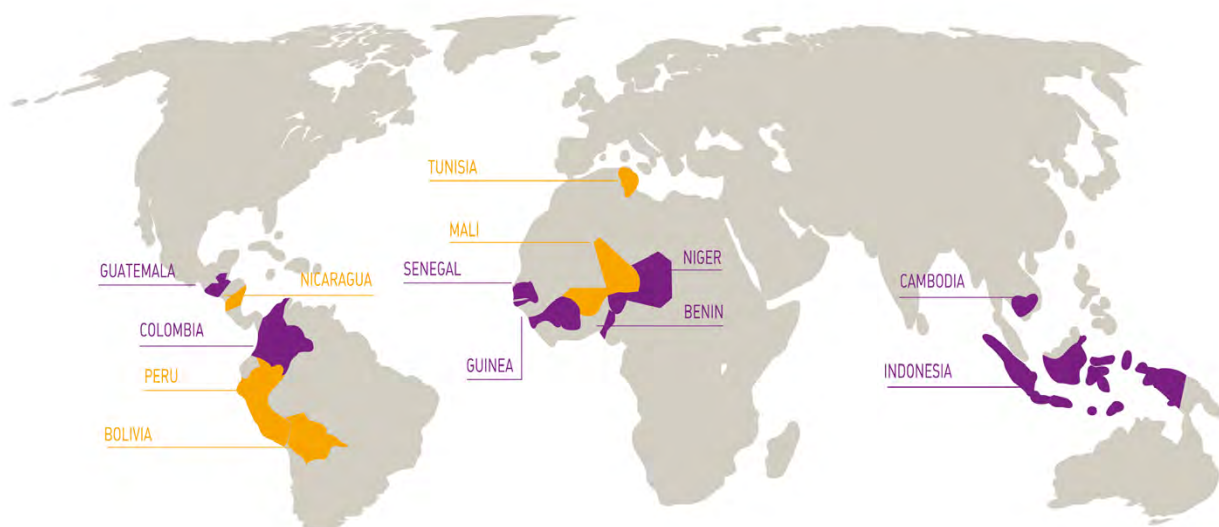
CNV Internationaal operates in dynamic socio-economic, political, technological and institutional environments. On basis of the lessons learned from the previous programme, CNV Internationaal changed its method from:

- * mostly bilateral working relationships with key partners to more **multi-actor cooperation**,
- * mostly technical cooperation to more **political economy thinking and acting**, and
- * a national focus to **regional models**.

In the new programme, CNV Internationaal seeks to support alliances of multiple trade union partners that want to pursue a common goal. **Cooperation between trade unions**, e.g. speaking with 'One Voice', can be more effective to achieve policy changes on certain issues. CNV Internationaal also pursues cooperation with other parties, both within the partner countries and at the international level, to put trade union themes on the political map and thus bring about change.

In the new programme, CNV Internationaal entered therefore into a different relationship with their trade union partners. There is a **shift from organisational capacity development to institutional support** to achieve concrete results in the political economy arena. The new relationships imply a change in roles - from key trade union partners (hereafter referred to as key partners) being in an exclusive relationship with CNV Internationaal to the broader spectre of actors cooperating with CNV Internationaal to bring about change in a programme country. The programming method has also changed from the logical framework in which activities played a central role, to the **joint development of a dynamic theory of change**.

These are shifts that need time to anchor and for which intensive collaboration is needed. CNV Internationaal has appointed and selected national coordinators and regional coordinating organisations in Africa and Latin America to shape the new partner relationships. This allows CNV Internationaal to re-



spond faster and more efficiently to changes in the country in relation to the programme. The coordination for the Asia region is in an exploratory phase. In 2017, CNV Internationaal focussed on the creation of synergies between the TUCP programme in Cambodia and Indonesia, on one hand, and the Strategic Partnership Programmes with ICCO and FairWear on the other hand.

The programme started in 2017 in eight countries: **Benin, Guinea, Niger, Senegal, Cambodia, Indonesia, Colombia and Guatemala**. Five more countries will join in 2018: **Peru, Bolivia, Nicaragua, Tunisia and Mali**.

CNV Internationaal developed country-specific theories of change (ToC) based on the scoping studies, interviews and a workshop with stakeholders. The theory of change guided the decision on the most appropriate intervention and working methods, e.g. alliances, bipartite or tripartite social dialogue, lobby & approach, the key partner, and the broader network of partners, including trade unions and labour NGOs. Baseline studies were carried out for the country ToCs and the International ToCs, involving a small team of external consultants to guarantee uniformity of approach and objectivity. The studies had a qualitative focus. Government actors, employers' associations and key partners were interviewed about the state of social dialogue, labour rights in supply chains and youth employability. The studies provided additional insight into the interests of the actors and their assumptions and the appropriateness of the interventions.

This report presents the main results achieved in 2017, the first year of the programme. CNV Internationaal specifically focuses on three outcomes:

- (1) Strengthened social dialogue,
- (2) Improved labour rights in supply chains and
- (3) Increased youth employability.

This report complements IATI data on results in numbers, presenting a more analytical view on the results.

The report starts with a brief overview of programme achievements and challenges, lessons learned and learning agenda (chapter 2). This is followed by the challenges CNV Internationaal and its partners face from TUCP context (chapter 3). Further, the report describes the progress of the partners' capacity development and the cooperation strategies (chapter 4). This is followed by presenting the results of three outcomes as well as the contributing programme strategies (chapter 5).

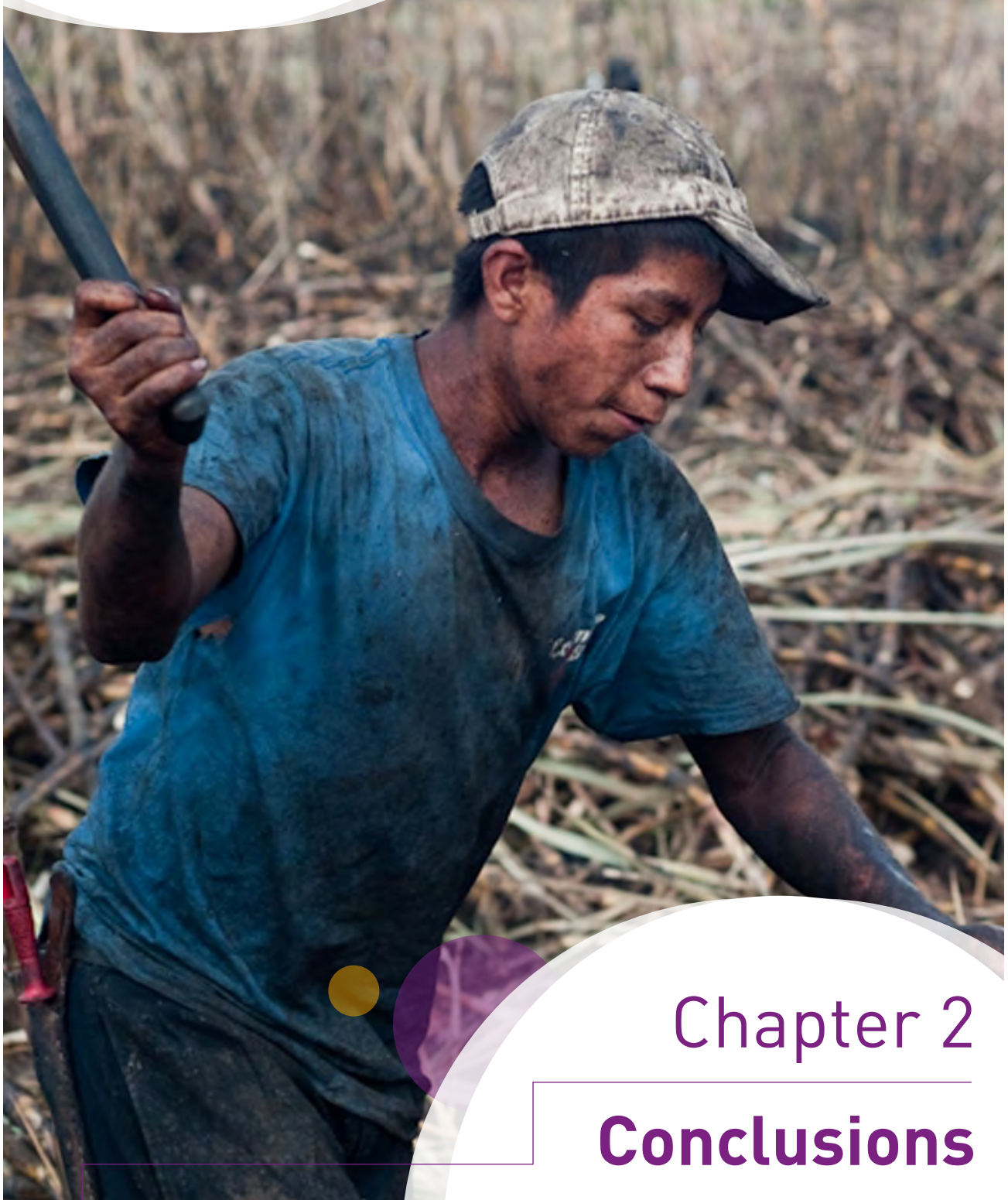
Further, the report presents a number of cases to illustrate the achievements in 2017.

