



Internationaal



# Annual Report 2018



**Trade Unions  
for Social Dialogue**

Trade Union Co-financing Programme TUCP

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## Chapter 1

# Introduction

The Trade Union Co-financing Programme (TUCP) “Panta Rhei - Trade Unions for Social Dialogue” of CNV Internationaal focuses on strengthening the capacity of trade unions (TUs) in thirteen low and middle income

countries to protect and promote workers’ rights based on a consultative and coherent model in which social dialogue, pluralism of the trade union movement and workers’ individual responsibility are key values.

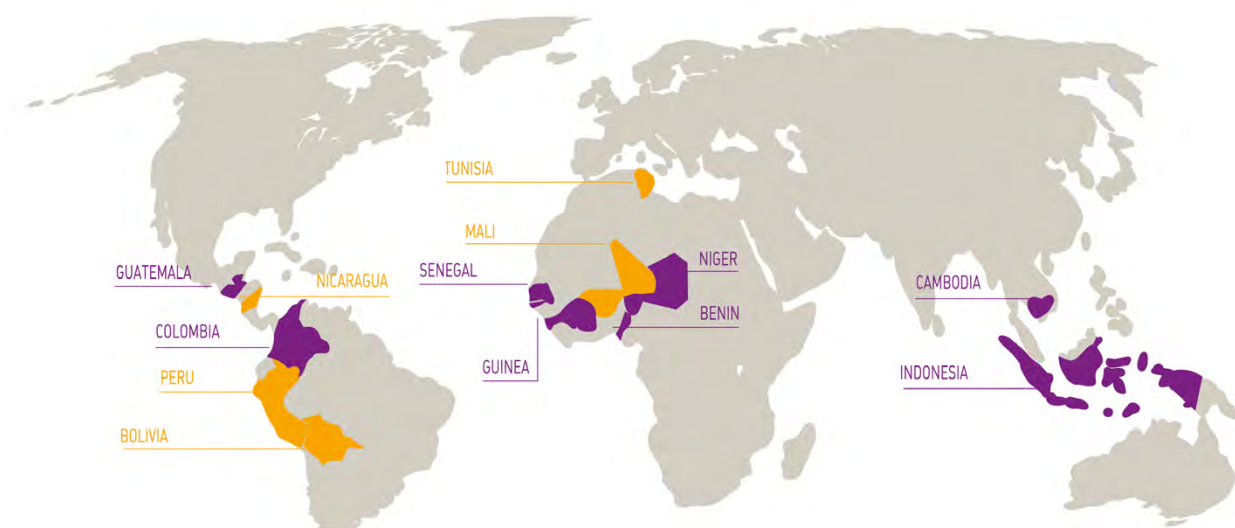
CNV Internationaal operates in dynamic socio-economic, political, technological and institutional environments and focuses on enhancing multi-actor cooperation, political economy thinking and acting, and regional learning. This is done by supporting alliances of **multiple trade union partners** that pursue a common goal. Cooperation between trade unions to speak with ‘One Voice’ to government and employers has proven to be more effective to achieve policy changes than a fragmented and polarised trade union landscape.

CNV Internationaal has a strong relationship with its trade union partners (hereinafter referred to as key partners) and **supports them in lobby & advocacy, leadership and adaptive programming** to achieve tangible results in the political economy arena. Yet, key partners do not have an exclusive relationship with CNV Internationaal but are part of a broader spectre of actors cooperating with CNV Internationaal to bring about change in a programme country. **A dynamic theory of change is at the heart of the programme.**

TUCP also pursues cooperation with other parties, both within the partner countries and at the international level, to put trade union themes on the political agenda and thus bring about change.

TUCP works with **national coordinators and regional coordinating organisations** to interact with the partners and to manage the programme at country and regional level. This allows CNV Internationaal to respond faster and more efficiently to changes in the country in relation to the programme. The coordinator for the Asia region was appointed in December 2018 where coordination also includes Strategic Partnership Programmes with ICCO Cooperation and Fair Wear Foundation.

TUCP started in 2017 in eight countries: **Benin, Guinea, Niger, Senegal, Cambodia, Indonesia, Colombia and Guatemala** (referred to as “old countries”). In 2018, five more countries were added: **Peru, Bolivia, Nicaragua, Tunisia and Mali** (referred to as “new countries”). This report





presents the main results achieved in 2018, the second year of the programme, structured around three programme outcomes: (1) **Strengthened social dialogue**, (2) **Improved labour rights in supply chains** and (3) **Increased youth employability**. A wealth of information yielded by a Mid Term Review, conducted during 2018 to review the countries' theories of change for the second part of the programme, also feeds this Annual 2018 Report.

The report starts with a brief overview of programme achievements and challenges, lessons learned and learning agenda (Chapter 2).

Specific contextual challenges and opportunities for continued implementation of the programme are highlighted in Chapter 3. Further, the report describes the progress of the partners' capacity development and cooperation strategies (Chapter 4). This is followed by presenting the results of three outcomes as well as the contributing programme strategies (Chapter 5). The report presents a number of cases to illustrate the achievements in 2018. Finally, the report describes the collaboration with the key partners in the programme countries as well as with the regional and international partners (Chapter 6).



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## Chapter 2

# Conclusions

## 2. Conclusions

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### 2.1 Main achievements

In 2018, TUCP established new trade union partnerships in five countries: Mali, Peru, Bolivia, Nicaragua and Tunisia. In these countries (apart from Tunisia), interunion programmes have been set up and initial results are observed. CNV Internationaal and new partners made, per country, a Theory of Change (ToC) and selected entry points for 2018. An exception is Tunisia where the partnership relation first focussed on the exchange of experiences in social dialogue and youth employability.

The cooperation of TUCP with other trade union organisations within countries was further intensified in 2018. CNV Internationaal fulfilled an important role in stimulating collaboration by explicitly inviting other trade union partners beside the CNV Internationaal key partners to review the initial ToC. This has contributed to strengthening the alliances of trade unions in Niger, Senegal, Mali, and Guatemala, and a recovery of trade union cooperation in Benin, which had been hampered early 2018 by disagreements over the strategy for a national strike.

CNV Internationaal was successful in bringing social partners (i.e. governments, employers, trade unions) together along the **Social dialogue** cycle not only in “old countries” but also in “new” ones. In Mali, a tripartite platform was established between the government, employers’ organisations, and the two largest trade unions. In Bolivia and Indonesia, bipartite platforms for dialogues were formed between employers’ organisations and trade unions.

The programme has also achieved remarkable progress towards improving **Labour rights in supply chains**. One example of this is the case of Bonsucro, a cooperative organisation comprised of parties involved in the cane sugar industry, including producers, refining companies, and social organisations.

Here, CNV Internationaal became a member of Bonsucro to stimulate exchange within the sugar cane value chain using the ‘insider approach’ to lobby & advocacy. Another example illustrating progress towards improving labour rights in supply chains is the lobby against the Comprehensive Economic Partnership Agreement (CEPA) that shows the benefits of connecting international lobby activities and lobby activities in Indonesia. Together with other international and Indonesian NGOs, CNV Internationaal and key partner KSBSI created an Indonesian-European alliance of NGOs and trade unions and got involved in the discussion of what could be a socio-economic impact of CEPA, including on labour conditions and how to include workers’ perspectives in negotiations. In the Netherlands, CNV Internationaal remained actively involved in the process of the negotiation and implementation of the sectoral International Responsible Business Conduct Agreements (IRBC) (Maatschappelijk Verantwoord Ondernemen Convenanten). CNV Internationaal is actively involved in monitoring agreements for the Textile, Banking, Promotion of Sustainable Forest Management, Food industry and Pensions sector.

Further, CNV Internationaal has put **Youth Employability** on the agenda with the African trade union partners, employers’ organisations, national ministries (in Senegal, Niger, Benin) and ITUC Africa. Despite the topic being extremely relevant in the African countries where hundreds of thousands of young people enter the job market every year, key trade unions partners had to be convinced in taking their role to address the complex issue of youth employability. The support of CNV Internationaal not only helped them to increase their knowledge on the topic but also enhanced their awareness of the importance of including youth employability within their scope of action.

## 2.2 Lessons learned for the Theory of Change

A review of the countries and international theories of change led to adjustments in strategies. CNV Internationaal has drawn lessons for the theory of change development process as well as for the theory of changes content (i.e. the pathways of change).

The first to mention is the learning related to the **partnership between CNV Internationaal and key partners**. While the value-added of CNV Internationaal is multiple and well understood by key partners in “old countries”, when entering a new partnership, whether at national, regional, or international levels, more effort seems to be needed in finding such value and comparative advantage of CNV Internationaal. In existing partnerships, such as with SER and DECP, more possibilities for collaboration are identified over time as mutual trust is strengthened.

Another lesson is learned on the **effectiveness of joint lobbying** by the international and national partners, as it was done in case of CEPA Indonesia. As mentioned, such joint lobbying has proven to be a win-win for key partners and CNV Internationaal: with the Indonesian-European alliance of NGOs and trade unions, key partners gained easier access to information and network and could conduct joint lobby & advocacy capacity building activities. Simultaneously this strengthened the lobby and advocacy skills of the key partners. For CNV Internationaal, the added value is found in being kept up to date on the negotiation process, as well as more meaningful involvement in the lobby activities, and strengthened cooperation with the key partners and local and international NGOs. Another illustration of this lesson is the experience of joining forces with DECP that has proven valuable for Latin America and Indonesia, where it resulted in increased stimulation of social dialogue.

Further, a lesson is learned on the **improvements for the operationalisation of an outcome-oriented PMEAL**. Whereas ToCs are considered a useful tool for programming by the African partners, this is not yet the case in Latin America and Asia. In Asia, for example, key partners are still developing

understanding of and how to work with the ToCs. To achieve the same level of utilisation of this tool in these regions, additional efforts have to take place. This is also true for strengthening the link between monitoring and learning components of the PMEAL system. CNV Internationaal intends to gain some efficiency by reviewing the lines of reporting and communication.

Yet another lesson concerns the programme set-up. **The decentralisation of the programme implementation** in the countries and at the regional levels is ‘work in progress’ in Latin America and Asia. Multi-actor cooperation has increased in 2018, especially in new countries like Mali and Tunisia, and structures have been put in place, but it takes time for the TUCP actors to make the new structures to work. And whereas the major part of the regional activities is implemented by regional coordinating organisations (BCPA, PLADES) or regional partners (IFDS and ITUC Africa), CNV Internationaal is still looking for an optimal mechanism to monitor and steer the regional learning.

As for the content of the programme, a key lesson is learned on the ways to put **youth employability high on the agenda**. CNV Internationaal builds on the momentum by organising a set of events to discuss the role trade unions may play in this political debate, as the African key partner trade unions progressively increase their involvement in the debate on youth employability and youth committees recognise how they can meaningfully contribute to the complex and immense debate on this topic.

Finally, another programme content-related lesson is that the extent to which **social dialogue partners demonstrate progress along the social dialogue cycle** depends on (a) whether the dialogue takes place at national or sub-national level, (b) which sectors it concerns, and, most importantly, (c) on a degree of political stability and level of economic development. A link to the programme management is that timing of capacity development and of joint lobby actions is crucial to maximising the programme’s contribution to success.



## 2.3 Learning Agenda

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CNV Internationaal continues its reflection on how to **best monitor lobby and advocacy capacity**. Among the information gaps that ensued are knowing how exactly **lobby and advocacy** actions are organised within **key partners' organisations and interunions**, how the **executive leaders** exercise their **leadership** in making a success out of a lobby action, what is the choice of the topics of the lobby agenda, and what is the role of the trade union activists who operate at a lower level in the organisation and of the participants of the lobby training.

