



# **LONG-TERM STRATEGY**

## **DECENT WORK FOR EVERYONE**

November 2022

**Mondiaal** **FNV**

**Photo cover:** Emerance (40) works in construction in Rwanda. As an informal, female bricklayer, it was difficult to get work or decent wages. Thanks to a certification programme run by the Rwandan construction union Stecoma, she was able to take practical exams and obtain a certificate. "With this certificate, I can demonstrate my qualities to an employer". Mondiaal FNV made the construction union's certification programme possible, creating more work and a better position for informal construction workers, especially female construction workers.

**Photo:** Compass Media/Jeroen van Loon.

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*Reka, a farmer in India, has gained access to sustainable energy and can now save some money.*  
Photograph: Roderick Polak



# 1. INTRODUCTION

## 1.1 WHO ARE WE?

Mondiaal FNV helps to strengthen trade unions in the Global South<sup>1</sup>. These are representative, democratic, and inclusive trade unions that are capable of conducting effective negotiations and looking after the interests of their own members to ensure decent work<sup>2</sup> for everyone, irrespective of gender, colour, ethnic or social origin, age or sexual orientation. Our work is based on the principles of gender equality and Just Transition.

### GENDER EQUALITY

Mondiaal FNV is fighting for a world in which everyone can be themselves, and each worker has equal opportunities and rights. Women often still have fewer rights in the workplace than men. They are laid off sooner, given a contract less quickly, and often have no effective social safety net because, for example, they are part of and work in the informal economy. This has to change. Our basic principle is that women will feel drawn to become members if they see trade unions that really focus on women, address their issues, and represent them effectively. And women want to play an active role in a trade union that is open to female trade union leaders.

### JUST TRANSITION

Mondiaal FNV is convinced that the shift from polluting energy to renewable energy offers trade unions opportunities to create better, healthier jobs, to achieve social security, but also to arrange access to sustainable energy for everyone. Trade unions have a pivotal role to play in this respect. If trade unions were to occupy a prominent place at the negotiating table on climate policy, they would be able to achieve an energy transition that benefits all workers and their communities.

### SOLIDARITY

We have done this work for over 50 years, and have a great deal of experience and expertise as well as a large international network. Trade union work is based on solidarity. Our work is not carried out because we 'feel sorry' for other people in far-away countries, but because we are fully aware that we all inhabit the same earth, and we are all interconnected. Only by cooperating will we be strong enough to address the causes of worldwide inequality.

Mondiaal FNV is affiliated with the FNV and the global trade union movement. We jointly represent more than 200 million organised workers across all continents, and cooperate to put a halt to exploitation and to make trade more fair. Together, we also fight against the increasing limitation and repression of democratic rights as well as against violence and intimidation involving trade union leaders. After all, a democratic, strong trade union movement could not exist in the absence of these fundamental rights.

We focus mainly on people in the Global South, especially those with the slimmest chances of obtaining decent work, on people who do not have access to the formal labour market, are discriminated against, or who, as labour migrants, had to leave their home behind in search of employment.

We strive for a worldwide fair transition: a shift towards a more sustainable economy that takes into account the consequences for workers' rights, their jobs, and livelihood. We do this under the motto 'There are no jobs on a dead planet'.

## 1.2 A CHANGING WORLD

Increasingly more Dutch rules and regulations are being developed at the European level. Furthermore, all over the world, the boundaries between 'North' and 'South' have faded. Issues and challenges such as flexibilisation of jobs and employment insecurity, the excessive power of major companies, long production chains, increasing labour

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<sup>1</sup>We are aware that this term is not uncontroversial, and we acknowledge the objections. However, for want of a better description, and because the term is widely used in the sector, we have decided to maintain it here but with this comment. The term Global South refers to Africa, Asia, Latin America, and the Middle East and North Africa regions (MENA region).

<sup>2</sup>See the 'Decent work' framework under 2.1 for an explanation of what Mondiaal FNV understands to be 'decent work'.

migration, platform work, and climate change affect people on a global level. In addition, privatisation has become a worldwide trend, also with regard to essential services, with unequal economic power relations between rich and poor countries. A systematic change is needed: namely, a fundamental change that has a strong impact on how the entire economic and social system functions.