Finally, the report describes the collaboration with the key partners in the programme countries and the collaboration with the regional and international partners (chapter 6).

In the annex, according to the requirements, visual impressions of 2017 are gathered, as well as links to various videos and publications.



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Chapter 2

Conclusions

2. Conclusions

2.1 Main achievements

Firstly, the success of the capacity development interventions in the countries on leadership and lobby & advocacy. All participants reported improved knowledge and dialogue skills on the issue. Participants in Africa reported being able to directly use the knowledge gained to better recognise the issues of stakeholders to initiate social dialogue. In Latin America, participants said they learned how to establish better relations with policymakers.

Secondly, the cooperation between trade union organisations within countries was further intensified in 2017, albeit with different degree of willingness to reach out and let in others. CNV Internationaal fulfilled an important stimulating role in boosting cooperation by explicitly inviting other trade union partners and civil society actors beside the CNV In-

ternationaal key partners to the theory of change workshops and discussions. This has indeed contributed to the alliance building of trade unions in Benin, Niger, Senegal and Guatemala. In these countries, trade union representatives formally acknowledge the importance for joint action. This is specifically a major achievement in Guatemala where CNV Internationaal took a pro-active role to discuss and mediate the memorandum of understanding.

Thirdly, improved relation between the national and international CNV connections. CNV Internationaal, together with national CNV negotiators, became more involved in the process of the negotiation and implementation of the sectoral International Responsible Business Conduct agreements (*Maatschappelijk Verantwoord Ondernemen* convenanten).

2.2 Lessons learned for the theory of change

A look-back at the programme's first year led to a number of lessons for the theory of change. Lessons were drawn for the ToC development process as well as for the ToCs content (i.e. the pathways of change).

Lessons learned for the process

The shift in cooperation method - from mostly bilateral working relationships to more multi-actor cooperation - was a purposeful choice of CNV Internationaal. The key partners were not automatically in favour of the choice as it also meant a transfer of funds from their organisation, as a single receiver, to multiple trade union actors. The ToC workshops in the countries were a benchmark in the process to observe to what extent the trade union partners embraced the new approach. For example, the willingness of key partners to invite other trade unions or civil society partners to the ToC development; the extent to which during the ToC development it was indicated that more collaboration was needed among stakeholders. It is understood that success of this shift lies in giving time to the leaders of key partners to get fully on board with the new way of working.

Another lesson concerns the extent to which the partners see the outcome areas as their priority. Social dialogue, Labour rights in value chains and Youth employability, the three outcome areas were chosen

upon consultation sessions with the key partners. The degree of implication and participation of the key partner leaders in the joint lobby activities that CNV Internationaal organises on these themes vary. Not only do key leaders have additional priorities next to the CNV Internationaal agenda, they also have to deal with critical current events. It is therefore difficult for the leaders to keep the focus on the long term. This dilemma is being discussed with the CNV Internationaal staff during the working process and within the leadership programme organised by CNV Internationaal.

Another learning is related to the more complex organisational setting than during the previous programming - with national coordinators and regional coordinators offering more hands-on support to partners in countries. This new setting is made for taking advantage of the strengths of national and regional coordinators that are searching for political opportunities and are involved in the programme content. It appears that one of the effective uses of this setting is to address raising awareness of the trade unions for working with other actors to achieve an increase of joint actions by trade unions. To realise it, political dialogue and cooperation between CNV Internationaal, national and regional coordinators, and the leaders of partner organisations is needed.

Further, CNV Internationaal and their key partners start to appreciate the use of complexity-aware planning methods such as the theory of change. The key partners are keen to learn and adjust their lobby and advocacy actions. To do so successfully, the programming and strategies need to stay flexible. CNV Internationaal's support in lobby and advocacy requires diversification, depending on the power that trade unions have in influencing political decisions, the representativeness of the key partner, the leadership style and the local customs regarding collaboration and joint actions.

Lessons learned for the content

The African key partner trade unions still play a marginal role in the debate on youth employability in their countries. The trade unions are visibly searching for their meaningful involvement in the complex and immense debate on this topic. With the exception of Senegal where the youth committee of key partner UDTs is very active, little lobby or advocacy action taken by the partners yet. The ToCs captured the capacity development needs of the key partners in being better versed on youth employability issues. However, CNV Internationaal realised that before designing the training, a specific role for trade unions to play in this political debate needs to be further defined. The area of youth employability is vast which makes it important to develop a clear focus on the added value of trade unions. CNV Internationaal has

contracted a consultant to develop the 'business case of employability' from a trade union perspective.

In Guatemala, CNV Internationaal assumed they could work with private sector actors on improving social dialogue in the sugar cane sector. This appeared not to be the case. They learned that first work must be done to establish positive working relations, and to further investigate potential private sector partners for collaboration. Positive experiences from the sugar cane sector in Nicaragua have been studied to learn from best practices. CNV Internationaal is in contact with the International Union of Food, which members are linked to sugarcane sector, and explores whether the Bonsucro certification scheme in sugar cane, with a strong presence in Central America, may help their case.

The experiences in Latin America and Asia in the field of labour rights in supply chains has shown the importance that partners collaborate to complement each other's lobby actions to advance shared agendas. Examples are the experiences in the coal mining sector, with coordinated lobby actions at country, regional and international level, and Indonesian trade policy, where CNV Internationaal puts the key partner in contact with an Indonesian civil society organisation to join forces in the lobby against the Comprehensive Economic Partnership Agreement (CEPA) with the EU.

2.3 Learning Agenda

CNV Internationaal, key partners, and national coordinators are debating and reflecting on how to best monitor lobby and advocacy capacity: (a) with quantitative measurements such as the degree to which partners apply the 10-step approach and use the lobby logbook, or (b) with a more qualitative approach that recognises lobby capacity not (only) dependent on the use of tools. The question **"How to monitor lobby and advocacy capacity of key partners?"** remains topical for the learning agenda.

Also, programme stakeholders continue discussion and exploration of the following two questions: "How to capitalise our experiences for communication, dissemination and learning?" and "How to encourage, as an outsider, the collaboration between strong key partners and smaller trade unions?"

Furthermore, CNV Internationaal wants to learn about the cooperation structures within the programme. What is the level and quality of the cooperation between the key partners and CNV Internationaal?

How is the cooperation between the key partners and other national trade unions, e.g. in Intersyndicale or tripartite structures? In Africa, trade union cooperation is increasing in three of the four countries, while in Asia there's hardly any cooperation. Latin America is somewhere in the middle with Guatemala as positive case and Colombia more complex.

After all, CNV Internationaal wants to learn from the **setup of the regional collaboration**: how do the current arrangements function in Latin America and Africa? What are the similarities and differences? What can we learn from this in terms of efficiency and effectiveness, also in view of developing regional collaboration in Asia?



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Chapter 3

Challenges

3. Challenges

The analysis of the political economy in the countries is an essential part of the new programme. The scoping studies, executed by the Amsterdam Institute for Advanced Labour Studies (AIAS) between January and May 2017, were a source of information, complementary towards the knowledge and experience gained during the former TUCP programme. This was complemented with the knowledge of the key partners of CNV Internationaal during the ToC development. The Baseline studies in the countries further deepened the understanding of the political economy and the contextual

challenges on the lobby and advocacy. CNV Internationaal and its partners have used the new insights in choosing the lobbying themes. This chapter describes the main challenges that CNV Internationaal and its partners face from TUCP context. Further, there is an internal challenge for TUCP stakeholders to stay sufficiently flexible to adapt to changing circumstances and remain relevant. This challenge has been adequately met in 2017: CNV Internationaal and its partner have discussed needed changes and adapted their country plans for 2018 accordingly.

The beginning of the programme has seen further **shrinking space for social dialogue** related to upcoming general elections in Colombia (March 2018), Cambodia (July 2018), Indonesia (April 2019) and Guatemala (June 2019).

Prior to the general elections in **Cambodia** in July 2018, the government is using its political and executive power to ensure popular vote with workers, especially the largest industry of the country - garment and footwear. Prime Minister Hun Sen, who has ruled the country for more than three decades, has personally met with garment workers on numerous occasions to gain their support. In addition, legislative changes were introduced such as Law on Trade Unions in May 2016, consultations on the minimum wage draft law have been finalised in January 2018, and another draft law - on Labour Dispute Adjudication Procedures - is in the pipeline. These changes, together with the increase of minimum wage by 10% from January 2018, are seen as deliberate attempts to curtail the labour unions power in mobilising workers for strikes and demonstrations. The serious concerns over government's efforts to control trade unions increase with the documented attempts to criminalise labour rights activists.

General elections approaching in the spring of 2019 in **Indonesia** influences the speed with which commitments related to improved labour conditions are taken, one example of which is the pending progress

with the Labour Compliance Programme through the establishment of Labour Norms Experts. At the same time, the Indonesian Ministry of Trade is not transparent with civil society including workers' representatives about their position in the EU-Indonesia CEPA, specifically with regard to trade and sustainable development (TSD) chapter. This limits civil society organisations' influence on trade talks while the negotiations already reached the fourth round (February 2018) and are likely to strongly affect socio-economic, including labour, conditions.