Also, programme stakeholders continue discussion and exploration of the following two questions:

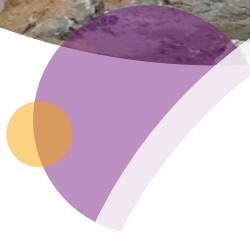
(1) **“How to capitalise our experiences for communication, dissemination and learning?”** and (2) **“How to encourage, as an outsider, the collaboration between strong key partners and smaller trade unions?”**

Furthermore, CNV Internationaal is continuously learning about **trade union cooperation practices** in TUCP countries. The main questions remain: **What are conditions for successful and stable trade union cooperation, and how can trade unions collaborate in times of political turmoil and social elections?** These questions are even more relevant after the fall and rise of the interunion in Benin which, for years, has served as a positive example of union cooperation.

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## Chapter 3

# Challenges and opportunities

### 3. Challenges and opportunities

Continuous attention for the political economy and the contextual challenges on the lobby and advocacy is an essential part of the programme to stay responsive to changing circumstances

and remain relevant. This chapter describes the main challenges that CNV Internationaal and its partners face, as well as relevant opportunities that occurred.

*The programme continues to see further **shrinking space for social dialogue***

In **Cambodia**, political space for TUs has shrunk further, especially in the run up to the national elections end of July 2018. Already in 2017, the opposition party CNRP was dissolved, securing the ruling party's electoral victory. Nevertheless, in order to prevent all possible forms of opposition, state control was tightened, making it difficult for TUs to organize meetings and mobilizations. In autumn, the EU announced considering suspending the Everything But Arms (EBA) trade agreement with Cambodia, because of the lack of democracy and shrinking political space

General elections approaching in spring of 2019 in **Indonesia** influence the speed at which commitments related to improved labour conditions are met, one example of which is the pending progress with the Labour Compliance Programme through the establishment of Labour Norms Experts.

The magnitude of Election 2019 had affected unions in Indonesia in an unprecedented scale since 1998 reform. Although none of the candidates of the Presidential Election 2019 showed commitments to workers' rights, many unions explicitly gave their support to the candidates 'unconditionally'. This public association with presidential candidates caused unrest among member associations and union activists had somehow diverted from their role and became more active in political elites' circle. These unions had reversed the momentum of election from opportunity to challenge to advance workers' rights.

At the same time, Indonesian Ministry of Trade is not transparent with the civil society including workers' representatives about their position in the EU-Indonesia CEPA, specifically with regard to the trade and sustainable development (TSD) chapter. This limits civil society organisations' influence on trade

talks while the negotiations already reached the sixth round (end of 2018) and are likely to strongly affect socio-economic issues, including labour conditions.

In **Colombia**, the general situation remains very precarious. The implementation of the peace process remains fragile and complex with large regional differences in abundance and security with new groups filling the vacuum. There are numerous reports of trade union leaders being harassed and even killed. Additionally, the ongoing uncertainties in Venezuela affect stability in Colombia with increasing numbers of refugees entering, which puts pressure on jobs and social security. Moreover, one of the key partners is an outspoken critic of the current regime in Venezuela and experiences the negative effects of that. Despite the shrinking space, opportunities in Colombia are also recognised: in April 2018 the new Minister of Labour expressed her interest to strengthen the space for tripartite dialogue and the OECD approved full membership for Colombia. The latter was an achievement of former President Santos and may reinforce Colombia's obligations to fulfil labour rights and promote social dialogue.

In **Guatemala**, the President and Congress members do not longer support the International Commission against Impunity (CICIG) since they have been subject to anti-corruption investigations themselves. Several citizen platforms were created in 2017 and 2018 in the fight against corruption, such as the 'Frente Ciudadano contra la Corrupción' and the 'Unidad de protección a Defensoras y defensores de derechos humanos de Guatemala'. This latter platform monitors attacks on human rights defenders, which have increased significantly since 2017. There is an initiative to reform the Law on Non-Governmental Organizations for Development, a reform that aims to control Guatemalan civil society and its financing.

This initiative threatens the freedom of action of civil society, also in the area of labour rights. Additionally, laws for amnesty of military - who committed crimes during the civil war - are being introduced causing more unrest.

In **Nicaragua**, the political crisis continues to have a large negative impact on the space for NGOs, which

keeps shrinking rapidly. Numerous NGOs have been banned and journalists have fled the country. Social unrest started with changes to the social security system, with loss of pensions and other benefits, but is now omnipresent. Due to overall control of the regime and harsh measures, there is silence instead of protest.

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*All TUCP countries have national level **tripartite platforms** in place, albeit with various issues of functionality.*

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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 council is set to have equal representation of government, unions and employers, 16 of each, to set the minimum wage for all sectors instead of Labour Advisory Committee's composition of 14 representatives from the government, 7 - of unions and 7 - of employers. However, there is a risk that this new council will minimise the right to collective bargaining if the inclusive mechanisms to enable the equal voice of independent trade unions are not ensured.

unbalanced representation in the tripartite platforms. In mid-2018 the Ministry of Manpower formed the Committee on Labor Inspection. The committee, organized along tripartite platform, was regulated by Minister of Manpower Decree No.10 / 2012. However, as indicated by some sources, that was the first time they heard about the formation of the committee. Although the committee has very limited mandate over labor inspection, as only to give advice to the ministry, union representation in the committee would be beneficial, since unions can have direct access to data and policy on labor inspection in Indonesia. Besides, the regulation provides opportunities for other relevant stakeholders to sit in the committee.

Industrial relations at the national level in **Indonesia** are regulated by the National Tripartite platform - Tripnas - with a membership of 45 evenly divided between government, employers' associations and unions. Tripnas identified 9 agenda issues in the work plan. Some of them are directly related to the legal framework of industrial relations in Indonesia, namely (1) revision of Act No.13/2003 on Employment and (2) follow up discussion on MoU of Inspection between Minister of Manpower and Head of National Police. Among the crucial issues in the Act to revise was the severance payment, which had been disputed by APINDO, the Employers' Association of Indonesia, and unions since 2017. While, at the provincial level there are 24 tripartite platforms - Tripnas - 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

Moreover, the minimum wage regulation introduced in 2015 took away a strong mechanism for trade unions to join forces in social dialogue as the minimum wage is decided based on a formula. Now trade unions can only join in the discussion for the determination of the minimum wage once in every five years and only on the determination of one of the parts of the formula: the basic needs.

In **West Africa**, progress concerning the tripartite arrangements varies. In **Benin** social dialogue takes place, yet trade union confederations criticize that government is ignoring the tripartite National Social Dialogue Council (CNDS) when discussing major reforms. In **Guinea**, the National Council for Social Dialogue (CNDS) was effectively created in October 2018, yet no negotiation is taking place.

There is no improvement in the situation in **Niger**. Despite the ratification, in March 2018, of ILO Convention 144 regarding tripartite consultations by the government, a frank and sincere dialogue



has been lacking throughout 2018. This has led to lengthy strikes in the education, health, mining, energy and oil sectors as well as in municipalities. While security expenses eat up almost the entire state budget, trade unions do not link their own action and the social dialogue to the efforts to end the security crisis affecting the entire country. Since 2018, Niger sadly ranks last in the Human Development Index with 189 countries published.

In **Senegal**, the government regularly negotiates with the most representative trade unions. The

'High Council of Social Dialogue (HCDS) is a respected institute that fully plays its role as mediator and in the promotion of social dialogue at national level. Nevertheless, constructive social dialogue remains challenging in a highly fragmented trade union landscape. The government negotiates with the most representative trade unions (→10% of the votes) which together represent less than half of the sector. When unions outside the negotiations start striking, the most representative unions see no other choice than joining the strikes.

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### *Sectoral opportunities in TUCP countries for **increased labour rights in value chains***

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Despite shrinking space for social dialogue and continued unstable political and social situations in different countries, several cases of positive factors supporting labour rights in value chains are observed. In **Colombia**, Government and private sector are cooperating in the programme "Mining well done" and there is also an agreement between OECD and Colombia to support sustainable development in mining could offer meeting points with Colombian Programme. The Social Pact in Cesar, which promotes a multi-stakeholder dialogue among the actors in this mining region, is supported by the embassies of the Netherlands and various other countries and promoted by CREER, the Institute for Human Rights and Business (El Centro Regional de Empresas y Emprendimientos Responsables), provides opportunities to participate in these processes.

The political crisis in **Nicaragua** affects the normal functioning of people's daily lives. Fear and poverty have increased, many jobs have disappeared (such as in tourism, health and education) and there are large numbers of people fleeing the country. However, in the sugar cane sector, economic activities continue and labour rights in the value chain have yielded fruitful progress. The manual for auditing and monitoring of guidelines for working circumstances throughout the value chain has been improved. This was done with the involvement of CNPA (the Nicaraguan Sugar Producers' Association), Aprico (Organisation of sugarcane producing companies in the Chinandega province) and special experts related to the trade unions and the programme thereby connecting the different stakeholders in the sugar cane value chain.

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### *There are continued **disrupted relations** in the **public sectors** in West Africa*

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In **Guinea**, tensions between trade unions and government led to long-lasting strikes in the public sector. Reasons for this dispute were: The increase of the price of fuel without the consultation with the trade unions; the privatization of the Conakry Harbour; teachers holding on to the pay rise of 40% that was agreed in October 2017 with Government. Religious leaders call for more courtesy between the parties involved.

The first months of 2018 in **Benin** were marked by strikes in the education and health sector. Meanwhile, a positive change is the increased functioning of the social dialogue at the sector level. Since July

2017, the Sectoral Council for Social Dialogue of the Ministry of Secondary, Technical and Vocational Education and Training is actively involved by the Ministry of Secondary Education in the preparation of the budget.

Likewise in **Niger**, there were several strikes (again) in 2018 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 in the education

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*Youth employability on the national agenda in African partner countries*

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sector took place between February and July 2018. The government of Senegal took various initiatives to promote youth employability. The President created the presidential advisory council for youth employment. Professional training centres were built and the budget for employment programmes and projects has increased.

In **Benin**, the National Employment Commission presented the key axes of the “national employment policy and the action plan for a better framework for recruitment” in August 2018. Donors and the government are investing increasing amounts in youth employability programmes. The Netherlands Embassy will continue to invest in youth employability in

the coming four years.

In **Guinea**, the government has elaborated a new employment policy for youth, but the document has not been signed nor is it being implemented. Moreover, trade unions did not participate in the elaboration of the policy document.

On the **international level**, increased attention for youth employability is also observed. ITUC provided a platform for CNV Internationaal to organise a side event for youth organisations to discuss this topic during the 4th ITUC World Congress in December 2018 in Copenhagen.



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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 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. The 'new'

countries are about six months behind the 'old' countries, where the lobby & advocacy training was carried out in 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's vision of strengthening the trade union movement emphasises the need for improving the image of trade unions as reliable and constructive dialogue partners. Furthermore, CNV Internationaal stresses the importance of trade union cooperation for achieving policy changes, in particular speaking with one voice. From the very beginning of the new programme, this vision has been translated into a substantial investment in supporting interunion cooperation in countries with a pluralist trade union landscape.

For the partners in Guinea, Niger, Benin, and Guatemala, this was an immense change and a key challenge as they had to adjust **to shifting from a unique bilateral relationship** with CNV Internationaal to working together with other unions in the framework of the programme. After one and a half years of working on it, CNV Internationaal has managed to move key partners towards interunion cooperation, which was possible by the CNV Internationaal team continuously conveying the message "interunion cooperation is paramount for social dialogue and to serve workers' interests" with clarity and conviction. Although this cooperation does not run smoothly everywhere yet, it seems to have become an irreversible trend. A particular success story in 2018 is **interunion in Benin** after CNV Internationaal had played a **pivotal role as mediator** in the conflict between their key partner and interunion members. Another encouraging example is interunion collaboration in new partner country - Mali. The two largest unions in the country, whose leaders were hardly on speaking terms for years, have been brought closer



together by the TUCP. To achieve these results, CNV Internationaal organised a five-day **lobby and advocacy training** for a selection of interunion members in Mali as well as provided funds for joint researches and lobby actions. In Senegal, CNV partner UDTs with the support of CNV already initiated interunion cooperation several years ago. Although the UDTs are not the biggest confederation in this "intersyndicale", it still plays an important role, now also supported by the possibilities in the current lobby and advocacy programme with CNV Internationaal.