The COVID-19 pandemic, which started in 2020, has exposed many weaknesses in the system, such as faltering chains, lack of social protection, non-payment of wages, and an increase in child labour. In particular, women, young people, LGBTI+ people, and other groups with less access to decent work have been equally affected.

The trade union movement is facing major challenges. It is essential for trade unions to increase the level of unionisation globally, and also for them to organise, among other target groups, more informal workers and to focus on women and LGBTI+ people. Mondiaal FNV is committed to this. We have learnt from studies that countries with a strong trade union movement and an effective climate for social dialogue and negotiations are better capable of ensuring decent work for everyone.<sup>3</sup> That is where our opportunity lies.

### 1.3 THE STRATEGY

Where and how do we have the highest added value? How can we best organise our work to achieve the maximum possible effect and to contribute to true changes on a global scale? How do we collaborate with others in this respect? How do we achieve synergy and coherence, and link our work at the national and the international levels? These questions will be answered in this strategic vision for the medium and the long term.

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<sup>3</sup>See, for example, [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---travail/documents/publication/wcms\\_571914.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/publication/wcms_571914.pdf)



## 2. VISION, MISSION, AND CORE VALUES

### 2.1 MONDIAAL FNV'S VISION

Mondiaal FNV strives for a world in which human rights and children's rights are protected and respected, regardless of where you were born, your gender, sexual preference, ethnic or social origin, or age. This is a world in which all children attend school and workers have a say at the negotiating table; where everyone has a good income and can make a living with decent work; and where people who are unable to work, temporarily or otherwise, or are without a job are still able to enjoy social security. It is a world economy in which trade is fair, and nature and the environment are protected; where there is no significant inequality in income, no discrimination, and where opportunities and welfare are distributed fairly; and where, in the event of violations of their rights, victims will be compensated.

#### DECENT WORK

Decent work means employment opportunities, with jobs that are productive and yield a decent income. It is employment that offers security and social protection for everyone, better prospects for personal development, and freedom to express concerns. It is work where you have the freedom to organise and to participate in decisions that affect your life, and that offers equal opportunities and equal treatment to everyone.

A major component of decent work consists of fundamental labour standards. This refers to ILO conventions relating to the prevention of child labour and forced labour and to discrimination as well as to conventions that relate to the right to organise and the right to collective bargaining. In 2023, health and safety in the workplace were added to this. In addition to fundamental labour standards, decent work also consists of sustainable employment, social dialogue, and social security. Together, these form the four pillars of decent work. At present, a living wage is also considered by many to be a component of decent work.<sup>4</sup>

### 2.2 MONDIAAL FNV'S MISSION

Mondiaal FNV works to improve the position of workers mainly in countries in the Global South. We do this by helping to establish and strengthen democratic and inclusive trade unions, and by combatting violations of labour rights. We advance negotiations and social dialogue, and engage in lobbying, campaigning, and actions. Our target groups include women, migrants, people with insecure or temporary employment, people who work in the informal sector.

Mondiaal FNV facilitates the exchange of knowledge at an international level, and collaborates strategically with trade unions and other stakeholders all over the world in order to increase the impact of our work and that of our partners.

It is our aim that Dutch and international companies shift to fair production, trade, and policies involving employees within the company as well as the entire supply chain.

#### ETHICAL BUSINESS PRACTICES

Mondiaal FNV expects companies that engage in international business or investments to ensure that human rights are not being violated within their chains, and that the environment is not impacted negatively. It is not only governments that are responsible for these matters; companies also have a duty of care. In other words, they need to ensure that no child labour or forced labour is involved, and that workers are able to organise in trade unions. Mondiaal FNV has noted that companies often, and voluntarily, still take insufficient responsibility. Therefore, legislation is needed that imposes obligations on companies.