In **Colombia**, trade unions still face severe challenges such as increased exposure of workers to physical violence and threats, including murder. Apart from harmful practices, organised workers in the agricultural sector are hardly recognised as trade unions as Ministry of Labour is not inclined to introduce the necessary amendment to the existing legislation nor does it ratify the ILO convention (C141) on the organisations of rural workers. In general, hardly any new legislation protecting labour rights or improving social dialogue has been passed. No new decisions are expected until the elections in March 2018.

Organised crime and corruption severely impact the free functioning of government in **Guatemala**. The country is referred to as the most dangerous in Latin America (and in the world) for trade unionists as poor progress is made in the investigations of recent homicides of trade union leaders - two in 2016 and one in 2017, raising the list of murdered union leaders to 87 since 2004. Apart from homicides, trade unionists have been targets of threats, harassments, and other violations. There are 251 complaints of serious violations against trade unions leaders since 2015 and 2016, and 1950 cases of complaints about the disobedience of courts order for reinstatements

of workers dismissed as retaliation for forming unions.

Implementation of the C110 still lags behind and the drafting initiatives of the national plan on Human Rights and Business is currently at a standstill. The country is submerged in corruption scandals at all levels and sectors, also including the sugarcane industry. In this context, it is extremely difficult to advance on the issue of social dialogue. However, due to external pressure and lobby, the National Tripartite Commission for Labour Relations and Trade Union Liberty has been institutionalised. -

All TUCP countries have **national level tripartite platforms** in place, albeit their **functionality is of very different quality**.

In **Cambodia**, the National Wage Council will replace the existing tripartite mechanism - Labour Advisory Committee - that defines minimum wage in the garment industry when the draft law on Minimum Wage (MW) will come into force. This new tripartite committee is set to have equal representation of government, unions and employers, 16 of each, to set MW for all sectors instead of Labour Advisory Committee's composition of 14 representatives from the government, 7 - of unions and 7 - of employers. However, it is assessed to have a potential to minimise the right to collective bargaining due to the absence of inclusive mechanisms that will enable the equal voice of independent trade unions.

Although the Peace Agreement is considered an important incentive to strengthen the social dialogue mechanisms in **Colombia**, the reality is so far sub-optimal. There is a permanent tripartite committee at a national level, 6 thematic sub-commissions and 33 departmental subcommittees, only a few of which function properly. Many of the meetings on minimum wage have merely an informative character; issues are often not debated, let alone negotiated. Moreover, at the regional level, the sub-commission on formalising the rural sector has not yet held any meeting. Although some of the sub-commissions have played a role in mediating on local conflicts, the general trend is that these conflicts quickly turn into judicial procedures.

Industrial relations at the national level in **Indonesia** are regulated by a tripartite platform - Tripna - with a membership of 45 evenly divided between government, employers' associations and unions. While, at the provincial level there are 24 tripartite platforms - Tripdas - composed of three members representing each of the social partners, and an additional government member as secretary. However, neither the Labour Law nor any other legislative document specifies how representative the confederations should be in terms of coverage of provinces and trade sectors, which causes unbalanced representation in the tripartite platforms. Moreover, MW regulation introduced in 2015 took away a strong mechanism for TUs to join forces in social dialogue as MW is decided based on a formula.

In **Guatemala**, the trade union intersyndicale MSyPAG, and the trade unionists organised under the Global Unions joined forces facing the threat that ILO in Geneva would withdraw Guatemala from the list of countries which recurrently violate fundamental ILO labour conventions. The trade unions prepared a 'plan b', a proposal to install in Guatemala an organ for social dialogue and conflict resolution on labour rights violations, the so-called Observatorium. This proposal was adopted by Government and Employers in November 2017. Beginning of 2018, it should go to Parliament for approval.

One year after the signature of the Social Dialogue Charter, the Talon government in **Benin** adopted the draft ministerial decree establishing, attributing, organising and operating the National Council for Social Dialogue (CNDS). The first General Assembly of the CNDS took place in September 2017. The members agreed on the internal procedures and workplan for 2018. It is too early to know whether the CNDS is functional while the leaders of the Intersyndicale remain moderately optimistic. One of the country's trade unions – CSTB – did not sign the Charter and, hence, does not participate in the social dialogue. Their absence is a risk to social dialogue as they are, according to the 2006 professional elections, the most representative trade union confederation in the public sector. CNV Internationaal is supporting the Intersyndicale partners to participate unitedly in the Benin social dialogue. Representatives of CSTB were invited to the lobby & advocacy training to encourage an inclusive process.

Guinea's National Council for Social Dialogue (CNDS) only exists on paper. The decree was signed in 2016, yet there are no signs that this structure will become operational in the next months or a year. Government hardly takes steps to assign a budget for the functioning of the council. Also, the

CNDS seem to be low on the lobby priority list of the union leaders. This is a challenge to be addressed by CNV Internationaal and its partner.

In **Niger**, a frank and sincere dialogue has been lacking throughout 2017. This has led to lengthy strikes in the education, health, mining, energy and oil sectors as well as in municipalities. The same year, EU has deepened the cooperation with Niger on the issue of migration. The EU has announced actions for 470 million euros to support reforms and state building in Niger: education, food security, sustainable agriculture, infrastructure, democratic governance, and the rule of law. Security expenses eat up almost the entire state budget, yet hardly any consultations to end the conflict take place. It is a challenge for trade unions to link their own action and the existing social dialogue to address the security crisis affecting the entire country.

The exception is the High Council for Social Dialogue in **Senegal**, which is a functional tripartite structure since 2015. Its President has been appointed as the first head of the 'Francophone International Social Dialogue (IFDS)', an initiative of ILO, CNV Internationaal and ECOWAS. CNV Internationaal supported the creation of the IFDS.

There are **disrupted relations in the public sectors in West Africa.**

An on-off teachers' strike in **Guinea** that has paralysed the education system since December 2017, restarted again in February 2018 and shows no signs of stopping. The General Union of Workers – UGTG – has now joined the movement of teachers. The union has cited the mismanagement of the national social security system, poor regulation of subcontracted jobs and a perceived indifference to workplace accidents and arbitrary firings for the strike. UGTG has called on public and private sector employees alike to boycott their workplaces. Teachers hold on to the pay rise of 40% that was agreed in October 2017 with Government. A quarter of the money has already been paid, says the government, which promises a two-year payment. Religious leaders call for more courtesy.

Benin has seen several months of protests against President Talon's free-market reforms in education and health. A strike of health personnel lasted more than two months and ended in November 2017.

Also in **Niger**, there were several strikes in 2017 in vital public sectors. Civil servants in the health, education and justice sector laid down their work to demand Government to comply with its commitments to the improvement of their living and working conditions.

Similarly, in **Senegal**, the crisis between the government and the teachers' unions is far from knowing its epilogue. A new series of strikes started in February 2018.

Despite promises, **social elections** are again postponed in Niger and Benin.

In **Benin**, it is the 5th year of postponement of the social elections, to the disappointment of CNV Internationaal's key partner, COSI Benin. They expect to be among the top three and, thus, gain more influence at the national level, while at present they have to remain in a much lower place, assigned back in 2006.

The social elections in **Niger** are also long awaited. CNV Internationaal's key partner CNT is the largest trade union in the country and expects to maintain that position.

Social elections are in itself a challenging phenomenon. They determine the balance of power between unions and hence decide on who takes the lead in

dialogue with the government and employers. In countries with a fragmented trade union movement, social elections are seen as a valuable instrument as they force more condensed numbers of representative unions in the national tripartite social dialogue. However, on the flip side, in the run-up to the elections, trade unions are each other's competitors, thus jeopardising chances for having a consolidated labour movement position. In the case of Benin, where social elections are 'upcoming' for already two years, the elections did not prevent COSI Benin from taking the initiative for collaborative action, but it is clearly a challenge to keep the spirit of cooperation when the social election dates approach.

CSR sector agreements to be implemented in a practical way with local partners

To connect goals and policies of the different CSR sector agreements with the potential monitoring and watchdog role of local trade unions is a challenge. In other words, to implement the agreement in a practical way locally with help of connecting the Dutch brands with the expertise of local partners. Till now we have been able to give valuable advice

for example in the palm oil supply chain of the banking agreement and in addressing the risks in the textile agreement. Nevertheless, to ensure (local) trade unions become a regular sparring partner for Dutch brands facing labour rights risks is still a challenge.



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Chapter 4

Progress on the capacity development of partners

4. Progress on the capacity development of partners

This chapter describes the progress made with the capacity development through a two-step approach. Firstly, by building the capacity of key partners and civil society organisations through training, learning events and coaching. Secondly, by financing the activities of partners.

CNV Internationaal has made a work plan with the key partners for 2017-2018 based on the ToC, which was formally approved in September 2017. CNV Internationaal and key partners have largely carried out planned activities with the exception of activities related to Sustainable Finance.