Senegal is a front-runner in terms of **inclusion of the voice of the youth in policy-making** and implementation. Youth representatives from trade unions, NGOs and public organisations are gathered in the National Youth Council of Senegal (CNJS) with CNV's key partner being a member. The council is regularly consulted by the government when it comes to policy-making on youth-related issues and has its own lobby agenda.

In Latin America, the interunion MSyPAG in Guatemala remains a successful example of how **differences between trade unions can be overcome** with the support of an external neutral partner like CNV Internationaal. In Peru, FENDECAMP joined the confederation CATP, which allows



participation in regional social dialogue councils and gives them **more leverage** on other actors. In Indonesia, KSBSI gained more influence by **joining hands with Indonesian and European civil society organisations** in an alliance to lobby for the inclusion of workers' concerns in CEPA negotiations.

CGT Colombia became a member of the Global Deal, a global network jointly addressing challenges in the labour market, and Guía Colombia, a group of companies focusing on exchanging on sustainability. The latter was achieved after a **lengthy and intensive lobby**.

In Nicaragua and Bolivia cooperation between the trade unions is observed, but the extent to which this collaboration is institutionalised is to be seen. Another example of regional cooperation is the development of the Bonsucro standard in the sugar cane sector. In 2018 a start was made with setting up of a **network of organisations from Bolivia,**

**Nicaragua and Guatemala** to be involved **with the review of the standard**.

The organisation of exchanges of mineworkers between Colombia and Peru also shows positive signs. The exchange of knowledge helped to create a lobby strategy for Colombia to get recognition of mining as a high-risk sector with corresponding advantages such as early retirement and access to health care.

Finally, some results can be seen in trade unions enlarging their constituency base. In Colombia, CGT included rural organisations and issues related to rural workers into the work at national and departmental levels. In Bolivia, the trade union federation disseminated to its constituency the terms of the agreement signed with the trade union of sugarcane workers through radio messages and visit camps. In Indonesia, KSBSI spread all acquired knowledge to its federations, and through them, to trade unions at a company level.

## 4.2 Sustainable Finance

The programme would like to see key partners having the **capability to be financially self-sustainable**, meaning the organisations generate sufficient own funds to cover the operational costs. CNV Internationaal offered support to partners to increase their self-financing capacity by improving the membership fee collection. In 2017, CNV Internationaal started with research on the current way partner organisations were registering their members. In 2018, with the help of CNV IT, a start was made with a programme for membership registration, as a pilot for the COSI in Benin. In November, CNV Internationaal, together with CNV IT decided that it was necessary to involve an external IT expert, with IT experience in Africa

(speaking French and Spanish). With his arrival, the development of a membership registration programme, in close cooperation with the COSI in Benin, really took off. It is intended to acquire additional information during a mission in 2019, the delivery of the programme is planned before June 2019.

Already while developing the programme in 2018, it became clear that the success of this programme and the success of the project as a whole, is **fully depending on the ability and capacity of the partner organisation to fill the database with all their membership data**. The technical features are less problematic and doable.

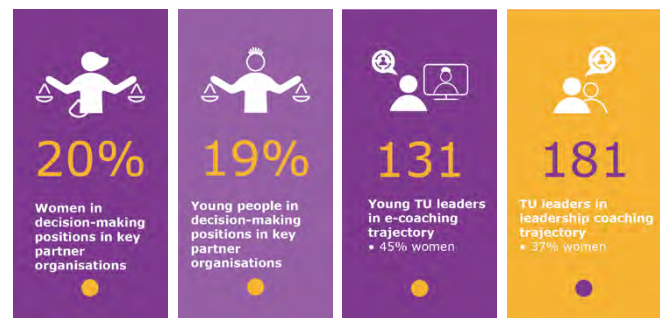
## 4.3 Diversity & Leadership

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 development 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.

In 2018 CNV Internationaal also aimed to set the example by strengthening its (internal) profile on diversity and already observed external recognition for its expertise on this topic. The former took shape in, for example, the **required code of conduct for staff, coordinating organisations and key organisations and zero tolerance policy** with regards to undesirable behaviour. The latter is demonstrated with the invitation to take part in a **training on 'Gender and Equality Conventions of ILO'** and request to facilitate training with ILO's Training Centre on gender, violence and harassment at work for French participants (including key partner UDTs). Additionally, **CNV Internationaal's gender focal point was nominated and selected by the Dutch civil society as an NGO representative in the Netherlands' delegation for the UN Commission on the Status of Women.**

In the TUCP the **Transformative Leadership Programme** continued during 2018 with Transformative Leadership Weeks in Guatemala, Colombia and Senegal. Implementation of the Leadership Programme saw some practical challenges, nevertheless positive effects are observed: participants understood the importance and value of inclusive and collaborative leadership, the weeks facilitated **cross-border learning** and included active participation of and attention for diverse topics like women or youth on dedicated days during the weeks.

The **Youth Leader Programme** offered an e-leadership programme for young leaders. This



included **18 webinars** (6 in French, 6 in English and 6 in Spanish) with a total of 82 participants and connection of 49 youth leaders in different WhatsApp groups organised per language and via the online platform (teachable) **for learning and exchange**. The participating youth leaders express appreciation and voiced their commitment to leadership and determination to become successful leaders. Creating language cohorts for the youth programme stimulates regional exchange between youth leaders. Unfortunately, the online platform was only used by a relatively small group. Prioritising other issues over sharpening their leadership skills, poor computer skills and erratic internet connections were mentioned as reasons for this low uptake.

CNV Internationaal and the Coalition Factory (CF) **insist that woman leaders and young leaders participate**. The organisations do their best to promote participation of these groups, but other leaders also have to participate: it is a general leadership week. The CF webinars and app groups in all continents are exclusively aimed at young leaders (male and female). So maximum effort is invested to promote female and young leadership, but this is not within the control of the implementing organisations.

In pursuing improved youth employability for men and women, the programme's gender focus is on **equal employability for young women and men**. A **positive development** is the **gender balance in youth committees**. The percentage of women in decision-making positions in youth committees is significantly higher than the percentage of women in the executive boards of the African trade union partners (50% against 30%). The programmes strive for inclusion of women and youth in decision-

making positions in the boards of the key partner trade unions. In 2018, 20 of these positions were filled by women and 19 filled by youth. CNV Internationaal **contributed** to this positive trend although the percentage of women in capacity building activities was 29%. The percentage of women is especially low in the typically 'male' working environments of the sugarcane sector and mining. In Guatemala, it is difficult to engage youth under 30 in trade unionism, due to other priorities

of young people (study, work, migration), repression against trade unionists and a lacking active youth committee.

In the context of working towards improving labour rights in the supply chain, CNV Internationaal applied its gender focus by supporting trade union partner in Cambodia to address the systemic issues of (sexual) harassment and unequal treatment at the factory level.

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### *Case: Movement strengthening Transformative Leadership Programme*

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CNV Internationaal's **multi-annual transformational leadership programme** brings Trade Union Partners together around the concept, meaning and application of "transformational leadership". Through this leadership style, leaders use their ability to bring clarity of purpose to drive change, to mobilise support and to make a difference at the organisational level and in the external environment. The programme aims to enhance strong personal and contextual leadership competencies their partners worldwide in order to enable them to upscale their role in defence of workers' rights and in making of significant contributions at the national level and beyond. 185 executive leaders participated in the Transformative Leadership weeks in Guatemala, Colombia and Senegal.

The stories of participants show **motivated and committed trade union leaders** from different countries, eager to learn, conscious of their leadership role, but who are often overburdened. The transformational leadership weeks appeared to be well suited to address the needs of participants. Personal leadership development easily gets pushed aside by more immediate priorities of the trade union movement. Without specific interventions, for many leaders it is difficult to break through daily routines and to translate commitment to change in relevant transformative behaviour and actions. Being able to seriously reflect about one's own leadership choices and behaviour has been very valuable to trade union leaders in Guatemala, Colombia and Senegal during their transformational leadership weeks.

What made it a success was that the executive leaders **understood that they can change if they choose too and that change starts with themselves**. They also accepted the challenge of **taking a responsible role** in organizing, co-facilitating and guiding the process. Another reason for success was the approach to dedicate days for each arm of the trade union, such as the executive committee, youth and women and bringing everyone together on the last day. **Each group had time to contribute to the transformation plan** from their own perspective and this was blended together when participants co-created a common transformation plan. The results were good and, best of all, they did it themselves.

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## 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, an organisation of seminars and roundtables and by facilitating the establishment of strategic alliances for bipartite or tripartite negotiations (i.e. the 'insider-approach').

In 2018, this support took shape, among others, through **strengthening the lobby skills of 292 trade union activists from 8 partner organisations, the commissioning of 43 research studies and the realization of 106 learning events.**

Different researches were conducted, such as a stakeholder mapping of the mining sector in Peru, a mapping of Social Dialogue stakeholders in Bolivia, and sugar cane studies in Nicaragua and Guatemala. In Africa, the regional coordinating organisation commissioned a study on the situation with regard to the Social Dialogue in Niger, Guinea and Mali.

In Cambodia, an evidence-based approach was successfully used in negotiations with the government about the minimum wage despite shrinking space for civic actors in the country. CLC conducted a research on "Income and expenditure for the cost of living of garment workers". For this research 300 workers have been interviewed on their income and expenses. With this research in hand CLC could enter wage negotiations with a clear vision on what the minimum wage should be. In the end the Cambodian prime minister unilaterally decided that the minimum wage for 2019 was to be set at 182 US dollars, up by some 7 per cent compared to the year before. In the light of the difficult circumstances (unequal representation of independent unions in the Labour Advisory Committee and shrinking political space), CLC celebrated the negotiations in the LAC as a – moderate – success of their new, evidence based,



negotiation strategy. Specifically, it was seen as a victory over the other – pro-government – unions who during the negotiations initially agreed with the suggestion by the government to increase the wage to 177 dollar per month.

CNV Internationaal organized training activities for youth with different NGOs in Africa. Together with ITUC Africa, a regional training for youth leaders on lobby strategy on employment was organized with the participation of partners from Benin, Niger, Senegal, Guinea and Mali. Four staff members from African key partners also took part in a 2-week training at ILO's ITC.

Training on social dialogue which CNV Internationaal organised in collaboration with DECP (Dutch Employers Cooperation Programme) for representatives of employers' organisations and trade unions in Indonesia and Bolivia resulted in much more than increased knowledge on the topic. Employers and trade unions mentioned enhanced trust as an important side effect of the training. In Bolivia, for example, the meetings between employers and workers resulted in a bipartite regional social dialogue platform on Occupational Safety and Health issues.

To gain further insight into capacity development needs in lobby and advocacy, CNV Internationaal commissioned a survey among regional and national coordinators, and staff members of partner organisations. The conclusions of the survey indicate, among others, that there are wins to be found in organising more support on lobby and advocacy at the country level.

Key partners demonstrated results of capacity development efforts in terms of the lobby and



advocacy actions in 2018, such as ongoing CEPA negotiations in Indonesia and youth employability being high on the President's political agenda in Senegal. In Guatemala, the Guatemalan Autonomous Union and Popular Movement (MSyPAG) prepared a proposal on labour reform and lobbied implementation of the roadmap as well as contributed to the labour inspection law that was approved by parliament. In Nicaragua, a union delegation participated in a Bonsucro event for the first time. Where civic space was considerably shrinking like in Cambodia, few lobby actions took place. Strikes were organised by trade

union partners in Benin, Niger and Guinea, while behind the scene the leadership of the key partners remained in (secret) contact with advisors of the president to keep searching for a solution.