<sup>4</sup>Also refer to: <https://www.ilo.org/global/topics/decent-work/lang-en/index.htm>



*For Dedi, who works at a palm oil plantation in Indonesia, it is also necessary to realise decent work.*  
Photograph: Chris de Bode



We are committed to the international legal protection of workers and to the possibility for affected workers to exercise their rights in the event of violations.

We promote honest answers to the climate crisis and the technologisation of the economy, whereby workers and trade unions play an active role in the debate and negotiations. In doing so, we collaborate strategically with other organisations and governments as well as with companies or employers' associations.

## 2.3 MONDIAAL FNV'S CORE VALUES

We aim to be a reliable, transparent partner. We therefore feel strongly about what we state in our integrity policy and code of conduct, which are reviewed and evaluated on a regular basis. We treat every individual with respect and dignity, without intimidation, discrimination, exploitation, or abuse. Equality and inclusion form the basis of our actions.

We are aware that, as a donor, we occupy a privileged position. Our relations with trade union partners and other collaborating partners are maintained on the basis of mutual respect and trust. We operate in line with the principle of southern ownership. The independent position of our partners and other stakeholder is undisputable. The priorities of our southern partners are a guiding principle, and projects and activities are developed in a participatory manner.

### **SUSTAINABLE DEVELOPMENT GOALS (SDGs)**

On 25 September 2015, the 193 countries of the United Nations General Assembly reached an agreement on the global goals envisaged up until 2030: the Sustainable Development Goals (SDGs). It involves 17 financial, social, and ecological goals that should result in a better world.

Every country has the obligation to focus on these Sustainable Development Goals. Companies, governments, NGOs, knowledge institutions, and civilians are morally obliged to commit to achieving these goals by 2030. The SDGs can be regarded as a kind of compass. The operations of Mondiaal FNV and its partners focus on SDG 8: 'Decent work and economic growth'. Other relevant SDGs include SDG 1, 'No Poverty', and SDG 5, 'Gender Equality'.



*The fact that children are put to work is often due to the lack of decent work for adults. Trade unions play a pivotal role in the eradication of child labour.*

Photograph: Roderick Polak



# 3. SYSTEMATIC CHANGE AT THREE LEVELS

In the description of Mondiaal FNV's strategic approach to its activities, we distinguish three 'routes' at three levels. Specifically, how we achieve goals in:

- the southern countries that need improvements;\*
- Europe and the Netherlands;
- the international arena.

## 1. MONDIAAL IN THE GLOBAL SOUTH

In the Global South, Mondiaal FNV focuses on respect for labour rights in cooperation with its partner organisations at the local, regional, and national levels. Employers must operate in line with labour rights, and governments are required to develop and implement policies with respect for labour rights. Strong, democratic, and inclusive trade unions are the voice of the workers, and will be a sustainable, driving force behind these results.

## 2. MONDIAAL FNV IN THE NETHERLANDS AND EUROPE

From the Netherlands and the European Union, in close cooperation with its partner organisations, Mondiaal FNV focuses on companies that are conducting business in the Global South. Dutch and international companies must assume responsibility in accordance with international standards, and thereby contribute to respect for labour rights in their value chains.

Furthermore, together with the FNV and other Dutch partners, we encourage the Dutch government and the European Union to commit to respecting labour rights in the Global South by means of a coherent policy and a strong commitment. We would like them to focus consistently on gender, and to emphasise a just climate transition.

## 3. MONDIAAL FNV IN THE INTERNATIONAL ARENA

Mondiaal FNV contributes to a stronger international trade union movement that, at the international level, campaigns focused on respect for labour rights for all workers everywhere. We strengthen international mechanisms that contribute to worldwide respect for labour rights while focusing on inclusion and a just climate transition.

### 3.1 MONDIAAL AND THE GLOBAL SOUTH

A society in which pursuing economic growth is top of the list, without attention to social equality, climate change, and fighting poverty, is not feasible. It is therefore time for a systematic change in the relations between governments, national and international companies, workers, and the trade unions that represent them.