4.1 Movement strengthening

CNV Internationaal helps the key partner trade unions to become stronger and more representative. With targeted public campaigns, unions strive for more members and for having a voice in the public debate. Strengthening the image of trade unions as civil society actors that are a reliable interlocutor for the government and employers' organisations is an important goal of the current program.

CNV Internationaal stresses the added value of trade union cooperation, in particular, the need to speak with one voice as employees' representatives in social dialogue to achieving policy changes. CNV Internationaal supports trade union leaders in engaging in strategic alliances.

In 2017, CNV Internationaal supported trade union movements in eight countries. In 2018, this number another five countries join the programme. For each country, CNV Internationaal uses the theory of change development to kick-start, and where exists, enhance the collaboration between trade unions.

This strategy works well in Senegal, Benin and Niger: the Intersyndicale cooperation is much stronger due to joint reflection on the change process towards strengthened social dialogue and increased youth employability.

The key partners in Niger and Benin organised in total 11 campaigns to mobilise workers to vote in the coming social elections that are now scheduled for early 2018.

The key partner in Indonesia, KSBBI, strengthened collaborative actions with universities and civil so-

ciety organisations to issue a joint statement on the EU-Indonesia CEPA.

The intersyndicale MSyPAG in Guatemala successfully managed to pass a proposal through Congress, to institutionalise a Tripartite National Commission for Labour Relations and Trade Union Freedom in Guatemala, with the consent of Government and Employers. This proposal came up in order to anticipate the threat that Guatemala's long-lasting complaint at the ILO Standards' Committee will disappear in March 2018 from the list of countries which violate labour rights. The partner organisation CGT in Colombia strengthened the trade union movement through the creation of the Domestic Advisory Group part of the Trade Agreement Colombia – EU. Also, the organisation contributed to the activation of the OECD National Contact Point in Colombia, presenting a complaint on Occupational Safety and Health from the coal mining sector. The process is in a mediation stage.

Movement strengthening via increased collaboration with other trade unions does not work everywhere right away. The key partners in Guinea, Cambodia and Colombia are less inclined to collaborate with 'competitive' trade unions to formulate a joint agenda for improving labour rights and working conditions.



4.2 Sustainable Finance

CNV Internationaal continued to build the capacity of key partners to increase self-financing. This area of capacity support is crucial in the light of the shifting approach of the programme: from an exclusive bilateral partner relation to supporting a broader strategic alliance in the country. The partners receive significantly less money in the new set-up.

Sustainable finance starts with a strategy to increase the level of self-financing. Although all partners claim to have a self-financing strategy, the level of income from dues is still very low.

CNV Internationaal supports key partners to improve the membership fee collection.

In 2017, small steps have been taken in the direction to increase the self-financing capacity such as

CNV Internationaal carrying out preparatory work to develop IT software for membership registration, and to study the differences in the organisation of membership.

Key partner COSI from Benin was closely involved in the design process and will test the software in 2018. The insights of this first stage are that 'one size fits all' software is likely to fail. Yet, developing tailored software for every partner is too costly. Therefore, the challenge here is to build software that is flexible enough to allow partners making adaptation to fit their organisational needs. More time and study is needed to design something that is really useful for CNV Internationaal partner trade unions.

4.3 Diversity & Leadership

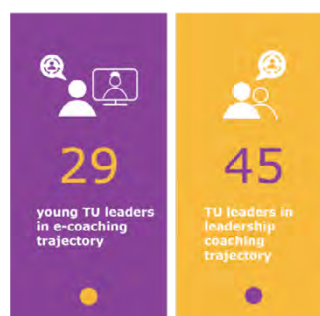


The key partners learned from the self-assessment of five capabilities ('5Cs') in the previous programme that the internal organisation is an important success factor. If the 'inside'

(organisation) works well, the 'outside' (world) will notice. Moreover, credibility, integrity, and the quality of the leadership are the key for partner organisations to constructively position themselves in processes of social dialogue, and the policy work in general.

Leadership is also about promoting organisational diversity, i.e. to give a voice to groups that are not sufficiently being heard: women, young people, and other underrepresented groups. CNV Internationaal seeks to address and promote gender equality and anti-discrimination principles within the trade union movement, to set an example when negotiating with employers, government and other stakeholders.

To address this, CNV Internationaal launched an extensive leadership programme in February 2017 to run for the entire duration of the TUCP.



16 senior leaders, of which **only 1 female**, from **8 key partners** participated in a weeklong **leadership training** that included self-assessment, reflection and insight on own behaviour and

life-work balance. After the training, the leaders continued with distance-coaching sessions led by certified coaches in English, French or Spanish. All but two senior leaders (from Niger and Indonesia) got involved. A refresher meeting in November 2017 reunited the group in The Netherlands when celebrating the 50th anniversary of CNV Internationaal.

To supporting diversity in leadership, CNV Internationaal started an **e-leadership programme** with a motivated group of **29 young leaders**, of which **45% are young female leaders**. The group dynamics in the participating young leaders' is very promising: per language, they created a Whatsapp chat to exchange experiences and seek advice. This dynamic is even more important as the online learning platform's technical problems are being resolved.

This leadership programme's effects are two-fold: both youth and senior leaders indicate they are

more aware of their communication style and how this influences the interaction with their trade union membership. At least two trade union leaders (a senior and a young leader) indicated that they have become less confrontational, more open to debates and an increased understanding with the members of a trade union.

One more effect of the leadership programme is the increased awareness of the trade union leaders to find a healthy balance between work and private life. At least one senior trade union leader has taken measures to improve this balance.

On the whole, trade union leaders find the programme nourishing and enriching for them. They

have asked for more frequent encounters with fellow trade union leaders to exchange and reflect on the challenges of trade union leadership.

Furthermore, a web meeting between the French-speaking group of young African Trade Union leaders and the President of CNV resulted in a motivating and exciting exchange on leadership experiences.

As part of the leadership programme, CNV Internationaal supported the Executive Board of key partner UDTs in Senegal to prepare for the next Congress in the difficult times following the demise of their charismatic and beloved Secretary-General, Marième Konaté in April 2017.

4.4 Lobby & Advocacy

National Level

CNV Internationaal employs a strategy of strengthening the national and international lobby and advocacy capacity of key partners to improve the performance of trade unions in social dialogue. CNV Internationaal also supports or jointly engages in formal and informal L&A efforts of key partners. This happens through funding of research, initiation of complaint systems, organisation of seminars and roundtables and by facilitating the establishment of strategic alliances for bipartite or tripartite negotiations (i.e. the 'insider-approach'). In 2017, this support took shape, among others, through the commissioning of **16 research studies and the realisation of 35 learning events**. In situations, where lobby targets prove to be non-receptive to this approach, CNV Internationaal and key partners may decide to adopt a different approach, the so-called 'outsider approach' for instance through social media campaigns and demonstrations. Whereas an insider approach aims to achieve change by building relations, communicating two ways and linking interests to create a win-win situation, an outsider approach is forcing change by sending information and influencing through demands.



Regional Level

Regional cooperation is at the heart of the TUCP working model. CNV Internationaal supports this by playing roles of a broker, facilitator and driver, and providing funding for themes that are common in a regional context while enabling preferred partners to play a vital role in sharing and learning.

In the African region, the key partners collaborate on social dialogue and youth employability. To support national and international lobby agendas on the topic of youth employability in 2017, in the role of a driver, CNV Internationaal undertook a series of initiatives. In the role of a broker, CNV Internationaal continues to offer knowledge, skills and expertise to facilitate the processes advancing youth employability agenda. Young trade union leaders (including youth representatives of ITUC Africa) developed a

joint lobby agenda as a result of a three-day lobby and advocacy training. Playing these roles result in an active acceleration of the regional alliance development and raising awareness on the theme of employability, thus enabling more effective lobby of this policy agenda. Moreover, it will provide input to national lobby agendas of the youth.

Further, CNV Internationaal, initiated by the President of CNV Maurice Limmen, organised a seminar on Migration and Youth employability in Senegal in December 2017, to encourage the debate on the root causes for migration and the importance of youth employability in providing perspectives to young people in the region.

Moreover, CNV Internationaal supports advancing the youth employability agenda by active participation in the international conference “Boosting Youth Employability in Africa” in The Netherlands, in May 2017.

In the Latin American region, the key partners collaborate on labour rights in the supply chain. In 2017, CNV Internationaal stimulated regional cooperation by organising a five-day exchange between the 12 representatives of mineworkers’ unions of Colombia and Peru. In Peru, the mining sector is recognised as a high-risk sector and the law offers advantages to miners, such as early retirement and access to health care. This is not the case in Colombia where mineworkers’ rights are at a much lower level than of workers of other sectors. The Colombian mineworkers learned about the experience of their Peruvian counterparts and draw lessons to apply to their country context.

In the Asian region, collaboration has not started yet. A model for collaboration is under development.

Case 1 - Strengthening Lobby & Advocacy Capacity of Trade Union Partners

Between September and November 2017, CNV Internationaal held lobby and advocacy training workshops in seven countries (Colombia, Cambodia, Indonesia, Benin, Guinea, Niger and Senegal). Activists from trade unions and civil society organisations got **practical lobby and advocacy skills** to translate desired changes of the Theories of Change developed at the beginning of the programme into joint lobby/advocacy strategies in their own country.