Results were also seen in Niger, where a longstanding impasse was broken in the education sector and teachers were reinstalled. Trade unions and employers organisations were engaged by the government since April 2018 to develop a youth employment programme, and cooperation was established with the employment office for internships and funds for permanent education.

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### *Case: Youth Employment in Senegal*

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The President of Senegal made ambitious promises for **job creation for young people** to be reached before the end of his mandate. This has been seized as an opportunity by **motivated youth leaders** of the Democratic Union of Senegalese Workers (UDTS) to **take the lead in lobbying for youth employability issues**. The **intersyndicale coalition** took up the issue of youth employability amongst the priorities in their actions. Through the network of the youth leaders of UDTS, the interunion youth committee became a member of the National Youth Council of Senegal (CNJS) that is recognised by both government and civil society groups to act as consultation partner for youth-related issues such as youth employability. Young trade unionists participate in several committees of the CNJS and influence decisions at national level, contributing to the president creating the presidential advisory for youth employment, developing professional training centres and increasing the budget for employment programmes and projects. The CNJS also became a member of the Network of Young Entrepreneurs in Senegal (Réseau des Clubs de Jeunes Entrepreneurs du Sénégal).

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## **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 partners to play a vital role in sharing and learning. Various **regional exchanges** were organised in 2018 in Latin American, Asia and African programme countries.

In July 2018, a regional learning exchange was organized in Asia (Bangkok) together with the Belgian confederation ACV. Besides our partner organizations from Cambodia and Indonesia, also trade unions from Myanmar, Bangladesh, Nepal, Thailand and the Philippines participated. In addition, there were contributions from ITUC Asia Pacific, ILO Asia, BWI and UNI APRO. CBA

negotiator Henk van Beers from CNV Vakmensen facilitated a one-day training **on social dialogue and trust building between social partners**.

Furthermore, sessions were organized on sharing experiences in specific sectors/supply chains (garment, palm oil, construction and services), on international instruments for promotion of labour rights (CSR) and the possibilities and challenges of digitalization/robotization in Asia.

In the Latin American region, the key partners collaborate on labour rights in the **supply chain of sugar cane and mining**. Representatives of the Peruvian mineworkers union visited Colombia in November 2018 as a follow-up to the exchange between representatives of mineworkers' unions of Colombia and Peru a year earlier. 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 Peruvian mineworkers learned about the situation of their Colombian counterparts and engaged in reflections on lobby and advocacy strategies for improving the labour conditions of Colombian miners.

Also in November 2018, **a social dialogue event on tripartite national social dialogue** took place in Peru with participants from Guatemala, Colombia and the Netherlands (SER). During the event, the participants learned about tripartite social dialogue structures and mechanisms in other Latin American countries, in the Netherlands and Spain.

In Africa, **regional lobby & advocacy training** workshops were held on **youth employability** for young leaders of trade unions and civil society actors in October 2018. In June 2018, CNV Internationaal organised a regional exchange for three representatives of all African key partners (including Mali and Tunisia) in Benin to exchange experiences on Social Dialogue and to encourage the leadership to work on Youth Employability. Around the same time, regional research was commissioned to identify obstacles for youth to start their own enterprise in Guinea, Senegal, and Benin.

In the Asian region, collaboration took off in December 2018 with the appointment of the regional consultant. A model for collaboration has been developed and will start to be implemented in 2019.

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## International Level

CNV Internationaal participates in a broad **stakeholder dialogue on International Corporate Social Responsibility (CSR)** and in **covenant negotiations**. In February 2018, CNV Vice-President, Arend van Wijngaarden, along with two other parties from the Social and Economic Council (SER), presented to members of the House of Representatives with information regarding International Responsible Business Conduct Agreements (IRBC). Agreements for the Garment and Textile, Banking, Sustainable Forest, Food Products and Pension funds have been signed. CNV Internationaal collaborates with OXFAM in ongoing negotiations for the metallurgical sector. The Ministry of Foreign Affairs has awarded an additional subsidy in February 2018 to the support facility for Dutch civil society organizations taking part in International CSR negotiations.

Also in 2018, CNV Internationaal **published a business case for investing in youth employability with the involvement of CNV Jongeren**, the Youth Federation 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.

An **exchange was also organized between youth committee from Tunisia and CNV Youth**. During a lobby training by CNV (BCPA) of 22 young trade union leaders of the UGTT confederation in Tunisia, the CNV Youth President explained how CNV Youth works in the Netherlands. As member of the General Board of CNV, he is involved in all trade union matters. Next to that, in the Social Economic Council (SER), he takes part in a special Youth Platform. During the visit of the UGTT in the Netherlands in 2017, the Deputy Secretary General of UGTT noticed the important role CNV Youth plays within the CNV confederation and also in the SER. He invited the CNV Youth President to explain his work to UGTT young leadership, which resulted in this mission and workshop.

In the **Netherlands, the shrinking space for social dialogue in Central America** was brought to the limelight by a debate jointly organized by Vice Versa magazine and a variety of Dutch civil society partners active in the region, including CNV Internationaal. This debate, titled '**Het Grote Midden Amerika Debat**', aimed to bring the deteriorating situation in Central America to the attention of the general public and political actors. This event led to the invitation to CNV Internationaal and other civil society partners to participate in a hearing in the Netherlands' House of Representatives (Tweede Kamer) on this topic, planned for 2019.



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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 method, 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. The cases demonstrate changes towards the achievement of the three long-term outcomes. They describe what change took place, the significance of it and 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



#### Benin: researching social dialogue, law, and the right to strike

The National Social Dialogue Council (CNDS) in Benin is a tripartite platform for social dialogue in Benin. The 30 members represent the government, employers and employees. CNDS is founded in June 2017 and in function since August 2017. During the ILO Conference in Geneva in June 2018, the president of CNDS Benin approached CNV Internationaal to seek co-funding of **research relating to the law LOI No. 2001-19 from June 2001 concerning problems with the continuous strikes in health care and education in Benin.**

The TUCP has supported CNDS in this research into the application of this law and the right to strike. The study included the situation regarding social conflicts on the national level, social dialogue in Benin in the past 5 years, an evaluation of the LOI no. 2001-19 and a proposal for a strategy to prevent social conflict and strengthen social dialogue. The

TUCP funded a workshop to present and discuss the findings of the study.

#### Mali: Minister interested in improving social dialogue structures

The Social partners in Mali held a National Forum on Social Dialogue in October 2018 during which the **Minister of Labour expressed her interest to work on improvements of the social dialogue structures**, in presence of the National Workers Union (UNTM), the National Civil Society Council (CNCS) and the employers' organisation of Mali (CNPM).

#### Bolivia: tripartite platform created at the sub-national level

Bolivia, a "new country", saw development in pre-conditions for social dialogue as an increase of trust amongst the social dialogue partners. Moreover, progress is made at sub-national level, namely, a **tri-partite platform created on Occupational Safety**



**and Health in Santa Cruz and a bipartite roundtable in Cochabamba, Bolivia.** This case could set an example for other countries where progress on the national level is limited, but opportunities exist on local level.

### **Cambodia: Minimum Wage in the Garment Sector continued to increase**

Preconditions for social dialogue still hold, despite the deteriorating enabling environment in Cambodia.

**A draft sector agreement (MoU) was negotiated in the garment and footwear sector that outlines the framework for action to establish Collective Bargaining Agreements (CBA) and Living Wage.**

The agreement was expected to be signed end 2018 or early 2019, but due the announcement of the EU to start a process for suspension of Everything But Arms (EBA) preferences among other things, the employers' association GMAC is slowing down the process. **A new platform for the Garment sector was agreed** as part as the Sector CBA. Since 2014, the minimum wage in the garment sector increases every year, with an increase of 11% in 2018 and 7% in 2019 (\$182). **A new Minimum Wage Council is to be created as a result of the Law on Minimum Wage of June 2018 for sectors under the Labour Advisory Committee.** The composition of this new tri-partite council is not known yet.

### **Peru: Social Dialogue is relaunched**

In Peru, with the return of the Confederación General de Trabajadores del Perú (CGTP) to the meetings of the National Labour and Employment Council (CNTPE), **a re-launch of the social dialogue at the national level could be initiated in 2018.** The **national tripartite commission is revived** and is currently functioning. Bipartite cooperation has also **been initiated with the support of DECP and CNV Internationaal.** In addition, the government is committed to activating regional tripartite commissions.

### **More progress in achieving Social Dialogue**

Where bipartite and tripartite social dialogue is not yet in place, there are **multiple early signs of progress in individual social partner's behaviour along the social dialogue cycle.** The government of Guinea has operationalised social security (CNPASE) and health insurance (INAMO) programmes while the Government of Cambodia has moved further by establishing, as a reaction to ILO and international pressure, a National Monitoring and Evaluation Committee on Labour Standards.

**Numerous governments** made agreements on action programmes such as the **Government of Niger** implemented ratification of the ILO Convention 144 regarding tripartite consultations to promote the implementation of international labour standards; the **local government of West Java Indonesia** formulated an agreement by the Department of Manpower to protect Freedom of Association in a company where trade union were banned; the **Government of Guatemala** supported the creation of the National Tripartite Commission. Moreover, although overall there is less visible progress with legislative changes, there are positive examples, like the Parliament of Guatemala adopting the new law on labour inspection and the **Parliament of Cambodia** adopting a law on Minimum Wage, to be implemented from 2019.

Similarly, there is **progress in employers organisations** participating in social dialogue, few of them agreeing on the action programme. One example of this change is in **Indonesia, employers' organisation APINDO** signing Memorandums of Understanding on bipartite commissions and on collaboration with Dutch Employers Cooperation Programme (DECP), Trade Union Confederation KSBSI, and CNV Internationaal on promoting social dialogue through training in five regions. Another example is **employers** and trade unions submitting consensual proposals for tariff protection for an industry in Cochabamba, **Bolivia** and signing of a collective agreement between sugarcane companies, sugarcane farmers, and the Federation of Sugarcane Workers. In other countries, there are signs of successful negotiation that might lead to agreements on action programmes, such as in Senegal where employers' organisations actively collaborate in the High Council for Social Dialogue in transportation, food, and sugar sectors, and **employers** participating in tripartite exchange event on social dialogue in mining in **Peru.**

To influence social dialogue partners in moving along the social dialogue cycle, CNV Internationaal uses, as part of the international theory of change on social dialogue, its work with the Dutch government, employers organisations and other labour organisations on covenants as the best practice of social dialogue. CNV federations have also contributed to this by developing international policies that are connected to the needs of the TUCP.

## 5.2 Labour rights in supply chains



The work on social dialogue bore fruit in terms of early signs towards the ultimate ambitions of the programme on improving labour rights in supply chains. As expected, these results are fewer and are seen in fewer countries in comparison to social dialogue-related results, since social dialogue is a precondition to achieve them. However, there are examples of employers who changed behaviour further along the social dialogue cycle such as agreeing on an action programme.

### Indonesia: trade unions engaged in CEPA negotiations

**The lobby related to the Comprehensive Economic Partnership Agreement (CEPA) negotiations between the EU and Indonesia shows results of a good connection between lobby activities in Indonesia and Brussels through the joint efforts of CNV Internationaal, Konfederasi Serikat Buruh Sejahtera Indonesia (KSBSI) and the Indonesian/European CSO alliance.** CNV Internationaal supported KSBSI in a lobby and strategic meetings with the European Commission in Brussels. This cooperation had a range of results: increased knowledge of the CEPA lobby, further elaboration and fine-tuning of KSBSI's lobby strategy regarding CEPA, reinforced collaboration between network of Indonesian and European civil society (environmental and human rights NGOs, Trade Unions) and development of a common strategy based on the Civil Society Statement on the EU-Indonesia CEPA. In addition, CNV Internationaal is exploring possibilities of joining forces with other international organisations, like SOMO who are doing evidence-based research for Indonesia for Global Justice:

Human Rights assessment of CEPA. Also, Friends of the Earth Europe who are developing a toolkit to assess the social, economic and environmental impact of free trade agreements. Finally, European and Indonesian CEPA negotiators have been informed about KSBSI's and CNV Internationaal's lobby priorities for the EU-Indonesian CEPA and the network of CNV Internationaal and KSBSI amongst respectively European and Indonesian civil society has been enlarged.