Civil society, and in particular the democratic trade union movement, will take the lead in developing a new social contract<sup>5</sup>, with universal respect for labour rights and attention to good working conditions. Through social dialogue, trade unions negotiate on decent work, and contribute in this way to sustainable socio-economic developments on a global level. That is how we create a fairer distribution of capital between countries and people, which enables everyone to live a decent life.

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<sup>5</sup>We understand new social contract to mean a new agreement between the government, employers, and employees to guarantee decent work for everyone. The ITUC called for this on an earlier occasion - <https://www.ituc-csi.org/ituc-takes-demand-for-a-new-social?lang=en>. The term is based on the theory regarding the social contract between the government and its citizens - <https://www.filosofie.nl/sociaal-contract/> (in Dutch).

**Authorities** at all levels should guarantee in their legislation and policies that all workers are entitled to a decent wage or income, social security, and safe and healthy work. Moreover, they also need to focus on the eradication of child labour and forced labour, and on combatting any kind of discrimination, violence, or intimidation in the workplace. This will not happen automatically. Governments should put more emphasis on freedom of association and the right to collective bargaining.

Without respect for and the enforcement of these rights, democratic trade unions will be unable to operate effectively, while other rights will also come under pressure. These trade union rights are a prerequisite to an effective social dialogue which, in turn, is required in the sustainable realisation of decent work. In the implementation of policy, governments should create sufficient preconditions for a level playing field, and also act accordingly. In this respect, it is important to cooperate closely with companies and workers in both the formal sectors and the informal economy.

**Employers** in the public as well as the private sectors are responsible for improving working conditions to the extent that inclusive and sustainable business operations with respect for labour rights are within reach, and workers receive fair pay.

Labour rights are respected demonstrably and significantly better if workers are organised in free, democratic, and representative trade unions. Trade unions will be stronger if they have many members, are democratic, active, and representative, and also capable of organising: for example, informal workers that make up the majority in many countries. This is a challenge for many trade unions, which are often opposed.

Mondiaal FNV supports unions in recruiting more members, pursuing innovation, and achieving inclusivity. Moreover, we also support NGOs that stand up for fundamental labour rights as well as workers in, for example, the informal sector in setting up trade unions.

In addition to social dialogue, equally important are mobilisation, lobbying, and campaigning vis-à-vis the authorities and employers, who are powered by substantiated research and the experience of parties involved, whereby due attention should be paid to inclusion and a Just Transition. In this way, the voice of all workers is used for the development and implementation of legislation and policy concerning sustainable production and services, with respect for labour rights.

Alliances with like-minded organisations such as international trade unions and NGOs may be an enforcing factor. In addition, south-south and south-north connections between trade unions will contribute to a strong trade union movement in an era where there appears to be less and less scope for a critical civil society.

In this respect, the focus should be on southern ownership and on strengthening trade unions and labour organisations to fight for labour rights and to achieve better working conditions. Furthermore, workers should have access to a functional and independent complaints mechanism. Within their value chains, companies should ensure that workers can actually file their complaints. This also applies to workers who encounter more obstacles in the process, such as migrants, women, and informal workers.

### **3.2 MONDIAAL FNV IN THE NETHERLANDS AND WITHIN EUROPE**

At the international level, Mondiaal FNV is committed to ensuring fair business practices on the part of Dutch and international companies that conduct business in the Global South. Moreover, Mondiaal FNV wants the Dutch government and the European Union to focus on respect for labour rights in the Global South by way of a coherent policy and a strong commitment.

This means that companies operate responsibly in line with international standards, and thereby contribute to respect for labour rights in their value chains, and that the Dutch government looks beyond the short-term interests of corporate Netherlands (in Dutch referred to as 'BV Nederland'). In their policies, the Dutch government and the European Union should focus on labour rights and human rights, and contribute to decent work in the Global South.



Mondiaal FNV and its partners are conducting studies into local working conditions, and using this to put incidents of misconduct on the agenda of the private sector and the government. With actively involved partners in the Global South and a large network in the Netherlands and Europe, Mondiaal FNV is successful in addressing companies and pressing for improvement throughout the value chain. Mondiaal FNV will put less susceptible companies in motion by means of action and campaigns.