The training workshop, set up as a **mutual capacity development exercise**, resulted in key partners jointly developing the objectives and ideas of a lobby and advocacy plan. The workshop saw cross-fertilisation of ideas and enrichment of everyone attending, active sharing of knowledge and experiences about the interests, power and strategies of stakeholders and the role that trade unions can play in particular sectors and issues, including defending labour rights and the right of association, boosting youth employability, and stimulating social dialogue.

At the end of the interactive workshop, participants articulated **solid plans to lobby to decision makers**, showing their knowledge of the level of information needed for a successful lobby and advocacy action as well as the subject of lobby/advocacy and the tar-

geted stakeholders. Participants finalised the lobby and advocacy plans after the workshop, with help of consolidated comments from the national coordinators and advisers of CNV Internationaal.

All participants reported improved knowledge and dialogue skills on the issue. Participants in Africa reported being able to directly use the knowledge gained to better recognise the issues of stakeholders to initiate social dialogue. In Latin America, participants said they learned how to establish better relations with policymakers. Trade union representatives of the Intersindical in Guatemala recognised the importance to participate in social dialogue commissions at the national level.

In the regional lobby and advocacy workshop in Africa, the International Trade Union Confederation - **ITUC Africa recognised the need to strengthen their role in the employability debate**, and to provide more concrete support to affiliated trade unions on positioning themselves in the youth **employability debate**.

Participants also gained knowledge how to use media relations by explaining in clear, accessible language the role of social dialogue for workers,

employers and the socio-economic development in the country. Immediately after the training, the **Senegalese youth committee participated** meaningfully in **a regional seminar** in Dakar in December 2017 on the issue of migration.

In Indonesia, CNV Internationaal and key partner **KSBSI** joined an alliance of European and Indo-

nesian NGOs and trade unions that **successfully joined forces to lobby with the Civil Society Statement on the EU-Indonesian CEPA**. The Alliance put specific demands on the table in favour of workers' interests. Prior to the lobby, Alliance members were trained on the possible impact of CEPA on workers' situation.

Case 2 - Regional collaboration in Africa to promote social dialogue

CNV Internationaal supported the creation of the Francophone International Social Dialogue (IFDS). Launched in December 2016 in Turin, Italy, IFDS set the main objective to **promoting and strengthening social dialogue in the countries of French-speaking Africa**. IFDS also aims at building a database on social dialogue, promoting good practices and attitudes, techniques of negotiation, management and prevention of social conflicts as well as democracy and good social governance.

With the theme **"Crossing Perspectives on Social Dialogue Experiences and Issues in Francophone Africa"**, a three-day seminar in December 2017 brought together Social dialogue actors from 16 French-speaking African countries: Benin, Cameroon, Central African Republic, Chad, DR Congo, Gabon, Guinea-Bissau, Guinea, Ivory Coast, Madagascar, Mali, Mauritania, Niger, Senegal, Togo, and Tunisia, as well as representatives of international organisations and institutions, including the ILO, the Organisation International Francophonie (OIF) and CNV Internationaal. Throughout the seminar representatives of CNV Internationaal, CNV Federation and the key partners of Benin, Guinea and Niger stressed the importance of constructive social dialogue and intersyndicale cooperation and shared their experiences on two topics.

At the opening ceremony, the President of the High Council of Social Dialogue of Senegal, Innocence Ntap Ndiaye, praised the virtues of social dialogue, stressing that the issue was firmly rooted in **traditional African values**: "Social dialogue is not only a strategic goal but also an essential means of action to achieve the major objectives that tripartite constituents have set themselves in terms of employment, social protection and fundamental rights protection", said the newly appointed head of IFDS.

The participants stressed in their **final declaration the need to promote and develop social dialogue** and its operative mechanisms, advocating for strong trade union unity with representative professional organisations and strong social partners. They invite the governments of their countries to create or operationalise social dialogue structures to consolidate social peace and socio-economic development.

International Level

CNV Internationaal positioned itself well on the trade policy debate by becoming an active member of the Dutch Broad Trade Consultation (*breed handelsberaad* ⁱⁱ) platform. The platform is a space for the government to consult with the interest groups in The Netherlands on trade agreements of the European Union. It is an excellent forum to actively pursue one of the lobby issues of TUCP – recognition of the need for the inclusion of sanction/dispute settlement procedures in TSD chapters of the EU trade agreements. Although at present there is no position of the newly formed Dutch government on this, there are signs that government takes stand such as the government's letter to parliament about appreciation of dispute resolution research into TSD chapter (*Kamerbrief over appreciatie onderzoek geschillenbeslechting duurzaamheids- hoofdstuk in handelsakkoorden* ⁱⁱⁱ) and accompanying research on "Dispute Settlement in the TSD Chapters of EU Trade Agreements" commissioned by the government ^{iv}.

In preparation of CNV Internationaal's lobby towards Dutch Parliament, the Ministry of Foreign Affairs and The Netherlands Enterprising Agency (RVO) to raise the attention for youth employability, in 2017 CNV Internationaal started to build a business case for investing in youth employability with the involvement of CNV Jongeren, the Youth Feder-

ation of CNV. It is recognised that the experiences of CNV Jongeren take place in an entirely different socio-economic context; however, they might have valuable lessons to share with the African partners. Examples of this are the youth platform of the Social and Economic Council of The Netherlands (SER), created in October 2015 to involve young people in their work that meets several times a year to consult with young people on a specific issue.

CNV Internationaal also raised the awareness of RVO on different forms of workplace harassment and how to prevent and mitigate these.

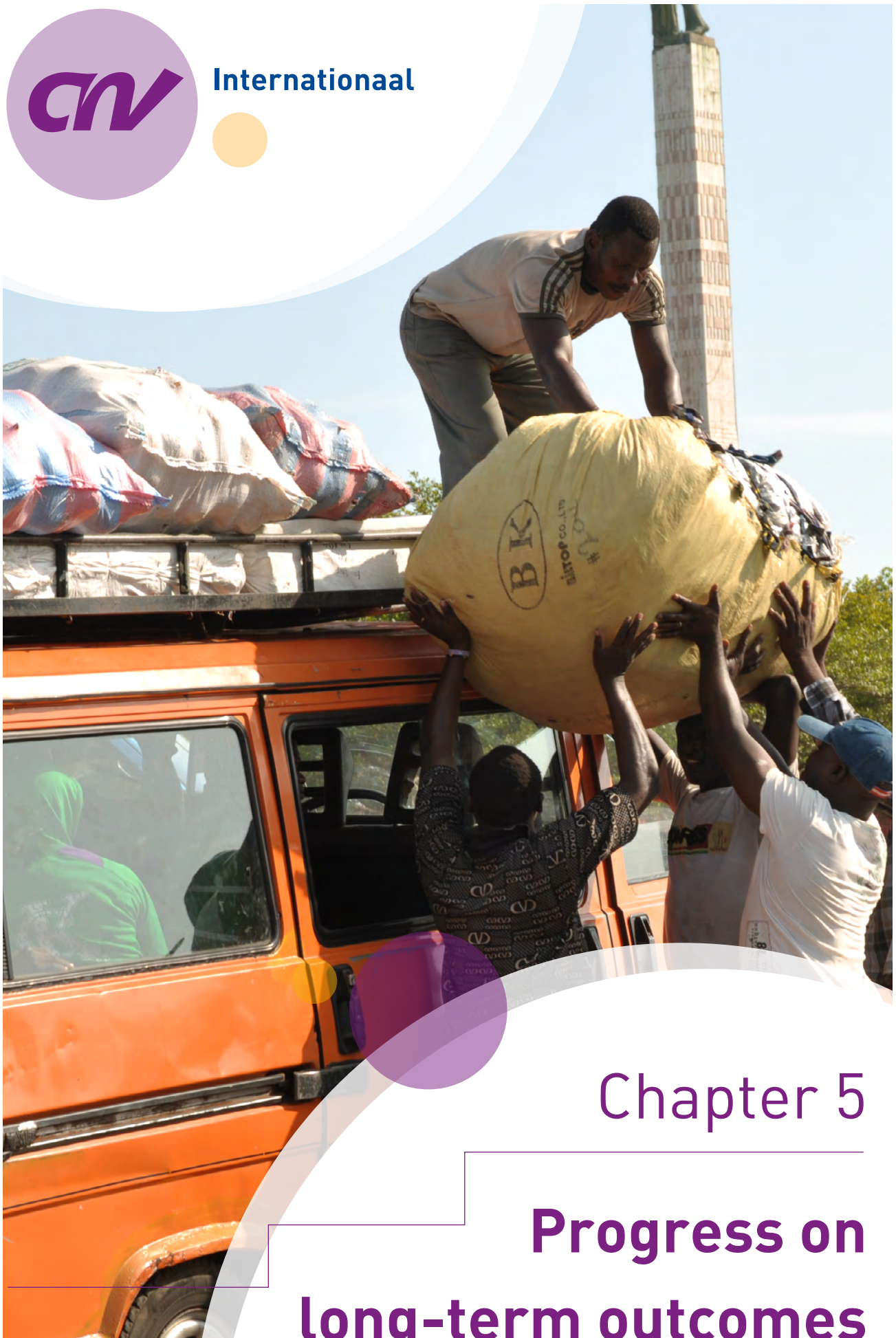
CNV Internationaal and CNV were actively involved in the negotiation process in the food sector and the metal sector. They also signed the Agreement to Promote Sustainable Forestry and brought in the local expertise of key partners in different

agreement working groups, such as the supply chain working group in the Banking Agreement and the freedom of association working group in the Agreement on International Responsible Business Conduct in the garment and textile sector. Among other, a successful meeting was held in November 2017 when Dutch brands exchanged challenges and practices with international trade unionist from producing countries. These activities are co-funded through the 'covenant financing', of which Oxfam Novib holds the secretariat.