Concretely, after continuous lobby by the coalition of trade union confederation KSBSI and civil society organisations, the Ministry of Trade of Indonesia met with them to discuss the Indonesia EU CEPA before the 6th round of trade talks in October 2018 in Palembang, South Sumatra, Indonesia. Additionally, during meetings with Agnes Jongerius and Anne-Marie Mineur (members of the European Parliament), they decided to ask questions to the EC about the involvement of civil society and the (lack of) transparency of the negotiation process.

### Nicaragua: progress made in revising laws and regulations

Preparation of a law proposal on social security for sugar workers in companies and farms run by independent producers, with the participation of CNPA (the Nicaraguan Sugar Producers' Association), APRICO (the Association of Independent Producers of the West) and unions in Nicaragua. Moreover, amidst the political unrest, TUCP programme partner CONFETRAYD collaborated in the revision and evaluation of the National Sugar Producers' Committee (CNPA) Good Practice Manual.

## Peru: Constructive tripartite social dialogue in the main mining regions

**The TUCP envisaged possibilities for a re-launch of a constructive tripartite social dialogue in the main mining regions. A high probability of this taking place is due to galvanisation of FENDECAMP involvement in social dialogue at social dialogue councils in these regions.** Here too, an opportunity occurred that positively influenced the state of affairs. The resignation of President Kuczynski brought about a new Minister of Labour, who stimulated resuming of social dialogue at the national level, with the Peruvian Trade Union Confederation (CGTP) returning to the National Labour and Employment Promotion Council meeting table. The increased motivation of the secretariat of this council to also strengthen social dialogue at the regional level was met by strengthened capacity of both CNV Internationaal's key partner FENDECAMP and the regional social dialogue councils, as well as the broadened network of FENDECAMP as it joined CATP - Independent Workers' Union of Peru. With the active participation of FENDECAMP in social dialogue at the regional level in regional councils in mine regions, a relaunch of a

constructive tripartite social dialogue is not a distant promise anymore.

## International level: Active contributions to increased CRS

**CNV Internationaal participates in a broad stakeholder dialogue on International Corporate Social Responsibility (CSR) and in covenant negotiations.** In February 2018, CNV Vice-President, Arend van Wijngaarden, along with two other parties from the Social and Economic Council (SER), presented members of the Dutch House of Representatives with information regarding International Responsible Business Conduct Agreements (IRBC). Agreements for the Garment and Textile, Banking, Sustainable Forest, Food Products and Pension funds have been signed. CNV Internationaal collaborates with OXFAM in ongoing negotiations for the metallurgical sector. The Ministry of Foreign Affairs has awarded an additional subsidy in February 2018 to the support facility for Dutch civil society organizations taking part in International CSR negotiations.

## 5.3 Youth Employability



Improving youth employability is a priority issue for the West African region. In countries like Senegal, Niger, Mali, Guinea and Benin, between 200,000 and 300,000 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 and employers. They also make sure

that young people have a voice and are heard. The programme supports key partners to prepare young people for their search for work. At present, the long-term outcomes in this area are modest but significant.

**West Africa: national governments increase attention increased for Youth Employability** Both in Senegal and in Guinea, **governments developed a national policy through an inclusive**

**consultation process:** in Guinea with the **involvement of employers** and **trade unions** and in Senegal, with the involvement of youth representatives of trade unions and civil society.

The Beninese government creating a **ministerial department in charge of youth employment and a National Employment Commission under the presidency**; the Senegalese President creating a **presidential advisory for youth employment**, building professional training centres and increasing the budget for employment programmes and projects, and the Government of Guinea **implementing youth employability-oriented programmes**.

### **West Africa: employers' organisations pay attention to Youth Employability**

In Senegal and Niger, there is also change at the company level: companies in certain sectors in Senegal offer programmes to enhance the capacities of young workers while employers' organisations and trade unions in Niger created a fund for continued education and training of workers.

**The employers' organisations of Niger, Senegal, and Guinea participate in promoting youth employment:** in Guinea through internships, financing lifelong training, and recruiting young workers, in Niger - through organising activities to stress the importance of paying attention to youth employability, and in Senegal - through supporting training/ education programmes for young people.

### **Regional level: collaboration with ITUC Africa on promoting Youth Employability**

**CNV Internationaal successfully collaborated with ITUC Africa on youth employability.** ITUC

Africa funded the participation of young Senegalese leaders to the annual Youth Camp; the production of a youth employment video; and the participation of young trade union leaders in the Future of Work debate in the region. This materialised when CNV Internationaal and ITUC Africa jointly organised a side event on youth employability for the ITUC congress in Copenhagen in December 2018: CNV Youth President Semih Eski presented the case of the Dutch union for youth within the CNV to an audience of around 45 people; the ITUC Africa film on Youth Employability was shown and a panel debate took place with the participation of Georgia Mensah (ITUC Africa Youth Organisator), Lefa Phatsaoane (COSATU Youth Convener), Mamadou Sako, SG CNT Niger and Semih Eski, CNV Youth President. In the end, the workshop accorded the following recommendations for the Congress, which were also presented to the Plenary:

(i) In addition to securing decent work for the youth in precarious and informal employment, trade unions should be proactive in promoting access to decent jobs for the unemployed youth, men and women. In this regard, trade unions around the world promote youth employability; (ii) With the aim of having a minimum of 30% of youth in leadership positions for the 5th ITUC World Congress in 2022, the Congress commits its affiliates to invest in leadership development and youth membership. This shows that attention for youth employability is increasing, yet significant change at the level of governments and employers needs to be established.





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## Chapter 6

# Reflection on collaboration and partnering

## 6. Reflection on collaboration and partnering

### General

**Dialogue with her partners is an indirect but essential result area for CNV Internationaal.**

Therefore, CNV regional coordinators engage in a periodic review of the quality of dialogue, using questions for reflection. The highlights from the review done at the end of 2018 are presented below.

Differences of opinion, as well as miscommunication, occur in TUCP, as in any partnership, and in 2018, **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.

**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.**

The biggest joint innovation lies in a **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, 2018 showed that it is sometimes inevitable to have setbacks in times of political differences.

In 2018, CNV Internationaal, TUCP national and regional coordinators and key partners intensified the communication on programme implementation as well as on North – South-South exchange. **Open and sincere discussions took place to straighten administrative systems to lessen fund transfer delays.** To enhance learning within the partnership, CNV Internationaal will organise a meeting to discuss the conclusions and findings of the mid-term review.

### National level

**The 2018 review indicated increased ownership by the partners of the programme.**

The interunion (intersyndicale) approach and the partner's adjusted role is becoming increasingly clear to all involved. Building trust and understanding is time and energy consuming, but eventually successful.

The cooperation with the national coordinators shows that capacity building and collaboration is an ongoing process that largely depends on the persons who are involved. Success varies between countries where in some process is slower than in others. New initiatives, like the lobby logbook, take time to become part of the routine. All in all, national coordinators in most countries are proactive for their own lobby activities and have good contacts with local employers (organisations). The role of country representatives in reporting and steering of work plans needs to be strengthened.

### Regional level

Latin America has seen **good cooperation between national and regional coordinators**. The regional office recruited new staff to be able to conduct the programme and timely implementation. After an intensive starting phase everyone has gotten a better understanding of the programme and their role in it, the structure reduces the workload of the CNV team in Utrecht.

In Africa, working via a regional coordinator (BCPA) faced some difficulties, mostly of practical nature: the budget was unrealistic; the new programme proved to be a lot of work, there was a delay in execution and the contract was signed late. Nonetheless, the review showed that the new way of working was accepted at that stage.

The regional coordination in Asia is starting up and CNV Internationaal decided not to establish a formal regional office. In November 2018 a regional consultant and a PMEAL officer were appointed for the Asian region. Some tasks (management of the budget) have remained with CNV Internationaal, otherwise the responsibilities are comparable to other regions, whereas the regional consultant has an overview and gives critical regional advice and the PMEAL consultant takes the lead in reporting to ensure clear and timely reports.

The regional approach for cooperation with ITUC has increased for the youth employment programme where a shared platform was created.

### International level

**At the international level, the continued collaboration with a range of other organisations is showing results.** For example, CNV Internationaal and Mondiaal FNV align and discuss their interventions in Colombia. Also, CNV Internationaal intensified the collaboration with the African branch of the International Trade Union Confederation (ITUC) on Youth Employability resulting in increasing attention for youth issues.

CNV Internationaal continued the partnership with RVO and SER in the Netherlands to ensure that the International Responsible Business Conduct agreements (IRBC) take workers' rights into account. In these partnerships, value added is in playing complementary roles. With SER the collaboration continued in the framework of covenants on Sustainable Garment and Textile, the Banking and Pension Sectors.

*"Because of the agreements made in the Netherlands with Dutch garment brands, we have more influence on the working conditions and labour rights here in Cambodia. Through our partner organisation CNV Internationaal we can give a signal to Dutch brands if they buy products from a factory that is not complying with the labour law or that work with infeasible piece rates."*

*Ath Thorn, president of garment federation C.CAWDU from Cambodia*

**Overall, partners value CNV Internationaal for listening to their needs and interests, collaborative actions and joint lobby activities, the opportunity to exchange experiences and the conciliation role of CNV Internationaal in interunion collaboration.**

Points of attention remain with the theories of change processes in Asia and Latin America. This process is working well in Africa.

*"CNV Internationaal and the regional organization BCPA have played a crucial role in bringing the interunion partners together again. They listened and remained objective, gaining confidence of all parties to successfully playing a mediator role"*

*COSI Benin*

### Case DECP Indonesia

**In collaboration with DECP, CNV Internationaal succeeded in bringing together representatives of employers and workers in Indonesia.** In 2018, the joint programme of CNV Internationaal and DECP with APINDO and KSBSI continued with regional Social Dialogue sessions and started the third phase of the cooperation: the Training of Trainers with participants from APINDO and KSBSI. The first training took place in November 2018 and two other trainings are planned for 2019.

The development process of the Social Dialogue Indonesia (SDI) and the training needed quite some energy to get (and keep) everyone on board and focused on the same goals. But, the additional efforts to keep supporting both APINDO and KSBSI in adjusting to their new roles in the cooperation paid off in the long run. The results are showing: the five regional sessions have been largely successful in their goal to trigger discussions on social dialogue in the 5 regions on Java, Sumatra, Sulawesi and Kalimantan. Best results were obtained in Balikpapan, Bandung and Makassar: Kaltim, Jabar and Sulsel were considered to be promising regions for a first follow-up during the course of 2018. In total, the 5 sessions brought together around 80 APINDO and KSBSI members, from 23 of the 34 provinces and some cities. In some cases, indications for an SD agenda were formulated, but more will be needed in nearly all regions to start social dialogue there.

For the Training of Trainers, the first strides have been made in 2018 with hopeful predictions for 2019: a successful first training and workshop were conducted, 20 potential trainers were selected (10 for each organisation), learning profiles were developed and a plan for 2019 was developed.

This case shows that it is important that the four partners continue to agree on the common goals and the way to reach them. In addition, it is important to keep supporting the organisations to adjust to their new role and meet the expectations of the programme. In the longer term, it will be vital to move towards a sustainable SDI project, for which

the finances, and the backing of central APINDO and KSBSI, are guaranteed, with a phasing out of the support from DECP and CNV. The cooperation also shows that organizing and facilitating trainings for both workers and employers, gives a strong signal that it is possible to cooperate constructively and helps in building trust between the social partners.