Furthermore, given its influential position, Mondiaal FNV will encourage financial institutions such as development banks and pension funds to practice responsible policy on labour rights, and enforce respect for labour rights among national and multinational companies.

Through policy and regulations, governments will create a framework for monitoring fair business practices. The Dutch government is responsible for protecting respect for labour rights worldwide, and should regard this as a commitment within international business and trade.

Mondiaal will actively commit to this, and expect the Dutch government to develop and implement human rights legislation for international enterprises, as well as to address Dutch companies with regard to respecting labour rights worldwide. Moreover, we also expect the Dutch government to urge the European Union to incorporate labour rights as a focal point in European policy. To this end, employees and their representatives should have access to an independent and functional complaints mechanism.

The European Union should introduce legislation and policy governing respect for labour rights and human rights within international value chains, taking into account the interests of all workers. The Dutch government influences both the development and the implementation of EU policy. At the European level, to this end, Mondiaal FNV cooperates effectively with the FNV and the international trade union movement through lobbying and campaigning activities, with the input of and in consultation with its local partner network.

It is important that the Dutch government and the European Union advocate respect for labour rights in the Global South through a coherent policy and a strong commitment. This goes beyond fair value chains, and covers aid and trade policies, equitable taxation, combatting inequality between and within countries, and a central place for labour rights and human rights in their foreign policy. Furthermore, their policy should pay extra attention to the extent to which civil-society organisations and trade unions have the possibility of making themselves heard; it should also be inclusive and emphasise a fair climate transition.

The right of workers to organise in a trade union is under pressure worldwide, with the democratic scope for trade unions and other civil-society organisations being increasingly reduced. Respect for trade union rights is a prerequisite to achieving decent work, and we therefore urge the Dutch government and the European Union to focus more on developing a concrete policy on the violation of human rights.

### **3.3 MONDIAAL FNV IN THE INTERNATIONAL ARENA**

Economies are closely intertwined, and many decisions are made at the international level. More people work for multinational companies and are part of international value chains. The challenges facing workers and trade unions are complex, and include structural inequality, flexibilisation, lack of living wages, the platform economy, and the climate crisis. These are global developments that have a major local and often a personal impact on people. A great deal of law and legislation is national, while many companies operate at the international level. International rules are needed to guarantee labour rights everywhere.

In addition to strong trade unions in companies and in countries, we also need strong and influential international unions. They can negotiate with international companies and lobby international and multinational organisations such as the ILO. These unions are also able to file complaints with the ILO and the OECD, and to stop the race to the bottom in pursuit of the cheapest production with the poorest employment conditions.

This requires international trade union organisations to be representative and inclusive, capable of combining sometimes conflicting interests, proficient in international lobbying and organising international campaigns, and to be present in relevant international forums such as the ILO and the UN climate summit. It requires that unionised workers act together and are not played off against each other. It is important to exchange information and knowledge, and to arrive at joint, well-considered strategies to address these global challenges.

International trade unions such as global sectoral unions and the ITUC are democratic, autonomous organisations with which the FNV is affiliated. Mondiaal FNV cooperates with international trade union organisations in projects, lobby activities, and campaigns. We promote international cooperation and the exchange of information and knowledge. Furthermore, the international activities of global trade unions also support our own lobby activities in the Netherlands or Europe, and our input to the ILO. We support capacity strengthening and international cooperation within and between global trade unions, focusing on promoting inclusion, equality, and representation. We do this in close consultation with the various FNV sectors that are affiliated with the appropriate international sectoral union.

In addition, we strengthen the social dialogue and negotiations at the international level, including, for example, international agreements with multinationals. If there is any link with the Netherlands, we do this in cooperation with the FNV. In various chains, we cooperate directly with the global trade unions, with multinational companies, and with other relevant actors.

Violations of trade union rights and the increasingly smaller playing field for civil-society organisations, and particularly for trade unions, are a growing issue in more and more countries and regions. Global campaigns focused on the recognition of trade union rights are needed to create scope for local unions to operate. Global sectoral unions and the ITUC play a pivotal role in this. Mondiaal supports campaigns for the recognition and observance of trade union rights, and brings this to the attention of relevant stakeholders within our network, such as Dutch companies and the government.