CNV Internationaal used its 50th anniversary as an opportunity to invite the representatives of the key partners to The Netherlands. During this visit, the partners visited SER to learn from the consensus decision-making Polder Model (*Poldermodel*), had fruitful exchanges of experiences with CNV Federations' staff and each other.



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Chapter 5

Progress on long-term outcomes

5. Progress on long-term outcomes

Long-term programme outcomes are about behavioural changes of social dialogue partners: governments, employers' organisations and trade unions. It is acknowledged that these outcomes are complex in nature, which means that most often they are not apparent at the outset but will be obvious in hindsight. For that reason, CNV Internationaal captures the changes towards ultimate outcomes with the Outcome Harvesting method⁹, allowing to collect meaningful information as programmatic changes evolve, as well as to make sense of them in retrospect.

This chapter presents a selection of the cases on harvested outcomes, selected at the annual sense-making workshop of TUCP by regional and national coordinators. The cases demonstrate changes towards the achievement of the three long-term outcomes. They describe what change took place, what is the significance of it and what is the programme's contribution. To complete the picture of progress towards long-term outcomes, the scale of the selected changes is illustrated by quantitative information.

5.1 Social Dialogue

Case 3 - Niger: Government Releases Budget to Organise Social Elections

In October 2017, the Prime Minister presented a proposal to the parliament for a budget **to organise social elections**. The **Parliament voted in favour of the budget** and approved it in a special parliamentary session. The next step is for the government to release funds to the national treasurer. The decision is a major step forward as the government of Niger was reluctant to organise the social elections. It took **four years to make this budget available**.

The social elections determine which trade unions get the most votes and hence, have the largest negotiating power. The Intersyndicale of Niger says elections will clarify the position of the different unions. The results of the social elections will provide clarity on the power balances within the trade union movement and define which trade unions are represented in the various bipartite and tripartite structures. It is a critical step towards stable re-

lations, constructive negotiation and less social unrest, particularly in the public sector. Social elections, hence, will facilitate the achievement of longer-term results for the socio-economic development of Niger. It was chosen by the Intersyndicale of Niger (ITN) as a priority issue during the development of the theory of change.

The joint pressure of the trade unions, the ILO, and the employers' organisation convinced the Prime Minister to present this proposal. In August 2017, members of the ITN met with the Director of Budget, Ministry of Finance. This resulted in meetings with the Prime Minister and Members of Parliament.

ITN members applied the lobbying strategy that they developed during L&A training provided by CNV Internationaal.



Case 4 - Benin: Constitutional Court Rejects the Controversial Law Banning the Right to Strike

In Benin, Members of Parliament voted on December 28, 2017, a controversial law that excludes the right to strike of military, police, as well as health and justice personnel. Before entering into force, the law needed to be validated by the Constitutional Court.

The Intersyndicale coalition of six trade unions in Benin used this momentum to **jointly lobby for lifting the ban on the right to strike** that they considered a true restriction of their rights. They organised massive strikes in the public administration to force the withdrawal of this law.

The president Patrice Talon defended the law at the beginning of January, evoking that “choices which, although difficult, are necessary to the recovery of our country”. It is necessary that the State, in its organisation, management, administration, and the behaviour of its agents makes attractive and competitive our economic and social environment”, he said during the ceremony of the wishes presidents of institutions and diplomatic corps.

On 19 January 2018, the Constitutional Court rejected the law. The court explained that parliament is not

entitled to prohibit the right to strike and called on Members of Parliament to regulate the right to strike instead of withdrawing it from workers. With this decision of the court, the cards are redistributed again in Benin.

The Intersyndicale coalition in Benin formulated the lobbying plan during the training/workshop organised by CNV Internationaal in October 2017. **The Intersyndicale collaboration has been encouraged by CNV Internationaal since 2012 and will get continued support in the new TUCP.**

Case 5 - Indonesia : Developing a common Social Dialogue Indonesia project

Indonesian and Dutch employers organisations, APINDO and DECP, together with KSBSI and CNV Internationaal developed a common Social Dialogue Indonesia (SDI) project in three stages. At the first stage, a Round Table was held in Jakarta to create awareness and commitment at the central levels of APINDO and KSBSI. This resulted in signing a Memorandum of Understanding on April 27, 2017. The second stage consisted of the training workshops on social dialogue with employers and trade unions in five regions, concluded in February 2018. DECP trainer and a trainer from CNV Vakmensen developed and facilitated the training. Training workshops were held in Bandung (September 2017); Surabaya and Palembang (November 2017); and Makassar and Balikpapan (January-February 2018).

Five regional workshop sessions have been most **successful in triggering discussions on social dialogue in the regions in West Java, South Sulawesi, East Kalimantan, South Kalimantan and North**

Sumatra. Best results were obtained in Balikpapan (East Kalimantan), Bandung (West Java) and Makassar (South Sulawesi). The sessions brought together around **80 members from APINDO and KSBSI, from 23 out of the 34 provinces.** Although in nearly all regions more work has to take place needed to start the social dialogue, some sessions saw indications for a social dialogue emerge. Further, in several regions employers and trade unions agreed to meet on a regular basis to discuss labour issues. They agreed that APINDO would appeal to its members if labour rights violations appear and that the trade unions would support APINDO in this by providing relevant information.

SDI aimed to select 20 regional experts for Training of Trainers seminar, i.e. the third stage of the project, but it was paused due to the decision to first take stock of the results and outline the way forward.

Case 6 - Haiti: CNV Internationaal Facilitates Social Dialogue in Heineken Brewery

In the midst of an escalating conflict on labour issues between the management of the Heineken brewery BRANA (which stands for ‘Brasserie Nationale’) in Haiti and the workers’ union of the brewery SYTBANA, affiliated to ITUC Latin America, they called upon the assistance of CNV Internationaal. Together with the Dutch Employers Cooperation Programme, CNV Internationaal decided on a bipartite intervention: with the workers and with the management. They consulted ITUC and Heineken head office to carefully plan the intervention.

A training-seminar on social dialogue for the executive board of the trade union SYTBANA and the management of BRANA took place on 13 – 15 March 2017 in Port-au-Prince, Haiti. **With trade union expertise of CNV Internationaal and expertise of DECP, on-demand service was successfully provided:** they built capacity on social dialogue, including negotiation skills of the management of BRANA and leadership of SYTBANA so that they could work towards improved labour relations. At the end of the training, **SYTBANA and manage-**

ment of BRANA demonstrated their commitment by presenting concrete, albeit separate, roadmaps towards improved communication, showing mutual respect and building confidence in social dialogue.

After the training, on distance support by CNV Internationaal continued. In December 2017, SYTBRANA and management of BRANA sent a joint letter to inform CNV Internationaal and DECP on **the progress with the implementation of the roadmaps**.

The two parties confirmed that the steps taken are leading to a healthier social climate, continuous commitment to work on social dialogue and improvements in labour conditions such as mutually agreed salary grade and job grade, new working

hours, a new cafeteria, training centre and medical centre for staff and family.

The sincere participation and open attitudes of SYTBRANA and the management of BRANA, the full support of the Heineken head office towards the approach, and the advice of CNV Internationaal and DECP, were the keys to the successful capacity development of the conflicting parties, and more constructive agreements between them.

A total of **1,200 of which 40 female workers will benefit from improved working conditions** through this achievement.

5.2 Labour rights in supply chains

Case 7 - Colombia: Successful Filing of a Complaint to Raise the Labour Standards



In 2017, key partner CGT successfully continued to file a complaint to the Colombian National Contact Point for the OECD Guidelines for Multinational Enterprises (NCP). It is the first complaint to the NCP in

Colombia, which was established in 2012. **The OECD National Contact Point in Colombia formally started with the case against Drummond.** CNV Internationaal, SOMO and PLADES - CNV's partner, a member of the OECD Watch - supported CGT in elaborating the complaint.

This complaint covered priorities identified by the local unions of CGT: Health & Safety at the workplace

and improving the conditions of outsourced workers. With support of TUCP, the local unions were able to improve their capacities to communicate via social networks as well as to set up and carry out campaigns. They identify with the action plan and recognise the importance of communication towards and with their members.