Internationaal



## Chapter 7

## Glossary

## 7. Glossary

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**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** - The aim of social elections is to determine the representativeness of trade unions in a pluralistic trade union landscape. Employees choose the confederation that they consider to be the strongest. This is done at the national level. Employees who are not members of a trade union also participate in the elections. Social elections usually take place every 4 or 5 years.

**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** - System of organisations, people, activities, information, and resources involved in moving a product or service from supplier to customer.

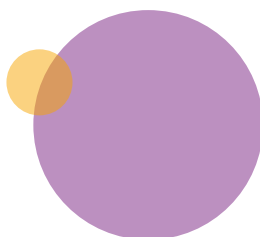
**Triangular cooperation** - 'Development partners, countries, and international organisations providing financial or technical support to facilitate development activities between two developing countries'.



Internationaal



## List of Abbreviations and Annexes



## List of Abbreviations

ACV	Belgian Confederation of Christian Trade Unions (Algemeen Christelijk Vakverbond)
APINDO	Employers' Association of Indonesia (Asosiasi Pengusaha Indonesia)
Aprico	Organisation of sugarcane producing companies in Chinandega province, Nicaragua (Asociación de productores Privados de Caña de azúcar de Occidente)
BCPA	Regional coordinating organisation of CNV Internationaal in Africa (Bureau Conseiller des Projets en Afrique)
BONSUCRO	Global Sugarcane Platform, Cooperative organisation comprised of parties involved in the cane sugar industry, including producers, refining companies, and social organisations.
CEPA	Comprehensive Economic Partnership Agreement
CATP	Peruvian Trade Union Confederation (Central Autónoma de Trabajadores del Perú)
CF	Coalition Factory
CGT	Colombian Trade Union Confederation (Confederación General del Trabajo)
CGTP	Peruvian Trade Union Confederation (Confederación General de Trabajadores del Perú)
CICIG	International Commission against Impunity in Guatemala
CLC	Cambodian Labour Confederation
CNJS	National Youth Council of Senegal
CNDS	National Social Dialogue Council (Conseil National de Dialogue Social) in Benin
CNPA	National committee of sugar producing companies in Nicaragua (Comité Nacional de Productores de Azúcar Nicaragua)
CNPM	Conseil National du Patronat du Mali
CNT	Trade Confederation of Niger (Confédération Nigérienne de Travail)
CNTPE	National Council for Labour and Employment promotion in Peru (Consejo Nacional del Trabajo y Promoción del Empleo)
CNV Vakcentrale	National Confederation of Christian Trade Unions in The Netherlands
COSI	Independent Trade Union Confederation Benin (Confédération des Organisations Syndicales Indépendantes du Benin)
CNCS	National Civil Society Council in Mali (Conseil National de la Société Civile)
CONFETRAYD	Confederación Nacional de Trabajadores Azucareros y sus Derivados in Nicaragua
CREER	Institute for Human Rights and Business (El Centro Regional de Empresas y Emprendimientos Responsables)
CSR	Corporate Social Responsibility
DECP	Dutch Employers Cooperation Programme
FENTECAMP	Federation of (subcontracted) workers in the mining sector of Peru (Federación Nacional de Trabajadores de las Empresas Especializadas y Contratistas de la actividad minera y metalúrgica del Perú)
HCDS	High Council of Social Dialogue in Senegal (Haut Conseil du Dialogue Social)
ILO	International Labour Organisation
IRBC	International Responsible Business Conduct agreements (in Dutch: Internationaal Maatschappelijk Verantwoord Ondernemen (IMVO))
ITN	Intersyndicale Niger (Intersyndicale des Travailleurs du Niger)
ITUC	International Trade Union Confederation



## List of Abbreviations

KSBSI	Indonesian Trade Union Confederation (Konfederasi Serikat Buruh Sejahtera Indonesia)
L&A	Lobby and Advocacy
MSyPAG	Interunion Guatemala (Movimiento Sindical y Popular Agrícola Guatemalteco)
MW	Minimum Wage
NCP	National Contact Point for the OECD Guidelines for Multinational Enterprises
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Cooperation and Development
PLADES	Regional coordinating organisation of CNV Internationaal in Latin America (Programa Laboral de DESarrollo)
PMEAL	Planning, Monitoring, Evaluation, Accountability and Learning
RSPO	Round Table on Sustainable Palm Oil
RVO	Netherlands Enterprise Agency (Rijksdienst voor Ondernemend Nederland)
SDI	Social Dialogue Indonesia
SER	Dutch Social and Economic Council
ToC	Theory of Change
TSD	Trade and Sustainable Development
TU	Trade Union
TUCP	Trade Union Co-financing Programme
UNTM	National Workers Union in Mali (Union Nationale des Travailleurs du Mali)
UDTS	Democratic Union of Senegalese Workers (Union Démocratique des Travailleurs du Sénégal)
UGTG	General Union of the Workers of Guinea (Union Générale des Travailleurs de la Guinée)
WSM	Wereldsolidariteit-Solidarité Mondiale

## Annex 1

Figure 1: TUCP achievements on social dialogue, tripartite and bipartite platforms

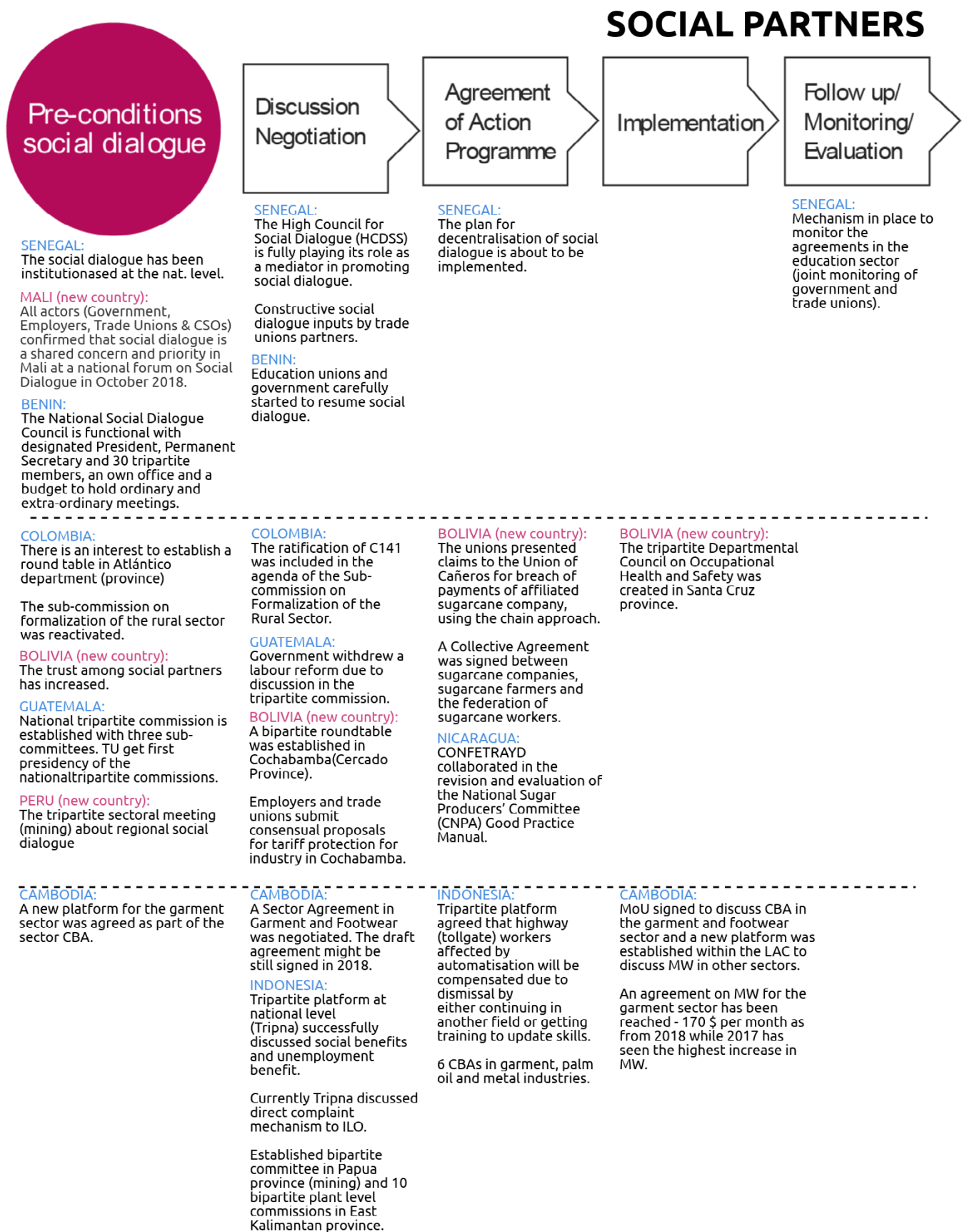


Figure 2: TUCP achievements on social dialogue, governments and employers organisations

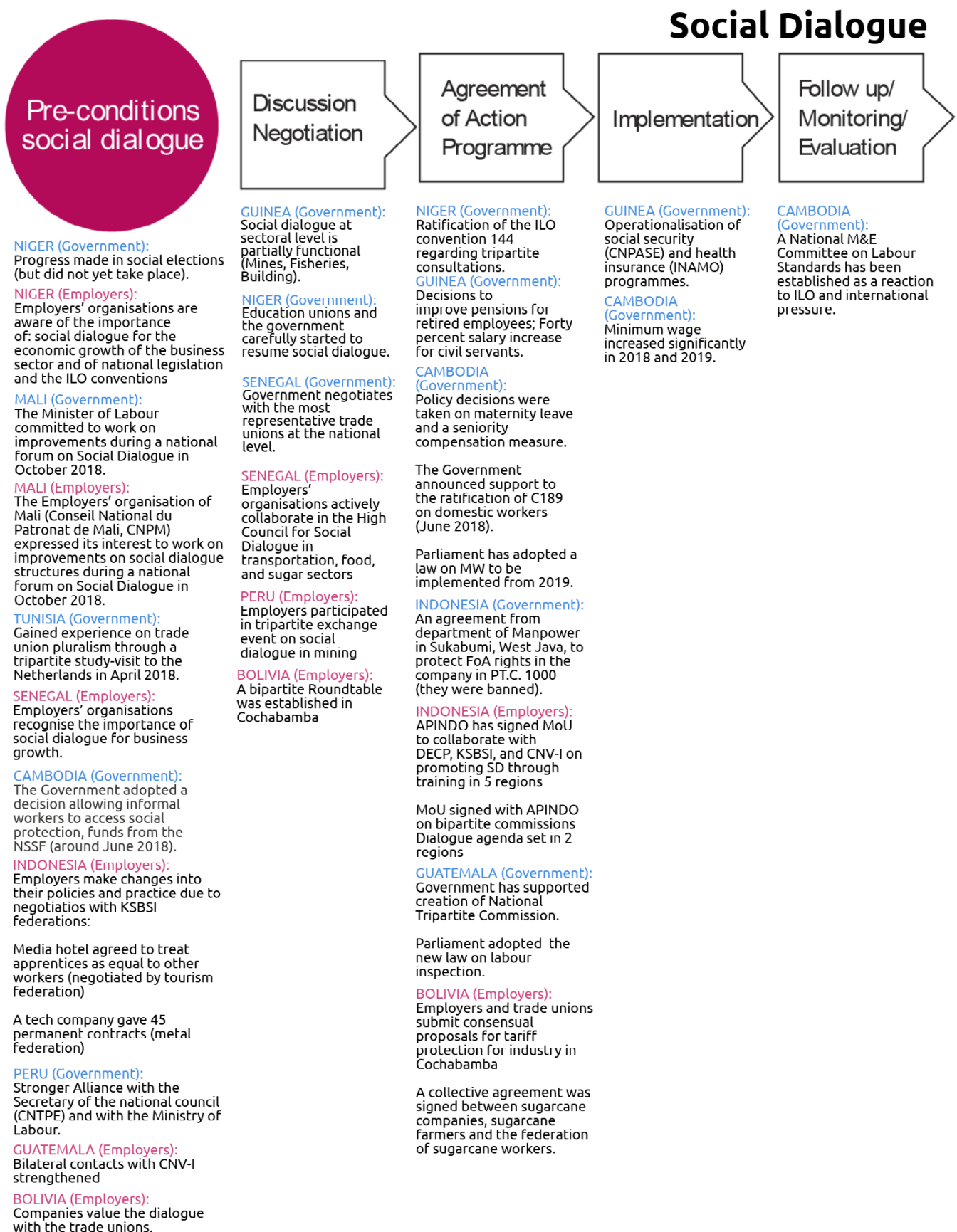


Figure 3: TUCP achievements in labour rights, governments and employers organisations