### **3.4 CORRELATION BETWEEN THE LEVELS**

All levels at which Mondiaal FNV operates are interrelated. We ensure that local trade union partners are heard at the international level, and that their priorities and practical expertise have a notable presence in the development of companies' international policy and responsible business practices.

After all, a trade union that is strong and cooperates well internationally will be capable of achieving results at the international level, which will result in a better position for trade unions in the Global South. We therefore ensure that international companies operate with due respect for labour rights throughout their value chain, and that the Dutch government and the European Union commit to respect for labour rights worldwide. In this way, they contribute to more scope for local and national trade union partners in the Global South, within which the voice of workers can be better heard. This is how we take steps towards decent work being achieved for everyone.

# 4. WHAT MONDIAAL FNV DOES

## 4.1 SOLIDARITY AND RAISING AWARENESS

Promoting a fairer global distribution requires knowledge, solidarity, and the realisation that we, as workers, are interconnected and are usually all in the same boat. We demonstrate the consequences of global inequality by explaining how workers in the Global South are being treated and sometimes are simply exploited. Examples of this treatment include how women or LGBTI+ people often miss out; how the climate crisis jeopardises decent work for many; and what all of this has to do with the political-economic policy in the Netherlands or with our consumer behaviour. As a trade union organisation, we focus on the FNV's rank and file, on the FNV members, and on consumers.

Together with the FNV, we promote concrete solidarity between FNV members and workers elsewhere. We campaign if trade union colleagues in the Global South are backed into a corner. The FNV has its own solidarity fund to support trade unions there. Mondiaal FNV supports the FNV in this respect, and works closely with its active trade unionists. Furthermore, we also foster international contact between FNV members and partners. As a result of the synergy between the activities of the FNV and Mondiaal FNV, a greater support base emerges as well for international trade union work.

## 4.2 STRATEGIC PROGRAMMING AND FINANCIAL SUPPORT

Mondiaal FNV supports partners financially and in other ways, such as by providing technical support. We draw up our programme on the basis of the local context, the input, and the priorities of our collaborating partners, who are our eyes and ears. Like a spider's web, Mondiaal FNV creates cohesion, and we provide knowledge and expertise. Moreover, Mondiaal FNV establishes connections, brings stakeholders into contact with each other, sees to it that projects gain momentum and become more inclusive, and ensures that the combined projects of different partners have a greater global impact.

Mondiaal FNV aims to make trade unions more inclusive and to draw more attention to discrimination in the workplace, with a greater say for women, LGBTI+ people, and people of different ethnic origins. We do this in all of our projects and programmes. Organisations that request our support are asked to comply with the minimum requirements regarding gender and inclusivity.

As an organisation with its homebase in the Netherlands, Mondiaal FNV has access to funds that are more difficult for southern organisations to access. With our effective fundraising capacity, we provide partners with access to financial resources that they otherwise would not have. As such, Mondiaal FNV acts like a broker between organisations in the South and donors, ensuring that these funds are used effectively. Making organisations financially stronger and more sustainable increases their visibility and therefore their possibilities to more quickly claim and gain access to national or regional funds.

As a financier, Mondiaal FNV prefers to enter into long-term partnerships. Continuity and trust are paramount when it comes to resolving structural issues and to enabling partner organisations to eventually continue independently.

## 4.3 LEARNING, INNOVATING, AND UPSCALING

The trade union movement also needs to innovate and move in tandem with a constantly changing reality. Unions worldwide face the challenge of developing innovative projects and strategies, and Mondiaal FNV ensures that these concepts are given a chance and can be shared globally. In this way, unions can learn from each other, and together grow stronger and smarter.

Trade unions from the Global South can rely on us for support for pilot projects that address specific issues, such as those that combat inequality. If, following the pilot phase, a project proves to have potential, Mondiaal FNV will also support upscaling the approach. Mondiaal FNV collates innovative ideas and distributes them through workshops, conferences, brochures, and of course social media.