At the end of 2017, the process has accelerated. Representatives of the American - owned company Drummonds visited The Netherlands on an initiative of The Netherlands Ministry of Foreign Affairs, the Colombian embassy and CNV Internationaal. They met with representatives of Dutch energy companies to discuss labour rights in the coal-mining sector.

This achievement will result in improved working conditions of 5,000 workers (76 women) of Drummond.

Case 8 - Indonesia: Civil Society Pushing for Participation in EU- Indonesia Trade Talks

Trade talks between EU and the government of Indonesia on CEPA reached the fourth round of negotiations in February 2018, without any input or formal room for participation from civil society organisations and trade unions. As CEPA became a topic of interest for civil society organisations in Indonesia in late 2017, KSBSI lobby team was supported to gain adequate knowledge on CEPA by the

Indonesian NGO, Indonesia for Global Justice (IGJ) providing training on FTA and CEPA. This training is part of the TUCP programme to raise awareness on the possible impact of CEPA on workers situation.

In September 2017, an Indonesian-European alliance of NGOs and trade unions was established in Brussels. The organisations agreed to join hands in lobbying for an EU-Indonesian trade deal that is in the public interest.

In January 2018, civil society organisations including IGJ, 11.11.11, Friends of the Earth Europe and Friends of the Earth Indonesia, CNV Internationaal, Transnational Institute, ClientEarth and Fern signed the Civil Society Statement on the EU-Indonesia CEPA that is currently being negotiated. Due to the lobby of the Indonesian- European Alliance of NGOs, the Centre for European Study of the University of Indonesia supported the statement.

With this statement, civil society organisations got involved in the discussion of how CEPA is going to affect socio-economic, including labour, conditions.

An estimated 124 million workers (38% women) will be affected by CEPA and hence benefit from the joint actions.

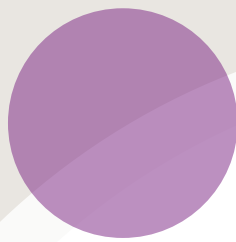
5.3 Youth Employability

Improving youth employability is a priority issue for the West African region. In countries like Senegal and Benin, over 200,000 young people enter the labour market every year. Trade unions might not be able to create job opportunities themselves, but they help boost the employability of young job seekers in the labour market. CNV Internationaal promotes the topic at country, regional and international level with governments, employers and international organisations. They also promote that young people have a voice and are heard. CNV Internationaal, assisted by CNV Jongeren, supports key partners to prepare young people for their search for work. At present, the priority is on agenda setting of youth employability to the trade union leadership.





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Chapter 6

Reflection on collaboration and partnering

6. Reflection on collaboration and partnering

Dialogue with her partners is an indirect but essential result area for CNV Internationaal. Therefore, CNV regional coordinators engage in a periodic re-

view of the **quality of dialogue**, using questions for reflection. The highlights from the review done at the end of 2017 are presented below.

Questions for reflection on the quality of dialogue

- How are we satisfied with the ways of working together? Did we change our ways of working while collaborating within this programme?
- How are we dealing with differences of opinion? Do we feel they are openly expressed, recognised and examined for strength and weaknesses?
- How do we add value by operating in a partnership? In which areas do we achieve much more than if working as individual organisations?
- How do we facilitate joint learning and innovation?
- How are we doing in terms of following up agreements, are the changes discussed taken seriously and attempts made to implement them?

Operating in a partnership with CNV Internationaal **adds value** to key partners work by strengthening their position at national level, enriching their range of lobby and advocacy methods, bringing new ideas, facilitating insights from other countries labour movement experiences, developing a long-term joint vision (especially relevant for a new area of work such as youth employability in African context), and overall political and moral support. At the international level, CNV Internationaal collaborates with like-minded organisations such as Belgian Confederation of Christian Trade Unions (Algemeen Christelijk Vakverbond - ACV) and the International Trade Union Confederation (ITUC) and European Trade Union Confederation (ETUC). The **value added** of these partnerships in 2017 showed in joint lobbying of EU institutions with regard to EU-Indonesia CEPA. Similarly, CNV Internationaal partners up with RVO and SER in The Netherlands to ensure that the International Responsible Business Conduct agreements (IRBC)^{vi} take workers' rights into account. In these partnerships, value added is in playing complementary roles.

As CNV Internationaal and key partners get used to the new **ways of working together**, the partnerships get increasingly appreciated, especially in the areas of capacity strengthening, exchanging experiences and joint activities. The rich history of collaboration, prior to TUCP programme, laid a solid ground for good partnership based on trust, mutual respect, and a shared vision on social dialogue. In 2017, listening to partners' needs and interests, prioritising relevant outcome areas (i.e. youth employability in the African region and Labour Rights in Latin American and Asian regions) and continuously valuing partners' independence, transparency, and credibility has further strengthened this basis. There are remaining bones of contention: one, that reduced funding limits key partners in doing work only at the national level with the support of CNV Internationaal and another, that additional layer of approving finances through regional and national coordinators reduced the flexibility of in-country activities.

"CNV Internationaal does not impose ideas but organises the programme in dialogue"
(UDTS, Senegal)

The most appreciated **joint learning** in 2017 result from coaching in leadership and on social dialogue as well as working with new approached such as ToC and L&A strategies. However, the biggest **joint innovation** seems to lie in changed attitude towards collaboration with other trade union confederations and NGOs. Although key partners are ever-increasingly convinced in achieving higher impact when joining hands with others, they warn against taking big steps too quickly without ironing out political differences.

Differences of opinion, as well as miscommunication, occur in TUCP, as in any partnership, and in

2017, hardly any disagreement was left unsolved. This was due to the way to deal with differences of opinions, which is to listen to each other's arguments, try to convince each other and take time to get into each other's shoes, and eventually coming to an acceptable agreement. In addition to practising open dialogue and respecting each other's positions highlighted above, one more aspect – flexibility – seems to be key to the successful way of dealing with differences of opinions in TUCP.

*“CNV Internationaal and our leadership had a discussion on whom to invite to the ToC workshop, and eventually with whom to strengthen intersyndicale cooperation. After a tough discussion, we came to an agreement, which took into account the concerns of both sides”
(COSI, Benin)*

In 2018, CNV Internationaal, TUCP national and regional coordinators and key partners intend to intensify communication on programme implementation as well as North – South – South exchange, keep open and sincere dialogue and work on straightening administrative systems to lessen fund transfer delays. To make more use of the partnership with ITUC, CNV Internationaal intends to organise a meeting for planning strategic joint actions in 2018. While with SER the collaboration will continue in the framework of new agreements on Sustainable Garment and Textile and Banking Sectors and in negotiation processes of new agreements.



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Chapter 7

Glossary

7. Glossary

C87, C98, C110 and C144 - ILO Conventions: C87 concerns the freedom of association and protection of the right to organise; C98 concerns the right to organise and collective bargaining; C110 concerns conditions of employment of plantation workers; C144 concerns tripartite consultations to promote the implementation of international labour standards.

Capacity development - The process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. Capacity development is about supporting growth - within individuals, groups and across societies as a whole.

Decent Work Agenda - Productive employment and decent work are key elements to achieving a fair globalisation and poverty reduction. The ILO has developed an agenda for the community of work looking at job creation, rights at work, social protection and social dialogue, with gender equality as a crosscutting objective.

Employability - The ability of a person to obtain and maintain decent employment.

Global Union Federation (GUF)/ International Trade Federation (ITF) - An international federation of national trade unions organising in specific industry sectors or occupational groups.

Human Rights Due Diligence - An on-going risk management process that a reasonable and prudent company needs to follow in order to identify, prevent, mitigate and account for how it addresses its adverse human rights impacts.

IATI standards - Framework for publishing information on development cooperation activities in a timely, comprehensive and forward-looking manner

Intersyndicale - Coalition of different trade unions in a company, economic sector or at the national level for joint action.

Key Partners - Trade Union confederations with whom CNV Internationaal has signed a contract within the framework of TUCP.

Labour rights - Legal rights concerning labour relations between workers and their employers, usually obtained under labour and employment law.

Lobby and advocacy - Strategic interventions that ultimately have the aim to influence the behaviour of a specific actor. This can range from strikes and demonstrations ('outsider approach') to the organisation of seminars and roundtables, awareness raising, to the establishment of strategic alliances, to formal and informal lobby meetings ('insider approach'). The L&A approach of CNV Internationaal is to first apply the 'insider approach' and to apply the

'outsider approach' as a last resort if the lobby targets prove to be non-receptive to the insiders' position.

Social Elections - All types of negotiation, consultation or simply an exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy.

Social Partners - Workers' organisations, employer associations and governments are together referred to as 'social partners'. They cooperate in working relationships to achieve a mutually agreed upon social goal, typically to the benefit of all involved groups (workers, employers and government).

Social Dialogue - All types of negotiation, consultation or simply an exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy.

Supply Chain - A system of organisations, people, activities, information, and resources involved in moving a product or service from supplier to customer.

Triangular cooperation - 'Development partners, countries, and international organisations providing financial or technical support to facilitate development activities between two developing countries'.