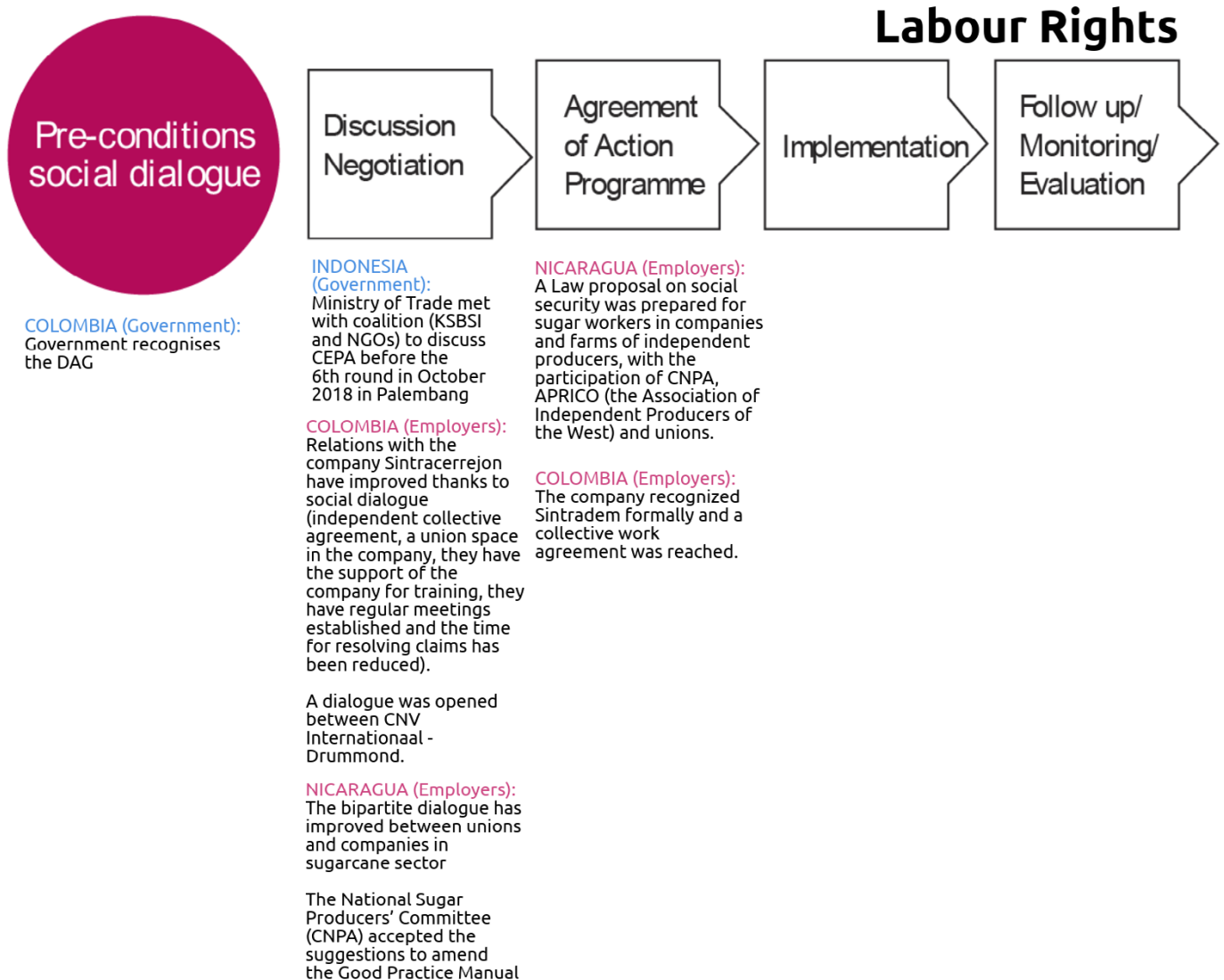
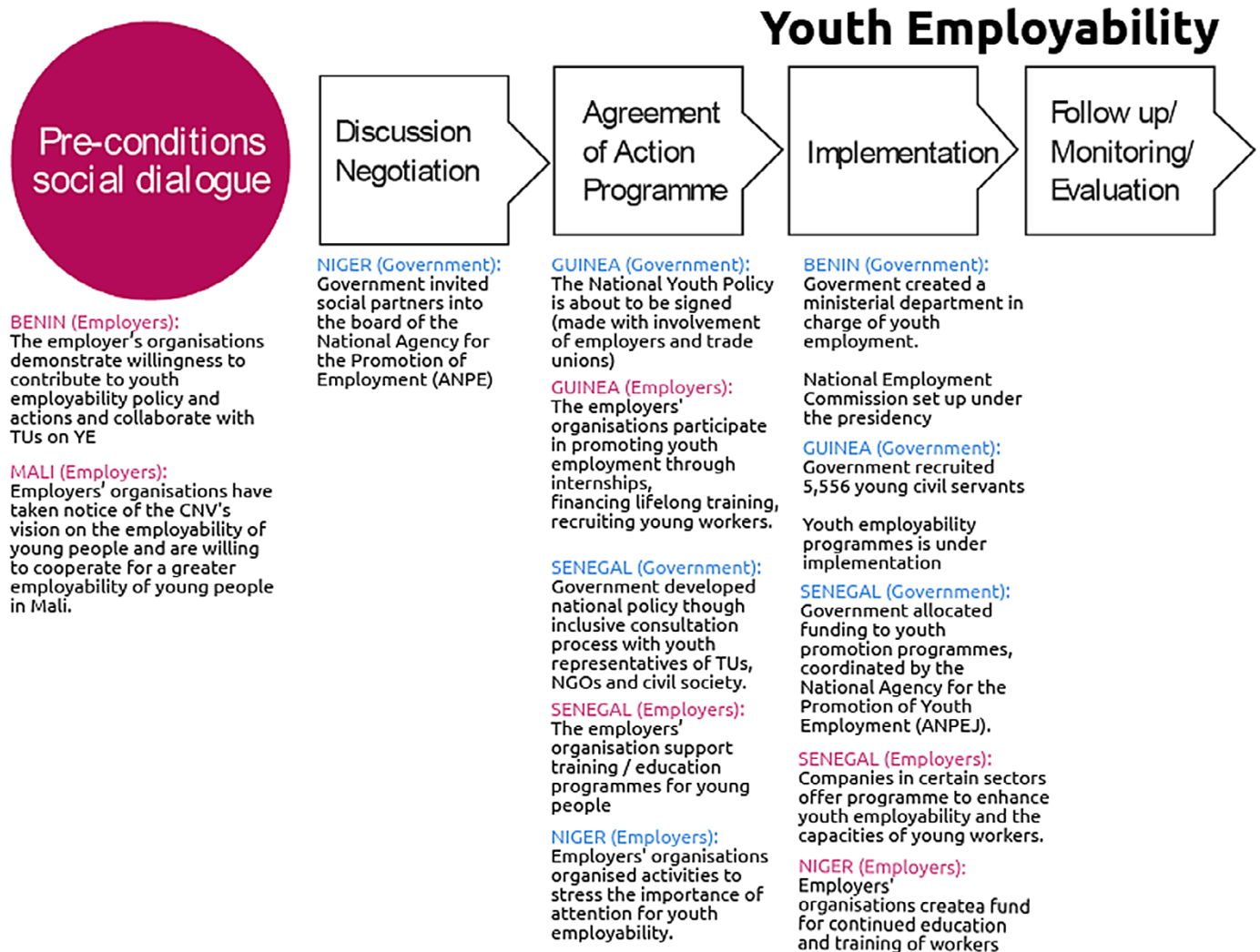




Figure 4: TUCP achievements in youth employability, governments and employers organisations



## Endnotes

<sup>i</sup> <https://bit.ly/2FqIRvn>

<sup>ii</sup> CNV Internationaal Support Implementation on lobby & advocacy. Report on Capacity Development. October 18, 2018. Sloot Consultancy.

<sup>iii</sup> Report on Vice Versa (in Dutch) via <https://hetnieuwe.vicerversaonline.nl/2018/11/07/verslag-het-grote-midden-amerika-debat/>

<sup>iv</sup> Sub-national refers to provinces and regions in a country.

<sup>v</sup> The CATP, affiliated with the ITUC, represents 25,000 workers, primarily in the transportation and informal sectors.

### January 2018 >

**25 January** > Start of negotiations towards IRBC Agreement for pension sector.



### February 2018 >

**12 February** > Training of regional coordinators CNV Internationaal in the Netherlands.



**19 February** > At a shadow conference in Indonesia during the 4th round of CEPA negotiations, Nicole Mathot, Programme Officer at CNV Internationaal states: "Free trade shouldn't cause labour conditions to deteriorate for workers in Indonesia."



**21 February** > CNV Internationaal informs members of Parliament on the importance of IRBC agreements "mutual commitment is required to mitigate risks." >> <https://bit.ly/210wvbc>

### March 2018 >

**6 March** > On the occasion of International Women's Day CNV Internationaal President Arend van Wijngaarden calls for international standard to break the cycle of violence at work and the silence that surrounds it.



>> <https://bit.ly/2Ulw0tD>

**12 March** > CNV Internationaal and its Indonesian trade union initiate a platform with key partner ILO for Indonesian trade unions on social dialogue and improving labour conditions in palmoil.

▶ <https://bit.ly/2SkbR03>

▶ <https://bit.ly/2BuziJm>



**28 February** > Start of negotiations on IRBC agreement for metallurgic sector.

### 19 March >

CNV Internationaal President Arend van Wijngaarden calls on Dutch companies being the biggest European buyers of palm oil despite mass violations of human rights.

>> <https://bit.ly/2W3FmQW>



### 21 March >

CNV Internationaal shares social dialogue paper with embassies to encourage them to cooperate with unions so they are actively taking responsibility for creating better working conditions throughout the world.