Trade union leaders in Uganda are attending a training. Photograph: Compass Media/Jeroen van Loon



#### 4.4. TECHNICAL SUPPORT

At the request of partners, Mondiaal FNV provides tailored technical support in the field of negotiating, lobbying, recruiting members, organising, and campaigning. In addition, we support partners in the field of financial-capacity development and regarding specific themes such as health and safety or a liveable wage. In strengthening organisational capacity, the focus is always specifically on making trade unions more inclusive.

Sometimes the Netherlands is the best place to find the information and expertise that is relevant for the partner: for example, with Mondiaal FNV or the FNV. In many cases, however, expertise from the partner's own country or other countries can be called in. Mondiaal FNV will then act as a broker for parties that are distributed all over the world, and who would otherwise not easily find each other. Mondiaal FNV has a network of experts that can be called on and can also look for tailored expertise. In addition, we cooperate frequently with the Dutch Employers' Cooperation Programme (DECP), where the DECP supervises the employers' association, and we provide trade union expertise.

Mondiaal FNV also supports traineeships as well as visits to the Netherlands or other EU countries if this is useful for the organisation.

#### 4.5 RESEARCH AND SHARING KNOWLEDGE

Conducting studies and sharing knowledge are at the base of Mondiaal FNV's work. We as well as our partners commission independent studies and finance them where necessary. The data are used as a baseline measurement for the innovation and evaluation of lobbying and campaigning goals.

By examining the status quo of the topic on commencement of the project, we gain insight into the effectiveness of our approach at a later moment. Evaluating effectiveness is essential. This is how we and our partners learn from each other. If an approach proves to be effective, we will investigate what did and did not work, and why. We share this knowledge with other partners so that innovation can be stepped up and we can have an even greater impact.

We conduct targeted studies to support our lobbying and campaigning activities and to make them more effective. In this way, our arguments have a solid scientific basis. Mondiaal FNV facilitates knowledge sharing with and between partner organisations in a participative manner. In this way, we learn from each other's successes and failures. Our publications are always of an open-source nature (with source references).

#### 4.6 LOBBYING AND CAMPAIGNING

In cooperation with the FNV and with partners, Mondiaal FNV actively lobbies the Dutch and European authorities and relevant international organisations such as the OECD, the ILO, and International Financial Institutions (IFIs). In doing so, we strive for more stringent legislation and international agreements. If needed, we reinforce our lobbying activities with actions and campaigns.

In addition, Mondiaal FNV facilitates the international lobbying activities of partners in the Global South. We do this in constant consultation with the partner or partners involved, and mainly by providing access to relevant stakeholders. In this way, our trade union partners have a say in influencing Dutch and international politics and the private sector.

The FNV consults with social partners in bodies such as the Dutch Social and Economic Council [Sociaal-Economische Raad; abbreviated to SER] on topics that include international trade, globalisation, and the responsibility of Dutch companies. In this respect, Mondiaal FNV joins forces with the FNV, contributing the experience and the network from various chains and production countries. We use our contacts in the FNV to take full advantage of their connections, network, and know-how for the benefit of our partner organisations.

#### 4.7 COMBINING AND ALIGNING

Violations of labour rights are unacceptable. Economic growth based on the exploitation of workers is not normal practice. Together with our collaborating partners, we determine what the worldwide standards for workers' rights should be. Next, we jointly commit ourselves to achieving this new normal.

We increase the impact of our partners by combining them in terms of strategic topics. We enhance our influence by joining national and international organisations, collaboration platforms, and what is referred to as multistakeholder initiatives.

At various levels, Mondiaal FNV contributes to forming alliances: for example, by facilitating international cooperation within a chain or a campaign. We do this as part of but also beyond International Corporate Social Responsibility (ISCR) covenants. Within these cooperation initiatives, we advocate the direct involvement of partners as direct stakeholders in order to promote synergy and to avoid duplication. We ensure that women and vulnerable groups are represented.