Endnotes

ⁱ <http://ecdpm.org/publications/5cs-framework-plan-monitor-evaluate-capacity-development-processes/>

ⁱⁱ <https://www.rijksoverheid.nl/onderwerpen/handelsverdragen-europese-unie/breed-handelsberaad>

ⁱⁱⁱ <https://www.rijksoverheid.nl/documenten/kamerstukken/2017/03/17/kamerbrief-over-appreciatie-onderzoek-geschillenbeslechting-duurzaamheidshoofdstuk-in-handelsakkoorden>

^{iv} <https://www.rijksoverheid.nl/documenten/kamerstukken/2017/03/17/appreciatie-onderzoek-geschillenbeslechting-duurzaamheidshoofdstuk-in-handelsakkoorden>

^v <http://outcomeharvesting.net/>

^{vi} In The Netherlands the Dutch term is in use - Internationaal Maatschappelijk Verantwoord Ondernemen (IMVO)

List of Abbreviations

ACV	Belgian Confederation of Christian Trade Unions (Algemeen Christelijk Vakverbond)
AIAS	Amsterdam Institute for Advanced Labour Studies
APINDO	Employers' Association of Indonesia (Asosiasi Pengusaha Indonesia)
BCPA	Regional advisory office of CNV Internationaal in Africa (Bureau Conseiller de Projets Afrique de WSM & CNV Internationaal)
BRANA	Brasserie Nationale d'Haiti
CEPA	Comprehensive Economic Partnership Agreement
CGT Colombia	Colombian Trade Union Confederation (Confederación General del Trabajo)
CLC	Cambodian Labour Confederation
CNT	Trade Confederation of Niger (Confédération Nigérienne de Travail)
CNV Vakcentrale	National Confederation of Christian Trade Unions in The Netherlands
COSI	Independent Trade Union Confederation Benin (Confédération des Organisations Syndicales Indépendantes du Bénin)
DECP	Dutch Employers Cooperation Programme
ECOWAS	Economic Community of West African States
ETUC	European Trade Union Confederation
FTA	Free Trade Agreement
ILO	International Labour Organisation
IATI	International Aid Transparency Initiative
IRBC	International Responsible Business Conduct agreements IRBC. In The Netherlands the Dutch term is in use - Internationaal Maatschappelijk Verantwoord Ondernemen (IMVO)
IFDS	Francophone International Social Dialogue -International Francophone de Dialogue Social
IGJ	Indonesia for Global Justice
ITN	Intersyndical Niger (Intersyndicale des Travailleurs du Niger)
ITUC	International Trade Union Confederation
KSBSI	Indonesian Trade Union Confederation (Konfederasi Serikat Buruh Sejahtera Indonesia)
L&A	Lobby and Advocacy
MW	Minimum Wage
MSyPAG	Intersyndical Guatemala (Movimiento Sindical y Popular Agrícola Guatemalteco)
NCP	National Country Point for the OECD Guidelines for Multinational Enterprises
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Cooperation and Development
PLADES	Regional advisory office in Latin America (Programa Laboral de Desarrollo)
RVO	Netherlands Enterprise Agency (Rijksdienst voor Ondernemend Nederland)
SDI	Social Dialogue Indonesia
SER	Dutch Social and Economic Council
SYTBRANA	Trade Union of the National Brewery of Haiti (Syndicat des Travailleurs de la Brasserie Nationale d'Haïti)
ToC	Theory of change
TSD	Trade and Sustainable Development
TU	Trade Union
TUCP	Trade Union Co-financing Programme
UDTS	The Democratic Union of Senegalese Workers (Union Démocratique des Travailleurs du Sénégal)
UGTG	The General Union of the Workers of Guinea (Union Générale des Travailleurs de Guinée)
WSM	World Solidarity - Wereldsolidariteit - Solidarité Mondiale

January 2017 >

> Visit to sugarcane companies Monterosa and Chinandega during Bonsucro week.



25 January 2017 >

Free trade yes, social sale no. CNV Internationaal is an active member of the Dutch Broad Trade Consultation (breed handelsberaad) platform.



February 2017 >

7 – 9 February 2017 >

CNV joins the three day meeting with IMF and World Bank, main issues on the agenda are inequality and youth unemployment.



> IMF director Christine Lagarde receives the CNV Internationaal Guide "Violence at work is not part of the job" from CNV vice president Arend van Wijngaarden.

16 February 2017 >

CNV, FNV and CleanClothes in front of the Embassy of Bangladesh to hand over a petition to free jailed textile unionists and workers.



26 February 2017 >

Start of the leadership training programme for trade union leaders >

Video quotes of young and senior leaders ▶



26 February 2017 >

Try out of a Social Dialogue Indonesia (SDI) project in three stages developed throughout 2017 by CNV Internationaal and trade union KSBSI with Indonesian and Dutch employers organisations APINDO and DECP.



March 2017 >

13 to 15 March 2017 >

CNV Internationaal and DECP training on social dialogue in Brana/ Heineken brewery in Haiti.



13 March 2017 >

CNV Internationaal contributed to the Corporate Human Rights benchmark.

22 March 2017 >

Dutch stakeholders sign the Agreement Sustainable Forest Management.



July 2017 >

4 July 2017 >

The Responsible Business Conduct Agreement for the Dutch textile sector exists a year. 64 businesses have signed the agreement so far, representing about 80 different consumer clothing and textile brands.



May 2017 >

> Developing Theories of Change with partner organisations in Africa, Asia and Latin America.

31 May 2017 >

CNV Internationaal at CNV Vakmensen's ladies night, raising awareness and promoting fair fashion.



August 2017 >

Employability coaching and training for Senegalese youth by trade union UDTs strengthens skills needed for a job.

September 2017 >

1 September 2017 >

CNV Internationaal is shocked by the murder of Tomas Ochoa, a union leader of our partner organisation in Guatemala.

12 September 2017 >

Exchanging ideas at Ministry of Labour Peru on strengthening social dialogue in the mining sector.

13 September 2017 >

CNV regional coordinator Esther Droppers meets trade union UGTT Tunesia, the union that won the Nobel Peace Prize in 2015.

12 – 14 September >

Sulistri, leader of Indonesian trade union KSBSI and CNV Internationaal's Martine Kersten during CEPA negotiations in Brussels, urging to conduct a human rights analysis.



September / October 2017 >

Lobby and advocacy training of the key trade union partner organisations

12 October 2017 >

> Minimum wage raise from 153 to 170 dollar, a celebration with mixed feelings for CLC Cambodia considering the shrinking freedom to operate for trade unions.

> Meeting with trade unions UNTM and CSTM from Mali on social dialogue situation. Much work to do!

23 October 2017 >

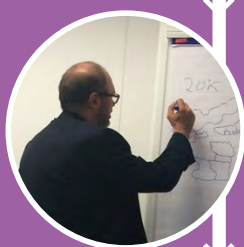
Thanks to DSM, SABIC and CNV Vakmensen for a great project empowering young starters in Moldova.



November 2017 >

24 October 2017 >

Discussing improvement of labour conditions in Colombian coal mines with Drummond representatives. CNV Internationaal supported Colombian trade union CGT in presenting a complaint.



15 November 2017 >

Meet and Greet on social dialogue and freedom of association with Dutch textile brands that signed the RBC agreement for Sustainable Garments and Textile.



> CNV jubilee project for sugarcane workers in Guatemala and Nicaragua



> Video impressions

Strengthening labour rights, social dialogue and employability in Benin, Colombia and Indonesia

CNV Internationaal 50 year jubilee

CNV Internationaal 50 year jubilee conference with former prime ministers Balkenende and Leterme and minister Ploumen.

16 November 2017 >

Celebrating 50 years CNV Internationaal with CNV members, Aldith Hunkar tests their knowledge of labour conditions of sugarcane workers.

29 November 2017 >

CNV Internationaal, together with other organisations, sent an emergency call to Minister Zijlstra of Foreign Affairs asking to urge all Colombian authorities to accelerate the implementation of the peace agreement.

30 November 2017 >

Arjen Kool, Deputy Chief of Mission of the Dutch embassy in Peru, receives representatives of trade union organizations from Colombia and Peru during the Mine Workers Exchange Program.

25 November > 10 December 2017 >

CNV Internationaal joins the worldwide #OrangeTheWorld campaign to end genderbased violence

Thematic good practices [downloads](#) >



Social dialogue >

The value of social dialogue



Employability >

Youth employability, the challenges and opportunities



CSR >

Corporate Social Responsibility in international production chains

December 2017 >

Mor Diop of UDTs Senegal youth committee promotes youth employability in the media.

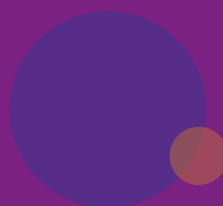
12 December 2017 >

ILO President Guy Ryder joins the West-African Seminar on social dialogue in Senegal, organized by CNV Internationaal.

14 December 2017 CNV >

Dutch ambassador Theo Peters and CNV president Maurice Limmen at the CNV Internationaal regional seminar on employability for youth and migration issues in Senegal





CNV Internationaal

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*Photos: CNV Internationaal, Bas de Meijer,
Maarten Schuth and Symphorien Dagniho
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