**22 March** > CNV Internationaal contributes to Labour Rights Observatory in Guatemala.

## April 2018 >

**1 April** > Dutch trawler fishers support Madagaskan fishermen through their CBA concluded by CNV Vakmensen.

**17-19 April** > CNV Internationaal calls on companies at OECD meeting on sustainable sourcing in Paris to increase efforts. Mine workers in Peru who were working through a subcontractor were two and a half times as likely to be victims of fatal accidents, according to research by CNV Internationaal. In the mining industry, a total of 41 workers lost their lives there in 2017. >> <https://bit.ly/2Y7WZkw>

**23 April** > Trade union partner Confetrayd from Nicaragua discusses alternatives for reforms of pensions in Nicaragua that benefit all workers. >> <https://bit.ly/2TcZiz7>

**24-25 April** > CNV Internationaal organises visit of Tunisian delegation, including minister of Social Affairs to discuss the Polder. >> <https://bit.ly/2ugAJqN>

**30 April** > CNV and FNV appeal to House of Representatives: Act on an international convention against violence in the workplace. >> <https://bit.ly/2TMQZPL>



## May 2018 >

**1 May** > Dutch fashion sector CBA funds training on health and safety for garment factory workers in Benin.

**2 May** > Employees of ANWB contribute to safety of bus drivers in Guatemala through their CBA.

**18 May** > Students of Leiden Leadership Programme present their paper on involving youth in trade unions.

**28 May – 8 June** > Arend van Wijngaarden speaks about the position of women and violence at the workplace during the International Labour Conference. >> <https://bit.ly/2TM54wB>



## June 2018 >

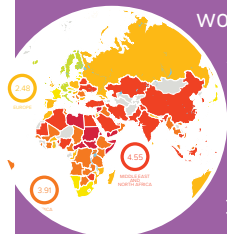
**6 June** > Trade union leader Ath Thorn from Cambodia speaks about lack of freedom and forced labour during International Labour Conference. >> <https://bit.ly/2TMFTdt>

**7 June** > Situation of workers worldwide deteriorates. "Governments should act more in the interests of its workers" says CNV president Arend van Wijngaarden in reaction to ITUC Global Rights Index 2018. >> <https://bit.ly/2MAhEeY>

**8 June** > "Sugar is sweet but our lives are bitter", sugar cane cutters in Bolivia tell CNV Internationaal's Marianne Lips. Together with DECP we initiate social dialogue on safety and health at work in Bolivia. >> <https://bit.ly/2TOH242>

**25 June** > At RSPO – European Round Table in Paris, CNV Internationaal's video on how to improve labour conditions in palm oil is shown and discussed step by step. ▶ <https://bit.ly/2Tozgt2>

**29 June** > CNV President Arend van Wijngaarden signs IRBC agreement for the food products sector. ▶ <https://bit.ly/2WM48cc>





## July 2018 >

**4 July** > At its second anniversary the Dutch Agreement on Sustainable Garments and Textile (AGT) reports 4,267 sites where participating companies produced goods in the past year. >> <https://bit.ly/2Wb7XUm>



**9-13 July** > During CEPA negotiations in Brussels CNV Internationaal and KSBSI leader Eduard Marpaung discuss human rights with members of the European Parliament, the European Commission and the Indonesian negotiation delegation. >> <https://bit.ly/2ufHPff>



**19 July** > CNV Internationaal organises the first forum on safety and health to stimulate regional social dialogue in the mining industry in Peru with a contribution of Maarten Raaijmakers, expert on regional social dialogue of CNV Vakmensen. >> <https://bit.ly/2NJzoka>



**17 July** > Robert Emiro Jaraba Arroyo (age 49), trade union leader of the Cerro Matoso nickel mine (Colombia) is assassinated. He was shot by two men on a motorcycle.



**22 July** > CNV Internationaal joins Worldwide Sugar Cane Industry Network Bonsucro because "Labour rights still aren't getting enough attention in the sugar cane industry." >> <https://bit.ly/2JpmWst>



**28 July** > 43 Companies (from tea, coffee and rubber sectors), Indonesian governments and trade union KSBSI sign a new Multi Company CBA in Bogor, West Java, Indonesia in cooperation with CNV Internationaal.



## August 2018 >

**24 August** > CNV Onderwijs and CNV Internationaal conduct a lobby training in Niger to develop strategies towards constructive social dialogue.



## September 2018 >

**5 September** > CNV Internationaal issues joint statement against President Jimmy Morales of Guatemala 's decision to dissolve the committee against impunity CICIG. >> <https://bit.ly/2HMVnXR>

**10 September** > First anniversary of IRBC Agreement sustainable forestry shows small steps.



**17 September** > CNV Internationaal joins call on the European Union and its Member States to demand that the state of Guatemala complies with its international obligations and guarantees the necessary conditions for Commissioner Iván Velásquez and the CICIG to continue their work safely and independently.

**24 September** > CNV President Arend van Wijngaarden calls on Colombian public prosecutor to protect trade union leaders that are threatened by paramilitary groups.



**The power of Trade union freedom**  
>> <https://bit.ly/2GQlaiD>



## October 2018 >



**7 October** > On World Day for Decent Work WDDW CNV Internationaal launches video on the value of social dialogue.

>> <https://youtu.be/4N-NRIQjPZ8>

**16 October** > CNV Internationaal participates in debates at the Vice Versa Aid and trade Congress organised to evaluate the implications of the policy note of Minister Kaag.

**18 October** > CNV Internationaal is taking part in the practical experience week of the Global Sugarcane Platform Bonsucro in the Dominican Republic.

>> <https://bit.ly/20d0qSk>

**19 October** > CNV Union for cleaners supports Indonesian domestic workers, because: "The serious problems in the sector involve vulnerable women who have little legal protection," says negotiator Jan Kampherbeek.



## November 2018 >

**1 November** > CNV Internationaal's Marianne Lips participates in the big Debate on Central America on the shrinking space for civil society and the impact of international cooperation. >> <https://bit.ly/20aQlji>



> ICSR advisor Karen Bouwsma explains the importance of Freedom of Association as condition for constructive social dialogue to RVO employees and shares the small "credit card" questionnaire. >> <https://bit.ly/2SkzTb4>



**13 November** > CNV Internationaal addresses the importance of FofA during speeddates with MODINT members.



**16 November** > During Blackout Friday CNV Internationaal is silent and thinks of people like Valmiro Gonzalez, leader of small farmers organisation FANAL from Colombia threatened with death.



**17-18 November** > CNV Internationaal joins the Together we Speak campaign asking attention for the shrinking space for civil society. >> <https://bit.ly/2YQqK91>

**25 November – 10 December** > CNV Internationaal joins the Orange the World campaign and calls on the Dutch Government and employers organization VNO-NCW to support an ILO convention to stop violence at work. >> <https://bit.ly/2SkzTb4>

**28 and 29 November** > Anne Dankert, labour rights advisor for CNV Internationaal joins the Dutch trade mission to Colombia and hands over ICSR good practices booklet to Prime Minister Rutte on human rights and business. >> <https://bit.ly/2N8VP2q>



> Vice Minister Carola Schouten meets with human rights defenders and trade union leader Julio Roberto Gomez who addresses the raise of violence against trade union leaders.

**28 November** > Peruvian mineworkers travel to Colombia for an exchange organised by CNV Internationaal to exchange good practices on social dialogue, safety and health, pensions and illegal subcontracting.



December 2018 >



**2-7 December** > During the world congress of the International Trade Union Confederation ITUC in Copenhagen CNV Internationaal organises an event on Youth Employability.

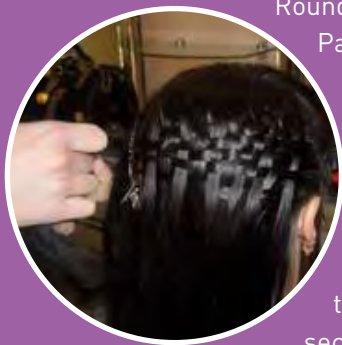
>> <https://bit.ly/2Fp8hsf>

>> <https://youtu.be/9i9Vaoffy9I>

**4 December** > The CNV Internationaal initiative to address labour rights issues in Indonesian palm oil together, results in the launch of the JABUSI platform. A MoU is signed by 9 trade union palm oil federations and 4 national trade union confederations, the

Round Table on Sustainable Palm Oil RSPO and the International Labour Organisation ILO.

>> <https://bit.ly/2WGxkCo>



**10 December** > Thanks to Dutch hair dressers sector and CNV Vakmensen for supporting vocational training

for Moldovan youth. "Learning the beautiful hairdressing profession helps them to provide for their own income," says Willem Kruithof from CNV Vakmensen.

>> <https://bit.ly/2CtsdJF>

> Jos Huber (Policy Advisor Foreign Affairs) of Ministry of Foreign Affairs speaks at Human Rights Day event organized by CLC Cambodia.



**18-20 December** >

In Tunisia CNV Youth President Semih Eski provides lobby training to youth members of trade union UGTT: "Not changing dreams, but investing in fair opportunities, is what needs to be done."



**20 December** > CNV President Arend van Wijngaarden signs the covenant with 73 Dutch pension Funds, which together represent 1180 billion euros in invested assets, in order "to ensure that labour rights of workers are respected throughout the chain."

>> <https://bit.ly/2I0wvbc>

>> <https://bit.ly/2Y6qdAd>



**22 December** >

CNV Internationaal raises awareness on labour rights in Cambodia and Fair Fashion among CNV members that support CNV Internationaal.

>> <https://bit.ly/2UJxaVG>



**31 December** > Jaime Hernandez from CNV Internationaal's partner MTC in Guatemala coordinates the MTC youth programme: "We organise work opportunities courses to support young people to expand their opportunities. It's great to see how youth are becoming more and more self-confident."

>> <https://bit.ly/2Thj0K1>



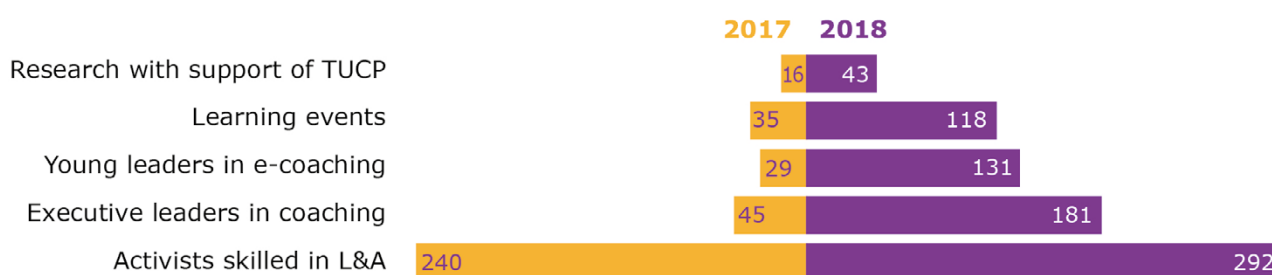
## Annex 3

### 2017 & 2018 Results Compared

#### Membership and Support by CNV Internationaal



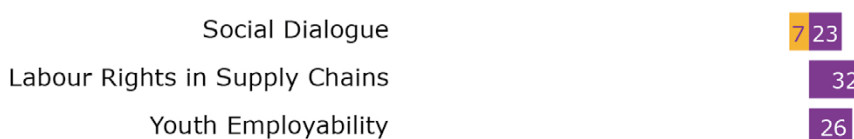
#### Learning



#### Lobby & Advocacy Actions

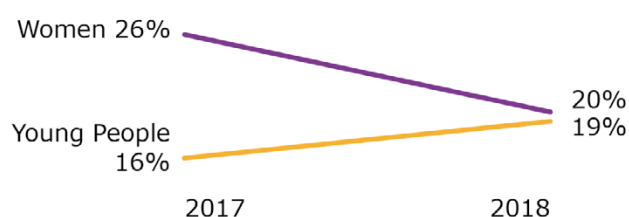


#### Proposals on the Agenda

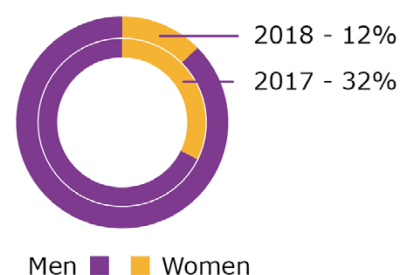


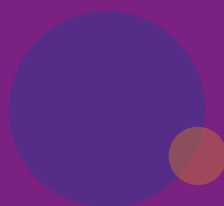
#### Diversity & Leadership

Women and young people in decision making positions



Activists skilled in Lobby & Advocacy by gender





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